OVERVIEW OF THE MAAPE AWARD PROCESS

The MAAPE Award process recognizes PA, NJ, and DE organizations for performance excellence. Any number of organizations may receive Recognition or Excellence Awards in each year. Organizations are judged within their respective sector.

Purpose

The Award process promotes

- awareness of performance excellence as an increasingly important element in competitiveness
- information sharing of successful performance strategies and the benefits derived from using these strategies

Participation

The Award process eligibility categories include

- manufacturing
- service
- small business
- education
- health care
- not-for-profit
- government

To participate in the Award process, an organization must submit an application package that addresses the Malcolm Baldrige National Quality Award (MBNQA) Criteria for Performance Excellence for its sector (Business, Education, Health Care). Copies of the Criteria booklets are available for purchase through a link on our website www.midatlanticpe.org or by calling the MAAPE office at 717-737-6470.

Fees for the 2017 Award Cycle

Organization Size	Level 1	Level 2	Level 3*
Small (less than 100 employees)	$750	$1,250	$6,000
Medium (100 to 500 employees)	$1,000	$2,500	$7,000
Large (more than 500 employees)	$2,000	$2,500	$8,500

A Site visit fee of $5,000 is included in the Level 3 pricing. Applicant will be invoiced for expenses following the site visit.

Application Package

The Application Package must be consigned no later than March 24, 2017. It should include 18 paper copies of the application and a CD containing a PDF version.

Application Review

Applications are reviewed and evaluated by members of the MAAPE Board of Examiners, who adhere to strict rules regarding conflict of interest, using the following process:

Stage 1 - independent review and evaluation

Stage 2 - consensus review and evaluation of all applicants

Stage 3 - site visits to applicants who have applied as Level 3 applicants

Judges' review and recommendations of Award recipients

Examiner Requirement

All applicants are required to provide Examiners for the Award Process, both to enhance your organization's understanding of the Baldrige Criteria, and to ensure adequate resources for Application evaluation, as follows:

- Level 1 and 2 Applicants are required to provide one Examiner.
- Level 3 Applicants are required to provide two Examiners.

Please note that if you do not provide the required number of Examiner nominees, or an Examiner nominee does not complete Examiner Training, *your organization's Award Application will not be accepted*. If an Examiner nominee completes Examiner Training, but does not participate in the Award Process as an Examiner, MAAPE will assess your organization an additional $500 fee.

Feedback to Applicants

Each MAAPE applicant receives a feedback report at the conclusion of the review process. The feedback report is a written assessment by an evaluation team of leading Pennsylvania experts.

The feedback report contains an applicant-specific listing of strengths and opportunities for improvement based on the Criteria. Used by companies, education organizations, and health care organizations as part of their strategic planning processes, the feedback report helps organizations focus on their customers and improve overall performance. Feedback is one of the most important parts of the MAAPE process; it provides a pathway for improvement.

Feedback reports are mailed at various times during the Award cycle, based on the stage of review an application reaches in the evaluation process. Strict confidentiality is observed at all times and in every aspect of application review and feedback.

Recognition Recipients

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

Eligibility of Subunits

A subunit is a unit or division of a larger (parent) organization. Subunits of organizations might be eligible. To be eligible, 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 organization. It cannot be primarily a support function (e.g., housekeeping, member services, finance and accounting, billing, human resources, purchasing, legal services, or research).

Other Restrictions on Eligibility

Location: Although an applicant may have facilities outside the starts it's headquartered in, or it may receive support from its parent, in the event of a site visit, the applicant must ensure that the appropriate people and information are available for examination in applicant's state. This information is needed to document the operational practices associated with all of its major functions. In the event that the applicant receives the Mid-Atlantic Excellence Award, it must be able to share information on the seven Criteria Categories at the Mid-Atlantic Performance Excellence Conference and at its facilities. Sharing beyond the MAAPE Conference is on a voluntary basis.

Multiple-Application Restrictions: A subunit and its parent may not both apply for Awards in the same year. In some cases, more than one subunit of a parent may apply.

Future Eligibility Restrictions: Recipients are eligible to reapply to the MAAPE process annually, except if they receive the Excellence Award. Recipients of the Excellence Award are eligible to reapply in the fourth Award cycle after receiving the Excellence Award. For example, an organization that received the Excellence Award in the 2016 Award cycle would not be eligible to apply again until the 2020 Award cycle.

