



Entry Guide - 2003

PRESENTED BY:

Manitoba Quality Network (QNET)

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The Manitoba Quality Network (QNET) presents:



The Manitoba Quality Network (QNET) is pleased to bring you the *Manitoba Quality Awards - 2003*, a program that provides recognition to Manitoba organizations for their commitment to quality and organizational effectiveness.

BACKGROUND AND AWARD LEVELS

The Manitoba Quality Awards were established in 1993 to recognize and promote quality achievements in all sectors. The program evolved in 1995 to include three levels of recognition, encouraging organizations, at all stages in a quality process to participate. Each award applicant is recognized in one of three levels: **Bronze Level** - for Commitment, **Silver Level** - for Achievement, **Gold Level** - for Excellence. There is no limit to the number of organizations recognized at each level.

The journey to excellence has no end. Organizations are encouraged to reapply until they achieve the Gold Level Award, and may reapply 3 years after receiving the Gold to reaffirm their commitment and achievement. Organizations that achieve Gold in the Manitoba Quality Awards are also encouraged to participate in the Canada Awards for Excellence, which is based on the same criteria and adjudication process.

THE CANADIAN QUALITY CRITERIA

The Manitoba Quality Awards program is based on the internationally renowned Canadian Quality Criteria which examines seven key areas of organizational effectiveness:

1. **Leadership:** Organizational leaders demonstrate their commitment to quality and share responsibility and accountability for improvement throughout the organization
2. **Planning:** The organization develops, communicates, deploys, assesses and measures improvement plans.
3. **Customer Focus:** Organizations define their customers and client groups, determine their needs and convert this information into measurably improved products and services.
4. **People Focus:** Organizations help their people achieve excellence. Recruitment, planning, involvement, continuous learning, innovation, empowerment, feedback and recognition are key aspects.
5. **Process Management:** Work is organized and processes are improved to add value for the customer and organization, including design, monitoring, analysis, review and continuous improvement of processes.
6. **Supplier Focus:** An organization's external relationships enhance its ability to meet its strategic objectives and satisfy its customers, including supplier selection, communication, involvement and review.
7. **Organizational Performance:** An organization's overall efforts for improvement impact on organizational achievement, in areas such as service / product quality, operational results, the customer and marketplace, employee satisfaction and morale, and financial performance

THE MANITOBA QUALITY AWARDS GALA

The annual Manitoba Quality Awards Gala is a celebration of quality successes and achievements, where all award applicants are recognized and awarded for their dedication to quality. The Manitoba Quality Awards Gala will be held in April, 2003 (date to be announced).

PAST PARTICIPANTS (Manitoba Quality Awards / Journey to Excellence)

2002 – Silver, for Achievement

CMA Canada – Manitoba Division
Peak of the Market
Red River College – Continuing Education Division

2002 – Bronze, for Commitment

Manitoba Hydro – Customer Metering Division
Wardrop – Manitoba Division

2001 – Gold, for Excellence

Winpak Division
The Faneuil Group, Winnipeg Division

2001 – Silver, for Achievement

Fred Douglas Society
Herzing College, Winnipeg Campus
Superior Essex

2001 – Bronze, for Commitment

Peak of the Market

2000 – Silver, for Achievement

Fred Douglas Society
Superior Essex Winnipeg
The Faneuil Group Winnipeg Division

2000 – Bronze, for Commitment

Canada Post, Brandon Mail Processing Plant
CMA Canada – Manitoba Partner

1999 – Silver, for Achievement

The Faneuil Group
Grunthal Credit Union
Infocorp Computer Solutions
MBI
Salvation Army Grace General Hospital

1998 – Gold, for Excellence

Friesens Corporation Book Division
Riverview Health Centre

1998 – Silver, for Achievement

Companies Office, Province of Manitoba
Intergraphics Decal Ltd.

