

FOIA MARKER

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Baldrige Award Ceremony [1]

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Talking Points
1996 Baldrige Award Ceremony

President Clinton

- [Welcome and acknowledgments (Secretary Kantor, Members of Congress, Baldrige Foundation, Baldrige family members) to come]
- I am honored and delighted to take part in this ceremony and to congratulate and acknowledge the accomplishments of the 1996 Malcolm Baldrige National Quality Award winners -- ADAC (Ay-dak) Laboratories, Dana (Day-na) Commercial Credit Corporation, Custom Research Incorporated, and Trident (Try-dent) Precision Manufacturing Incorporated.
- This is the third year that I have had the opportunity to help honor the Baldrige Quality Award winners, and it means a lot to me. In my last job, I devoted a good deal of time and energy to partnering with business for economic growth in Arkansas -- and improving quality management was an important part of that strategy. I became quite familiar with the Baldrige Award and its powerful potential for changing the way organizations view the rest of the world and how they view their own operations and resources. So it is very rewarding to be part of this Award so appropriately named in honor of the memory of Secretary Baldrige.
- This award also carries special meaning for me because it was near and dear to one of my good friends, former Secretary Ron Brown. Anyone who ever met Ron Brown knew the kind of energy and enthusiasm that

he devoted to all of his work, but the Baldrige Award clearly was one of his real favorites.

- This morning, we are honoring four very special businesses that now join an elite group of companies serving as role models for our nation and the world. Through their passion for excellence and commitment to their customers, their employees, and their communities, these companies are showing the world that quality pays, in increased productivity, in delighted customers, in empowered employees, and in improved profitability.
- Their success is an inspiration to all of us. It also is an indicator of how far we have come in revitalizing our economy. Intense global competition gave us good reason for concern in the mid-1980s and into the 1990s. We had lost major overseas markets, and our companies and our workforce were hurting, hurting badly.
- Today, many signs point to the fact that the U.S. once again is regaining its world-class quality and competitiveness ranking among nations and re-experiencing the benefits that quality and success bring. Recently, the private sector Council on Competitiveness reported on our nation's progress, concluding that the U.S. has made key gains in recapturing global market share, in growth of per capita gross domestic product and industrial output, in reducing the budget deficit and in creating jobs. The Council's report says, "The United States has outperformed other advanced industrial economies in most of these areas."
- A substantial share of the credit for this improvement belongs with those

in our business community who recognized the extreme challenges we faced and who adopted sound quality management principles to improve their companies' focus and operations. The Baldrige Award framework has helped to drive that quality improvement, and it shows. We are in the midst of a rebirth of business excellence, and the private-public partnership embodied by the Malcolm Baldrige National Quality Award program is a key element in that revitalization that we can use to reach even greater heights as we move into the 21st Century.

- Improvement, however, is not restricted to the United States. More and more companies worldwide are incorporating Baldrige Award principles into their business operations, and savvy consumers are demanding quality products and top-notch service -- and nothing less.
- While we have made great strides, we cannot rest. As we move into the next century, quality is fast becoming a given, the price of admission to the competitive battle for business. Quality no longer is just a goal.
- We are looking ahead to a time when change will be perhaps the only constant. Changes in where we work and how we work. Changes in who we work for, and who we partner with. Changes in our workforce and our work tools. We all will need to have a better understanding and a better plan for how we can make the most of our human resources, our technologies, our know-how, if we are to succeed as organizations and as a nation.
- The Baldrige Quality Award approach is a recipe for achieving that success. It has all the right ingredients to help U.S. companies attain and retain market leadership in the 21st century.

- These ingredients include clear-cut strategies in striving to meet “stretch goals,” for achieving more informed and inclusive leadership, new and more meaningful ways of measuring performance, closer teaming with customers, partners, and employees, more effective methods for empowering our workforce, and the opportunities to be better corporate citizens.
- The Baldrige Award-winning companies have proven that any U.S. business -- regardless of size or specialty -- can use these principles in becoming extraordinarily successful. That includes, of course, this year’s winners, who are a microcosm of how organizations can and must ride the wave of change into the next century. Just a glance at these companies shows where our future is.
- ADAC Laboratories is a high-tech business that designs, manufactures and supports extremely complex systems for diagnosing and treating life-threatening illnesses. Its products are sold to hospitals, universities and clinics throughout the world.
- ADAC’s quality system has helped the company become a market leader not only in the U.S. but also in Europe, Asia and Latin America.
- In fact, its nuclear medicine market share has grown over the past six years from well under 10 percent to approximately 50 percent in the United States, and its share in Europe now exceeds 25 percent. Those are really impressive numbers, especially when you consider where the company was just a few years ago. ADAC Laboratories’ recent history is literally a “rags-to-riches” story.

- The company had been losing ground and employees in the mid 1980s. At one point, employment dropped to below 300 from a previous high of 1200. That's when the company decided to adopt its quality management system. That's when the company decided it needed to change its culture, and the Baldrige Award criteria became the means to that end.
- ADAC Laboratories declared that its customers came first, no matter what. The results speak for themselves: In independent surveys of nearly 2,000 clinics and hospitals, customers consistently rate ADAC best at addressing their needs. And the company has grown back to 730 employees today.
- At a time when time-to-market often spells success or failure for any company, ADAC's quality system has helped the company to speed products to the market faster than its largest competitors. Especially for companies in globally competitive technology-based businesses, accelerating and compacting the innovation process is key, and ADAC's quality approach is designed to do just that. It has been rewarded handsomely, with revenues tripling between 1990 and 1996. Facing another tough couple of years as we in Washington strive to cut the budget deficit even further, I think maybe I should chat later with the ADAC folks about just how they managed that revenue-boosting feat.
- When you talk about doing whatever it takes to meet the customer's needs, a fundamental requirement for any Baldrige winner and for any company that hopes to be successful in the next century, you've got to be impressed with Dana Commercial Credit Corporation's style.

- A provider of leasing and financing services, unique transactions are DCC's specialty. They've arranged everything from the short-term lease of computers for the TV network covering the 1994 winter Olympic games to helping a major gas processing facility in the North Sea go "on-line." [One more example to come.]
- DCC worries a lot about how it stacks up not just against the competition, but also against its own goals and its customers' needs and desires. The company develops formal scorecards on itself, its competitors, and its customers' expectations. All of this information keeps DCC on target in its pursuit of excellence.
- Any good company fit for business today and in the future knows that it is our knowledge base -- our human resources -- that constitutes our most valuable asset.
- DCC's assertion that "people are our most important asset" is illustrated through its policy to empower its people to "just do it" and to act on their ideas for improvement without prior approval.
- Our most thoughtful and successful business leaders know that bottom line corporate profits are not incompatible with another bottom line measure: social responsibility. In fact, companies that model themselves using the Baldrige Award criteria demonstrate the fundamental compatibility of corporate and social responsibility.
- DCC works as partners not only with its customers and suppliers, but also with the communities where its offices are located. For example,

when negotiating tax incentives for relocating a new headquarters building, DCC committed the equivalent of 45 percent of the resultant tax savings to the Toledo School Board. The city has adopted this approach for future tax incentive offerings.

