



SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

Examiner Guidelines
&
Application

**South Carolina Quality Forum
PO Box 3435
Summerville, SC 29484-3435**

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GENERAL INFORMATION

SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

South Carolina Quality Award

On December 11, 1992, the South Carolina Quality Forum established the South Carolina Governor's Quality Award in conjunction with the South Carolina Chamber of Commerce. The purposes of the Award are to promote quality awareness, to recognize quality achievements of South Carolina organizations, and to publicize successful quality strategies. The Award Advisory Committee of the Quality Forum has the responsibility to develop and administer the Awards with cooperation and financial support from the private, government, healthcare, non-profit and education sectors.

The Awards

There are no limits on the number of awards that may be given each year in each of the three categories:

- Private
- Government
- Education
- Healthcare
- Non-profit

Eligibility

Businesses, government agencies, healthcare and non-profit organizations and educational institutions located in South Carolina may apply for the Awards.

Award Criteria

Seven areas are examined: (1) leadership; (2) strategic planning; (3) customer and market focus; (4) measurement, analysis and knowledge management; (5) human resource development and management; (6) process management; and (7) business results. Applicants must address a set of examination items within each of these categories. Heavy emphasis is placed on organizational performance and improvement demonstrated through quantitative data furnished by applicants.

Examination Process

Members of the Board of Examiners evaluate each written application. High-scoring applicants are selected for site visits. A panel of judges selects award recipients. Applicants receive a written feedback summary of strengths and opportunities for improvement. Face-to-face feedback is provided if requested by the applicant.

Confidentiality

All Award applications are confidential. Examiners are assigned to avoid conflicts of interest. Information on the successful strategies of Award recipients is released only after approval is received from recipients.

BOARD OF EXAMINERS

SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

The Board of Examiners is comprised of leading business, health care, government, non-profit and education experts selected from across the state. Examiners must take part in a preparation course based upon the criteria, the scoring system and the examination process. Examiners must have time available during the period of March to August to attend the preparation course, conduct reviews and possibly participate in site visits. The schedule for the Examiner application process is posted on our home page at www.scquality.com

Selection of Board Members

The award program seeks to constitute a board of experts capable of evaluating all award applicants. Successful applicants come from business and industry, trade and professional associations, universities, government agencies, non-profit, education and health care organizations and from the ranks of the retired. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. Those selected meet the highest standards of qualification and peer recognition.

Examiner Qualifications

- Expertise in business, government, non-profit, education, or health care management, processes, and results
- Knowledge of quality practices and improvement strategies
- Length, breadth and types of experience
- Written and verbal communication skills
- Leadership and interpersonal skills
- Education and training
- Achievements and recognition

Sector coverage and balance are important selection considerations because Award applicants come from all parts of the business, government, non-profit, health care and education communities. Efforts are made to ensure broad participation and to minimize disproportionate involvement by one sector or employees from a single company/agency. Each year we plan to rotate some Examiners off the Board to provide opportunities for participation by others. Thus, past applicants who have not been selected are encouraged to apply again. Nevertheless, due to the large number of applications, some highly qualified applicants may not be selected due to the necessity to balance the Board with Examiners from different sectors.

Additional Information

For additional copies of this application packet, or information, and mailing instructions write or call:

South Carolina Governor's Quality Award

Bridget P. Dewees, Chair
South Carolina Quality Forum
PO Box 3435
Summerville, SC 29484-3435
803-535-5793

SELECTION FACTORS

SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

Applications for the Board of Examiners are evaluated on the basis of: **Breadth of Experience; Diversity of Experience; Leadership and External Representation; and Knowledge of Business, Specialization, or Quality Practices and Improvement Strategies.**

Breadth of Experience - refers to having experience in most or all of the seven Criteria Categories. Current or previous positions may show responsibilities for a wide range of activities. For example, employment history for business Examiner applicants may show supervision of a large enough number of people to understand Human Resource Development and Management, production leadership to understand Process Management, or marketing expertise to understand Customer and Market Focus.

Diversity of Experience - (sector coverage) refers to having in-depth experience in several industrial or service sectors, or health care or educational settings. [See the Standard Industrial Classification (SIC) codes enclosed]. Given the conflict of interest restrictions in assigning Examiners to evaluate applications, the Award Program must look for candidates with in-depth knowledge of more than one industry.

