

NEW MEXICO QUALITY AWARDS PROGRAM

Roadrunner & Zia 2011

Application & Instructions

Business / Education / Health Care / Government / Non-Profit

Path To Performance Excellence

Business – *Greater Economic Competitiveness*

Education – *Higher Student Achievement*

Government – *Responsive, Effective Services*

Health Care – *Improved Patient Outcomes*

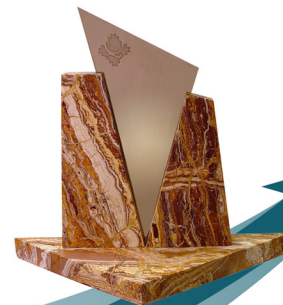
Non-Profit – *Responsive, Effective Services*

Malcolm Baldrige
National
Quality Award

Excellence
Zia Award

Progress
Roadrunner
Recognition

Commitment
Piñon
Recognition



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 **QUALITY
NEW MEXICO®**
Committed to a State of Excellence

Message from the Director of the New Mexico Quality Awards:

Welcome to the 2011 New Mexico Quality Awards (NMQA)! If you are new to our program, then you and, more importantly, your organization are about to embark on the journey of a lifetime, the “Journey to Performance Excellence.” If you have been with us before, then your “Journey to Performance Excellence” is ongoing and is likely resulting in improved processes and, ultimately, improved organizational results.

Your participation in the NMQA requires that your organization utilize the Baldrige Criteria for Performance Excellence to improve organizational performance. The Baldrige Criteria for Performance Excellence (and our “commitment”-level version, the Piñon Criteria) has been proven to be one of the most successful frameworks to achieve and sustain excellence in the world. But, in order to use it effectively, there are some things that you will need to consider:

- 1) The Criteria are not designed as a “quick fix” (especially during challenging economic times such as these) but, rather, designed to be used over a longer period of time, with a strong emphasis on continuous process improvement using effective measurement and analysis.
- 2) The Criteria will work for any type and any size organization. But it is up to your organization to determine what the specific processes, systems, measures, and results, which address the Criteria requirements, need to be in order to be successful.
- 3) In order to use the Criteria successfully, it is critical that your organization understands what the Criteria questions are asking for and, just as importantly, why the various Criteria questions are being asked of you. ***If you are not familiar with the Criteria (either the Baldrige Criteria or the Piñon Criteria), please contact us as soon as possible so we can arrange a Criteria workshop or other mentorship opportunities with your organization.***
- 4) Understanding the Criteria is challenging enough. Writing the NMQA application, which represents your organization’s responses to the Criteria, can often be just as challenging. Since your application is reviewed by members of the NMQA Board of Examiners, who are not allowed to ask you any questions or gather any additional materials for their review, a well-written application that clearly addresses the Criteria is critical. ***If you are not familiar with how to prepare an application for the NMQA, please contact us as soon as possible so we can arrange an NMQA application preparation workshop or other mentorship opportunities with your organization.***
- 5) Participation in the NMQA program will be a rewarding experience, if your organization genuinely commits to the process. The value of the NMQA is not just through the recognition that your organization may receive for various levels of improvement and for attaining performance excellence, but also through the feedback that your organization will receive highlighting the key strengths and opportunities for improvement based on the Examiners’ assessment of your application. This feedback will be instrumental in your organization’s “Journey to Performance Excellence.”

We appreciate your willingness to participate in the NMQA program. If you have any questions, please do not hesitate to contact me by phone (505-944-2004) or by e-mail (jeff@quality-newmexico.org).

Thank you!



Jeff Weinrach
Director, New Mexico Quality Awards

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INTRODUCTION

Who is Quality New Mexico?

Established in 1993, Quality New Mexico is a not-for-profit 501(C)3 service organization promoting, educating, and congratulating performance excellence for any type of business or organization.

“Performance excellence” isn’t just a catch phrase. In today’s highly competitive, global environment, New Mexico organizations must focus on those factors that affect the organization’s “bottom line.” Does your organization deliver significant value to your customers and stakeholders? Is improved performance important to your organization, and, if so, is your organization willing to make the systemic changes necessary to improve performance? How is your organization preparing for the future in order to ensure sustained performance excellence?

Quality New Mexico has the products and services for New Mexico businesses and organizations – small and large – that have the *desire to improve* their organization’s performance and ultimately achieve and sustain performance excellence.

Our Vision:

Quality New Mexico is the preferred organization for providing quality/performance excellence learning opportunities and is recognized nationally for its support of performance excellence.

Our Mission:

Quality New Mexico motivates, educates, and congratulates New Mexico businesses and organizations for their achievement in performance excellence using the Baldrige Criteria.

Our Aspiration:

New Mexico businesses and organizations are *Committed to a State of Excellence*

Business	-	Greater Economic Competitiveness
Education	-	Higher Student Achievement
Government	-	Responsive, Effective Services
Health Care	-	Improve Patient Outcomes
Non-Profit	-	Responsive, Effective Services

What are the New Mexico Quality Awards?