1998 – Bronze, for Commitment

The Canadian Red Cross Society
Dominion Window & Door Ltd.
Norwood Hotel
Stevenson Aviation

1997 – Gold, for Excellence

AT&T Canada Solutions Customer Care

1997 – Silver, for Achievement

Canada Post Corporation, Winnipeg Mail Processing
Faneuil ISG Inc.
The Addictions Foundation of Manitoba

1997 – Bronze, for Commitment

Dauphin Regional Health Centre
Infocorp Computer Solutions Ltd.
Keewatin Community College
Smith Carter Architects & Engineers Inc.
We Care Home Health Services
Weston Component Shops, CP Railway

1996 – Silver, for Achievement

AT&T Transtech-Canada
Frank Fair Industries Ltd.
Friesens Corporation Book Division
Manitoba Environment
Middlechurch Home of Winnipeg
Molson Breweries
Palliser Furniture, DeFehr Division
Riverview Health Centre
St. Boniface General Hospital

1996 – Bronze, for Commitment (Level 1)

Faneuil ISG Inc.
Where Winnipeg Magazine

1995 – Gold, for Excellence

Misericordia General Hospital

1995 – Silver, for Achievement

Manitoba Agriculture
Maples Personal Care Home
Red River Community College
Transport Canada Aviation, Central Region

1995 – Bronze, for Commitment

Behlen/Westman Industries
Canada Post Corporation, Winnipeg Mail Processing
Continuing Education Division,
University of Manitoba
Department of Dietics and Cafeterias, Health Sciences Centre
National Testing Laboratories Ltd.
P. Coutu & Co. Funeral Directors

1994 - Honourable Mention

CIBC
Gardewine North Ltd.
Manitoba Corporations Branch
Victoria General Hospital

1993 - Manitoba Quality Award

The City of Winnipeg
KFC
Manitoba Department of Labour
Northern Telecom
Standard Aero

1993 - Honourable Mention

LMG Reliance
Unisys Canada Inc.

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THE MANITOBA QUALITY NETWORK ...

The Manitoba Quality Network (QNET) is a not-for-profit community initiative and membership association that promotes quality and organizational effectiveness in Manitoba.

QNET facilitates awareness, networking, training and recognition activities for Manitoba organizations. In addition to the Manitoba Quality Awards, QNET Members benefit from:

- Conferences and forums
- Workshops and seminars
- Presentations and site visits
- Consultants resource
- Resource Centre
- Monthly newsletter (QNEWS)

QNET administers initiatives in areas such as management, knowledge management, environmental, health and safety activities and healthy workplace.

For more information, contact QNET at phone (204) 949-4999 for an information package, or visit the web site: www.qnet.mb.ca

All awards enquiries should be directed to:

Manitoba Quality Awards

c/o the Manitoba Quality Network (QNET)

Suite 454, 167 Lombard Avenue, Winnipeg, Manitoba R3B 0T6

Phone: (204) 949-4999 / Fax: (204) 949-4990 / E-mail: mail@qnet.mb.ca

Web site: www.qnet.mb.ca

APPLICATION PROCESS / TIMELINE

Completed	Date	Action Required
<input type="checkbox"/>	Anytime	Complete 20 question Quality Questionnaire (attached). This provides an initial assessment of your organization's quality process.
<input type="checkbox"/>	November 15/2002	Submit the Intent to Apply Form (attached) and Applicant Fee. QNET will send you a Criteria Interpretation Guide, and Application Guidelines.
<input type="checkbox"/>	December 5/2002 (7:30 to 9:30 a.m.)	Attend the Applicants Networking Meeting for a discussion of the Quality Awards process and clarification of the Criteria, as well as an opportunity for Applicants to learn, share and network with each other.
<input type="checkbox"/>	December 5/2002	Submit the Organizational Background to QNET (can be brought to the meeting)
<input type="checkbox"/>	November/2002 to January/2003	Write your organization's <i>Achievement Report</i> , consisting of responses to the Quality Criteria (in compliance with the Application Guidelines).
<input type="checkbox"/>	January 16/2003	Submit three bound copies and one unbound copy of the <i>Achievement Report</i> to the Manitoba Quality Network.
<input type="checkbox"/>	February 18 - March 7/2003	Applicants may be requested to host a Site Visit.
<input type="checkbox"/>	April TBA/2003	Attend the Manitoba Quality Awards Gala. All applicants will be recognized at the Gala.
<input type="checkbox"/>	May / 2003	Feedback Reports (from the Examiners) will be mailed.

