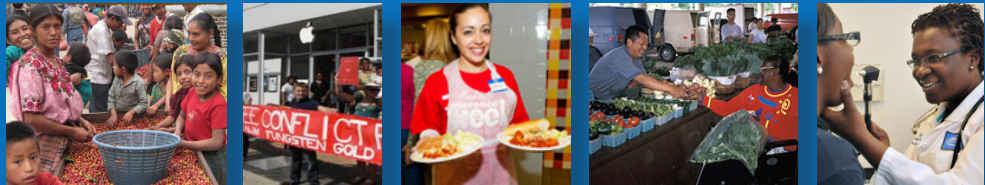




Pathways to Social Responsibility

Successful Practices for Sustaining the Future 2012



The Global Voice of Quality

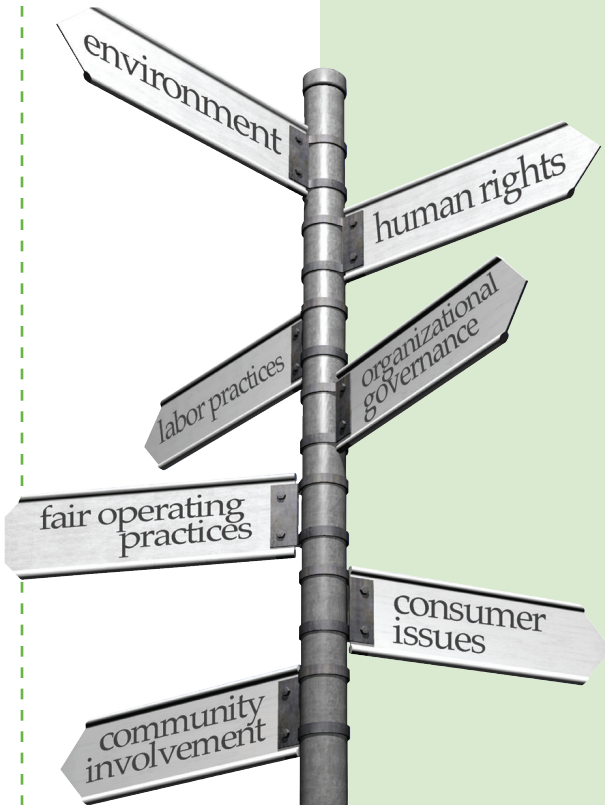
Pathways to Social Responsibility

Successful Practices for Sustaining the Future 2012

The companies and organizations profiled in this report have embarked on their own paths to social responsibility, providing a broad spectrum of engagement and business success.

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The Global Voice of Quality

Greetings,

ASQ is pleased to publish the fourth issue of *Pathways to Social Responsibility: Successful Practices for Sustaining the Future*. We have worked tirelessly over the years to make the connection between the what—social responsibility, and the how—quality methods. We all know why. *Pathways* is a vehicle to showcase effective practices and case studies of how organizations in a variety of sectors are creatively and successfully integrating social responsibility into their missions.



Paul Borawski

Social responsibility is quickly becoming an expectation rather than an exception. Increasingly, research indicates that there is a strong correlation between organizations that do well by doing good. In the 2011 ASQ Futures Study, global responsibility is listed as the leading force of change in quality. Global responsibility represents the blending of heightened awareness of the requirement to become more socially responsible with a growing awareness of the global impact of local decisions.

SR is growing globally. ASQ collaborated with IBM to conduct research to delve into approaches being used by worldwide organizations to initiate and maintain social responsibility programs and to gain a deeper understanding of how quality techniques can improve those efforts. The results of this study are summarized in a report titled, "Quality and Social Responsibility: A Key Business Strategy for Enhancing Competitive Position." The report outlines key findings to help practitioners in quality and social responsibility who have a vested interest in improving performance and enhancing the reputation of their organizations.

ASQ is creating greater synergy between SR and quality disciplines. Recently, we launched a learning community called The SRO* for quality and SR professionals to advise research, share knowledge, and create community. To join, visit <http://thesro.org/>.

We are proud to participate in the social responsibility movement. We are committed to providing quality tools and resources to individuals and organizations to help create sustainability programs that deliver bottom-line results. Like continuous improvement, this is a journey—not a destination. We hope you enjoy reading the stories of others who are on the Pathway! These are pioneering organizations of a better tomorrow.

A handwritten signature in black ink, appearing to read "Paul Borawski".

Paul Borawski, CAE, CQIA
ASQ Chief Executive Officer



A Recipe to Reduce Childhood Obesity and Hunger

Overview

Campbell Soup Company is a global manufacturer and marketer of high-quality foods and simple meals, including soup and sauces, baked snacks and healthy beverages. The company offers market-leading brands, including *Campbell's*, *Pepperidge Farm*, *Arnott's*, and *V8*.

Social Responsibility Challenge

Campbell's hometown of Camden, New Jersey, has 78,000 residents, 23,000 of whom are children. The city has just one full-service grocery store on the outskirts of town and significantly higher levels of childhood obesity and hunger than the national average. In fact, more than 40 percent of Camden's children are considered overweight or obese and have higher than average food insecurity.

Solutions

As part of its broad "Nourishing Our Neighbors," program, Campbell is committed to reducing childhood obesity and hunger by 50 percent in Camden and nine other Campbell communities within the next decade. In early 2011, the company announced a commitment of \$10 million over 10 years to achieve this goal—creating the industry's first dedicated position to address childhood obesity and hunger: the Campbell Healthy Communities Initiative.

To facilitate results, Campbell has teamed with the New Jersey Partnership for Healthy Kids-Camden, a program of the Robert Wood Johnson Foundation. Initial efforts are focusing on five sites in Camden, with a goal to create a successful model that can be expanded across the city and to other Campbell communities. The Campbell Healthy Communities Initiative is focusing on four strategic areas—food access, physical activity/access, nutrition education, and public will.

Accomplishments to date include:

- Promoting the introduction and uptake of healthy food choices in 12 corner stores in two target Camden neighborhoods.
- Providing adult nutrition classes to teach menu planning, smart shopping, basic cooking skills, and food safety.
- Training to introduce 30 minutes of daily activity four days a week during the school day.
- Increasing awareness of nutrition, healthy eating, and local produce for families and child care professionals by delivering more than 30 *Cooking Matters*® courses.

- Implementing Prenatal Parenting Partners, P3—group prenatal and well-child visits focused on nutrition education.
- Promoting organized urban gardening on vacant, city-owned lots to increase access to healthy produce.
- Expanding availability of seasonal produce at reasonable prices produced by local farmers, while accepting SNAP at all markets.

Measurement/Results

Since the effort began last year, Campbell has invested in a variety of strategic partners to create sustainable models with measurable impacts, including The YMCA, Food Bank of South Jersey, The Food Trust, Camden City Garden Club, GreensGrow Farm, and Camden Coalition of Healthcare Providers. The company is currently measuring process outcome—such as programs, behaviors, and access—as well as longer-term health outcomes, a reduction in BMI and hunger. Campbell plans to have baseline BMI and food security data compilation for Camden by the end of 2012.

Other SR Involvement

Campbell has a long history of corporate social responsibility with broad and ongoing efforts to nourish consumers, neighbors, employees, and the planet. Two vital programs of note include:

- **Labels for Education**, which awards free educational equipment to schools in exchange for proofs of purchase from the Campbell family of brands. Today, over 60,000 schools and organizations participate and the company has awarded more than \$110 million in merchandise to America's schools.
- **Stamp out Hunger**, a joint effort of Campbell and the National Association of Letter Carriers. Since 1993, generous individuals nationwide have donated more than one billion pounds of food to the annual event, which is the largest single-day food drive in the United States.

Organization: Campbell Soup Company

Location: Camden, New Jersey

Website: www.campbellsoupcompany.com

Founded: 1869

Employees: 17,500



Envisioning a Smart Strategy for Sustainability

Overview

The University of Virginia – Darden School of Business is one of the world’s leading business schools, offering MBA, MBA for Executives, Global MBA for Executives, Ph.D., and executive education programs. Darden’s educational experience combines student-centered learning, thought leadership, and active engagement with the business community—with an end goal to develop leaders who better society. The school’s programs emphasize functional skills, a global perspective, innovation, ethical grounding, sustainability, and technological sophistication. Darden is consistently ranked among the top 15 business schools in the United States and the top 25 in the world. The school is part of the University of Virginia, which was founded by Thomas Jefferson in 1819.