Quality New Mexico is the home of the New Mexico Quality Awards (NMQA) recognizing businesses and organizations from *commitment to progress to excellence*. In 1994 Quality New Mexico was acknowledged and chartered by the Governor of New Mexico (Executive Order 95-16) to recognize organizations for performance excellence through the NMQA program.

The NMQA models its program after the Malcolm Baldrige National Quality Award program. NMQA offers education and training, mentorship, assessments, feedback and recognition based on the Criteria for Performance Excellence – the same criteria used to determine recipients of the Malcolm Baldrige National Quality Award.

The information contained in this booklet is specifically related to the New Mexico Quality Awards. If you are interested in other products and services offered by Quality New Mexico, please contact us at 505-944-2001 or visit our website at <http://www.qualitynewmexico.org>.

Quality New Mexico and the NMQA have become role models for sister organizations and are recognized by the Baldrige program for their “contributions to the nation”.

Value of participating in the NMQA program

Gaining a competitive edge to ensure survival, prosperity, and sustainability are primary goals of organizations that commit to the pursuit of performance excellence. As a participant in the New Mexico Quality Awards program, you can expect to receive many benefits, some of which are listed below. You will:

- Accelerate your ability to improve your products, services, internal processes, and your organization's capabilities
- Improve your ability to analyze your quality processes using your feedback report that identifies strengths as well as opportunities for improvement
- Increase customer engagement by providing greater value and demonstrating your commitment to excellence
- Develop a foundation for supplier certification and for an eventual application for the Malcolm Baldrige National Quality Award
- Receive public recognition for demonstrated efforts and achievements at our annual Quality New Mexico Conference and New Mexico Quality Awards Ceremony

How to get started

The NMQA has three different assessment/recognition levels to assist you on your performance excellence journey. Quality New Mexico also provides several introductory programs (not formally part of the NMQA) to start you on your performance excellence journey. Whether participating in the NMQA program or in one of our introductory programs, you will find that these programs are low-cost with a significantly high return on your investment.

Below is a brief description of each of these programs and levels. For additional information about these offerings, please contact us at 505-944-2001.

Steps . . . On the Path to Performance Excellence

► Adobe Assessment Program: Focus on the Organizational Profile

The Organizational Profile is the starting point for successfully using the Baldrige Criteria, whether as an internal self-assessment tool or as the beginning of an NMQA application. The Organizational Profile asks a series of foundational questions intended to provide the basis for your organization's "Journey to Performance Excellence." The Adobe Assessment allows your organization to receive feedback from a senior quality Examiner specifically on your Organizational Profile, which may prove to be beneficial before utilizing the full Criteria. If your organization has previously been through the NMQA program and needs to refresh before it continues onward, you can use the Adobe Assessment to assess where the organization is currently and what the organization is aspiring to become. Quality New Mexico provides workshops and training on the Organizational Profile and the Adobe Assessment Program. For additional information, please contact Quality New Mexico at 505-944-2001.

► Walk-Through Piñon-Level Assessment Program

Based on the Piñon Criteria, this walk-through is conducted by a senior quality Examiner and provides your organization with a report summarizing key strengths and opportunities for improvement within the seven Baldrige categories: Leadership; Strategic Planning; Customer & Market Focus; Measurement, Analysis, and Knowledge Management; Workforce Focus; Operations Focus; and Results. This one-time assessment is designed for organizations and businesses new to the Quality New Mexico assessment process. ***This is an especially valuable option for businesses and organizations of fewer than five (5) employees.*** For additional information on the Walk-Through Piñon-Level Assessment Program, please contact QNM at 505-944-2001.

The following describes the three NMQA assessment/recognition levels. Details on how to apply to the NMQA are described later in this booklet.

▶ **Piñon Assessment / Recognition - *Commitment***

The organization shows evidence that it is in the beginning stages of identifying and using systematic processes and collecting data to reflect early results in areas of most importance. The organization describes its approaches for and deployment of its key operational processes, identifies its evaluation and improvement activities or processes, and shows some early coordination among organizational units. Such organizations have started their performance excellence journey and through their efforts can see longer-term benefits.

Piñon level has its own criteria located in Section Two of the respective Piñon books.

▶ **Roadrunner Assessment / Recognition - *Progress***

The organization demonstrates, through commitment and implementation of quality principles, substantive progress in building sound and systematic processes. Greater alignment of its approaches exists with some evidence of consistent deployment throughout the organization. Processes are repeatable, regularly evaluated for improvement, and learnings are shared. Coordination exists among organizational units, and results show improvement trends with comparisons in areas of importance.

▶ **Zia Assessment / Award - *Performance Excellence***

The Zia level carries the most stringent requirements of performance excellence. The organization must demonstrate through its practices and achievements the highest level of performance excellence. The operation's approaches are integrated; processes are repeatable and regularly evaluated for improvement; efficiencies are achieved; processes and measures track progress on key operational and strategic goals; results are presented in terms of performance levels, trends, and comparative data and are in place for most areas of importance.

