To be used in conjunction with the
2017/2018 Baldrige Excellence Builder


Application forms are included at the end of this packet or available for download at www.wisquality.org

updated March 2017

2909 Landmark Place, Madison, WI 53713
(608) 663-5300
www.wisquality.org
The Wisconsin Fast Forward Application
About the Fast Forward Application

The Fast Forward application is a shortened version of the Wisconsin Forward Award application process, which is administered by the Wisconsin Center for Performance Excellence.

The Fast Forward application adheres to the same Criteria used in the Baldrige Performance Excellence Program (BPEP) process. However, the Fast Forward addresses only the basic and some overall requirements of the seven Categories contained in the Criteria.

Here are our primary goals in offering the Wisconsin Fast Forward:

■ We wanted to offer a less time-intensive way for organizations to receive feedback to drive action planning and performance improvement.

■ Although the Fast Forward is a shorter and less rigorous application process, the feedback from external review will sharpen your focus and significantly help your organization move closer to mastering all of the requirements of the full Criteria.

■ As a successful applicant of the Wisconsin Fast Forward, your organization will be formally recognized at the Commitment Level during WFA’s annual award ceremony and reception.

The Benefits of Participating

Organizations that apply for the Wisconsin Fast Forward will realize many important benefits. They include:

■ A thorough self-assessment of your strengths and opportunities for improvement based on the most current Criteria from the Baldrige Performance Excellence Program. There is no higher standard for performance excellence than the Baldrige Criteria.

■ Recognition at WFA’s annual award ceremony and reception and public relations exposure for successfully completing the application process.

■ Increased opportunities for customer loyalty by demonstrating your commitment to excellence and quality service.

■ Accelerated change, growth, and improvement in your organization.

■ The opportunity for your people to be part of the solution as well as process improvement teams.

■ The opportunity to recommend candidates from your organization to serve as members of the WFA Board of Examiners.

■ An appearance by the Wisconsin Center for Performance Excellence Executive Director to personally present your award at your site for the benefit of those employees and stakeholders who are not able to attend the award ceremony and reception.

How to Apply

Each applicant of the Wisconsin Fast Forward must complete the Application form and submit it to WCPE approximately 30 days in advance of your application.

The purpose of completing your Intent to Apply form is to allow WCPE to assemble an impartial Examiner Team that will receive and review your application. Each application is treated confidentially. Each Examiner signs an affidavit stating he or she has no conflict of interest with your application or organization. Furthermore, each Examiner assigned to your application agrees in writing to hold all information in your application in complete secrecy and confidentiality. In this regard, WCPE follows the highest ethical standards regarding confidentiality of application and removing any direct conflicts of interest.

A $300 intent-to-apply deposit towards your application must be submitted with the application form. This deposit cannot be refunded if you choose not to submit an application.

Public Recognition

Each Fast Forward applicant who successfully completes this process can choose to be formally recognized at WFA’s award ceremony and reception. This recognition includes media exposure and an award from WCPE signifying recognition at the WFA Commitment Level.
The application fee for the Wisconsin Fast Forward is $1,895. The fee for WCPE members is $1,695. This fee is due upon submission of your application. This fee covers all aspects of your application with the exception of an optional executive briefing following receipt of your feedback report.

The Wisconsin Fast Forward timetable is as follows: applicants may submit their intent to apply at any time during the year, but at least 30 days before submitting the full application. A feedback report is completed and returned within approximately eight weeks.

The Fast Forward application has no page limit and should include a separate 5-page Organizational Profile. Please submit three (3) copies of your application to WCPE along with your application fee.

If you have any questions or comments about the Fast Forward Application program, please call us at (608) 663-5300. We can also be reached by e-mail at info@wisquality.org

The Wisconsin Fast Forward Review Process

Upon receipt of your organization’s application, the WFA Examiner Team thoroughly reviews your application and prepares a written Feedback Report, which goes through additional review by the WFA Panel of Judges and staff. This process will take approximately six to eight weeks. The Feedback Report will include strengths and opportunities for improvement for each Criteria Item.

The Senior Examiner or WFA representative who led your application review process will present an executive briefing. This service is customized to each applicant.

Importance of Beginning with Your Organizational Profile

Your Organizational Profile is critically important because:

- It is the most appropriate starting point for self-assessment and for writing an application.
- It helps you identify potential gaps in key information and focus on key performance requirements and results.
- It is used by the Examiners and Judges in application review to understand your organization and what you consider important. You will be assessed using the Criteria requirements in relation to your organization’s environment, relationships, influences, and challenges as presented in your Organizational Profile.
- It also may be used by itself for an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, it is possible that the Organizational Profile can serve as your complete assessment, and you can use these topics for action planning.
Core Values and Concepts

The Baldrige Excellence Framework and Wisconsin Fast Forward application are based on these core values and concepts. For more detailed explanation, see the Baldrige Excellence Framework (www.nist.gov/baldrige/publications/baldrige-excellence-framework).

