Welcome to the GRQC Team Excellence Award application! By virtue of your pursuit of this award, you are demonstrating your commitment to applying team-based improvement methods and tools for continuous improvement and performance excellence.

*Tip: Download this application file and save it under a new name. Send the completed file to* *awards@grqc.org*.

**Organization Profile**

Please complete the following in order to provide a brief overview of your organization.

Organization name:

Applicant (application contact):

Applicant email:

Applicant phone:

Organization sector (check one):

* Not for Profit
* Business
* Healthcare
* Government
* Education

Organization website (please provide link):

Is your application on behalf of your entire organization or a subset within your organization (e.g., a business unit, department, ward, floor, grade, building, plant, region, subsidiary, etc.)? Please explain the key management links if the applicant organization is part of a larger parent organization.

Applicant organization description (please provide a brief description of the applicant organization’s employee base, locations, products and services, customers and, if applicable, the regulatory environment under which you operate).

**Application** **Preamble**

Before presenting the questions which form the basis for the **GRQC Team Excellence Award**, this section describes how the questions are formatted and are to be scored. This information will guide you in how best to construct your answers. We refer to “applicant organization” as simply “organization” going forward.

The application questions are presented in a specific order. They focus on how the applicant used a team to solve a specific problem and/or achieve specific goals. The team can focus on a specific area of the organization or it can be a cross-functional team because a goal or problem impacts multiple areas of the organization.

The application questions are broken down into five categories, four related to the team’s processes (see Table 1 for a listing of the process categories) and one category related to the team’s results. The process categories make up 70% of the award scoring while the results category makes up the remaining 30%. There are 15 questions across the process categories. This is summarized in Table 1. Team results should be presented in Category 5 and are based on the goals of the team. Examples of result “types” are provided in the application.

Please make every attempt to answer each of the questions but don’t worry if you don’t have answers to every question. One of the benefits of the application and evaluation process is that you will discover opportunities to further improve performance.

Table 1

|  |  |
| --- | --- |
| **Category** | **# Questions** |
| 1: Team Description and Purpose | 1 (multi-part) |
| 2: Team Leadership | 7 |
| 3: Project Management Methods, Tools, Use of Data | 4 |
| 4: Voice of the Customer | 3 |
|  | 15  |
| 5: Results | Will vary based on project objectives |

The questions are open-ended. You are asked to describe the team’s purpose, how the team performed and results it achieved. Diagrams, charts, graphs, flow charts and other visuals are encouraged if they help supplement the narrative and display the team’s results.

The scoring levels are shown in Table 2, illustrating how higher scores will be awarded when the team’s plan and results are defined, deployed and achieved.

Table 2

|  |  |
| --- | --- |
| Scoring Level | Process Guidelines |
| 1 | Some Required Items are described and well deployed |
| 2 | Most Required Items are described and well deployed |
| 3 | All Required Items are described and well deployed |
| 4 | Scoring Level 3 is achieved and a process for monitoring the team’s results and continuous improvement plan is in place. |

Similarly, results of the team project described in the application will be scored on a scale of 1-4. As shown in Table 3, higher scores will be awarded when results are at or above the project expected goals and/or benchmark levels, and showing improvement over time.

Table 3

|  |  |
| --- | --- |
| Scoring Level | Results Guidelines |
| 1 | Results are shown for the project using charts and graphs |
| 2 | Above, and most results show improvement trends (but may not be at the project’s pre-set goal level) over the 4 most recent time periods compared to pre-project baseline performance. |
| 3 | Above, and some results are at or above the project’s pre-project goal level over the 4 most recent time periods relative to pre-project performance. |
| 4 | Above, and most or all results are at or above the project’s pre-set goal level with indicators of improvement trends over the 4 most recent time periods. |

Note: For the results responses, there are separate guidelines for business/non-profit and healthcare sectors.

The questions in each category are presented below, with space for you to enter your responses and insert relevant charts and graphs. Knowledge of the scoring guidelines for questions and results can guide you in terms of what information content and detail to include.

That said, a more concise description of your team, its purpose, team performance, tools used, solutions developed and results achieved versus goals and benchmarks (for results) is favored over long paragraphs that only distract from your core message. As a rule of thumb, it is recommended to limit text responses to fewer than one page per question (approximately 400 words).

**Team Excellence Application Questions**

As described above, the award questions are broken down into five categories, four related to the team’s processes (see Table 1 for a listing of the process categories) and one category related to the team’s results. The questions are presented by category, with room for you to enter your responses. Each answer section is expandable to allow for the insertion of charts and tables, but please try to limit your text responses to fewer than 400 words per question.