Social Responsibility Challenge

According to statistics compiled by the United Nations, the average American is responsible for about 22 tons of carbon dioxide emissions every year—far above the world average of six tons per capita. Statistics also show that Americans constitute 5 percent of the world’s population, yet consume 24 percent of the world’s energy. In fact, the United States is the second largest energy consumer in the world, surpassed only by China. And NationMaster.com reports that the United States leads the world in waste generation, with an average of 1,680 pounds of waste created per person every year.

Solutions

In 2008, Darden established a sustainability vision—to be a zero-waste, carbon-neutral enterprise by 2020, and a top-10 business school for teaching and research on sustainability by 2013. To accomplish these goals, Darden students have initiated a range of actions, including conducting a trash audit, creating a voluntary program to offset the carbon footprint of their MBA education, and producing the annual Business in Society Conference. Other campus-wide initiatives include:

- HVAC system enhancements and lighting upgrades to reduce energy usage and cost, and improve overall efficiency.
- A dashboard to track real-time energy use.
- A robust recycling program that accepts e-waste, glass, metal, plastics #1-7 (including plastic bags, straws, and utensils), paper and cardboard.
- Extended bus service to provide fuel-saving transit options to students and faculty.
- In early 2012 Darden began a composting program for kitchen food waste. Over 50% of Darden’s overall waste is organics.

Measurement/Results

Since initiating its goals just five years ago, Darden has been consistently recognized for sustainability leadership. The school was ranked number three globally in corporate social responsibility in 2011 by the Financial Times and was named one of the top 16 universities for a “green business” education by the *Princeton Review/Entrepreneur Magazine*.

Some key accomplishments of note include:

- Darden offers a concentration on sustainability, including 17 courses that focus on environmental and social topics.
- Darden has reduced their waste to landfill by 10 percent relative to fiscal year 2007.
- Through energy-efficiency and conservation measures in their buildings, Darden has been able to avoid over \$102,000 (12 percent savings) in annual energy costs compared with fiscal year 2009.
- The school sources up to 60 percent of its cafeteria food locally during the growing season.

Other SR Involvement

Jack Oakes, assistant dean for career development at Darden, says, “Students are showing an increasing interest in working for organizations committed to tackling key environmental and social issues, whether for-profit, nonprofit, or government. Their drive to connect with socially focused companies and organizations has resulted in participation in relevant case competitions and industry conferences, as well as annual job trek visits to meet with leading companies in the renewable energy industry and green business sectors.”

Organization: University of Virginia-Darden
School of Business

Location: Charlottesville, Virginia

Website: www.darden.virginia.edu

Founded: 1954

Employees: 400



Connecting an Urban Population with Farm-to-table Foods

Overview

The Fondy Food Center connects greater Milwaukee, WI, residents to local, fresh food—from farm to table. Using a historic farmers market tradition, the organization supports small-scale Wisconsin farmers to ensure an ongoing supply of fresh food to Milwaukee’s central city, which is home to many lower income individual and families. In addition, it offers cooking-based nutrition education for youth and adults. Fondy Food Center collects just 10 percent of its total operating costs from the rent paid by farmers who participate in the market. Every farmer and vendor at Fondy’s farmers market keeps 100 percent of its sales, which supports the local economy and helps keep prices low so that more people can enjoy the fresh, nutritious foods.

Social Responsibility Challenge

In 1997, Milwaukee’s Hunger Task Force initiated the Food System Assessment Study—a comprehensive examination of Milwaukee’s food supply system. This investigation found only a handful of supermarkets existed in Milwaukee’s central city. Instead, corner convenience stores were the norm, offering a limited selection and less-than-nutritious foods, all sold at prices 24 percent higher than at larger suburban grocery outlets. The study also found that a lack of reliable transportation and a shortage of family-sustaining economic opportunities in the city prevented area families from obtaining healthier food options.

Solutions

Fondy Food Center was created as a vital, long-term response to the lack of access to healthy food and jobs in Milwaukee’s central city. The organization’s farm-to-fork strategy encompasses growing, harvesting, selling, and cooking wholesome, nutritious, locally grown food. Open four days per week during the growing season and home to over 29 farmers and vendors, it is one of the largest producer-only outdoor markets in the area.

Along with its farmers market, Fondy’s other programs include:

- **Taste the Season** – a live cable-access cooking workshop held every Saturday at the market where local chefs and Fondy staff demonstrate how to cook with locally grown and seasonal ingredients found at the market.
- **Fondy Farm Project** – a secure, economically viable farm cooperative in Port Washington, WI for small-scale, local immigrant and limited-resource farmers. The farmers receive affordable, long-term farmland leases plus technical,

agricultural, and business support. Farmers, in turn, sell their produce and fruit at the Fondy Farmers Market, helping ensure the continued supply of locally grown, affordable fresh produce for Milwaukee’s central city.

Measurement/Results

The Fondy Farmers Market offers consistent benefits to its community—better quality food, good nutrition and cooking education, access to income support, and involvement in planning for the future of the neighborhood. In 2011:

- The market served 35,000 customers, with an average weekly customer count of 2,500.
- Vendors at the market generated \$491,000 in sales.

The market also processed over \$31,000 in food-stamp sales in 2011, a 422 percent increase from 2008. Fondy is the first farmers market in the Midwest to have a food-stamp card reader, which helps the organization ensure that it is reaching its target market. In 2009, Fondy also initiated a WIC Matching Program, which doubles the amount of the vouchers provided by this special supplemental nutrition program for women, infants, and children.

Other SR Involvement

Fondy Food Center regularly seeks new opportunities to ensure long-term success and sustainability and help its farmers and community. The Center was recently awarded a grant from Milwaukee School of Engineering (MSOE), which will result in a 1950s-era Allis Chalmers tractor to be converted to use an electric motor powered by a 48-volt battery system. This optimized, energy-efficient tractor, which uses just \$6 worth of electricity annually and significantly reduces pollution, will be available for use by all Fondy Farm Project farmers.

Organization: Fondy Food Center/Farmers Market

Location: Milwaukee, Wisconsin

Website: www.fondymarket.org

Founded: 1999

Employees: Nine



Improving Conditions Along the Global Supply Chain

Overview

A young entrepreneur named Henry Ford started the Ford Motor Company in 1903 with an investment of \$28,000. At that time, his idea of bringing cars to everyday people was revolutionary. Most car companies in that era were still catering to the elite, but Ford was innovative and thought outside the box. For example, in 1914 he introduced the conveyor belt in one of his factories, increasing production. From that first innovation to today, Ford Motor Company has continually tried to stay on the cutting edge.

Ford Motor Company is an ASQ Enterprise Quality Roundtable Member.

Social Responsibility Challenge

In more recent years, cars are increasingly becoming computers on wheels. As such, many of the raw materials that go into building a car are similar to the other technology in our everyday lives, e.g., computers, phones, etc. When sourcing these materials, it is important to know their origins and what impact they are having along the supply chain. Gold, tin, tungsten, and tantalum are some of the most important raw materials in technology today, yet the raw elements refined into these specific materials are called conflict minerals because they are mined mostly in the eastern Congo—where militias control some aspect of both mining and export. The government is at war with these armed groups for control of the mines and the wealth the mines provide. Unfortunately, the collateral damage is the people of the area who are in a constant war zone and are subjected to murder and rape because of this trade.

Solutions

The Ford Motor Company has acknowledged its role in the extraction of these minerals and is working through its \$90 million supply chain to have a positive impact on this global issue. In researching its supply chain for these minerals, the company found that it is 12 suppliers deep. Ford works closely with its strategic suppliers to cascade the expectation of upholding the Ford Code of Basic Working Conditions (CBWC) through its supply chain. However, the company found that the further the supplier is removed from Ford, the harder it is to determine influence on working conditions. In an effort

to expand the positive influence of CBWC, they instituted supplier training to help build capability to manage working conditions effectively.

Ford decided that another way to impact this global problem of conflict minerals extraction is to have legislation that regulates their use in the United States. As part of the Dodd-Frank Wall Street Reform Act in the United States—signed into law in July 2010—Section 1502 requires U.S. companies to ensure the raw materials they use to make their products are not tied to the conflict in Congo by auditing the mineral supply chains. Ford was proud to support and advise the development and passage of this bill.

