

INTENT TO APPLY and APPLICATION GUIDELINES



Contents

	Page #
Beginning Your Performance Excellence Journey	3
Two Application Alternatives	3
Intent to Apply	4
Who is Eligible to Apply	4
Application Examination Process	5
Level of Awards	5
Lite	
Full Applications	
Award Recipients	
Fees	5
Application Requirements	6
Format Requirements	
Page Limits	
Paper Size	
Text Font	
Assembly Levels of Award	
Submission Requirements	
Full Application	
Lite Application	
Examiner Commitment	7
Criteria for Performance Excellence	7
Award Process Ethics and Confidentiality	7
Frequently Asked Questions	8
Intent to Apply Form	Appendix 1
WSQA Lite Criteria	Appendix 2
2010 Lite Criteria	
2011 – 2012 Lite Criteria	

Beginning Your Performance Excellence Journey

The Baldrige Criteria for Performance Excellence are about winning in your arena every day with a high-performing, high integrity, ethical organization. Every Baldrige Criteria user is a winner. The Criteria help organizations respond to current challenges and address all the complexities of delivering results while preparing effectively for the future. Whether your organization is large or small, the Criteria provide a valuable framework that can help you align resources with approaches such as ISO 9000, JCHO, Lean, Balanced Scorecard, Six SIGMA, and GMAP. The Criteria will help you improve communication, productivity and effectiveness and achieve strategic goals.¹

Your organization will receive tremendous value from submitting an application to WSQA. Every applicant receives a detailed Feedback Report based on an independent, external review conducted by a team of specially-trained examiners. Every Feedback Report is the cumulative effort of hundreds of Examiner and Judge Mentor hours. These reports highlight strengths and opportunities for improvement. Applicants may significantly improve their performance by acting on the opportunities that the Examiners identified.

How do you begin? For an organization that is starting its journey, a Lite Assessment is a good place to start. The Lite assessment format, combined with the Baldrige Criteria for Performance Excellence (www.nist.gov/baldrige), provides a framework to assess approaches related to leadership, planning, customers, workforce and systems, as well as measurement and results. For organizations that are further along, a Full Application provides the opportunity for an in-depth assessment based on the multiple requirements found in the Criteria for Performance Excellence.

Two Application Alternatives for Your Performance Excellence Journey

WSQA offers two application alternatives for your performance improvement journey – Lite (Assessment) Application and Full Examination application. Basic information for each is shown in the table below.

	Application Levels	
	Lite (Assessment) (See Assessment Application guidelines)	Full Examination
Application review cycle	Quarterly. A limited number of applications are reviewed each quarter.	Annual cycle. Applications reviewed November 2011 through April 2012.
Intent to Apply Form and associated fee of \$150	Required. Accepted throughout the year. Applications submission request dates are accepted based on first receipt of request through the Intent to Apply form. Intent to Apply Form is attached to this document and also downloadable from WSQA web site.	Required. September 23, 2011
Criteria used to create application	Lite (Assessment) Criteria A subset of questions from the full Baldrige criteria	Full Baldrige Criteria for Performance Excellence
Version of Criteria Accepted	Application submitted must be in response to the current year or previous year Lite criteria.	Application submitted must be in response to the CURRENT year Criteria for Performance Excellence.
Organizational Profile	Required – up to 5 pages in length	Required – up to 5 pages in length
Depth of Application	Overall categorical questions	Category, Items, and Area Levels
Application Size	Up to 20 pages Plus: 5 page Organizational Profile, 1 page organization chart, and a glossary of terms, (minimum font size 10 pt, charts and graphs minimum 8 pt)	Up to 50 pages Plus: 5 page Organizational Profile, 1 page organization chart and a glossary of terms, (minimum font size 10 pt, charts and graphs minimum 8 pt)
Site Visit	Not available	Contingent upon results of Phase 2 review. Upon acceptance, applicant agrees to pay all Site Visit expenses and fees.