**Process Categories (1.0 – 4.0)**

**1.0 Team Description and Purpose**

1. Please Describe the team’s purpose; i.e.: reason(s) it was established. Include the following:
	1. Team’s Purpose (e.g.: solve a problem, achieve a goal, improve a process, etc.) Note: If this is a cross-functional team (i.e.: multiple departments or workgroups) please specify this in your description.
	2. What was the problem statement or goal of the project?
	3. What quantifiable/measurable benefits were expected from the team’s work; how was success to be measured (e.g.: measurable $ savings; indirect benefits such as resources redeployed; intangible, but beneficial – e.g. improved employee morale, better internal culture, etc.) Note: there can be more than one type of benefit.
	4. Who were the primary customers and key stakeholders of the team outputs?
	5. What was the expected impact on the overall organization’s performance and results?
	6. What was the timeline for the team’s work? E.g.: project start & end dates. (If the team is an “ongoing” group, please indicate this and describe the reasons why.)
	7. List the team members: names, titles, roles & responsibilities on the team.

**2.0 Team Leadership**

1. How did the team leader ensure alignment of the project’s goal with the organization’s vision, mission and values? (Note: If this is a cross-functional team project, describe how the leader ensured alignment across groups.)
2. If a Team Sponsor was assigned, describe how the team and team leader communicated with the sponsor.
3. Describe the sponsor’s role. (e.g.: setting the goal, providing resources, removing barriers, approving changes, etc.).
4. How did the team leader (and sponsor if applicable) ensure a safe, open environment for members to share ideas, brainstorm together, pilot new processes, and learn from their time on the project?
5. How did the sponsor, team leader and senior leaders recognize the team and results achieved?
6. How did leaders communicate project results across the organization and to key stakeholders?
7. How did participation on the team contribute to employees’ careers and enable them to gain knowledge and skills that can benefit the organization in future leadership roles?

**3.0 Project Management Methods, Tools, Use of Data**

1. What project management methods, if any, were used (e.g.: Lean, Six Sigma, Project Management, Agile, Change Management, Other?) by the team? Describe how the methodology was deployed by the team. How did you acquire, analyze and use data? (Include comparative / competitive benchmarking data if collected)
2. What tools did you use to analyze data and how was data used to make decisions?
3. What key performance measures or indicators did you use to track progress and the overall effectiveness of the team?
4. Describe how the team ensured improvements were implemented and sustained over time.

**4.0 Voice of the Customer**

1. How did the team gather voice of the customer to identify problems, gather customer requirements, identify opportunities, etc.? Please describe.
2. Were external and/or internal customers engaged for the project? Please describe.
3. If applicable, how does the team engage customers on an ongoing basis, to ensure their needs are met over time?

**5.0 Results**

**Report applicable results based on the specific project’s goals and scope. Provide results in clear, concise graphic format whenever possible. Show trends over time and before/after results of the project’s impact.**

**Results for Business/Non-profit Team Project:**

1. **Examples of financial results-focused results:**
	1. Revenue
	2. Profit
	3. Cost/expense management
	4. Inventory turns
	5. Space/facility utilization
2. **Examples of customer-focused results:**
	1. Customer complaint levels and trends
	2. Customer satisfaction/dissatisfaction results (e.g., survey results, Net Promoter Scores or other measures of customer loyalty)
	3. Customer retention results
	4. Customer service process results? (e.g., on-time delivery, first-time complaint resolution, fault-free installs, customer hold times)
3. **Examples of process-improvement results:**
	1. Process effectiveness and efficiency results (e.g., conformance, cycle times, lead times, productivity)
	2. Elimination of defects
	3. Elimination of types of waste (TIMWOOD)
	4. Safety and emergency preparedness results
4. **Examples of workforce-focused results:**
	1. Workforce capability and capacity results
	2. Workplace climate and engagement results
	3. Workforce leader development results

**Results for Health Care Sector Team Project:**

1. **Examples of health care and process effectiveness results:**
	1. Health care results for patients and other customer service processes? (e.g., treatment outcomes, 30-day readmissions, 30-day mortality, counseling outcomes)
	2. Process effectiveness and efficiency results? (e.g., % recommended treatments completed, cycle times for testing or imaging, wait times, surgical errors, medication errors)
2. Safety and emergency preparedness results? (e.g., power outages, community measures, pandemic plans)
3. **Examples of patient-focused performance results:**
	* 1. Patient satisfaction and dissatisfaction results?
		2. Patient engagement results? (e.g., patient involvement in treatment decisions, ombudsman-patient engagement, anesthesiologist-patient communications)
		3. Other customer satisfaction and engagement results? (e.g., family members)
4. **Examples of workforce-focused performance results:**
5. Workforce capability and capacity results?
6. Workplace climate and engagement results?
7. Workforce and leader development results?