Leadership and External Representation - refers to ability to communicate as a spokesperson for the Award and to write and document effective reviews, the possession of analytical skills to serve as a good Examiner and interpersonal skills to serve as a good team member.

Knowledge of Business, Specialized Areas, or Quality Practices and Improvement Strategies - refers to formal studies and/or accomplishments which may include relevant job experience, papers written, research conducted, degrees or certificates earned, etc., which demonstrate in-depth knowledge of quality concepts, business processes and results, or specialized areas of health care or education.

DUTIES, RESPONSIBILITIES & CONDITIONS SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

The duties, responsibilities, and conditions of involvement of members of the Board of Examiners of the South Carolina Governor's Quality Award are summarized below.

Composition and Duties of the Board of Examiners

There are three types of responsibilities on the Board:

Examiners

Examiners review, comment upon, and score written applications and prepare feedback reports to applicants. They also participate in consensus evaluations and site visits.

Senior Examiners

Senior Examiners review, comment upon, and score written applications and prepare feedback reports to applicants. They also lead consensus evaluations and site visit teams, and face-to-face feedback sessions with the applicant.

Judges

Judges review comments and scores, select applicants for site visits, review site visit reports, and select Award recipients.

Eligibility

No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Terms and Conditions of Appointment

(1) Completion of Application

Prospective Board members must submit an Examiner application. All Board of Examiner candidates are required to reapply each year. Applicants will be informed of their status in the Program by January.

(2) Ethical Standards of Conduct

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Standards of the Program.

(3) Disclosure of Conflict of Interest

Those selected to serve on the Board must provide information regarding conflicts of interest after completion of the Examiner preparation course. Disclosure includes employers, significant ownership, and client relationships. Such information will be used only for purposes of Board assignments and will otherwise be kept confidential.

(4) Term

The term of Examiners and Senior Examiners is from the time of completion of the preparation courses through the Award ceremony. Examiners may reapply each year. Judges normally serve for three years (with staggered terms of office).

(5) Time Commitment

Applicants for the Board should give careful consideration to the time commitment required to meet the Award review schedule. **A minimum total commitment of 10-15 days is required**

DUTIES, RESPONSIBILITIES & CONDITIONS SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

including preparation time. Although the Program seeks to accommodate varying schedules, Board members must be able to accommodate the Program's critical review periods: February through June.

Review of written Award applications is carried out **independently** at the Examiner's work location or home. Business is also conducted by mail, E-mail and telephone.

(6) Examiner Preparation Courses

Participation by Board members in preparation courses is critical to the Award Program's success as these courses include detailed review of the criteria, scoring system, evaluation process, consensus development, site visit requirements, and code of ethical standards. New Board members are required to attend a half-day orientation. All Board members must attend a 2-day preparation class and must **independently** complete a case study evaluation prior to the class. Upon completion of the class, Board members are provided their SCGQA application. Two weeks prior to an additional two-day class for consensus development and site-visit preparation, the completed assessment must be provided to the Quality Forum. No special classes can be provided for those who cannot attend the scheduled class.

(7) Adherence to Award Processes

Board members are expected to meet all requirements associated with a fair and competent evaluation including use of the Award criteria and scoring system and meeting site visit requirements. Good documentation and written communication are essential parts of the overall review process.

(8) Assignments of Board Members

The Award Program seeks to provide the fairest, most competent evaluation of each application. Accordingly, Board members are assigned to applications on the basis of their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon schedules. Depending upon the results of evaluations, overall participation of Board members varies. All Board members participate in the first stage reviews, which require **3-6 days** of time. In the consensus review stage, Board members have assignments, which require **2-4 days**. In the site visit review stage, typically 90 percent of the Board members participate with their duties requiring **4-7 days** time commitment. Examiners also prepare feedback reports.

(9) Compensation and Reimbursement

As the Award application review process receives no funding and application fees are kept to a minimum, the Program needs to operate with maximum voluntary support. The Program provides

all course materials. All other expenses (travel, hotel, and meals) are expected to be supported by the examiner's employer. Site visit expenses are covered by the applicants. The Program does **not** pay honoraria.

