

# *Virginia SPOA*

## *Recognition Guide - 2012*



### *Our Mission*

*To cultivate continuous performance improvement  
and success for the communities we serve.*





United States Senate Productivity and Quality Award for Virginia  
Post Office Box, 6099, Suffolk, Virginia 23433 571.215.8881

March, 2011

Dear Virginia and District of Columbia Leader:

The U.S. Senate Productivity and Quality Award for Virginia is entering its 29<sup>th</sup> year of serving organizations across the Commonwealth. From its beginnings in 1983, Virginia SPQA has been a national leader in spreading excellence in organizational performance. Every organization in Virginia and the District of Columbia that participates in SPQA is a winner!

SPQA endorses the Baldrige Criteria for Performance Excellence and it has been used by hundreds of Virginia organizations to stay abreast of competition and to improve their performance.

Whether large or small, in manufacturing, business service, education, health care or government, your organization can benefit from the application of the Baldrige Criteria for Performance Excellence.

Make 2012 your year to apply!

Sincerely,

A handwritten signature in blue ink that reads "Jim Webb". The signature is stylized with a large, looping initial "J".

Jim Webb  
U.S. Senate

A handwritten signature in black ink that reads "Mark R. Warner". The signature is written in a cursive style.

Mark R. Warner  
U.S. Senate

## Virginia SPQA Key Dates for 2012 Recognition Program Applicants

<i>Date</i>	<i>Activity</i>
June 20-21, 2011	Criteria Workshop (Roanoke, VA)
September 7-8, 2011	SPQA Virginia Forum for Excellence, Richmond, VA
November 1, 2011	Intent to Apply Form due with Fee
November, 2011	Criteria Workshop (Northern Virginia Area)
December 2, 2011	Written Application due with Application Fee
December, 2011	Criteria Workshop (Hampton Roads Area)
January, 2012	Criteria Workshop (Richmond Area)
April, 2012	Site Visits Conducted
June 2012	Criteria Workshop (Roanoke Area)
June 2012	Notification of Award Recipients
June 2012	Delivery of Feedback Reports
June-July, 2012	Feedback Meetings
July 14, 2012	<i>SPQA Forward</i> , a Program Improvement Activity
September, 2012	SPOA Virginia Forum for Excellence

NOTE: Specific Criteria Workshop dates and registration information will be posted to the SPQA website as arrangements are finalized. Check [www.spqa-va.org](http://www.spqa-va.org) for periodic updates. Also, contact [secretary@spqa-va.org](mailto:secretary@spqa-va.org) and request to be on our emailing list – it's the best way to stay informed of training and other event information.

## Overview

The mission of the U.S. Senate Productivity and Quality Award in Virginia (Virginia SPQA) is *"To cultivate continuous performance improvement and success for the communities we serve."* We accomplish our mission through a process of knowledge sharing, evaluation, feedback and recognition.



Virginia SPQA, a 501-C3 non-profit corporation, is administered and supported by an extensive network of organizations, sponsors, and individuals. Virginia SPQA's Board of Directors, comprised of volunteer representatives from public and private sector organizations, administers the program on behalf of Virginia's United States Senators who serve as Honorary Chairs.

## Why Apply

Virginia SPQA promotes awareness of performance excellence as an increasingly important element in competitiveness and organizational sustainability. Application is an opportunity to critically examine one's organization, identify strengths and opportunities to improve. The process accelerates improvement by introducing a rigorous, objective, and external view of an organization's performance based on nationally recognized criteria. Virginia SPQA uses the Baldrige Criteria for Performance Excellence used in the Malcolm Baldrige National Quality Program.

## Feedback to Applicants

All applicants receive a Feedback Report, regardless of whether recognition or an award is received. The Feedback Report is created by a Team of Examiners with expertise across a broad spectrum of areas and industries. The Feedback Report identifies organization-specific strengths, as well as opportunities for improvement.