- An organization's size is not the determining factor for success in the marketplace now – and it certainly will not be the critical factor in the future. Custom Research Incorporated, is the smallest company ever to win the Baldrige Award and the first professional services winner. With just 100 employees, CRI surely proves the point that it is organizational performance that matters most in our changing business environment.
- A national marketing research firm, Custom Research is one of only a very few companies in its field that has remained independent while growing over the past two decades. How did it manage to do that? By viewing customer loyalty as the firm's most valuable asset, by assembling its employees to work in true team fashion, and by taking the greatest possible advantage of information technology.
- All CRI staff are members of customer-focused teams whose goal is to surprise and delight their clients. I love that Baldrige idea. Surprise and delight customers. It's what Vice President Al Gore has been working so hard at, and with such great early results, through his Reinventing Government efforts and those of federal agencies around the country.
- The information technology revolution is just really taking off. It's affecting how we all learn, how we govern, how we do business, and CRI is among the leaders in the service sector.

- CRI uses computer technology to improve its performance or to devise new services that respond to customers. The company led the industry for example, in using computers to assist in telephone interviewing and data collection and analysis.
- Not surprisingly, CRI meets or exceeds client expectations on 97 percent of all projects, and 92 percent of clients rate the company as “better than the competition” on overall level of service.
- For those who say service can't be measured, this year's two service winners -- DCC and CRI -- are proving it can be done, and that it pays.
- As large companies cull the ranks of suppliers and demand more from those that survive the cut, building quality into everything Trident Precision Manufacturing does is this Baldrige Award winner's basic business plan. And who does Trident turn to? Its employees. Trident's workers are the acknowledged source and foundation for its quality leadership and competitiveness.
- Consequently, Trident emphasizes training, team involvement, empowerment, recognition and reward. This company with fewer than 170 employees remarkably invests more than 4 percent of its payroll on training and education -- and that's two to three times above the industry average.
- This small company's success has brought with it new jobs for people in the upstate New York community of Webster and nearby towns, including quite a few employees who had worked at larger companies in the area that have downsized. That is wonderful not just for Trident,

which is able to pick up skilled employees, and not just for those individuals who can make productive contributions and better support their families, but also for the community.

- As I have traveled around this country -- and I did do some traveling this year -- I have heard time and time again from Americans who have moved from large companies to find new and even better jobs with our growing number of small businesses that are such a vital source of our country's economic strength.
- Trident also demonstrates another way in which Baldrige Award winners are out in front, leading the way for the American business. Trident, and other Baldrige winners, are showing how companies can mesh corporate and social responsibilities. Before bidding on a project, Trident works with prospective customers to eliminate hazardous materials that may be specified as part of the process, or that would pose a health or environmental risk. I am told that Trident will not bid on the job if material requirements are not changed to ensure sound environmental practices.
- Delighted customers; involved, energized employees; a respect and commitment for the environment and the communities in which they reside; an investment in technology; and an improved bottom line. Those are characteristics all of these companies have in common as part of their continuous improvement efforts.
- I'm sure each of our winners will tell you that reaching this pinnacle of excellence was not easy, nor did it happen overnight. But good things are always worth the effort and the time it takes to accomplish them.

- As they have each proven, in their own way, performance excellence is achievable in any sector of our business community -- and the Baldrige Award principles show organizations what they can and must do to improve their performance and competitiveness.
- One of last year's winners called the Baldrige Award "an American treasure." The Award is held in high esteem for the valuable role it is playing in making quality excellence and improvement national priorities.
- Now going into its 10th year, the award program has proven to be a remarkably successful government and industry team effort.
- The annual government investment of about \$3 million is leveraged by over \$100 million of private sector contributions, including more than \$10 million raised by private industry to help launch the program and the time and efforts of hundreds of largely private sector volunteers. Many of those volunteers are in this room today.
- I understand that the same energy that helped launch this award in 1988 now is being focused on two sectors vital to the well-being and advancement of our economy and society -- health care and education.
- This year a successful pilot Baldrige Award program for health care and education organizations was stopped dead in its tracks due to lack of funding. *plans to expand to health care & education*
- But I am pleased to hear that the private fund-raising foundation for the Award has once again volunteered to raise an endowment to establish an award program for the health care and education sectors. I

understand we will be hearing more about that effort soon, and I hope that the federal government can do its share to make the program a success.

- Bringing the Baldrige Award concepts and philosophies to bear on health care and education is vital to the competitiveness of America's businesses as we enter the 21st century. Furthermore, it illustrates so clearly how social responsibility and corporate interests can mesh to be mutually supportive.
- I look forward to the day when we have health care and education winners sharing this stage with their business counterparts.
- I want to thank all of our many private sector partners -- the 28 winning companies; the volunteers who give their time and energy to reviewing applications, at the national, state and local levels; the board of overseers; the Foundation, and countless others. That includes the Commerce Department and its National Institute of Standards and Technology, which manages the award with the assistance of ASQC. [official name of that organization]
- You are helping to build a better America that will allow our children to work and contribute and prosper now and into the next century. My Administration is proud to be a part of this outstanding public-private partnership. You deserve both our congratulations and our appreciation.
- Thank you.

PRESIDENT WILLIAM J. CLINTON
1996 MALCOLM BALDRIGE NATIONAL QUALITY AWARDS
WASHINGTON, DC
DECEMBER 6, 1996

Acknowledgments: Secretary Kantor, Members of Congress, Baldrige Foundation, Baldrige family members...

This is the third year that I have had the privilege of honoring the Baldrige Quality Award winners. This year's event has special meaning to me for several reasons. First, as in past years, it recognizes those companies that stand as role models of excellence and good citizenship to the rest of the nation and the world. And second, it was one of the favorite events of my good friend, former Secretary Ron Brown. Ron's participation in last March's ceremony at the White House was one of his last official duties before his untimely passing. He would be proud of the great job Secretary Kantor has done, and of the outstanding performance of this year's Baldrige award winners. Like Ron, Secretary Kantor has worked tirelessly to help American companies, like the ones we are honoring here today, achieve their highest potential. And we should all be grateful for his leadership.

Let me begin by thanking our many private sector partners, including all 28 previous winning companies, the examiners and the Baldrige Foundation for helping make corporate excellence a national priority. For almost ten years now, this award program has been a remarkably successful public/private partnership. And I am pleased that plans are underway to expand the Baldrige Awards by establishing new categories for non-profit health and education organizations. I hope the federal government will do its share to make that effort a success.

America's economy is strong and growing stronger every day. For the past four years, we have had a strategy to create the conditions for strong private sector growth. And we have seen the results in deep deficit cuts, low inflation and a strong economy. Today we learned that wages are rising as we near 11 million jobs in 4 years. Now we should keep our economy growing by balancing the budget in a way that honors our commitments to our children, our parents, quality health care, and the environment.

