



Applying for a TNCPE Award

On the following pages, you will find information on applying for a TNCPE Award.

The TNCPE Award Program recognizes organizations for progress and achievement based on four levels of assessment. This packet includes forms for organizations applying for:

Level 2 Commitment Award

Level 3 Achievement Award

Level 4 Excellence Award



Applying for a TNCPE Award

Award application requirements become more involved as award levels increase. To participate, an organization must submit an application packet appropriate for the award level to which it is applying.

Submitting an Application

Applications for the TNCPE Award Program consist of two parts:

Part 1 Intent to Apply/Eligibility Form

\$250 Intent Fee

Part 2 Application Form

Organizational Profile and Criteria response

Application Fee (see page 5)

Responding to the Criteria

Your response to the Criteria for Performance Excellence depends on the award level sought. Additional information on the requirements for the Organizational Profile and the Criteria response can be found on page 4 of this packet. The diagram on page 2 of the TNCPE Baldrige Excellence Framework book will help you determine which elements of the Criteria must be addressed in your application.

Application Review Process

Applications are reviewed and evaluated in a five-stage process by members of the TNCPE Board of Examiners. Examiners have been specially trained in the TNCPE Baldrige Excellence Framework and adhere to strict rules regarding confidentiality and conflicts of interest during each stage of the review process.

Stage 1 – Independent review and evaluation by each member of an examiner team

Stage 2 – Consensus review and evaluation by an examiner team

Stage 3 – Site visit review by an examiner team

Stage 4 – Feedback Report preparation by an examiner team

Stage 5 – Panel of Judges reviews and determines award levels

Site Visit

Each TNCPE evaluation includes a site visit. A team of examiners will spend one to three days (based on the award level sought) at the applicant's worksite to gain a better understanding of operations and processes.

Applicants will receive a site visit agenda at least one week in advance of the site visit. The agenda may include a schedule of planned visits to facilities and operating units, a list of officials to be interviewed, and the names of examiners scheduled to participate.

Applicants must pay a Site Visit Fee based on the application level and the number of full-time equivalent employees (see page 5). Organizations located outside of Tennessee must pay an additional travel fee of \$1,000. Applicants will be invoiced by TNCPE following completion of the site visit.

Feedback to Applicants

At the conclusion of every evaluation, the applicant receives a written assessment by the examiner team called a Feedback Report. Each Feedback Report contains applicant-specific strengths and opportunities for improvement based on the TNCPE Baldrige Excellence Framework. The Feedback Report is one of the most valuable features of the TNCPE Award Program, as it may be used by applicants as an input to the strategic planning process in order to help organizations focus on their customers and improve overall performance.

Feedback Reports are mailed to applicants after the site visit, judging, and editorial processes are complete. Strict confidentiality is observed at all times.

Interest Award (Level 2) Applicant Workshop

To help beginning-level applicants understand and prioritize the feedback they receive, the Level 2 Site Visit Fee includes a half-day workshop delivered onsite to the leadership team after they have received and reviewed the Feedback Report. During the workshop, a trained TNCPE facilitator will guide the organization through a step-by-step process to prioritize short- and long-term actions plans that will improve the organization, in response to the examiners' feedback.

Supplying Volunteer Examiners

As a nonprofit organization, our volunteer workforce—the Board of Examiners—is the engine that drives us. This group of quality-driven professionals collaborates to assess the businesses and organizations that apply to the TNCPE Award Program each year. They're also in charge of developing the valuable Feedback Reports that applicant organizations use to streamline their processes, empower their workforces, and achieve the results they want.

Examiners come from all industry sectors across the state of Tennessee and from other states, as well. They will tell you they applied for the board because they were looking for a professional challenge that would expand their knowledge base, enhance their personal effectiveness, and sharpen their competitive edge. In addition, they like the idea that they play a key role in making the Southeast region a better place to live and work.

To help maintain a robust and active workforce, we rely on Level 3 and Level 4 applicants to provide Examiners for the next TNCPE award cycle. The Board of Examiners works best when there is a balance of new and experienced examiners, so we encourage organizations to send examiners who have served in the past, in addition to those who are new to the program. Many examiners return year after year because they find their service to TNCPE to be an unparalleled professional development experience, as well as an opportunity to benchmark and network.