Used by business, non-profit, education, healthcare, and government organizations as part of their strategic planning processes, the Feedback Report helps create improvement strategies.

Feedback Reports are distributed at the end of the evaluation process in early June. Strict conflict of interest and confidentiality procedures are observed at all times and in every aspect of application review and feedback.

After Feedback Reports are delivered, Applicants can arrange to meet with the Examiner Team to discuss their report and to clarify any questions. These meetings are strongly encouraged. On the Intent to Apply Form, Applicants have the opportunity to select two preferred dates for a site visit (if one is to be conducted), and for the Feedback Meeting.

## Levels of Recognition

Because recognition is based on individual performance against specific criteria, there is no minimum or maximum number of awards. There are four levels of recognition of which the Medallion and ACE represent the most significant recognition:

- ◆ Certificate for Commitment to Performance Excellence
- ◆ Plaque for Progress in Performance Excellence
- ◆ Medallion of Performance Excellence
- ◆ Award for Continuing Excellence (ACE)



## Applicant Eligibility

Businesses, large and small, and all organizations in the public, private, and government sectors are eligible to apply. Applicants may have affiliates, divisions, or headquarters in other states; however, the organizational unit under consideration must be within the Commonwealth of Virginia or the District of Columbia. Not-for-profit organizations are also eligible. Eligibility is intended to be as open as possible to all organizations.

Previous SPQA Medallion recipients are eligible to apply for the ACE provided there are three years in between. For example, if

an organization received the Medallion in 2008, it is invited to apply for the ACE in 2012.

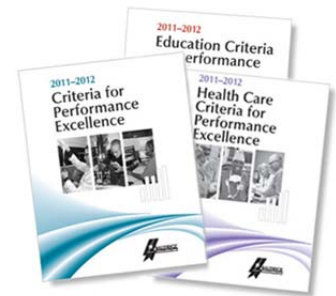
## Applicant Sectors

Applications are submitted from one of five sectors.

- ◆ **Manufacturing**  
Includes organizations or sub-units that produce and sell manufactured products or manufacturing processes, and producers of agricultural, mining or construction products.
- ◆ **Service**  
Includes organizations or sub-units that sell services, including retail businesses, food, information technology, consulting organizations and non-profits (other than Health Care providers). Also included in this category are private social service agencies, health insurance companies, and medical/dental laboratories.
- ◆ **Education**  
Includes elementary and secondary schools and school districts; colleges, universities, and university systems; schools or colleges within universities; professional schools; community colleges; and technical schools. (Note: Departments within schools or colleges are ineligible.)
- ◆ **Healthcare**  
Includes hospitals, HMOs, long-term care facilities, health care practitioner offices, home health agencies, and dialysis centers.
- ◆ **Government**  
Includes any federal, state or local government organizations.

## Submitting an SPQA Recognition Application in 2012

To be considered for recognition, organizations must submit a written narrative addressing the criteria items in the Malcolm Baldrige Criteria for Performance Excellence. For the 2012 Cycle, Virginia SPQA will use the 2011-2012 Baldrige Criteria, which can be downloaded from [www.spqa-va.org](http://www.spqa-va.org). Hints, considerations and recommendations for addressing the criteria are found in these publications. Organizations intending to apply in 2012 must complete the following steps.



### Step One: Complete the "2012 Intent to Apply" Form

To ensure sufficient resources are available for examination, all applicants must complete the "2012 Intent to Apply Form" that can be accessed at <http://spqa-va.org/process.html>.

### Step Two: Submit "Intent to Apply" Form and Related Fee

The completed "Intent to Apply Form" and non-refundable "Intent to Apply Fee" of \$500.00 must be received by **November 1, 2011**. Forms sent electronically should reference the organization in the document name. Unless other arrangements are made, send forms and fees to the following address:

Mr. Bob Bowles, Executive Director  
Virginia SPQA  
P.O. Box 6099  
Suffolk, VA 23433  
[director@spqa-va.org](mailto:director@spqa-va.org)

### Step Three: Prepare an Application

*Content.* The basis for the application should be organization-wide efforts, processes, and systems, not single projects. The

document must effectively describe the organization's efforts to achieve performance excellence. As previously mentioned, refer to the 2011-2012 Baldrige Criteria for Performance Excellence Response Guidelines appropriate to your organization for information on how to write an application.

