

GENERAL INFORMATION

INTRODUCTION

The Governor's Quality Award was developed to provide opportunities for all organizations in the state to measure their progress in the journey of performance excellence. The Award is to be used by all types of businesses, health care, schools, government agencies, churches, and all kinds of organizations including for-profit, not-for-profit, small, large, growing, mature, etc., in short, any organization interested in improving its performance.

The basis of the process is a philosophy that to manage effectively we must measure effectively and provide feedback on our progress. We must honestly and objectively look at where we are now compared with where we have been and, to some degree, compare ourselves with others in order to learn from them.

The Governor's Quality Award process is intended to create a system for measuring progress and growth, not one of competition. We want to have many winners as we all grow and progress toward our individual and organizational goals of success. While we grow we will teach and support each other as our state improves in economic strength.

In keeping with this philosophy, every organization that completes the application procedures outlined by this process will be recognized in one of the Award Levels described on page 3. Each recipient will be recognized with the presentation of their Award at the Governor's Quality Award Celebration ceremony.

The Governor's Quality Award was developed by a team of volunteers with a variety of backgrounds and employers. The team chose to use the Malcolm Baldrige National Quality Award as a basis for the Arkansas process. This process combines the advantages of using the most current, comprehensive, and widely accepted *Criteria for Performance Excellence* to assess progress toward long-term improvement of organizations.

BENEFITS OF PARTICIPATING

Gaining the competitive edge is the primary goal of organizations that commit to the pursuit of excellence. As a participant in the Governor's Quality Award process, you can expect to receive several benefits, some of which are listed:

- Increased customer loyalty by showing your commitment to quality products and services.
- Accelerate ability to improve your products,

services, internal processes, and your organization's capabilities.

- Receive the education and training to bring your organization's awareness of quality principles and practices to a competitive level.
- Improve your ability to self assess business processes identifying strengths as well as areas for improvement.
- Receive public recognition for your efforts and achievements at the Governor's Quality Award Celebration ceremony.
- Use of the Governor's Quality Award logo in your advertising, correspondence, etc.
- Receive preparation for suppliers' certification, ISO registration, and the Malcolm Baldrige National Quality Award.
- Receive assessments from quality improvement and business professionals.
- Receive tuition-free Examiner Training.
- Send representatives to annual Benchmark tours
- Training opportunities including applicant and self-assessment and industry-specific, regional seminars.

FEEDBACK TO APPLICANTS

Each applicant that applies at the Challenge, Commitment, Achievement and Governor's award levels receives a written feedback report at the conclusion of the review process. The feedback is based upon the applicant's responses to the Award Criteria.

ELIGIBILITY

Any public or privately-held organization of any size located in the state of Arkansas may apply.

CONFIDENTIALITY

All applications will be confidential. Applicants are not expected to provide or to reveal proprietary information regarding products, processes, or services. Examiners are assigned in a way to avoid conflicts of interest. All examiners sign non-disclosure agreements. Information regarding participation, awards, or successful strategies will not be released without written approval of the applicant.

FUNDING

The Governor's Quality Award Program is administered by the Arkansas Institute of Performance Excellence, an

independent 501(c) (3) not-for-profit organization. (AIPE). The Governor's Quality Award Program operates at a modest cost because the majority of the effort is provided by professionals who volunteer their time and energies.

THE GOVERNOR'S QUALITY AWARD ORGANIZATION

The *Arkansas Institute for Performance Excellence Board of Directors* is composed of executives and senior managers of organizations throughout the state. The Board oversees the operations of the administrative functions and operational decisions and develops and/or evaluates matters of policy and practice. The Board is directly responsible for ensuring that the process is objective and effective.

The *Advisory Board* is comprised of professionals with quality management and other relevant expertise and assists the Board of Directors by providing feedback on the effectiveness of the award process and recommendation for improvement.

The *Board of Examiners* consists of examiners, lead examiners, and judges to review and evaluate applications, and provide written feedback to the recipients. Training is provided by the Governor's Quality Program to examiners who, after an application

process, are selected to serve on the Board.

