



**O.C.B. HOLDING APPLICATION FOR  
2008 INTERNATIONAL SPIRIT AT WORK AWARD**



**INTERNATIONAL SPIRIT AT WORK AWARD APPLICATION**

**Name of Organization: Cordon-Bleu Tomasso and Quimet-Tomasso**

**III. The Application**

Applications require a written description of the organization and a description of how they meet the criteria (see below). Please type your responses to the items below into this MS Word Document. Applications must contain sufficient background information so Committee members can make informed choices. **Please limit the application to a maximum 12 pages in addition to this document (i.e. a total of 20 pages).** All applications must be submitted **by email** to **[judi@spiritatwork.org](mailto:judi@spiritatwork.org)**

The contact person cited on the application must make themselves available for questions should Committee members require more information.

**Your application needs to include:**

**1) Basic Data:**

a) Name of Organization (can be a division of a larger organization):

Cordon-Bleu International, Ltd. and Piazza-Tomasso International, Inc, Divisions of Holding O.C.B., Inc.

b) Date of founding:

1933

c) Number of employees

(Note: Small Business – 20-99 employees; Medium to Large Business – 100 or more employees):

300

d) Nature and scope of business:

Food processing and frozen entrees

e) Location(s):

Montreal, Canada

f) Website address (if applicable)

[www.our-project.org](http://www.our-project.org)

**2. Contact Information**

a) Contact Person's Name:

Gaston Sauvé

b) Position:

General Manager, «To God go» Foundation/Fondation «A Dieu Va»

c) Phone:

514-849-3000, # 49

d) Email:

direction@fondationadieuva.org

e) Cell phone:

514-249-3386

f) Mailing Address:

300, Leo Pariseau st. suite 2120, Montreal, Qc H2X 4B3

Please provide full contact information for a back-up contact person in case we cannot make contact with you for any reason.

g) Backup Contact Person's Name:

Mrs. Cynthia Dugall

h) Position:

Coordinator «Our Project»

i) Phone:

514-325-3000 #238

j) Email:

cdugal@ouimet-tomasso.com

k) Cell phone:

l) Mailing Address:

Note: It is essential that all this contact information be provided so that we can follow up with you.

### **3. A Brief Description of Your Organization:**

a) What are the vision and mission; philosophy and core values of your organization?

#### **Vision and Mission:**

It is often said that some people shine. They glow with serenity, with an inner spiritual force, with a wonderful *joie de vivre*. Other people feel them to be balanced and in full possession of their faculties. Often their secret is found in periods of silence, reflection, and sometimes meditation and prayer when desired. They seem to drink and receive strength from a divine source. They appear to be nourished by their freely chosen spirituality or religion because people cannot give what they do not have.

Is it possible, in absolute freedom, to strive for the same balance between profoundly human and spiritual values, on the one hand, and economic values in an organization, on the other? Why not? Dr. J.-Robert Ouimet, Chairman of the Board and CEO of Holding OCB Inc., Cordon Bleu International Ltd, Piazza Tomasso International Inc. and Foundation « To God Go », defended a doctoral thesis in 1997 at the University of Fribourg in Switzerland. He obtained the mention Magna Cum Laude for the public defence of his thesis.

There he proposed a management model that aims at fostering profoundly human and spiritual values inside an organization, while promoting, encouraging and stimulating progressive growth of productivity and competitive profits. At the beginning, this experimental approach was known as Our Mission and since 1990 as Our Project. It has been an attempt to “spiritualize” an organization in the same way that people are spiritualized.

The objective of **Our Project** is simple, even if it is still very complex and risky to put into practice: reconciling the long-term growth of human wellbeing and personal development with sustained competitive profitability and this in a company that operates in a market economy.

#### **Core Values:**

**Dignity** means the respect due to all people. It is based on the following principle: human beings are to be treated as ends in themselves, each person being unique, and not as means, instruments or human capital.

**Serenity** is a state of a person whose calm tranquility comes from a less troubled, moral or inner peace.

**Solidarity** is the relationship between people who are aware of the community of interest that leads to the reciprocal, moral obligation to serve others.