Examiner Contribution	Required to commit one (1) examiners the year prior, during or post application submission.	Required to commit one (1) examiners the year prior, during or post application submission.
Award Levels	Certificate of Submission sent with the Feedback Report.	Commitment Award Achievement Award Leadership Award Excellence Award <i>* Award level is determined by Panel of Judges</i>
Review Process	1-3 Examiners, Mentors, or Judges. Individual examiner review and team consensus review.	Full Examination team (5-10 members) with Judge Mentors. Individual examiner review and team consensus review. Possible site visit.
Feedback to Applicant	5-10 page report at the Category level. Scoring bands provided at Category level.	Full Feedback Report including Item and key theme feedback and Executive Briefing. Scoring bands provided at Item level. Overall Scoring band provided.
Fees	See below for most current fees	See below for most current fees

*In the event that the due date falls on a non-working day for the US Postal Service, we will accept postmarks for the next business day.

Intent to Apply Form

For either application above, applicants must first submit an Intent to Apply form to WSQA. Since WSQA is staffed by individual volunteers, The Intent form allows WSQA to make sure it has the necessary trained staff to conduct the examination of the Lite and Full Applications.

For Lite Applications, which are reviewed quarterly, the Intent to Apply Form can be submitted any time during the year. Make sure to indicate on the form which date (quarter and year) you are reserving for submitting a Lite Application. WSQA has the capacity to examine only a few applications each quarter. Reservation dates are allocated on a first come basis. WSQA will contact you upon receipt of the Intent to Apply form to finalize your reservation quarter. If the quarter you choose in full, WSQA will offer you an alternative quarter. Note: If you reserve a quarter and fail to submit an application, you will need to work with WSQA to set a new reservation time.

For Full Applications which are reviewed only once a year, the Intent to Apply Form must be submitted by September 23, 2011.

The Intent to Apply Form is attached. Copies can also be downloaded from the WSQA web site at www.wsqa.net.

Completed Intent to Apply forms, along with \$150 fee, should be sent to:

Laura Kinney
ATTN: WSQA
3418 154th St NW
Gig Harbor, WA 98332
Laura.Kinney@multicare.org

What Organizations are Eligible to Submit Applications?

An applicant is eligible if:

- It is located in the State of Washington.
- It is applying as a division or subunit located in the State of Washington
- It is headquartered in the State of Washington or has major operational units located in the State of Washington. In such cases operational units outside of the State of Washington may be included in the application.
- Washington State accepts applicants located in states with no other Baldrige-based award program on a case by case basis as determined by available resources.
- Subunits or divisions of larger "parent" organizations may apply, but they must respond to all categories for the applicable criteria for which they are applying. A subunit or division and its parent may not apply for the same award during the same year.

Application Examination Process

The application examination process consists of the following stages:

- Stage One is the application review by individual examiners. All applications, both Lite and Full Application, receive this review.
- Stage Two is the consensus review by the team of Examiners. All applications, both Lite and Full Application, receive this review.
- Stage Three is a Site Visit to verify and clarify the information in the application. This stage is available only for the full examination application, for organizations whose score through Stage Two justifies proceeding through Stage Three, as determined by the panel of judges.
- Feedback Report. Each applicant receives a Feedback Report at the conclusion of the review process. The feedback contains strengths and opportunities for improvement relative to the Criteria for Performance Excellence. An Executive Briefing may be arranged to review the significant findings of the Feedback Report during a 90 minute meeting with WSQA and the applicant.

The full schedule for the examination process can be found on the Web site at www.wsqa.net.

Levels of Awards

All Lite Applications receive one award level - a Certificate of Submission.

For Full Applications, there are four levels of the Washington State Quality Award that can be awarded for the Full Examination Application.

Certificate of Commitment - Organizations recognized at this level have started their journey towards performance excellence.

WSQA for Achievement - Organizations recognized at this level have made progress in adopting sound approaches to advance performance excellence.

WSQA for Leadership - Organizations recognized at this level demonstrate the use of sound, effective approaches to advance performance excellence.

WSQA for Excellence - Organizations recognized at this level demonstrate the use of systematic approaches that result in sustained performance excellence.

Award recipients may publicize and advertise their specific level of Award in accordance with the WSQA Trademark policy. Recipients are expected to share information about their successful performance strategies with other Washington State organizations.