The *Panel of Judges* independently makes final decisions regarding recognition, and feedback to applicants based on the recommendations of the examination teams. Judges are selected based on experience in the program and in the Criteria.

OBJECTIVITY

For the process to be effective there must be unquestionable fairness and objectivity for all concerned. Detailed policies and procedures are in place to ensure this end.

- The decisions of the Panel of Judges are final.
- Each examiner and judge is bound by a strict Code of Ethics and may not participate in any evaluating or recognition decision where there may be, or could appear to be, any personal, professional, financial or other relationship or potential or perceived conflict of interest. (Note, however, that all examiners, including lead examiners and judges, are encouraged to support the development of applications by their own and/or other organizations as a valuable part of the continuous learning experience for all.)

MISSION

To advance organizational excellence and economic vitality of participating Arkansas organizations through training, assessment and recognition.

VISION

The preferred resource and catalyst for excellence in organizational performance.

FOUR AWARD LEVELS

Challenge Award

This level is the starting point for any organization expressing interest in adopting and applying quality principles as defined by the seven categories of the Governor's Quality Award Criteria as described on pages 6 through 8 of the Application book. Application in this level requires a completion of a Key Business Factors Worksheet and a three to five-page profile of the organization's operation and the signature of the executive leader of the organization indicating his/her commitment, and attendance at an industry-specific seminar. See page 5.

Recognition is given to organizations completing the basic elements associated with quality awareness and understanding. Applicants will learn how to use the Criteria as an assessment tool for continuous improvement to achieve performance excellence.

Commitment Award

This level is designed for organizations that have progressed to a point of demonstrating serious commitment to the use of total quality principles to achieve performance excellence. Application in this level requires completion of a Key Business Factors Worksheet of the organization's operation, an organizational profile and the signature of the executive leader of the organization indicating his/her commitment. The application also includes a 15-20 page report of how the organization is applying specific questions provided from the Governor's Quality Award Criteria. See page 6.

A written feedback report which outlines strengths and areas for improvement toward the next level of achievement is provided.

Recognition is provided to organizations that have advanced from the knowledge and skills gained from initial steps and have a plan to move the organization toward total performance excellence and have progressed to a point of potential serious commitment.

Achievement Award

Organizations applying for this level, through their commitment and practice of quality principles, have demonstrated systematic processes. Application in this level requires completion of a Key Business Factors Worksheet, an organizational profile and the signature of

the executive leader of the organization indicating his/her commitment and the organization's response to the seven categories and 17 items of the Governor's Quality Award Criteria as discussed in the ***Criteria for Performance Excellence*** book. Participants in this level may request an optional one or two-day site visit by an examination team.

A written feedback report which outlines strengths and areas for improvement toward the next level of achievement is provided. **Applicants in this level are required to provide an examiner trainee for the following year** and provide support to the program through voluntary assistance to other companies/organizations.

Recognition is provided to organizations that have demonstrated significant progress in building sound and notable processes through their commitment and practice of quality principles to achieve performance excellence.

Governor's Award for Performance Excellence

The highest level of recognition is presented to organizations that have demonstrated through their practices and achievements the highest level of performance excellence. Application in this level requires completion of a Key Business Factors Worksheet of the organization's operation, an organizational profile the signature of the executive leader of the organization indicating his/her commitment and the organization's response to the seven categories and 17 items of the Governor's Quality Award Criteria as discussed in the Criteria book.

Participants in this category are required to have a site visit by an examination team. A written feedback report, which outlines strengths and areas for improvement, is provided. **Applicants in this category are required to provide an examiner trainee for the following year** and provide support to the program through voluntary assistance to other companies/organizations.

Recognition is provided in this level to organizations which are outstanding examples of quality organizations in the state of Arkansas, exhibiting "World Class" processes which serve as role models for others.

Every applicant will be recognized at or below applied level. Level of recognition is determined by the Panel of Judges.