Employers find that having TNCPE examiners on staff enables them to integrate the Criteria's improvement more quickly and accelerate the quest for excellence. Hear what TNCPE examiners say about their experience by visiting our YouTube Channel: www.youtube.com/user/TNCPE.

Promoting Excellence

Regardless of award level, all TNCPE applicants demonstrate a commitment to excellence. We encourage all winning organizations to promote their achievements and the benefits of the Baldrige Excellence Framework.

TNCPE urges award recipients to publicize their awards and to share non-competitive information about their successful performance strategies with other organizations.

Excellence Award winners are invited to participate as presenters in the TNCPE Excellence Conference and host a Best Practice tour during the year following their achievement.

Scholarships

A limited number of scholarships are available to nonprofit organizations that want to participate in the TNCPE Award Program but are limited by financial constraints. These scholarships incorporate fee discounts of up to 50 percent. Please call the TNCPE office for details: (800) 453-6474.



Award Application Requirements by Level of Review

This table shows the requirements and review process for each application level (as described on the previous pages). The diagram on page 2 of the TNCPE Baldrige Excellence Framework book may help Level 2, 3, and 4 applicants determine which parts of the Criteria must be addressed in their application.

REQUIREMENT	COMMITMENT AWARD (LEVEL 2)	ACHIEVEMENT AWARD (LEVEL 3)	EXCELLENCE AWARD (LEVEL 4)
Intent to Apply/ Eligibility Form with \$250 nonrefundable fee	Required Submit by 2019 Cycle: April 15 2020 Cycle: April 15	Required Submit by 2019 Cycle: April 15 2020 Cycle: April 15	Required Submit by 2019 Cycle: April 15 2020 Cycle: April 15
Organizational Profile	Required 5 pages maximum. The Organizational Profile is submitted along with the Application Form, Application Fee, and Criteria response (see below).		
Application Form and Application Fee	Required. (See page 5 for a schedule of fees.) Applicants must use the Application Form on page 11 or on tncpe.org. Submit by 2019 Cycle: July 15 2020 Cycle: July 15		
CEO signature	Required	Required	Required
Criteria Response	<ul style="list-style-type: none"> Organizational Profile Basic item questions <i>15 pages max. One electronic copy saved in a PDF file</i>	<ul style="list-style-type: none"> Organizational Profile Overall item questions <i>35 pages max. One electronic copy saved in a PDF file</i>	<ul style="list-style-type: none"> Organizational Profile Multiple item requirements <i>50 pages max. One electronic copy saved in a PDF file</i>
Site Visit*	One day + half-day workshop**	Two days	Three days
Recognition Eligibility	Commitment or Interest	Achievement, Commitment, or Interest	Excellence, Achievement, Commitment, or Interest
Applicant Responsibilities		Provide at least one TNCPE examiner [†] Assistance to other organizations	Provide 2 or more TNCPE examiners [†] (a balanced combination of new and experienced) Assistance to other organizations Participation in annual Conference Best Practice tour

*Applicants must pay a site visit fee to cover site visit costs. See table on page 5 for details.

** After receiving their Feedback Report, Level 2 applicants host a half-day workshop that will help them understand and prioritize the examiners' feedback.

†Examiners are provided for the next application cycle.



2019-2020 Award Program Fees

In keeping with TNCPE’s philosophy of encouraging participation in the Award Program, the Board of Directors strives to maintain affordable program fees.

In addition to an Intent to Apply Fee, applicants pay an Application Fee and Site Visit Fee, related to the application level and workforce size. TNCPE Members receive a 20 percent discount on the Application and Site Visit Fees.

Intent to Apply/Processing Fee

A \$250 Intent to Apply Fee is required with the Intent to Apply/Eligibility Form to cover costs associated with initial processing and eligibility determination.

Application Fee

The Application Fee should be submitted to TNCPE with the application. Use the table below to determine your Application Fee.

Site Visit Fee

The Site Visit Fee covers site visit expenses. Applicants outside of Tennessee must pay an additional \$1,000 travel fee. Applicants will be invoiced for the Site Visit Fee following completion of the site visit. Use the table below to determine your fee.

Workforce Size

Workforce size is based on the number of full-time equivalent (FTE) employees working for the applicant. FTEs are defined as those who regularly work 37.5 or more hours a week and are entitled to benefits such as paid vacation, sick leave, and insurance coverage.