Our strategy recognizes that American progress rises and falls on the strength of American business. Our businesses, both big and small, are the engine that will carry us successfully into the 21st century. Two decades ago, American companies had very little competition outside our borders. But, in this new global economy, we now must compete with the world for both jobs and markets. The business community understands that the only way we can be successful in this new environment is through bold innovation and making use of the talents of all our people. That is exactly what this year's Malcolm Baldrige winners are doing. You have heard their success stories. But, in addition to what they are doing to help themselves and their employees, each of these companies has a lesson to teach us about how to meet our challenges as a nation.

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turnaround. You have been able to triple your revenues in just three years. Maybe I should chat later with the ADAC folks about how they managed that feat.

The secret to Dana Commercial Credit Corporation's success is its commitment to customers, employees and the community. I applaud you for your "just do it" style of management that encourages employees to act on their ideas -- and for your use of tax savings to financial support of the Toledo School Board.

Custom Research Corporation is proving that you don't have to be the biggest to be the best. Your creative use of computer technology to "surprise and delight" your clients 97 percent of the time is truly remarkable.

I applaud Trident Precision Manufacturing for your extraordinary investment in the training and education of your employees. And in this era of downsizing, I want to also commend you for hiring people who had worked for larger companies that have downsized.

Satisfied customers. Involved, energized employees. A respect and commitment to the communities in which they do business. An investment in technology. And an improved bottom line. Those are the things all these Malcolm Baldrige award winners have in common.

America needs strong companies like these to help us move forward in the 21st century. In the next few years, I look forward to working with our business and corporate leaders to build upon what we have been doing together. We will call upon them to help us meet our most important challenges: moving people from welfare to work...helping our schools meet the highest of international standards... and giving our children the tools to take advantage of our rapid advances in technology. I believe that if we all work together and all take responsibility, America's best days are ahead.

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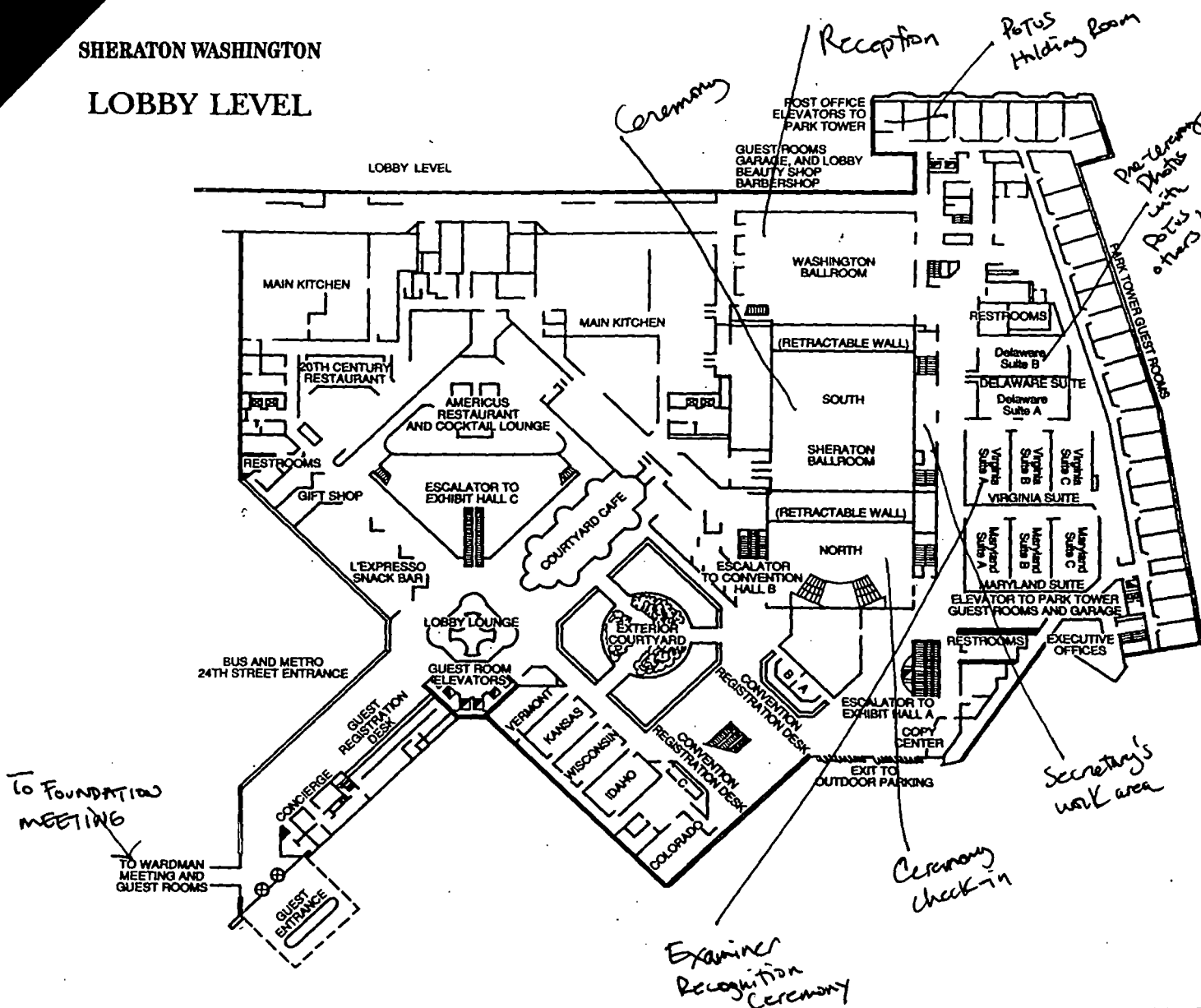
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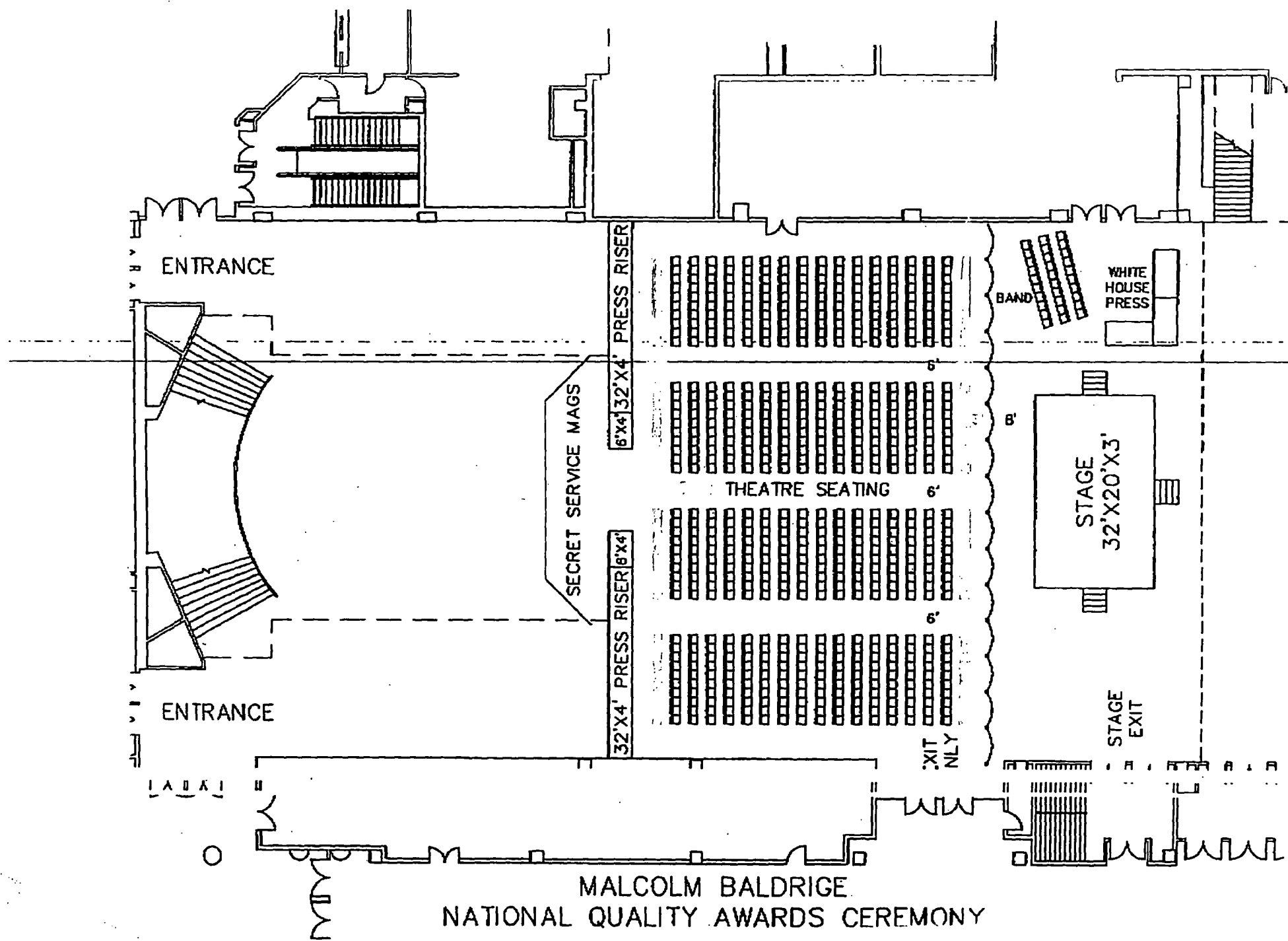
**PHOTOCOPY
PRESERVATION**