Measurement/Results

In looking at its own supply chain, Ford determined that its minerals came from three extraction companies and was able to trace the minerals as far back as the smelting plant but not to the extraction point, due to the plant's lack of inventory. Ford is continuing to work with its suppliers to improve inventory and record keeping to have a broader influence on the process. Ford has conducted human rights training for 1,621 managers and 81,963 supplier-workers through its supplier outreach programs.

Other SR Involvement

From 2000 to 2010, Ford reduced CO2 emissions from its facilities by a total of approximately 49 percent and on a per-vehicle basis by 30 percent.

In 2010 Ford continued to reduce water use and waste sent to landfill on a per-vehicle basis. The company reduced global water use per vehicle by 8 percent and landfill waste per vehicle by 12.4 percent, relative to 2009.

Organization: Ford Motor Company

Location: Detroit, Michigan

Website: www.ford.com

Founded: 1903

Employees: 166,000



MILWAUKEE

OFFICE OF ENVIRONMENTAL SUSTAINABILITY



Finding Smart Solutions to Environmental Sustainability

Overview

The City of Milwaukee Office of Environmental Sustainability (OES) was created by Mayor Tom Barrett to position Milwaukee, WI, as a leader in environmental sustainability and performance. OES promotes cost-effective environmental sustainability practices that meet Milwaukee's urgent environmental, economic, and social needs while enhancing long-term economic growth, thus, improving the environment and livability of Milwaukee for all its citizens. For instance, the OES team works with other City of Milwaukee departments, the Milwaukee Common Council, area businesses, and academic, community, and workforce organizations, to save taxpayer dollars by reducing energy bills in city buildings, homes, and businesses. The OES also promotes cost-effective green infrastructure solutions to the city's storm water management challenges.

Social Responsibility Challenge

In 2004, demand for energy in Wisconsin was at a record high and projected to grow every year. Simultaneously, energy prices were on the rise, increasing the cost of living and doing business in Milwaukee.

That same year, Milwaukee experienced a record 8.9 inches of rain in May that generated 14.5 billion gallons of storm water and wastewater. This surplus entered the city's regional sewer system, overloading capacity and resulting in flooding and sewer overflows. According to the Wisconsin Department of Natural Resources, storm water runoff is the principal cause of water pollution and degraded water quality.

At this same time, Environmental Business News reported that the worldwide market for environmental goods and services had hit \$600 billion. And numerous studies on consumer choices and marketing trends supported the idea that people desired to live and work in cities that are environmentally progressive.

Solutions

In 2004, Mayor Barrett commissioned the Milwaukee Green Team, a group assembled to develop recommendations in three areas: energy policy, stormwater management, and green economic activity. The OES, a key Green Team recommendation, was founded in 2006, and has since initiated targeted projects and goals, including:

- Reduce city energy use by 15 percent – OES provides funding and support to city departments to help reduce energy use, and helps track and monitor its reduction goals through projects such as lighting retrofits and energy-efficiency upgrades.
- Milwaukee Shines Solar Program – OES manages the city's solar program, which works to expand solar energy use

through a comprehensive, citywide approach of education, training, and financial assistance. Specific initiatives include training for contractors and installers; City-funded installations for municipal buildings, non-profits and schools; and the creation of a diverse Solar Hot Water Business Council.

- Milwaukee Energy Efficiency (Me2) – OES provides reduced energy evaluations, education, and low-cost financing options for homeowners and businesses in Milwaukee that want to make energy-efficiency improvements.
- Milwaukee Sustainable Manufacturing (ME3) Program – OES works with manufacturers to identify cost-effective practices and projects that help firms increase material and resource efficiency, cut energy costs and water use, and decrease waste.

Measurement/Results

The OES is funded 100 percent by grants, and since 2006 has successfully attracted more than \$20 million in grant funding to help create an environmentally and economically sustainable community. OES efforts have:

- Contributed to a reduction of \$900,000 in the city's annual electricity and natural gas bills.
- Verified and tracked city performance in order to reach the mayor's core goal of a 15 percent energy reduction by 2012.
- Raised over \$40 million in private capital for residential and commercial energy-efficiency improvements.
- Assisted nearly 30 Milwaukee manufacturers with their resource efficiency and waste-reduction priorities.

Other SR Involvement

- The OES partnered with the Port of Milwaukee to install a 100 KW wind turbine, which will power the Port's administration building with clean, renewable energy while generating revenue for the city by selling excess energy.
- The City of Milwaukee is working with ASQ to incorporate quality best practices into its operations.
- The OES director is chairing a new Milwaukee Green Team, which is working with the community to develop a comprehensive sustainability plan and fund to further improve quality of life for all Milwaukeeans.

Organization: City of Milwaukee Office of Environmental Sustainability

Location: Milwaukee, Wisconsin

Website: <http://city.milwaukee.gov/sustainability>

Founded: 2006

Employees: Four



Helping Today's Youth Become Financially Literate

Overview

A leading global network of professional services firms, PwC delivers quality and excellence in audit and assurance, tax, and advisory services. The network has close to 169,000 people in member firms located in 158 countries who make a difference for all of its stakeholders—clients, people, the capital markets, and the communities its member firms service—by unlocking potential and creating lasting value.

The firm focuses its corporate responsibility strategy on delivering services as a trusted business advisor and developing people to be responsible leaders who demonstrate their leadership as good corporate citizens. A key part of that investment is supporting youth education, specifically around financial literacy, to better prepare students to make responsible financial decisions and contribute to a healthier U.S. economy.

Social Responsibility Challenge

There is a critical need to improve the financial literacy of today's youth. Despite the fact that 13 states mandate financial literacy coursework as a graduation requirement, nearly two-thirds of high school students understand neither money management nor basic financial terms, and fewer than 20 percent of teachers feel prepared to teach the subject. A strong education system that develops basic competencies in math and personal finance will help prepare youth to become productive citizens.

Solutions

As part of its corporate responsibility strategy, PwC recently launched *PwC's Earn Your Future*, a commitment that focuses on two major gaps in the education system: a lack of financial literacy among youth and the lack of training opportunities for educators. The firm will invest \$160 million—\$60 million in cash donations and 1 million service hours worth \$100 million—in youth education, impacting more than 2.5 million students and educators in the United States. Over the next five years, PwC will leverage its 35,000 people and their core skill sets to improve and develop the financial competency of American youth.

Measurement/Results

To date, PwC has already achieved significant milestones, including:

- **Developed Financial Literacy Curriculum:** Created 18 financial literacy curriculum modules. The tailored lessons are free of

charge, designed for students in grades three through 12 and include lessons on credits and debits, identity theft, risk management and insurance, savings and investments, incomes and careers, and planning and money management.

- **Established Effective Partnerships:** PwC created a network of key strategic and implementing partners to leverage resources and increase results. Key partners include DonorsChoose.org, Feeding America, Junior Achievement, Knowledge@Wharton High School (KWHS), MIND Research Institute, The First Tee, and United Way, among others.
- **Established a Culture of Giving Back:** During FY'11, PwC's employees donated more than 80,000 hours with an estimated value of \$18.3 million.

Other SR Involvement

In addition to its youth education, PwC and its employees are involved in a broad variety of SR efforts. These include:

- **Project Belize:** Hundreds of PwC partners, staff, and interns will travel to Belize City, Belize, to teach financial literacy, build new environmentally friendly playground space, and connect with more than 1,200 students, teachers, and members in that community.
- **Sustainability Training Series:** Developed four sustainability training courses, which are available free of charge from PwC's Open University.
- **Hosting a High School Business Challenge:** This interactive program will engage students by tasking them with creating a business plan while introducing them to core business concepts such as market research, budgeting, and financial planning.
- **Hosting a Teacher Training Series:** In partnership with KWHS, PwC will convene the inaugural PwC-KWHS Seminar for High School Educators on Business and Financial Responsibility to build financial competency among teachers.

Organization: PwC (PricewaterhouseCoopers)

Location: Global

Website: www.pwc.com

Founded: 1998

Employees: 35,000+ U.S. employees/169,000 globally



Providing Much Needed Healthcare to Area Children

Overview

Henry Ford Health System (HFHS) is a Michigan not-for-profit corporation that was founded in 1915 by auto pioneer Henry Ford. The health system is committed to improving the health and well-being of a diverse community. HFHS is a 2011 Malcolm Baldrige National Quality Award recipient. HFHS is one of the nation's leading comprehensive, integrated health systems. It provides health insurance and healthcare delivery, including acute, specialty, primary, and preventive care services backed by excellence in research and education.