Each instance of job sharing, where multiple individuals fulfill the responsibilities of a single position that require 37.5 or more hours per week, is counted as one FTE.

Fee Table

Application Level	Number of Employees	Intent to Apply Fee	Application Fee TNCPE Member/ Non-Member	Site Visit Fee* TNCPE Member/ Non-Member	Total With 20% Member Discount	Total at Regular Rate
Excellence Award (Level 4)	Less than 100	\$250	\$1,440 / \$1,800	\$1,920 / \$2,400	\$3,610	\$4,450
	100-500	\$250	\$2,880 / \$3,600	\$2,880 / \$3,600	\$6,010	\$7,450
	501-1,500	\$250	\$4,800 / \$6,000	\$4,800 / \$6,000	\$9,850	\$12,250
	more than 1,500	\$250	\$7,200 / \$9,000	\$5,760 / \$7,200	\$13,210	\$16,450
Achievement Award (Level 3)	Less than 100	\$250	\$1,440 / \$1,800	\$1,440 / \$1,800	\$3,130	\$3,850
	100-500	\$250	\$2,880 / \$3,600	\$2,160 / \$2,700	\$5,290	\$6,550
	501-1,500	\$250	\$4,800 / \$6,000	\$3,600 / \$4,500	\$8,650	\$10,750
	more than 1,500	\$250	\$7,200 / \$9,000	\$4,800 / \$6,000	\$12,250	\$15,250
Commitment Award (Level 2)	Less than 100	\$250	\$1,440 / \$1,800	\$1,440 / \$1,800	\$3,130	\$3,850
	100-500	\$250	\$2,880 / \$3,600	\$2,160 / \$2,700	\$5,290	\$6,550
	501-1,500	\$250	\$4,800 / \$6,000	\$3,600 / \$4,500	\$8,650	\$10,750
	more than 1,500	\$250	\$7,200 / \$9,000	\$4,800 / \$6,000	\$12,250	\$15,250

Sample Applicant

How do application fees break down in real life? Let's say, in 2019 a TNCPE member organization with a workforce of 260 full-time employees applies for a Level 3 TNCPE Award. Here's how it would look:

- \$250 May 15: Intent to Apply Fee due with Intent to Apply/Eligibility Form
- \$2,880 July 15: Application Fee due with award application
\$3,600 minus 20% Member Discount
- \$2,160 Late September: Site Visit Fee due upon receipt of TNCPE Invoice
\$2,700 minus 20% Member Discount

Total Fees: \$5,290

2019-2020 Award Cycles

	2019	2020
Intent to Apply deadline	Submitted by April 15	Submitted by April 15
Application deadline	Submitted by July 15	Submitted by July 15
Examiner team conducts application assessment and scoring	August 1 to 31	August 1 to 31
Site visit schedule Commitment (Level 2) Achievement (Level 3) Excellence (Level 4)	September 16-20 September 23-27 September 30-October 4	September 14-18 September 21-25 September 28-October 2
Panel of Judges convenes	Mid-November	
Feedback Reports distributed	Ongoing target completion by December 31	Ongoing target completion by December 31
Excellence in Tennessee Conference and Awards Celebration & Banquet	Nashville area February 2020	Nashville area February 2021



Preparing Your Award Application

Please use the following guidelines and forms as you complete the Organizational Profile and Criteria response portions of your TNCPE Award application.

Intent to Apply/Eligibility Form

Prior to submitting an award application, applicants must submit the Intent to Apply/Eligibility Form (including supplementary attachments) and Intent to Apply Fee to allow TNCPE to confirm your eligibility for an award.

Supplementary attachments include:

- description of the nature of the organization’s business, including major markets, key competitors, key customers, and key suppliers/partners,
- organizational chart or charts,
- explanation of relationship to parent organization, if appropriate.

See items 12 and 13 on the next page for further details.

Organizational Profile

The Organizational Profile is a required part of all award applications and must be submitted along with the Application Form, Application Fee, and Criteria response.

- The Organizational Profile must be no longer than 5 pages and respond to the questions on pages 4-6 of the Criteria.
- Inclusion of a glossary of terms and abbreviations, as well as an organizational chart, is strongly encouraged. The glossary and organizational chart do *not* count in the Organizational Profile’s 5-page limit.
- The number of pages in the Organizational Profile does NOT count toward the page limit in the organization’s Criteria response.