SHERATON WASHINGTON

LOBBY LEVEL

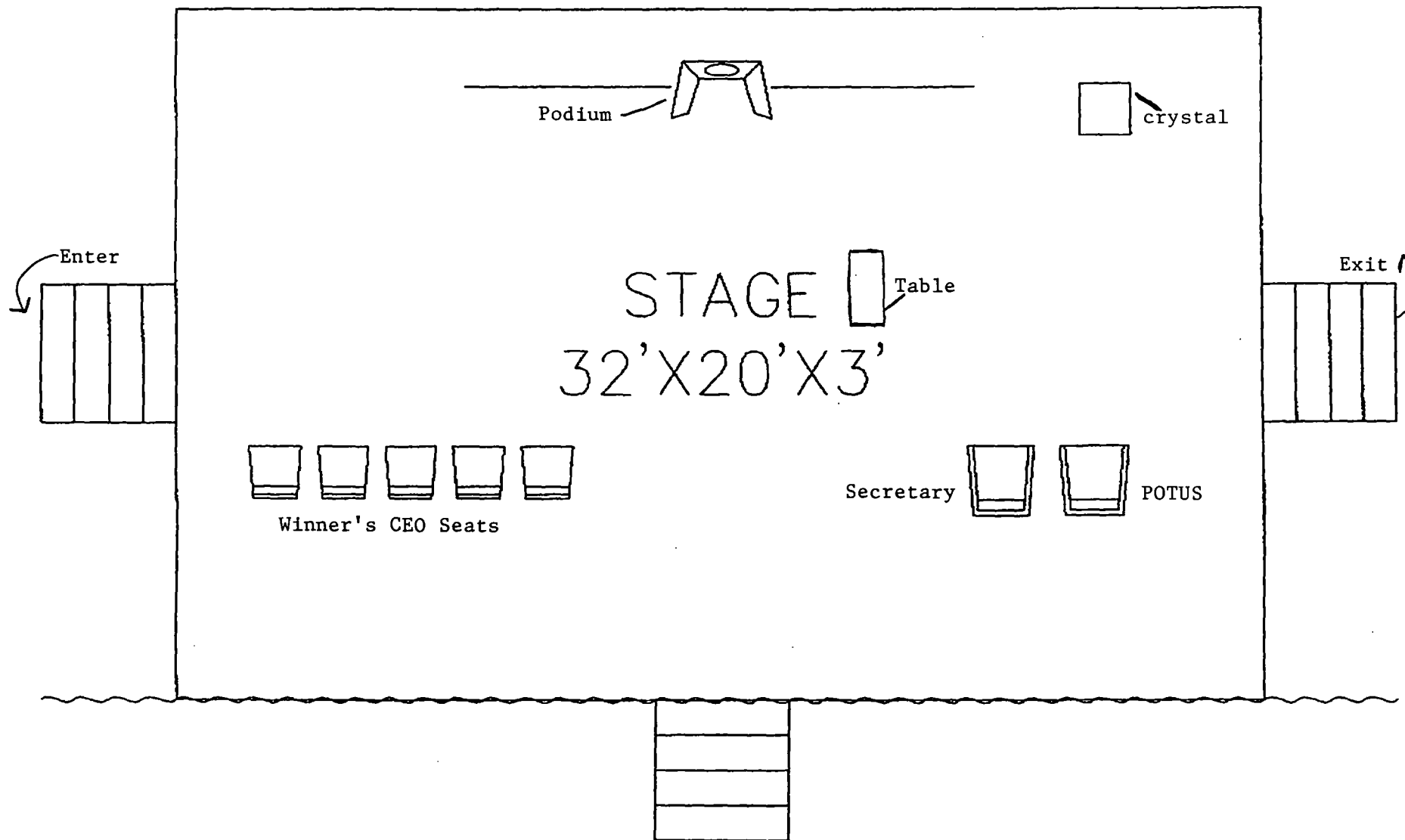


	Theater	Classroom	Banquet	Reception	Conference	Ex10 Booths	Ceiling Height	Dimensions	Square Feet
Sheraton/Washington Ballroom	4,500	1,800	2,800	4,000			25	225x90	27,232
Sheraton Ballroom	2,600	1,000	1,700	2,400			25	155x90	13,950
Washington Ballroom	1,000	550	800	900			25	108x69	7,452
Sheraton balconies	200	75	100	175				67x20	1,340
Washington balconies	400	200	250	350				70x45	3,150
Sheraton foyer				1,700					
Virginia	450	200	300	400			12	70x43	3,010
Virginia A/B/C (each)	125	60	90	100	40		12	23x43	986
Virginia A/B	275	125	200	250	80		12	48x43	2,064
Virginia B/C	275	125	200	250	80		12	48x43	2,064
Delaware	350	150	240	300	0		12	53x50	2,650
Delaware A/B (each)	150	75	100	125	50		12	53x25	1,325
Maryland	500	225	325	400	0		12	80x43	3,440
Maryland A/B/C (each)	150	60	100	125	40		12	26x43	1,118
Maryland A/B	300	120	200	275	80		12	52x43	2,236
Maryland B/C	300	120	200	275	80		12	52x43	2,236
Colorado	110	50	80	100	30		9	35x26	910
Idaho/Wisconsin (each)	100	50	70	100	30		9	33x24	792
Kansas	100	50	70	100	30		9	33x24	792
Vermont	60	35	50	50	25		9	24x249	576



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SEATING



FORMAL CEREMONY SCHEDULE OF EVENTS (12/3 DRAFT)
1996 MALCOLM BALDRIGE NATIONAL QUALITY AWARD CEREMONIES
DECEMBER 6, 1996
SHERATON WASHINGTON

- 10:15 a.m. Doors open
- 11:15 a.m. Doors close
- 11:30 a.m. President arrives
- 11:31 a.m. Photos (Delaware Room B)
President, Secretary Kantor, 2 officials from each of the 4 winning companies taking part in the ceremony (see below), Foundation trustees, Commerce Under Secretary for Technology Mary Good, National Institute of Standards and Technology Director Arati Prabhakar, NIST Quality Programs Director Harry Hertz, Baldrige family members (about 25 people total)
- 11:35 a.m. Ceremony (Sheraton South Ballroom)
(Attended by 5-600 primarily business guests, including CEOs of past winners, current winners' employees, Members of Congress, others)
- 11:35 President is announced, accompanied by Secretary Kantor, and both move on stage. Color guard is announced, colors presented. National Anthem, colors are retired.
- 11:37 Welcome, remarks and introduction of President by Secretary Kantor
- 11:44 Remarks by President
- 11:54 Secretary Kantor calls up 2 officials from each company to receive portfolio and award flag from the President and for photo with Award crystal along with President and Secretary. CEOs make brief remarks (5 minutes) Participants:
- ADAC Laboratories:
- Portfolio and remarks, David L. Lowe
 Chairman and CEO
- Flag, Douglas H. Keare Jr.
 VP of Quality

Dana Commercial Credit Corporation:

Portfolio and remarks, Edward J. Shultz
Chairman and CEO

Flag, Southwood (Woody) J. Morcott
Chairman and CEO, Dana Corporation (DCC parent)

Custom Research Incorporated:

Portfolio, Judith S. Corson, Partner
Flag, Jeffrey L. Pope, Partner
Remarks, Corson and Pope

Trident Precision Manufacturing Incorporated:

Portfolio and remarks, Nicholas Juskiw
CEO and President

Flag, Joe Miran
VP, Operations

- 12:18 Group photo of President, Secretary and 5 CEOs with award
- 12:19 Secretary Kantor calls on Baldrige Award Foundation President Earnest W. Deavenport, Chairman and CEO of Eastman Chemical Company, to offer closing remarks
- 12:21 President departs, ceremony concludes

As of December 3, 1996

List of Expected Attendees to the Malcolm Baldrige National Quality Award Ceremony
Friday, December 6, 1996

Senator Conrad Burns (R-MT)

Representative Louise Slaughter (D-NY)

Craig Kramer, Legislative Director
Office of Representative Sander M. Levin (D-MI)

Louis Whitsett, Professional Staff Member
Senate Committee on Commerce, Science, and Transportation

Patrick Windham, Professional Staff Member
