

HAWAII STATE AWARD OF EXCELLENCE

‘Oihana Maika`i and Noelo Po`okela

An Addendum to the
Baldrige National Quality Program Criteria for Performance Excellence
available at www.quality.nist.gov

Important Milestones:

June 1	“Intent to Participate” Form due (page ix)
July 15	Application Package Due (Checklist provided on page 45)
July/August	Stage 1: Independent Review and evaluation by Examiners
August/September	Stage 2: Consensus review and evaluation by Examiners Applicants notified by the end of the month regarding whether they will proceed to site visit
October	Stage 3: Site Visits by Examiners
November	Judges identify Award recipients
February	Award presentation event

RECIPIENTS OF THE HAWAII STATE AWARD OF EXCELLENCE

- 2004** Aloha United Way
(*Noelo Po`okela*)
Coldwell Banker Pacific Properties
(*Noelo Po`okela*)
Pacific Shipyards International, NISMO Division
(*Noelo Po`okela*)
- 2003** Castle Medical Center
(*Noelo Po`okela*)
- 2002** Parsons/UXB
(*Noelo Po`okela*)
Waianae Coast Comprehensive Health Center
(*Noelo Po`okela*)
- 2001** Lanikai School (*Noelo Po`okela*)
- 2000** **The Ritz-Carlton, Kapalua**
(*`Oihana Maika`i Gold Lei*)
Hilton Waikoloa Village
(*`Oihana Maika`i Red Lei*)
Hawaiian Cement (*Noelo Po`okela*)
- 1999** **Hilton Hawaiian Village**
(*`Oihana Maika`i Red Lei*)
- 1998** **TheBus -- Oahu Transit Service**
(*`Oihana Maika`i Purple Lei*)
Naval Dental Center Pearl Harbor
(*`Oihana Maika`i Purple Lei*)
Hawaii Small Business Development
Center Network (*Noelo Po`okela*)
- 1997** **Polynesian Cultural Center**
(*`Oihana Maika`i Purple Lei*)
Hilton Waikoloa Village
(*`Oihana Maika`i Purple Lei*)
Navy Public Works Center
(*Noelo Po`okela*)
Naval Security Group Activity
(*Noelo Po`okela*)
- 1996** **Hickam Air Force Base**
(*`Oihana Maika`i Purple Lei*)
Kaiser Permanente Hawaii
(*`Oihana Maika`i Purple Lei*)

KFC Airport, Inc. (*Noelo Po`okela*)

1995 Hilton Hawaiian Village
(*`Oihana Maika`i Purple Lei*)

The Ritz-Carlton, Kapalua
(*`Oihana Maika`i Purple Lei*)

HAWAII STATE AWARD OF EXCELLENCE

Are you looking for ways to *systematically improve your overall organizational effectiveness and capabilities* by *improving your organization's performance practices, capabilities and results* to *achieve world-class levels of performance*? The HAWAII STATE AWARD OF EXCELLENCE is just what you've been looking for! World-class organizations are able to achieve above 700 points (70%) on the Criteria assessment. *Where would your organization score?*

Using the Malcolm Baldrige National Quality Award ("Baldrige") Criteria, the HAWAII STATE AWARD OF EXCELLENCE will help you identify your organization's strengths and opportunities for improvement in seven Categories: Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, Process Management and Performance Results. The Baldrige Criteria for Performance Excellence have been used for over a decade by thousands of small and large American organizations in service and manufacturing, domestically and internationally to achieve outstanding results.

Why should you use the Criteria for Performance Excellence?

- For nine years, a fictitious stock fund made up of publicly traded US companies that received the Award between 1992 and 2001 **outperformed the S&P 500 by as much as 6 to 1**. 2003 was the only year that the Baldrige portfolio underperformed the S&P.
- The self-assessment helps you measure performance on a wide range of key organizational performance indicators: customers, product and/or service, operations and financial results.
- All key stakeholder processes and results are examined: customers, employees, owners, suppliers and the community.
- The self-assessment will help you take a systematic look at your organization's strengths and opportunities for improvement.

Why should you apply for the Hawaii State Award of Excellence?

