

THE WISCONSIN
Fast FORWARD
W O R K B O O K

To be used in conjunction with the
[Baldrige Excellence Builder](#)

Intent to apply form is included in this packet

The Wisconsin Fast Forward Review Process

Examination Team Review and Feedback Report	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.
Site Visit	Members of the examiner team will conduct a one-day site visit and action planning session.

The Wisconsin Fast Forward Application

Organizational Profile	Applicants should submit their responses to organizational profile questions that set the context for the review of their application. This section is typically five pages. A Glossary and Organization chart does not count towards page limit.
Responses to Overall Criteria Requirements	Applicants should response to the OVERALL requirements found in the Baldrige Excellence Builder. This section is limited to 35 pages. You may have more or fewer pages. Refer to page 3 of the Excellence Builder for tips. A glossary of key terms begins on page 16. Baldrige Core Values are outlined on page 4.

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 Baldrige Excellence Builder are based on these core values and concepts found in high-performing organizations.

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 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 organization must consider all product and/or service features and characteristics, all modes of customer access and support, and all organizational values and behaviors that contribute to value for your customers.

Valuing people. An organization's success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn, and accountability for performance. The successful organization has a culture of equity and inclusion that capitalizes on the diverse backgrounds and characteristics, knowledge, skills, creativity, and motivation of its workforce, partners, and collaborators.

Agility and resilience. Agility requires a capacity for rapid change and for flexibility in operations. Organizational resilience is the ability to anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and—when disruptions occur—to protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, and community well-being.

Organizational learning. Organizational learning includes both continuous improvement of existing approaches and significant change or innovation, leading to new goals, approaches, products and/or services, and markets.

Focus on success and innovation. Ensuring your organization's success now and in the future requires understanding of the short- and longer-term factors that affect your organization and its environment. It also requires the ability to drive organizational innovation.

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.

Societal contributions. Your organization's leaders should stress contributions to the public and the consideration of societal well-being and benefit. Your leaders should be role models for your organization and its workforce in the protection of public health, safety, and the environment.

Ethics and transparency. Your organization should stress ethical behavior in all stakeholder transactions and interactions. Senior leaders should be role models of ethical behavior and make their expectations of the workforce very clear.

Delivering value and results. Your organization should choose and analyze results that help you deliver and balance value for your key stakeholders. Thus, results need to include not just financial results, but also product and/or service and process results; customer and workforce satisfaction and engagement results; and leadership, strategy, and societal performance.



Baldrige Excellence Builder

The Baldrige Excellence Builder includes questions on the most important features of organizational excellence, starting with a full Organizational Profile. For a more comprehensive set of questions, see the [Baldrige Excellence Framework booklet](#) (business/nonprofit, education, or health care).

P Organizational Profile

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

a. Organizational Environment

- (1) **Product and/or Service Offerings** What are your main products and/or services? What is the relative importance (including percentage of revenue/budget) of each product or service to your success? What are the delivery methods for these products and/or services?
- (2) **MISSION, VISION, VALUES, and CULTURE** What are your MISSION, VISION, and VALUES? What are the defining characteristics of your organizational CULTURE? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION and VISION?
- (3) **WORKFORCE Profile** What is your WORKFORCE profile? What are your WORKFORCE or employee groups and SEGMENTS and the KEY engagement drivers for each? What KEY changes are you experiencing in your WORKFORCE CAPABILITY, CAPACITY, and composition?
- (4) **Assets** What are your major assets, such as facilities, equipment, technologies, and intellectual property?
- (5) **Regulatory Environment** What are your KEY applicable regulations, and accreditation, certification, or registration requirements?

b. Organizational Relationships

- (1) **Organizational Structure** What are your organizational leadership and GOVERNANCE structures? What are the KEY components of your organization's LEADERSHIP SYSTEM? What are the reporting relationships among your GOVERNANCE SYSTEM, SENIOR LEADERS, and parent organization, as appropriate?