Criteria Response

Applicants will submit a Criteria response appropriate to their application level. Please use the table provided to determine page count and response requirements. The page limits include pictures, graphs, figures, data tables, and appendices. Page limits do *not* include the Application Form, the five-page Organizational Profile, a glossary of terms and abbreviations, or an organizational chart. The Item Format diagram on page 2 of the TNCPE Baldrige Excellence Framework book may be helpful as you determine the scope of your response.

Award Level	Criteria Response Requirements
Commitment (Level 2)	Organizational Profile plus up to 15 pages addressing the <i>basic</i> item questions
Achievement (Level 3)	Organizational Profile plus up to 35 pages addressing the <i>overall</i> item questions
Excellence (Level 4)	Organizational Profile plus up to 50 pages addressing the <i>multiple</i> item questions

The Criteria response must be submitted with the Organizational Profile, Application Form, and Application Fee. The Criteria response should follow these guidelines:

- Must respond to a 2019-2020 version of the TNCPE Baldrige Excellence Framework.
- Must be typed, using a font size no smaller than 10 point.
- Charts, graphs, tables, and other figures must be legible, using a font size no smaller than 8 point.
- Should identify the category and/or item number designation.
- Must not exceed the applicable page limits. Applicants may present fewer pages than noted if they wish.

Organizing the Application

A glossary of terms and abbreviations is highly recommended. Glossaries, title pages, organizational charts, and tables of contents are not counted in the page limit. All remaining pages should be consecutively numbered from start to finish.

Electronic materials must be saved in one PDF file and emailed to contact@TNCPE.org by the deadline on the Application Form. Please do not send a PDF of a scanned document.



Completing the Intent to Apply/Eligibility Form

Please type or print.

1. Applicant Use these fields to provide the official name and address of your organization.

2. Size and Locations Provide the number of full-time equivalent employees (FTE) working at the organization. Indicate the number of sites to be included in the evaluation.

Full-time equivalent employees are defined as those who regularly work 37.5 or more hours a week and are entitled to benefits such as paid vacation, sick leave, and insurance coverage. Each instance of job sharing, where multiple individuals fulfill the responsibilities of a single position that requires 37.5 or more hours per week, is counted as one FTE.

3. Industry Sector Select the sector that best describes your organization.

4. Industrial Classification Insert the North American Industry Classification System (NAICS) codes most relevant to your organization's products and/or services (see page 13). To access the NAICS codes online, go to www.census.gov/naics.

5. Take a moment to tell us how you learned about TNCPE.

6. Official Contact In these fields, provide complete contact information (using a street address for courier deliveries) for the person at the organization who will be the point of contact for the TNCPE office and the examiner team leader.

7. Alternate Official Contact Provide contact information for an alternate contact with authority to provide additional information in the event the official contact is not available. If the official or alternate contact changes during the course of the application process, please inform TNCPE.

8. Return Applicant? Indicate if the organization is a return applicant and, if so, the year(s) of application.

9. Application Level Choose the level of recognition for which your organization plans to apply: Commitment Award (Level 2), Achievement Award (Level 3), or Excellence Award (Level 4).

10. Assurance and Authorization The signature of your organization's highest-ranking official is required. This indicates that your organization will comply with the responsibilities associated with being a TNCPE Award Program participant.

11. Participation on the Board of Examiners One of the best ways to gain knowledge of the TNCPE Baldrige Excellence Framework is to serve as an examiner and see how the framework has been applied to other, diverse organizations. Past applicant organizations have benefited from having examiners on staff and TNCPE is pleased to provide this benefit to future applicants.

We are happy to provide training free of charge to one employee of each applicant organization. Indicate whether you would like us to train an employee and we will follow up with that individual with information about training, review cycle dates, and an examiner application. However, if your examiner candidate is unable to fulfill all requirements of the review schedule, TNCPE will invoice you the value of examiner training (\$595).

12. Business Factors Include a description of business factors, along with a line and box organizational chart or charts for your organization. These may be provided as a separate attachment.

13. Subunits If your organization is a subunit of a larger organization, attach a line and box organizational chart showing your organization's relationship to the highest management level of the parent organization, including intervening levels. On a separate attachment, briefly describe the major functions provided to the applicant by the parent or by other subunits of the parent.