Roadrunner and Zia levels use the respective Baldrige Criteria for Performance Excellence, which are contained in separate booklets. You will need to read the material contained in the Baldrige Criteria booklets (especially "Guidelines for Responding to Process Items" and "Guidelines for Responding to Results Items") for additional critical information.

NEW MEXICO QUALITY AWARD AND RECOGNITION LEVELS

Zia Award - Excellence



The NMQA Zia Award object 'points' to performance excellence.

This advanced level is for organizations that validate an effective systematic approach. They are 'best in class' in their sector and are role models in New Mexico.

THE SCULPTURE IS MADE FROM NEW MEXICO VISTA GRANDE ONYX QUARRIED WEST OF BELEN, NEW MEXICO. IT IS STRONG IN ITS PHYSICAL STATE, A BALANCE OF FORM. THE PINNACLE RISES FROM A SOLID FOUNDATION.

Roadrunner Recognition - Progress

The NMQA Roadrunner object represents New Mexico's State bird.

Roadrunner level organizations are '*on the move*' toward performance excellence. These organizations show evidence of making progress.

THE OBJECT IS INDIVIDUALLY CREATED USING JADE GLASS. THE ROADRUNNER DESIGN IS SANDBLASTED WITH FRACTURED EDGES TO REFLECT LIGHT AND ADD ARTISTIC BEAUTY.



Piñon Recognition - Commitment



The NMQA Piñon object represents the Piñon 'seed' from the New Mexico State tree.

Piñon level organizations have planted the seed of performance excellence and show evidence they are in the beginning stages of using systematic approaches.

THE OBJECT IS MADE OF WALNUT AND INDIVIDUALLY ENGRAVED.

CRITERIA OVERVIEW

New Mexico Quality Awards Program

The New Mexico Quality Awards program uses the Baldrige Performance Excellence Program (BPEP) *Criteria for Performance Excellence* as the standard for performance excellence.

The Criteria are a proven national standard for organizations seeking the highest levels of performance excellence and competitiveness.

The Criteria address all key requirements to achieve organizational excellence, as well as important interrelationships among its elements.

By focusing on results and on the conditions and processes that lead to results, the Criteria offer a non-prescriptive framework that organizations may use to tailor their systems and processes toward ever-improving customer value. For further information refer to the Baldrige *Criteria for Performance Excellence* book.

Visit our website for Criteria
www.qualitynewmexico.org

Path to Performance Excellence

While consistent with the national awards, the NMQA has three assessment and application levels to assist organizations in their journey:

1. Piñon - this level uses the NMQA *Piñon Criteria*
2. Roadrunner – this level addresses the complete Baldrige *Criteria for Performance Excellence*
3. Zia - this level addresses the complete Baldrige *Criteria for Performance Excellence*

Note:

- Your organization's NMQA application provides the Board of Examiners with the basic information needed to perform an assessment of your organization relative to the requirements of the Criteria.
- Your organization's NMQA application should be fully responsive to the Criteria requirements and assume no prior knowledge of the organization by the Examiners.
- Responses should be concise, quantitative, and support all statements with facts and information. Responses should primarily address activities and efforts located in New Mexico.
- Examiners cannot participate in evaluating an application if they previously reviewed a submission from the same applicant. In addition, Examiners are prohibited from obtaining information about your organization from sources other than your application (such as a website).

Board of Examiners

The Board of Examiners consists of professionals from the business, education, health care, government, and non-profit sectors. Examiners are selected to serve on the Board based on their background, expertise, training, and objectivity. Examiners serve on the Board for one year and are encouraged to reapply.

Examiners compare the information in the application to the requirements of the *Criteria* to identify significant strengths and opportunities for improvement for each applicant organization.

Examiner teams prepare a feedback report for each applicant regardless of application level or recognition eligibility.

PROGRAM PROCESS

The New Mexico Quality Awards program has three steps:

1. **Intent to Apply Form – Eligibility Determination**
 - Complete the Intent to Apply Form (Pages 8&9) and submit to Quality New Mexico with the non-refundable fee of \$200 (**Note: QNM membership discounts do not apply to this fee**) no later than **5:00pm April 22, 2011 for Cycle I** or **5:00pm June 3, 2011 for Cycle II**.
 - All parts of the Intent to Apply Form must be complete. Forms received after the deadline will only be considered for eligibility and acceptance subject to the availability of sufficient Examiners and may be rejected and returned without action.
 - Applicants will normally be notified of their eligibility and acceptance status within two weeks of receipt of the Intent to Apply Form, and will receive an approved Intent to Apply form for submittal with the NMQA application.
2. **Application**
 - Applicants must submit ten (10) copies of their application; or the application may be submitted on a CD, with one hard copy and approved Intent to Apply form.
 - Applications along with approved Intent To Apply form and the fee payment must be at Quality New Mexico no later than **5:00pm July 22, 2011 for Cycle I** or no later than **5:00pm October 21, 2011 for Cycle II**.
 - Because of the critical timing aspects of subsequent steps in the awards process, applications cannot be accepted after the deadline.
3. **Compañero Nomination**
 - Any 2011 applicant may nominate an organization for the Dennis J. Woywood Compañero Recognition. Written nomination(s) must be present in the Quality New Mexico office no later than January 31, 2012. (Page 21 For Details)

