Sterling Challenge
2018-19 Application Forms

An Organizational Model for High Performance

Business – Education – Healthcare – Government – Not-for-Profit

Application of Intent Requested by September 17, 2018
Application due by November 12, 2018

*All Submissions should be submitted
electronically. Please call the Sterling
office for instructions on loading to Box.*

Phone: 850-922-5316
Fax : 850-488-7579

Florida's #1 Source for Developing, Accelerating, and Recognizing Management Performance Excellence

www.FloridaSterling.com

Challenge Process Overview, Timetable, and Fees

Sterling Challenge Applications of Intent Due...............September 17, 2018
Applications Due...November 12, 2018
Consensus Meetings..………January 2019
Site Visits...February - March 2019
Recognition Ceremony ....May 31, 2019

The Sterling Challenge Management Assessment, based on the *2018-19 Sterling Criteria for Organizational Performance Excellence*, is specifically designed as an intermediate step in an organization's journey to 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; and
- Nonprofit organizations, including government organizations.

There is no limit to the number of Sterling Challenge recognitions given in each category each year. To participate in the Challenge process, an organization must submit an application package that addresses the questions in the *Sterling Challenge Management Assessment,* in the *Sterling Management System Resource Guide*. Challenge applicants are expected to provide information and data on the organization's key processes and results.

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 Challenge questions.

APPLICATION OF INTENT FORM

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 Challenge Applications. The Board is comprised of experts selected from the service, manufacturing, health care, education, and nonprofit organizations, including government organizations. Those serving on this Board meet the highest standards of qualifications and peer recognition. 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 Categories, Scoring Systems, Feedback Reports, and the Examination process. Qualified experts in the award process provide the training.

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 each Challenge 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. Challenge site visits normally commence on a Monday and conclude the following Friday.

FEEDBACK TO APPLICANTS

The Feedback Report, a tool for continuous improvement, is a written assessment by the members of the Board of Examiners. Each Challenge

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 questions addressed under the *Sterling Challenge Management Assessment* and *Criteria for Organizational Performance Excellence* as appropriate. Used by service and manufacturing companies, public sector organizations, education institutions, and health care organizations as part of their strategic planning processes, the Feedback Report helps organizations focus on their customers and improve productivity. The feedback system is one of the most important components of the Sterling Award process; it provides a pathway for continuous improvement. **Strict confidentiality is observed at all times and in every aspect of the application, review, and feedback.**

If a Sterling Challenge site visit occurs during the Governor's Sterling Award site visit period, the feedback report for Governor's Sterling Award applicants shall be processed prior to those for Challenge applicants.

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

APPLICATION OF INTENT FORM FEES

The fee is $250 for all potential applicants and is non-refundable. This fee is due along with the Application of Intent Form.

APPLICATION FEES

Each eligible Applicant shall pay fees as follows:

- All large organizations of more than 250 employees will pay application and site visit fees of $7,500. All other organizations will pay application and site visit fees of $5,500.
- Monies collected will help defray expenses associated with the Sterling Challenge process. **These fees are due when the Application is submitted.**

EXAMINER EXPENSES

Examiner expenses include travel and living expenses computed at the current state rate. Awards Staff will coordinate directly with the Site Visit candidate for resolution of actual cost.

PAYMENT OF FEES

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

The Florida Sterling Council

BASIC ELIGIBILITY

The Sterling Challenge Management Assessment is available for Florida organizations engaged in any of the five sectors. These sectors are: manufacturing, service, education, health care, and nonprofit organizations, including government organizations. Within each sector, categories are subdivided into small/medium and large organizations. All organizations, whether for-profit or not-for-profit, are eligible to apply.

Challenge 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 Sterling Challenge, 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 if they primarily serve either the public or organizations other than the parent organization and if they meet certain size and activity level requirements.

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. Boards of Examiner members are assigned to applications following strict conflict of interest rules and receive no information regarding the contents or status of applications to which they are not assigned. The Panel of Judges also follows similar conflict of interest rules and receive no information on organizations they have conflicts of interest with. Information on successful strategies of Award recipients and other applicants may be released only with written approval of the applicant.

Description of the Sterling Challenge Management Assessment Award Application

Each copy of the Application must contain:

A. Title Page with the name of the Applicant and 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 Challenge Application form; the Organization Chart(s); the Organizational Profile; the Glossary of Terms and Abbreviations; and each Category. 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. Organizational Chart(s).

F. Organizational Profile outlining the Applicant's 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.

G. Glossary of Terms and Abbreviations used in the application.

H. Response addressing the Criteria Categories responding separately to each of the Category's questions. The response is limited to 25 pages.

  • Respond to each Category as a whole. Address each area with an emphasis that reflects the applicant's organization and performance system. To facilitate review by the Board of Examiners, respond to the areas for each Category in the order given.
  • If a question within a Category does not pertain to the Applicant's organization or performance system, provide a statement of one or two sentences explaining why the area is not applicable.