14. Intent to Apply Fee A \$250 non-refundable Intent to Apply Fee is required to cover the costs associated with the initial processing and eligibility determination. The Intent to Apply Fee may be paid by check or credit card. Submit your payment to the address on the Intent to Apply/Eligibility Form or contact TNCPE to make a credit card payment: (800) 453-6474.

Submitting your Intent to Apply/Eligibility Packet Your Intent to Apply/Eligibility Packet should include:

- The Intent to Apply/Eligibility Form
- Organizational chart or charts
- Attachments that describe business factors (#12) and, if appropriate, relationship with parent organization (#13)

Submit these items to the Tennessee Center for Performance Excellence electronically by the deadline on the Intent to Apply Form to contact@TNCPE.org



Intent to Apply/Eligibility Form

Tennessee Center for Performance Excellence Award Program

SUBMITTED BY
2019 CYCLE: APRIL 15
2020 CYCLE: APRIL 15

You may download this form from the TNCPE website:
www.TNCPE.org/awards/apply.

Before you apply for a Level 2, 3, or 4 Award, TNCPE must determine your organization's eligibility. Please send the \$250 Intent to Apply Fee and one copy of the Intent to Apply/Eligibility Form, electronically or postmarked by the date noted above.

Please type or print

1. Applicant

Applicant organization's official name _____

Address _____

City _____ State _____ Zip _____

2. Size and Locations

Total # of employees (full-time equivalent) _____

Total # of sites _____

3. Industry Sector

Please check the sector that best describes your organization

- Manufacturing Education Service
 Government Health Care Nonprofit

4. Industrial Classification

List up to three NAICS codes that best describe your organization.

5. How did you hear about TNCPE?

6. Official Contact

Name _____

Title _____

Mailing address _____

Street address (no PO Box) _____

City _____ State _____ Zip _____

Telephone _____

Email _____

Intent to Apply/Eligibility Form

7. Alternate Official Contact

Name _____

Telephone _____

Email _____

8. Return Applicant? Yes _____ No _____

Application year(s): _____

9. Application Level

(See award level descriptions on pages vi-vii)

Check One: 2 3 4

10. Assurance and Authorization

We understand this Intent to Apply/Eligibility Form and subsequent application to TNCPE will be reviewed by members of the TNCPE Board of Examiners. We further understand that all examiners are required to follow the TNCPE Code of Ethics and Standards of Conduct to ensure confidentiality and avoid possible conflict of interest.

Authorized signature - Highest ranking official of applicant organization _____

Name (please type or print) _____ Date _____

Title _____

Address _____

City _____ State _____ Zip _____

Telephone _____

Email _____

*Intent to Apply/Eligibility Form is
 continued on next page*



Completing the Level 2, 3, and 4 Application Form

Please type or print.

1. Applicant

Use these fields to provide the official name and address of your organization as it will appear on the award and in publicity material.

2. Size and Locations

Provide the number of full-time equivalent (FTE) employees working at the organization. Indicate the number of sites to be included in the evaluation.

Full-time equivalent employees are defined as those who regularly work 37.5 or more hours a week and are entitled to benefits such as paid vacation, sick leave, and insurance coverage. Each instance of job sharing, where multiple individuals fulfill the responsibilities of a single position that requires 37.5 or more hours per week, is counted as one FTE.

3. Official Contact

In these fields, provide complete contact information (using a street address for courier deliveries) for the person at the organization who can provide additional information and arrange a site visit.

4. Alternate Official Contact

Please provide contact information for an alternate contact with authority to provide additional information and arrange a site visit in the event the official contact is not available. If the official or alternate contact changes during the course of the application process, please inform TNCPE.

5. Application Level and Criteria Response

A. Please choose the level of recognition for which your organization is applying.

Commitment Award - Level 2

Achievement Award – Level 3

Excellence Award – Level 4

B. Along with your Organizational Profile, submit the Criteria response appropriate to your application level. Please see page 61 for detailed information about Criteria response requirements and formatting guidelines.

C. When responding to the Criteria, you may use the Business or Health Care versions of the TNCPE Baldrige Excellence Framework, or the Baldrige Education Framework. Be sure to indicate which version you used on the application form so examiners can assess your response using the correct Criteria. If you would like copies of any of these books, please contact the TNCPE office or visit www.TNCPE.org. Volume discounts and shipping fees are detailed on page 14 of this packet.

6. Application Fee

Application Fees may be paid by check or credit card. Submit your payment to the address on the Application Form or contact TNCPE at (800) 453-6474 to make a credit card payment.