NEW MEXICO QUALITY AWARDS PROGRAM FEES

In addition to the Intent to Apply fee - the following fees apply (**Note: QNM Membership Discounts apply to these fees**) and must be submitted with NMQA application (***the 2011 fees include one complimentary Award Ceremony registration***):

▶ **Piñon Application** - \$420

▶ **Roadrunner Application** - \$825
Plus \$1.50 per employee
Maximum fee \$2,000

▶ **Zia Application** - \$1,700
Plus \$2.20 per employee
Maximum fee \$4,000

▶ **Site Visit**

Should a site visit be required (based on decision by NMQA Judges) applicant will be invoiced the fee plus team expenses (travel, lodging, meals, meetings):

Site Visit - \$1,400 Site Visit fee plus Examiner team expenses

▶ **There is no additional fee for the Post-Examination Meeting.**

APPLICANT ELIGIBILITY

Any public or privately held *business/organization* or *sub-unit* thereof, located in the State of New Mexico, may apply for New Mexico Quality Award Recognition:

Eligibility

- ▶ Participation is open to the business, education, government, health care and non-profit sectors, whether public, private, for-profit or not-for-profit.
- ▶ The organization must have five (5) or more full-time (or equivalent) employees
 - volunteer workers can be considered employees in organizations where volunteers play a significant role (such as non-profit organizations)
- ▶ Subunits, with the parent organization in New Mexico, may participate at any level (if a subunit has received previous recognition, it must apply at the next higher level). A subunit is a division or unit of a larger organization 'parent'. The parent owns, holds or has organizational or financial control of a subunit.
 - the subunit and its parent may not both apply for recognition in the same year
 - more than one subunit of a parent may apply in the same year
 - to be eligible for the Zia Award the subunit must be self-sufficient enough to be examined in all seven Criteria Categories, and it must be a discrete entity that is readily distinguishable from other parts of the parent. Subunits cannot be primarily an internal supplier to other units in the parent company or perform only support functions (e.g., sales, distribution, or legal services).

ALTHOUGH THE EXAMPLE UNITS MENTIONED ABOVE ARE NOT ELIGIBLE FOR ZIA RECOGNITION THEY WOULD RECEIVE A ZIA-LEVEL FEEDBACK REPORT.
- ▶ Subunits whose parent is outside New Mexico are eligible for all recognition levels
- ▶ Previous NMQA recognition recipients must apply at the next higher level
 - clear improvement should be evident before submitting subsequent applications
 - organizations should carefully consider their own cycles of improvement and maturity before submitting subsequent applications

Non-Disclosure

Names of applicants, the applications themselves, feedback reports, comments, and scoring information are regarded as proprietary and are kept confidential unless released by the applicant. Such information is made available only on a need-to-know basis to those individuals directly involved in the awards process. Strict ethical and conflict-of-interest rules apply to Examiners, judges, and staff.

Applicants are not expected to provide or to reveal proprietary information regarding products, processes, or services. Information regarding participation or successful strategies is released only after approval from the applicant. However, the Director of the New Mexico Quality Awards will release the names of organizations receiving awards or recognition.

New Mexico Quality Awards INTENT TO APPLY and ELIGIBILITY FORM

Review instructions starting on page 10. Type or clearly print all information. This **Intent to Apply form** and the **non-refundable fee** must be physically present in the Quality New Mexico office by **5:00pm April 22, 2011 (Cycle I) or June 3, 2011 (Cycle II)**. A copy of the approved form will be returned. Include a copy of the approved form with each copy of your application.

1. APPLICANT ORGANIZATION:

 Organization Name

 Address

 City, State, Zip Code

2. OFFICIAL CONTACT:

 Title (Mr., Mrs., Ms., Dr., etc.) and Name

 Mailing Address (if different from above)

 City, State, Zip Code

 Telephone Number Fax Number

E-mail Address: _____

3. APPLYING FOR:

- Piñon Recognition (refer to Piñon Criteria)
- Roadrunner Recognition (refer to Baldrige Criteria)
- Zia Award (refer to Baldrige Criteria)
- Feedback Only (subunit Zia eligibility)

4. APPLYING USING THE:

- Business/Government/Non-Profit Criteria
- Education Criteria
- Health Care Criteria

5. NATURE AND SIZE OF ORGANIZATION

<u>Business</u>	<u>Education</u>	<u>Government</u>	<u>Health Care</u>
<input type="radio"/> Profit	<input type="radio"/> K-12	<input type="radio"/> City/County	<input type="radio"/> Profit
<input type="radio"/> Non-Profit	<input type="radio"/> 12+	<input type="radio"/> State	<input type="radio"/> Non-Profit
	<input type="radio"/> Profit	<input type="radio"/> Federal	
	<input type="radio"/> Non-Profit	<input type="radio"/> Tribal	

Number of Full-Time (or Equivalent) Employees _____

6. PREVIOUS HISTORY WITH THE NMQA:

Year	Applied for	Received
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

7. PARENT ORGANIZATION / SUBUNITS:

Is your organization a subunit Yes No
 Is parent organization in New Mexico Yes No
 See Page 7 for recognition eligibility requirements

Location of parent organization: _____

8. CEO or HIGHEST RANKING OFFICIAL IN NEW MEXICO:

 Title (Mr., Mrs., Ms., Dr., etc.) and Name

 Address

 City, State, Zip Code

 Telephone Number Fax Number

E-mail Address: _____

"I understand that our application will be reviewed by members of the Board of Examiners. Should our organization be selected for a site visit, we agree to host the site visit, facilitate an open and unbiased examination, and pay the reasonable costs associated with a site visit. The NMQA may publicize the name of our organization in relation to awards process events, status, and results if we are selected as an award or recognition recipient."

