



# The 2022 W. Edwards Deming Outstanding Training Award

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**Graduate School** USA  
[graduateschool.edu](https://graduateschool.edu)

**W. Edwards Deming, Ph.D.** was a renowned scholar and teacher in American academia for more than 50 years.

He published hundreds of papers and books covering topics from statistical variance, to systems and systems thinking, to human psychology.



Dr. Deming, who believed that organizational “sharing” should be an ongoing theme, promoted the concept of a “we” organization rather than a “me” organization. He taught that transformation “is everyone’s job,” and that businesses seeking change must make a long-term commitment to new learning and new philosophy. He leaves a body of work that has been described as “the third stage of the Industrial Revolution.” His teachings engaged all levels of employees in regulating quality control.

Unheard of at the time he promoted them, Deming’s theories on quality control sparked the renewal of Japan’s economy following World War II and launched the total quality management movement. Dr. Deming trained thousands of people worldwide in his theory and in the technologies of total quality management and statistical process control.

Dr. Deming was a Graduate School USA instructor and a dean for many years. His ideas have influenced our view of workplace learning as a continuous professional development that empowers individuals and organizations’ success.



For more information on W. Edwards Deming, visit the Deming Institute at [www.deming.org](http://www.deming.org)

**“Learning is not compulsory...neither is survival.”**

W. Edwards Deming

# THE 2022 W. EDWARDS DEMING OUTSTANDING TRAINING AWARD

## Open to All Federal, State, and Local Government Agencies and Government Contractors

Graduate School USA presents the W. Edwards Deming Outstanding Training Award to a federal, state, or local government organization that exemplifies excellence with an initiative or project that focuses on enhancing quality processes within that organization. Recipients of the Award demonstrate innovative training through a workforce initiative that has measurably benefited their organization. Winners are unique because they recognize that in order to succeed, organizations must embrace a sincere desire to achieve through a commitment to high quality in all that they do. They also understand the importance of teamwork and the success that comes with empowering all parts of the organization.

## The Award Selection Committee

The selection committee consists of an esteemed panel of leaders who are subject matter experts in the fields of public administration and workforce education. The decision of the selection committee is final.

## Recognition

Graduate School USA uses the bald eagle as the symbol for our award to illustrate the strength and power associated with adhering to high quality standards.

The eagle is also known for its sharp eyesight, a characteristic emblematic of those with the foresight to embark upon initiatives with the potential to transform an organization for the better.

Deming Award winners will be honored in the following ways:

- This year's awards ceremony will be held, virtually, in October.
- Award recipients will be recognized in Graduate School USA promotional materials and on our website.

The recipient organizations will join an exemplary group of that have been recognized for demonstrating Dr. Deming's ideas about quality and the importance of cooperation and support among teams.

## The Deming Award Categories

### Human Capital Management

Workforce initiatives benefit the entire organization. For organizations to succeed they must have a commitment to high quality in all that they do. They also understand the importance of teamwork and the success that comes with empowering all parts of the organization.

Has your organization created an innovative program, with measurable results, for your organization that centers on the areas of talent management, employee engagement or succession management?

### Agile Management

How has your agency responded to the constant shifting of events these past few years? With the ever-changing environment facing government, being able to adapt or to be agile in your decision, planning is paramount.

What training initiative did your agency create to respond to a changing environment and did this initiative produce measurable results?

## Nomination Deadline

August 26, 2022

# 2021 W. Edwards Deming Award Winners

## Department of State ILMS Change Management Team

### “Virtual Global Logistics Training Initiative”

The Integrated Logistics Management System (ILMS) Change Management Team at the U.S. Department of State, Bureau of Administration, Office of Logistics, provides global logistics training for over 35,000 users in 282 embassies and consulates in 180 countries across the globe. The ILMS system is a mission-critical system for users to procure \$11 billion dollars in goods and services a year — everything from pens and pencils to armored cars.

The global pandemic halted the team's ability to train users early in 2020. To meet the needs of users and maintain an efficient supply chain, training needed to continue. A strategy grounded in quality methodology was created and four goals were established: to train virtually, increase users trained, improve data quality, and improve training effectiveness. Over the course of a few months, with the input from industry experts and diplomats, the team transformed the program. Weeklong in-person courses were adapted into engaging virtual courses. Courses were assessed to identify learning gaps and increase durability, and adult learning methods were incorporated to increase engagement with students. Then, virtual training tools were integrated to support a variety of cultural and literacy needs, on-demand videos were created to support users 24/7, and a new offering was created to diagnose embassy supply chain issues and provide individual support.

The data in the months following demonstrated this was the right direction, as users trained increased by 47 percent, post outreach increased by 22 percent, and data quality increased by 49 percent. These results were achieved without increase to budget or staff. The program is now positioned to support ILMS users across the globe and power diplomacy no matter what the future holds!

## Procurement Innovation Lab Office of the Chief Procurement Officer U.S. Department of Homeland Security

### “Acquisition Workforce Procurement Training Project”

The Department of Homeland Security (DHS) Procurement Innovation Lab (PIL) was established in 2015 as a safe space for procurement teams to explore innovative strategies that would provide faster delivery, better solutions, and greater value to the DHS mission. Procurement teams from across all of the Department's components have entered into the PIL and tested their innovative ideas to solve mission challenges. The PIL's framework of testing and sharing is supported by senior leadership fostering a collaborative learning culture empowering teams to take smart risks to improve mission outcomes.