7. One-Sentence Organization Description

Provide a brief description of your organization. This description will be used in conjunction with the Excellence Awards Celebration & Banquet and for publicity purposes.

8. Release Statement and Signature of Highest Ranking Official

The applicant's highest-ranking official must sign in the space provided, indicating agreement to the terms and conditions stated in the Release Statement. His or her signature attests that no untrue statement of a material fact is contained in the application package and no omission of a material fact that is legally disclosable and affects organizational ethical and legal practices has been made.

Submitting your Application Packet

Your application packet should include:

- One copy of the Application Form
- One electronic copy of your Organizational Profile and Criteria response saved in one PDF file (please do not send a PDF of a scanned document)

Submit these items to the Tennessee Center for Performance Excellence electronically by the deadline on the Application form to contact@TNCPE.org.



Level 2, 3, and 4 Application Form

Tennessee Center for Performance Excellence Award Program

You may download this form from the TNCPE website:
www.TNCPE.org/awards/apply.

Please submit TNCPE this Application Form accompanied by one electronic copy of your Organizational Profile and Criteria response, and the appropriate Application Fee. These items should be submitted to the TNCPE office by the date noted above.

Please type or print.

1. Applicant

Organization name as it will appear on award _____

Address _____

City _____ State _____ Zip _____

2. Size and Locations

Total # of employees (full-time equivalent) _____

Total # of sites _____

3. Official Contact

Name _____

Title _____

Mailing address _____

Street address (no PO Box) _____

City _____ State _____ Zip _____

Telephone _____

Email _____

4. Alternate Official Contact

Name _____

Telephone _____

Email _____

5. Application Level and Criteria Response

A. Identify the application level for which you are applying.

Check One: 2 3 4

(See Award level descriptions on pages vi - vii)

B. Attach Organizational Profile and Criteria response to Application Form

C. Check the Criteria you have used to write your response

Business/Nonprofit Health Care Education

D. Application Fee

An Application Fee is required for all award levels based on workforce size and TNCPE Membership status.

Please refer to the table on page 5 to determine your application fee. Go to TNCPE.org/members for TNCPE membership information.

Total Application Fee _____

7. One-Sentence Organization Description

Please provide a brief description of your organization to be used for publicity and recognition.

8. Release Statement and Signature of Highest Ranking Official

My signature states and attests that: I have reviewed the information provided in this application packet. To the best of my knowledge, no untrue statement or omission of a material fact that is legally disclosable and affects organizational ethical and legal practices has been made in this application packet. I understand that if information is found that could be embarrassing to TNCPE or its Award Program my organization will no longer receive consideration for an award and will only receive a Feedback Report.

Signature _____ Date _____

Name/Title _____

Submit the appropriate Application Fee to the address below or call to make a credit card payment. In addition to your application fee, submit one copy of your Application Form and one copy of your Organizational Profile and Criteria response saved in one PDF file to contact@TNCPE.org.

**Tennessee Center for Performance
Excellence 2525 Perimeter Place Drive,
Suite 122 Nashville, TN 37214-3773
(615) 889-8323**



North American Industry Classification System (NAICS) Codes

Please insert NAICS codes most relevant to your organization's products and/or services on the first page of the Intent to Apply/ Eligibility Form or Application Form.

