



**2011**

***Governor's Sterling Award  
Application Forms***



***Florida Sterling Council  
P.O. Box 13907  
Tallahassee, FL 32317-3907  
Phone (850)922-5316  
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***[www.floridasterling.com](http://www.floridasterling.com)***

## Award Process Overview, Timetable, and Fees

<u>2011 Cycle Dates</u>	
Applications of Intent Available	June 2010
Applications of Intent Due	September 10, 2010
Applications Due	November 5, 2010
Consensus Meetings	January 10-28, 2011
Site Visits	Weeks of February 13 - March 19, 2011
Judges' Recommendation Meeting	April 2011
Awards Ceremony	June 3, 2011

The Governor's Sterling Award is an annual award to recognize Florida organizations for performance excellence.

### THE AWARD PROMOTES:

Awareness of performance excellence as an increasingly important element in competitiveness; and Information sharing of successful performance strategies and the benefits derived from using these strategies.

### AWARD PARTICIPATION

The award eligibility categories include:

Manufacturing companies;  
Service companies;  
Educational institutions;  
Health care organizations;  
Nonprofit organizations, including government organizations.

There is no limit to the number of awards given in each category each year. To participate in the Award process, an organization must submit an application package that addresses the *2011 Criteria for Performance Excellence* (pages 3-26 of the Criteria book). Award applicants are expected to provide information and data on their key processes and results. The information and data must be adequate to demonstrate that applicant's approaches are effective and yield desired outcomes.

### APPLICATION REQUIREMENTS

Applicants need to submit an application package that consists of two parts:

A completed Application Form; and  
An Application consisting of an Organizational Profile and responses to the Criteria. Content and format requirements are detailed here on pages 9 & 10.

### ELIGIBILITY DETERMINATION

All applicants must submit an Application of Intent Form prior to submitting a completed Application.

### APPLICATION REVIEW

The Board of Examiners reviews and evaluates all Applications. The Board is comprised of experts selected from the service, manufacturing, health care, education, and public sectors. Those serving on the Board meet the highest standards of performance. Board appointments are for: Master Examiners, Lead Examiners, Senior Examiners, and Examiners. All Board of Examiner members are required to complete the training course based upon Examination Items, Scoring Systems, Feedback Reports, and the Examination process. Qualified experts in the award process provide the training.

### ORGANIZATIONAL VETTING

Organizations nominated to be designated recipients of the current year's Governor's Sterling Award will be subject to a background check conducted by appropriate regulatory agencies. The announcement of the award recipients will occur after all regulatory agencies have assured the Florida Sterling Council and the Executive Office of the Governor that the results of the background check are satisfactory.

### SITE VISITS

Site Visits are used to verify the information provided by the Application and to clarify issues and questions that have arisen during the Application review process. A Site Visit plan that includes an agenda is developed with the selected organization. During the Site Visit, there will be a visit to the facility or facilities, and interviews with organization officials and the workforce. Applicants will be responsible for scheduling introductory and concluding presentations. The number of days allotted will be determined when Site Visits are set. Fees are set as defined in the Fee Section of the Criteria book.

### FEEDBACK TO APPLICANTS

The Feedback Report, a tool for continuous improvement, is a written assessment by the members of the Board of Examiners. Each Award Applicant receives a Feedback Report at the conclusion of the review process. The Feedback Report contains an Application-specific listing of strengths and opportunities for improvement based on the *2011 Sterling Criteria for Performance Excellence*. Used by manufacturing and service companies; schools, school districts, and post-secondary educational institutions; health

care organizations; and nonprofits and governments as part of their strategic planning processes, the Feedback Report helps organizations focus on their customers and improve productivity. Feedback reports will be mailed **after** the judges' meeting at the end of April. **Strict confidentiality is observed at all times and in every aspect of the application, review, and feedback process.**

#### AWARD RECIPIENTS

Award recipients may publicize and advertise their Awards. Recipients are expected to share information about their successful performance strategies with other Florida organizations.