**Systems perspective.** A systems perspective means managing all the parts of your organization as a unified whole to achieve your mission and strive toward your vision.

**Visionary leadership.** Your organization’s senior leaders should set a vision for the organization, create a customer focus, demonstrate clear and visible organizational values and ethics, and set high expectations for the workforce.

**Customer-focused excellence.** Your customers are the ultimate judges of your performance and of product and service quality. Thus, your organization must consider all product and service characteristics, and modes of customer access and support, that contribute to customer satisfaction, loyalty, positive referrals, and ultimately your organization’s ongoing success.

**Valuing people.** A successful organization values its workforce members and the other people who have a stake in the organization, including customers, community members, suppliers and partners, and other people affected by its actions.

**Organizational learning and agility.** Organizational learning includes both continuous improvement of existing approaches and significant change or innovation, leading to new goals, approaches, products, and markets. Organizational learning must allow for agility, a capacity for rapid change and for flexibility in operations.

**Focus on success.** Ensuring your organization’s success now and in the future requires understanding the short- and longer-term factors that affect your organization and its marketplace, managing uncertainty and risk in the environment, and balancing some stakeholders’ short-term demands with the organization’s and stakeholders’ need to invest in long-term success.

**Managing for innovation.** Innovation means making meaningful change to improve your products, services, programs, processes, operations, and business model, with the purpose of creating new value for stakeholders. Innovation requires a supportive environment, a process for identifying strategic opportunities, and the pursuit of those that are intelligent risks.

**Management by fact.** Management by fact requires you to measure and analyze your organization’s performance, both inside the organization and in your competitive environment. Analysis of performance measures and indicators should support organizational evaluation, alignment, and decision making.

**Societal responsibility.** Your organization’s leaders should stress responsibilities to the public and the consideration of societal well-being and benefit. Your leaders should be role models for the well-being of your communities.

**Ethics and transparency.** Your organization should stress ethical behavior by all workforce members in all stakeholder transactions and interactions. Senior leaders should be role models of ethical behavior, including transparency, characterized by candid and open communication on the part of leadership and management and by the sharing of accurate information.

**Delivering value and results.** Performance results should be chosen and analyzed for you to deliver and balance value for your key stakeholders. Thus, results need to include not just financial results, but also product and process results; customer and workforce satisfaction and engagement results; and leadership, strategy, and societal performance.
Organizational Profile

The Organizational Profile is a snapshot of your organization, the KEY influences on HOW you operate and the KEY challenges you face. Feel free to use lists or charts as you prepare your responses. This section should occupy no more than 5 pages preferably.

P.1 Organizational Description: What are your key organizational characteristics?

a. Organizational Environment

(1) Product Offerings What are your main product offerings*? What is the relative importance of each to your success? What mechanisms do you use to deliver your products?

(2) MISSION, VISION, and VALUES What are your stated MISSION, VISION, and VALUES? What are your organization’s CORE COMPETENCIES, and what is their relationship to your MISSION?

(3) WORKFORCE Profile What is your WORKFORCE profile? What recent changes have you experienced in WORKFORCE composition or your needs with regard to your WORKFORCE? What are

- your WORKFORCE or employee groups and SEGMENTS,
- the educational requirements for different employee groups and segments, and
- the KEY drivers that engage them in achieving your mission and vision?

What are your organized bargaining units (union representation)? What are your organization’s special health and safety requirements?

(4) Assets What are your major facilities, technologies, and equipment?

(5) Regulative Requirements What is the regulatory environment under which you operate? What are the KEY applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and product regulations?

b. Organizational Relationships

(1) Organizational Structure What are your organizational structure and GOVERNANCE system? What are the reporting relationships among your GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?

(Continued on the next page)

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.

**For health care organizations, “customers” are the users of your health care services (e.g., patients, families, insurers, and other third-party payors).

For education organizations, “customers” are the users of your educational programs and services (e.g., students and parents).
(2) **CUSTOMERS** and **STAKEHOLDERS** What are your KEY market SEGMENTS, CUSTOMER groups, and STAKEHOLDER groups, as appropriate? What are their KEY requirements and expectations for your products, CUSTOMER support services, and operations? What are the differences in these requirements and expectations among market SEGMENTS, CUSTOMER groups, and STAKEHOLDER groups?

(3) **Suppliers and PARTNERS** What are your KEY types of suppliers, PARTNERS, and collaborators?
   What role do they play
   - in your WORK SYSTEMS, especially in producing and delivering your KEY products and CUSTOMER support services; and
   - in enhancing your competitiveness?

   What are your KEY mechanisms for two-way communication with suppliers, PARTNERS, and COLLABORATORS? What role, if any, do these organizations play in contributing and implementing INNOVATIONS in your organization? What are your KEY supply-chain requirements?