DECLARATION OF PRINCIPLES SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

Declaration of Principles

Members of the South Carolina Governor's Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities.

In promoting high standards of public service and ethical conduct, Board Members:

- Shall conduct themselves professionally, with truth, accuracy, fairness, and responsibility to the public;
- Shall not represent conflicting or competing interests, nor place themselves in such a position where the Board Member's interest may be in conflict, or appear to be in conflict, with the purposes and administration of the Award;
- Shall safeguard the confidences of all parties involved in the judging or examination of present or former applicants;
- Shall not offer confidential information or disclosures which may in any way influence the Award integrity process, currently or in the future;
- Shall not serve any private or special interest in fulfillment of the duties of a Judge or Examiner, therefore excluding, by definition, the examination of any agency, company, division, or business unit of which he/she is employed or of which a consulting arrangement is in effect or anticipated;
- Shall not serve as Examiner of a primary competitor, customer, or supplier of any organization, company, division, or business unit of which he/she is an employee, has a financial interest or is involved in, or anticipates a consulting arrangement;
- Shall not intentionally communicate false or misleading information which may compromise the integrity of the Award process or decisions therein; and
- Shall not, for a period of five years, invest in or develop a business relationship with any company, division, or business unit based on confidential information received in the review process.

Furthermore, it is pledged that as a member in good standing of the South Carolina Governor's Quality Award Board of Examiners, each Board Member shall endeavor to aid the professional development and advancement of the South Carolina Governor's Quality Award as it serves to stimulate South Carolina entities to improve quality and productivity through improved quality management.

SIC CODES

SOUTH CAROLINA GOVERNOR'S QUALITY AWARD

Standard Industrial Classification (SIC) Codes

Please insert SIC codes most relevant to your area of expertise on the first page of the Examiner Application Form and in the Experience Blocks. If you know the 3-digit SIC codes, please use them.

Manufacturing and Products

Code	Sector
1	Agriculture-crops
2	Agriculture-livestock
8	Forestry
9	Fishing and hunting
10	Metal mining
12	Coal mining
13	Oil and gas extraction
14	Nonmetallic minerals, except fuels
15	General building contractors
16	Heavy construction contractors
17	Special trade contractors
20	Food products
21	Tobacco products
22	Textile mill products
23	Apparel
24	Lumber and wood products
25	Furniture and fixtures
26	Paper and allied products
27	Printing and publishing
28	Chemicals
29	Petroleum and coal products
30	Rubber and plastics
31	Leather and leather products
32	Stone, clay, glass, and concrete products
33	Primary metal industries
34	Fabricated metal products
35	Machinery and computer equipment
36	Electrical and electronic equipment
37	Transportation equipment
38	Instruments, clocks, optical goods

Services

Code	Sector
7	Agricultural services
40	Railroad transportation
41	Local and interurban transport
42	Trucking and warehousing
44	Water transportation
45	Air transportation
46	Pipelines, except natural gas
47	Transportation services
48	Communications
49	Electric, gas, and sanitary services
50	Wholesale trade-durable goods
51	Wholesale trade-nondurable goods
52	Retail building materials
53	General merchandise stores
54	Food stores
55	Automotive dealers and service stations
56	Apparel and accessory stores
57	Furniture stores
58	Eating and drinking places
59	Miscellaneous retail
60	Banking
61	Credit agencies
62	Security and commodity brokers
63	Insurance carriers
64	Insurance agents
65	Real Estate
67	Holding and other investment offices
70	Hotels and lodging places
72	Personal services
73	Business services

39	Miscellaneous manufacturing	75	Auto repair and services
		76	Miscellaneous repair services
		78	Motion pictures
		79	Amusement and recreation
		80	Health services
		81	Legal services
		82	Educational services
		83	Social services
		84	Museums and art galleries
		86	Membership organizations
		87	Engineering and management services
		89	Miscellaneous services
		91	Executive, legislative, and general government, except finance
		92	Justice, public order, and safety
		93	Public finance, taxation, and monetary policy
		94	Administration of human resource programs
		95	Administration of environmental quality and housing programs
		96	Administration of economic programs
		97	National security and international affairs

**APPLICATION FORM
SOUTH CAROLINA GOVERNOR'S QUALITY AWARD**

Examiner Background Information

Please type the Application

Name: _____

Position: _____

Company: _____

Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Phone: _____ **Fax:** _____ **E-mail:** _____

Home Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Phone: _____ **Fax:** _____ **E-mail:** _____

Preferred Mailing Address: Work Home **Preferred Phone:** Work Home

If you have been an SCGQA Examiner previously, list the year(s): _____

**If you have other state or national Baldrige examiner experience,
list the year(s):** _____ **Location:** _____

All Board of Examiner candidates are required to reapply each year but only first time applicants must complete the remainder of the SCGQA application.