#### CONFLICT OF INTEREST

Conflict of interest rules apply to all who serve on the Board of Examiners. Compliance with the rules is carefully monitored throughout the review, Site Visit, and feedback process.

## Fees

Fees will help defray expenses associated with the Governor's Sterling Award Process.

All potential applicants shall pay a non-refundable Application of Intent Fee of \$100 that is due along with the Application of Intent Form.

All large organizations of more than 250 employees will pay a \$5,000 application fee. All other organizations will pay a \$3,000 application fee. The Application Fee is due at the time of application submission to the Sterling office.

The Site Visit fee for all organizations is \$2,500, plus Examiner Team expenses. **Examiner expenses include travel and living expenses computed at the current state rate and are billed after the site visit.** Awards Staff will coordinate directly with the Site Visit candidate for resolution of actual cost.

**Note:** The site visit fee is **due 30 days** before the site visit and is non-refundable.

#### PAYMENT OF FEES

Payment will be by check, credit card, or money order. Checks should be made payable to:

*The Florida Sterling Council*

#### BASIC ELIGIBILITY

The Governor's Sterling Award is available for Florida organizations engaged in any of the five sectors. These sectors are: manufacturing, service, education, health care, and nonprofits / governments. Within each sector, the Award categories are subdivided into small/medium and large organizations. All organizations, whether for-profit or not-for-profit, are eligible to apply.

## Award Eligibility Categories

#### MANUFACTURING

Organizations or subsidiaries that produce and sell manufactured products or manufacturing processes, and those organizations that produce agricultural, construction, or mining products.

#### SERVICE

Organizations or subsidiaries that sell service. The proper classification of organizations that perform both manufacturing and service is determined by the largest number of sales.

#### EDUCATION

Organizations or subsidiaries that deliver educational services to residents of the State of Florida. The services provided must be in the category of education and/or training. Higher education, school districts, and individual schools within school districts are eligible to apply. Both public and private schools are eligible.

#### HEALTH CARE

Organizations or subsidiaries that provide health care services to the residents of the State of Florida. These services must be delivered within the State of Florida, and the organization must have been active for a minimum of one year.

#### NONPROFIT

Eligible organizations in this category include:

Local, state, or federal governmental agencies;  
Any other public corporation, agency, or unit of government which exercises governmental powers under the laws of the state; or  
Trade associations, charitable organizations, social service agencies, credit unions, professional societies, and other organizations that function as nonprofits and serve the people of Florida.

#### SUBSIDIARIES

For the purposes of the Governor's Sterling Award, a subsidiary means an actual subsidiary, organizational unit, division, or district office. The subsidiary must have a clear definition of organization and function relatively independently but may receive policy level direction and oversight from the parent organization. Any organizational unit that is dependent on the parent organization for a majority of its support functions must describe the relationship in terms of effectiveness and its communication links. Subsidiaries of eligible organizations may apply separately if they primarily serve either the public or organizations other than the parent organization and if they meet certain size and activity level requirements.

#### **MULTIPLE APPLICATIONS AND RESTRICTIONS**

A subsidiary and its parent organization may not both apply for Awards in the same year.

Other subsidiaries of the same parent organization are eligible to apply.

If an organization receives an Award, the organization will be ineligible to apply for another Award for a period of three years.

If a subsidiary receives an Award, it is ineligible to apply for another Award for a period of three years.

#### **ADDITIONAL REQUIREMENTS**

Organizations recognized as Award Recipients are required to share their experiences with other Florida organizations by:

- Conducting at least one Performance Excellence Day, known as a “GSA Great Practice Showcase,” during the year. The

Sterling Award Staff will assist in promotion and coordination.