Senate Committee on Commerce, Science, and Transportation

Robert Palmer, Staff Director
House Committee on Science

James Turner, Professional Staff Member
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WASHINGTON, DC
DECEMBER 6, 1996

Acknowledgments: Secretary Kantor, Members of Congress, Baldrige Foundation, Baldrige family members...

This is the third year that I have had the privilege of honoring the Baldrige Quality Award winners. This year's event has special meaning to me for several reasons. First, as in past years, it recognizes those companies that stand as role models of excellence and good citizenship to the rest of the nation and the world. And second, it was one of the favorite events of my good friend, former Secretary Ron Brown. Ron's participation in last year's ceremony at the White House was one of his last official duties before his untimely passing. He would be proud of the great job Secretary Kantor is doing, and of the outstanding performance of this year's Baldrige award winners.

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[UNEMPLOYMENT ANNOUNCEMENT]

A substantial share of the credit for this improvement belongs with businesses, like those here today, who are meeting the challenges of the 21st century with dedication to quality, bold innovations and a renewed commitment to customers and employees.

ADAC Laboratories' commitment to its customers has resulted in a phenomenal turnaround. You have been able to triple your revenues in just three years. Maybe I should chat later with the ADAC folks about how they managed that feat.

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Our approach is very different from the past

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Thank you.

Looking forward to make next Cent. the best

I think we've done a good job of beginning to change economically. And I can't make us come back together all by myself. This has got to be a deal we do together. I am not giving you a bunch of negative talk. I am a congenital optimist. But I don't believe public officials serve the public interest by giving happy talk when hard news is called for or by using tough facts to divide people instead of unite them.

So in the intolerance I ask for, I ask for your intolerance of conditions, not of people. Remember those kids you heard singing tonight when you go home. There's just millions of them out there, and they're bright and good. They can do anything that they have to do to take this country into the 21st century if we can simply do what we have to do to stop some of the crazy things that we have permitted. Don't expect it to happen overnight. This family degeneration has happened over 30 years. The wages have been stagnant for 20 years. The deficit has been exploding, and investment and productive things have been declining for 12 years. We do not have to do it overnight. But we must become intolerant in a consistent way, in a compassionate way, and we must believe that what worked for so many of us will work for tomorrow's children, too. If we believe that and we act on it, then our intolerance can give our country a new birth.

Thank you, and God bless you all.

NOTE: The President spoke at 9 p.m. at the Waldorf Astoria Hotel. In his remarks, he referred to Senator Moynihan's wife, Elizabeth. A tape was not available for verification of the content of these remarks.

Remarks on Presenting the Malcolm Baldrige National Quality Awards

December 14, 1993

Thank you very much. Secretary Brown and former Secretaries of Commerce, Members of Congress, members of the Baldrige family, and the honorees and all their supporters waving the flags and the signs in the back. It's kind of nice, after all of the speeches I've given and all the crowds I have to

see, those kinds of signs waved at me when I speak.