List your SIC Codes:

APPLICATION FORM

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Criteria Category Expertise - Tell us what work experience you have had that would qualify you, **from the perspective of an Award applicant**, to evaluate an organization in each of the Criteria Categories. Please refer to actual on-the-job experience only. Please **do not** use experience evaluating other organizations within a state or internal quality award program. Please also include specific anecdotal evidence to indicate your knowledge of how an organization would apply the Criteria from that Category to the relevant key processes. (You are not expected to possess, nor is it a requirement that you possess, substantial expertise in **all** of the Criteria Categories.)

LEADERSHIP STRATEGIC

PLANNING CUSTOMER AND

MARKET FOCUS

MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

**APPLICATION FORM
SOUTH CAROLINA GOVERNOR'S QUALITY AWARD**

HUMAN RESOURCE FOCUS

PROCESS MANAGEMENT

BUSINESS RESULTS

Examiner Skills - It is beneficial for Examiners to possess some or all of the following skills. Please indicate to what extent (breadth and depth) you possess the skills listed and specific examples of how you have used them in your work experience.

APPLICATION FORM
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ANALYTICAL SKILLS - The ability to “analytically” evaluate an Award applicant is an important skill. Please tell us what experience you have with the analysis of information and/or data. Additionally, please mention any knowledge associated with the Business Results Category of the Criteria, if different from that mentioned in previous responses.

COMMUNICATION SKILLS - The ability to convey your thoughts orally and in writing in a clear and concise manner is a valuable skill for participation in the evaluation process. It is also an important skill to help promote and represent the SCGQA. Please tell us what accomplishments you have in both oral and written communication by citing specific examples of your most recent and/or relevant experience. Please include the titles and audiences of your oral communications (internal and external to your organization). Please include publications, articles, company reports, and analytical writing citations.

TEAM MEMBER SKILLS - The SCGQA assessment is a team-based process; especially at the consensus and site visit stages. In addition, Examiner training emphasizes the necessity for team skills. Please briefly describe what experience you have had on teams and why you are a good team member.

LEADERSHIP SKILLS - Examiners assume many leadership roles throughout the Award process. Please tell us what accomplishments you have achieved in the leadership area and with leading teams, if different from that mentioned in previous responses.

**APPLICATION FORM
SOUTH CAROLINA GOVERNOR'S QUALITY AWARD**

Disclosure of Conflict of Interest

Members of the South Carolina Governor's Quality Award Board of Examiners shall voluntarily disclose to the Administrators of the Award, the identity of clients, past, present or potential, whose interest might favorably or unfavorably be affected by the actions they will undertake while acting as a member of the Board. This includes disclosure of:

- Companies in which Board members have financial holdings
- Affiliations which may present or seem to present a direct conflict of interest for the Board

Member

Based on the above definition, statements will be requested after attendance at one of the preparation courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the application process or dismissal from the Board of Examiners.

In applying for a position on the South Carolina Governor's Quality Award Board of Examiners, I attest to the accuracy of the information on this application and agree to abide by the Code of Ethical Standards of Conduct.

Signature of Applicant

Date

Signature of Applicant's Supervisor

Date

References

All applicants are required to have **two references** submitted to the Award Office on the enclosed Reference Forms. It is suggested that one reference be from within the applicant's organization with the second reference from outside it. Members of the current Panel of Judges of the Award may not serve as a reference. Applicants are responsible for assuring that the Award Office receives the references.

First Reference

Second Reference

Name: _____

Name: _____

Title: _____

Title: _____

Examiner Preparation Course Schedule

All Board members must participate in a training course in March.

Preferred name for name tag: _____

Preferred name for certificate: _____