Social Responsibility Challenge

Detroit is one of the poorest cities in the United States. According to City-data.com 36.4 percent of Detroit's residents lived below the poverty level in 2009. On the same site, the rate for children living in poverty was 50 percent in 2009. Once a manufacturing hub, Detroit's residents have struggled with economic hardship because of the economic downturn. When families are living below the poverty line they often do not have adequate access to basic services including healthcare. Not having proper access to healthcare can affect a child's ability to learn and therefore his/her future, continuing the cycle of poverty.

Solutions

HFHS has developed a robust School-Based and Community Health Program (SBCHP) to help provide healthcare to children and adolescents up to age 21. The SBCHP consists of health centers located in city schools, which provide primary care, preventive care, comprehensive health assessment, vision and dental services, medications, immunizations, treatment of acute illness, co-management of chronic illness, health education, and behavioral healthcare.

One of the unique components of this HFHS program is the Health Alliance for Neighborhood Kids (HANK). This is a 38-foot pediatric mobile medical clinic complete with a waiting area, lab, and three exam rooms. This is one of 25 RVs that exist in different cities throughout the United States sponsored by the Children's Health Fund. HANK regularly visits several schools in the Detroit area providing physical exams, testing and treatment for illnesses or injuries, immunizations, dental services, and health education. One of the potential expansions in coverage is to do prenatal care, as HANK regularly visits a school for pregnant girls and their children.

Attending to the unit is a pediatrician, an RN, and a driver who also registers patients. No child in need is turned away for lack of ability to pay, but students are billed if they have insurance or other coverage.

Measurement/Results

- In its first year in operation HANK saw 600 kids, with the ultimate goal of seeing 1,500 patients per year.
- Overall, the SBCHP had 14,700 visits in 2011.
- The SBCHP has a budget of \$3.2 million which includes: \$1 million from the health system, \$1 million from the state of Michigan, \$300,000 in revenues generated from billing, multiple healthcare-related grants, and donations from foundations and individuals.
- The SBCHP has been serving Detroit's children in a number of schools since 1991.

Other SR Involvement

Detroit has one of the highest infant mortality rates in the country. Nearly 200 infants die within their first year of life. HFHS has pioneered a program to help reduce infant mortality called "Sew up the Safety Net for Women and Children." The program, which kicked off in July of 2011, follows a number of both pregnant and nonpregnant women and provides them with access to prenatal care, social support, and community resources such as family health and social services. This program has been funded for three years by the Robert Wood Johnson Foundation, The Kresge Foundation, W.K. Kellogg Foundation and area health systems with a goal of reducing infant mortality by addressing the social determinants of health—those challenging life circumstances that create stress and negatively impact health.



Organization: Henry Ford Health System

Location: Detroit, Michigan

Website: www.henryford.com

Founded: 1915

Employees: 23,000



Repairing Homes for the Elderly and People with Disabilities

Overview

Rebuilding Together Greater Milwaukee (RTGM) is a nonprofit organization in Milwaukee, WI, whose mission is to provide free, professional-quality home repairs and accessibility modifications for low-income homeowners who are senior citizens and/or persons with disabilities, and live in Milwaukee and Waukesha Counties. In 2005, the organization rebuilt 14 homes. In the 2012 fiscal year, RTGM completed repairs on 200 homes, executing over 600 projects.

Social Responsibility Challenge

Many people over age 60 or who have disabilities have a hard time keeping up with the everyday maintenance of owning a home. Low-income people are especially vulnerable to these problems and struggle with making the necessary upgrades to keep their houses safe and running efficiently. When homes fall into disrepair, the residents often are forced to live in unsafe conditions.

According to a study completed in 2010 by the Centers for Disease Control and Prevention, more people in Wisconsin die each year from falls than car crashes. In 2008, 918 people died from falls, whereas only 561 people died in car crashes. The majority of those who fall are over age 65. After a fall, maintaining a home can be even more challenging for an older adult, which can have a significant impact on communities where they live. [To read the study click here.](#)

Solutions

Over the years Rebuilding Together Greater Milwaukee has developed five different programs to address the needs of the elderly and people with disabilities in the community. It is the only organization that provides these types of services free of charge to homeowners who qualify.

1. **Emergency Repair:** RTGM helps people who have immediate repair needs in their homes, such as plumbing issues, furnace, or electrical repairs. All requests are handled within zero to 24 hours.
2. **Essential Repair:** This program performs necessary maintenance repairs on homes. These requests are handled within zero to 30 days.
3. **Accessibility Programs:** As people get older, they need increased safety modifications in their homes. Through this program, RTGM installs ramps, grab bars, improved lighting, accessible door handles, and floor adjustments for increased mobility.

4. **Rebuilding Day/Corporate Programs:** Rebuilding Day is a once-a-year event where several of the homes are rehabbed on one date. Corporate programs are similar, but are coordinated for a specific organization on a day of their choosing.
5. **Housing plus/Collaborations :** Along with upgrades to homes, homeowners may need referrals to healthcare, nutrition, and other support services. Rebuilding Together Greater Milwaukee is a rich resource to its homeowners, helping them identify and connect with needed services that exist around the city.

Measurement/Results

Since 2000, RTGM has completed home updates for more than 800 homes with the help of over 6,500 volunteers. In total, it has invested over \$8 million into Milwaukee-area housing.

In 2011, RTGM had a budget of \$501,400, all of which was privately funded by grants, corporate sponsorship, and individual donations. With these funds, the organization made upgrades in 158 homes and 474 projects.

Other SR Involvement

Rebuilding Together Greater Milwaukee serves not only the people whose homes are upgraded, but also the community as a whole by reducing stress and financial burden on homeowners' family and friends. This creates more productivity for the people in the workforce and enriches neighborhoods.

Milwaukee County has government programs that help homeowners make energy-efficiency upgrades to their homes, but often there are minimum physical requirements that each house must meet. RTGM helps its clients upgrade their properties so they are eligible for these programs.

Organization: Rebuilding Together – Greater Milwaukee

Location: Milwaukee, Wisconsin

Website: www.rtmilwaukee.org

Founded: September 2000

Employees: Four full-time, one part-time



Gathering and Distributing Food to Feed Ann Arbor's Hungry

Overview

Zingerman's Community of Businesses is a family of eight food-related businesses located in the Ann Arbor area. The organization is the end result of a novel strategy for business growth created by Zingerman's Deli founders, Paul Saginaw and Ari Weinzweig. Rather than replicate their successful deli through the typical franchise model, the founders chose to develop new, independent businesses—each with its own food specialty including baked goods, cheeses, coffee and candy—that were soundly rooted in the local community. According to Weinzweig, "In each business we've sought out a managing partner or partners so that there will be someone to bring the day-to-day passion and persistence that it takes to be really good at anything into play on a day-to-day basis."

An institution in Ann Arbor, Zingerman's has also earned national attention and rave reviews from people such as Oprah Winfrey, who once rated a Zingerman's sandwich 11 on a scale of five, while *Inc.* magazine called the organization, "The coolest small company in America."

Social Responsibility Challenge

According to Hunger in America, 14.2 percent of American households were food-insecure in 2010, which equates to 17.2 million households. In Washtenaw County, where Zingerman's operates, more than one in seven adults and one in six children struggle with hunger today. People who live chronically with hunger have a greater risk of high cholesterol, diabetes, and obesity. This is a huge problem that was recognized by Zingerman's.

"We believe that we earn our right to operate as a community of businesses by doing the right thing, whether the arena is the competitive marketplace, the workplace, or the community in which we do business," said Paul Saginaw. "Doing the right thing means accepting our responsibility to be a good citizen and a reliable neighbor who works to improve educational, cultural and civic vitality, while conducting our business in a responsible, forthright manner."

Solutions

In 1988, Zingerman's Delicatessen founded Food Gatherers, Michigan's first food rescue program, to help address hunger in Washtenaw County. Today, Food Gatherers is an independent food rescue agency and food bank that retrieves and delivers nutritious food from area businesses and distributes it throughout the region. The program provides enough food for more than 12,000 meals a day. Food Gatherers also operates the Community

Kitchen, serving more than 100,000 plates of healthy food each year to hungry people with the help of 1,500 volunteers. The organization is now the primary distributor of food in Washtenaw County, and Zingerman's continues to be a major corporate sponsor.