The Mid-Atlantic Alliance for Performance Excellence
2017 Award Process Calendar

Applicant Intents to Apply Due	January 6
Examiner Applications Due	January 13
Examiner Training Classes	Weeks of Feb 27, Mar 6 and 13
Applications Due	March 24
Independent Review and Consensus	April through mid-May,
Site Visits	Weeks of July 10 and 17
Judges Meeting	September
Feedback Reports Sent to Applicants	Level 1 – July 28, Level 2 & 3 – September 18
Awards Banquet and Conference	November

Guidelines for Application Response

The guidelines given in this section are offered to assist Criteria users in responding most effectively to the requirements of the 17 Criteria Items. The guidelines are presented in three parts:

(1) General Guidelines regarding the Criteria booklet, including how the Items are formatted

(2) Guidelines for Responding to Process Items

(3) Guidelines for Responding to Results Items

General Guidelines

1. Read the entire Criteria booklet for your sector (Business/Not-for Profit, Education, Health Care). Booklets can be purchased on the BPEP Website..

NOTE: MAAPE WILL USE THE 2015-2016 VERSION OF THE CRITERIA FOR THE 2017 AWARD CYCLE

The main sections of the booklet provide a full orientation to the Criteria, including how responses are to be evaluated for self-assessment or by MAAPE Examiners. You should become thoroughly familiar with the following sections:

- Criteria for Performance Excellence for your sector (Business/Not-for-Profit, Education, Health Care)
- Scoring System
- Glossary of Key Terms
- Category and Item Descriptions

2. Review the Item format and understand how to respond to the Item requirements.

The Item format (see figure in the "General Guidelines" section of the Criteria book) shows the different parts of Items, the role of each part, and where each part is placed. It is especially important to understand the multiple requirements contained in the Areas to Address. The Item Notes are an aid to help you understand the Areas to Address. Each Item and Area to Address is described in greater detail in the Category and Item Descriptions section.

Each Item is classified as either **Process** or **Results**, depending on the type of information required. Guidelines for responding to Process Items are described in the Criteria book. Guidelines for responding to Results Items are also described there.

Item requirements are presented in question format. Some of the requirements in the Areas to Address include multiple questions. Responses to an Item should contain responses that address all questions; however, each question need not be answered separately. Responses to multiple questions within a single Area to Address may be grouped, as appropriate to your organization. These multiple questions serve as a guide in understanding the full meaning of the information being requested.

3. Refer to the Scoring Guidelines.

The evaluation of Process and Results Item responses includes a review of the Criteria Items in combination with the Scoring Guidelines. Specifically, as a complement to requirements of the Process Items (Categories 1-6), the Scoring Guidelines address the maturity of your approaches, breadth of deployment, extent of learning, and integration with other elements of your performance management system. Similarly, as a complement to requirements of the Results Items (Category 7), the Scoring Guidelines focus on the significance of the results trends, actual performance levels, relevant comparative data, integration with important elements of your performance management system, and the strength of the improvement process. Therefore, you need to consider both the Criteria and the Scoring Guidelines as you prepare your responses to all Items.

4. Understand the meaning of key terms.

Many of the terms used in the Criteria have meanings that may differ somewhat from standard definitions or definitions used in your organization. Terms printed in SMALL CAPS/SANS SERIF can be found in the Glossary of Key Terms. Understanding these terms can help you accurately self-assess your organization and communicate your processes and results to those reviewing your responses and planning your improvement efforts.

5. Start by preparing the Organizational Profile.

The Organizational Profile is the most appropriate starting point. The Organizational Profile is intended to help everyone—including organizations using the Criteria for self-assessment, application writers, and examiners—to understand what is most relevant and important to your organization's performance.

Guidelines for Responding to Process Items

Although the Criteria focus on key performance results, these results by themselves offer little *diagnostic* value. For example, if some results are poor or are improving at rates slower than your competitors', it is important to understand *why* this is so and *what* might be done to accelerate improvement.

The purpose of Process Items is to permit diagnosis of your organization's *most important* processes—the ones that contribute most to organizational performance improvement and contribute to key performance results. Diagnosis and feedback depend heavily on the content and completeness of your Item responses. For this reason, it is important to respond to these Items by providing your *key* process information. Guidelines for organizing and reviewing such information follow.

