



## Craig A. Anderson President, Global Performance Systems, Inc.

Craig A. Anderson is the Founder and President of [Global Performance Systems, Inc.](http://gpsinc.us), an international consulting firm dedicated to helping visionary organizations achieve breakthrough results through the implementation of the [Baldrige Criteria for Performance Excellence](http://gpsinc.us). The Baldrige Criteria represent the leading edge of validated management practice and are increasingly seen by organizations worldwide as a global standard for performance excellence. As stated in the Official Assessment Guidebook for the [Japan Quality Award Program](http://gpsinc.us), "The Japan Quality Program is modeled after the Malcolm Baldrige National Quality Award of the United States, which is a globally recognized standard for management innovation practiced in over 60 countries in Asia, Europe, and other regions. It is one of the most advanced management innovation programs incorporating management theories with proven results worldwide."

### Expertise Summary

Baldrige Examiner, Japan Quality Award, Six Sigma, ISO-9001, Kaizen, Deming, Juran, Quality Function Deployment, Strategic Planning, Performance Auditing

### Experience

- Audit Manager, DHS Office of Inspector General, Washington, DC
- Senior Advisor, Chemonics, Jakarta, Indonesia
- Manager, Arthur Andersen Business Consulting, Moscow, Russia
- Associate Director, US Peace Corps, Vladivostok, Russia
- Quality Management Specialist, US General Accounting Office, Washington, DC

### Value to You

- Globally-recognized expert in the [Baldrige Performance Excellence](http://gpsinc.us) system
- Entrepreneur with years of work experience in the former Soviet Union and SE Asia
- Hands-on experience with strategic and operational planning and implementation
- Confidential advisor and performance coach to senior executives
- Strong network across industries and geographies

### Education

MBA, Finance, Univ. of Maryland (1985)  
BS, Accounting, Univ. of Maryland (1979)  
CPA, State of Maryland, License No. 7453

### Publications (Online Archive)

[http://gpsinc.us/Global\\_Insights.html](http://gpsinc.us/Global_Insights.html)

### Contact Info

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## Relevant Experience

Mr. Anderson is currently engaged with the [US Department of Homeland Security's Office of Inspector General](#) on a term-limited contract to plan and manage performance audits of various Federal Emergency Management Agency programs including the National Flood Insurance Program, the Public Assistance Program, the Hazard Mitigation Grant Program, and the National Response Framework. These audits are conducted in accordance with the US Government Accountability Office's "Yellow Book" government auditing standards and are documented using the TeamMate electronic audit management system. Mr. Anderson holds a Secret-level clearance.

Mr. Anderson served as expatriate Senior Advisor to the Chairman of the Indonesian State Audit Board (BPK), directing the implementation of an integrated management system based on the Baldrige Performance Excellence Framework. Mr. Anderson developed an implementation concept and strategy, formed executive- and staff-level working teams, trained senior leadership, identified host country specialist resources, interfaced with the ADB and World Bank, developed educational programs to support early deployment, and developed a wide-ranging network of resources, tools, and support among public- and private-sector stakeholders, benchmark partners, and other audit organizations.

Mr. Anderson worked as assistant project manager for a business process reengineering project at the Russian Ministry of Agriculture and Food. Tasks included defining requirements of industry groups and stakeholders—producers, shippers, wholesalers, retailers and consumers—and using this information to restructure the Ministry's processes. Mr. Anderson also consulted to the management teams of newly-formed wholesale food markets in Rostov-on-Don and Nalchik, Kabardino-Balkariya Republic.

Mr. Anderson worked as assistant project manager for a capital markets infrastructure development project at the Russian Federal Commission for the Securities Markets. Tasks included recruiting, hiring, training and deploying local national professional and administrative staff, defining and implementing workplace policies and procedures, preparing and monitoring budgets, action plans and status reports, and preparing formal project communications for Russian and US government agencies.

Mr. Anderson served as Associate Peace Corps Director for a multi-year project aimed at promoting the development and growth of a viable small business sector in the Russian Far East, a region suffering from extreme economic and fiscal austerity. Mr. Anderson coordinated the efforts of a team of Peace Corps Volunteers working with business enterprises in Vladivostok, Khabarovsk, Ussuriisk, Artyom and Yuzhno-Sakhalinsk.

Mr. Anderson provided executive coaching services for a growing mid-Atlantic health care system that is looking to standardize strategic and operational systems in alignment with the Baldrige Health Care Criteria for Performance Excellence. Mr. Anderson worked directly with 32 senior leaders use results of multi-rater performance assessments to create actionable individual Baldrige-guided development plans.

