

2020 National Housing Quality Awards

The Measurement of Excellence



Part II

The Application Process



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The Gold Standard

The NHQ Award is modeled after the Malcolm Baldrige National Quality Award and represents the housing industry's highest recognition for achievements in quality management.

This program is more than just an award, it is the template of foundational elements critical to business success. Builders use the NHQ Award process to improve their business in many facets which result in increased customer, employee and partner satisfaction, along with operational effectiveness and an improved bottom line. Each applicant receives a detailed written feedback report, which can be used as a guide for future improvement. The NHQ Award process provides objective benchmarking for the home building industry and is applicable to both small and large volume homebuilders.

The NHQ awards are open to all North American residential home building companies. Throughout the years, there have been 52 Gold Level recipients, 41 Silver recipients, and 10 Bronze recipients. As a testament to the value of taking the NHQ awards challenge, Of the 103 previous award recipients, 90% are still in business today.



Recipients of the National Housing Quality Award

2018 Award Recipients

Gold	True Homes
Silver	Garman Builders, Inc
Silver	JayMarc Homes, LLC
Bronze	Thrive Home Builders

2018

Tim O'Brien Homes - Gold
Pacific Lifestyle Homes - Gold
Goodall Homes - Silver

2017

Classica Homes - Gold
Tim O'Brien Homes - Silver
CBH Homes - Bronze

2016

Veridian Homes – Gold
Goodall Homes – Silver
Maracay Homes – Silver
Tim O'Brien Homes – Silver
Garman Builders – Bronze

2015

DSL D Homes – Gold
EYA – Gold
French Brothers – Silver

2014

French Brothers – Bronze

2013

Charter Homes – Gold
Wayne Homes -- Silver
DSL D Homes – Silver
Vintage Homes – Bronze

2012

Wathen-Castanos –Silver
Charter Homes – Silver
Schumacher Homes – Bronze
Goodall Homes – Bronze

2011

Haseko - Bronze
Wathen-Castanos – Bronze
Charter Homes - Bronze

2010

Simonini Builders — Gold
Wayne Homes — Silver

2009

T.W. Lewis — Gold
K. Hovnanian Virginia Division — Silver
K. Hovnanian Northern California
— Honorable Mention

2008

Fireside Hearth & Home (National) — Silver
Mungo Homes — Silver
Barratt American (National) — Silver
Pringle Development — Silver
Mercedes Homes (National) — Silver

2007

Estes Builders — Gold
Floor Art — Silver
Schuck and Sons — Silver
Keystone Custom Homes —Honorable Mention
Atlantic Builders — Honorable Mention

2006

Shea Homes San Diego — Gold
 Veridian Homes — Gold
 Ideal Homes — Gold
 CP Morgan — Silver
 Pringle Development Inc. — Silver
 KB Home Las Vegas — Silver

2005

Grayson Homes — Gold
 Pulte Homes (National) — Gold
 Ideal Homes — Silver
 Estes Builders, LLC — Silver
 Veridian Homes — Silver
 Pringle Development, Inc. —
 Honorable Mention

2004

Grayson Homes — Silver
 Boardwalk Builders — Silver
 Schuck and Sons — Silver

2003

History Maker Homes — Gold
 Pulte Homes Minnesota — Silver
 Fairmont Homes — Silver
 Neumann Homes — Silver
 ALL-tech — Silver
 Tappe Construction — Silver
 Grayson Homes — Honorable Mention

2002

Don Simon Homes — Gold
 Shea Homes Colorado — Gold

2001

Palm Harbor Homes,
 Florida Division — Gold
 Simonini Builders — Gold
 Don Simon Homes — Silver
 Winans Construction, Inc. — Gold
 Stebnitz Builders — Silver
 Cupertino Kitchens — Honorable Mention

1999/2000

Shea Homes Arizona — Gold
 Sunrise Colony Companies — Silver
 The Green Companies — Silver
 Traditional Concepts, Inc. — Gold
 Legacy Custom Builders, Inc. — Gold
 Deck America, Inc. — Gold
 Lasley Construction, Inc. — Silver
 Bell's Remodeling — Honorable Mention

1998

Neumann Homes — Gold
 The Estridge Co. — Gold
 T.W. Lewis — Silver
 Fairway Construction — Gold
 Remodeling Designs, Inc. — Gold
 Kendale, Inc. — Gold

1997

K. Hovnanian Enterprises — Gold
 Kennedy Community
 Development, LP — Gold
 U.S. Home Corp. Houston — Silver
 Coventry Construction, Inc. — Gold
 Eren Design & Construction — Gold
 Asdal Builders, LLC — Silver
 Fairway Construction — Silver
 Mitchell, Best & Goldsborough
 Inc. — Silver