- You will receive an outside perspective on your organization based on more than 400 hours of review by members of the Board of Examiners.
- You will get a detailed feedback report outlining strengths and opportunities for improvement, based on an independent, external assessment made by recognized experts to supplement (and validate) your own findings.
- You may receive a site visit - an exhilarating and unifying experience for your team.
- You might win!

What if you win?

- You may publicize your elite status and use the Award logo in your advertising.
- You will be regarded as a "model of excellence."

The Hawaii State Award of Excellence is focused on achieving performance excellence in your organization. Take the challenge! Your organization will be better off for it.

ABOUT THE HAWAII STATE AWARD OF EXCELLENCE

The mission of the Hawaii State Award of Excellence is to *continually raise the level of excellence in all Hawaii's organizations while perpetuating that which is unique to the islands and her people*. For all Hawaii's organizations including business, government, health care, military, education and not-for-profit, we strive to:

- Raise the economic vitality and/or profitability of Hawaii's organizations.
- Enhance the quality of life in our communities.
- Assure the state of Hawaii's economic success.
- Information sharing of successful performance strategies and the benefits derived from using these strategies

The Hawaii State Award of Excellence was developed in 1994 by a multi-sector team, led by The Chamber of Commerce of Hawaii. Since its inception, the program has been administered and operated primarily through a team of 50 volunteers each year. Senior leaders from our community participate on our Executive Committee and as Judges and Examiners. A diverse group of professionals from a broad range of industries, companies and organizations, and from all levels and stages of professional achievement commit over 110 hours each to participate as Examiners, reviewing applications.

The award process and criteria are patterned after the MALCOLM BALDRIGE NATIONAL QUALITY AWARD ("Baldrige") and reflect world class standards of organizational excellence. Hawaii is one of 45 states that have award programs based on the Baldrige.

The Baldrige Criteria have been modified slightly for the Hawaii State Award of Excellence. Specifically, we have added a focus on perpetuating that which is unique to Hawaii and her people, including the spirit of Aloha.

Initially, `Oihana Maika`i¹ ("*Endeavors of Excellence*") was selected as the theme for the Award because the people of ancient Hawaii aspired to it. Canoe-makers making canoes, bowl-makers shaping bowls, a priest performing a sacred ritual, all worked with Kina`ole² (Flawlessness) in the pursuit of `Oihana Maika`i.

More recently, we have added two levels to our Award program: Noelo Po`okela ("To Seek After Excellence" – our Intermediate Award) and Ka Huaka`i Mua ("The First Journey" – our Introductory program).

The Award process is designed to serve not only as a basis for making award selections, but also to facilitate an applicant's diagnosis of its leadership and organization system. Award applicants receive a comprehensive written feedback report prepared by Board of Examiner team members.

A framed feather lei is presented each year to the recipients of the `Oihana Maika`i and Noelo Po`okela awards. The feather lei symbolizes nature's perfection. Creating the feather leis requires diligence and patience in replicating the perfect layering to achieve conformity, balance, harmony, and beauty. Similarly, organizations that endeavor to excel must diligently pursue these characteristics.

Award recipients are regarded as "models of excellence" for all Hawaii organizations.

`Oihana Maika`i

There are three levels in the `Oihana Maika`i award program recognize the *highest levels of performance excellence*:

Gold Lei	700 or more points out of 1,000
Red Lei	600 – 699 points
Purple Lei	500 – 599 points

Noelo Po`okela

The Noelo Po`okela award program recognizes organizations that are systematically achieving positive results.

Recipients of this award attain 250 – 499 points in the evaluation process and receive a white feather lei.

Ka Huaka`i Mua

The Ka Huaka`i Mua award program was created for organizations starting to use the Criteria to improve performance.

The Ka Huaka`i Mua award applications are reviewed by examiners, but not scored. Organizations completing the self-assessment at this level are recognized with a certificate.

Applicants at all levels receive a written feedback report regarding their strengths and opportunities for improvement in each of the Items of the Criteria.

¹ The symbol of the feather lei and theme `Oihana Maika`i were researched by Momi Cazimero.

² Kina`ole is a concept developed by Dr. George Kanahele to describe the pursuit of perfection in organizations.

HOW TO APPLY FOR THE HAWAII STATE AWARD OF EXCELLENCE

The Hawaii State Award of Excellence is an annual Award to recognize Hawaii's organizations for performance excellence.