**Format.** The application must be submitted on 8-1/2" by 11" paper. Margins must be 1" for top, bottom, left and right. Running text and tables filled mainly with text should be in Arial or Times New Roman font (minimum 10 point size). Do not use condensed or compressed fonts. Font type and size need not be uniform, but must meet requirements. Content must be within 55 single line-spaced pages. This includes a maximum 5-page, single-spaced Organizational Profile and 50 pages in response to the seven categories. Pages beyond the 55-page limit will not be used in the application scoring. Pages may be double-sided and must be numbered sequentially. Do not number blank pages. Each copy of the application must be bound with either spiral or plastic comb binding. Please do not use 3-ring binders. **The first two pages of the submitted application must be blank (cover sheet and first page), and the last page (back cover) must be blank.** Also, please include a copy of your Intent to Apply form immediately preceding the Organizational Profile. A glossary of key terms and definitions may be used at the end of the application and does not count as part of the 55 page limit. The glossary should include terms, acronyms, and abbreviations used in the application, but should be limited to definitions only; include descriptions of processes, tools, methods, and techniques in the responses to the criteria items. No other supporting documentation or appendices will be accepted.

**Graphics, Charts and Numerical Information.** Graphics, charts and numerical information are highly encouraged. All displays of information and data must be labeled with figure/table numbers and titles. Do not use less than 8 point font in data tables, charts, graphs, and other displays of numerical information and data. Clearly label all axes and units of measure. Ensure all displays of information and data are easy to read and interpret by the Examiners.

#### Step Four: Submit Application and Related Fee

Applications must be received by **December 2, 2011** at the address listed in Step Two. Submissions must include the following:

- ◆ One complete unbound original Application, including the 2012 Intent to Apply Form and blank pages as noted in **Format** above.
- ◆ Ten -bound copies of the Application, including the 2012 Intent to Apply Form and blank pages as noted in **Format** above.
- ◆ One electronic copy (PDF preferred) to [director@spqa-va.org](mailto:director@spqa-va.org).
- ◆ An application fee of \$1,000.00.

Confirmation of receipt of your application package will be sent via email to the address of the applicant point of contact provided on the Intent to Apply Form.

#### Step Five: Evaluation, Notification, & Feedback

A team of trained Examiners is assigned to each application. Although not guaranteed, and provided there is no conflict, efforts are made to link Examiners to applicant sectors where they have experience. The Examiners work through a rigorous process of individual and consensus review to formulate their recommendations. A site visit, generally lasting two days may be conducted. The Examiners submit their report to a Panel of Judges, who makes award recommendations to the Virginia SPQA Board of Directors. The Board of Directors is the final decision maker regarding scoring and award determination. Applicants are notified of their status soon after this decision is made.

All applicants receive a comprehensive written "Feedback Report" prepared by the Examination Team. The reports provide valuable insight regarding the organization's strengths and opportunities for improvement. After reviewing this report, Applicants are requested to evaluate the report's usefulness. Applicants are also encouraged to arrange a Feedback Meeting with their Examination Team to discuss the report and clarify any questions.

## Expectations of Applicants

One way to facilitate an organization's journey to performance excellence is to offer individuals to serve on the Virginia SPQA Board of Examiners. The skills and experiences gained as a result of being an Examiner offers a valuable professional development opportunity, especially in the areas of analytical thinking, synthesis, and evaluation. Examiners can take their learning experience and become performance excellence champions within their own organizations. Many organizations have found this to be very valuable in their own journey to performance excellence. Please consider encouraging one or more of your organization's staff to serve in this capacity.