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Mr. Anderson conducted a confidential organizational assessment for a \$250 million health care system on the East Coast. This effort involved a comprehensive performance assessment against the world-class Baldrige Health Care Criteria for Performance Excellence and the specific identification of deployable strengths and opportunities for improvement. The client intends to use the results of the assessment as the basis for implementing systematic changes to further improve patient and customer-focused results and gain a stronger competitive position in its regional market.

Mr. Anderson delivered executive coaching services to support the Executive Development Seminar, Leading Change, at OPM's Eastern Management Development Center. Mr. Anderson uses data from 360° assessments to work one-on-one with high-performing managers identified as Senior Executive Service candidates to strengthen their personal leadership, knowledge, skills and capacities. Goals and targets are defined for each performance area laid out in the OPM Executive Core Qualifications framework.

Mr. Anderson conducted a Baldrige assessment and improvement project for the Office of the Chief Information Officer (OCIO) at the USDA's Food Safety and Inspection Service. This project involved a high level current state analysis against the relevant Baldrige Criteria and the development of a priority set of improvement recommendations that addressed strategic and operational factors in each Baldrige Performance Category.

Mr. Anderson conducted an organizational improvement effort for a \$700 million US subsidiary of a Japanese manufacturer of electronics products. This effort involves a comprehensive performance assessment against the world-class Baldrige Criteria for Performance Excellence and the specific identification of deployable strengths and opportunities for improvement. The client intends to use the results of the assessment as the basis for implementing systematic changes to achieve enhanced productivity and a stronger financial and competitive position in the US market.

Mr. Anderson provided a range of support services including coaching and training workshops on the Baldrige integrated management system to the management employees of the Federal Aviation Administration's Office of the Administrator for Civil Rights (ACR). ACR has adopted the world-class Baldrige Performance Excellence framework as a foundation for its transformation effort, and Mr. Anderson is working directly with the Administrator to design and deploy the appropriate management systems and processes.

Mr. Anderson conducted a quality and capacity assessment for the regional operations of a national moving and storage company that is preparing to expand its business to include office relocation and support services. Mr. Anderson assessed current and projected performance against the Baldrige Criteria and presented the client with a summary of strengths, opportunities for improvement, risks, and results in key areas.

Mr. Anderson provided executive advisory services to the Deputy Director of the US Peace Corps' Office of Medical Services (OMS) in the area of organizational development and improvement. OMS is responsible for delivering high-quality medical services to over 7,700 Volunteers working in 70 countries. Mr. Anderson assessed performance in each critical

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operational area, defined priorities and strategies, and facilitated the creation of an operational excellence team to lead the improvement effort. Mr. Anderson helped jump-start an initiative that prior to his involvement had lain dormant since a highly visible intervention by another consulting firm 12 months earlier.

Mr. Anderson identified business requirements and related IT human capital strategic implications for the 440-person Office of Information Services at the Centers for Medicare and Medicaid Services (CMS). Mr. Anderson conducted interviews, focus groups, customer analysis, survey analysis, etc., and presented results to the OIS leadership team in a comprehensive report that recommended a number of strategic and tactical actions. This analysis represented one of the first human capital planning efforts in the Federal government that used the newly-developed OPM IT workforce classification standards to describe functions and positions.

Mr. Anderson conducted a comprehensive organizational effectiveness audit of the Office of National Drug Control Policy (ONDCP) in the Executive Office of the President. ONDCP is the lead agency responsible for implementing the President's National Drug Control Strategy. This audit assessed ONDCP's capacity and performance in all key mission areas. Mr. Anderson's audit team presented the results of the audit to the ONDCP Director ("Drug Czar") and senior leadership team along with a detailed improvement plan. Implementation is now underway.

Mr. Anderson directed the development of a strategic human capital plan for ONDCP. Facing an urgent, Congressionally-mandated timeline, Mr. Anderson's project team conducted a current state analysis using OPM's Human Capital Assessment and Accountability Framework (HCAAF), and developed recommendations for systematically improving the design and deployment of ONDCP's human capital management systems.

Mr. Anderson directed a project that provided analytical and technical support to a task force at the USDA's Food Safety and Inspection Service (FSIS) that was charged with evaluating the effectiveness of the organizational structure and operations of 17 district offices located across the United States. Mr. Anderson's team developed an analytical approach and methodology for identifying offices to be consolidated or closed, and provided recommendations to improve performance in a number of core functions.