**Brotherhood** is the quality of the link between people working in the organization.

**Authenticity** is the quality of a person, of a feeling, that expresses a profound truth about the individual, not superficial attitudes or hypocrisy or elegant human manipulation.

**Wisdom** is a mental disposition to judge in a just, sure and conscious way when making decisions and taking action.

**Listening to others** means lending an attentive ear to the message that others communicate.

**Justice** is the firm and long-term determination to recognize the fundamental human rights of all people and to promote them.

**Faith** is confidence and belief.

**Hope** is waiting with the confidence that value objectives will be attained.

**Freedom** is people's capacity to initiate and to choose when they control their actions for which they can be held morally responsible.

**Responsibility** is the capacity and the action that commit people to fulfill their duties and commitments and to repair their mistakes.

**Economic prudence** is the mental attitude of people who reflect on the extent and consequences of their management decisions and daily work on economic productivity and competitive profits which are all absolutely essential. They choose appropriate means for attaining a legitimate economic objective, do what is necessary to avoid errors and refrain from everything they feel could cause harm.

**Love** is the desire for what appears to be the greatest good and to make that a reality, especially the desire to do for others what is good and right, and what we would like them to do for us. Love often brings *joie de vivre*.

**Efficiency** is the capacity to produce the maximum results with the minimum of effort along with the optimal use of resources.

**Humility** is people's capacity to correctly evaluate themselves in their way of being and in relation to others and to the Absolute. It dampens pride and greed, accepts or chooses to give up things according to circumstances, and freely matures in its way of handling tensions and conflicts. It uproots the natural human tendencies toward self-sufficiency which inhibit the necessary recognition of the help that can be provided by the Absolute or God of Love, by the spirituality and transcendence of one's choice, a help that allows us to reinforce our capacity to commit ourselves to service and love.

**Forgiveness.** Allowing room for error or weakness.

b) How does your organization define "Spirituality". How do you talk about the "vertical" and "horizontal" dimensions of spirituality? (Minimum of 500 words)

The vertical dimension of spirituality is our connection to God. God is the keystone to balancing the economic management system and the human well-being management system. This keystone represents the numerous profoundly human and spiritual values brought into the workplace by the activities of the human ISMA (Integrated System of Management). Also, the keystone represents a God of Love, the Supreme Being, and the spiritual or religious tradition chosen by each of us in a wonderful climate of freedom. The keystone and its activities in the workplace do bring to all of us, managers and Board members in particular, additional wisdom, courage, authentic human caring and compassion, so as to keep the two management systems in balance. In real life, they are never in balance.

The horizontal dimension of spirituality is represented in our commitment to human dignity and human well-being at work (our Human ISMA – Integrated System of Management). The details of the way we live out this commitment is in the section on our "Activities in the Workplace."

c) How do you handle concerns about diversity of religions and what boundaries do you set around employees trying to convert each other, or in any way making others uncomfortable? To what degree do employees have a choice about participating in spirituality in the workplace activities? To what degree are employees able to express their own spirituality? Is there any form of spirituality that is excluded from the organization? (Minimum of 500 words)

Our first approach is to remind our employees that personal freedom comes first when one is making decision to participate to any spiritual activities offered. Some of the activities take place once or twice a year. Employees are invited to attend; their participation is not mandatory.

For instance, the testimonial meetings that take place twice a year, invite outside persons that can share their experience in life, what they have learned and how they have grown spiritually; they could be from any religious horizon. This is an activity that draws a high level of participation. This is not discussion on beliefs, religious creeds, but a sharing of one's progress in life, on values that give meaning and push the person toward others.

We do have a religiously diverse population in our plants, composed of non believers, Catholics, other Christian denominations, Jews, Muslims, Buddhist. We

forbid any form of proselytism by anyone. Our focus is on values and behavior of people. For instance the silence room, accessible to any employee, will post typical pictures and signs of the three monotheistic religions, of Buddhists. The basic rules stated to the employee who want to use the room of silence, emphasize (1) this is a room for silence and therefore conversation is not allowed; (2) room for reflexion, meditation, then work, reading, paper revision, etc. not allowed, sleeping not allowed; (3) total respect for the individuals using the room is a prime requirement. We have never faced any expression of spirituality by employee that could be offending to others and required disciplinary action.

