



Virginia SPQA Recognition Award Guide - 2018



Our Mission

To promote continual improvement strategies and provide training, mentoring, and recognition to organizations in pursuit of performance excellence.





United States Senate Productivity and Quality Award
for Virginia and the District of Columbia

May 1, 2017

Dear Virginia or District of Columbia Leader:

The U.S. Senate Productivity and Quality Award for Virginia is celebrating over 30 years of serving organizations across the Commonwealth and the District of Columbia. 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 Excellence Framework and its Criteria for Performance Excellence, which has been used by hundreds of Virginia and D.C. 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 Excellence Framework.

Make this the year to apply!

Sincerely,

Janice K. Garfield, PhD
Chair, Board of Directors

Virginia SPQA Key Dates for 2018 Recognition Award Program Applicants

<i>Date</i>	<i>Activity</i>
November 15, 2017	Intent to Apply Form due with Fee for 2018 Award Cycle
January 16, 2018	Written Application due with Application Fee for 2018 Award Cycle
February 2018	2018 Award Cycle Examiner Training Richmond, Virginia
May, 2018	Site Visits Conducted
July 2018	Notification of Recognition Award Recipients
July 2018	Delivery of Feedback Reports
July/Aug 2018	Feedback Meetings
Fall/Winter 2018	Virginia SPQA 2018 Recognition Award Ceremonies

Note: Check the SPQA website www.spqa-va.org for any updates to this 2018 Recognition Award Guide.

Overview

The mission of the U.S. Senate Productivity and Quality Award (SPQA) in Virginia and the District of Columbia is “...to promote continual improvement strategies and provide training, mentoring, and recognition to organizations in pursuit of performance excellence.” 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. Participation in the Recognition Award Program is an opportunity to critically examine one's organization, identify strengths and identify opportunities to improve. The Award 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 Excellence Framework used in the Baldrige Performance Excellence Program. For those organizations that are interested in submitting for the Malcolm Baldrige National Quality Award, a great deal can be learned by first participating in the Virginia SPQA program.

Feedback to Applicants

All Applicants for a Recognition Award receive a Feedback Report. 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, nonprofit, education, health care, and government organizations as part of their strategic planning processes, the Feedback Report helps create improvement strategies.

Feedback Reports are distributed in June at the end of the evaluation process. 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.

Levels of Recognition Award

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

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



Applicant Eligibility

Businesses, large and small, and all organizations in the education and government sectors are eligible to apply. SPQA primarily serves organizations located in the District of Columbia or Commonwealth of Virginia; however, organizations in other U.S. states or territories may apply. An Applicant can be an entire public, private, nonprofit, healthcare,

organization or part of or an organizational unit within a larger parent organization. An organizational unit could be one division of a corporation or one department within a government organization. If an organizational unit applies, it should be a distinct entity that can respond to all the Baldrige Excellence Framework criteria items. Eligibility is intended to be as open as possible to all organizations.

Previous SPQA Medallion recipients are eligible to apply for the ACE no sooner than three years after receiving the Medallion Award. For example, if an organization received the Medallion in 2015 or earlier, it is invited to apply for the ACE in 2018.

Note: If your organization ultimately plans to apply for the Malcolm Baldrige National Quality Award, you still must ensure your organization meets their eligibility requirements. The eligibility requirements for the National program can be found on the NIST website at www.nist.gov/baldrige.

Applicant Sectors

Applications are accepted from all industry 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 provide and sell services. Examples include retail, food, information technology, consulting, insurance, banking and hospitality services.

◆ Nonprofit

Includes businesses, professional associations, charitable agencies, social service organizations and other organizations that have been granted federal tax exempt status by the Internal Revenue Service (IRS).

◆ Education

Includes public and private elementary and secondary schools and public 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.)

◆ Health Care

Includes hospitals, HMOs, long-term care facilities, health care practitioner offices, home health agencies, dialysis centers, hospice care, etc.

◆ Government

Includes federal, state or local government organizations.

Submitting an SPQA Recognition Award Application

To be considered for a Recognition Award, organizations must submit a written narrative addressing the criteria items in the Baldrige Excellence Framework. For the 2018 Cycle, Virginia SPQA will use the *2017-2018 Baldrige Excellence Framework*, which can be obtained from: <http://www.nist.gov/baldrige/publications/>. Hints, considerations and recommendations for addressing the criteria are found in these publications. Organizations intending to apply must complete the following steps.



Step One: Complete the “2018 Intent to Apply” Form

To ensure sufficient resources are available for examination, all Applicants must complete the “2018 Intent to Apply Form” that can be accessed at www.spqa-va.org/award.html.

Step Two: Submit “Intent to Apply” Form and Related Fee by November 15, 2017.

The completed “Intent to Apply Form” and non-refundable “Intent to Apply Fee” of \$500 must be received by **November 15, 2017** to be eligible for the **2018 Award Cycle**. Forms should reference the organization in the document file name and be emailed to programs.services@spqa-va.org. SPQA will invoice your organization after receiving the Intent to Apply.