(Continued on the next page)

- (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 and/or services, CUSTOMER support services, and operations, including any differences among the groups?
- (3) **Suppliers, PARTNERS, and COLLABORATORS** What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do they play in producing and delivering your KEY products and/or services and CUSTOMER support services? What role do they play in contributing and implementing INNOVATIONS in your organization? What are your KEY supply-network requirements?

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

a. Competitive Environment

- (1) **Competitive Position** What are your size, share, and growth in your industry or the markets you serve? How many and what types of competitors do you have? What differentiates you from them?
- (2) **Competitiveness Changes** What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for collaboration and INNOVATION, 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, threats, ADVANTAGES, and opportunities?

c. PERFORMANCE Improvement SYSTEM

What is your overall SYSTEM for PERFORMANCE improvement? What KEY tools and methods are used as part of this SYSTEM?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17–19).

* For health care organizations, “customers” are the direct recipients of the health care services you provide (e.g., patients and families).

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

See www.nist.gov/baldrige/publications for Baldrige frameworks tailored to the health care and education sectors.

1 Leadership

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

- (1) How do SENIOR LEADERS set and DEPLOY your organization's MISSION, VISION, and VALUES?
- (2) How do SENIOR LEADERS' personal actions demonstrate their commitment to legal and ETHICAL BEHAVIOR?
- (3) How do SENIOR LEADERS communicate with and engage the entire WORKFORCE, KEY PARTNERS, and KEY CUSTOMERS?
- (4) How do SENIOR LEADERS create an environment for success now and in the future?
- (5) How do SENIOR LEADERS create a focus on action to achieve the organization's MISSION and VISION?

1.2 Governance and Societal Contributions: How do you govern your organization and make societal contributions?

- (1) How does your organization ensure responsible GOVERNANCE?
- (2) How do you evaluate the PERFORMANCE of your SENIOR LEADERS and your GOVERNANCE SYSTEM?
- (3) How does your GOVERNANCE SYSTEM review the organization's PERFORMANCE?
- (4) How do you address current and anticipated future legal, regulatory, and community concerns with your products and/or services, and operations?
- (5) How do you require and foster ETHICAL BEHAVIOR in all interactions?
- (6) How do you incorporate societal well-being and benefit into your strategy and daily operations?
- (7) How do you actively support and strengthen your KEY communities?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).

2 Strategy

2.1 Strategy Development: How do you develop your strategy?

- (1) How do you conduct your strategic planning?
- (2) How do you collect and analyze relevant data and develop information for use in your strategic planning PROCESS?
- (3) How do you identify strategic opportunities and stimulate INNOVATION?
- (4) How do you decide which KEY PROCESSES will be accomplished by your WORKFORCE and which by external suppliers, PARTNERS, and COLLABORATORS?
- (5) What are your organization's KEY STRATEGIC OBJECTIVES and their most important related GOALS?
- (6) How do your STRATEGIC OBJECTIVES achieve balance among varying and competing organizational needs?

2.2 Strategy Implementation: How do you implement your strategy?

- (1) How do you develop your 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 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 recognize and respond when circumstances require a shift in ACTION PLANS and rapid execution of new plans?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).

3 Customers

3.1 Customer Expectations: How do you listen to your customers and determine products and/or services to meet their needs?

- (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 data and information?
- (3) How do you determine your CUSTOMER groups and market SEGMENTS?
- (4) How do you determine product and/or service offerings?

3.2 Customer Engagement: How do you build relationships and enhance the customer experience?

- (1) How do you acquire and retain CUSTOMERS by building and managing relationships?
- (2) How do you enable CUSTOMERS to do business with you, seek information, and obtain support?
- (3) How do you manage CUSTOMER complaints?
- (4) How do your CUSTOMER experience PROCESSES promote and ensure fair treatment for different CUSTOMERS, CUSTOMER groups, and market SEGMENTS?
- (5) How do you determine CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17–19).

* For health care organizations, “customers” are the direct recipients of the health care services you provide (e.g., patients and families).