The «prize of heart» activity is run yearly. This is really a prize recognizing the heart qualities of the person in its relations with others. And we can see this prize attributed to the employee whose co-workers have really experienced and observed during the year the persisting attitude of the heart within the selected person. The selected individuals can be from any religious belonging. This contributes greatly to focus on the spiritual qualities of the person and not the beliefs.

Each and everyone is totally free to define transcendence in his/her own meaningful terms. Essential characteristics of spiritual behavior should encompass respect of persons and their dignity.

The activities to which employees are invited reflect specific values the organization want to incorporate and live in the work life. These values are presented to employees during the recruitment process. In addition supervisors and managers have the responsibility to model the team spirit, the interpersonal relationships at work, the behavior codes, etc.

#### **4. Core Application:**

***The response to this section should be the heart of the application.*** What policies, programs, or practices **explicitly promote or enable spirituality at work**? "At work" refers to your workforce. For the purpose of this award, the Committee is more interested in how your workforce is treated but we also want to hear about your customers and clients. Your application will not be sufficient if your practices do not include your employees. Explain the nature and scope of the organization's activities; when these practices were implemented and by whom; relevant background; public visibility; etc. Finally do you believe these programs will be sustainable over time? If so why?

a) Description of policies, programs or practices (minimum of 1000 words)

##### 1. Meeting with laid-off or dismissed employee

This activity is an important discovery and will possibly be revolutionary. Each manager that has laid off or dismissed someone meets with that person at least twice in the first six months following the person's departure. The first meeting generally takes place during a light meal or a coffee-break outside the work site. Often this meeting is very hard and tense for both participants and this is certainly understandable. A few months later, in the second meeting, a different atmosphere is felt, one of reconciliation and solidarity, of authentic and humble relationship. Such meetings provide moral and spiritual support for the former employees, who are naturally suffering from having lost their jobs. It is important to underline that the

managers also are growing morally, humanly and spiritually by having these meetings. The activity reinforces compassion and caring, solidarity, brotherhood, justice, human

## 2. Testimonial meetings

By sharing some of their difficult life experiences, invited guests, mostly from outside the organization, share their personal life choices with those people in the company who desire to listen. They talk about the human, moral and often spiritual experiences that have guided them in their lives and this without ever teaching or making any suggestions and recommendations. Proselitism is rigorously not allowed. The activity takes place twice a year. Experience shows that it primarily supports the values of listening to others, truth, courage, wisdom and compassion.

## 3. Meetings between small groups of the personnel and their manager

A small group of people working in the company meet with their manager for about 90 minutes. All managers meet at least once a year with every person reporting to them. The participants, not the manager, determine the subject to be discussed, and no notes are taken during the meeting. Listening to others, the primacy of human dignity and brotherhood are the main values associated with this activity.

## 4. The prize of the heart

Every year, a prize is awarded to one person who in the workplace has over the years developed a behaviour that radiates solidarity, *joie de vivre* and helping others. That person also accomplishes daily work in an exemplary way. The winner is a concrete example of the ideal of Our Project and receives a beautiful gift. The winning person is chosen by a committee made up mostly of non managers. A feeling of being loved and appreciated, brotherhood and solidarity are the primary values associated with this activity.

## 5. A gesture

Our Board members, managers and personnel are offered the possibility, in small groups of people working together, of sharing with, and contributing to the community. The specific gesture and activities can take these forms: serving meals to street people; working in a prison or hospital; or collecting clothes, toys and food to be distributed to those in needs. Immediately after this activity, the participants (around seven individuals) spend thirty minutes sharing their experience. Through concrete experience, we have discovered that such sharing rapidly transforms human relations in the workplace. Participating in "A Gesture" is done on company time, once or twice a year. This activity primarily highlights the values of solidarity, brotherhood, human dignity, courage and humility.

## 6. The annual, one-on-one, personal conversations

During an annual meeting, two people, one having authority over the other, reflect together on the previous twelve months. They exchange thoughts about concrete events that have both negatively and positively influenced their interpersonal relations. This activity completes the annual evaluation of the subordinate's professional and economic performance. The two meetings are never held at the same time. The values that this activity fosters are primarily listening to others, truth, authenticity, humility and better communication.