APPLICANT FEE SCHEDULE

	APPLICANT FEE SCHEDULE (please add 7% G.S.T. to all fees listed)					
Applicant Size	Small (0 to 50 employees)*		Medium (51 to 250 employees)*		Large (251 or more employees)*	
Site Visit Length	half to full day		one day		one to two days	
QNET Member?	QNET Corporate Member	Non-Corporate Member	QNET Corporate Member	Non-Corporate Member	QNET Corporate Member	Non-Corporate Member
Application Fee	\$215	\$410 <small>(includes Corporate Membership, \$195)</small>	\$315	\$510 <small>(includes Corporate Membership, \$195)</small>	\$415	\$610 <small>(includes Corporate Membership, \$195)</small>

* Applicant Size is based on number of full time equivalent employees.

Please note: The Applicant Fee (for non-corporate members) includes a one year Corporate I membership in the Manitoba Quality Network (QNET), worth \$195. A Membership package is sent upon receipt of the Intent to Apply Form and fee payment.

BENEFITS OF PARTICIPATING

The Canadian Quality Criteria (developed by the National Quality Institute)

- provides a framework for organizational effectiveness and a benchmark for your progress

“The program provided us with the direction we needed; we learned a lot about quality principles, and what measurements we should be implementing.” *Faneuil ISG Inc.*

“Lots of valuable lessons were learned and experiences gained by participating in the program; it also instilled pride and awareness in employees.” *Frank Fair Industries*

The Achievement Report

- provides an opportunity to do a thorough self-assessment and document your quality process

“Filling in the application was one of the best things we did for our quality program.” *Companies Office*

“Worthwhile exercise, an opportunity to reflect on our efforts, progress and next steps.” *CIBC*

“Just completing the document is a learning experience.” *Dauphin Regional Health Centre*

The Examiners Team

- provides an objective third party examination of your quality process

“They provide a valuable outsider's perspective, let us know where we were on the right track and where to improve... their feedback gave focus to our future work.” *Continuing Education, University of Manitoba*

“Excellent review of accomplishments; very in-depth.” *Middlechurch Home of Winnipeg*

“The examiners were knowledgeable, pleasant, and organized. They sought positive aspects to comment on rather than focusing on negatives.” *Keewatin Community College*

The Feedback Report

- provides a focused summary of strengths and opportunities, written by the examiners team

“Pointed out strengths and weaknesses in our quality program. It also provided us with some new ideas. A cost efficient way to get feedback.” *Gardewine North Ltd.*

“Useful for future continuous quality improvement initiatives. We appreciated the time and effort put into this document by the examiners.” *Victoria General Hospital*

“...identified achievements and opportunities for improvement - sometimes we're too busy to acknowledge our progress.” *Misericordia General Hospital*

The Manitoba Quality Awards Gala

- provides public recognition and celebration of your achievements, and local media announcement

“Highly professional and well co-ordinated. Well done!” *Standard Aero Ltd.*

“Awards ceremony was well done; it gave us the feeling of accomplishment and importance.” *Canada Post Corporation*

“The experience has been very positive, and the icing on the cake was receiving public acknowledgement of our accomplishments.” *Manitoba Environment*

The Overall Benefits

“Focused our efforts on what is important, strengthened team spirit, increased organizational confidence. A worthwhile project.” *We Care Home Health Services*

“Benchmarking, feedback, better understanding of quality principles and how best to apply them. A very positive valuable experience from a personal and business perspective.” *Weston Component Shops, CP Rail*

“Acquiring feedback on where we are and what we still need to complete; recognition which we can share with the centre, our headquarters, and our clients.” *AT&T Canada Solutions Customer Care*