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

4 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, Review, and Improvement of Organizational Performance: How do you measure, analyze, review, and 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 analyze and review your organization's PERFORMANCE and capabilities?
- (4) How do you use the findings from your PERFORMANCE reviews 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 secure sensitive or privileged data and information, information technology assets, and Internet-enabled SYSTEMS?
- (4) How do you build and manage organizational knowledge?
- (5) How do you identify and share best practices in your organization?
- (6) How do you determine which opportunities for INNOVATION to pursue?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17–19).

5 Workforce

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, and onboard 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 address workplace health and accessibility for the WORKFORCE?
- (6) How do you support your WORKFORCE via compensation and benefits?

5.2 Workforce Engagement: How do you engage your workforce for retention and high performance?

- (1) How do you determine the KEY drivers of WORKFORCE ENGAGEMENT?
- (2) How do you assess WORKFORCE ENGAGEMENT?
- (3) How do you foster an organizational CULTURE that is characterized by open communication, HIGH PERFORMANCE, and an engaged WORKFORCE?
- (4) How does your WORKFORCE PERFORMANCE management SYSTEM support HIGH PERFORMANCE?
- (5) How does your LEARNING and development SYSTEM support the personal development of WORKFORCE members and your organization's needs?
- (6) How do you manage career development for your WORKFORCE and your future leaders?
- (7) How do you ensure that your PERFORMANCE management, PERFORMANCE development, and career development PROCESSES promote equity and inclusion for a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).

6 Operations

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

- (1) How do you determine your KEY product and/or service requirements?
- (2) How do you design your products and/or services to meet these KEY requirements?
- (3) How do you determine your KEY WORK PROCESS and support PROCESS requirements?
- (4) How do you design your KEY WORK PROCESSES and support PROCESSES to meet your KEY requirements?
- (5) How does your day-to-day operation of your KEY WORK PROCESSES and support PROCESSES ensure that they meet your KEY PROCESS requirements?
- (6) How do you improve your KEY WORK PROCESSES and support PROCESSES to improve product and/or service and PROCESS PERFORMANCE?

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

- (1) How do you manage the cost, efficiency, and EFFECTIVENESS of your operations?
- (2) How do you manage your supply network?
- (3) How do you provide a safe operating environment for your WORKFORCE and other people in your workplace?
- (4) How do you ensure that your organization can anticipate, prepare for, and recover from disasters, emergencies, and other disruptions?
- (5) What is your organization's overall APPROACH to risk management?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17–19).

7 Results

7.1 Product and Process Results: What are your product and/or service and process performance results?

- (1) What are your RESULTS for your products and/or services?
- (2) What are your PROCESS EFFECTIVENESS and efficiency RESULTS?
- (3) What are your safety and emergency preparedness RESULTS?
- (4) What are your supply-network management RESULTS?

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

- (1) What are your WORKFORCE CAPABILITY and CAPACITY RESULTS?
- (2) What are your RESULTS for workplace health and for WORKFORCE compensation and benefits?
- (3) What are your WORKFORCE ENGAGEMENT RESULTS?
- (4) What are your WORKFORCE and leader development RESULTS?

(Continued on the next page)

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, PARTNERS, 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 well-being and support of your KEY communities?

7.5 Financial, Marketplace, and Strategy Results: What are your results for financial and marketplace performance and strategy implementation?

- (1) What are your financial PERFORMANCE RESULTS?
- (2) What are your marketplace PERFORMANCE RESULTS?
- (3) What are your RESULTS for the achievement of your organizational strategy?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 17-19).



Assessing Your Responses

For scoring guidelines, see the Baldrige Excellence Framework booklet (business/nonprofit, education, or health care).

Assessing Processes

Processes are the methods your organization uses and improves to do its work. The four factors used to evaluate processes are approach, deployment, learning, and integration (see page 3).

For process items (those in categories 1–6), read the process scoring rubric on page 16. For each item, assign one of the descriptors (reactive, early, mature, or role model) based on a holistic assessment of your processes.

Assessing Results

Results are the outputs and outcomes your organization achieves. The four factors used to evaluate results are levels, trends, comparisons, and integration (see page 3).

For results items (7.1–7.5), read the results scoring rubric on page 16. For each item, assign one of the descriptors based on a holistic assessment of your overall performance.