## 7. A dinner for four and pre-hiring interviews

The manager who is looking for new personnel, after all the interviews have been completed and the number-one candidate has been chosen, invites that candidate with his or her spouse or preferred person, along with the manager's spouse or

preferred person to dinner, and this before the final decision to hire the candidate. This activity has far reaching consequences because it links the spouse or preferred person and indirectly the family to the final decision making process. Participants generally associate this activity with the primary values of authenticity, solidarity and listening to others.

#### 8. A moment of inner silence during meetings

This activity deals mostly with a brief moment of inner silence at the beginning of a meeting and sometimes at the end. When the participants feel at ease sharing, reflection, or meditation and sometimes prayer can be added. Peace, serenity, faith and hope are the primary values of this activity.

#### 9. Community meals

Twice a year, before Christmas and the summer vacation, a community meal is planned, generally a buffet for all the personnel. The Board members and top management serve the meal, and they eat after everyone else. A feeling of being authentically cared for, loved and appreciated as well as brotherhood and humility are the primary values at the base of this activity.

#### 10. A shared bonus

This activity is an attempt to share the wealth and profits created by the work of all the people in the organization. The extent of the bonus depends on how budgetary and departmental objectives have been reached. This bonus is not part of the regular salary and bonus system; it is an addition. The values of justice, equity, sharing, solidarity and human dignity are the primary values of this activity.

#### 11. A room for inner silence

This room is available to people in the company and allows those who feel the need to take time out, in an atmosphere of inner silence, relaxation, reflection or, if desired, meditation or silent prayer. There are three rules for using the room:

- complete silence
- no one should bring any papers to work on
- people using the room cannot slowdown the department where they work because of their absence.

The values associated with this activity are primarily inner strength, peace, serenity, faith and hope.

#### 12. Wall posters

Free wall space in halls, corridors, meeting rooms and offices are used to display posters which invite reflection on the fundamental values fostered by the activities of Our Project. The wall posters communicate a great variety of profoundly human, moral, spiritual and sometimes religious values in a wonderful climate of freedom.

#### 13. A spiritual support group

These monthly activities are primarily, though not exclusively, intended for members of the Board of Directors, management and progressively for non management personnel. On a voluntary basis, the interested participants are invited to different educational broadening activities and discussions. These meetings are held by the Chief Spiritual Officer (CSO), a competent guide and animator. One of these monthly meeting is a discussion of different text with a high human and spiritual content, or on the meaning of different fundamental and spiritual values often present in all

different religious traditions. Also for those interested, once a month, a Eucharist is celebrated in spiritual solidarity with the contemplative sisters of Mother Teresa in Calcutta and with three other spiritual communities. Often, these activities are followed by a light meal. During these different meetings, the participants can talk about their faith or any other opening to transcendence. Faith, hope, peace, serenity and courage are the primary values offered by these activities.

#### 14. Sponsoring

Newly-hired employees are individually accompanied by older employees in their departments who in turn introduce the new people to their colleagues and familiarize them with the organization's procedures, customs and culture. The sponsors also accompany the new employees in the activities of the human ISMA. Sponsoring usually takes place during the first six months after being hired. Solidarity, human dignity and efficiency are the key values fostered by this activity.

#### 15. A Biennial Survey of the Organizational Climate

Every two years, this tool allows the organization to systematically identify the zones of tension (human and economic) and difficulties in its operation, and thus to correct any problems. It also makes it possible to highlight and reinforce what works well in the organization. More than twenty areas, such as communications, working conditions, degree of authenticity and trust between subordinates and superiors, personal development and many other areas are investigated and quantitatively measured by outside professionals hired to interview all the personnel of the organization. The way the survey and the research are done insures the security and high confidentiality of the results, and makes it almost impossible for management to know who said what or who complained about this or that. The results of this survey as well as a plan of action for improvements are subsequently submitted to the Board of Directors and to all the personnel.

(See the attachment "Brochure 2 Avril.pdf) for more details.