**P.2 Organizational Situation:** What is your organization’s strategic situation?

**a. Competitive Environment**

(1) **Competitive Position** What is your competitive position? What are your relative size and growth in your industry or the markets you serve? How many and what types of competitors do you have?

(2) **Competitiveness Changes** What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for INNOVATION and collaboration, as appropriate?

(3) **Comparative Data** What KEY sources of comparative and competitive data are available from within your industry? What KEY sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data?

**b. Strategic Context**

What are your KEY STRATEGIC CHALLENGES and ADVANTAGES in the areas of business, opera- tions, societal responsibilities, and WORKFORCE?

**c. PERFORMANCE Improvement System**

What are the KEY elements of your PERFORMANCE improvement system, including your PROCESSES for evaluation and improvement of KEY organizational projects and PROCESSES?

*Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.*
The Seven Criteria Categories of Performance Excellence

Respond to the following seven Categories. Please focus on your KEY processes in Categories 1-6. You may include narrative, lists, tables, and other related graphics in your response.

Typically, applicants will devote 2 to 3 pages per Category response in Categories 1-6. Your response to Category 7, Results, may require at least 3 or 4 pages. We are most interested in what you are doing, not how you are writing about it. You will be well served by focusing on the KEY processes and results within your organization. Resist the temptation to include every minor detail – it may result in Examiner feedback that is not vital to your interests.

Please note that it is not necessary to discuss specific results in Categories 1–6 since all results can be listed in Category 7.

1. Leadership

The Leadership Category examines how your organization’s senior leaders’ personal actions guide and sustain your organization. Also examined are your organization’s governance and how your organization fulfills its legal, ethical, and societal responsibilities and supports its key communities.

1.1 Senior Leadership: How do your senior leaders lead the organization?

(1) HOW do SENIOR LEADERS set your organization’s VISION and VALUES?

(2) HOW do SENIOR LEADERS’ actions demonstrate their commitment to legal and ETHICAL behavior?

(3) HOW do SENIOR LEADERS communicate with and engage the entire WORKFORCE and key customers?

(4) HOW do SENIOR LEADERS’ actions create an environment for success now and in the future?

(5) HOW do SENIOR LEADERS create a focus on action that will achieve the organization’s mission?

1.2 Governance and Societal Responsibilities: How do you govern your organization and fulfill your societal responsibilities?

(1) HOW does your organization ensure responsible GOVERNANCE?

(2) HOW do you evaluate the PERFORMANCE of your SENIOR LEADERS and your GOVERNANCE board?

(3) HOW do you address and anticipate legal, regulatory, and community concerns with your products and operations?

(4) HOW do you promote and ensure ETHICAL BEHAVIOR in all interactions?

(5) HOW do you consider societal well-being and benefit as part of your strategy and daily operations?

(6) HOW do you actively support and strengthen your KEY communities?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.
2. Strategic Planning

The Strategic Planning Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and changed if circumstances require, and how progress is measured.

2.1 Strategy Development: How do you develop your strategy?

(1) HOW do you conduct your strategic planning?

(2) HOW does your strategy development PROCESS stimulate and incorporate INNOVATION?

(3) HOW do you collect and analyze relevant data and develop information for your strategic planning PROCESS?

(4) HOW do you decide which KEY PROCESSES will be accomplished by your WORKFORCE and which by external suppliers and PARTNERS?

(5) What are your organization’s KEY STRATEGIC OBJECTIVES and timetable for achieving them?

(6) HOW do your STRATEGIC OBJECTIVES achieve appropriate balance among varying and potentially competing organizational needs?

2.2 Strategy Implementation: How do you implement your strategy?

(1) What are your KEY short- and longer-term ACTION PLANS?

(2) HOW do you DEPLOY your ACTION PLANS?

(3) HOW do you ensure that financial and other resources are available to support the achievement of your ACTION PLANS while you meet current obligations?

(4) What are your KEY WORKFORCE plans to support your short- and longer-term STRATEGIC OBJECTIVES and ACTION PLANS?

(5) What KEY PERFORMANCE MEASURES or INDICATORS do you use to track the achievement and EFFECTIVENESS of your ACTION PLANS?

(6) For these KEY PERFORMANCE MEASURES or INDICATORS, what are your PERFORMANCE PROJECTIONS for your short- and longer-term planning horizons?

(7) HOW do you establish and implement modified ACTION PLANS if circumstances require a shift in plans and rapid execution of new plans?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.
3. Customer Focus

The Customer Focus Category examines how your organization engages its customers for long-term marketplace success. This engagement strategy includes how your organization builds a customer-focused culture. Also examined is how your organization listens to the voice of its customers and uses this information to improve and identify opportunities for innovation.