- Making a selected presentation at the next Florida Sterling Conference.
- Procuring an exposition booth at the Florida Sterling Conference to further share their performance excellence strategies and how these impact their products, services, or programs.
- Agreeing to co-sponsor (along with any other recipient during the cycle the organization receives the GSA, if any) the conference bags given at the next Florida Sterling Conference. This entails providing the Sterling Office with an electronic version of the organization logo to be included on the bag.
- Providing one or more examiner candidates for the next Award cycle.

### ***Confidentiality***

Strict conflict of interest rules apply throughout all Sterling processes. Names of applicants, individual applications, commentary, and scoring information developed during the review of the application are regarded as proprietary and are kept confidential. Such information is available only to those individuals directly involved in the evaluation and application distribution process. Board of Examiner members are assigned to applications following strict conflict of interest rules and receive no information regarding the content or status of applications to which they are not assigned. Information on successful strategies of Award recipients and other applicants may be released only with written approval of the applicant.

# *The 2011 Governor's Sterling Award* *Application of Intent*

(Please type and make a copy for your records)

- 1) ***Applicant Organization (including Division Name) as you want listed on the Feedback Report and Award, as appropriate.***

Official Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ ZIP: \_\_\_\_\_

- 2) ***Highest Ranking Official***

Name (Mr. Ms. Dr.): \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

***Official Representative for Correspondence:***

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email Address: \_\_\_\_\_

- 3) ***For Profit Designation***

Is the Applicant a for-profit business?

(Check one)     Yes             No

- 4) ***Sector Category (please check one)***

Manufacturing       Service       Education       Health Care       Nonprofit

- 5) ***Size and Location of Applicant***

Number of sites included in the application:

Total of Full-Time employees for the application:

Can the Applicant make available sufficient personnel, documentation, and facilities to allow a full examination of its operational practices with all major organizational functions of its statewide operations?

(Check one)     Yes             No

6) *Site Listing and Descriptors Form*

A. Address of Site	B. Relative Size – Percent of Applicant’s		C. Description of Products, Services, or Programs
	Employees	Sales or Operating Budget	

**Instructions:**

- A. *Address of Site(s)* – Provide the complete physical address of the site
- B. *Relative Size*- Provide the approximate percent of the Applicant’s employees at each site. Provide the approximate percent of the total sales or operating budget at each site.
- C. *Description of Key Products, Services, or Programs* – Describe the types of programs or services that are the output of the site. It may be necessary to state the relationship between the output of the site and the Applicant’s programs and services. It is not necessary to list every program or service.



8) Briefly describe the organizational structure and management links to the parent organization. Attach line and box organizational chart(s) showing the relationship of the Applicant to the highest management level of the parent organization, including all intervening levels.

9) Briefly describe the reason(s) why the Applicant is taking the challenge to apply for the Governor's Sterling Award.

**Statement of Authorization**

We understand that this Application of Intent Form and subsequent Governor's Sterling Award Application will be reviewed by members of the Board of Examiners. If selected for a Site Visit, we agree to host the Site Visit to verify and clarify information provided in the Application.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Name (Printed)

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Telephone Number

**Check List**

\_\_\_\_\_ Application of Intent filled in completely and signed.

\_\_\_\_\_ Application processing fee of \$100 attached (*non-refundable*) payable to **The Florida Sterling Council**

Is a line and box organizational chart included which shows all components of the Applicant organization?

Yes                       No

Is the Application of Intent covered by a letter on the organization's stationery and signed by the Authorizing Official or designee?

Yes                       No

*If the Applicant is a sub-unit of a larger organization:*

Are the line and box organizational charts included which show the relationship of the Applicant organization to the highest management level of the parent organization, including all intervening levels?     Yes                       No

# ***2011 GSA Application Instructions and Form***

## **INTRODUCTION**

Because the Award focuses on the Applicant's organizational performance excellence system, it is important that the Examiners have a good understanding of the size, structure, and function of the different organization units. In addition, sufficient information must be provided on the programs or services developed at each location to be examined if the organization is selected for a Site Visit. Applicants must submit a copy of the Site Listing and Descriptors Form with each copy of the Application submitted.