Before I present the Baldrige Award today I would like to talk just a moment about the progress of the GATT negotiations which Secretary Brown mentioned. Today the United States negotiators have achieved a breakthrough in the talks to conclude a new round in the General Agreement on Tariffs and Trade. We are now on the verge of an historic victory in our efforts to open foreign markets to American products.

I do want to make it clear, however, that the negotiations are not concluded yet. Thorny issues remained, and I have instructed our negotiators to push very hard for our objectives as they conclude the remaining details. I've made it clear that I will not accept a bad GATT but that we will not spare any effort to fight for a good one. Now the United States and the European Community are in a position to work shoulder to shoulder to push for concessions from other nations in the final hours.

The stakes are immense. This would be the single largest trade agreement ever. It writes new rules of the road for world trade well into the next century. It would cut other countries' tariffs for our goods, on average, by more than one-third. When fully phased in, it could add as much as \$100 billion to \$200 billion to the United States economy every year. It opens foreign markets to our manufacturing and agricultural products and for the first time covers services. It does all of this while preserving our sovereignty and especially our ability to retaliate against unfair foreign trade practices.

With NAFTA, our Nation chose to take the new world economy head on, to compete and win and not retreat. Our willingness to lead set the pace for other nations of the world. Americans have reason to be proud; we're on the way to making this world change in a way that works for us. I know that all of you join me in wishing our negotiators well and hoping that we can conclude a successful agreement. We have another day.

I'm delighted to be here in this wonderful auditorium again, the same place where we signed the historic NAFTA legislation just a few days ago. A lot of people thought that that fight would end up in defeat. But I felt

William J. Clinton, 1993

waved at me when

Malcolm Baldrige Award today
moment about the
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ended. Today the United
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re in this wonderful
place where we
have legislation just a
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in defeat. But I felt

if we stuck by it, if we just kept arguing that
a wealthy country can only create jobs and
raise incomes by increasing the number of
its customers for goods and services, in the
end we would prevail. And we did, thanks
in large measure to an enormous bipartisan
coalition of people from all over America and
to the efforts of Secretary Ron Brown who
worked very hard on it as well as Mickey
Kantor and so many others. I'm honored to
be with you again for this happy occasion be-
cause, like NAFTA, the Malcolm Baldrige
Quality Award is an important part of our
effort to change the way America thinks
about doing its business.

In the months since I have been in office,
we've been taking all the specific actions we
can to try to help our Nation adapt to the
changing world we find, working to create
a climate in which private enterprise can
grow and prosper and put Americans back
to work. From the deficit reduction program
to NAFTA to addressing the credit crunch
to the deregulation of high-tech exports to
the successful meetings with the G-7 nations
and the Asian-Pacific nations, the goal is the
same: to make our people more secure in
the shifting economic environment at home
and abroad by allowing us to compete and
to win.

With the reduction in the deficit and the
other actions, we see inflation down, interest
rates down, job creation up, personal income
up. We see things moving in the right direc-
tion. Consumer confidence rose 18 percent
in November. We've had 7 months of in-
creased retail sales. Last month, people who
were delinquent in their home mortgages
were at their lowest level in 19 years. Over
5 million Americans have refinanced their
homes. Millions of others have refinanced
other debt. Manufacturing is expanding.

We are trying, in other words, to take care
of our business in the Government so you
can take care of your business: increasing
productivity, creating jobs and incomes for
the American people. When both of us do
our part, the Government and the private
sector, we're on our way to long-lasting eco-
nomic growth.

Six years ago, the United States Govern-
ment, in a previous administration, exercised
the wisdom of establishing the Baldrige

Award. In no time, because of the astounding
success of its winners in taking care of their
business, the award became a symbol of ex-
cellence and an inspiration for the rebirth
of American competitiveness. For that, we
owe a good deal to the legacy of the award's
namesake. Until his untimely and tragic
death in 1987, Commerce Secretary Mal-
colm Baldrige was a voice in urging Ameri-
cans to focus on quality. His cause lives on
through this award named for him. And we
are honored very much to have his family
here with us today.

The idea of quality took hold as American
companies become more and more aware of
the intense and growing competition from
overseas and more and more clear in this
country of ours, we could never hope to com-
pete in America by lowering our cost of doing
business, and particularly our labor costs, to
the level of the poorest nations of the world.
The challenge is clear: How do we learn from
our competitors? How do we meet them
head on? How do we learn from each other
in every workplace in America? All these suc-
cess stories have a common theme: Compa-
nies that listen to the needs of their cus-
tomers and the ideas of their workers, com-
panies that streamline their operations and
adopt the idea of continuous improvement
in products and services. It's management
from the top down and from the bottom up,
better known now as quality management.

Through the Baldrige Award and the prin-
ciples of quality management it embraces,
countless businesses have found new and
stronger life. Beyond manufacturing, these
principles are now beginning to be applied
in fields like health care, education, and yes,
believe it or not, even Government. By giving
both employees and customers a say in how
businesses are run, these businesses have
built pride and productivity while improving
management and product and services. Qual-
ity management is clearly a win-win formula.
It helps businesses to do well, it beefs up
our competitiveness around the world, and
it helps to create jobs and to stabilize and
increase incomes for our working people.
This year's winners are outstanding examples
of that.

I got my schooling in total quality manage-
ment and what it can do when I was the Gov-

ernor of my home State of Arkansas. That's when I got to know the people at Eastman Chemical Company. On several occasions I visited their plant in Batesville, Arkansas, and I used to tell a story on the campaign trail at home, walking into a room, seeing a guy—this plant is sort of out in the country—and seeing a guy working a computer wearing cowboy boots and one of those big rodeo championship belt buckles. If you're not from the rodeo country, you've never seen one, but if you've never seen one, the first time you see one, it looks like a silver dish you might give as a wedding present to someone. [Laughter] Anyway, I walked into this room, and this guy had his jeans and his boots on and his big rodeo belt buckle on, listening to country music, working a computer. And he launched into a much more eloquent speech than I had ever given about the importance of raising the skills of American workers so we could provide for our families and our children and their future.

I also traveled to the headquarters of Eastman Chemical in Kingsport, Tennessee, for a closeup look at the progress they were making there. They were always a big help to me in implementing what I was trying to do at home. Indeed, Eastman Chemical loaned me one of their executives, Asa Whitaker, who worked to set up the Arkansas quality management program, which was the first State governmentwide program of its kind in the entire United States of America. Today that company is justifiably the large manufacturing winner of the Malcolm Baldrige National Quality Award for 1993.

It's a \$4 billion company with almost 18,000 employees in the manufacture of chemicals, fibers, and plastics for customers around the world. Under Ernest Davenport's leadership, the company has concentrated on teamwork aimed at quality management and a relentless effort to exceed customers' expectations. It's a strategy that works. For the last 4 years, more than 70 percent of its 7,000 customers have ranked Eastman as their number one supplier.