1. Understand the meaning of "how."

Process Items include questions that begin with the word "how." *Responses should outline your key process information that addresses approach, deployment, learning, and integration. Specific definitions of these words are described in the Criteria book.* Responses lacking such information, or merely providing an example, are referred to in the Scoring Guidelines as "anecdotal information."

2. Understand the meaning of "what."

Two types of questions in Process Items begin with the word "what." The first type of question requests basic information on key processes and how they work. Although it is helpful to include *who* performs the work, merely stating *who* does not permit diagnosis or feedback. The second type of question requests information on *what* your key findings, plans, objectives, goals, or measures are. These latter questions set the context for showing alignment and integration in your performance management system. For example, when you identify key strategic objectives, your action plans, some of your performance measures, and some results reported in Category 7 are expected to relate to the stated strategic objectives.

3. Write and review response(s) with the following guidelines and comments in mind.

- Show that *approaches* are systematic.

  Systematic approaches are repeatable and use data and information to enable learning. In other words, approaches are systematic if they build in the opportunity for evaluation, improvement, innovation, and knowledge sharing, thereby permitting a gain in maturity.

- Show *deployment*.

  Deployment information should summarize how your approaches are implemented in different parts of your organization. Deployment can be shown compactly by using tables.

- Show evidence of *learning*.

  Processes should include evaluation and improvement cycles, as well as the potential for breakthrough change. Process improvements should be shared with other appropriate units of the organization to enable organizational learning.

- Show *integration*.

  Integration shows alignment and harmonization among processes, plans, measures, actions and results that generate organizational effectiveness and efficiencies.

- Show focus and consistency.

  There are four important considerations regarding focus and consistency: (1) the Organizational Profile should make clear what is important to your organization; (2) the Strategic Planning Category, including the strategic objectives, action plans, and core competencies, should highlight areas of greatest focus and describe how deployment is accomplished; (3) descriptions of organizational-level analysis and review (Item 4.1) should show how your organization analyzes and reviews performance information to set priorities; and (4) the Process Management Category should highlight work processes that are key to your overall performance. *Showing focus and consistency in the Process Items and tracking corresponding measures in the Results Items should improve organizational performance.*

- Respond fully to Item requirements.

  Missing information will be interpreted as a gap in your performance management system. All Areas to Address should be addressed. Individual questions within an Area to Address may be addressed individually or together.

4. Cross-reference when appropriate.

As much as possible, each Item response should be self-contained. However, responses to different Items might be mutually reinforcing. It is appropriate to refer to the other responses rather than repeat information. In such cases, key process information should be given in the Item requesting this information. For example, how you build an effective and supportive workforce environment should be described in Item 5.1. Discussions about workforce environment elsewhere in your application would then reference but not repeat details given in your Item 5.1 response.

5. Use a compact format.

Applicants should make the best use of the 50 application pages permitted. Applicants are encouraged to use flowcharts, tables, and "bullets" to present information concisely.

Guidelines for Responding to Results Items

The Baldrige Criteria place a major emphasis on results. The following information, guidelines, and example relate to effective and complete reporting of results.

1. Focus on the most critical organizational performance results.

Results reported should cover the most important requirements for your organization's success, highlighted in your Organizational Profile and in the Strategic Planning, Customer Focus, Workforce Focus, and Process Management Categories.

2. Note the meaning of the four key requirements from the Scoring Guidelines for effective reporting of results data:

- *performance levels* that are reported on a meaningful measurement scale
- *trends* to show directions of results, rates of change, and the extent of deployment
- *comparisons* to show how results compare with those of other, appropriately selected organizations
- *integration* to show that all important results are included, segmented (e.g., by important customer, workforce, process, and product line groups), and, as appropriate, related to key performance projections

3. Include trend data covering actual periods for tracking trends.

No minimum period of time is specified for trend data; however, a minimum of three historical data points generally is needed to ascertain a trend. Trends might span five or more years for some results. Trends should represent historic and current performance and not rely on projected (future) performance. Time intervals between data points should be meaningful for the specific measure(s) reported. For important results, new data should be included even if trends and comparisons are not yet well established.

4. Use a compact format—graphs and tables.

Many results can be reported compactly by using graphs and tables. Graphs and tables should be labeled for easy interpretation. Results over time or compared with others should be "normalized" (i.e., presented in a way, such as use of ratios, that takes into account size factors.) For example, reporting safety trends in terms of lost workdays per 100 employees would be more meaningful than total lost workdays if the number of employees has varied over the time period or if you are comparing your results to organizations differing in size.

