



2008
Middle Tennessee
Human Resources Excellence Award

Application Packet

Presented by
Middle Tennessee Society for Human
Resource Management
&
Nashville Area Chamber of Commerce
Recognizing Best Practices in Human Resources



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**For more information on the
2008 Human Resources Excellence Award:**

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Human Resources Excellence Award Introduction

The Human Resources Excellence Award was developed by the Nashville Area Chamber of Commerce (NACC) and the Middle Tennessee Society for Human Resource Management (MT|SHRM) to recognize organizations in the Nashville area with outstanding Human Resources programs. A committee made up of area human resources professionals was formed to develop and oversee the awards process.

The **HR Excellence Award Program** has three objectives:

- To help improve Human Resources performance practices and capabilities, by providing objective feedback for improvement to each applicant.
- To facilitate communication and sharing of best practices information within and among organizations of all types; and
- To recognize organizations for excellence in Human Resources practices and programs.

The awards criteria are modeled after the Malcolm Baldrige National Quality Awards and the Tennessee Quality Awards. The committee also used the Greater Kansas City Human Resources Management Association Paragon Awards program as a model in developing the criteria.

Awards

The **HR Excellence Award** is presented to one or more organizations that are judged to demonstrate a standard of excellence in all of the following five criteria:

- Human Resources Strategy
- HR Management Practices
- Employee Education, Training & Development
- Measurement of the HR Performance
- Employee Well-Being & Engagement

The **Facet Award** recognizes excellence in one of the above five criteria. An organization may apply specifically for a Facet Award in one or more areas.

An organization that applies for but does not win an overall HR Excellence Award will still be considered for a **Facet Award** if meeting or exceeding standards of excellence in one or more of the above five criteria.

Eligibility: Organizations located in the Nashville area* are eligible to apply for the HR Excellence Award and the Facet Award. An organization is only eligible to win the HR Excellence Award once every three years. Organizations are eligible to apply for one or more Facet Awards each year, but are only eligible to win a Facet Award in the same category once.

**Nashville area includes the following Tennessee counties: Cheatham, Davidson, Dickson, Maury, Montgomery, Robertson, Rutherford, Sumner, Williamson, and Wilson.*

Scoring System

Scoring of responses to Criteria items and applicant feedback are based on four evaluation dimensions: (1) Approach; (2) Deployment; (3) Results; and (4) Application Compliance. Applicants need to furnish information relating to these dimensions. Specific evaluation factors for the first three of these dimensions are described below.

Approach

The factors used to evaluate approach include:

- Appropriateness of the methods to the requirements
- Effectiveness of use of the methods. Degree to which the approach:
 - is systematic, integrated and consistently applied
 - embodies evaluation/improvement/learning cycles
 - is based on reliable information and data
- Alignment with organizational needs
- Evidence of innovation

Deployment

The factors used to evaluate deployment include:

- Use of the approach in addressing item requirements relevant to the organization
- Use of the approach by all appropriate work units

Results

The factors used to evaluate results include:

- Current performance
- Performance relative to appropriate comparisons and/or benchmarks
- Rate, breadth, and importance of performance improvements
- Linkage of results measures to key Human Resource practices, process and action plan performance requirements for supporting overall organization requirements and needs

Application Compliance

- If you choose not to answer particular questions and/or not to provide specific data as requested, your score for that portion of the application will be adversely affected.
- Overall presentation of the application including theme, adherence to specific instructions, grammar, spelling, and subject/verb agreement will be evaluated by the examiners.

Recognition

An awards ceremony will be held June 12, 2008 to recognize both the HR Excellence Award and Facet Award winners and applicants. It is important to the committee that all organizations who participate in the HR Excellence Awards program benefit from their participation.

Benefits for all HR Excellence or Facet Award applicants:

- Recognition at the annual award luncheon
- A detailed feedback report prepared by the Panel of Examiners
- All applicants will be listed in the annual luncheon invitation
- Three complimentary seats at the fall Best Practices workshop

Benefits to HR Excellence and Facet Award winner(s):

- Winner(s) will be recognized at the HR Excellence Award lunch June 12, 2008. Winner representatives will receive specially placed seating, if attending luncheon.
- A slide show featuring company photography will be shown during HR Excellence Award luncheon.
- Winner(s) will be recognized in press releases sent to local media including photographs.
- Winner(s) will receive recognition at a monthly MT|SHRM membership meeting.
- The Human Resources Department of each winning organization will receive an engraved award in recognition of their achievement.
- Winning organizations will receive a special logo recognizing them as an HR Excellence Award winner to use in their marketing and recruiting.
- Award winners will receive feedback and results of their Human Resource program evaluation based on information submitted.
- Opportunity to lead a follow-up "Best Practices" program in the fall of 2008.
- A representative of the winning organizations may be asked to serve on the 2009 Panel of Examiners.