Signature: Highest Ranking Official Date

9. MAIL or DELIVER THIS FORM AND THE APPLICABLE ELIGIBILITY DETERMINATION FEE (\$200) TO:

Mailing Address:
 Quality New Mexico
 P.O. Box 25005
 Albuquerque, NM 87125

Physical Address:
 Quality New Mexico
 8205 Spain, NE Suite 111
 Albuquerque, NM 87109

Or FAX WITH PURCHASE ORDER # to:
(505) 944-2002

13. For use by Quality New Mexico only:
 Applicant is eligible to apply at the level specified in Item 3: YES NO FEEDBACK ONLY

 NMQA Authorizing Official Date

INTENT TO APPLY and ELIGIBILITY FORM continued

Applicant Name _____

10. AUTHORIZATION FOR ELECTRONIC DISTRIBUTION OF APPLICATION

Our organization has elected to submit our application via CD/PDF format. We authorize the NMQA Director to transmit our application over the internet to the selected reviewers from the Board of Examiners, which includes the technical editors and judges.

Signature: Official Contact Person

Date

11. APPLICATION CYCLE (Circle One):

CYCLE I

CYCLE II

12. ADDITIONAL INFORMATION

INTENT TO APPLY FORM INSTRUCTIONS

GENERAL INSTRUCTIONS

Applicants planning to apply must submit Intent to Apply Form to Quality New Mexico by 5:00pm April 22, 2011 (for Cycle I) or June 3, 2011 (for Cycle II).

A non-refundable fee is due with the Intent to Apply form for all award/recognition levels.

NOTE:
Applicants must submit a copy of the approved Intent to Apply Form with each copy (10 copies or one copy with CD) of the application.

The application is due July 22, 2011 (Cycle I) or October 21, 2011 (Cycle II).

ITEM INSTRUCTIONS

1. Applicant Organization

Provide the official name and mailing address of the organization applying for an award or recognition. The official name is the name of the organization as you would like it to appear on certificates, award objects, in publicity releases, etc.

2. Official Contact

As the examination proceeds, the NMQA Director may need to contact the applicant for additional information.

Give the title, name, mailing address, telephone, fax number, and email of the person who has the authority to speak for the organization, to provide additional information, and arrange a site visit or post-examination meeting, if required.

If the official contact person changes during the application process, notify the NMQA Director.

3. Level of Application

Check the award/recognition level and sector for which the organization is applying.

NOTE:
ORGANIZATIONS THAT HAVE RECEIVED RECOGNITION IN THE PAST MUST APPLY AT THE NEXT HIGHER LEVEL.

4. Applicable Criteria

Check the appropriate *Criteria* the organization is using to conduct its self-assessment and prepare its application.

► By reading the various Criteria, it will likely become clear which Criteria version (Business, Education, Health Care) is more aligned with your organization and more beneficial to use.

5. Nature and Size of Organization:

► Check the boxes that most clearly describe the nature of your organization.

► Enter the number of employees in the organization at the time the Intent to Apply Form is submitted. If volunteers are a significant part of your organization, volunteer time may be used in computing the number of full-time-equivalent employees.

NOTE:
At least five full-time (or equivalent) employees are required for an organization to be eligible for the New Mexico Quality Awards.

6. Previous History with the NMQA:

If the organization has applied for NMQA recognition in the past indicate:

- the year of application
- award or recognition level applied for
- and award or recognition received

7. Parent Organization and Subunits:

Subunits of New Mexico organizations may participate at any level – see eligibility requirements Page 7 (if previous recognition must apply at next higher level). Complete this section if applicable including the location of the parent organization.

8. CEO or Highest Ranking Official in New Mexico:

Indicate the title, name, address, telephone, fax number, and email of the organization's CEO or highest-ranking official in New Mexico.

► SIGNATURE OF THE CEO OR HIGHEST RANKING OFFICIAL IN NEW MEXICO IS REQUIRED

By signing the statement the official agrees:

that members of the NMQA Board of Examiners, the Panel of Judges, and other individuals with a specific “need to know” may be authorized access to the application materials;

- 1) that should the organization receive an award or recognition, QNM can publicize the applicant’s name in connection with the awards process;
- 2) that the organization will support a site visit, if requested to do so by the Panel of Judges;
- 3) that the organization will comply with the terms and conditions of the New Mexico Quality Awards; and
- 4) that if recognized at any level, the organization may include this information in marketing materials only if such materials reflect the correct level of award or recognition conveyed, the year it was received, and the correct recognition logo.