Zingerman's also operates the Community Chest, a program to aid struggling staff members and their immediate families when they experience a critical financial situation and have no other resources for support. Zingerman's contributes five percent of its net operating profit to support the grants and loans made from the Community Chest.

Measurement/Results

- Since 1988, Food Gatherers has distributed more than 48 million pounds of food.
- Food Gatherers distributes more than five million pounds of food annually to a network of more than 150 local community programs serving neighbors in need.
- More than 43,900 people—including over 14,000 children and 6,500 seniors—receive food each year through Food Gatherers' emergency food pantries and meal sites.

Other SR Involvement

Zingerman's contributes 10 percent of each previous year's net operating profits back into the Ann Arbor community through cash and in-kind donations to organizations that promote health, social well-being, education and culture. Approximately half of Zingerman's 500 employees volunteer their time at least once per year for local nonprofits, and many serve on boards to further the missions of their favorite causes. Zingerman's is also a member of the Business Alliance for Local Living Economies (BALLE) and is engaged in initiatives to reduce its impact on the local environment.

Organization: Zingerman's Community of Businesses

Location: Ann Arbor, Michigan

Website: www.zingermans.com

Founded: 1982

Employees: 500



Brewing Fair Trade Standards in the Third World

Overview

In 1993, Stone Creek's first batch of coffee came pouring out of its small batch roaster and was delivered to a single store in Whitefish Bay, WI. Today, the company is producing on a much grander scale and delivering coffee from its roasting facility to eight retail stores throughout metro Milwaukee, as well as wholesale partners across Wisconsin and the country. Stone Creek roasts locally to ensure freshness and the most amazing cup possible for its customers.

Social Responsibility Challenge

With \$18 billion in annual sales, coffee is the world's second-largest legally traded commodity after oil. The United States, the largest coffee importer, consumes about one-fifth of that total each year. The coffee bean is the single most important agricultural export for dozens of Third World countries, including Mexico, the chief U.S. supplier.

Fair trade practices in the coffee industry are extremely important due to the drastic economic disparities that exist across the countries where coffee beans are grown. Peasant coffee farmers, pushed off the most fertile land, struggle to compete against the plantations. Unfortunately, their efforts invariably fail, owing to a lack of credit, processing infrastructure, and access to stable international markets. The vast majority of the world's 25 million coffee farmers live in desperate poverty. Within the fair trade movement, coffee sold as "fair trade" must meet minimum price objectives, promote the social well being of these farmers and also promote environmental stewardship.

Solutions

Stone Creek adheres to ethical standards when it comes to sourcing its green coffee beans and works with growers to produce a high-quality coffee that can be certified as "socially responsible." The company's methodology—called Socially Responsible Coffee Certification guidelines—detail clear-cut social, economic, and environmental requirements. The farm or cooperative must:

- Allow for freedom of association for harvesters and have participative decision-making practices.
- Promote education for harvesters and their families.
- Promote healthy and safe work environments.
- Adhere to UN conventions on rights of children and child labor.
- Receive a minimum price for their product as determined by Transfair USA and the Fair Trade Labeling Organization.
- Pay a fair wage to harvesters.

- Have access to preharvest financing.
- Have transparent business practices.
- Restrict the use of agrochemicals in order to foster biological sustainability.
- Promote the reforestation of native plants and animals.

To earn Stone Creek's certification, every coffee farm vendor is verified and documented to meet these social, environmental, and economic standards. The guidelines are routinely verified either through on-site farm visits or by using third-party verification organizations, such as Transfair USA.

Measurement/Results

In 2011, Stone Creek Coffee roasted 354,000 pounds of coffee. Sixty-one percent of those beans were purchased through direct relationships, meaning Stone Creek negotiated the price directly with the owners of farms, delivering more income to the people who actually work the land.

In Guatemala, the majority of coffee that Stone Creek purchases comes from small family farms that rely upon the income from the harvest to support their families all year long. Stone Creek's purchase of this coffee literally supports entire villages.

For every pound of Brazilian coffee purchased from the Sinay-Neves Family's Conquista Farm, Stone Creek donates \$.10 to Socially Conscious Coffee, a nonprofit that operates a school and healthcare facility on the farm for coffee harvesters and their families. Since 2005, Stone Creek has donated more than \$5,000 to this program.

Other SR Involvement

Stone Creek Coffee recognizes and promotes its communities, and encourages patrons to recognize where their coffee comes from and understand the importance of sustaining socially responsible coffee production. In addition, the company supports local nonprofit organizations through its Community Coffee program. Every year, Stone Creek donates to more than 200 area groups, with contributions including hundreds of pounds of bean coffee and thousands of free lattes.

Organization: Stone Creek Coffee

Location: Milwaukee, Wisconsin

Website: www.stonecreekcoffee.com

Founded: 1993

Employees: 85



Promoting Health and Homes for Cats and Dogs

Overview

Nestlé Purina PetCare is part of Nestlé S.A., one of the world's leading nutrition, health, and wellness companies. In 2011, Nestlé Purina in the United States generated about 25 percent of Nestlé's total U.S. sales of approximately \$24 billion.

Nestlé Purina PetCare in the Americas is a leader in the pet products industry, dedicated to improving the lives of dogs and cats through quality nutrition and care. Nestlé Purina's core philosophies include promoting responsible pet care, humane education, community involvement, sustainability, and the positive bond between people and their pets. Nestlé Purina earned the Malcolm Baldrige National Quality Award in 2010, the first time a pet food manufacturer has achieved the honor.

Social Responsibility Challenge

The obesity epidemic is not limited to people. While approximately two-thirds of U.S. adults are overweight or obese, more than half of U.S. pets are battling the bulge too. According to a 2011 study, 53 percent of dogs, and 55 percent of cats in the U.S. are overweight or obese. This problem has an impact not only on the health of the pet but also their owners' pocketbooks, as sick pets need more frequent doctor's visits. Just as people require a combination of diet, exercise, and motivational support to get fit, so do their four-legged friends.

Another major problem for the pet community is homelessness. For the St. Louis region, there are about 40,000 dogs and cats entering private and public shelters and rescue groups annually. Approximately 15,000 are euthanized while others are adopted, returned to owners, or transferred to rescue groups. Across the United States, the same problem is prevalent.

Solutions

To help combat the obesity epidemic among dogs and cats in the United States, Purina created Project: Pet Slim Down™, a nationwide movement that encourages pet owners to work with veterinarians and Purina Certified Weight Coaches to manage their pets' weight.

Created in 2010, the program continues to expand. Today more than 6,000 veterinary clinics and 11,000 owners across the country have enrolled with the program. Purina also is working with spokespersons, such as Olympic athlete Misty May-Treanor and weight-loss company Jenny Craig, to spread the word and help reverse the pet obesity trend.

Overpopulation of pets is a complex issue as well, which requires a multipronged approach. Nestlé Purina is involved with many strategies for impacting the issue. A proud supporter of pet humane organizations, Purina has created programs such as *Purina Pro Plan Rally to Rescue* and the *ONE Hope Network by Purina ONE* to promote pet adoptions. In 2011, the company supported pet welfare at shelters across the United States with more than \$20 million in funds and food.

Measurement/Results

2011 marked Purina's 10th annual PetCare Pride Day where associates at U.S. facilities focus on community service, including conducting makeovers at pet and community centers; constructing dog houses, cat scratching posts, and cat and dog beds for local shelters; and making fleece blankets and assembling ready-to-eat meals and personal care kits for the homeless population.



Nestlé Purina's wet pet food factories have reduced gallons per ton of water used by an average of 4.3 percent every year since 2007. In 2011, the company reduced water usage by more than 46 million gallons over 2010 with almost similar production volumes.

Other SR Involvement

More than \$1 million was donated in 2011 to U.S. charitable organizations from the Nestlé Purina Trust Fund and other community affairs efforts.

All of the company's 25 North American manufacturing locations have implemented and maintain comprehensive environmental management systems certified by independent auditors to meet the ISO 14001 standard.

Organization: Nestlé Purina PetCare Company

Location: St. Louis, Missouri

Website: www.nestlepurina.com

Founded: 1893

Employees: About 7,000 in the United States

International Team Excellence Award

Ramaiah Institute of Management Studies (RIMS), Bangalore, Karnataka, India

Each year at ASQ's World Conference on Quality and Improvement (World Conference), teams from all over the world participate in the final round of the International Team Excellence Awards (ITEA). In the preliminary round (October/November) participating teams are asked to submit presentation materials explaining their project and process. These presentations are judged on how well they meet ASQ's 37 team evaluation criteria. The criteria evaluate those areas necessary for team success—including the project's impact on organizational goals, project selection and purpose, action planning, project buy-in, implementation, progress, and results. In the preliminary round the presentations are carefully evaluated by a panel of judges. Finalist teams are selected from the preliminary round to showcase their success stories in front of a global audience at World Conference.