1996

Mercedes Homes, Inc. — Gold
 Rayco — Gold
 Shea Homes San Diego — Gold
 Triple Crown Corp. — Gold
 Neil Kelly Co. — Large Remodeler
 J.J. Swartz Co. — Large Remodeler
 Criner Construction — Small Remodeler
 Kleinco Construction Services
 — Large Remodeler
 Crown Construction — Honorable Mention

1995

Doyle Wilson Homebuilder, Inc. — Gold
 John Wieland Homes, Inc. — Gold
 Oakwood Homes — Gold
 Pulte Homes Illinois — Gold
 Toll Brothers — Gold

1994

The Drees Co. — Gold
 Kennedy Home Builders — Gold
 Village Builders — Gold

1993

Cannon Development -Gold
 Carmichael & Dames Builders – Gold
 Fieldstone Communities, Inc. – Gold
 Town & Country Homes – Gold
 David Weekley Homes - Gold
 Winchester Homes --Gold



Let the NHQA program help your organization be the best it can be?

The NHQ Award process can help you prepare for changes occurring in today's dynamic housing market. Studying the award criteria will open your mind to new possibilities for improvement and propel your company to new heights.

For 26 years, the NHQ Criteria for Performance Excellence have been important tools for hundreds of homebuilders. These criteria can help you:

- Align resources
- Improve communication
- Increase productivity
- Boost effectiveness
- Achieve strategic goals
- Understand and change your organization's culture

You may enter your entire company or only a division of it. Multiple winners in each category and at each level may be selected. Previous Gold Award winners are eligible to apply again in the third year following their gold award.

Reviews are thorough and fair

A panel of highly qualified experts, made up of previous winners and quality management experts, evaluates all the applications and selects finalists who demonstrate high levels of quality achievement. Examiners might request additional information during the selection process, including lists of customers for an independent satisfaction survey, company references or other information related to the evaluation criteria. Every 3 to 4 years we do a thorough review of the criteria and questions we use to evaluate the applicants to ensure we are always improving the Award program.

Finally, NHQ Award examiners visit the finalists to review and validate their application.

If you win an NHQ Award, we will encourage you to publicize and advertise your winning status. It will have been hard-earned and well-deserved; it will cement your reputation with customers and peers as a top-quality builder and it will distinguish you from your competitors, giving you the business edge you desire as it raises your company's reputation as an industry leader.

*If you're committed to quality,
please let the
NHQ Awards help.*



WINNERS ARE RECOGNIZED IN FOUR CATEGORIES

GOLD – Awarded to companies that have attained a national benchmark level within each area of evaluation. -- Gold Award winners have mature, fully integrated quality management principles and consistently demonstrate high-level, sustained financial results.

SILVER – Awarded to companies that are industry leaders in most evaluation areas -- Silver Award winners have many refined business practices — including key measures for continual improvement — and they exhibit good financial results.

BRONZE – Awarded to companies that have a sound systematic approach that is responsive to the Award benchmarks in many areas – Bronze Award winners employ fact based improvement processes with no major gaps and above average performance in most area – They are close to the Silver Award mark.

HONORABLE MENTION – In special situations companies are recognized that demonstrate an understanding of quality management principles and show a sound, fact-based improvement process. Key measures are in place and good financial results are achieved in most areas.

Preparing the NHQ Award application is an important step in every applicant's quality journey.

When applying for the NHQ Award you ONLY compete against the Award criteria.

Multiple Gold, Silver and Bronze can be awarded each year.



THE NHQ AWARDS APPLICATION PROCESS

The application has two parts:

1. The first part is the application commitment form
2. The second part is the application itself following the directions below

APPLICATION SUBMISSION REQUIREMENTS

Please complete your application in an electronic document formatted as follows:

1. The entry must be presented on 8.5 in. x 11 in. pages
2. The document must use 12 pt. Times New Roman font
3. The Award entry application must be a maximum of 18 pages plus one overview page
4. Do not send or reference “attachments” or other documents. The judges only receive the overview page and the 18-page application
5. The application commitment(Part I) form and a check should be sent by March 15, 2019 to:

Serge@Potomack.net and to ddersin@sgcmail.com

6. An electronic copy of the application (Part II) should go to Serge Ogranovitch at Serge@potomack.net
7. A printed copy of the application, should go to:

Denise Dersin at Professional Builder Magazine
3030 W. Salt Creek Lane, suite 201, Arlington Heights, IL 60005-5025

Entries due by April 19, 2019



THE NHQ AWARD APPLICATION

Your very first step is to provide a brief profile of your company. This should include:

- The types of products and services you provide
- The market and geographic area you serve
- Your competitive situation
- Business direction
- Any other relevant information you want to include

If you are submitting an application for a division of a larger corporation, please describe the operating relationship to the parent company.