3.1 Voice of the Customer: How do you obtain information from your customers?

(1) HOW do you listen to, interact with, and observe CUSTOMERS* to obtain actionable information?

(2) HOW do you listen to potential CUSTOMERS to obtain actionable information?

(3) HOW do you determine CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT?

(4) HOW do you obtain information on CUSTOMERS’ satisfaction with your organization relative to other organizations?

3.2 Customer Engagement: How do you engage customers by serving their needs and building relationships?

(1) HOW do you determine product offerings?

(2) HOW do you enable CUSTOMERS to seek information and support?

(3) HOW do you determine your CUSTOMER groups and market SEGMENTS?

(4) HOW do you build and manage CUSTOMER relationships?

(5) HOW do you manage CUSTOMER complaints?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.

*For health care organizations, “customers” are the users of your health care services (e.g., patients, families, insurers, and other third-party payors).

For education organizations, “customers” are the users of your educational programs and services (e.g., students and parents).
4. Measurement, Analysis, and Knowledge Management

The Measurement, Analysis, and Knowledge Management Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it manages its information technology. The Category also examines how your organization reviews and uses reviews to improve its performance.

4.1 Measurement, Analysis, and Improvement of Organizational Performance:
How do you measure, analyze, and then improve organizational performance?

(1) HOW do you track data and information on daily operations and overall organizational PERFORMANCE? 

(2) HOW do you select comparative data and information to support fact-based decision making? 

(3) HOW do you select VOICE-OF-THE-CUSTOMER and market data and information? 

(4) HOW do you ensure that your PERFORMANCE measurement system can respond to rapid or unexpected organizational or external changes? 

(5) HOW do you review your organization’s PERFORMANCE and capabilities? 

(6) HOW do you project your organization’s future PERFORMANCE? 

(7) HOW do you use findings from PERFORMANCE reviews (addressed in question 5) to develop priorities for continuous improvement and opportunities for INNOVATION? 

4.2 Information and Knowledge Management: How do you manage your information and your organizational knowledge assets?

(1) HOW do you verify and ensure the quality of organizational data and information? 

(2) HOW do you ensure the availability of organizational data and information? 

(3) HOW do you build and manage organizational knowledge? 

(4) HOW do you share best practices in your organization? 

(5) HOW do you use your knowledge and resources to embed LEARNING in the way your organization operates?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.
5. Workforce

The Workforce Focus Category examines how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization’s overall mission, strategy, and action plans. The Category examines your ability to assess workforce capability and capacity needs and to build a workforce environment conducive to high performance.

5.1 Workforce Environment: How do you build an effective and supportive workforce environment?

(1) HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs?

(2) HOW do you recruit, hire, place, and retain new WORKFORCE members?

(3) HOW do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs?

(4) HOW do you organize and manage your WORKFORCE?

(5) HOW do you ensure workplace health, security, and accessibility for the WORKFORCE?

(6) HOW do you support your WORKFORCE via services, benefits, and policies?

5.2 Workforce Engagement: How do you engage your workforce to achieve a high-performance work environment?

(1) HOW do you foster an organizational culture that is characterized by open communication, HIGH PERFORMANCE, and an engaged WORKFORCE?

(2) HOW do you determine the KEY drivers of WORKFORCE ENGAGEMENT?

(3) HOW do you assess WORKFORCE ENGAGEMENT?

(4) HOW does your WORKFORCE PERFORMANCE management system support HIGH PERFORMANCE and WORKFORCE ENGAGEMENT?

(5) HOW does your LEARNING and development system support the organization’s needs and the personal development of your WORKFORCE members, managers, and leaders?

(6) HOW do you evaluate the EFFECTIVENESS and efficiency of your learning and development system?

(7) HOW do you manage career progression for your WORKFORCE and your future leaders?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.
6. Operations

The Operations Focus category examines how your organization designs, manages, and improves its key work systems and work processes to deliver customer value and achieve organizational success and sustainability. Also examined is your readiness for emergencies.

6.1 Work Processes: How do you design, manage, and improve your key products and work processes?

(1) HOW do you determine KEY product* and WORK PROCESS requirements?

(2) What are your organization’s KEY WORK PROCESSES?

(3) HOW do you design your products and WORK PROCESSES to meet requirements?

(4) HOW does your day-to-day operation of WORK PROCESSES ensure that they meet KEY PROCESS requirements?

(5) HOW do you determine your KEY support PROCESSES?

(6) HOW do you improve your WORK PROCESSES to improve products and PERFORMANCE, enhance your CORE COMPETENCIES, and reduce variability?

(7) HOW do you manage your supply chain?

(8) HOW do you pursue your opportunities for INNOVATION?

6.2 Operational Effectiveness: How do you ensure effective management of your operations?

(1) HOW do you control the overall costs of your operations?

(2) HOW do you ensure the reliability of your information systems?