STAIRCASE TO PERFORMANCE EXCELLENCE

Governor

Achievement

Commitment

Challenge

AWARD LEVELS

Application Fees	Challenge Award	Commitment Award	Achievement Award	Governor's Award
Application Fee	\$850	\$1,500	\$4,000	\$6,000
Site Visit Fee <i>(Maximum time on site is 2 1/2 days for Governor's Award with an additional 1-2 days for pre-entry and post-visit to complete the site visit report submitted to the Panel of Judges.)</i>	n/a	n/a	1-day site visit required	Required and included in application fee above
Application Requirements				
Organizational Profile	Yes 3-5 pages max.	Yes 3-5 pages max.	Yes 3-5 pages max.	Yes 3-5 pages max.
Key Business Factors Worksheet	Yes	Yes	Yes	Yes
Response to Criteria	Seminar See Page 5	Yes 7 categories	Yes 7 categories 17 items	Yes 7 categories 17 items
Required length of response to Criteria	Three to five-page Organizational Profile	10-20 pages; Max. 20 pages	15-50 pages; Max. 50 pages	15-50 pages; Max. 50 pages
CEO Signature	Required	Required	Required	Required
Provide Examiner Trainee	Optional	Optional	Required	Required
Attend Applicant Training	Applicant Training I	Applicant Training I and Commitment Training	Applicant Training I, II and III	Applicant Training I, II and III
Other Information				
Written Feedback Report to Applicant	Yes	Yes	Yes	Yes

ACHIEVEMENT AWARD AND GOVERNOR’S AWARD

The written application for Achievement and Governor’s Award is the completion of the Key Business Factors Worksheet and addressing all areas of the Governor’s Quality Award Criteria. To assist you in writing your application, it is important to read the Criteria Response Guidelines on pages 29-54 in the Criteria for Performance Excellence book. **A copy of the Key Business Factors Worksheet is available online at www.arkansas-quality.org. Contact Sue Weatter at sweatter@arkansasstatechamber.com to receive a copy by email.**

2016 Categories and Items Point Values

1 Leadership	120
1.1 Senior Leadership	70
1.2 Governance and Social Responsibilities	50
2 Strategic Planning	85
2.1 Strategy Development	40
2.2 Strategy Implementation	45
3 Customer Focus	85
3.1 Voice of the Customer	40
3.2 Customer Engagement	45
4 Measurement, Analysis, and Knowledge Management	90
4.1 Measurement, Analysis, and Improvement of Organizational Performance	45
4.2 Management of Information, Knowledge and Information Technology	45
5 Workforce Focus	85
5.1 Workforce Environment	40
5.2 Workforce Engagement	45
6 Operations Focus	85
6.1 Work Processes	45
6.2 Operational Effectiveness	40
7 Results	450
7.1 Product and Process Results	120
7.2 Customer-Focused Results.	85
7.3 Workforce-Focused Results	85
7.4 Leadership and Governance Results.	80
7.5 Financial and Market Results	80
TOTAL POINTS	1,000

Your responses are assessed by considering the Criteria item requirements and the maturity of your approaches, breadth of deployment, and strength of your improvement process and results.

APPLICATION PROCESS

1. Applicant Training Seminars will be provided. Applicant Training I: “The Organizational Profile and Basic Baldrige Concepts,” November 6; Applicant Training II: “Key Process and their Results,” December 11; Applicant Training II: Commitment, December 13 and Applicant Training III: “Focusing on Details,” January 8. Applicants can mail the registration form and a check for each seminar to the Governor’s Quality Award Program office.

2. The applicant completes the application form (page 12) with the required attachments and mails the application package and appropriate non-refundable application fee to be **postmarked or delivered by March 27, 2019**, to the Governor’s Quality Award office.

4. Applications will be reviewed for completeness of material, application level, and consistency with informational needs.

5. The applicant receives acknowledgment of the receipt of the application.

6. The application will be assigned to a team of examiners.

7. The examination team reviews the application and develops a preliminary assessment which includes identification of strengths, areas for improvement, and

Challenge Award applicants attend a industry-specific seminar.