One project that presented at World Conference 2012 was from the Ramaiah Institute of Management Studies (RIMS). RIMS was established by the M.S. Ramaiah Foundation in 2007 as an institute of higher business education in Bangalore, India. RIMS is developing its programs as a center of excellence for its students and the community. Their vision includes:

- Striving for academic excellence through Holistic Management Education to shape leaders and meet the needs of a resurgent India.
- Providing highest quality education, promoting self-worth among students, ensuring quality performance among students, and providing transition for students to a productive and responsible participation in society at large.
- Providing an environment of educational excellence to students.

The project focused on improving the employability of its graduates. RIMS faced a unique challenge in that its students came from a diverse background of training, ethnicity (India has 550 languages), and lack of work experience. Ninety-eight percent of students in the business graduate program cite job offers as the most important reason to go back to school. However, a study done by McKinsey and Co showed that only 25 percent of students graduating from technical schools in India were employable within the IT or Business Process Offshoring industries. The institute wanted to offer its students training that would translate into employment opportunities not only to boost the reputation of RIMS but to improve the lives of its students.

By using ITEA criteria, the team was able to develop a program that produced graduates with more promise in the workplace. RIMS involved all stakeholders in the solution including: faculty, staff, employers, students, and even parents. To start, they conducted interviews with the top 100 recruiters and determined the top three issues holding students back were knowledge base, communication, and attitude. Next, they brainstormed to find the root causes of these problems and developed programs around improving those skills. To address knowledge and application base RIMS instituted business English certification as a mandatory requirement to aid in improving communication. In addition, they offered professional counseling to students to encourage a positive attitude. Students were enthusiastic about the proposed solutions and enrolled in the English certification and volunteered for counseling. The end results showed progress.

RIMS used a number of performance measures to prove success. They included number of offers per student, quality of offer in terms of salary, and overall satisfaction. Through the program, they improved in all performance criteria categories including:

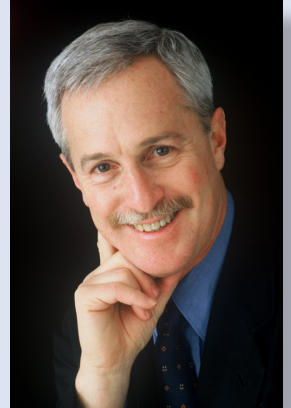
- The number of offers rose from .95 to 1.35 per student.
- The mean, median, and highest salaries increased.
- Intangible benefits included: improved brand image for RIMS, satisfied employees and owners, and an enhanced organizational work environment.
- As a bonus, RIMS was able to generate an unprecedented \$90,000 USD revenue from placements.

The RIMS team was able to use quality criteria to effect both social change within their organization as well as a financial impact throughout the community by increasing the employability of its graduates.

2011 Spencer Hutchens Jr. Medal for Social Responsibility

Joel Makower, Chairman and Executive Editor, GreenBiz Group, Inc. Creator, GreenBiz.com

For more than 20 years, Joel Makower has been a respected voice on sustainable business, clean technology, and green marketing through books, websites, blogs, articles, and speeches. His work has focused on three principal topics: how companies of all sizes and sectors are integrating environmental thinking into their operations in a way that produces business value; the creation of new companies and markets for clean energy, clean water, and advanced materials; and the strategies and tactics companies use to communicate and market their environmental efforts and leadership, especially to consumers.



Joel Makower

Makower is chairman and executive editor of GreenBiz Group Inc., and creator of GreenBiz.com. Each year, he hosts the popular website's State of Green Business Forum and GreenBiz Innovation Forum, and authors the "State of Green Business" report.

Makower is also co-founder of Clean Edge Inc., a research and consulting firm focusing on clean technologies, and serves as senior strategist at GreenOrder, which consults with leading companies on strategic sustainability issues. From 1991 to 2005, he was editor of The Green Business Letter, an award-winning monthly newsletter on corporate environmental strategy and practices. In 1990, Makower wrote the U.S. edition of a British bestseller, The Green Consumer Guide (issued in the United States as simply The Green Consumer). Makower's other books include The E-Factor: The Bottom-Line Approach to Environmentally Responsible Business (Random House, 1992) and Beyond the Bottom Line: Putting Social Responsibility to Work for Your Business and the World (Simon & Schuster, 1994).



About Spencer Hutchens Jr.

Spencer Hutchens Jr. served as ASQ president from 1988–89. Hutchens was a tireless quality professional and advocate. He was a champion for SR and ethics, which led to ASQ naming its newest medal after him. Hutchens had been honored with the ASQ Distinguished Service Medal (2002) and the Lancaster Medal (2009), in part for his vigorous support of the global quality community, which recognized him as "the world's finest goodwill ambassador." Hutchens also was a past chairman of the International Academy of Quality.

Previous Recipients

2010 — John Elkington, Co-founder and Chair, SustainAbility

2009 — Joanne Adrienne Vincenten, European Child Safety Alliance

About the Award

The ASQ Spencer Hutchens Jr. Medal for Social Responsibility recognizes the achievements of an individual who demonstrates outstanding leadership as an individual, business leader, and cause advocate for social responsibility, primarily focusing on the marketplace, environment, workplace, and community. The medal, which was presented to Makower at the 2012 ASQ World Conference on Quality and Improvement, seeks to showcase how an individual's impactful results have led to societal change. [Click here for nomination forms and criteria.](#)

ISO 26000 Challenge

Social Responsibility Challenge

In 2011 ASQ held a social responsibility contest to identify thought leaders in social responsibility (SR) and to understand how quality methodologies and tools are used in SR plans in the real world. ASQ put out a call to its members and members of theSRO.org looking for social responsibility success stories. With the release of ISO 26000, the social responsibility standard, ASQ was looking to expand and promote SR stories among the ASQ community and worldwide.

People were required to submit an essay, video, or audio piece that told the story of their own company's progress in this area. Entrants were asked to choose from one of four themes: getting a boost from quality tools, spotlight on standards, keeping score, or a team effort. The winning entries were the following:

First place: **"A Team Approach to Social Responsibility,"** Jon Morris, JDQ Systems Inc.

Second place: **"Getting a Boost from Quality Tools,"** Tiffany Darabi, Chemonics

Third place: **"Getting a Boost from Quality Tools,"** Nicholas Leifeld, Serigraph Inc.

Congratulations to all the winners of the ISO 26000 challenge and thank you for expanding the body of knowledge for Quality and Social Responsibility.

Excerpt of First-Place Essay:

A Team Approach to Social Responsibility by Jon Morris

JDQ Systems Inc. has provided business improvement consulting services since 1988. Its focus is to help clients in diverse industries—including telecommunications, aerospace, electronics, software development, chemicals, automotive, and heavy equipment—achieve measurable and sustainable business improvement.



Based in Vancouver, BC, Canada, JDQ combines quality methodologies, software technologies, and an agile approach to organizations pursuing continual improvement.

Imagine if someone could prove that it profits business to help the community ...

JDQ's approach for developing, nurturing, and sustaining community relationships is the 3Spheres of Reciprocity™ (see Figure 1). 3Spheres™ is both a philosophy and a model for healthy, optimal, and successful community engagement. It is designed to be a paradigm for social responsibility and cooperative, mutually beneficial relationships grown from the fundamental understanding that only through the symbiosis of the spheres of helping, profiting, and learning can we all thrive.

As the 3Spheres™ model reflects the obligation to maximize positive impact and minimize negative impact on society, it expresses JDQ's values of mutualism, respect, and equality.

In early 2005, work began to develop and codify JDQ's methods of engagement with the communities it serves, shares resources with, and derives sustenance from. Through this process of discovery and development, it became apparent that mutual benefit—reciprocity—would arise naturally if parties would agree with the following three interrelated ideas:

1. Every individual and organization should be actively concerned with helping others to ensure the welfare of each other and society at large.
2. The food of growth is learning. Research and mentoring are the vehicles for this.
3. The purpose of business is sustainable profit.