(3) HOW do you ensure the security and cybersecurity of sensitive or privileged data and information?

(4) HOW do you provide a safe operating environment?

(5) HOW do you ensure that your organization is prepared for disasters or emergencies?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.

*For health care organizations, “products” are health care services.
For education organizations, “products” are educational programs and services.
See www.nist.gov/baldrige/publications/baldrige-excellence-framework for Baldrige frameworks tailored to the health care and education sectors.
7. Results

The Results Category examines your organization’s performance and improvement in all key areas—product and process-effectiveness outcomes, customer-focused outcomes, workforce-focused outcomes, leadership and governance outcomes, and financial and market outcomes. Performance levels are examined relative to those of competitors and other organizations with similar product offerings.

7.1 Product and Process Results: What are your product performance and process effectiveness results?

(1) What are your RESULTS for your products and your CUSTOMER service processes?

(2) What are your PROCESS EFFECTIVENESS and efficiency RESULTS?

(3) What are your safety and emergency preparedness RESULTS?

(4) What are your supply-chain management RESULTS?

7.2 Customer-Focused Results: What are your customer-focused performance results?

(1) What are your CUSTOMER satisfaction and dissatisfaction RESULTS?

(2) What are your CUSTOMER ENGAGEMENT RESULTS?

7.3 Workforce-Focused Results: What are your workforce-focused performance results?

(1) What are your WORKFORCE CAPABILITY and CAPACITY RESULTS?

(2) What are your WORKFORCE climate RESULTS?

(3) What are your WORKFORCE ENGAGEMENT RESULTS?

(4) What are your WORKFORCE and leader development RESULTS?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.
7.4 Leadership and Governance Results: What are your senior leadership and governance results?

(1) What are your RESULTS for SENIOR LEADERS’ communication and engagement with the WORKFORCE and CUSTOMERS?

(2) What are your RESULTS for GOVERNANCE accountability?

(3) What are your legal and regulatory RESULTS?

(4) What are your RESULTS for ETHICAL BEHAVIOR?

(5) What are your RESULTS for societal responsibilities and support of your KEY communities?

(6) What are your RESULTS for the achievement of your organizational strategy and ACTION PLANS?

7.5 Financial and Market Results: What are your results for financial viability?

(1) What are your financial PERFORMANCE RESULTS?

(2) What are your marketplace PERFORMANCE RESULTS?

Terms in SMALL CAPS are defined in the Glossary of Key Terms towards the end of this document.
**Glossary of Key Terms**

The terms below are those in small caps in the Baldrige Excellence Builder/Wisconsin Fast Forward Application, as well as terms in the scoring rubric. For additional definitions and examples, see the Baldrige Excellence Framework booklet (Business/Nonprofit, Education, or Health Care; www.nist.gov/baldrige/publications/baldrige-excellence-framework).

**ACTION PLANS.** Specific actions that your organization takes to reach its short- and longer-term strategic objectives. These plans specify the resources committed to and the time horizons for accomplishing the plans. See also STRATEGIC OBJECTIVES.

**ALIGNMENT.** A state of consistency among plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses that support key organization-wide goals. See also INTEGRATION.

**APPROACH.** The methods your organization uses to carry out its processes.

**BENCHMARKS.** Processes and results that represent the best practices and best performance for similar activities, inside or outside your organization’s industry.

**COLLABORATORS.** Organizations or individuals who cooperate with your organization to support a particular activity or event or who cooperate intermittently when their short-term goals are aligned with or are the same as yours. See also PARTNERS.

**CORE COMPETENCIES.** Your organization’s areas of greatest expertise; those strategically important, possibly specialized capabilities that are central to fulfilling your mission or that provide an advantage in your marketplace or service environment.

**CUSTOMER.** An actual or potential user of your organization’s products, programs, or services. See also STAKEHOLDERS.

**CUSTOMER ENGAGEMENT.** Your customers’ investment in or commitment to your brand and product offerings.

**DEPLOYMENT.** The extent to which your organization applies an approach in relevant work units throughout your organization.

**EFFECTIVE.** How well a process or a measure addresses its intended purpose.

**ETHICAL BEHAVIOR.** The actions your organization takes to ensure that all its decisions, actions, and stakeholder interactions conform to its moral and professional principles of conduct. These principles should support all applicable laws and regulations and are the foundation for your organization’s culture and values.

**GOALS.** Future conditions or performance levels that your organization intends or desires to attain. See also PERFORMANCE PROJECTIONS.

**GOVERNANCE.** The system of management and controls exercised in the stewardship of your organization.

**HIGH PERFORMANCE.** Ever-higher levels of overall organizational and individual performance, including quality, productivity, innovation rate, and cycle time.