J. Back Cover – blank.

2018- 2019 Sterling Challenge Application Instructions and Form

INTRODUCTION

Because the Sterling Challenge 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.

Note:
1) 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 addresses 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

Names of Applicants, individual applications, commentary, and scoring information developed during the review of applications 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 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 11 of this form book. A total of ten (10) complete Applications are required. **Submitting the application electronically to the Sterling office is recommended**.

If submitting electronically, insert a page before each new section containing only the title of that section. If submitting hardcopies: labeled tabs or dividers separating the sections of the report and containing only the title of the section.

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. 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 numerical designations as in the *Sterling Performance Excellence Challenge* criteria.
- Include a Table of Contents with the page number of each Category.
- Use standard 8½ by 11 inch paper. Type should be of a font of 10 to 12 pitch (we recommend Helvetica or Times). 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. **Print on pages, including pictures, graphs, figures, data tables, and appendices must also meet the requirements for size and spacing.**

Requirements for Responding to Results Items in Category 7

Results for Category 7 Item should:

A. Results for Category 7 Items should focus on your organization's most critical performance results. At the Sterling Challenge level, it is expected and required that the organization report results used by leaders to review organizational performance (for example, the organization's scorecard or dashboard). You must also report examples of segmented or drill down data. For example, you may provide data for overall customer satisfaction, and then provided satisfaction data by customer segment, and data by customer requirement.   It is suggested that you review the Criteria Results Category and Item descriptions and critical questions to ensure that you have reported all key results.

Results reported should provide a narrative description of the result along with a chart or a table that provides, as much as possible, actual numeric data, including current performance level, trend data (at least three years are preferred), and appropriate comparative, competitive, and benchmark data, along with performance projections for the next two to five years. Results data shown as an <u>average</u> show perspective; however, averages do not indicate role model performance.

Results narrative should be in a font of at least 11 pitch, and table and/or chart data should be in a font of at least 8 pitch. For each result reported, please provide a figure number that correlates to the appropriate results item, and a title.

See below for examples of charts and tables.

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.*
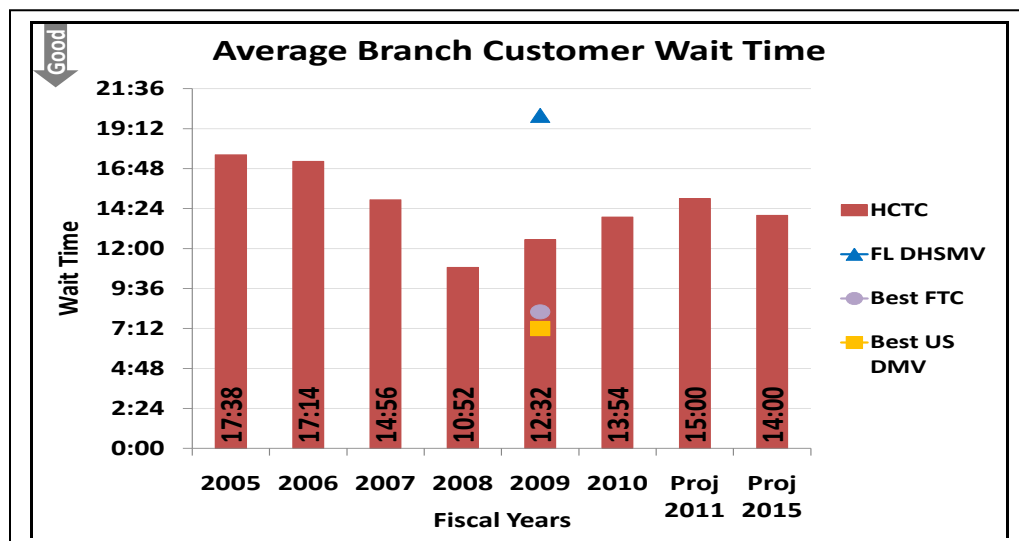
EXAMPLE: *Figure 7.4-2 Factors of Employee Engagement. Additional segmentation as described in 5.1a(1) is available on-site. Results compared to Baldrige Recipient** (Note: defined in Category Four and why chosen) *and/or 100 Best Places to Work Winner** (US); County best, and FTC best.* (Note: comparisons are verified by the examination team.)

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%

<mark>EXAMPLE:</mark>

2018 Item 7.x - See Template Below					
Figure Number/Title/Narrative	**Trend Year #1 Result**	**Trend Year #2 Result**	**Trend Year #3 Result**	**Current Year Result**	**Best Current Comparative and Who**

Narrative: HCTC efforts to meet our most important branch (public) customer requirement - prompt service - are shown in **Figure 7.1-1**. We began measuring wait time in 2002 when Q-MATIC was deployed. Previously, we did not have a hard measure of this result, but it is well known that wait time often exceeded an hour. Action plans, which include refinements to our cashiering system, are expected to help improve this result. However, HCTC anticipated these slight increases in wait time based on our efforts to reduce staff as well as the complexity of Real ID requirements. Wait time was also impacted in 2009 when we experienced a drastic influx of customers wanting to renew their DLs and MV registrations before state mandated fee increases took effect.