[Read more.](#)

Spotlight: Leading Change in Botswana

by Stephen Hacker

Stephen Hacker built his reputation and his career on using quality tools to effect social change. He has worked with many different kinds of organizations including corporations, non-profits, and government entities. He encourages social change to utilize data-based decision making in providing positive outcomes for projects.

As an example, one project Hacker did was working with the Department of Immigration and Citizenship (DIC) in Botswana. Before the institutional change the department was burdened by unprofessionalism, a poor work ethic, and subpar leadership. When the Department of Labour and Home Affairs (DIC's home ministry) was ranked 16th out of 17 ministries, they realized that the situation needed attention. This was especially evident because this ministry issued work and residence permits, and visas—all of which were essential to economic expansion.

Change started with the leadership and tenacity of Ms. Segakweng Tsiane, permanent secretary of the Department of Labour and Home Affairs. As an executive coach, Hacker had worked with Tsiane for many years on various projects. She traveled to all of the border posts and inland offices to learn about the many performance issues firsthand. Tsiane then established a Performance Improvement Committee and launched a robust performance review system that held leaders responsible for departmental performance. A culture of accountability arose, with leaders quickly realizing the consequences for poor customer performance. Leadership turnover increased (both voluntary and involuntary), which led to fresh new faces committed to make a change. Hacker led the cultural and leadership preparations that opened the doors for personal transformation, leadership skill development, and process improvement project identification.

The program consisted of myriad initiatives such as on-site workshops and improvement projects, which included: redirecting of human resources, infusion of knowledge, creation of new value propositions, organizational restructuring, and computerization. The feedback loops for complaints were tightened to make sure that issues were addressed immediately. All of these programs were created and monitored to ensure effective change in the DIC.

Learn more about ASQ member benefits at www.asq.org.



In the end, the department became number one in customer satisfaction and the ministry climbed to number one in the comprehensive performance ranking system. The jobs in the ministry became highly sought after and people who interfaced with customers were chosen specifically for their customer service. Wait times were cut in half and customer satisfaction increased tremendously. Both the customers and the employees were much happier, creating a win-win.

Quality managers have a unique set of skills that are very useful in creating social change. By assuming leadership and using these skills, quality managers can have a huge impact on the performance of their organizations and societies. Leveraging ASQ membership and the ASQ Quality Body of Knowledge (QBoK), quality managers can become quality leaders and change the world.

Stephen Hacker is a founder and CEO of Transformation Systems International, LLC (TSI) and serves as a board member for The Performance Center. He is also the chair of ASQ Global Advisory Committee. As a sought-after leader, consultant, and speaker, he brings focus to teams and organizations embarked upon creating new levels of performance. Hacker has been integral in developing the systematic transformation approach utilized by a global community to effect measurable and sustainable improvement. The methods are based upon the integration of four required transformation cornerstones: personal mastery, interpersonal mastery, value exchange, and change methodology.

Getting on Track – The SR Standard allows quality professionals to lead organizations in the right direction.

by Dorothy P. Bowers and John E. “Jack” West

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ABSTRACT: ISO 26000, released in November 2010, is a guidance standard for organizational social responsibility (SR) issues. ISO 26000 may be the first systemic approach to SR. It delineates core subjects in SR and relates them to quality issues. Topics addressed include organizational governance, human rights and labor practices, environmental impacts, and consumer concerns. The relation of SR issues to quality practices is already helping large organizations such as Pepsi Co. make critical decisions addressing their social responsibilities.

Article:

ISO 26000 is here. Are you ready? Maybe the better question is: Do you care? You should.

ISO 26000:2010 — Guidance on social responsibility,¹ published in November 2010, has been touted as the new standard that can help manage SR issues at your organization. It’s similar to other familiar standards such as ISO 9001, which helps manage quality, and ISO 14000, which helps handle environmental issues. But it also has its differences.

ISO 26000 is not a certifiable management system like ISO 9001 and ISO 14000. It’s a guidance standard. And it wasn’t written by experts like you, who were already practicing quality and environmental management. It was written by experts drawn from society to represent seven core SR subjects: governance, human rights, labor practices, environment, operating practices, consumer rights, and community rights.

The goal of ISO 26000’s authors was to write a standard to inform organizations of their social responsibilities and help them formulate an approach to address these seven areas of concern that can have a major impact on how an organization performs and ultimately affects the outside world.

ISO 26000 is an unprecedented standard that presents a unique opportunity for the quality community. But too few quality professionals realize the opportunities the standard offers them and their organizations.

It’s time for the quality community to wake up and take notice of what this standard represents, what SR issues it addresses,

and what influence quality can have on SR. After all, more and more of the business world is paying attention to SR. Quality should, too.



SR issues matter

CEOs already know SR issues aren’t just feel-good, politically correct topics. They are serious issues that must be addressed.

A recent survey of 933 CEOs of companies who signed the United Nations Global Compact—an international network of organizations focused on environment, labor, and human rights issues—showed 93% believed environmental, social, and corporate governance issues covered by the compact are important to their future success.

In addition, 81% of the surveyed CEOs said they believed they have fully embedded these issues into the strategy and operations of their companies.²

In contrast, a recent ASQ/Manpower survey of more than 1,000 quality professionals found that while 70% of respondents are familiar with their organization’s SR activities, only 28% viewed their organization’s SR efforts as being fully integrated into daily operations and decision making. Less than half (43%) responded that quality professionals are included in their organization’s SR efforts.³

[Click here to read more.](#)

Around the Bend – Future of Quality Study outlines eight factors that will change our world.

by Brett Krzykowski, assistant editor

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ABSTRACT: The 2011 ASQ Future of Quality Study has identified eight factors that will soon have a major impact on the quality profession. Concerns about social issues have led to the rise of global responsibility, an expansion of existing social responsibility policies to address the global impact of organizational decisions as well as issues such as human rights, fair operating practices, and societal contributions. Consumers have greater access to information about the products and services they purchase than ever before thanks to the rise of social media. Globalization has been an important force for over a decade, but it is becoming increasingly complex and pervasive. The pace of technological change is getting faster. The workforce is increasingly defined by flexible work hours and more workers than jobs. It is also becoming older, leading to higher health costs but also creating new markets. The scope of quality itself is broadening. Innovation, the ability of a company to adapt to change, is the key to survival in the dynamic future.

In 1996, ASQ published its first Future of Quality Study in an attempt to get ahead of the influential forces that would impact

the quality profession and, in some cases, the business world as a whole. Every three years since then, the organization has delivered an updated version, presenting the changes that were coming and their implications. As would be expected from a quality-focused organization such as ASQ, compiling the 2011 study required more than a Magic 8 Ball and a deck of tarot cards. It meant gathering the collective wisdom of individuals representing all major sectors of the global economy and reaching a consensus on the forces that will shape the future of quality.

ASQ started by asking more than 270 individuals representing all major sectors of the global economy to select 10 forces most likely to shape quality in powerful ways. In the end, nearly 150 participants from 33 countries had a say in selecting the eight forces that will affect the future of quality. While each member of the octet is unique, what ties the group together is the theme of emergence—the idea that, in many cases, these forces rose quickly and seemingly out of nowhere.

1. Global responsibility

Narrow, short-sighted strategies are becoming a thing of the past. Approaches that ignore the wider impact of an organization's decisions are, according to the study, "socially unconscionable." Being globally responsible takes an organization beyond social responsibility, which itself has grown in importance in the last several years. An organization must be fully aware of the global impact of its local decisions and realize that as demand grows for the planet's finite resources, waste is increasingly unacceptable. In addition, global responsibility involves human rights, labor practices, fair operating practices, consumer interests and contributions to society. But that doesn't mean it should be looked on as philanthropy. As stated earlier, being globally responsible involves reducing waste—always a good move for an organization's bottom line. But in an increasingly connected and informed world, responsible efforts are being rewarded by consumers. Thus, it's more important than ever to maintain a reputation as an organization driven by global concern.