Glossary of Key Terms

The terms below are those in SMALL CAPS in the Baldrige Excellence Builder, as well as terms relating to the scoring rubric. For additional definitions and examples, see the Baldrige Excellence Framework booklet (business/nonprofit, education, or health care).

ACTION PLANS. Specific actions that your organization takes to reach its 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.

AGILITY. A capacity for rapid change and flexibility in operations.

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

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.

CULTURE. The shared beliefs, norms, and values that characterize your workforce and are demonstrated within your organization.

See also ETHICAL BEHAVIOR and VALUES.

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 and/or service 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, services, processes, the organization, or societal well-being, 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, workforce 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.

LEADERSHIP SYSTEM. The way leadership is exercised, formally and informally, throughout your organization; the basis for key decisions and the way they are made, communicated, and carried out.

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, services, 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.

RESILIENCE. An organization's ability to anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and when disruptions occur, to protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, and community well-being.

RESULTS. Outputs and outcomes achieved by your organization.

SEGMENT. One part of your organization's customer, market, product and/or service 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 and/or services.

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 and/or services.

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.**

SYSTEM. A set of interrelated leadership and management elements of an organization used to integrate approaches, establish policies and objectives, and manage processes to achieve those objectives.

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.

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, on-site, and remote 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 and/or services 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 Intent to Apply Form

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

1. APPLICANT ORGANIZATION

Applicant Organization Official Name

Other or Previous Applicant Organization Name

Applicant Organization Headquarters Street Address

City County ZIP Code

2. SIZE OF ORGANIZATION

Total number of sites Total FTEs

3. ORGANIZATION TYPE

Manufacturing NAICS Code:
Health Care
Government
Service Check here if your organization
Education is a WCPE member organization
Other (Specify)

4. HIGHEST RANKING RESPONSIBLE OFFICIAL

Name of Organization's Highest Responsible Official (WI)

Title

Street Address

City County ZIP Code

Telephone Number Fax Number

Email address

5. OFFICIAL ORGANIZATIONAL CONTACT

Name of Official Contact

Title

Street Address

City County ZIP Code

Telephone Number Fax Number

Email address

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 applicant, 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

Name (please type or print)

Title Date

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 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, and whether your organization is a Wisconsin Center for Performance Excellence member.
- 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:**
\$3450 Includes a 1-day virtual or live site visit and an action planning session
- 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.
- 9. Site Visit:** The program will coordinate site visit logistics with the applicant and Examiner team.

Important Information

Please notify WCPE 30 days before the submission of your Fast Forward application by completing the intent to apply form/

20% of the application fee must be paid with your intent to apply form. This fee is non-refundable.

\$3450 (\$690 intent fee)

We will send you an invoice for the application fee.

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 Suite 300
Madison, WI 53713**

NAICS Three- and Four-Digit Codes

NAICS

<u>Code</u>	<u>2002 NAICS Title</u>
11	Agriculture, Forestry, Fishing and Hunting
111	Crop Production
112	Animal Production
113	Forestry and Logging
114	Fishing, Hunting and Trapping
115	Support Activities for Agriculture and Forestry
21	Mining
211	Oil and Gas Extraction
212	Mining (except Oil and Gas)
213	Support Activities for Mining
22	Utilities
221	Utilities
23	Construction
236	Construction of Buildings
237	Heavy and Civil Engineering Construction
238	Specialty Trade Contractors
31-33	Manufacturing
311	Food Manufacturing
312	Beverage and Tobacco Product Manufacturing
313	Textile Mills
314	Textile Product Mills
315	Apparel Manufacturing
316	Leather and Allied Product Manufacturing
321	Wood Product Manufacturing
322	Paper Manufacturing
323	Printing and Related Support Activities
324	Petroleum and Coal Products Manufacturing
325	Chemical Manufacturing
326	Plastics and Rubber Products Manufacturing
327	Nonmetallic Mineral Product Manufacturing
331	Primary Metal Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
334	Computer and Electronic Product Manufacturing
335	Electrical Equipment, Appliance, and Component Manufacturing
336	Transportation Equipment Manufacturing
337	Furniture and Related Product Manufacturing
339	Miscellaneous Manufacturing
42	Wholesale Trade
423	Merchant Wholesalers, Durable Goods
424	Merchant Wholesalers, Nondurable Goods
425	Wholesale Electronic Markets and Agents and Brokers