The signature also affirms that if the applicant is a sub-unit of a parent organization, the signing official has a clear understanding of the organization and certifies that the applying sub-unit functions relatively independently of the parent organization (see page 7 for details).

9. Mailing or Faxing Instructions:

Intent to Apply forms received after the deadline will only be considered for eligibility and acceptance subject to the availability of sufficient Examiners to review the applications.

Late submissions may be rejected and returned without action.

10. Application CD/PDF and Authorization to Release Via Internet

Application may be submitted CD/PDF or paper format. If submitted CD/PDF applicant must sign the authorization in this section. Along with the CD, submit one paper copy of application and approved Intent To Apply.

11. Application Cycle

Circle the appropriate Cycle for your application, feedback report, and notification. Cycle I applications are due July 22 and Cycle II applications are due October 21. See page 22 for other important dates.

12. Additional Information

Use this section to provide additional information.

13. Eligibility Determination for a 2011 NMQA

This section is for use by Quality New Mexico only.

The NMQA Director will return a copy of the processed NMQA Intent to Apply form after it is approved.

If eligible, the applicant must include a copy of the form in each of the ten copies of its application (one copy with CD).

APPLICATION INSTRUCTIONS

APPLICATION INSTRUCTIONS

PAGE LIMITS

Specific page limits apply to the different levels of application.

- Piñon applications are limited to 20 pages, including the organizational profile
- Roadrunner applications are limited to 40 pages, including the organizational profile
- Zia applications are limited to 55 pages, including the organizational profile

NOT INCLUDED IN PAGE COUNT

- ▶ cover or title page
- ▶ Table of Contents
- ▶ Acronym Glossary*
- ▶ Organization Chart
- ▶ section dividers
- ▶ copy of approved Intent to Apply form

*Note: The Acronym Glossary must be limited to the conversion of acronyms to their full names and/or the definition of other internally-coined terms and may not be used to provide additional description or other information

COUNTED PAGES

Each printed side of a piece of paper is included in the page count, including pages with:

- ▶ text
- ▶ tables
- ▶ attachments
- ▶ pictures
- ▶ graphs
- ▶ appendices
- ▶ pages that fold out are counted as multiple pages

FORMATTING REQUIREMENTS

Applications at all levels should be formatted in accordance with the following requirements:

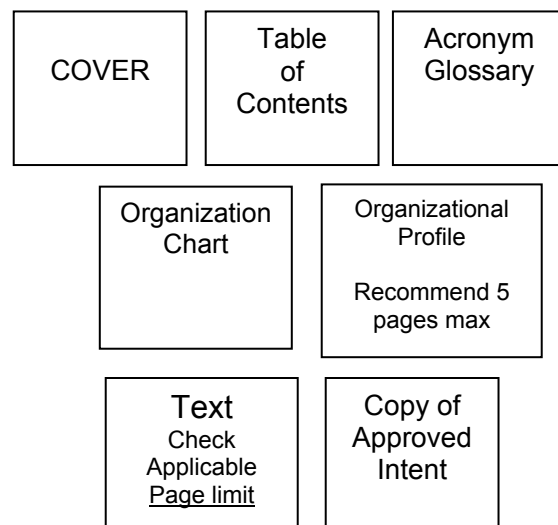
- ▶ Color in either text or graphics may be used but not required
- ▶ Applications should be printed on standard 8½ x 11-inch paper
- ▶ Margins should be at least ¾ inch on all sides
- ▶ Single or double column formats may be used.
- ▶ Pages may be printed on both sides of the paper.

▶ The use of a 10- to 12- point font is mandatory for narrative text throughout the application and is strongly encouraged for use in graphs, tables, figures, pictures, etc. Although slightly smaller font sizes may be used for graphs, tables, pictures, data labels, etc, their use is discouraged.

NOTE: EXAMINERS WILL NOT EVALUATE, ASSESS, SCORE, OR GIVE CREDIT FOR INFORMATION THAT IS UNREADABLE DUE TO SMALL FONT SIZE OR POOR QUALITY REPRODUCTION.

▶ All components of the application should be securely fastened together to prevent separation during handling. Please do not submit in 3-ring binders.

Layout Example:



NOTE:

▶ Applications that deviate from the stated page limits will have pages removed from the document - the pages to be decided by the applicant until it meets the page limit requirements.

▶ Applications that do not meet formatting requirements will be returned without further examination.

APPLICATION INSTRUCTIONS

ORGANIZATIONAL PROFILE

It is strongly recommended that the Organizational Profile be prepared first and that it be used as a guide in self-assessment and in writing and reviewing an NMQA application.

The FIRST STEP in the examination process is for the Examiners to determine and reach consensus on your Key Factors (the things most important to your organization) from their review of your Organizational Profile.

The Organizational Profile is an overview of your organization. It should address what is most important to the organization, key influences on how the organization operates, and indicates where the organization is heading, and what is relevant and important to your organization and its performance.