### ***Note:***

**Summaries of Multiple Sites** – *In cases where the Applicant has many sites performing the same functions, these sites may be aggregated under one listing. Instead of the address for each, a summary statement about the locations may be made. When Site Visits are conducted, a more detailed listing will be requested when the visits are planned.*

## **NON-DISCLOSURE**

All information related to the Award process, including names of Applicants, individual applications, feedback, notes, and scoring information, is regarded as proprietary and kept confidential. Such information is available only to those individuals directly involved in the evaluation and application distribution process. Board of Examiner members are assigned to Applicants following strict conflict of interest rules and receive no information regarding the content or status of applications to which they are not assigned. Information on successful strategies of Award recipients and other Applicants may be released only with written approval.

The Award Staff will honor to the fullest extent permitted by law an Applicant's written request that certain information not be disclosed if the information is considered to be a trade secret or of such a nature that its disclosure would injure the competitive position of the organization. Trade secrets are exempt from disclosure.

## **OBJECTIVE**

The objective of the Application is to allow applicants to provide information on management of products, programs, and services and on results of performance excellence improvement processes to permit a rigorous evaluation by the Board of Examiners.

## **REQUIREMENTS**

Each Applicant must submit an Application consisting of the elements outlined on page 10 here. A total of sixteen (16) complete Applications are required.

## **PREPARATION OF THE ORGANIZATIONAL PROFILE**

The Organizational Profile is a summary that describes significant factors to be considered in the evaluation of an Application. It can be up to five pages in length and is intended to "set the stage" for the Examiners. (See pages 3-5 in the *2011 Sterling Criteria for Performance Excellence* book for a description of the Profile.) These are not counted in the overall Application page limit.

## **FORMAT FOR THE APPLICATION**

Typing instructions: The Application should meet the following requirements:

Use the same Category and Item numerical designations as in the Award Criteria.

Include a Table of Contents with the page number of each Category and Item.

Use standard 8½ by 11 inch paper. Type should be of a font of 11 to 12 pitch (we recommend Times New Roman or Arial). There should be no more than 60 lines of type per page. A two-column format is preferred. Pages may be printed on both sides. **Print on pages, including pictures, graphs, figures, data tables, and appendices, must also meet these requirements for size and spacing.**

## *Requirements for the Governor's Sterling Award Application*

Each copy of the Application must contain:

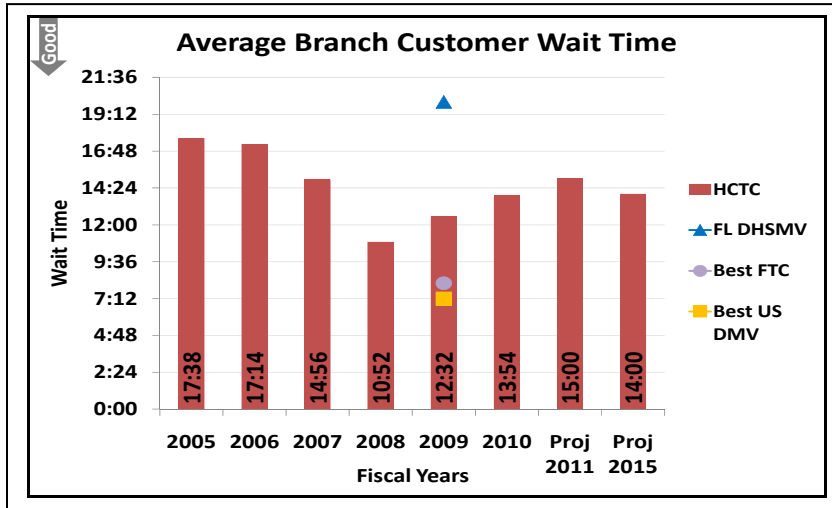
- A. Title Page with the name of the Applicant and, optionally, the Applicant's address, pictures, logo, the date, a statement indicating that it is an application for the Sterling Award and/or an organization statement regarding confidentiality of the content.
- B. Labeled tabs or dividers separating the sections of the report and containing only the title of the section.
- C. Table of Contents indicating the page number of the following: the Sterling Award Application form; the Organizational Chart(s); the Organizational Profile; the Glossary of Terms and Abbreviations; and each Category and Item. Table and figures need not be included in the Table of Contents.
- D. Copy of the completed and signed Application form indicating that the Applicant agrees to the terms and conditions of the examination process, agrees to host a site visit, to facilitate an open and unbiased examination, and to pay reasonable costs associated with the site visit.
- E. Copy of the Site Listing and Descriptors Form from the Application of Intent.
- F. Organizational Chart(s)
- G. Organizational Profile outlining the Applicant organization, addressing what is most important to the organization and the key factors that influence how it operates and where it is headed. The Organizational Profile is a vital part of the overall application. It is used by the Examiners in all stages of the application review, and is limited to five pages.
- H. Glossary of Terms and Abbreviations used in the application.
- I. Response addressing the Criteria Items, responding separately to each of the Item's questions. The response is limited to 50 pages.  
  