5. Incorporate results into the body of the text.

Discussion of results and the results themselves should be close together in a MAAPE application. *Trends that show a significant beneficial or adverse change should be explained.* Use figure numbers that correspond to Items. For example, the third figure for Item 7.5 would be Figure 7.5-3.

The graph shown on page 36 in the Criteria book (Business/Not-for-Profit) illustrates data an organization might present as part of a response to a Category 7 Item. The graph illustrates a number of characteristics of clear and effective results reporting:

- A figure number is provided for reference to the graph in the text.
- Both axes and units of measure are clearly labeled.
- Trend lines report data for a key performance measure – defects per million opportunities.
- Results are presented for several years.

- An arrow indicates that an upward trend is good for this measure.
- Appropriate comparisons are shown clearly.
- The organization shows, using a single graph, that its three product lines are separately tracked.
- The organization projects improved performance, including discontinuous or breakthrough improvement relative to prior performance for Product Line B. The text should explain this breakthrough change and might refer to critical learning from Product Line A as the basis for the projected change.

To help interpret the Scoring Guidelines, the following comments on the graphed results would be appropriate:

- The current overall organizational performance level is excellent. This conclusion is supported by the comparison with industry competitors and with a "world-class" level.
- The overall organization shows beneficial improvement trends sustained over time.
- Product Line A is the current performance leader—showing sustained high performance and a slightly positive trend. Product Line B shows rapid improvement. It is near that of the best competitor but trails Product Line A.
- Product Line C—identified in the application as a new product—is having early problems. (The organization should explain briefly these early problems.)
- The organization has projected improvements in the defect rates of all its product lines. Product Line C continues to lag behind the others; Product Line A is projected to meet its Six Sigma goals by the year 2017.

Application Instructions

I. Purpose

The purpose of this section is to provide eligible applicants with instructions for preparing the MAAPE Application Package. These instructions describe content, format, assembly, and submission requirements.

II. Objective

The objective of the Application Package is for the applicant to provide sufficient information to enable the Board of Examiners to conduct a rigorous evaluation. Information is required on the applicant's performance management system and on the results of its processes. All information provided is considered confidential.

III. Content Requirements

A. Application Report—All Applicants

Only an application report (without supplemental sections) is required if an applicant has a single performance system that supports all of its product and/or service lines and if the products or services are essentially similar in terms of customers, technology, types of employees, planning, and quality systems. (This is the case with most applicants.) All units/subunits of the applicant must be included in the application report. An application report must contain the following in the order listed:

- front cover—blank (no text, pictures, or figures) to help ensure confidentiality
- title page
- each of the following sections separated by a labeled tab or a divider page. Please divide and label the sections accordingly.
  - Table of Contents
  - 2017Intent to Apply Form
  - organization chart(s)
  - 2017 Application Form (page 1 only)
  - Glossary of Terms and Abbreviations
  - Organizational Profile (five pages or less)
  - Responses Addressing All Criteria Items (15 pages or less for Level 1 applications, 50 pages or less for Level 2 and Level 3 applications)
  - Summary of Supplemental Sections, if applicable (two pages or less—see information under "III. B. Supplemental Sections")
- back cover—blank

B. Supplemental Sections

In order to maintain an equivalent level of detail for all sizes and types of applicants, certain applicants may need to provide supplemental sections. Supplemental sections are intended to permit applicants with highly complex organizations and performance systems to describe them in sufficient detail to permit a rigorous examination. Supplemental sections may be required if the applicant has two or more diverse product and/or service lines (i.e., in different NAICS codes) with customers, technology, types of employees, planning, and quality systems that are so different that the application report alone will not allow sufficient detail for a fair examination. The use of supplemental sections must be approved during the eligibility certification process. Once supplemental sections are approved, they **must** be submitted by the applicant. If both an application report and supplemental section(s) are submitted, the application report should cover the largest aggregation of similar product and/or service lines that are supported by a single performance system. Together, the application report and the supplemental section(s) must cover all products and/or services and all performance systems of the applicant. Each supplemental section must contain the following in the order listed:

- front cover—blank (no text, pictures, or figures)
- title page
- labeled tabs or divider pages (see III.A)
- Table of Contents
- organization chart(s)
- Summary of Supplemental Sections (two pages or less)

- Glossary of Terms and Abbreviations
- Organizational Profile (five pages or less)
- Responses Addressing All Criteria Items
- back cover—blank

IV. Application Report Components

Applicants should provide 18 paper copies of the application and a CD containing a PDF version. The content and format requirements of the application are identical for both.