Virginia SPQA strives for continuous improvement and evaluates each phase of the recognition and evaluation process for improvement opportunities. Since listening to customers is the best source of this information, all applicants are encouraged to complete the evaluations provided for site visits, feedback reports, and the feedback meeting. Attending SPQA Forward Day is another opportunity to participate in discussions focused on Program advancements. Please take advantage of these opportunities for input, and assist Virginia SPQA in its ongoing improvement efforts.

## General Information

*Fees.* All fees must be paid by check and made payable to "Virginia SPQA." Fees help to defray expenses associated with the award and evaluation process, and are non-refundable.

### ◆ Intent to Apply Fee

The Intent to Apply fee is \$500.00 and is required from all potential applicants. Unless other arrangements are made, this fee is due with the Intent to Apply Form.

### ◆ Application Fee

The Application fee for all organizations is \$1,000.00. Unless other arrangements are made, this is due with the submission of the SPQA Application package.

### ◆ Site Visit Fee

In the event of a Site Visit, there is an additional fee of \$1,700.00 which will be invoiced. This flat rate is typical of the average travel expenses of the Examiner Team's 2-day visit.

*Confidentiality.* All applications, commentary and scoring information developed are regarded as proprietary and kept confidential. Such information is available only to individuals involved in the review process. All members of the Examination Team sign non-disclosure agreements, an ethics statement and conflict of interest documents to protect applicants from unwanted disclosure of proprietary information.

*Annual Awards Celebration – Virginia Forum for Excellence.* A special awards celebration is planned for September 2012 to recognize Award Recipients for the 2012 Award Cycle. This is an opportunity for recipients to receive awards in the presence of peers, Virginia SPQA Board Members, Sponsors, Examiners, and other distinguished guests. Potential 2012 award applicants are encouraged to attend the 2011 Virginia Forum for Excellence.

*Recognition of Award Recipients.* Organizations receiving recognition are eligible for the following:

#### All Recipients:

- ◆ Press Release announcing accomplishment
- ◆ Recognition and presentation of award at the Virginia Forum for Excellence Award Ceremony
- ◆ An exhibit booth at the Virginia Forum for Excellence
- ◆ Potential advertisement in prominent Virginia business periodicals

#### Medallion and ACE Recipients:

- ◆ Two complimentary registrations to the Virginia Forum for Excellence, plus three complimentary registrations to Award Ceremony for the recipient year
- ◆ Use of Virginia SPQA logo (with permission of SPQA)

#### Plaque Recipients:

- ◆ Two complimentary registrations to the Virginia Forum for Excellence for the recipient year.

#### Certificate Recipients:

- ◆ Two complimentary registrations to the Virginia Forum for Excellence for the recipient year.

## Virginia SPQA Program Support

There is of course no guarantee that an applicant will be recognized with an award. Many applicants repeat the process several times. The most successful organizations are those that exhibit an ongoing commitment to organizational learning.

Participation in scheduled training events, Virginia SPQA Forward, the Virginia Forum for Excellence and offering individuals to serve as Examiners are excellent ways to expand knowledge within an organization while simultaneously supporting the SPQA Program.

Under certain circumstances, Virginia SPQA can conduct or arrange to conduct focused training at an organization's site. Details of these offerings can be found in the Virginia SPQA Training Guide on the web site. Please contact us if this is something your organization might consider.

## An Alternative – the Virginia SPQA Discovery Program

Is your organization just beginning its journey in performance excellence? Perhaps your organization isn't ready to apply for an award, but you are interested in feedback to accelerate your journey and organizational maturity. You should consider the **Virginia SPQA Discovery Program**. This non-award program requires a less intensive participation process yet still provides valuable feedback. The Discovery Program accepts participants year around. The Discovery Program Guide can be found on the web site. For additional information concerning the **Discovery Program**, contact Bob Bowles at [director@spqa-va.org](mailto:director@spqa-va.org) or at 571.215.8881.