CONDITIONS OF PARTICIPATION

1. The program is open to organizations located in Manitoba that have not been recipients of the Gold Level Manitoba Quality Award in the last three years (i.e. if the Gold award was received in 2001, the organization may not reapply until 2004).
2. The activities for which the entry is submitted should be conducted wholly or primarily in Manitoba.
3. Applicants must, in the opinion of the Examiners Committee, observe all health, safety, environmental and performance standards, guidelines and legislation, and have received necessary regulatory approvals.
4. Applicants, that have previously applied to the Manitoba Quality Awards program, will be recognized according to their most current submission. Examiners will have access to the previous *Achievement Report* when they review the current *Achievement Report*.
5. Except for sensitive business information, the Examiners Committee requests the right to use information for the preparation of photographic, video and display material about entrants' processes, products or services for publication and exhibition.
6. Applicants are expected to share information on their achievements with other organizations.
7. Applicants achieving Gold Level or Silver Level should consider participating on the Examiners Committee. Examiner's Application Forms are available at QNET, phone: (204) 949-4999.
8. Entries and supporting materials will not be returned.
9. The decision of the Examiners Committee shall be final.

Should any of the foregoing conditions not be fulfilled, or should any information supplied in support of a submission be false or misleading, the Examiners Committee reserves the right to revoke the award or recognition, at which time the participant shall immediately cease to use the award and its logo for any purpose.

GOVERNANCE AND ADMINISTRATION

The Manitoba Quality Awards Criteria and examination process are patterned after the Canada Awards for Excellence. The Canadian Quality Criteria was published in 1995 after an extensive consultative process involving professionals from all sectors. It now serves as a common framework for organizational improvement across the country in all sectors, and forms the foundation for training tools such as the Criteria Interpretive Guide, the Quality Fitness Test, and the courses "Framework for Effectiveness" and "Conducting Organizational Assessments."

The Manitoba Quality Awards program is administered by the Manitoba Quality Network (QNET) and is overseen by the QNET Board of Directors. The Examiners Committee leads the examination process for the Awards, and contributes to the continuous improvement of the Awards process. The Manitoba Quality Awards are supported financially by sponsoring organizations.

LEVELS OF ACHIEVEMENT

The Manitoba Quality Awards consist of three levels of achievement to encourage organizations at any stage in a quality process to participate. In order to be eligible to receive an award at any level, the applicant must complete the entire Manitoba Quality Awards application process, including the submission of the *Achievement Report* (addressing the Quality Criteria) and acceptance of a *Site Visit* by the Examiners (where applicable).

BRONZE LEVEL - for COMMITMENT

An organization in the early stages of a quality process, that demonstrates management commitment to quality and completes the entire Manitoba Quality Awards application process may be eligible for Bronze recognition.

SILVER LEVEL - for ACHIEVEMENT

An organization that shows evidence of planning and deployment of a quality process, has achieved measurable results, and completes the entire Manitoba Quality Awards application process may be eligible for Silver recognition.

GOLD LEVEL - for EXCELLENCE

An organization which shows evidence of planning, deployment, and measurable outcomes (with a minimum of 2 to 3 years trend analysis), has planned future quality activities, and completes the entire Manitoba Quality Awards application process, may be eligible for Gold recognition. A Gold Level *Achievement Report* should address all of the Quality Criteria.

EVALUATION PROCESS

1. Examiners Committee

Submissions to the Manitoba Quality Awards are evaluated by an Examiners Committee of quality experts from Manitoba business, government and academia. All examiners are qualified through an Application and Selection Process, as well as through Performance Reviews. These volunteer examiners contribute their time in order to ensure the success of the program, and to expand the awareness of quality concepts in Manitoba. In addition to the expertise the examiners already possess, training is undertaken to ensure consistency in the interpretation of Criteria, the approach to the site visit, and the preparation of the Feedback Report.