The application report must contain the following in the order listed.

A. Front Cover—blank (no text, pictures, or figures).

B. Title Page with the name of the applicant. Applicants also have the option to include their address, pictures, and logo; the date; a statement indicating that this is an application for the 2017 Mid-Atlantic Alliance for Performance Excellence Award; and/or a statement regarding confidentiality of content. No further information or text about the applicant may be included on this page.

C. Labeled Tabs or Divider Pages separating the sections of the report and containing only the title of the section. No further information, pictures, or text about the applicant may be included on the tabs or divider pages, or they will count toward the 50-page limit. The following tabs/divider pages must be included: Table of Contents, 2017 Intent to Apply Form, organization chart(s), 2017 Application Form, Glossary of Terms and Abbreviations, Organizational Profile, and Responses Addressing All Criteria Items.

D. Table of Contents indicating the page numbers of the following: the 2017 Intent to Apply Form, the organization chart(s), the 2017 Application Form, the Glossary of Terms and Abbreviations, the Organizational Profile, and each Category and Item. Pagination for Areas to Address, tables, and figures does not need to be included in the Table of Contents.

E. 2017 Intent to Apply Form: This is a copy of the form you submitted to MAAPE in January.

F. Line and Box Organization Chart(s)
- **Applicant organization chart(s)** with sufficient detail for Examiners to understand the relationships among the applicant's subunits.
- **For subunit applicants, only) subunit organization chart(s):** a line and box organization chart(s) of the parent/holding company showing where the applicant fits into the overall organization.

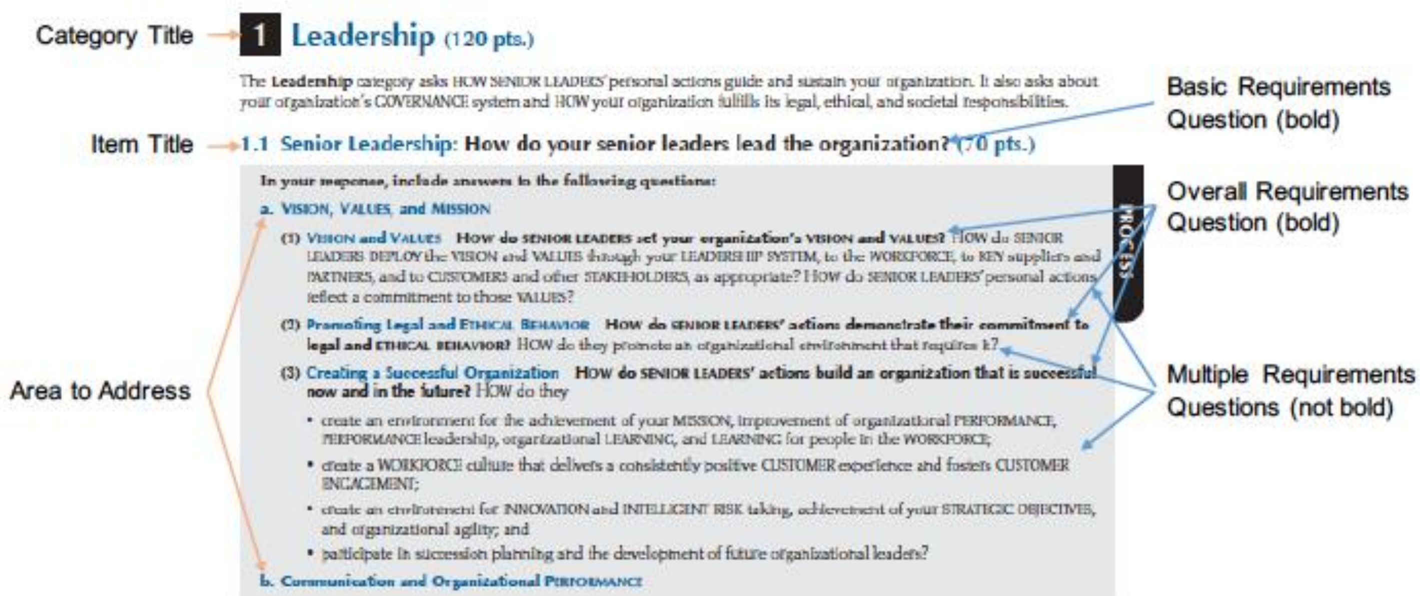
G. 2017 Application Form signed by the highest ranking official, indicating that the applicant agrees to the terms and conditions of the Award process and, if chosen, agrees to host a site visit; facilitate an open and unbiased examination; pay reasonable costs associated with the site visit; and, if selected as an Award recipient, share information on successful performance excellence strategies with other U.S. organizations.