NAICS

<u>Code</u>	<u>2002 NAICS Title</u>
44-45	Retail Trade
441	Motor Vehicle and Parts Dealers
442	Furniture and Home Furnishings Stores
443	Electronics and Appliance Stores
444	Building Material and Garden Equipment and Supplies Dealers
445	Food and Beverage Stores
446	Health and Personal Care Stores
447	Gasoline Stations
448	Clothing and Clothing Accessories Stores
451	Sporting Goods, Hobby, Book, and Music Stores
452	General Merchandise Stores
453	Miscellaneous Store Retailers
454	Nonstore Retailers
48-49	Transportation and Warehousing
481	Air Transportation
482	Rail Transportation
483	Water Transportation
484	Truck Transportation
485	Transit and Ground Passenger Transportation
486	Pipeline Transportation
487	Scenic and Sightseeing Transportation
488	Support Activities for Transportation
491	Postal Service
492	Couriers and Messengers
493	Warehousing and Storage
51	Information
511	Publishing Industries (except Internet)
512	Motion Picture and Sound Recording Industries
515	Broadcasting (except Internet)
516	Internet Publishing and Broadcasting
517	Telecommunications
518	Internet Service Providers, Web Search Portals, and Data Processing Services
519	Other Information Services
52	Finance and Insurance
521	Monetary Authorities - Central Bank
522	Credit Intermediation and Related Activities
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
524	Insurance Carriers and Related Activities
525	Funds, Trusts, and Other Financial Vehicles
53	Real Estate and Rental and Leasing
531	Real Estate
532	Rental and Leasing Services

<u>NAICS Code</u>	<u>2002 NAICS Title</u>
54	Professional, Scientific, and Technical Services
541	Professional, Scientific, and Technical Services
55	Management of Companies and Enterprises
551	Management of Companies and Enterprises
56	Administrative and Support and Waste Management and Remediation Services
561	Administrative and Support Services
562	Waste Management and Remediation Services
61	Educational Services
611	Educational Services
6111	Elementary and Secondary Schools
6112	Junior Colleges
6113	Colleges, Universities and Professional Schools
6114	Business Schools and Computer and Management Training
6115	Technical and Trade Schools
6116	Other Schools and Instruction
6117	Educational Support Services
62	Health Care and Social Assistance
621	Ambulatory Health Care Services
6211	Offices of Physicians
6212	Offices of Dentists
6213	Offices of Other Health Practitioners
6214	Outpatient Care Centers
6215	Medical and Diagnostic Laboratories
6216	Home Health Care Services
6219	Other Ambulatory Health Care Services
622	Hospitals
623	Nursing and Residential Care Facilities
624	Social Assistance
71	Arts, Entertainment, and Recreation
711	Performing Arts, Spectator Sports, and Related Industries
712	Museums, Historical Sites, and Similar Institutions
713	Amusement, Gambling, and Recreation Industries

<u>NAICS Code</u>	<u>2002 NAICS Title</u>
72	Accommodation and Food Services
721	Accommodation
722	Food Services and Drinking Places
81	Other Services (except Public Administration)
811	Repair and Maintenance
812	Personal and Laundry Services
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations
814	Private Households
92	Public Administration
921	Executive, Legislative, and Other General Government Support
922	Justice, Public Order, and Safety Activities
923	Administration of Human Resource Programs
924	Administration of Environmental Quality Programs
925	Administration of Housing Programs, Urban Planning, and Community Development
926	Administration of Economic Programs
927	Space Research and Technology
928	National Security and International Affairs



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2909 Landmark Place, Suite 300 Madison, WI 53713
(608) 663-5300 www.wisquality.org
info@wisquality.org