Eligibility

Any self-contained organization operating in Hawaii that is self-sufficient enough to be examined in all seven Criteria Categories may apply for the `Oihana Maika`i and Noelo Po`okela Awards:

- For-profit and not-for-profit organizations, including, but not limited to, commercial businesses, learning institutions, military units, government departments, human services organizations, trade associations and professional societies with more than 50% of the applicant's employees and physical assets located in Hawaii
- A subsidiary or subunit that could exist as a stand-alone entity
- Franchise organizations that are wholly-owned and managed by individuals
- Self-contained and individually managed "chain" organizations such as hotels, schools, restaurants and retail stores

Any organizational unit, including subunits and teams, may participate in the Ka Huaka`i Mua program.

Organizations that receive an Award, may not receive the same level Award until the fourth Award cycle following the original award (e.g., a 1996 winner could apply and win at the same level in 2000). Organizations cannot regress in the Award program to receive a lower level Award (e.g., an `Oihana Maika`i Gold Lei winner cannot subsequently win a Red Lei).

*All organizations interested in applying for the Hawaii State Award of Excellence should complete and submit an "Intent to Participate" form (page ix) by **June 1** to obtain verification of eligibility before beginning the Award application process. Eligibility is determined by the Award Executive Committee in a very timely manner.*

Application Requirements

All applicants submit an Application report consisting of an Organizational Profile and responses to the Criteria. The Response to the Criteria, including attachments, should be ***no longer than 50 pages***.

Eight (8) copies of your Application are due with your Application Fee by 4:30 pm on July 15:

Rona Suzuki
c/o Century Computers
500 Ala Moana Blvd, Suite 4-200
Honolulu, Hawaii 96813

The Criteria

The criteria for the Hawaii State Award of Excellence are identical to the Baldrige National Quality Program's Criteria for Performance Excellence, with the following additions:

Addition of a Value: Aloha Spirit

Hawaii Revised Statutes, Section 5-7.5, defines the Aloha Spirit as "the coordination of mind and heart within each person. It brings each person to the self." The definition goes on to identify five character traits that express the charm, warmth and sincerity of Hawaii's people:

Akaha: kindness to be expressed with tenderness

Lokahi: unity, to be expressed with harmony

Oluolu: agreeable, to be expressed with pleasantness

Haaha: humility, to be expressed with modesty

Ahono: patience, to be expressed with perseverance

The Hawaii State Award of Excellence has added this value to its Criteria to acknowledge this special characteristic of Hawaii.

Addition to Category 1 – Leadership Questions

1.1.a.1: How do senior leaders set and deploy organizational values (including the Aloha Spirit), short- and longer-term directions, and performance expectations, including a focus on creating and balancing value for customers and other stakeholders? Include how senior leaders communicate values, directions, and expectations through your leadership system and to all employees.

1.1.a.2: How do senior leaders create an environment for empowerment, innovation, organizational agility? How do they create an environment for organizational and employee learning? How do they create an environment that fosters and requires legal and ethical behavior? How do they create an environment that fosters and perpetuates the Aloha Spirit?

The above questions need to be responded to *in addition to the full Baldrige Criteria*.

Baldrige Criteria

The Baldrige National Quality Program provides individual copies of the Criteria for Performance Excellence free of charge. There are General Business, Health Care and Education versions of the Criteria. You may use the most appropriate Criteria, with the additions indicated above.

The Baldrige National Quality Program administers the award on a national level. The program can be contacted as follows:

Baldrige National Quality Program
National Institute of Standards and Technology
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020
Telephone: (301) 975-2036
Fax: (301) 948-3716
Email: nqp@nist.gov
Web address: www.quality.nist.gov

Application Fee

The Hawaii State Award of Excellence is funded primarily through application fees. Site visit fees only apply to organizations reaching the site visit stage in the examination process. The fees for the Award cycle are as follows:

	Application Fee	Site Visit
Large Organizations (500+ employees)	\$1,000	\$1,200
Medium Organizations (101 – 499 employees)	\$500	\$750
Small Organizations (up to 100 employees)	\$200	\$250

The Application Fee (check payable to “ASQ Hawaii”) is due with your Application package on July 15.