In FY 2020, the DHS acquisition community saw the currents of change produced in the PIL's first five years grow as a result of the global pandemic. The DHS Chief Procurement Officer (CPO) at the time, Soraya Correa, challenged the PIL to quickly and effectively help procurement teams interact with industry virtually throughout the acquisition lifecycle. The PIL devised a multi-prong approach to overcome the challenges of being thrust into a virtual environment which included a need for continuing education to reach acquisition workforce (AWF) members. The PIL team adapted its in-person procurement innovation trainings from an eight-hour course to four hours virtually, and this pivot allowed the PIL to reach more acquisition workforce professionals, including 550 attendees of the National Contracts Management Association (NCMA) 2021 World Congress! The COVID-19 meeting restrictions ultimately resulted in the PIL effectively reaching an even larger portion of the acquisition workforce.

The PIL interactions have had positive outcomes for the acquisition workforce as evidenced by data collected in the DHS Competing Value Framework (CVF) cultural assessment and surveys completed by attendees of PIL training events. The transition to the virtual environment recharged the workforce, inspiring workforce members to find new ways to obtain agency requirements. The PIL continues to support DHS and federal acquisition teams as they test new ideas of tomorrow. By remaining flexible and continuously adapting, the PIL assists the federal acquisition workforce as the acquisition ecosystem and operational mission environments continue to evolve.



# Nomination Application Information

## Who is Eligible?

1. Federal, state, and local government organizations, and civilian and uniformed branches of the U.S. military are eligible.
2. Government contractors who are partnering with a federal, state, or local government agency on a project that meets the criteria of the Deming award are also eligible to apply. However:
  - The contractor must be the primary contact brought on by the agency that created the specific program, under the direction of the agency.
  - The contractor must be administering the program in partnership with the agency.
3. Individuals are not eligible.
4. Nominated projects must have been initiated within two years of the nomination deadline.
5. There is a one-year moratorium on any extension of a previous winning initiative.

## What is the Criteria for Entering?

Priority will be given to nominations that meet all of the following criteria:

1. The results are outcome-based, rather than activity-based, resulting in a verifiable improvement in some aspect of the organization's performance.
2. A strong rationale is evident to support the decision to utilize training (rather than alternatives) to address the organizational performance deficiency.
3. A sound methodology was used to determine and objectively verify the impact of the initiative and how it contributes to the organization's mission.
4. The initiative demonstrates a commitment to collaboration and information sharing.
5. The initiative illustrates a strong "story," presenting a before and after narrative.

## Nomination Categories:

You must select a category for your nomination entry.

- 1. Human Capital Management** - Workforce initiatives benefit the entire organization. For organizations to succeed they must have a commitment to high quality in all that they do. They also understand the importance of teamwork and the success that comes with empowering all parts of the organization. Has your organization created an innovative program, with measurable results, for your organization that centers on the areas of talent management, employee engagement or succession management?
  - 2. Agile Management** - How has your agency responded to the constant shifting of events these past few years? With the ever-changing environment facing government, being able to adapt or to be agile in your decision, planning is paramount. What training initiative did your agency create to respond to a changing environment and did this initiative produce measurable results?
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## **Nomination Guidelines:**

1. Explain specifically how the nominated initiative meets the criteria.
2. Show a correlation to the organization's mission.
3. Demonstrate a mastery of the challenge.
4. Stress the factors that make the initiative exceptional or noteworthy.
5. Demonstrate the concepts of teamwork and sharing.
6. Illustrate the effect of the initiative on the organization's performance.
7. Substantiate all claims, providing information that objectively verifies the successful results of the nominated initiative.
8. Provide supplementary video or other media as it relates to the overall success and performance goals of the organization's initiative.
9. Include a photo of the nominated team.
10. The deadline for nomination submissions is August 26, 2022.

## **Additional Guidelines**

When preparing your nomination, please keep in mind that it should convey the strategic importance of your initiative as it relates to overall organizational success. Dr. Deming stressed the idea of transformational change that produces measurable results. His book, *Out of the Crisis*, includes a roadmap of 14 points that describe how transformational management is achieved. Some of those key points are listed below. Ask yourself: "Do these points apply to my organization's program or initiative?"

1. Create constancy of purpose for improving products and services.
  2. Institute training on the job.
  3. Adopt and institute leadership.
  4. Drive out fear.
  5. Break down barriers between staff areas.
  6. Eliminate numerical quotas for the workforce and numerical goals for management.
  7. Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system.
  8. Institute a vigorous program of education and self-improvement for everyone.
  9. Put everybody to work accomplishing the transformation.
  10. Adopt the new philosophy.
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## Part I. Nominee Information

Organization Nominated (Name as it should appear on the award, if selected)

Mailing Address

City

State

Zip Code

Telephone

E-mail

## Part II. Time Frame

Nominated projects must have been initiated within two years prior to the nomination deadline.

Starting Date of Program

End Date (if applicable)

## Contact Information

For more information, please contact:

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