8. If a site visit is required or requested, the lead examiner contacts the applicant to arrange the site visit. Each site visit will be conducted by an examination team to verify, clarify, and validate the application information.

9. The examination team develops a Feedback Report which includes:

- A formal listing of strengths and areas for improvement.
- An overall assessment of the applicant’s total management system consistent with the level of the application.

10. The team of examiners recommends award level recognition for Commitment, Achievement or the Governor’s Award. The Panel of Judges reviews the applications, feedback reports and examiners’ recommendations to determine final award recognition.

11. The Governor formally recognizes ALL recipients at the Governor’s Quality Award Celebration ceremony.

12. At the conclusion of the award cycle, Feedback Reports are distributed to Challenge, Commitment, Achievement and Governor’s Award recipients.

2019 TIME LINE

Applicant Training I – Organizational Profile and Basic Baldrige Concepts	November 6, 2018
Applicant Training II – Key Processes and Their Results	December 11, 2018
Commitment Award Training	December 13, 2018
Applicant Training III - Focusing on Details	January 8, 2019
Board of Examiner Application Deadline	February 28
Examiner Training I	March 12
2019 Award Application Deadline	March 27
Examiner Training, Little Rock	April 3-4
Healthcare Challenge Seminar-Little Rock	June 18
Seminar for All Industries – Little Rock	Summer
Site Visits Conducted for Achievement and Governor’s Levels	May—June
Panel of Judges Convene for Final Award Level Determination	August
Governor’s Quality Award Celebration Ceremony – All recipients recognized	September 12
Examiner Feedback Meeting (morning session)	September
Feedback Reports Distributed	September

TERMINOLOGY DIFFERENCE AMONG ORGANIZATIONS

The 2016 Governor's Quality Award Criteria are the same Criteria used in the Criteria for Performance Excellence for Business, Healthcare and Education. The rationale for the use of the same framework is that it is adaptable to the requirements of all organizations. However, this does not assume that these requirements are necessarily addressed in the same way. The adaptation, then, is largely a translation of the language and basic concepts of business excellence to similarly important concepts in your organization. A major practical benefit derived from using a common framework for all sectors of the economy is that it fosters cross-sector cooperation and sharing of best practices information.

What are the general terminology differences between organizations? Some of the key differences are summarized as follows:

Business term may be:	Education term may be:	Health Care term may be:	Public Sector term May be:	Generic term:
Company/Business	School/District/College	Hospital/Clinic	Unit/Agency	Organization
Workforce	Faculty & Staff	Staff	Staff	Employees & Staff
Products & Services	Education & Learning	Health Care	Services/Mission	Products & Services
Customers	Students & Stakeholders	Patients & Stakeholders	Public/Stakeholders	Customers & Stakeholders
Market	Students & Stakeholders	Health Care Market	Operating Environment	Market
Business Results	School Performance Results	Organization Performance Results	Results/Outcomes	Results
Financial/Market Results	Student Performance Results	Health Care Results	Outcomes	Financial/Market Results

INSTRUCTIONS – 2019 APPLICATION REPORT

Objective:

The objective of the Application Report is to allow applicants to provide information on their organization's total management system of products and services and on results of quality improvement processes to permit a rigorous evaluation to be performed by the Board of Examiners' Team.

Award Level

Based on the information given on page 3 of the application book, identify the level in which your organization is applying.

Key Business Factors Worksheet

The Key Business Factors Worksheet is an outline of the applicant's business, addressing what is most important to the organization, the key factors that influence how the organization operates, and where it is headed. In simplest terms, the KBF Worksheet is intended to help Examiners understand what is relevant and important to the applicant's business.

The KBF Worksheet is of critical importance to the applicant because:

- it is the most appropriate starting point for writing and self-assessing, helping to ensure focus on key business issues and to achieve consistency in responses, especially in reporting business results; and
- it is used by the Examiners and Judges in all stages of application review, including the site visit.