Timeline

- Completed applications and fees must be postmarked by March 31, 2008.
- Evaluations will be completed by late May 2008.
- Awards luncheon will be held June 12, 2008.

Human Resources Excellence Awards Application Instructions

Application Process/Steps

HR Excellence Award

1. Review the application packet to gain an overall understanding of the purpose of the criteria, scoring rationale and application process.
2. Review application to understand criteria questions to be answered.
3. Meet with HR staff to assign responses to items and sub points.
4. Develop draft of response to each item and sub point, using format in application.
5. Edit and develop “theme” for overall response from the drafts of item responses.
6. Submit overall application report that is ***no longer than 20 pages***—using no smaller font than 10 points, and not less than standard single spacing. Exhibits that do not may be attached to the application report. *Please only include attachments relevant to highlighted HR programs. You must include a reference to each attachment in the body of the application.*
7. In addition to the items listed in number 6, submit a current employment application, the index or table of contents to your employee handbook or policy manual, and the following policies: Harassment, FMLA, and Corrective Action.
8. Please include company name and page number on each page of application.
9. Please label each criteria question as it is answered.
10. Please submit **6 copies** of your application report, attachments, release form and fee postmarked by March 31, 2008 to MT|SHRM, attn: HR Excellence, 618 Church Street, Suite 220, Nashville TN 37219. Questions may be submitted by e-mail to kellieconn@paradigmgroup.net.

Application Requirements

Applicants will submit an application package that consists of four parts:

- Six copies of application report consisting of responses to the Applicant Information Page and the Awards Criteria. *(Postmark Deadline: 3/31/08)*
- Application fee *(Postmark Deadline: 3/31/08)*
 - HR Excellence Award: \$150
- Signed release form. Items of proprietary information must be noted on the application. *(Postmark Deadline: 3/31/08)*

Application Review Process

- Stage 1* - Review and evaluation by members of the Panel of Examiners;
- Stage 2* - Site visits to select applicants;
- Stage 3* - Panel of Examiners reviews and determine award recipients;
- Stage 4* - Feedback to applicants

Applicant Feedback Process

All applicants who complete the HR Excellence Award or Facet Award application will receive feedback from the Panel of Examiners.

Facet Award

1. Review the application packet to gain an overall understanding of the purpose of the criteria, scoring rationale and application process.
2. Review application to understand criteria questions to be answered.
3. Meet with HR staff to assign responses to items and sub points.
4. Develop draft of response to each item and sub point, using format in application.
5. Edit and develop “theme” for overall response from the drafts of item responses.
6. Submit overall application report that is no longer than 5 pages for each Facet Award—using no smaller font than 10 points, and not less than standard single spacing. Exhibits may be attached in addition to the application report. Please only include attachments relevant to highlighted HR programs. You must include a reference to each attachment in the body of the application.
7. Please include company name and page number on each page of application.
8. Please label each criteria question as it is answered.
9. Please submit 6 copies of your application report, attachments, release form and fee(s) postmarked by March 31, 2008 to MT|SHRM, attn: HR Excellence, 618 Church Street, Suite 220, Nashville TN 37219. Questions may be submitted by e-mail to kellieconn@paradigmgroup.net.

Application Requirements

Applicants will submit an application package that consists of four parts:

- Six copies of application report consisting of responses to the Applicant Information Page and the Awards Criteria. (*Postmark Deadline: 3/31/08*)
- Application fees (*Postmark Deadline: 3/31/08*)
 - Facet Award: \$75 per category submitted
- Signed release form. Items of proprietary information must be noted on the application. (*Postmark Deadline: 3/31/08*)

Application Review Process

Stage 1 - Review and evaluation by members of the Panel of Examiners;

Stage 2 - Site visits to select applicants;

Stage 3 - Panel of Examiners reviews and determine award recipients;

Stage 4 - Feedback to applicants

Applicant Feedback Process and Confidentiality

Applicant Feedback

All applicants who complete the HR Excellence Award or Facet Award application will receive feedback from the Panel of Examiners.