Figure 7.1-1 Average Branch Customer Wait Time	**2007**	**2008**	**2009**	**2010**	<mark>**Best FL Tax Collector (TC)**</mark>
	14:56	**10:52**	**12:32**	**13:56**	**8:37**

Narrative: Employee engagement [**Figure 7.4-1**] and satisfaction [**Figure 7.4-3**] is determined using our annual engagement survey results. To determine engagement, we identify our survey questions that most closely match the Gallup Q12 Factors of Engagement. Then, our factors [Figure 7.4-2] are selected based on those rated as "most important" to employees. Results indicate we outperform the Gallup world-class engagement result of 89%.

Figure 7.4-3 Factors of Employee Engagement. Additional segmentation as described in 5.1a(1) is available on-site. Results compared to Baldrige Winner and 100 Best Places to Work Winner (US); Hillsborough Environmental Protection (County); and St. John's (FTC). Also by Gender, Tenure, Age Group, and Ethnicity available on site.	**2007**	**2008**	**2009**	**2010**	**2009**
		HCTC			**Best US**
I have the tools and equipment to perform my job well.	97%	95%	95%	95%	94% (Baldrige)
The equipment in my area is kept in good working order.	90%	92%	93%	93%	n/a
I know what is expected of me at work.	97%	97%	98%	98%	76% (100 Best Places to work)
I am satisfied with the work performance of my team members.	90%	82%	86%	86%	n/a
My job is interesting.	100%	94%	95%	95%	n/a
Overall, I'm satisfied with my job.	89%	91%	92%	97%	93% (Baldrige

Figure 7.1-19 Average Call Answer Speed. Despite downsizing of staff and increasing call volumes in 2009 and 2010 due to changes in laws and fees, we have maintained call center average speed of answer at benchmark levels. <mark>Comparisons to best US Govt. 311 call center (NYC) and the Financial Industry Benchmark.</mark>

Figure 7.1-19 (See above)	**2009 Q3**	**2009 Q4**	**2010 Q1**	**2010 Q2**	**2009 Comparative**
	143	141	146	155	**244 Seconds (FL DHSMV)**

B. Each Challenge 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.

Each Challenge 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.** The organization is responsible for presenting role model depth and breadth of its results in its application. If the organization has provided minimal results in its application, the Team Leader is not responsible for filling in the gaps.

2018- 2019 Sterling Challenge Management Assessment Application Form

GENERAL INSTRUCTIONS

Please update any information that has changed on 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 ten (10) complete Applications are required to be submitted. **It is recommended that the application be submitted to the Sterling office electronically, in which case you only need to submit one copy.**

ITEM INSTRUCTIONS

Item 1 – Applicant — Provide the official name and mailing address of the organization applying for the Sterling Performance Excellence Challenge.

1. Applicant

Organization Name: _____

Address: _____

Item 2 – Official Inquiry Point — As the Challenge 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 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	$250 (Submitted with Application of Intent)
Small/Med. Org Application and Site Visit Fees	$5,500 (Submit with application)
Large Organization and Site Visit Fees	$7,500 (Submit with application)
Plus Examiner's Expenses	TBD (Billed after site visit)

3. Fee (see instructions)

Enclosed is $_____ to cover the Application and Site Visit Fees. Make check or money order payable to:

THE FLORIDA STERLING COUNCIL

Item 4 – Release Statement — Please read this section carefully. A signed Challenge 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 Florida Sterling Council Policies.

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: _____

2018 – 2019 Application Package Checklist

A complete Application package for the 2018 - 2019 Sterling Challenge contains two parts:

PART I – DOCUMENT

1) Application Form
2) Check for the Application and Site Visit Fees
   of $5,500 for small/medium organizations or
   $7,500 for large organizations.

PART II – WRITTEN REPORT

1) Organizational Profile – up to five pages
2) Application – up to 25 pages

All components of the Application, with the exception of the Application Fee, should be sent to the Sterling office electronically.

If the application is being submitted by hard copy, 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.

NOTE: Please submit ten (10) copies of the Application if submitting a hard copy application.

ALL HARD COPY SUBMISSIONS, INCLUDING FEES, SHOULD BE MAILED TO:

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

For Overnight Delivery:
1317 Winewood Blvd, Building 5, Suite 203
Tallahassee, Florida 32399

THE APPLICATION FORM AND WRITTEN REPORT SHOULD BE EMAILED TO DIONE GEIGER & GAYLE THOMPSON AT:

DGeiger@floridasterling.com & GThompson@floridasterling.com

For additional information concerning Management Assessments, contact:

FLORIDA STERLING COUNCIL, INC.
Post Office Box 13907
Tallahassee, Florida 32317-3907
Phone: (850) 922-5316

or visit
www.floridasterling.com