Written requirements:

Challenge Level

- completed application form
- Key Business Factors Worksheet
- three to five-page Organizational Profile (See page 5 of the application book)
- Attend Applicant Training I

Commitment Level

- completed application form
- Key Business Factors worksheet
- Three to five-page Organizational Profile
- five to a maximum of 20 pages addressing the seven categories of the Criteria (See pages 6 of the application book)
- Attend Applicant Training I and Commitment Training

Achievement Level and the Governor's Award for Performance Excellence Level

- completed application form
- Key Business Factors worksheet
- Three to five page Organizational Profile
- fifteen to a maximum of 50 pages addressing the seven categories and 17 items of the Criteria (See pages 4-26 of the Criteria for Performance Excellence book).
- Attend Applicant Training I, II and III

Typing instructions

Font type: Times Roman or equivalent in size.

Font size: No smaller than 10 point. Since font size number varies with font types, actual typed size cannot be smaller than Times Roman 10 point. Type in charts and graphs must be legible or they will not be considered in the evaluation. Should you have a question about your desired font type, please call the office.

Paper size: Standard 8 ½ x 11" paper.

Lines per page: Not to exceed 60, including the page heading and page numbers.

The page limits **include** pictures, graphs, figures, data tables and appendices. Page limits noted **do not include** the application form, three to five-page Organizational Profile or glossary.

In all cases, dividers, covers, tab separators, glossaries, title pages, organization charts and tables of contents are not counted as part of the page limit. All remaining pages should be consecutively numbered from start to finish and not exceed the maximum required.

If terms or abbreviations unique to your organization are used, a glossary must be included.

All components of the Application Report should be securely fastened to prevent separation. Please do not use bulky binders; their use decreases the ease of handling in all phases of the evaluation process.

**Type all information requested.
Original and eight copies must be
postmarked or delivered
by March 27 to:
Governor's Quality Award
1200 West Capitol Avenue
Little Rock, AR 72201-3014**

2019 APPLICATION FORM FOR GOVERNOR'S QUALITY AWARDS
ORIGINAL AND EIGHT COPIES MUST BE POSTMARKED OR RECEIVED BY March 27, 2019

1. APPLICANT

<i>(Organization's name as will appear on award)</i>
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MAILING ADDRESS

City	County	Zip

2. SIZE OF ORGANIZATION

Number of full time (or equivalent) employees in state of Arkansas:

3. AWARD LEVEL (Check one)

Based on the information given on page 3, identify the level in which your organization is applying.

- Challenge Award
- Commitment Award
- Achievement Award
- Governor's Award

4. OFFICIAL CONTACT POINT (Official with authority to provide information or arrange for a site visit.)

Name:
Title:
Phone:()
E-Mail:
Fax: ()
Address: (if different from #1)

5. APPLICATION FEES (See page 4)

6. AMOUNT ENCLOSED: \$ _____

7. PUBLICITY PERMISSION

Do we have your permission to publicly announce your organization's name and Award Level as a part of the Program publicity? <div style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div>
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8. ORGANIZATION'S HIGHEST RANKING OFFICIAL AT THIS LOCATION

Signature:
Print Name:
Title:
Phone: ()
Address: (if different from #1)

APPLICATION SUBMISSION

Return original and eight copies of Application Form and a **check made payable to Governor's Quality Award** and mail to:

**Governor's Quality Award
 1200 West Capitol Avenue
 Little Rock, AR 72201-3014**

Check List:

- Included original and eight copies of **this** application form.
- Included original and eight copies of the **Application Report**, which is in the page limit, and pdf. (See page 8 for instructions.)
- Signature is provided on this form.
- Check is enclosed.

QUESTIONS? Please call 501-372-2222.

North American Industrial Classification System (NAICS) Codes

You can access the NAICS codes on-line at www.census.gov, select subject A to Z, then select NAICS.