Confidentiality

Applications will be reviewed by members of the Panel of Examiners. Should any applicant be selected for a site visit, the applicant will be required to facilitate an open and unbiased examination. Any applicant selected to receive an award agrees to share non-proprietary information on its performance practices and capabilities. An applicant may designate on its application or in any other writing that certain designated information is proprietary information. The NACC, MT|SHRM and each member of the Panel of Examiners agree to keep such designated information confidential, except as may be required by law or order of a court. Each member of the Panel of Examiners will sign a statement agreeing to hold in confidence such proprietary information obtained in the awards program.

Human Resources Excellence Award Application Form

Please include all of the following information at the beginning of your application: *(Information is included in your 20 page limit)*

1. Company name, address, phone, fax, e-mail
2. HR Contact, name, address, phone, fax, e-mail
3. Highest-ranking official, name, address, phone, fax, e-mail
4. Parent company information if applicable, address, phone
5. Size of Organization (measured in average FTEs in last 12 months)
 - a. Total number of employees world-wide
 - b. Total number of employees in Nashville Region (8 county MSA, Maury and Montgomery Counties)
 - c. Total number of employees at each site in the region
 - d. Total number of HR staff in Nashville Region (8 county MSA, Maury and Montgomery Counties)
 - e. Total number of HR staff at each site in the region
6. Signature of Authorizing HR Official with date
7. Overview of your organization
To help the examiners better understand your operating environment(s), challenges, etc., please provide a brief description of the following key business factors:
 - a. Briefly describe the scope of the products, services, programs and technologies that the organization provides or administers from the applicant's site(s).
 - b. Briefly describe the most significant markets or operational areas served. This may include key customers, internal to the organization and/or external.
 - c. Briefly describe the size of the organization using whatever criteria are appropriate for your type of organization, (budget, revenue, assets, sales, etc.)
8. Describe your organizations business goals and objectives.
9. Please attach an organizational chart of your organization as well as the Human Resources Organizational Chart.

HR Excellence Award Criteria

1. HR Strategy

(200 points)

Purpose:

This item investigates how HR sets strategic objectives and develops action plans that help your business meet its goals and objectives.

Please address the following items in this order:

- a. What are the key steps HR uses in your organization in setting strategic plans, both short-and long-term, which support the overall goals and objectives of your company?
- b. What key factors do you consider in developing the HR strategy?
- c. Describe how HR goals and objectives are incorporated into the organization's overall strategic plan.
- d. Summarize HR's key strategic objectives and the timetable and action plans for accomplishing them. Include a summary of your key short-and long-term action plans.
- e. Define key strategic HR initiatives within the previous 24 months that demonstrate a measurable impact on your organization.

Comments--Examples of possible HR strategic plan elements include:

- redesign of your work organization and/or jobs to increase employee empowerment and decision making;
- initiatives to promote greater labor-management cooperation, such as union partnerships;
- modification of compensation/recognition systems to recognize team, organizational, stock, customer or other performance attributes; and
- education/training initiatives, such as developmental programs for future leaders, partnerships with universities to help ensure the availability of future employees, establishment of technology-based training.

HR Excellence Award Criteria

2. HR Management Practices

(300 points)

Purpose:

This item examines current HR practices/policies that seek to maximize productivity, flexibility for change and opportunity for organizational effectiveness.

Please address the following items in this order:

- a. Please provide examples of key HR practices/policies that help support the organization's business goals and objectives.
- b. What performance management systems are in place which encourage employees to maintain alignment with and meet the organization's business goals and objectives?
- c. What total compensation packages (*merit/rewards strategies*) are in place which encourage employees to maintain alignment with and meet the organization's business goals and objectives.
- d. How do you communicate HR issues, policies, practices and initiatives in your organization?
- e. Describe your current succession planning strategies.
- f. Describe your current recruiting and staffing strategies.
- g. How does HR assist the organization in work flow and job design to meet changing business needs?
- h. Do you measure turnover? If so, how do you measure it?
- i. What is your turnover rate for the last three years and what is your benchmark. What HR policies/practices are in place to address turnover.