H. Glossary of Terms and Abbreviations used in the application report and each supplemental section.

I. Organizational Profile outlining the applicant's organization and addressing what is most important to the organization, as well as the key factors that influence how the organization operates and its future directions. A vital part of the overall application, the Organizational Profile is used by the Examiners throughout the application review process.

J. Responses Addressing All Criteria Items Respond to each Item as a whole. Responses to the Areas to Address should emphasize the applicant's organization and performance system. To facilitate review by the Board of Examiners, respond to the Areas in the order given in the Items. The responses must contain the same Category and Item numerical designations as the ***2015-2016 Criteria***. Applicants should denote the Areas to Address with letters a, b, c, and so forth, corresponding to each Area, such as 4.2a. Responses for multiple Areas may be grouped (e.g., 4.2 a,b). If an Area to Address 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. The Item/Area designator should be used as described under form requirements.

 For Level 1 Applicants: Provide a response for each of the seven Categories in the 2015-2016 Baldrige Criteria. The length of your response to each Category may vary, as long as the combined length of your responses to all seven Categories does not exceed 15 pages. For each Category, provide a response to the “basic requirements” question for each Item in the Category. These are the questions following the title of each Item in the Category (see Item diagram below). You should use the “overall requirements” questions for each Item (see Item diagram below) to help you determine what to include in your response. You may also want to review the “Notes” following each Item, as they clarify terms, provide instructions, and identify linkages to other parts of the Criteria that you may find helpful.



V. Application Format Requirements

To help ensure the equal treatment of all applicants, application reports **must** meet the page limit, type size, and format requirements indicated below. If requirements are not met, your application may be returned or section(s) of your application may be omitted.

A. Page Limits and Exclusions

1. The Organizational Profile for the application report is limited to the equivalent of five single-sided pages. If the Organizational Profile exceeds the five-page limit, the excess pages will be counted as part of the page count for the Responses Addressing All Criteria Items. Guidelines for preparing the Organizational Profile can be found in each of the Criteria booklets.

2. In the application report, the Responses Addressing All Criteria Items are limited to the equivalent of
   - 50 single-sided pages for Level 2 and Level 3 applications; and
   - 15 single-sided pages for Level 1 applications,

   which must include all pictures, graphs, figures, tables, and appendices. The responses must contain the same Category and Item numerical designations as the 2015-2016 Criteria. Applicants should denote the Areas to Address with letters a, b, c, and so forth, corresponding to each Area, such as 4.2a. Responses for multiple Areas may be grouped (e.g., 4.2a, b).

3. Examiners must base their evaluations solely on information contained within the application report. Do not add links to information on intranet or Web sites. Examiners are instructed to rely solely on the content in the application and are not allowed to follow any such links.

4. The covers and divider pages/tab separators, which should contain only the title of the specified subject (i.e., Table of Contents, 2017 Intent to Apply Form, organization chart(s), 2017 Application Form, Glossary of Terms

and Abbreviations, Organizational Profile, Responses Addressing All Criteria Items), will not be counted as part of the page limit. However, if these pages contain any additional material, such as text, quotations, graphs, figures, data tables, or pictures, they will be considered part of the 50 pages of the Responses Addressing All Criteria Items.

5. If the Responses Addressing All Criteria Items exceed the 50-page limit, the applicant's Official Contact Point will be asked to identify which pages will be removed.

B. Paper size: standard 81⁄2 x 11 inches

C. Text format—for an example, see
http://www.nist.gov/baldrige/publications/upload/2009_Nightingale_Case_Study.pdf

1. 1.Type style (font) and size: Use Times New Roman 10 point font or the equivalent.