111	Crop Production	493	Warehousing and Storage
112	Animal Production	511	Publishing Industries (except Internet)
113	Forestry and Logging	512	Motion Picture and Sound Recording Industries
114	Fishing, Hunting and Trapping	515	Broadcasting (except Internet)
115	Support Activities for Agriculture and Forestry	517	Telecommunications
211	Oil and Gas Extraction	518	Data Processing, Hosting and Related Services
212	Mining (except Oil and Gas)	519	Other Information Services
213	Support Activities for Mining	521	Monetary Authorities-Central Bank
221	Utilities	522	Credit Intermediation and Related Activities
236	Construction of Buildings	523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
237	Heavy and Civil Engineering Construction	524	Insurance Carriers and Related Activities
238	Specialty Trade Contractors	525	Funds, Trusts, and Other Financial Vehicles
311	Food Manufacturing	531	Real Estate
312	Beverage and Tobacco Product Manufacturing	532	Rental and Leasing Services
313	Textile Mills	533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)
314	Textile Product Mills	541	Professional, Scientific, and Technical Services
315	Apparel Manufacturing	551	Management of Companies and Enterprises
316	Leather and Allied Product Manufacturing	561	Administrative and Support Services
321	Wood Product Manufacturing	562	Waste Management and Remediation Services
322	Paper Manufacturing	611	Educational Services
323	Printing and Related Support Activities	6111	Elementary and Secondary Schools
324	Petroleum and Coal Products Manufacturing	6112	Junior Colleges
325	Chemical Manufacturing	6113	Colleges, Universities, and Professional Schools
326	Plastics and Rubber Products Manufacturing	6114	Business Schools and Computer and Management Training
327	Nonmetallic Mineral Product Manufacturing	6115	Technical and Trade Schools
331	Primary Metal Manufacturing	6116	Other Schools and Instruction
332	Fabricated Metal Product Manufacturing	6117	Educational Support Services
333	Machinery Manufacturing	621	Ambulatory Health Care Services
334	Computer and Electronic Product Manufacturing	6211	Offices of Physicians
335	Electrical Equipment, Appliance, and Component Manufacturing	6212	Offices of Dentists
336	Transportation Equipment Manufacturing	6213	Offices of Other Health Practitioners
337	Furniture and Related Product Manufacturing	6214	Outpatient Care Centers
339	Miscellaneous Manufacturing	6215	Medical and Diagnostic Laboratories
423	Merchant Wholesalers, Durable Goods	6216	Home Health Care Services
424	Merchant Wholesalers, Nondurable Goods	6219	Other Ambulatory Health Care Services
425	Wholesale Electronic Markets and Agents and Brokers	622	Hospitals
441	Motor Vehicle and Parts Dealers	623	Nursing and Residential Care Facilities
442	Furniture and Home Furnishings Stores	624	Social Assistance
443	Electronics and Appliance Stores	711	Performing Arts, Spectator Sports, and Related Industries
444	Building Material and Garden Equipment and Supplies Dealers	712	Museums, Historical Sites, and Similar Institutions
445	Food and Beverage Stores	713	Amusement, Gambling, and Recreation Industries
446	Health and Personal Care Stores	721	Accommodation
447	Gasoline Stations	722	Food Services and Drinking Places
448	Clothing and Clothing Accessories Stores	811	Repair and Maintenance
451	Sporting Goods, Hobby, Book, and Music Stores	812	Personal and Laundry Services
452	General Merchandise Stores	813	Religious, Grantmaking, Civic, Professional, and Similar Organizations
453	Miscellaneous Store Retailers	814	Private Households
454	Nonstore Retailers	921	Executive, Legislative, and Other General Government Support
481	Air Transportation	922	Justice, Public Order, and Safety Activities
482	Rail Transportation	923	Administration of Human Resource Programs
483	Water Transportation	924	Administration of Environmental Quality Programs
484	Truck Transportation	925	Administration of Housing Programs, Urban Planning, and Community Development
485	Transit and Ground Passenger Transportation	926	Administration of Economic Programs
486	Pipeline Transportation	927	Space Research and Technology
487	Scenic and Sightseeing Transportation	928	National Security and International Affairs
488	Support Activities for Transportation		
491	Postal Service		
492	Couriers and Messengers		



Program Materials

2019-2020 Baldrige Excellence Framework Books

There are three versions of the Baldrige Excellence Framework:

- The **Business/Nonprofit** Baldrige Excellence Framework is used by the manufacturing, service, small business, nonprofit, and government sectors.
- The **Health Care** Baldrige Excellence Framework is used by health care organizations.
- The **Education** Baldrige Excellence Framework is used by educational organizations.

All three versions of the Baldrige Excellence Framework book may be purchased from TNCPE for \$30 per copy by visiting www.TNCPE.org/framework, or by calling our office: (800) 453-6474.

Digital Criteria

PDFs of all three versions of the Framework are available from the Baldrige Performance Excellence Program for \$12 per download: www-s.nist.gov/bpep_order/product.aspx.

Please note, digital versions of the Framework will not include TNCPE-specific information such as the TNCPE award cycle schedule, award application forms, or information about TNCPE's four Award levels. All of this information can be found on www.TNCPE.org.

Volume Discounts

Volume discounts are available:

Copies	Discount
5-24.....	5%
25-99.....	10%
100+	15%

Shipping Fees

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