Comments:

- High performance work is characterized by flexibility, innovation, knowledge and skills sharing, alignment with organizational objectives, customer focus and rapid response.
- Factors in work/job design include simplification of job classifications, job rotation, use of teams and alternative work arrangements.
- Compensation/recognition system approaches may include profit sharing, team/unit performance and linkage to customer satisfaction/loyalty measures.

HR Excellence Award Criteria

3. Employee Education, Training and Development (200 points)

Purpose

This item examines your organization's workforce education, training and the on-the-job reinforcement of knowledge and skills, with the aim of increasing employees' effectiveness in meeting the organizations objectives.

Please address the following items in this order:

- a. What methods are used to evaluate organizational and individual training needs?
- b. How do you deliver education and training? You may include formal and informal methods, mentoring processes and other approaches as appropriate.
- c. How do you address management/leadership development through education and training?
- d. Describe your current strategic plan for using training and education to reduce legal risks (e.g., EEOC Charges, Employment lawsuits, Union Organizing Campaigns, Department of Labor investigations etc.)
- e. Describe your employee orientation program.
- f. How do you educate and train employees about diversity?
- g. How do you educate and train employees about technological changes?
- h. How do you reinforce knowledge and skills on the job?
- i. How does your approach to training and development tie to the short and long-range plans of your organization?
- j. List separately the number of employees involved in and the number of training hours presented at your organization (on-site and off-site) in FY 2006 and FY 2007.

Comments:

- Education, training and development needs may include knowledge sharing skills, communication, teamwork, problem solving, interpreting and using data, customer expectations, process analysis/simplification, waste/cycle time reduction and priority setting. May also include basic skills training such as reading, writing, language and arithmetic.
- Evaluation of training and development may include impact on individual, unit and organizational performance, impact on customer-related performance and cost/benefit analysis of the training.

HR Excellence Award Criteria

4. Measurement of HR Performance (100 points)

Purpose

The aim of this item is to measure the success of your Human Resources function and assess how you make the necessary changes/improvements to enhance the effectiveness of the HR function in your organization.

Please address the following items in this order:

- a. How do you stay abreast of HR trends and best practices?
- b. How do you evaluate the effectiveness of the educational and training opportunities offered by your organization?
- c. What formal and/or informal assessment methods and measures do you use to determine employee well-being, satisfaction and motivation?
- d. What measures do you use to assess the effectiveness of the HR function? How do you analyze the data and information related to the effectiveness of the HR function to assess and understand your performance?
- e. What are the results of those measurements? Where do you stand relative to benchmarks and competitors results?
- f. How do you make the necessary changes/improvements to enhance the effectiveness of the HR function in your organization?

Comments--The major premises for using competitive and comparative information are:

- your organization needs to know where it stands relative to competitors and to best practices;
- comparative and benchmarking information often provide the impetus for significant improvement or change; and
- the process of comparing your HR systems and strategies to HR best practices leads to a better understanding of the strengths and weaknesses of the HR function in your organization.

HR Excellence Award Criteria

5. Employee Well-Being & Satisfaction (200 points)

Purpose

This item examines your organization's work environment, your employee morale and how you determine employee satisfaction loyalty and commitment.

Please address the following items in this order:

- a. What policies/programs do you have in place to address and improve workplace health, safety and ergonomic factors?
- b. How do you handle "labor and/or employee relations" issues?
- c. How do employees take part in identifying and improving the work environment?
- d. How do you enhance your employees' work climate via services, benefits and policies? How do you select these programs? How do you tailor them to the needs of a diverse workforce as well as different categories and types of employees, as appropriate?
- e. What types of reward and recognition programs do you have in place (other than compensation & job advancement) that contribute to employee well-being, satisfaction and motivation?
- f. What do you consider to be the key factors in your organization that affect employee well-being and satisfaction? How do you determine these key factors?
- g. What formal and/or information assessment methods do you use to determine employee well-being and satisfaction, e.g., focus groups, employee opinion survey, exit interviews, etc?
- h. How do you use assessment findings to identify priorities for improving the work environment and employee support climate?
- i. Is there employee alignment from senior management to front-line employees regarding company strategy and vision? What evidence do you have to support this alignment?
- j. List separately the quantifiable results for the following indicators for FY 2006 and FY 2007: absenteeism, grievances, EEOC or Human Rights claims, strikes, OSHA reportables and workers' compensation claims.