Next proceed with the eight sections of the Award. The sections are described in the following pages. To make it easier to follow we are providing some general information on what the judges are looking for.

Those are to be used as a guide only and are not meant to be an outline of what the content of your application should be.



NHQ AWARD CATEGORIES

Below is an outline of the 8 categories that we ask you to address in your application with the important key points.

1. Leadership- *HOW YOUR SENIOR LEADERS PERSONAL ACTIONS GUIDE AND SUSTAIN YOUR ORGANIZATION? HOW YOUR ORGANIZATION FULFILLS ITS LEGAL, ETHICAL AND SOCIETAL RESPONSIBILITIES AND SUPPORTS IT'S COMMUNITY?*

At a minimum your answer should reflect these discussion points:

1. The company mission that gives purpose to your organization
2. The company values that guide corporate decisions and behaviors
3. Your vision of what your company can become
4. How senior leaders instill and reinforce the mission, values and vision within the company as role models and by empowering others
5. How employee feedback on company priorities is elicited and utilized
6. How company results are communicated to employees
7. How the company demonstrates public responsibility and good citizenship

2. Strategic planning - *HOW DO YOU CREATE AND CARRY OUT A STRATEGIC PLAN TO ACHIEVE A FUTURE VISION, ENHANCE YOUR COMPETITIVE POSITION AND IMPROVE OVERALL PERFORMANCE?*

At a minimum your answer should reflect these discussion points:

1. The key strategic challenges your company faces in the next 1-5 years
2. How these challenges are identified and analyzed
3. How you use demographic data and market intelligence in strategic planning
4. How the strategic plan is tied to your mission, vision, and values
5. How the plan leverages your company's unique skills, knowledge and experience
6. How the plan compensates for lack of skills, knowledge, experience and/or resources
7. How your company's strategic plan is deployed
8. How your company's strategic plan is activated
9. The operational impact of the strategic plan
10. How your company acquires or develops the necessary skills for plan implementation
11. How you utilize performance metrics and feedback channels
12. How you report and communicate progress
13. How leaders use feedback to adjust the plan
14. How do you acquire new customers
15. How do you maintain your customer pool
16. What tools and data do you use to generate and maintain leads



NHQ AWARD CATEGORIES

3. **Process Management** - *HOW ARE YOUR COMPANY'S BUSINESS PROCESSES DEVELOPED, MANAGED, MEASURED AND IMPROVED TO ACHIEVE PERFORMANCE EXCELLENCE?*

At a minimum your answer should reflect these discussion points:

1. How do you approach essential business processes
2. How do you involve various departments
3. How do you establish expectations
4. How do you document implementation of new processes
5. How do you use KPIs (Key Performance Indicators)
6. How do you track and communicate KPIs
7. What tools do you use for process improvement
8. How you improve your key processes
9. How are trade partners involved in your management process
10. How do you maintain accuracy in sales materials
11. Describe your sales process
12. What is your performance evaluation process

4. **Customer Satisfaction** - *HOW DO YOU DEFINE, DESIGN, MEASURE AND MANAGE THE DELIVERY OF PRODUCTS AND SERVICES THAT LEAD A HIGH LEVEL OF CUSTOMER SATISFACTION*

At a minimum your answer should reflect these discussion points:

1. How you identify market segments and key customer groups
2. Describe the methods you use to define and develop a customer centric culture.
3. How you determine levels of focus on select segments or groups
4. How you select customer-desired product features and services
5. How you develop customer relationships
6. Describe how your key customer satisfaction processes are measured and managed
7. Describe how your key customer satisfaction processes are improved
8. Describe how your key customer centric processes are implemented
9. How your company obtains and utilizes customer satisfaction feedback to improve performance
10. Sales process impact on Customer Satisfaction

Note.

If a site visit is conducted and the applicant does not use a third party for customer satisfaction feedback, the NHQA may conduct an evaluation of customers for the past 12 months.