Respond to each Item as a whole. Address each area with an emphasis that reflects the applicant organization and its performance system. To facilitate review by the Board of Examiners, respond to the areas for each Category Item in the order given under the Items.  
If an area to address within an Item does not pertain to the Applicant organization or its performance system, provide a statement of one or two sentences explaining why the area is not applicable.
- J. Back Cover – blank.

## *Requirements for Responding to Results Items in Category 7*

Results for Category 7 Item should:

- A. Respond to the individual Criteria question with appropriate numeric results that include a narrative description of the result along with a chart or table that provides, as much as possible, current performance levels; trend data, at least three years are preferred, if not available at least three data points; appropriate comparative data with proper designation; and projected results for the next two to five years. Narratives for results should be in a font of 11 to 12 pitch, and table and/or chart data should be in a font of at least eight pitch. As much as possible, charts and tables should include the actual numeric result. See below for an example showing a table and a chart done in the appropriate manner.

**EXAMPLE:** *Figure 7.1-3 Branch Customer Wait Time for Services* Since these services are not mandated by the state, they are not offered in many counties, especially those most similar to us. Wait time is a key factor that drives branch customer satisfaction.



**EXAMPLE:** *Figure 7.4-2 Factors of Employee Engagement* Additional segmentation as described in 5.1a(1) is available on-site. Results compared to Baldrige Recipient\* and/or 100 Best Places to Work Winner\*\* (US); County best, and FTC best.

Top Factors of Employee Engagement	2007	2008	2009	2009 Comparisons		
	TC			Best US	Best in County	Best FTC
I have the tools and equipment to perform my job well.	97%	95%	95%	94%*	96%	95%
The equipment in my area is kept in good working order.	90%	92%	93%	88%	85%	89%
I know what is expected of me at work.	97%	97%	98%	76%**	95%	91%
I am satisfied with the work performance of my team members.	90%	82%	86%	n/a	90%	78%

- B. Each GSA applicant will be asked to provide updated Category 7 results by January 31. A validated results date may also be agreed upon by the applicant, Team Leader, and Sterling Office. Updated results may be provided in a larger font than the Sterling Application if desired.
- C. Each GSA applicant will be asked to participate in a series of one hour conference calls to review the Category 7 results presented to ensure that the team has a full understanding of their significance to the organization. Any additional results requested by the Team Leader must be provided no less than two weeks prior to the beginning of the site visit. **In most cases, additional results will not be accepted during the site visit.**

# 2011 Governor's Sterling Award Application Form

## GENERAL INSTRUCTIONS

Please update any information that has changed since the Application of Intent and type or very clearly print all information requested. The Application Form may be duplicated and single-sided pages submitted. Applicants must submit a copy of the Application Form with each copy of the Application. **A total of sixteen (16) complete Applications are required to be submitted.**

## ITEM INSTRUCTIONS

Item 1 – Applicant — Provide the official name and mailing address of the organization applying for the Award.