Comments:

- Examples of ways companies contribute to employee satisfaction: career development and employability services, recreational or cultural activities, formal and informal recognition, non-work-related education, day care, special leave for family responsibilities, flexible work hours and benefits packages, outplacement services and retirement benefits.

Facet Award Application Form

Please include all of the following information at the beginning of your application: *(Information is included in your 5 page limit)*

1. Company name, address, phone, fax, e-mail
2. HR Contact, name, address, phone, fax, e-mail
3. Highest-ranking official, name, address, phone, fax, e-mail
4. Parent company information if applicable, address, phone
5. Size of Organization (measured in average FTEs in last 12 months)
 - a. Total number of employees world-wide
 - b. Total number of employees in Nashville Region (8 county MSA, Maury and Montgomery Counties)
 - c. Total number of employees at each site in the region
 - d. Total number of HR staff in Nashville Region (8 county MSA, Maury and Montgomery Counties)
 - e. Total number of HR staff at each site in the region
6. Signature of Authorizing HR Official with date
7. Overview of your organization
To help the examiners better understand your operating environment(s), challenges, etc., please provide a brief description of the following key business factors:
 - a. Briefly describe the scope of the products, services, programs and technologies that the organization provides or administers from the applicant's site(s).
 - b. Briefly describe the most significant markets or operational areas served. This may include key customers, internal to the organization and/or external.
 - c. Briefly describe the size of the organization using whatever criteria are appropriate for your type of organization, (budget, revenue, assets, sales, etc.)
8. Describe your organizations business goals and objectives.
9. Please attach an organizational chart of your organization as well as the Human Resources Organizational Chart.

Facet Award Application: HR Strategy

Purpose:

This area demonstrates how HR sets strategic objectives and develops action plans that help your business meet its goals and objectives.

Please address the following items in this order:

- a. What are the key steps HR uses in your organization in setting strategic plans, both short-and long-term, which support the overall goals and objectives of your company?
- b. What key factors do you consider in developing the HR strategy?
- c. Describe how HR goals and objectives are incorporated into the organization's overall strategic plan.
- d. Summarize HR's key strategic objectives and the timetable and action plans for accomplishing them. Include a summary of your key short-and long-term action plans.
- e. Define key strategic HR initiatives within the previous 24 months that demonstrate a measurable impact on your organization.

Comments--Examples of possible HR strategic plan elements include:

- redesign of your work organization and/or jobs to increase employee empowerment and decision making;
- initiatives to promote greater labor-management cooperation, such as union partnerships;
- modification of compensation/recognition systems to recognize team, organizational, stock, customer or other performance attributes; and
- education/training initiatives, such as developmental programs for future leaders, partnerships with universities to help ensure the availability of future employees, establishment of technology-based training.

Facet Award Application: HR Management Practices

Purpose:

This area examines current HR practices/policies that seek to maximize productivity, flexibility for change and opportunity for organizational effectiveness.

Please address the following items in this order:

- a. Please provide examples of key HR practices/policies that help support the organization's business goals and objectives.
- b. What performance management systems are in place which encourage employees to maintain alignment with and meet the organization's business goals and objectives?
- c. What total compensation packages (*merit/rewards strategies*) are in place which encourage employees to maintain alignment with and meet the organization's business goals and objectives.
- d. How do you communicate HR issues, policies, practices and initiatives in your organization?
- e. Describe your current succession planning strategies.
- f. Describe your current recruiting and staffing strategies.
- g. How does HR assist the organization in work flow and job design to meet changing business needs?
- h. Do you measure turnover? If so, how do you measure it?
- i. What is your turnover rate for the last three years and what is your benchmark. What HR policies/practices are in place to address turnover.

Comments:

- High performance work is characterized by flexibility, innovation, knowledge and skills sharing, alignment with organizational objectives, customer focus and rapid response.
- Factors in work/job design include simplification of job classifications, job rotation, use of teams and alternative work arrangements.
- Compensation/recognition system approaches may include profit sharing, team/unit performance and linkage to customer satisfaction/loyalty measures.

Facet Award Application: Employee Education, Training and Development

Purpose

This area examines your organization's workforce education, training and the on-the-job reinforcement of knowledge and skills, with the aim of increasing employees' effectiveness in meeting the organizations objectives.