**HOW.** The systems and processes that your organization uses to achieve its mission requirements.

**INNOVATION.** Making meaningful change to improve products, processes, or organizational effectiveness and create new value for stakeholders. The outcome of innovation is a discontinuous or breakthrough change.
**INTEGRATION.** The harmonization of plans, processes, information, resource decisions, work-force capability and capacity, actions, results, and analyses to support key organization-wide goals. See also ALIGNMENT.

**KEY.** Major or most important; critical to achieving your intended outcome.

**KNOWLEDGE ASSETS.** Your organization’s accumulated intellectual resources; the knowledge possessed by your organization and its workforce in the form of information, ideas, learning, understanding, memory, insights, cognitive and technical skills, and capabilities.

**LEARNING.** New knowledge or skills acquired through evaluation, study, experience, and innovation.

**LEVELS.** Numerical information that places or positions your organization’s results and performance on a meaningful measurement scale.

**MEASURES AND INDICATORS.** Numerical information that quantifies the input, output, and performance dimensions of processes, products, programs, projects, services, and the overall organization (outcomes).

**MISSION.** Your organization’s overall function.

**PARTNERS.** Key organizations or individuals who are working in concert with your organization to achieve a common goal or improve performance. Typically, partnerships are formal arrangements. See also COLLABORATORS.

**PERFORMANCE.** Outputs and their outcomes obtained from processes, products, and customers that permit you to evaluate and compare your organization’s results to performance projections, standards, past results, goals, and other organizations’ results.

**PERFORMANCE EXCELLENCE.** An integrated approach to organizational performance management that results in (1) delivery of ever-improving value to customers and stakeholders, contributing to ongoing organizational success; (2) improvement of your organization’s overall effectiveness and capabilities; and (3) learning for the organization and for people in the workforce.

**PERFORMANCE PROJECTIONS.** Estimates of your organization’s future performance. See also GOALS.

**PROCESS.** Linked activities with the purpose of producing a product or service for a customer (user) within or outside your organization.

**RESULTS.** Outputs and outcomes achieved by your organization.

**SEGMENT.** One part of your organization’s customer, market, product offering, or workforce base.

**SENIOR LEADERS.** Your organization’s senior management group or team.

**STAKEHOLDERS.** All groups that are or might be affected by your organization’s actions and success.

**STRATEGIC ADVANTAGES.** Those marketplace benefits that exert a decisive influence on your organization’s likelihood of future success. These advantages are frequently sources of current and future competitive success relative to other providers of similar products.
Glossary, continued.

STRATEGIC CHALLENGES. Those pressures that exert a decisive influence on your organization’s likelihood of future success. These challenges are frequently driven by your organization’s anticipated competitive position in the future relative to other providers of similar products.

STRATEGIC OBJECTIVES. The aims or responses that your organization articulates to address major change or improvement, competitiveness or social issues, and business advantages. See also ACTION PLANS.

SYSTEMATIC. Well-ordered, repeatable, and exhibiting the use of data and information so that learning is possible.

TRENDS. Numerical information that shows the direction and rate of change of your organization’s results or the consistency of its performance over time.

VALUES. The guiding principles and behaviors that embody how your organization and its people are expected to operate.

VISION. Your organization’s desired future state.

VOICE OF THE CUSTOMER. Your process for capturing customer-related information.

WORK PROCESSES. Your organization’s most important internal value-creation processes.

WORK SYSTEMS. How your organization’s work is accomplished, consisting of the internal work processes and external resources you need to develop and produce products, deliver them to your customers, and succeed in your marketplace.

WORKFORCE. All people actively supervised by your organization and involved in accomplishing your organization’s work, including paid employees (e.g., permanent, part-time, temporary, and telecommuting employees, as well as contract employees supervised by your organization) and volunteers, as appropriate.

WORKFORCE CAPABILITY. Your organization’s ability to accomplish its work processes through its people’s knowledge, skills, abilities, and competencies.

WORKFORCE CAPACITY. Your organization’s ability to ensure sufficient staffing levels to accomplish its work processes and deliver your products to customers, including the ability to meet seasonal or varying demand levels.

WORKFORCE ENGAGEMENT. The extent of workforce members’ emotional and intellectual commitment to accomplishing your organization’s work, mission, and vision.
### Wisconsin Fast Forward Application Form

*(please submit approximately 30 days before the narrative Fast Forward responses)*

**1. APPLICANT ORGANIZATION**

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</table>

**2. SIZE OF ORGANIZATION**

<table>
<thead>
<tr>
<th>Total number of sites in Wisconsin</th>
<th>Total FTEs</th>
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<tbody>
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**3. ORGANIZATION TYPE**

- Manufacturing
- Health Care
- Government
- Service
- Education
- Other (Specify)

<table>
<thead>
<tr>
<th>NAICS Code (3 or 4 digits from pages 22 and 23 of this booklet)</th>
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<tbody>
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| Check here if your organization is a WCPE member organization |
|                                                             |
|                                                             |