Mr. Anderson directed a major workforce planning project at an HHS agency, the Substance Abuse and Mental Health Services Administration (SAMHSA). HHS cited project as a model for all HHS operating divisions and agencies. Major project tasks included scenario planning, competency surveys and analysis, best practices identification, work process analysis, and demographic analysis. Final report recommended significant organizational and process changes to position agency to meet future challenges.

Mr. Anderson directed a comprehensive organizational effectiveness audit for the Human Resources Division (HRD) of the USDA's Food Safety and Inspection Service. This audit used a series of interviews, focus groups, customer surveys, employee surveys, and

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analytical reviews to determine HRD's effectiveness in key areas. The audit findings and recommendations served as the basis for a major organizational improvement effort.

Mr. Anderson conducted a workforce planning analysis for a Division of the US Fish and Wildlife service. Facing a strict Congressionally-imposed deadline, Mr. Anderson's project team defined core processes, competencies, and key internal and external drivers, conducted comprehensive surveys of customers and employees, and assessed organizational effectiveness in critical performance areas. Our findings were used as the basis for determining staffing and budgeting for seven regional offices.

Mr. Anderson directed an organizational effectiveness audit of the Office of Administration of the USDA's Food Safety and Inspection Service (FSIS). FSIS is transforming its approach to food safety inspection and wanted to improve the robustness and flexibility of its infrastructure and support offices. This audit involved a number of data collection and analysis activities including online surveys, interviews, focus groups, and process maps.

Mr. Anderson assisted in an internal business process redesign effort aimed at defining and enhancing workflow processing across various technical departments and laboratories for a publicly-traded contract research company. Key tasks included defining key work processes, measuring process variation and performance, determining customer requirements, and identifying and pilot testing process enhancements. This project resulted in a major refocusing of the core project workflow.

Mr. Anderson worked as assistant project manager for the design and delivery of a customer service training program for over 3,000 employees of GSA's Federal Supply Service. Tasks included direct teaching of customer service techniques to executive, managers, supervisors and front-line staff at locations around the country. GSA is one of the leaders in the reinvention movement in the federal workplace, and this program was the centerpiece of an effort to build a customer-focused culture in FSS, the largest of GSA's four operating divisions.

Mr. Anderson was the principal consultant for an agency-wide quality improvement project at the US General Accounting Office, responsible for developing a conceptual design and approach for integrating total quality management principles into the daily workplace. Mr. Anderson conducted onsite benchmarking of quality processes and functions at eighteen Malcolm Baldrige National Quality Award finalist companies and used the results as a basis for working with senior executives to develop a world-class audit organization. Mr. Anderson and the internal quality management team wrote a strategic quality plan, presented management briefings and workshops, provided executive coaching, directed employee focus groups, and trained and facilitated cross-functional improvement teams.

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## Education

MBA, Finance, University of Maryland  
BS, Accounting, University of Maryland  
CPA, State of Maryland, License No. 7453  
Post-Graduate Studies in International Financial Management, Institute for International Studies and Training, Boeki Kenshu Center, Fujinomiya, Japan  
W. Edwards Deming's Four-Day Seminar, "Quality and Competitive Position"  
Joseph Juran's Five-Day Workshop, "Strategic Planning for Quality Improvement"

## Recent Publications

[The Recommendation Myth:  
So Many Words, So Little Improvement](#)  
[Baldrige and Educational Transformation:  
The Time for Half-Measures is Past](#)  
[The Fallacy of Root Cause Analysis:  
Use Baldrige to Avoid Wasteful Oversimplification](#)  
[Awareness. Vision. Courage:  
Performance Excellence Begins in the Mind](#)  
[2009 Excellence in Government Conference:  
Who is Missing from This Party?](#)  
[Audit and Accountability:  
Underutilized Pillars of Performance Excellence](#)  
[Summary Analysis of Baldrige Scoring Data:  
Key Observations and Lessons Learned](#)  
[Business Simplicity and Baldrige:  
Use Both to Get Better Faster](#)  
[Profound Knowledge and Baldrige Excellence:  
Lessons from a 1991 Deming Four-Day Seminar](#)  
[Strategy and Social Responsibility:  
New Opportunities for Competitive Advantage](#)  
[Slow Down, Think Clearly, Move Crisply:  
Grasp the Subtle Essence of Baldrige Excellence](#)

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## Professional References for Craig Anderson

Reference	Connection
Dr. Anwar Nasution, Auditor General of Indonesia Supreme Audit Board, Jakarta, Indonesia <a href="mailto:ketua@bpk.go.id">ketua@bpk.go.id</a> , 62-21-570-4395	Executive Sponsor and Internal Client for Organizational Transformation Consulting Services
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