Please address the following items in this order:

- a. What methods are used to evaluate organizational and individual training needs?
- b. How do you deliver education and training? You may include formal and informal methods, mentoring processes and other approaches as appropriate.
- c. How do you address management/leadership development through education and training?
- d. Describe your current strategic plan for using training and education to reduce legal risks (e.g., EEOC Charges, Employment lawsuits, Union Organizing Campaigns, Department of Labor investigations etc.)
- e. Describe your employee orientation program.
- f. How do you educate and train employees about diversity?
- g. How do you educate and train employees about technological changes?
- h. How do you reinforce knowledge and skills on the job?
- i. How does your approach to training and development tie to the short and long-range plans of your organization?
- j. List separately the number of employees involved in and the number of training hours presented at your organization (on-site and off-site) in FY 2006 and FY 2007.

Comments:

- Education, training and development needs may include knowledge sharing skills, communication, teamwork, problem solving, interpreting and using data, customer expectations, process analysis/simplification, waste/cycle time reduction and priority setting. May also include basic skills training such as reading, writing, language and arithmetic.
- Evaluation of training and development may include impact on individual, unit and organizational performance, impact on customer-related performance and cost/benefit analysis of the training.

Facet Award Application: Measurement of HR Performance

Purpose

The aim of this area is to measure the success of your Human Resources function and assess how you make the necessary changes/improvements to enhance the effectiveness of the HR function in your organization.

Please address the following items in this order:

- a. How do you stay abreast of HR trends and best practices?
- b. How do you evaluate the effectiveness of the educational and training opportunities offered by your organization?
- c. What formal and/or informal assessment methods and measures do you use to determine employee well-being, satisfaction and motivation?
- d. What measures do you use to assess the effectiveness of the HR function? How do you analyze the data and information related to the effectiveness of the HR function to assess and understand your performance?
- e. What are the results of those measurements? Where do you stand relative to benchmarks and competitors results?
- f. How do you make the necessary changes/improvements to enhance the effectiveness of the HR function in your organization?

Comments--The major premises for using competitive and comparative information are:

- your organization needs to know where it stands relative to competitors and to best practices;
- comparative and benchmarking information often provide the impetus for significant improvement or change; and
- the process of comparing your HR systems and strategies to HR best practices leads to a better understanding of the strengths and weaknesses of the HR function in your organization.

Facet Award Application: Employee Well-Being & Satisfaction

Purpose

This area examines your organization's work environment, your employee morale and how you determine employee satisfaction loyalty and commitment.

Please address the following items in this order:

- k. What policies/programs do you have in place to address and improve workplace health, safety and ergonomic factors?
- l. How do you handle "labor and/or employee relations" issues?
- m. How do employees take part in identifying and improving the work environment?
- n. How do you enhance your employees' work climate via services, benefits and policies? How do you select these programs? How do you tailor them to the needs of a diverse workforce as well as different categories and types of employees, as appropriate?
- o. What types of reward and recognition programs do you have in place (other than compensation & job advancement) that contribute to employee well-being, satisfaction and motivation?
- p. What do you consider to be the key factors in your organization that affect employee well-being and satisfaction? How do you determine these key factors?
- q. What formal and/or information assessment methods do you use to determine employee well-being and satisfaction, e.g., focus groups, employee opinion survey, exit interviews, etc?
- r. How do you use assessment findings to identify priorities for improving the work environment and employee support climate?
- s. Is there employee alignment from senior management to front-line employees regarding company strategy and vision? What evidence do you have to support this alignment?
- t. List separately the quantifiable results for the following indicators for FY 2006 and FY 2007: absenteeism, grievances, EEOC or Human Rights claims, strikes, OSHA reportables and workers' compensation claims.

Comments:

- Examples of ways companies contribute to employee satisfaction: career development and employability services, recreational or cultural activities, formal and informal recognition, non-work-related education, day care, special leave for family responsibilities, flexible work hours and benefits packages, outplacement services and retirement benefits.

