



# 2020 Focus on Excellence Application

Submit Application to:  
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[www.imec.org](http://www.imec.org)

## Introduction

The IMEC Recognition Program is a self-assessment recognition program designed and administered with the primary objective of helping you understand your organization's strengths and opportunities for improvement as defined by the criteria of the Malcolm Baldrige National Quality Award®. Known around the world as best-in-class, these biennially reviewed and updated criteria provide the framework for assessing yourself against role model organizations both within and outside your sector. Throughout the year, the program also offers multiple training programs geared toward assisting your organization on its journey toward excellence.

IMEC offers three levels of review that include external assessment:

1. Interest Level Application, based only on the 5-page Organizational Profile.
2. Focused Application – 10-page application focusing on targeted areas of the framework that the applicant chooses for review and feedback or 15-page application answering the Overall questions (Excellence Builder), plus the Organizational Profile.
3. Full Application - 50-page application, plus the Organizational Profile

Those completing the full 50-page Application receive a thorough assessment by a team of trained examiners, resulting in a feedback report focused on the organization's strengths and opportunities within each of the 7 Criteria and 17 Items. This may include a site visit by a team of examiners and some level of award recognition.

Those organizations completing the Interest Level Application receive a written feedback report based on the information provided in their Organizational Profile. They, also, have the opportunity to be recognized with an Interest in Excellence Plaque during The IMEC Conference on Enterprise Excellence.

Those organizations completing the Focused Application receive an assessment by a small team of trained examiners, resulting in a feedback report focused on the organization's strengths and opportunities within the targeted areas included in the selected focus option. This may include a 1-day site visit by a team of examiners. Organizations have the opportunity to be recognized with a Focus on Excellence Plaque during the IMEC Conference on Enterprise Excellence.

The Focused Application provides optimal flexibility and value by allowing your organization to select from a number of focus options. (See Page 5 for available focus options). Based on the option selected, your team will complete specific Baldrige Criteria Items, as well as the Organizational Profile. Why?

- Completing the Organizational Profile sets the context for addressing the unique aspects of your organization within each of the items you complete in the Focused Application. Additionally, the Organizational Profile is a requirement for the Full Application (should you decide to complete the Full Application at a later date).
- Your participation in the Focused Application process demonstrates your organization's desire to dive deeper into continuous improvement in one or multiple areas. Depending on the focus options, it may, also, serve as an effective opportunity to further:
  - Optimize your leadership and strategic planning processes
  - Improve the quality of your products and services
  - Enhance customer loyalty
  - Increase workforce engagement
  - Clarify your approaches to analytics
  - Provide a platform to accelerate change, growth, and improvement throughout your organization

- The questions within each item will help you and your management team step back and answer logically sequenced questions that collectively provide an overview of what your organization does and how it does it relative to each focus area.
- Your self-assessment relative to the item questions within the selected option will help you understand potential gaps based on areas where you find conflicting, vague, or no approaches; these gaps represent areas to be addressed.

### **Focused Application Specifics**

#### ***What you can expect...***

Once you complete and submit the Focused Application:

- Your 10- or 15-page Application, plus a 5-page Organizational Profile will be assigned to a group of experienced examiners who will individually assess and then collectively complete a synthesized written Feedback Report based on the information provided.

*Please note that each examiner working on your application:*

- 1) Signs an affidavit stating he/she has no conflict of interest with your application or organization, and
- 2) Agrees in writing to maintain the confidentiality of all information provided in your application.

*As set forth by the Baldrige Program, IMEC follows the highest ethical standards regarding an application's confidentiality, removing any direct or implied conflicts of interest.*

- Within approximately 45 days of receipt of your Focused Application by IMEC, you will learn whether your organization will be offered a 1-day onsite visit by a team of examiners. The onsite visit will allow the examiner team to verify and clarify your comments.
  - If it is determined that a 1-day onsite visit isn't necessary or that your organization would prefer to exclude the 1-day onsite visit, you will receive the examiner team's Feedback Report within approximately 60 days of initial receipt of your Focused Application by IMEC. The Feedback Report will summarize strengths and opportunities for each item within the selected focus option and an Executive Summary.
  - If a 1-day onsite visit is offered and accepted, you will receive the examiner team's Feedback Report approximately 30 days post the onsite visit, which will summarize strengths and opportunities for each item within the selected focus option and an Executive Summary.
- After receiving the Feedback Report, we recommend you request a one-hour phone call or in-person meeting with Examiner team members to verify and clarify any points in the report.
- If you submit your application no later than the last day in November, you will receive formal recognition at The IMEC Conference on Enterprise Excellence held during the first quarter of each year. This recognition includes media exposure and a plaque signifying your completion of the Focus on Excellence process. You will also receive one free admission and special discount rates for the applicants' employees, partners, families, and other stakeholders to attend the IMEC Conference on Enterprise Excellence. This conference typically takes place during the first quarter of each year.

## **Process**

### ***Application Overview and Release Form Instructions***

1. Complete the **IMEC Focus on Excellence Application Overview and Release Form** on page 6.
2. Develop your organization's responses to the **Organizational profile** questions. When complete, **your Organizational Profile responses may not exceed five pages.**
  - The Organizational Profile template is set up in a two-column format, with 10 point font. Please do NOT change the two-column format or font size.
  - You may add charts or tables within the template as needed to summarize key information.
  - In addition to the five-pages allotted for your responses to the Organizational Profile questions, you may also include an organization chart and a summary of terms, acronyms and abbreviations that are used within your Organizational Profile. Neither of these counts against the five-page maximum. The organization chart may help the examiners understand the structure of the applicant organization. The terms, acronyms and abbreviations are provided to clarify information included in your Organizational Profile that would otherwise be unfamiliar to the examiners.