2. Line spacing: Use an equivalent of two points of lead between lines. *Note: One point of lead equals 1⁄72, or 0.0138 inch. Note: Type used in picture captions, graphs, figures, data tables, and appendices also* ***must meet the requirements for type size and line spacing.*** *If the table or graph is reduced from its original size for inclusion, applicants must use larger type sizes in preparing the original so that the reduced material in the application report meets the type size requirements.* Type style and/or size need not be uniform throughout the application report so long as all styles and sizes meet the requirements. Type size below requirements may make it difficult for Examiners to interpret the data.

D. Page Format—for an example, see
http://www.nist.gov/baldrige/publications/upload/2009_Nightingale_Case_Study.pdf
The number of lines per page must not exceed 60, including the page headings. A blank line separating paragraphs is counted as a line.

1. Margins of at least 3⁄4 inch on the side of the page that is bound or 1⁄2 inch on the opposite side of the page are preferred.

2. Pages set up in a two-column format are preferred. Pages may be printed on both sides.

3. Text pages should have portrait orientation. Graphs, figures, and data tables may have either portrait or landscape orientation.

E. Numbering
The pages of the Responses Addressing All Criteria Items must be numbered consecutively from start to finish, e.g., 1, . . . , 50. Blank pages and tabs/divider pages should not be numbered. All figures should be numbered in sequence within each Item and Category, such as Figure P.1-1, Figure 2.1-1, Figure 2.1-2, or Figure 2.1-3.

VI. Assembly Requirements
A. All components of the application report **must be securely fastened to prevent separation during handling**. The use of clips or binders with easily opened pressure-sensitive clips is discouraged.

B. The use of bulky binders or similar heavy covers is discouraged.

C. Video and audio tapes or other information aids are not acceptable and may not be included.

MAAPE 2017 Application Form

Provide all information requested. A copy of this Application Form must be included in each of the 18 paper copies of the application report and in the version submitted on a CD.

1. Applicant

Applicant Name______________________________

Mailing Address______________________________

____

____

2. Award Category (*Check one.*)

❏Manufacturing ❏Service ❏Small Business

❏Education ❏Health Care ❏Nonprofit

❏Government

For small businesses, indicate whether the larger percentage of sales is in service or manufacturing. (*Check one.*)

❏ Manufacturing ❏ Service

Criteria being used: (*Check one.*)

❏ Business/Nonprofit ❏ Education ❏ Health Care

3. Official Contact Point

❏ Mr. ❏ Mrs. ❏ Ms. ❏ Dr.

Name______________________________________

Title ______________________________________

Mailing Address______________________________

____

____

Overnight Mailing Address

(Do not use P.O. Box number.)

____

____

Telephone No._______________________________

Fax No. ____________________________________

4. Alternate Official Contact Point

❏ Mr. ❏ Mrs. ❏ Ms. ❏ Dr.

Name______________________________________

Title ______________________________________

Mailing Address______________________________

____

____

Overnight Mailing Address

(Do not use P.O. Box number.)

____

____

Telephone No._______________________________

Fax No._____________________________________

5. Release and Ethics Statements

a. Release Statement

We understand that members of the MAAPE Board of Examiners will review this application. We agree to provide Examiners for the MAAPE Award Process as required by our application level. We also agree to participate in the MAAPE Annual Performance Excellence Awards Banquet and Conference.

If we submit a Level 3 MAAPE Application, we agree to host a site visit and to facilitate an open and unbiased examination. We understand that our organization must pay the $5,000 site visit fee and any reasonable site visit expenses incurred by Examiners. If our organization is selected to receive a Mid-Atlantic Excellence Award, we agree to share nonproprietary information on our successful performance excellence strategies with other organizations.

b. Ethics Statement and Signature of the Highest-Ranking Official

I state and attest that:
(1) I have reviewed the information provided by my organization in this Application Package.

(2) to the best of my knowledge,
- no untrue statement of a material fact is contained in this Application Package, and
- no omission of a material fact that I am legally permitted to disclose and that affects my organization's ethical and legal practices has been made. This includes but is not limited to sanctions and ethical breaches.

Date______________

Signature___________________________________

❑ Mr. ❑ Mrs. ❑ Ms. ❑ Dr.

Printed Name_______________________________

Title_______________________________________

Applicant Name______________________________

Mailing Address______________________________

____

Telephone No.________________________________

Fax No. ____________________________________

6. Submission

The complete Award Application Package must be mailed or consigned to a delivery service no later than March 24, 2017 for delivery to:

Mid-Atlantic Alliance for Performance Excellence
590 Centerville Road #260
Lancaster, PA 17601
717-737-6470