I say, also, that my experience with this company and the quality management work we did is one of the reasons that we decided to undertake the National Performance Review of the Federal Government, under the

Vice President's leadership. And in that connection, I ask all of you to help us to achieve some of the systematic reforms that we are searching for that require some approval from the Congress, especially the reform of the personnel, the budgeting, and most importantly, the procurement systems of the Government. We could save a lot more money and increase our productivity if we were free to do that.

Chuck Roberts, the vice president of Ames Rubber Corporation of Hamburg, New Jersey, said there are probably more people in this auditorium today than all the people who work at Ames. Now, when I read this, I found myself up here when Ron Brown was speaking trying to count the number of people in the auditorium. [Laughter] Four hundred and fifty people work at Ames, and I think there are at least 100 more than that here today. But it's quality and not quantity that's being measured. Still, even with 450 employees, Ames is the largest manufacturer in the world of rollers for mid- to large-size copiers. It's the small business winner of this year's Baldrige Award. At Ames, it's not unusual to find second- and third-generation employees with the company. The atmosphere is like family and like a team. Workers even call each other teammates. Every worker belongs to at least one of 40 company groups dedicated to quality improvement. The impact of these groups collectively has been dramatic. Since 1989, it's increased productivity by 48 percent. And in the last 5 years, teammate ideas have saved the company and its customers more than \$3 million. As a small producer in a large industry, Ames president and chief executive officer Joel Marvil, has made his company a model in applying quality management.

One thing that distinguishes these two companies is that both have expanded the idea of partnership between companies and suppliers, between workers and managers, even partnership with the environment. Both these companies have been industry leaders in environmental safety, and their success has further proved that the choice between growth and the environment is a false one. In the end, we must find a way to have both.

In our Nation, we know we have the brightest managers, the best workers, and the

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most advanced technologies. But we also have to prove that we can all put it together in ways that lead to increasing productivity, increasing jobs, and increasing incomes. I couldn't help thinking as I was reviewing the history of those of you who are winning this award today that if more American companies operated like you do, there would be much less anxiety when we have to make changes, like we did when we had to decide what to do about NAFTA, because a lot of opposition to NAFTA really had nothing to do with the terms of the agreement but instead had to do with the incredible anxiety that working people felt that their jobs and their incomes and their families weren't really all that important to their employers and that if there was some sort of short-term advantage to be gained by a company, even if it led to the long-term damage to their families, that the advantage would be chosen over the family.

When you look at the long-term productivity of the kinds of companies that are really proving that you can make good money in America by using new partnerships with your workers, you see a level of security and trust and almost fanatic devotion to the cause of the enterprise, that if we had it everywhere, it would be much easier for America to take the steps we need to broaden our horizons, to reach out to other countries, to increase trade. So I thank you for that, and I hope other companies will follow your example because we need more people at work, happy, secure, and supporting the objectives that you have supported.

Make no mistake about it, the winners of the Baldrige Award have done a great service for America, and they have done a service that only the private sector can provide in this great capitalist economy. This is a free enterprise system. Government has responsibilities to set a framework, to promote growth policy, to do those things which cannot be done in the private sector. But in the end we rise or fall economically based on whether our system is working for the benefit of the people that labor in it day in and day out. And given the fact that so much of our security today and in the future is a question of our economic security and our ability to compete and win, I think it is nowhere near

an overstatement to say that these two companies, Ames Rubber and Eastman Chemical, have done a great service not just to themselves, their employees, and their customers but to the United States. And we congratulate them today.

Thank you very much.

NOTE: The President spoke at 10:35 a.m. at the Mellon Auditorium.

Exchange With Reporters Following the Malcolm Baldrige National Quality Awards Ceremony

December 14, 1993

GATT

Q. Mr. President, are you disappointed about audiovisuals in the GATT?

The President. Well, I'm disappointed we didn't get it resolved, but I sure wanted it out of there once I realized—I didn't want to settle for a bad deal. So we took it out, and now it will be subject to the ordinary trade rules. I think it's far better than accepting what was offered. And no one I knew, including the people in the audiovisual industry, thought it was worth bringing the whole thing down over. They just didn't want to get stuck with a bad deal. In other words, if we could get it out, which we did, as Americans, they want our country to benefit from these overall big reductions in tariffs. But they just didn't want to get trapped into something that wasn't good. So I think we're in pretty good shape.

Russia

Q. Mr. President, now that you have had another day to think about the Russian election results—

The President. Well, obviously—no, I haven't talked to anybody about my trip to Russia—any of our people. So I don't know what I'm going to do there. I think that it is—I'll say just what I said yesterday—I think it was probably largely a protest vote. I think that when people are having a tough time and they have a tough time over a long period of years, they often look for simple answers. It's not unique to Russia. You can see that

C O V E R**FAX****S H E E T****To:** Terry Edmonds**Fax #:** 202 456-5709**Subject:** Baldrige Award ceremony speech**Date:** 12/5**Pages:** 3, including this cover sheet.**COMMENTS:**

Comments on the speech are
attached.

Thanks—

From the desk of...

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DRAFT

**PRESIDENT WILLIAM J. CLINTON
1996 MALCOLM BALDRIGE NATIONAL QUALITY AWARDS
WASHINGTON, DC
DECEMBER 6, 1996**

Acknowledgments: Secretary Kantor, Members of Congress, Baldrige Foundation, Baldrige family members...

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of the time is truly remarkable.

And in this era of downsizing, I applaud Trident Precision Manufacturing for your extraordinary investment in the training and education of your employees. I want to also commend you for your commitment to hire people who had worked for larger companies that have downsized.

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Thank you.

National Institute of Standards and Technology
Technology Administration - U.S. Department of Commerce

N I S T

TELECOPIER COVER SHEET

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Gaithersburg, MD 20899

Date: 12/5/96

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Org. NIST/Public and Business Affairs Division

Telephone 301-975-2758

Number of Pages (including cover sheet): 3

Revised sequence of photos/speakers per
Steve Silverman & Patrick Steele

**FORMAL CEREMONY SCHEDULE OF EVENTS (12/5 1:30 P.M. DRAFT)
1996 MALCOLM BALDRIGE NATIONAL QUALITY AWARD CEREMONIES
DECEMBER 6, 1996
SHERATON WASHINGTON**

- 10:15 a.m. Doors open
- 11:15 a.m. Doors close
- 11:30 a.m. President arrives
- 11:30 a.m. President arrives
- 11:31 a.m. Photos with President (Delaware B)
President, Secretary Kantor, 2 officials from each winning company,
Foundation trustees, U/S Good, NIST Director Prabhakar, Quality
Program Director Hertz, Baldrige family
- 11:35 a.m. Ceremony (Sheraton South Ballroom)
(Attended by 600 primarily business guests, including CEOs of past
winners, current winners' employees, Members of Congress, others)
- 11:35 Band plays 4 ruffles and flourishes. President, Secretary, and
Baldrige Foundation President Earnest Deavenport are announced.
"Hail to the Chief" plays as President, Secretary and Deavenport
move on stage. Color guard is announced (played in by band),
colors presented, National Anthem, colors are retired (played out
by band).
- 11:37 Welcome, 1-2 minutes of remarks by Baldrige Award Foundation
President Earnest W. Deavenport, Chairman and CEO of Eastman
Chemical Company, who introduces Secretary Kantor and moves
to seat in audience.
- 11:39 Remarks by Secretary Kantor
- 11:44 Secretary Kantor calls up 2 officials from each company -- one
company at a time -- to 1) receive portfolio and award flag from the
President and 2) take photo with President and Secretary behind the
award crystal.