2. Examiners Teams

Each applicant is assigned an Examiners Team, composed of two to four examiners (including a Lead Examiner), who are responsible for assessing the *Achievement Report*, identifying strengths and opportunities for improvement, conducting the site visit and writing the feedback report. In most cases, applicants are required to accept a site visit by the Examiners Team. The objective of the site visit is to clarify and verify the information provided in the *Achievement Report*. Each applicant will receive a written Feedback Report from their Examiners Team based upon an assessment of the *Achievement Report* as measured against the Criteria.

3. Conflict of Interest / Confidentiality

Strict conflict-of-interest and confidentiality rules apply throughout all stages of the evaluation process. All examiners are required to declare conflicts of interest and to sign a binding confidentiality agreement.

EVALUATION SYSTEM

The system for evaluating each *Achievement Report* is based upon the following evaluation dimensions. Applicants must furnish information relating to one or more of these dimensions when responding to the criteria.

Approach: This refers to the methods the organization uses to achieve the purposes addressed in the Criteria.

Deployment: This refers to the extent to which the approaches are applied in all relevant areas and activities addressed and implied in the Criteria.

Results: This refers to the outcome and effect of achieving the purpose addressed and implied in the Criteria.

QUALITY PRINCIPLES

The foundation for the Canadian Quality Criteria

Co-operation, teamwork and partnering

Teamwork is nurtured and recognized. Cooperation, within and between departments, and inside and outside sector borders, is a cornerstone for the development of win-win relationships.

Leadership through involvement and by example

Developing a quality approach involves a transformation in management thinking and behaviour. This can only be achieved by the active involvement of senior management to facilitate, reinforce and lead the changes necessary for improvement.

Primary focus on customers

To achieve goals, the primary aim of everyone must be to fully understand, meet and strive to exceed the needs of customers. In the public sector the customers could be patients, the community, citizens and clients.

Respect for the individual and encouragement for people to develop their full potential

Critical for quality improvement are the values that foster mutual respect between people that work together; communication and personal development are directly related to these values.

Contribution of each and every individual

Everyone must have the opportunity to use his or her creativity and make a positive contribution to the pursuit of excellence.

Process-oriented and a prevention-based strategy

An organization, in any sector, is made up of a network of interdependent value-adding processes, and improvement is achieved through changing these processes to improve the total system. Managing by focusing purely on results alone is fruitless, since results are determined by the system in use. If the system is not changed in a fundamental way, the results will not improve. To facilitate long-term improvements, a mindset of prevention rather than correction must be applied to eliminate the root causes of errors and waste.

Continuous improvement of methods and outcomes

No matter how much improvement has been accomplished, there are always practical ways of doing even better, and of providing improved service delivery and/or products.

Factual approach to decision making

Decisions are made based upon measured data and an understanding of the cause and effect mechanisms at work, not simply on the basis of instinct, authority or anecdotal data.

Obligations to stakeholders, including a concern for responsibility to society

An organization is seen as part of society, with important responsibilities to satisfy the expectations of people and all other stakeholders.

THE ACHIEVEMENT REPORT – based on the QUALITY CRITERIA

The *Achievement Report* should address the Canadian Quality Criteria and its respective elements. An Organizational Background will also be required, but will not form part of the evaluation.

The Examiners Committee will review and evaluate each *Achievement Report*. Based on this evaluation, and any additional information from the site visit, each applicant will be placed in the level that best reflects its achievements. All applicants will receive a written Feedback Report from the Examiners Committee, and will be recognized at the Manitoba Quality Awards Gala.

The *Achievement Report* should address as many elements in the Criteria as possible, however, if an element does not apply, applicants should indicate this or mention plans to implement it. The Criteria consists of seven sections.

MANITOBA QUALITY AWARDS - 2003

INTENT TO APPLY FORM

Please complete, and fax or mail this form by **November 15, 2002** to:

Manitoba Quality Network (QNET)
Suite 454, 167 Lombard Avenue, Winnipeg, MB R3B 0T6
Fax: (204) 949-4990, Tel: (204) 949-4999

APPLICANT:

Name of Applicant Organization: _____ Date: _____

We understand that the Intent to Apply Form and Achievement Report will be reviewed by an Examination Committee. Our organization will comply with the requirements outlined in the Conditions of Participation (page 4) and the Application & Evaluation Processes (page 5 & 6).