Scoring Guidelines

Score	Approach/Deployment
0%	<ul style="list-style-type: none"> no systematic approach evident; anecdotal information
10 % to 20%	<ul style="list-style-type: none"> beginning of a systematic approach to the basic purposes of the Item major gaps exist in deployment that would inhibit progress in achieving the basic purposes of the Item early stages of a transition from reacting to problems to a general improvement orientation
30% to 40%	<ul style="list-style-type: none"> an effective, systematic approach, responsive to the basic purposes of the Item approach is deployed, although some areas or work units are in early stages of deployment beginning of a systematic approach to evaluation and improvement of basic Item processes
50% to 60%	<ul style="list-style-type: none"> an effective, systematic approach, responsive to the overall purposes of the Item approach is well-deployed, although deployment may vary in some areas or work units a fact-based, systematic evaluation and improvement process is in place for basic Item processes approach is aligned with basic organizational needs identified in the other Human Resources Items
70% to 80%	<ul style="list-style-type: none"> an effective, systematic approach, responsive to the multiple requirements of the Item approach is well-deployed, with no significant gaps a fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing approach is well-integrated with organizational needs identified in the other Human Resources Items
90% to 100%	<ul style="list-style-type: none"> an effective, systematic approach, fully responsive to all the requirements of the Item approach is fully deployed without significant weaknesses or gaps in any areas or work units a very strong, fact-based, systematic evaluation and improvement process and extensive organizational learning/sharing are key management tools; strong refinement and integration, backed by excellent organizational-level analysis and sharing approach is fully integrated with organizational needs identified in the other Human Resources Items

Score	Results
0%	<ul style="list-style-type: none"> no results or poor results in areas reported
10% to 20%	<ul style="list-style-type: none"> some improvements <i>and/or</i> early good performance levels in a few areas results not reported for many to most areas of importance to the organization's Human Resources practices
30% to 40%	<ul style="list-style-type: none"> improvements <i>and/or</i> good performance levels in many areas of importance to the organization's Human Resources practices early stages of developing trends and obtaining comparative information results reported for many to most areas of importance to the organization's Human Resources practices
50% to 60%	<ul style="list-style-type: none"> improvement trends <i>and/or</i> good performance levels reported for most areas of importance to the organization's Human Resources practices no pattern of adverse trends and no poor performance levels in areas of importance to the organization's Human Resources practices some trends <i>and/or</i> current performance levels — evaluated against relevant comparisons <i>and/or</i> benchmarks — show areas of strength <i>and/or</i> good to very good relative performance levels HR results address most key employee needs, organizational and process requirements
70% to 80%	<ul style="list-style-type: none"> current performance is good to excellent in areas of importance to the organization's Human Resources practices most improvement trends <i>and/or</i> current performance levels are sustained many to most trends <i>and/or</i> current performance levels — evaluated against relevant comparisons <i>and/or</i> benchmarks — show areas of leadership and very good relative performance levels Human Resources results address most key employee needs, organizational, process, and action plan requirements
90% to 100%	<ul style="list-style-type: none"> current performance is excellent in most areas of importance to the organization's Human Resources practices excellent improvement trends <i>and/or</i> sustained excellent performance levels in most areas evidence of industry and benchmark leadership demonstrated in many areas business results fully address key employee needs, organizational, process, and action plan requirements

Scoring and Evaluation

Panel of Examiners

The HR Excellence Committee will select and train a Panel of Examiners who will be responsible for evaluating all applications. The Panel of Examiners will be made up of human resources experts, trained Tennessee Quality Awards and/or Malcolm Baldrige Award examiners and past HR Excellence Award winners. Each examiner will be required to sign a confidentiality agreement. Examiners will also be screened for any possible professional or personal conflicts of interest.

Scoring

Each section of the criteria will be evaluated against the attached scoring guidelines (please see page 22).

Site Visits

HR Excellence Awards Examiners reserve the right to verify all programs and practices listed in the application. Examiners may also wish to review the following: (but not limited to) employee handbooks, personnel records, etc. Examiners may also want to conduct random interviews with employees. The selection of applicants who receive site visits is at the discretion of the Panel of Examiners. Site visits will not be conducted with all applicants.

Recognition

Award winners will be honored at the HR Excellence Awards on June 12, 2008. Applicants will also receive a Certificate of Recognition for completing the application process. Any **Facet of Excellence Award** winners will also be recognized at the HR Excellence Awards Luncheon.

Award Decisions

The decisions of the Panel of Examiners are final. Applicant feedback is at the discretion of the Panel of Examiners, and is meant only as a suggestion to the individual companies.

Release Statement

We understand that this application will be reviewed by members of the Panel of Examiners.

Should our organization be selected for a site visit, we agree to host the site visit and to facilitate an open and unbiased examination.

If our organization is selected to receive an Award, we agree to share nonproprietary information on our successful performance strategies with other Middle Tennessee organizations.

Signature

Title

Company Name

Date