NHQ AWARD CATEGORIES

5. Human Resources – *HOW HUMAN RESOURCE PRACTICES CONTRIBUTE TO THE GROWTH OF THE ORGANIZATION BY LOOKING AT EMPLOYEE SELECTION AND DEVELOPMENT AS WELL AS STAFF PERFORMANCE MANAGEMENT, WELL BEING, MOTIVATION, SATISFACTION AND COMPENSATION?*

At a minimum your answer should reflect these discussion points:

1. How your organization maintains a work environment that contributes to the well-being, satisfaction and motivation of staff
2. Ways your company maintains or enhances employee morale
3. A description of your company culture
4. Company benefits offered to employees
5. Your organization's career development (education & training programs)
6. How programs support superior work performance and help achieve the company's overall objectives
7. The role, if any, of an employee handbook
8. How employees document and access policies, processes and procedures
9. Employee retention techniques
10. How you ensure organizational alignment
11. Discuss your employee recruitment strategy
12. Discuss your new hire and internal applicant interview process
13. How you administer employee evaluations
13. Compensation, recognition and incentive programs
14. Discuss organizational succession plans
15. Describe your safety training program
16. How are safety results shared with employees and trades

6. Construction Quality — *WHAT METHODS DOES YOUR COMPANY USE TO DRIVE QUALITY IN THE HOME CONSTRUCTION PROCESS AND ENSURE HIGH PERFORMING, TROUBLE-FREE PRODUCTS AND SERVICES?*

At a minimum your answer should reflect these discussion points:

1. Describe your quality Standards
2. Education and reinforcement of quality standards to employees and trades
3. Describe your warranty process
4. Your quality review process for new plans, production homes and new communities
5. Your customers' involvement in the quality review process
6. Your customers' post-closing experience
7. Any quality recognition programs
8. Any continuing improvement processes
9. Quality defect prevention and correction processes



NHQ AWARD CATEGORIES

- 7. Trade Relationship** - *THE COMPANY HAS A VALUABLE BASE OF LOYAL PARTNERS THAT NEEDS TO BE CONSIDERED AS PART OF THE FUTURE SUCCESS OF THE ORGANIZATION. THEY NEED TO BE INFORMED AND INCLUDED IN THE PLANNING AND PERFORMANCE IMPROVEMENT EFFORTS OF THE COMPANY.*

At a minimum your answer should reflect these discussion points:

1. Your framework for establishing mutually beneficial relationships
2. Your trade partner selection process
3. Communication channels utilized
4. Your process for developing trades to meet organization goals
5. Your process for assessing trades' performance and communicating compliance
6. Pro-active problem avoidance through trade involvement
7. Encouragement of trade contributions to the greater good of your organization
8. Integration of trades in building a better company
9. Your trade partner feedback system

- 8. Business Results** - *HIGH PERFORMANCE BUSINESS PRACTICES ARE EFFECTIVE ONLY IF THEY RESULT IN BUSINESS BENEFITS AS DEFINED BY TANGIBLE FINANCIAL, OPERATIONAL, CUSTOMER SATISFACTION AND PRODUCT/SERVICE QUALITY MEASURES.*

For this section we ask that you provide 3 years of data for each of the main questions. Data can be provided in graph, table or bullet point format.

At a minimum your answer should reflect these discussion points:

1. Customer Satisfaction Results
2. Operational Metrics and Results
3. Human Resources
4. Market Results
5. Trade Relations Results
6. Constructed Quality and Warranty Results
7. Financial Results



The NHQA process

The following is the process and schedule for the 2020 NHQ Award

WHAT	WHEN
Application Part I and Part II available	December 2018
Handouts draft	January 11, 2019
IBS - meet with potential applicants in Las Vegas	February 19 - 21
Application Part I is due	March 15
Application Part II is due	April 19
Review of Application	April 20 - 24
Meeting of Judges for the 2020 NHQA and assignment of desktop review teams - Applications to Judges	April 25 -26
Teams complete review of applications	May 20
Judges' conference call to review application and recommendations for site visits	May 21
Notification to applicants of site visits (or not)	May 22
Site visits by teams of 3 judges plus NHQA director, site visit time may be expanded 1 week past the July 4th holiday, if needed	June 3 - 28
Judges conference call to review evaluations and award level recommendations, based on review of all judges involved	July 15
Call to applicants' contact to share the judges' decisions	July 16 & 17
Feedback reports due to applicants	August 15 -22
Award are handed out at the Housing Giants Leadership Conference at the ANZA Scottsdale Resort & Spa	October 16 & 17



For further information or questions about the National Housing quality Award (NHQA)

Please contact: Serge Ogranovitch at Serge@Potomack.net or
703-980-6565

You can also join us on:

Facebook <https://www.facebook.com/pages/National-Housing-Quality-Award>

LinkedIn <https://www.linkedin.com/groups/Nationl-Housing-Quality-Award-1469587/about>