111 Crop Production	445 Food and Beverage Stores	Schools
112 Animal Production	446 Health and Personal Care Stores	6112 Junior Colleges
113 Forestry and Logging	447 Gasoline Stations	6113 Colleges, Universities, and Professional Schools
115 Support Activities for Agriculture and Forestry	448 Clothing and Clothing Accessories Stores	6114 Business Schools and Computer and Management Training
211 Oil and Gas Extraction	451 Sporting Goods, Hobby, Book, and Music Stores	6115 Technical and Trade Schools
212 Mining (except Oil and Gas)	452 General Merchandise Stores	6116 Other Schools and Instruction
213 Support Activities for Mining	453 Nonstore Retailers	6117 Educational Support Services
221 Utilities	481 Air Transportation	621 Ambulatory Health Care Services
236 Construction of Buildings	482 Rail Transportation	6211 Offices of Physicians
237 Heavy and Civil Engineering Construction	483 Water Transportation	6212 Offices of Dentists
238 Specialty Trade Contractors	484 Truck Transportation	6213 Offices of Other Health Practitioners
311 Food Manufacturing	485 Transit and Ground Passenger Transportation	6214 Outpatient Care Centers
312 Beverage and Tobacco Product Manufacturing	486 Pipeline Transportation	6215 Medical and Diagnostic Laboratories
313 Textile Mills	487 Scenic and Sightseeing Transportation	6216 Home Health Care Services
315 Apparel Manufacturing	488 Support Activities for Transportation	6219 Other Ambulatory Health Care Services
316 Leather and Allied Product Manufacturing	491 Postal Service	622 Hospitals
321 Wood Product Manufacturing	492 Couriers and Messengers	623 Nursing and Residential Care Facilities
322 Paper Manufacturing	493 Warehousing and Storage	711 Performing Arts, Spectator Sports, and Related Industries
323 Printing and Related Support Activities	511 Publishing Industries (except Internet)	712 Museums, Historical Sites, and Similar Institutions
324 Petroleum and Coal Products Manufacturing	512 Motion Picture and Sound Recording Industries	713 Amusement, Gambling, and Recreation Industries
325 Chemical Manufacturing	515 Broadcasting (except Internet)	721 Accommodation
326 Plastics and Rubber Products Manufacturing	516 Internet Publishing and Broadcasting	722 Food Services and Drinking Places
327 Nonmetallic Mineral Product Manufacturing	521 Monetary Authorities—Central Bank	811 Repair and Maintenance
331 Primary Metal Manufacturing	522 Credit Intermediation and Related Activities	812 Personal and Laundry Services
332 Fabricated Metal Product Manufacturing	523 Securities, Commodity Contracts and Other Financial Investments and Related Activities	813 Religious, Grantmaking, Civic, Professional, and Similar Organizations
333 Machinery Manufacturing	524 Insurance Carriers and Related Activities	814 Private Households
334 Computer and Electronic Product Manufacturing	525 Funds, Trusts, and Other Financial Vehicles	921 Executive, Legislative, and Other General Government Support
335 Electrical Equipment, Appliance, and Component Manufacturing	531 Real Estate	922 Justice, Public Order, Safety Activities
336 Transportation Equipment Manufacturing	532 Rental and Leasing Services	923 Administration of Human Resource Programs
337 Furniture and Related Product Manufacturing	533 Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	924 Administration of Environmental Quality Programs
339 Miscellaneous Manufacturing	541 Professional, Scientific, and Technical Services	925 Administration of Housing Programs, Urban Planning, and Community Development
423 Merchant Wholesalers, Durable Goods	551 Management of Companies and Enterprises	926 Administration of Economic Programs
424 Merchant Wholesalers, Nondurable Goods	561 Administrative and Support Services	927 Space Research and Technology
425 Wholesale Electronic Markets and Agents and Brokers	562 Waste Management and Remediation Services	928 National Security and International Affairs
441 Motor Vehicle and Parts Dealers	611 Educational Services	999 Unclassified Establishments
442 Furniture and Home Furnishings Stores	6111 Elementary and Secondary	
443 Electronics and Appliance Stores		
444 Building Material and Garden Equipment and Supplies Dealers		