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. For information on how to write an application, refer to the industry sector specific **2017-2018 Baldrige Excellence Framework (Business, Education, or Health Care)** appropriate for your organization. You can download or order copies of the Framework and you may also see some example applications (award application summaries or case studies) at www.nist.gov/baldrige.

Format. The application must be submitted on 8-1/2" by 11" paper. Margins must be 1" for top, bottom, 3/4 inch left and 1/2 inch right. Running text and tables filled mainly with text should be in 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 application front and back cover must be blank heavy stock paper or opaque plastic for security – no names, no pictures, dark color preferred.** Also, please include a copy of your Intent to Apply form immediately preceding the Organizational Profile. A glossary of key terms is encouraged and may be included at the end of the application. Note: The glossary 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 short definitions only; include descriptions of processes, tools, methods, and techniques in the responses to the criteria items, not in the Glossary. 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 by January 16, 2018

To be eligible for the 2018 Recognition Award Cycle, applications must be received electronically by **December 16, 2017**. Email the electronic version to programs.services@spqa-va.org. You will then be instructed where to mail the hard copies of the Application. Applications may be sent by mail or delivery service (UPS, FedEx, etc.). Submissions must include the following:

- ◆ One complete unbound original Application, including the 2018 Intent to Apply Form and blank covers as noted in **Format** above.
- ◆ Twelve bound copies of the Application, including the 2018 Intent to Apply Form and blank pages as noted in **Format** above.
- ◆ One electronic copy (PDF preferred) including the 2018 Intent to Apply Form and blank covers as noted in **Format** above. Email to programs.services@spqa-va.org.
- ◆ SPQA will invoice you for the \$2,000 Application Fee as soon as the electronic Application is received.
- ◆ SPQA will invoice you for the \$2,500 Site Visit Fee once site visit eligibility is established. SPQA's policy is to conduct site visits for all Applicants that will benefit from a site visit.

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 well-trained Examiners is assigned to each application. The Examiners work through a rigorous process of individual and consensus review to formulate their feedback. Typically, a site visit, generally lasting two days, is part of the examination process. The Examiners submit their report to a Panel of Judges, who review the reports, and forward Recognition Award determinations to the Virginia SPQA Board of Directors. The SPQA Board of Directors certifies that the required evaluation and award recommendation processes were followed. Applicants are notified of their award level soon after the Judges' decision is certified.

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

Top-level award recipients must be willing to publicly share best practices, excluding proprietary information, and lessons learned to help other organizations improve their own performance. Sharing with others is another means to solidify organizational learning derived from participating in the SPQA Recognition Award process.

Another 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 an Examiner are valuable for professional development, 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 benefitted from having examiners on staff to enhance their understanding of the Baldrige Excellence Framework and help facilitate the organization's journey to performance excellence. Please strongly encourage 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 Award 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. Please take advantage of these opportunities for input, and assist Virginia SPQA in its ongoing improvement efforts.

Due Diligence

Certification of Good Corporate Citizenship

During the site visit phase, the SPQA Examiner Team Leader will request a private meeting with the most senior organizational leader (or their designee if the most senior leader is unavailable). The purpose of the meeting will be an opportunity for disclosure of any matters affecting the organization that could, if the organization receives public recognition from the SPQA, impact the integrity or perceived integrity of the SPQA Recognition Award Program, or the SPQA organization. The leader will be asked questions such as: Have there been any major organizational changes since the submission of the application? Are there any current, pending or anticipated sanctions or restrictions imposed by any regulatory or accrediting body? Is there any current, pending or anticipated unfavorable media exposure about the organization?

General Information

Fees. Fees may be paid by credit card or check made payable to "Virginia SPQA." SPQA will provide an invoice for each phase. 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 and is due when the Intent is submitted.

◆ Application Fee

The Application fee for all organizations is \$2,000 and is due with the submission of the full application.

◆ Site Visit Fee

A site visit is typically a part of the evaluation process. There is a flat fee of \$2,500 for the two-day Site Visit. This fee will be invoiced separately from the application fee after eligibility is determined.

Confidentiality. All applications, commentary and scoring information developed are regarded as proprietary and kept confidential. Such information is available only on a need to know basis 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.

Awards Celebration All award recipients will be recognized by SPQA at an event and/or during the SPQA Forum. SPQA often travels to the award recipients' location to make the award. SPQA will collaborate with the award recipients to plan a ceremony.

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

All Recipients:

- ◆ Press Release announcing accomplishment
- ◆ Recognition and presentation of award at a Virginia SPQA Recognition Award Ceremony.

Medallion and ACE Recipients:

- ◆ Use of Virginia SPQA logo (within written guidelines established by SPQA).

Virginia SPQA Program Support

There is no guarantee that an Applicant will be recognized at the highest award level. 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 and offering individuals to serve as SPQA 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 Catalog at www.spqa-va.org/training.html. Please email us at programs.services@spqa-va.org 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 anytime during the entire year. The Discovery Program Guide can be found www.spqa-va.org/discovery.html. For additional information concerning the **Discovery Program**, email programs.services@spqa-va.org.