[Click here to read more.](#)



Quality and Social Responsibility:

A Key Business Strategy for Enhancing Competitive Position

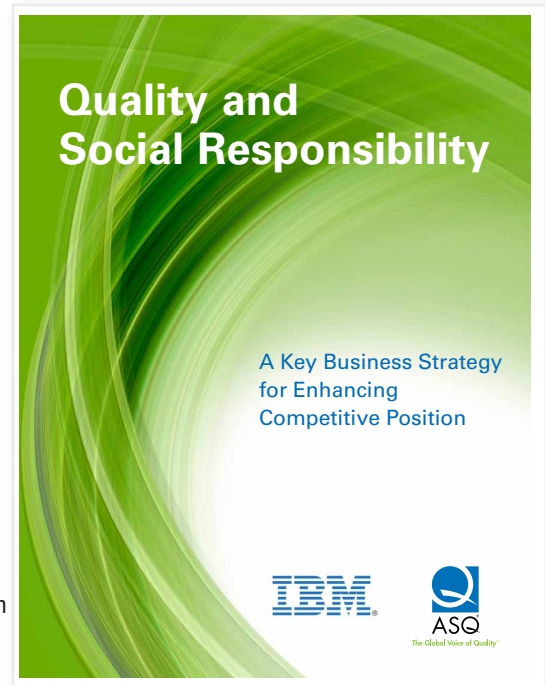
According to the International Organization for Standardization (ISO), an organization's performance in relation to the society in which it operates and to its impact on the environment has become a critical part of measuring its overall performance and its ability to continue operating effectively.

ASQ collaborated with IBM to study the relationship between quality and social responsibility. Quality and social responsibility (SR) are disciplines that are converging. Quality provides the methodology to support the ideology of SR efforts. In particular with the release of the ISO 26000 Guidance on Social Responsibility, the international standard provides a common framework to understand concepts, definitions and principles integral to the implementation and promotion of socially responsible behaviors. Also, the Malcolm Baldrige National Quality Award—the nation's highest recognition for organizational performance excellence—now incorporates “societal responsibilities” as a factor for assessing strategic challenges, governance, and leadership. In addition, ASQ's 2011 Future of Quality Study Emergence identified global responsibility as the leading force of change shaping the future of quality.

With this connection in mind, ASQ and IBM decided to research the approaches being used by global organizations of all types to initiate and maintain social responsibility programs and to gain a deeper understanding of how quality techniques can improve these efforts. Some of the questions that they attempted to answer were:

- Who is driving this change?
- What role do quality professionals have in the rapid transformation of business practices?
- What are the characteristics of organizations that sponsor SR programs?
- To what degree are SR programs linked to quality management programs? What is the nature of those linkages?

Eight different surveys were administered to gather data. A total of 1,105 different respondents completed one or more of the surveys. From the information gathered the researchers were able to gain perspective on the aforementioned questions and others. **For more information or to attain a copy of this study please email sro@asq.org or visit www.thesro.org.**



Stewardship & Sustainability – Acting responsibly with a focus on the future.

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A New View that Links Quality and Social Responsibility

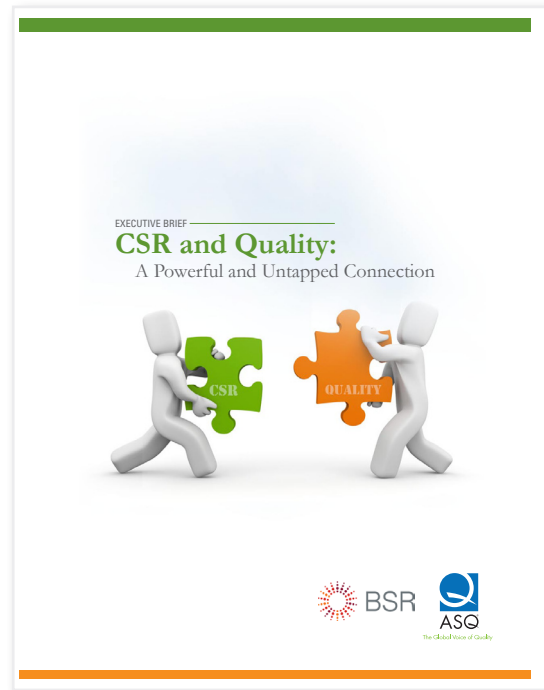
One of the key factors identified in ASQ's 2011 futures study was "global responsibility," defined as the blending of heightened awareness of the requirement to become more socially responsible with a growing awareness of the global impact of local decisions. The study goes on to describe "21st century quality" as another key factor. The following quote from the study presents a new view of the use of quality principles and tools in the future—one that links directly to social responsibility.

"There's one additional evolution of quality that is evident and powerful. If quality started in the hands of skilled trades and artisans, it moved into factories when mass production became the norm. Then it moved out of factories into every imaginable kind of organization—small and large. Today quality is being called out of the organization into the space between organizations through global supply chains, and through networks of companies that understand their greatest challenges lie outside their organizational walls. From there, quality moves even further up the feeding chain to be used as concepts, techniques, and tools in the solution of social problems. While the number of examples is small, they are nonetheless evidence that quality is exerting itself in new ways—in hopeful ways." "Emergence"

ASQ has partnered with BSR, a leader in corporate responsibility since 1992, to issue a new executive brief, "CSR and Quality: A Powerful and Untapped Connection," that describes this linkage in detail. The brief defines the two areas, as shown below:

- "Total quality management (TQM). Managing the entire organization so that it excels on all dimensions of products and services that are important to the customer, with the goals of careful design of the product/service and ensuring that the organization's systems can consistently produce the design.
- Corporate social responsibility. Social, environmental, and governance issues, most commonly defined by Global Resources Initiative (GRI), including both outcomes and processes."

The parallel approaches used to achieve quality and corporate social responsibility are obvious when their key strategies



and practices are compared. Both require a systems approach to succeed; clear organizational outcomes are established, and systems and their associated processes are aligned to attain those outcomes. Both also focus on short- and long-term customer needs, including specific requirements for products and services as well as more generalized needs for sustaining the planet and benefiting individual, family, and community existences.

It's interesting to note that both quality and corporate social responsibility promise organizations significant and sustainable success—very positive results for the effort invested to implement related approaches. On the other hand, most of the examples that capture attention relate to failures in these two areas—and the frequently draconian efforts involved with resolving those disruptions. Inadvertently, these prominent examples demonstrate that both quality and corporate social responsibility rely on improvement methodologies to resolve issues and increase organizational capability. In other words, both leverage cycles of learning that increase organizations' abilities to avoid repeating the same mistakes.

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About ASQ and the SRO

At ASQ, the global voice of quality, we believe that to be socially responsible, people and organizations must behave ethically and with sensitivity toward social, cultural, economic, and environmental issues. We also believe quality can help governments, companies, and academia positively impact individuals living in the community.

In an effort to bring together a community of thought leaders to discuss social responsibility (SR) and identify emerging leaders, ASQ created The SRO*. The SRO* is an international movement to share insights and expertise on, and examples of, the evolving area of SR, and to help define what it means to be a socially responsible organization. We invite you to visit www.TheSRO.org and join the community.

With members in 60 countries, this free site offers an exciting opportunity for knowledge and thought process sharing on a global scale. We encourage use of this site as a forum to share your insights and post a comment on a discussion. Your invaluable input will make the site a better expression of what it means to be socially responsible, and it will provide the opportunity to learn how SR is being perceived in the United States and around the world. With you as a member, we can grow The SRO* into an SR information exchange global community. ASQ is a global community of experts and the leading authority on quality in all fields, organizations, and industries.



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- As a professional association, ASQ advances the professional development, credentials, knowledge and information services, membership community, and advocacy on behalf of its more than 75,000 members worldwide.
- As champion of the quality movement, ASQ members are driven by a sense of responsibility to enrich their lives, to improve their workplaces and communities, and to make the world a better place by applying quality tools, techniques, and systems.

Headquartered in Milwaukee, WI, ASQ supports membership services and business operations through **ASQ Global**, **ASQ China**, **ASQ India**, and **ASQ Mexico**; with ASQ WorldPartners® around the globe; and through its work with ANAB and RABQSA.

TheSRO*

*define the socially responsible organization



The Global Voice of Quality



Acknowledgement of ASQ Social Responsibility Advisory Council

The Social Responsibility Advisory Council counsels ASQ on all matters of interest to the Society and the quality profession related to social responsibility and sustainability on a national and global level.

- **Daniel Aronson**, Director, Deloitte Consulting, LLP
- **Ron Atkinson**, Retired
- **Paul Borawski**, CEO, ASQ
- **Dorothy Bowers**, Retired
- **Marc Kelemen**, President, NanoSynopsis, LLC
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- **Roberto Saco**, CEO, Aporia Advisors

Special Thank You

- **Natalie Berland**, Consultant
- **Jan Graveline**, G2 Creative Inc.



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