ADAC Laboratories: [Ay-dak]

Portfolio and remarks, David L. Lowe [Low]
Chairman and CEO

**Flag, Douglas H. Keare Jr. [Care]
VP of Quality**

Dana Commercial Credit Corporation:

**Portfolio and remarks, Edward J. Shultz
Chairman and CEO**

**Flag, Southwood (Woody) J. Morcott [goes by "Woody"]
Chairman and CEO, Dana Corporation (DCC parent)**

Custom Research Incorporated:

**Portfolio, Judith S. Corson, Partner
Flag, Jeffrey L. Pope, Partner
Remarks, Corson and Pope**

, Trident Precision Manufacturing Incorporated: [Try-dent]

**Portfolio and remarks, Nicholas Juskiw [Jus-kyou]
CEO and President**

**Flag, Joe Miran
VP, Operations**

- 11:49 Secretary Kantor introduces CEOs from each company who speak for 4-5 minutes each**
- 12:09 Secretary Kantor introduces President, who speaks for 10 minutes**
- 12:19 Each winners' 2 officials move to crystal for group photo with President and Secretary**
- 12:21 President moves to rope line, ceremony concludes**
- 12:30 p.m. President departs, reception begins for invited guests (Washington Ballroom)**

PRESIDENT WILLIAM J. CLINTON
1996 MALCOLM BALDRIGE NATIONAL QUALITY AWARDS
WASHINGTON, DC
DECEMBER 6, 1996

Acknowledgments: Secretary Kantor, Members of Congress, Baldrige Foundation, Baldrige family members...

This is the third year that I have had the privilege of honoring the Baldrige Quality Award winners. This year's event has special meaning to me for several reasons. First, as in past years, it recognizes those companies that stand as role models of excellence and good citizenship to the rest of the nation and the world. And second, it was one of the favorite events of my good friend, former Secretary Ron Brown. Ron's participation in last year's ceremony at the White House was one of his last official duties before his untimely passing. He would be proud of the great job Secretary Kantor is doing, and of the outstanding performance of this year's Baldrige award winners.

Let me begin by thanking the Baldrige Foundation for helping make corporate excellence a national priority. For ten years now, this award program has been a remarkably successful public/private partnership. And I am pleased that plans are underway to expand it by establishing an award for the health care and education sectors. I hope the federal government will do its share to make that effort a success.

William J. Clinton

America's economy is strong and growing stronger every day. For the past four years, I have tried to create the conditions for strong private sector growth. And we have seen the results in a lower deficit, low inflation, a rise in personal income, and steady job growth. We have also made key gains in recapturing global market share, in growth of per capita gross domestic product and industrial output. Today, we have further evidence that our approach is working
[UNEMPLOYMENT ANNOUNCEMENT]

A substantial share of the credit for this improvement belongs with businesses, like those here today, who are meeting the challenges of the 21st century with dedication to quality, bold innovations and a renewed commitment to customers and employees.

ADAC Laboratories' commitment to its customers has resulted in a phenomenal turnaround. You have been able to triple your revenues in just three years. Maybe I should chat later with the ADAC folks about how they managed that feat.

The secret to Dana Commercial Credit Corporation's success is its commitment to customers, employees and the community. I applaud you for your "just do it" style of management that empowers employees to be act on their ideas -- and for your financial support of the Toledo School Board.

Custom Research Corporation is proving that you don't have to be the biggest to be the best. Your creative use of computer technology to "surprise and delight" your clients 97 percent

of the time is truly remarkable.

And in this era of downsizing, I applaud Trident Precision Manufacturing for your extraordinary investment in the training and education of your employees. I want to also commend you for your commitment to hire people who had worked for larger companies that have downsized.

Satisfied customers. Involved, energized employees. A respect and commitment to the communities in which they do business. An investment in technology. And an improved bottom line. Those are the things all these Malcolm Baldrige award winners have in common. They have each proven in their own way that social responsibility and corporate success are two sides of the same coin. Their example is lighting the way to an even more prosperous future for America, and we should all thank them.

Thank you.

FORMAL CEREMONY SCHEDULE OF EVENTS (DRAFT)
1996 MALCOLM BALDRIGE NATIONAL QUALITY AWARD CEREMONIES
DECEMBER 6, 1996
SHERATON WASHINGTON

- 10:15 a.m. Doors open
- 11:15 a.m. Doors close
- 11:30 a.m. President arrives
- 11:31 a.m. Photos (Delaware Room B)
President, Secretary Kantor, 2 officials from each of the 4 winning companies taking part in the ceremony (see below), Foundation trustees, Commerce Under Secretary for Technology Mary Good, National Institute of Standards and Technology Director Arati Prabhakar, NIST Quality Programs Director Harry Hertz, Baldrige family members (about 25 people total)
- 11:35 a.m. Ceremony (Sheraton South Ballroom)
(Attended by ~~500~~ 600 primarily business guests, including CEOs of past winners, current winners' employees, Members of Congress, others)
- 11:35 Secretary Kantor moves on stage. President is announced and moves on stage. Color guard is announced, colors presented. National Anthem, colors are retired.
- 11:37 Welcome, remarks and introduction of President by Secretary Kantor
- 11:44 Remarks by President
- 11:54 Secretary Kantor calls up ^{Representatives} 2 officials from each company to receive portfolio and award flag from the President and for photo with Award crystal along with President and Secretary. CEOs make brief remarks (5 minutes) Participants:

ADAC Laboratories:

Portfolio and remarks, David L. Lowe
Chairman and CEO

Flag, Douglas H. Keare Jr.
VP of Quality

Dana Commercial Credit Corporation:

Portfolio and remarks, Edward J. Shultz
Chairman and CEO

Flag, Southwood (Woody) J. Morcott
Chairman and CEO, Dana Corporation (DCC parent)

Custom Research Incorporated:

Portfolio, Judith S. Corson, Partner —
Flag, Jeffrey L. Pope, Partner —
Remarks, Corson and Pope

Trident Precision Manufacturing Incorporated:

Portfolio and remarks, Nicholas Juskiw
CEO and President

Flag, Joe Miran
VP, Operations

- 12:18 Group photo of President, Secretary and 5 CEOs with award
- 12:19 Secretary Kantor calls on Baldrige Award Foundation President
Earnest W. Deavenport, Chairman and CEO of Eastman Chemical
Company, to offer closing remarks
- 12:21 President departs, ceremony concludes

12/2/96 a.m.

Pope line