

PERFORMANCE EXCELLENCE PROGRAM

Number: DAO 202-960

Effective Date: 2010-07-01

SECTION 1. PURPOSE.

This Order establishes the Department of Commerce's Performance Excellence Program and sets forth policies for its administration. This quality improvement program provides a structure for promoting continuous and breakthrough enhancements to the efficiency with which the Department of Commerce (the Department) manages its programs, provides customer service, and carries out its overall mission.

SECTION 2. SCOPE.

.01 The Performance Excellence Program establishes a framework for comprehensively assessing and strengthening effectiveness, efficiency and customer focus, e.g., process management, customer service, employee involvement, leadership, and strategic planning. The Malcolm Baldrige National Quality Award Program (Baldrige Program), a nation-wide mechanism for encouraging and recognizing significant quality improvements in the private and public sectors, serves as a model for the Performance Excellence Program. Instances of improved service delivery and work processes meriting recognition by the Secretary will be identified on a quarterly basis.

.02 The Performance Excellence Program covers all operating units, Departmental offices, Chief Financial Officer and Assistant Secretary for Administration (CFO/ASA) directorates, and the Office of the Chief Information Officer, with the exception of the Office of Inspector General.

SECTION 3. STRUCTURE AND RESPONSIBILITIES.

.01 Program Director. The Performance Excellence Program is administered by a Program Director located in the Office of the Deputy Secretary. The Program Director is responsible for the design and implementation of the program, and coordination of operations. This includes development of an educational program to appropriately inform Department officials of the principles involved in a structured process improvement program, in general, and the Performance Excellence Program, specifically. The Director will also work with the Performance Excellence Council to develop and implement strategies to engage the DOC workforce in process improvement.

.02 Performance Excellence Executive Advisory Committee. The Program Director is advised by the Performance Excellence Executive Advisory Committee (Committee) in designing and implementing program initiatives.

- a. Committee members are appointed by the Deputy Secretary and include a union representative nominated by the Department of Commerce Labor-Management Forum.
- b. All Committee members are Department of Commerce employees.
- c. The Committee meets quarterly or as determined necessary by the Program Director.

.03 Performance Excellence Council. The Performance Excellence Council (Council) facilitates the evolution of performance improvement efforts throughout the Department. Its members participate in the development of the performance improvement program and plan, and lead deployment activities in their respective operating units and offices. The Program Director works with the Council to share information and provide technical assistance on implementing performance improvements.

- a. Members of the Council shall be Department of Commerce employees and designated by the head of each operating unit and Departmental office covered under the scope of this Order and serve as internal performance excellence consultants within their respective organizations.
- b. The Council meets monthly or as determined necessary by the Program Director.

.04 Operating Units and Departmental Offices. Each operating unit and Departmental office covered under the scope of this Order is responsible for:

- a. Developing and implementing a program to improve the quality, efficiency, and effectiveness of the services it provides and activities it undertakes through business process redesign and other process improvement techniques;
- b. Identifying immediate and near-term opportunities for process improvement through a self-assessment using the principles of the Baldrige Program;
- c. Evaluating the results of its performance improvement efforts, identifying those that it believes merit recognition by the Secretary, and submitting nominations through the Program Director for consideration by the Secretary; and
- d. Reporting quarterly to the Secretary, through the Program Director, on the status of its performance improvement program and the results that have been obtained.

SECTION 4. REPORTING REQUIREMENTS.

.01 Quarterly reports and nominations for Secretarial recognition shall be submitted by operating units, and Departmental and other offices covered by this Order to the Program Director within 15 calendar days following the end of each quarter.

.02 Based on information submitted to and recommendations made by the Program Director, the Secretary will select quality improvement efforts that merit recognition once each quarter.

Signed by: Secretary of Commerce

Approved by: Office of Primary Interest:

Office of Primary Interest: Office of the Deputy Secretary