Contact Person: _____	Highest Ranking Official: _____
Title: _____	Title: _____
Telephone: _____ Fax: _____	Telephone: _____ Fax: _____
E-mail: _____	E-mail: _____
Address: _____	Address: _____
City: _____ Postal Code: _____	City: _____ Postal Code: _____
Signature: <u>X</u> _____	Signature: <u>X</u> _____

APPLICANT INFORMATION: (please respond to the following questions)

Awards Level: In your estimate, at what level is your organization (see page 5)? Bronze Silver Gold

Sector: Manufacturing Service Health Education Government Other _____

Business Unit: Complete this section *only* if the entry is submitted by a Business Unit (Division, Branch, Subsidiary):

Parent Organization _____

Full Address _____

Applicant Size: Number of employees: _____

Number of sites/facilities: _____ Are all sites/facilities to be included in the application? _____

Membership: QNET Member

Non-Member (note: the non-member fee includes a one year QNET Corporate I Membership)

APPLICATION FEE (see Fee Schedule on page 2 of the Entry Guide):

Amount: \$ _____ Method of payment: Cheque enclosed/to follow Please send invoice

Note: QNET is a non-profit organization, and the Awards are made possible through the financial contributions of sponsors and the volunteer contributions of the Examiners. The Application Fee applies to the awards process only, and does not include complimentary tickets to the Awards Gala.

**** PLEASE NOTE: your achievement report must be received by close of business on January 16, 2003****

Quality Questionnaire:

Take a few minutes to complete the following questions, and list your strengths and opportunities for each question. The Warm-up Questions may be discussed as a team to help build consensus on the meaning of Quality Improvement and an understanding of the Quality Criteria. Keep your responses as a reference for writing your Achievement Report.

If you are ready to apply, submit the Intent to Apply form (see reverse). If not, contact the Manitoba Quality Network at (204) 949-4999 for information on Quality Workshops and the Quality Fitness Test (a self-assessment booklet).

1. Is a strategic plan in place, reflecting quality principles and incorporating ambitious improvement objectives, and has it been communicated to all levels? yes no
2. Are there positive trends in key measures of organizational operating performances? yes no
3. Is information gathered, analyzed and evaluated to determine customer needs? yes no
4. Do we have full agreement on the importance of customer satisfaction, at all levels? yes no
5. Do we make it easy for customers to provide input on their needs, seek assistance and register complaints? yes no
6. Are there good levels and trends in customer satisfaction, including comparisons with other organizations and competitors? yes no
7. Are issues identified, prioritized and measured; and are improvement goals set? yes no
8. Are formal quality assessments conducted? yes no
9. Are systems in place to recruit, select, recognize, develop, assess and re-deploy our people; and are steps also taken to minimize the effects of any restructuring? yes no
10. Do we determine training and developmental needs to meet goals in the improvement plan and respond to these needs? yes no
11. Are people's suggestions and ideas encouraged and implemented? yes no
12. Do we train people in quality improvement principles and methods? yes no
13. Do we identify the contribution of our people, measure their satisfaction levels and link the feedback to future improvement opportunities? yes no
14. Are there good levels and trends in employee satisfaction and morale? yes no
15. Do we design, describe and document processes capable of delivering products and/or services that meet our customers' requirements? yes no
16. Are problems analyzed, causes identified, and action taken to prevent recurrence and provide for future process improvement? yes no
17. Are process improvements implemented and monitored, and are changes embedded to ensure consistency in the future? yes no
18. Are processes analyzed to determine opportunities for continuous improvement through incremental refinement and/or fundamental redesign? yes no
19. Are there good levels and trends in product and/or service quality? yes no
20. Do we have co-operative working relationships with our suppliers? yes no