Your Organizational Profile is used by Examiners in all stages of application review.

NOTE:

▶ It is recommended but not required that the Organizational Profile be limited to five pages.

▶ These pages are counted in the overall application page limit.

▶ Formatting instructions for the Organizational Profile are the same as for the application.

BALDRIGE CATEGORIES AND ITEMS

In order to effectively respond to the Baldrige Criteria for your Roadrunner or Zia application, you should review the “Guidelines for Responding to Process

Items” and “Guidelines for Responding to Results Items” contained in the appropriate Baldrige Criteria booklet.

CONSULTANTS

The use of outside consultants to prepare applications for the New Mexico Quality Awards is neither encouraged nor discouraged. Their participation is not a factor in the examination, scoring, or judging process.

If a consultant is used, applicants should be aware that consultants may or may not be familiar with current NMQA processes.

In all cases, the decisions of the NMQA Panel of Judges are final and will not be influenced either way by the participation of consultants in preparing applications.

Consultants may not participate in but they may observe site visits or post-examination meetings.

AWARD /RECOGNITION

► There are no minimum or maximum number of organizations that may receive recognition each year.

► Recognition may be at:

- the level applied for,
- at a lesser level,
- or no award or recognition

► Recognition limits:

- Piñon level – no limit
- Roadrunner level – no limit
- Zia level may apply every three years

Note:
The decisions of the Panel of Judges are final. There is no appeal or re-scoring process.

► Organizations cannot receive recognition at a level lower than previously received (i.e. Roadrunner recipient cannot subsequently receive a Piñon) thus no recognition.

► To achieve the Zia Award, an organization must meet the challenge of demonstrating performance excellence.

► If applicant does not achieve the threshold scores required, no recognition/award for that level will be given.

► In keeping with the Baldrige Core Value of *Organizational and Personal Learning* and in the spirit of continuous improvement, threshold scores can be expected to increase over time. Therefore, applications previously deemed worthy of recognition or award may not qualify for an award or recognition in subsequent years.

RESPONSIBILITIES OF RECIPIENTS

► Zia Award recipients are expected to be role model organizations in all areas including and beyond those specifically addressed in the *Criteria* and application. To preserve the integrity of the Zia Award, a background interview may be conducted on a Zia applicant as determined by the judges. This includes, but is not limited to, a review of the organization's performance in the areas of ethics, human rights, environmental responsibility, financial stability, and past or pending litigation (civil or criminal) directed at the organization and/or its senior management.

► The NMQA were created to recognize excellence in organizations and to promote economic development and global competitiveness throughout New Mexico. Accordingly, each recipient may be asked to share their performance practices with leaders in business, education, health care and non-profit organizations and to attend/participate in the Quality New Mexico Conference and New Mexico Quality Awards Ceremony.

► In addition, recipients are encouraged to share their experience with other organizations around the state and to continue their own quality efforts. All

applicants are strongly encouraged to have members of their organizations apply to serve as Examiners.

► **Zia Award** - The word "Award" is restricted to use by those achieving the Zia.

- **Zia Award** recipients may publicize and advertise receipt of the Zia Award using the Zia logo and year won.
- In no case may a Piñon or Roadrunner recipient advertise that it is a "winner of the *New Mexico Quality Award*;" it is reserved for recipients of the Zia Award

Roadrunner and Piñon Recognition recipients may publicize and advertise using the QNM provided logo and the following statements:

► **Roadrunner Recognition** - *[Organization] has been recognized by the 2011 New Mexico Quality Awards for having made significant progress in quality management.*

► **Piñon Recognition** - *[Organization] has been recognized by the 2011 New Mexico Quality Awards for its commitment to using quality concepts and principles.*

All level recognition recipients must use the year received when referring to receipt of an NMQA recognition.

SITE VISIT - FEEDBACK REPORT - POST-EXAMINATION MEETING

Site Visit

► The Panel of Judges may request a site visit to *verify and clarify* information contained in an application and to subsequently determine award or recognition level, particularly for Zia applications. The Panel of Judges will determine the scope of any site visits.

Feedback Report

► All applicants receive a written Feedback Report highlighting strengths and opportunities for improvement.

► Roadrunner and Zia level applicants (by request only) will be advised of the overall “scoring range” and scoring ranges for each Category and/or Item but will not receive actual Category, Item, or overall scores.

Post-Exam Meeting (No Fee)

► At the request of the applicant, after it has received its Feedback Report, a post-examination meeting with the examination team may be arranged to clarify feedback report comments. Meeting requests must be submitted by January 7, 2011 (Cycle I) or by April 15, 2011 (Cycle II).

Organization-to-Organization Mentoring

Compañero is a Spanish word for 'partner or companion'. The Dennis J. Woywood Compañero Recognition promotes organizations that help other organizations progress more rapidly towards performance excellence. Partnerships are encouraged between experienced quality organizations that have previously been recognized by the NMQA and those beginning their journey.

New Mexico organizations acting as mentors, sponsors, or coaches will be eligible for special Compañero recognition if the partnership results in the mentored organization submitting an application or receiving recognition. NOTE: it is not required that the mentored organization receive NMQA recognition in order to nominate its mentor.