### **Application Fee and Timetable for Submission**

The application fee for the Focus on Excellence application is **\$6,000** and is due when you submit the **Focus on Excellence Application Overview and Release Form**, along with the five-page **Organizational Profile, glossary of terms, organizational chart(s) and 10- or 15-page application**. Please make checks payable to IMEC. Additionally, any travel expenses incurred for a site visit or debrief meeting will be the responsibility of the applicant.

Focus on Excellence applications are accepted at any time throughout the year. All applicants will receive the Feedback Report, a one-day site visit, and optional one hour phone debriefing. All applicants submitting Focus on Excellence Applications will be recognized in a public ceremony.

### **Questions or Comments**

Please contact the IMEC office for all questions or comments about the IMEC Recognition Program at 309-235-5204 or [hbender@imec.org](mailto:hbender@imec.org).

## Focus on Excellence Application Options

- 10- or 15-page maximum Application**
- + 5-page Organizational Profile**
- + Organizational Chart(s)**
- + Glossary**

Option	Focus	Include Org Profile, Org Chart, and Glossary?	Maximum number of pages	Process Categories to include
A	Overall Organization	Yes	15	All 6 Categories at the Overall Level of Questions
B	Leadership	Yes	10	Category 1
C	Strategy	Yes	10	Category 2
D	Customers	Yes	10	Category 3
E	Measurement, Analytics & Knowledge Management	Yes	10	Category 4
F	Workforce	Yes	10	Category 5
G	Operations	Yes	10	Category 6

## APPLICATION PACKAGE INSTRUCTIONS

***Objective***

The Application Report allows Award Applicants to provide information on quality management of products, programs, and services and on results of continuous improvement processes. The Board of Examiners evaluates the information provided in the Application Report against performance excellence criteria.

***Instructions***

The purpose of this section is to provide Applicants with instructions for preparing the Application Report. These instructions include information on typing, page limits, organization, assembly, and other format considerations. Guidelines for responding to the application criteria are also given.

***Requirements***

Each Applicant must submit an Application Report consisting of:

- profile of the Applicant's organization;
- responses to the Award Criteria for applicable focus option selected (page 5).

**FORMAT OF THE APPLICATION REPORT**

***Organization of Responses to Items and Areas to Address***

The Award Criteria used to prepare the Application Report is provided in the 2017-2018 *Baldrige Excellence Framework, Baldrige Excellence Framework (Education)* or *Baldrige Excellence Framework (Health Care)*. See the Application Appendix for ordering information.

The Application Report must:

- contain the same numerical and alphabetical designations for Categories, Items, and Areas to Address as the Award Criteria per selected focus options. (Applicants should denote responses to Areas by underlining [e.g., 4.2a.] and/or using **bold** type for Item/Area);
- respond to the set of Areas to Address in the order given to facilitate review by the Board of Examiners;
- if an Area does not pertain to the Applicant's organization or quality system, include a one or two sentence statement explaining why the Area is not applicable;

***Typing Instructions***

The Application Report must:

- be typed on standard, 8-1/2 x 11 inch paper in a Times New Roman font of 10 point minimum; and
- use a **two-column**, portrait orientation format Pages may be printed on both sides. Type on pages (including pictures, graphs, figures, data tables, and appendices) must also meet these requirements for size and spacing.

***Page Limits***

The Application should not exceed 10 or 15 pages, depending on the option selected.

**Note:** Pictures, graphs, figures, data tables, and appendices **are counted** as part of the page limitations stated above and should be placed as close as possible to the related narrative (all graphs, data tables, and figures should be legible).

The use of tabs, separators, and glossaries of terms and abbreviations is helpful. In all cases, overviews, dividers, covers, tab separators, glossaries, title page, and table of contents **are not counted** as part of the page limits.

**IMEC Focus on Excellence Application Overview and Release Form**

**1. Applicant**

<i>Organization Name</i>	<Insert here>
<i>City, State Zip</i>	<Insert here>
<i>Total # of employees (full-time equivalent)</i>	<Insert here>
<i>Total # of sites</i>	<Insert here>

**2. Industry Sector**

Place an "X" to identify the sector that best describes your organization

	Manufacturing
	Service
	Health Care
	Education
	Government
	Nonprofit

**3. Official Contact**

<i>Name</i>	<Insert here>
<i>Title</i>	<Insert here>
<i>Address (no PO Box)</i>	<Insert here>
<i>City, State Zip</i>	<Insert here>
<i>Phone</i>	<Insert here>
<i>E-mail</i>	<Insert here>

**4. Place an 'X' to identify Focus Application option:**

A. Overall	
B. Leadership	
C. Strategy	
D. Customers/Students/Patients	
E. Knowledge and Analytics	
F. Workforce	
G. Operations	

**5. Enter a one-sentence description of your organization:**

<Insert here>

**6. Application Fee**

**Application Fee of \$6,000 is due when application is submitted.**

Contact IMEC to clarify payment options.  
(309-235-5204 or [hbender@IMEC.org](mailto:hbender@IMEC.org))

**7. Release Statement and Signature of Highest Ranking Official**

<i>Name</i>	<Insert here>
<i>Title</i>	<Insert here>
<i>Address</i>	<Insert here>
<i>City, State Zip</i>	<Insert here>
<i>Phone</i>	<Insert here>
<i>E-mail</i>	<Insert here>

**Please read and sign:**

I state and attest that:

I have reviewed the information supplied in this Application and related Organizational Profile. To the best of my knowledge, no untrue statement or omission of a material fact has been made in this application package. Based on the information herein and the current eligibility requirements, my organization is eligible to apply.

_____ <i>Signature</i>	_____ <i>Date</i>
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