Scholarships may be available for organizations that need assistance with the above fees.

Application Review

Applications are reviewed and evaluated by members of the BOARD OF EXAMINERS and PANEL OF JUDGES, who adhere to strict rules regarding confidentiality and conflict of interest, in a three-stage process:

Stage 1 - Independent review and evaluation by a team of Examiners. (July/August)

Stage 2 - Consensus review and evaluation for applications that score well in Stage 1 by Examiners. Judges decide which applicants will proceed to Site Visit. (August/September)

Stage 3 – Examiners conduct site visits to applicants that score well in Stage 2 (October). Judges identify Award recipients (November).

The Board of Examiners is comprised of approximately 30 – 40 management experts selected from business, professional and trade organizations, educational institutions, military and government agencies. The Board of Examiners meets the highest standards of qualification and peer recognition.

All members of the Board take part in an intensive training course designed to ensure understanding, consistency and fairness throughout the examination process. Members of the Board are assigned to applications following strict conflict of interest rules and receive information only about the application to which they are assigned. Each member signs an agreement to abide by a Code of Ethics, including non-disclosure of information from applicants.

The PANEL OF JUDGES is comprised of senior leaders from throughout our community. The Judges are the final decision makers regarding progression through the Award process and Award presentation.

Scoring

The Hawaii State Award of Excellence uses the same Scoring approach as the Baldrige. Each Item is scored using the Baldrige scoring guidelines and points.

Award Winning Score Levels

The Hawaii State Award of Excellence recognizes organizations using these Criteria through two Award programs. All applicants are evaluated against the same Criteria.

An unlimited number of applicants may be recognized in a single year. Applicants that receive scores above the following thresholds are recognized at that level:

`Oihana Maika`i

Gold Lei (<i>Highest Level of Excellence</i>)	700 Points
Red Lei (<i>Significant Level of Excellence</i>)	600 Points
Purple Lei (<i>High Level of Excellence</i>)	500 Points

Noelo Po`okela

White Lei (<i>Progressing toward Excellence</i>)	250 Points
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Feedback to Applicants

Each Award applicant receives a feedback report at the conclusion of the review process. The feedback report is a written assessment prepared by your team of Examiners.

The feedback report contains an applicant-specific listing of strengths and opportunities for improvement based on the Criteria. The feedback report helps organizations improve overall performance. Feedback is one of the most important parts of the Award process; it provides a pathway for improvement.

Feedback reports are provided to applicants 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.

Award Recipients

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

Award recipients are recognized at a Hawaii State Award of Excellence presentation event.

The identity of organizations that apply but do not receive recognition will remain confidential unless the organization chooses to be recognized.

INTENT TO PARTICIPATE FORM

DUE: JUNE 1

All organizations intending to apply for the Hawaii State Award of Excellence are asked to complete this form by **June 1**. This will ensure that the Award Executive Committee approves your eligibility before you invest time and resources to completing the application process.

Please complete and mail or fax this form to:

HAWAII STATE AWARD OF EXCELLENCE
c/o Rona Suzuki
500 Ala Moana Blvd, Suite 4-200
Honolulu, HI 96813

Official Name of your Organization (Also, include any other names by which your organization may be known publicly.) Attach a line and box organizational chart for your organization that shows the name and title of the head of each unit or division.	
If you are not applying as a whole organization, please describe <i>your relationship to your parent or other similar organization</i> . Attach an organization chart showing how your organization is related to and organized within your parent.	
Mailing Address	
City, State and Zip Code	
Contact Person's Name and Title	
Telephone Number	
Fax Number	
Email Address	
Nature of Primary Product(s) and/or Service(s)	
Total Number of Employees	
Are more than 50 percent of your employees located in Hawaii?	(Circle One) Yes No
Are more than 50 percent of your physical assets located in Hawaii?	(Circle One) Yes No
Have you previously received or applied for the Hawaii State Award of Excellence? If so, what level and when?	

I certify that the answers provided are accurate and that my organization is eligible based on the current requirements of the Hawaii State Award of Excellence.

Signature of Applicant's Highest Ranging Official: _____ Date: _____

Printed Name and Title: _____