**4. HIGHEST RANKING RESPONSIBLE OFFICIAL**

<table>
<thead>
<tr>
<th>Name of Organization’s Highest Responsible Official (WI)</th>
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<table>
<thead>
<tr>
<th>Title</th>
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<table>
<thead>
<tr>
<th>Street Address</th>
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<tbody>
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<table>
<thead>
<tr>
<th>City</th>
<th>County</th>
<th>ZIP Code</th>
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<tr>
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<table>
<thead>
<tr>
<th>Telephone Number</th>
<th>Fax Number</th>
</tr>
</thead>
<tbody>
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**5. OFFICIAL ORGANIZATIONAL CONTACT**

<table>
<thead>
<tr>
<th>Name of Official Contact</th>
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<table>
<thead>
<tr>
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<table>
<thead>
<tr>
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</table>

<table>
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<th>ZIP Code</th>
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</table>

<table>
<thead>
<tr>
<th>Telephone Number</th>
<th>Fax Number</th>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Email address</th>
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<tbody>
<tr>
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</tbody>
</table>

**6. APPLICANT DESCRIPTION**

Attach the following items to this page.

- Organizational Chart(s)

**7. ASSURANCES AND AUTHORIZATION**

**On Citizenship:** We certify that our organization is a good community citizen, and that there are no current allegations, investigations, or violations of laws/regulations related to civil rights, health, safety, finances, tax status, environment, labor relations or similar issues that could be embarrassing to the Wisconsin Center for Performance Excellence (WCPE) or Wisconsin Forward Award. We agree to disclose any such issues to WCPE, and we understand that we may be asked to re-validate this certification before award levels are assigned.

**On Forward Award Application and Applicant Responsibility:**

We understand this Application form and subsequent Fast Forward application to WFA will be reviewed by members of the WFA Board of Examiners. We further understand that all reviewers are required to follow the Forward Award Code of Ethics and Standards of Conduct to ensure confidentiality and avoid possible conflict of interest.

______________________________________________________
Authorized Signature – Highest Responsible Official

<table>
<thead>
<tr>
<th>Name (please type or print)</th>
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</table>

<table>
<thead>
<tr>
<th>Title</th>
<th>Date</th>
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</tbody>
</table>

**FOR OFFICIAL USE ONLY**

This confirms that the applicant organization on this Application Form is eligible to apply for the Wisconsin Fast Forward.

______________________________________________________
WFA, Inc. Authorized Signature Date

Confirmation Number: _______________________________

Intent-to-Apply Fee of $300 should be submitted with this form. We will send you an invoice for the application fee.
Instructions for Completing the Fast Forward Application Form

1. **Applicant Organization**: Provide the official name, business address, and all other information requested for the organization applying for the Wisconsin Forward Award.

2. **Size of Organization**: Give the number of sites and the number of full-time equivalent employees of the applicant organization as of the date you submit the form. This refers to sites and employees within Wisconsin. A site is considered a single site if the organization has offices or other works areas located near each other and if the organization considers them one location for business and personnel purposes.

3. **Organization Type**: Check the type of organization as applicable, the appropriate NAICS Code for your organization from pages 22 and 23, and whether your organization is a Friend of the Wisconsin Center for Performance Excellence.

4. **Highest Responsible Official**: Provide the name and all contact information requested for the highest responsible official of the applicant organization (Owner, Chair of the Board, President, CEO, Plant Manager, etc.). This is the person in Wisconsin with authority to commit your organization to the requirements of the Fast Forward process.

5. **Official Organizational Contact**: Provide the name and all other information requested for the applicant organization official who will serve as the primary contact throughout the evaluation process. Please designate a person who is knowledgeable about your organization and your application who will be able to provide additional information, answer inquiries if necessary.

6. **Organizational Chart**: Include as a separate attachment a line and box organizational chart or charts for your organization. If your organization is a subunit of a larger organization, also attach a line and box organizational chart showing your organization’s relationship to the highest management level of the parent organization, including intervening levels. (See Form C for more details.)

7. **Fees**: A non-refundable processing fee of $300 is to be submitted with the application form. The fee for Wisconsin Fast Forward is $1,895 or $1,695 for WCPE members.

Please contact us if you’re not sure of your membership status.

8. **Assurances and Authorization**: The signature of your organization’s highest responsible official in Wisconsin or designee is required. This indicates that your organization is a good citizen and will comply with the terms and conditions associated with being a Fast Forward participant and recipient.

**Mailing Checklist**: The preparer of the application packet should review this checklist to ensure that all required items are included in the mailing package. Form B and/or Form C may not be applicable to your organization and therefore not included.

**Important Information**

Please notify WCPE 30 days before the submission of your Fast Forward application.

A non-refundable $300.00 fee is required. Please make check payable to the Wisconsin Center for Performance Excellence or call us at (608) 663-5300 to arrange credit card payment via PayPal.