Fees

WSQA Application fees and administrative expenses are kept to a minimum through volunteer efforts. Fees include:

Intent to Apply Fee

An Intent to Apply fee of \$150 is due with the Intent to Apply Form. The Intent to Apply Form will not be dated as received, by WSQA, until the Intent to Apply fee is received.

Application Fee

Application fee is due when the application is submitted. The application will not be accepted without receipt of the application Fee. The Application Fee is based upon the number of employees in your organization. Below is the Application Fee schedule.

Number of Employees	Application Fee
0 - 50	\$750
51 - 250	\$1,750
251 - 500	\$2,500
501+	\$5,000

Site Visit Fees (when applicable)

Site visit fees include both a Site Visit Administrative Fee of \$500 plus out-of-pocket reimbursement for reasonable expenses of the examination team. Expenses include hotel or motel expenses, travel expenses, and per diem costs for off-site meals and supplies for each Examiner.

Application Requirements – Lite and Full Applications

Format Requirements

To help ensure equal treatment of all applicants, applications and any supplemental sections must meet the page limit, type size and format requirements indicated below. If requirements are not met, excess pages may be omitted, your application may be returned or sections of your application may be omitted.

Page limit: All applications must adhere to the page limitations stated above. Covers and divider pages/tab separators may contain only the title of the specified subject (i.e. Table of Contents, 2009 Intent to Apply form, Organizational Chart, Glossary of Terms and Abbreviations, Organizational Profile, Responses Addressing Criteria Items) and are not included in the page count. If Covers and tabs do contain additional information such as figures, charts, quotations, etc., they will be counted as part of the page count. Examiners must base their evaluations solely on information contained within the application report. Do not add links to information on intranet or web sites. Examiners are not permitted to follow any such links.

Paper size: Standard 8 ½ x 11 inches

Text Format: Applications are to be submitted with a minimum 10 point font size Times New Roman or equivalent. Line spacing should be a minimum of 2 points of lead between lines (2/72 or .0276 inches) Charts, graphs and diagrams must also meet the font and line spacing minimum size requirements, although graphs may have 8 point font size. The lines per page must not exceed 60, including the page headings. A blank line separating paragraphs is counted as a line. Margins of at least ¾” on the side of the page that is bound or fastened and at least ½” on the opposite side of the page are preferred. Pages set up in two-column format are preferred. Pages may be printed on both sides (with page count referring to printed side as 1 page). Text pages should have portrait orientation. Graphs, figures, charts and tables may have either portrait or landscape. All figures should be numbered in sequence within each Item and Category such as Figure P.1-1, Figure 2.1-1, or Figure 2.1-2.

Assembly: Applications may be submitted electronically (with permission to forward within WSQA as needed), on CD (multiple copies required) or in hard-copy (multiple copies required). If submitting application in hard-copy format, all components of the application and supplemental sections must be securely fastened to prevent separation during handling. The use of clips or binders with easily opened pressure-sensitive clips is discouraged. The use of bulky binders or similar heavy covers is discouraged.

Application Submission Requirements

Applicants must submit an application package as follows:

Full Examination Applications

1. Twenty (20) copies of the previously-submitted Intent to Apply Form.
2. One copy of the letter or e-mail from WSQA showing that the Intent to Apply Form was received by the required due date and identifying the due date for the application.
3. Twenty (20) hard copies or 20 CD copies of an application report consisting of an Organization Profile, responses to the Criteria
4. Application fee

Lite (Assessment) Applications

1. Eight copies of the previously-submitted Intent to Apply Form.
2. One copy of the letter or e-mail from WSQA showing that the Intent to Apply Form was received by the required due date and identifying the due date for the application.
3. Eight (8) hard copies or eight (8) CD copies of an application report consisting of an Organization Profile, responses to the Criteria.
4. Eight copies of the version of the Lite Assessment Criteria used to complete your application.
5. **OR one copy of #s 1-4 submitted electronically via e-mail (PDF format preferred).** Email submissions must include permission to transmit the application via email to the examination team.
6. Application fee.