### 1. Applicant Official Name

Organization Name: \_\_\_\_\_

Address: \_\_\_\_\_

Item 2 – Official Inquiry Point — As the examination proceeds, the Administrator may need to contact the Applicant for additional information.

Give the name, address, and telephone number of the official with authority to provide additional information or to arrange a Site Visit.

If this official contact point changes during the course of the Application process, please inform the Florida Sterling Council.

### 2. Official Inquiry Point

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

Overnight Mailing Address: \_\_\_\_\_

\_\_\_\_\_

Telephone Number: \_\_\_\_\_

Fax Number: \_\_\_\_\_ Email Address: \_\_\_\_\_

### Item 3 – Fees —

Application of Intent Fee	\$100 (Submit with Application of Intent)
Small/Med. Org Application Fee	\$3,000 (Submit with application)
Large Organization Application Fee	\$5,000 (Submit with application)
Site Visit Fee	\$2,500 (Due 30 days prior to site visit)
Plus Examiner's Expenses	TBD (Billed after site visit)

### 3. Fee (see instructions)

Enclosed is \$\_\_\_\_\_ to cover the Application Fee. Make check or money order payable to:

#### THE FLORIDA STERLING COUNCIL

Item 4 – Release Statement — Please read this section carefully. A signed Application indicates that the Applicant agrees to the terms and conditions stated therein.

### 4. Release Statement

We understand this application will be reviewed by members of the Board of Examiners. We agree to host the Site Visit and facilitate an open and unbiased examination. We understand that Site Visit expenses will be determined in accordance with the section: *Application Fees* (pages 64-65, *2011 Sterling Criteria for Performance Excellence*).

Item 5 – Authorizing Official — The signature of the Applicant's highest ranking management official or designee is required and indicates the Applicant will comply with the terms and conditions stated in the document.

### 5. Signature, Authorizing Official: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

# 2011 Application Package Checklist

*A complete Application package for the 2011 Sterling Award contains two parts:*

PART I – TWO DOCUMENTS

- 1) Application of Intent Form
- 2) Check for \$100.00

PART II – WRITTEN REPORT

- 1) Organizational Profile – up to five pages (single sided)
- 2) Application – up to 50 pages (single sided)
- 3) Check for the Application Fee: \$3,000 for small/medium organizations or \$5,000 for large organizations. See pages 64-65 of the *2011 Sterling Criteria for Performance Excellence* for details.
- 4) The site visit fee in the amount of \$2,500 is due 30 days before the site visit and is non refundable.

NOTE: Please submit sixteen (16) copies of the Application.

All components of the Application should be securely fastened together to prevent separation during handling. **Do NOT use three-ring, bulky binders, or similar heavy covers.** Their use decreases the ease of handling in all phases of the evaluation process. Copies of video or audiotapes or other information aids are not allowed. Applications should be accompanied by a transmittal letter on the organization's official stationery.

**ALL SUBMISSIONS SHOULD BE MAILED TO:**

FLORIDA STERLING COUNCIL, INC.  
Post Office Box 13907  
Tallahassee, Florida 32317-3907

*For Overnight Delivery:*

FLORIDA STERLING COUNCIL, INC.  
501 South Calhoun Street  
Carlton Building Room 313  
Tallahassee, Florida 32399

For Additional Information Concerning the Award, contact:

FLORIDA STERLING COUNCIL, INC.  
Post Office Box 13907  
Tallahassee, Florida 32317-3907  
Phone: (850) 922-5316  
John A. Pieno, Jr.  
Chairman  
or visit

**[www.floridasterling.com](http://www.floridasterling.com)**