Mail the Application Packet and your check (if applicable) to:

**Wisconsin Forward Award, Inc.**
**c/o Wisconsin Center for Performance Excellence**
**2909 Landmark Place**
**Madison, WI 53713**
<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>2002 NAICS Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Agriculture, Forestry, Fishing and Hunting</td>
</tr>
<tr>
<td>111</td>
<td>Crop Production</td>
</tr>
<tr>
<td>112</td>
<td>Animal Production</td>
</tr>
<tr>
<td>113</td>
<td>Forestry and Logging</td>
</tr>
<tr>
<td>114</td>
<td>Fishing, Hunting and Trapping</td>
</tr>
<tr>
<td>115</td>
<td>Support Activities for Agriculture and Forestry</td>
</tr>
<tr>
<td>21</td>
<td>Mining</td>
</tr>
<tr>
<td>211</td>
<td>Oil and Gas Extraction</td>
</tr>
<tr>
<td>212</td>
<td>Mining (except Oil and Gas)</td>
</tr>
<tr>
<td>213</td>
<td>Support Activities for Mining</td>
</tr>
<tr>
<td>22</td>
<td>Utilities</td>
</tr>
<tr>
<td>221</td>
<td>Utilities</td>
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<tr>
<td>23</td>
<td>Construction</td>
</tr>
<tr>
<td>236</td>
<td>Construction of Buildings</td>
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<tr>
<td>237</td>
<td>Heavy and Civil Engineering Construction</td>
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<tr>
<td>238</td>
<td>Specialty Trade Contractors</td>
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<tr>
<td>31-33</td>
<td>Manufacturing</td>
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<tr>
<td>311</td>
<td>Food Manufacturing</td>
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<tr>
<td>312</td>
<td>Beverage and Tobacco Product Manufacturing</td>
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<tr>
<td>313</td>
<td>Textile Mills</td>
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<td>Textile Product Mills</td>
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<td>315</td>
<td>Apparel Manufacturing</td>
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<td>316</td>
<td>Leather and Allied Product Manufacturing</td>
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<td>Wood Product Manufacturing</td>
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<td>Paper Manufacturing</td>
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<td>Printing and Related Support Activities</td>
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<td>324</td>
<td>Petroleum and Coal Products Manufacturing</td>
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<td>325</td>
<td>Chemical Manufacturing</td>
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<td>326</td>
<td>Plastics and Rubber Products Manufacturing</td>
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<td>327</td>
<td>Nonmetallic Mineral Product Manufacturing</td>
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<td>Primary Metal Manufacturing</td>
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<td>Fabricated Metal Product Manufacturing</td>
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<td>Machinery Manufacturing</td>
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<td>334</td>
<td>Computer and Electronic Product Manufacturing</td>
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<td>336</td>
<td>Transportation Equipment Manufacturing</td>
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<td>337</td>
<td>Furniture and Related Product Manufacturing</td>
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<td>Retail Trade</td>
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<td>Furniture and Home Furnishings Stores</td>
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<td>443</td>
<td>Electronics and Appliance Stores</td>
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<td>Building Material and Garden Equipment and Supplies</td>
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<td>Food and Beverage Stores</td>
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<td>446</td>
<td>Health and Personal Care Stores</td>
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<tr>
<td>447</td>
<td>Gasoline Stations</td>
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<tr>
<td>448</td>
<td>Clothing and Clothing Accessories Stores</td>
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<td>451</td>
<td>Sporting Goods, Hobby, Book, and Music Stores</td>
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<td>General Merchandise Stores</td>
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<td>Miscellaneous Store Retailers</td>
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<td>Nonstore Retailers</td>
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<td>Transportation and Warehousing</td>
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<td>481</td>
<td>Air Transportation</td>
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<td>Rail Transportation</td>
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<td>Water Transportation</td>
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<td>Pipeline Transportation</td>
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<td>Publishing Industries (except Internet)</td>
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<td>Colleges, Universities and Professional Schools</td>
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<td>Other Schools and Instruction</td>
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<td>Ambulatory Health Care Services</td>
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<td>6211</td>
<td>Offices of Physicians</td>
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<td>Offices of Dentists</td>
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<td>Offices of Other Health Practitioners</td>
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<td>Medical and Diagnostic Laboratories</td>
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<td>Nursing and Residential Care Facilities</td>
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<td>Social Assistance</td>
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<td>71</td>
<td>Arts, Entertainment, and Recreation</td>
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<tr>
<td>711</td>
<td>Performing Arts, Spectator Sports, and Related Industries</td>
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<tr>
<td>712</td>
<td>Museums, Historical Sites, and Similar Institutions</td>
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<tr>
<td>713</td>
<td>Amusement, Gambling, and Recreation Industries</td>
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