ELIGIBILITY CRITERIA

A 2011 NMQA recognition recipient may nominate an organization for Compañero Recognition if:

1. The nominated organization contributed to increasing the level of performance of the 2011 NMQA applicant for an extended period and in a systematic and meaningful manner.
2. An organization-to-organization mentoring partnership existed between the organization and the 2011 NMQA applicant. One or more individuals can be the lead interface between the organizations, but the primary relationship is between the organizations.

NOMINATION PROCESS

1. By January 31, 2012, a 2011 NMQA applicant may submit a written nomination for the candidate organization to the NMQA Director. The nomination should address each of the following items:
 - ▶ identifying information about the candidate organization (name as it should appear on recognition materials, address, and name and phone number of a contact person in the organization).
 - ▶ description of the nature of the mentoring partnership (how created, duration of the relationship, frequency and types of interactions between the parties).
 - ▶ description of the nature and extent of the contribution to an increased level of

performance excellence (what changed because of the involvement of the candidate organization in the quality effort of the nominating organization).

▶ a brief statement - 30 words or less - that is appropriate for use on certificates or letters recognizing the Compañero organization.

2. The NMQA Director and members of the Awards Team will review the nominations against the Eligibility Criteria and select for recognition the candidate organizations that would provide a positive role model for other New Mexico organizations aspiring to help NMQA applicants move more rapidly toward performance excellence.
3. Notifications to organizations selected for Compañero recognition and to all nominating organizations will be made by February 17, 2012.
4. Compañero organizations will be recognized during the New Mexico Quality Awards ceremony in 2012.

NOTE: ORGANIZATIONS THAT ASSIST OTHER ORGANIZATIONS FOR COMPENSATION (e.g. CONSULTANTS) ARE NOT ELIGIBLE FOR COMPAÑERO RECOGNITION.

RECOGNITION OBJECT

2011 Compañero organizations will be recognized with an etched-glass artistic piece.

2011 New Mexico Quality Awards Key DATES / REQUIREMENTS

Process Steps	Key Dates	Application Item	Piñon Applications Fees Member / Non-member	Roadrunner Applications Fees Member / Non-member	Zia Applications Fees Member / Non-member
1	5:00 pm 04/22/11 (Cycle I) or 06/03/11 (Cycle II)	Eligibility Determination Package Due			
		Intent to Apply Form Non-refundable Intent to Apply Fee	Required \$200	Required \$200	Required \$200
NOTE: Intent to Apply forms received late will only be considered for eligibility and acceptance subject to the availability of sufficient Examiners and may be returned without action.					
2	5:00 pm 07/22/11 (Cycle I) -or- 5:00 pm 10/21/11 (Cycle II)	Application Package Due 10 Copies or One Copy with CD			
		Application Fees	\$420	\$825 / \$2000 maximum	\$1700 / \$4000 maximum
		Base Fee	\$420	\$825	\$1700
		-or- Per Employee Fee (additional, up to maximum)	None	\$1.50 per employee	\$2.20 per employee
		Approved Intent to Apply Form	Required	Required	Required
		Cover Page	Optional	Optional	Optional
		Table of Contents and Acronym Glossary	Optional	Optional	Optional
		Organization Chart	Required- one page	Required - one page	Required- one page
		Organizational Profile	Required – recommend 5 pages	Required - recommend 5 pages	Required - recommend 5 pages
		Application	Required. Respond to NMQA <i>Piñon Criteria</i>	Required. Respond to all BPEP <i>Criteria</i> Categories, Items, and Areas to Address	Required. Respond to all BPEP <i>Criteria</i> Categories, Items, and Areas to Address
Application Page Limits	Up to 20 pages including the Organizational Profile	Up to 40 pages including the Organizational Profile	Up to 55 pages including the Organizational Profile		
NOTE: APPLICATION PACKAGES RECEIVED LATE OR THAT DO NOT MEET THE APPLICATION REQUIREMENTS MAY BE MODIFIED OR RETURNED					
3	10/10 - 10/28/11 (Cycle I) -or- 1/23 – 2/10/12 (Cycle II)	Site Visits (if required) Applicant Fee	Not Applicable	At Judges' Discretion \$600 fee plus expenses of team members	At Judges' Discretion \$1,200 fee plus expenses of team members
		Feedback to Applicants			
4	11/11/11 for Cycle I and 2/24/12 for Cycle II	Notification of Level of Award / Recognition*	Phone, public announcement, and/or mail	Phone, public announcement, and/or mail	Phone, public announcement, and/or mail
5	By 12/2/11 (Cycle I) -or- 3/16/12 (Cycle II)	Written Feedback Reports to Applicants			
6	By 01/10/12 (Cycle I) -or- 4/17/12 (Cycle II)	Request Post-Examination Meeting	No Fee	No Fee	No Fee
7	By 01/30/12 (Both Cycles)	Nominate Compañero Candidates			

*First Cycle Notifications may be delayed until the second cycle if circumstances warrant.