

# SUPER SERVICE

## Celebrate! OMI in winner's circle

OMI associates have cause extraordinaire to dance in the streets, beat the drums and sound the horns! [Feel free to join in.]

On Nov. 21, President Clinton and Commerce Secretary Norman Mineta announced that Operations Management International is one of four companies to receive this year's Malcolm Baldrige National Quality Award.

This is the Crème de la Crème. The Top of the Heap. The Pulitzer of Quality. A crowning moment in the history of OMI and the CH2M HILL family of companies.

"It's like winning the Super Bowl," said Ralph Peterson, CH2M HILL CEO. "Can it get any better than this?"

Dozens of companies each year go through the arduous review process, attempting to capture the Oscar of Quality. Dozens go back to the drawing board with nary a door prize in hand. When it comes to The Best, there is no second place.

"The brilliance of this award reflects highly on all the CH2M HILL family of companies," said Mike Kennedy, CH2M HILL's president of Infrastructure and Environment.

"Boy, I think we wowed 'em," said Darla Weigel/OMI/NRO after an MBNQA site visit. "The Q&A with associates went very



**"President Clinton and I congratulate the men and women of these four organizations... as the 2000 recipients of the Malcolm Baldrige National Quality Award. As the first group of winners in the 21st century, they exemplify the Baldrige themes of excellence, global competitiveness, partnerships, empowerment, innovation and life-long learning. They can proudly serve as role models for any organization wanting to improve the way they operate."**

**—Norman Mineta, Commerce Secretary,  
in a Nov. 29 White House statement**

well. I think at times associates were fighting for air space in order to share their thoughts... I'll bet the associates all have renewed spirit because sharing with the examiners reinforced the great things they do every day."

Continued  
on Page 2 .....

The Malcolm Baldrige National Quality Award is a prestigious national award given to companies whose service exemplifies the highest quality in customer care and service.



# TOP HONORS FOR QUALITY SERVICE

Continued from Page 1

## CUSTOMERS are the big winners with OMI's quality program

Consider this: In a survey of OMI's industrial clients, all said OMI meets expectations, and 88 percent said they exceed expectations.

It's no wonder OMI's total revenues leaped from \$80 million in 1996 to an expected \$145 million this year. That's a whopping 15 percent annual growth rate while, during the same period, top competitors' revenues dropped nearly 5 percent.

**Fact:** OMI has received 100 federal, state and local awards for environmental excellence in the past five years.

**Fact:** OMI doubled its budget for education and training since 1996.

**Fact:** All new OMI associates spend the equivalent of six days in "Obsessed with Quality" training; managers have opportunities to enroll in the OMI University of Management and Leadership; and all associates receive ongoing on-the-job training and mentoring.

*Congress established the Baldrige award in 1987 to enhance the competitiveness of U.S. businesses by promoting quality awareness, recognizing quality and performance achievements, and publicizing successful performance strategies. The award is named in honor of Malcolm Baldrige, who served as Secretary of Commerce from 1981 until his death in 1987. Long-term improvements in the efficiency and effectiveness of government are attributed to his managerial excellence.*

## Winning attributes

Here are some of the attributes that have helped OMI win the coveted Malcolm Baldrige Award:



Since 1996, OMI's market share in its core business segment has increased from about 50 percent to almost 60 percent. During the same period, its top competitor's share remained at less than 20 percent.



OMI's "E<sup>3</sup>" motto, "Exceed our customers' expectations, empower our employees, enhance the environment," is the foundation for its *quality as a business strategy leadership system*. Business and action plans are consistent with this overall strategy, yet are specific to a particular site.



Four strategic objectives—customer focus, business growth, innovation and market leadership—enable OMI to design management systems and processes that consistently achieve high performance, reduce operating costs, and satisfy customers and associates.



When OMI begins operating wastewater or water treatment facilities it often significantly reduces costs for its customers. In a survey of OMI projects from 1998 to 2000, after OMI took over management of the facility, operating costs for industrial customers were reduced by about 23 percent; for public customers, the savings were about 21 percent.



OMI's average rate of lost time due to accidents declined from 6.3 in 1997 to 1.6 in 1999. The national average is 7.3. The average reportable incident rate declined from 9.6 in 1996 to 5.8 in 2000, compared to a national average of 13.4. Occupational Safety and Health Administration citations declined from 11 in 1997 to 0 through the third quarter of 2000.



OMI increased the size of its workforce by 50 percent over the past two years. Associate turnover decreased from 25.5 percent in 1994 to 15.5 percent in 1999, better than the national average of 18.6 percent and the service industry average of 27.1 percent.

*Compiled by OMI associates for the Malcolm Baldrige National Quality Award application.*

## Malcolm Baldrige win a test of corporate spirit

By Ted Johnson/IDC

Many people are aware of the legendary cachet carried by the Malcolm Baldrige National Quality Award. It is considered the "gold standard" of quality assurance performance excellence for U.S. companies.

When President Clinton announced OMI as one of four 2000 Malcolm Baldrige Award winners in November, it reaffirmed something that those of us in CH2M HILL already knew; that this family of companies is capable of accomplishing great things.

But beyond putting a plaque on the wall and gaining a moment of recognition from the president of the U.S., how does this win affect us as employee-owners?

This is said to be the biggest award a CH2M HILL company has ever won.

In effect, this award represents a sanctioning of the excellence of OMI's service from no less than the U.S. Department of Commerce.

Such an acknowledgement is particularly important for winning work in OMI's world. Before OMI wins a project, municipalities must be convinced that it makes sense to privatize the operation of water and wastewater treatment facilities. The Malcolm Baldrige Award is tantamount to a government endorsement of OMI's private-sector services. That rare distinction is sure to add new weight to the already considerable heft of every OMI proposal and presentation for new business from this point forward.

There's another side to the Malcolm Baldrige test that deserves mention. This award involves an exhausting test of corporate character. The examination process alone consumes 300 to 1,000 hours. Award applications are reviewed by an independent board of about 400 examiners, primarily from the private sector. Each applicant receives a report that excruciatingly dissects strengths and opportunities for improvement.

It's not surprising that this ordeal presents an "intimidation factor" that keeps many worthy companies from applying. There are many excuses to avoid the intensive scrutiny that attends the Malcolm Baldrige judging process. It costs money. It takes time. But in the end, there is one nagging doubt that transcends all others:

Maybe we're just not good enough.

It is a tribute to all who chose to pursue this dream that no one at OMI suffered such doubt. From the beginning, the team that committed the immense time, effort and confidence in themselves and their company had faith that in the end, the sacrifice would be worth it.

But even if OMI had not been successful in their grand quest, they would have deserved our admiration for having the chutzpah and belief in themselves to go for it.

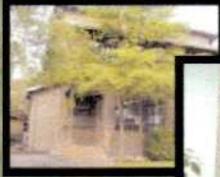
No matter where in the CH2M HILL family of companies we reside, we can all take double pride in the fact that OMI not only had the gumption

to go for it, they had the right stuff to make their dream a splendid reality for all of us.

ADVERTISEMENT

**Online Banking**

**The CH2M HILL  
Federal Credit Union**




**is moving to a  
branch office  
near you.**

Visit the credit union web site at [www.ch2mfcu.org](http://www.ch2mfcu.org) or go to the **Virtual Office, Employee Resources | CH2M HILL Credit Union**, to find out how to get started with online banking. Online banking is available to employees who have joined the CH2M HILL Credit Union. Call the credit union toll-free at **1-800-626-9370**.

- Free real-time banking from your desktop
- Compatible with *Quicken* and *Microsoft Money*
- Optional electronic bill payer
- Intranet and Internet access