- b) What has been the effect of policies, programs, or practices on stakeholders? Stakeholders include employees, owners, customers or clients, suppliers, communities in which business has a presence, etc. **A separate attachment with verbatim testimonials is allowed.** Please email this attachment separately and limit to 4 pages (in addition to the maximum of 12 pages on the Application) (minimum of 1000 words):

To answer this question, I developed 2 questionnaires to be used with management people within the organization and the other with outside suppliers. I then conducted 6 individual interviews with managers from various levels and plants, for a duration of approximately 30 min. each. I also did interview 2 suppliers, from the banking industry, and who provide financing to our organization. The condensed verbatim of the interviews is attached. It could have been briefer but with a significant loss of richness and meaning of their experience.

- c) What has been the effect of policies, programs, or practices on nominee's business success? Please say how you feel these programs have helped you. For example: Has it contributed to growth? Has it improved employee retention? Please provide statistics whenever possible. (minimum of 1000 words)

This specific question is covered throughout the interviews reported in the previous verbatim document.

- d) How has the organization been a model or inspiration for others companies in your industry or outside of it? For example, is your CEO often asked to speak at industry conferences and does he or she speak explicitly about spirituality? (minimum of 500 words)

Mr. J.-Robert Ouimet has delivered over 170 conferences around the world about the experience of Our Project and the management model it involves, the results one could expect, assuming a commitment for the long run. The audiences reached by these conferences are various industry associations, MBA students from Universities in US, Europe, Asia, Canada, group of executives of companies who requested a presentation.

### **5. Stakeholder References**

A minimum of two references are recommended. Stakeholders may be owners, employees, suppliers, customers, strategic partners, community representatives, or environmental representatives, who are not leading your Spirit at Work initiative but can attest independently and genuinely to at least one of these:

- Vertical and horizontal dimensions of Spirituality demonstrated by the organization
- The explicitly spiritual project, policy or practice being acknowledged
- Any impact this person/group has observed resulting from the organization's Spirit at Work program, policies, practices, etc.

Please include name, contact information and the relationship to the applicant.

### **6. Sources of additional information on the applicant:**

Here you may mention documents which you attached to the email containing this application but which are not part of this 12 page application. You may also list websites that can be accessed by the committee if needed.

## **IV. Submitting an Application**

Applications shall include the information requested above (see Items #1- 6) and can be submitted via email to: [Judi@spiritatwork.org](mailto:Judi@spiritatwork.org)

The Committee members reside on multiple continents and cannot share paper documents. For this reason only electronic submissions will be accepted. Additional support material, such as copies of the Mission Statement, descriptions of specific programs, or articles about the spiritual practices of the organization must also be submitted electronically.

## **V. Receiving the Award**

Organizations receiving the Award must be willing to contribute to some of the activities that promote and raise awareness off the award, such as:

- Agreeing to attend the 2009 International Spirit at Work Awards ceremony at a place and time to be determined.

- Providing a 1 page overview of your best practices for our Program Book and a 10 page overview of best practices for the attendees of the award ceremony and for the websites of the sponsoring organizations
- Signing a release form that grants permission for your case study to be included in ISAW publications
- Signing a release form that allows us to videotape, audiotape, and photograph your presentations.
- Willingness to be contacted by researchers, journalists, and like-minded organizations to share what you are doing
- Agreeing that your application can be made available to future applicants and to journalists and researchers who are writing positive stories or work about spirituality in the workplace.

## VI. Application and Award Schedule

The application form needs to be submitted in English. Decisions will be communicated to all applicants by the end of July. At the present time, we do not have enough funding to allow us to pay travel for honorees. However, we will waive the conference fee and pay the retreat expenses for one representative from each of the organizations honored. Award recipients will be profiled in co-organizers publications and on their websites and at their conferences. In addition to a few former award recipients, the Selection Committee of the ISAW Awards is currently composed of members from following non-profit organizations:

- **The International Center for Spirit at Work:** "The professional association for people involved with spirituality in the workplace" [www.spiritatwork.org](http://www.spiritatwork.org).
- **The World Business Academy:** "Rekindling the human spirit in business." [www.worldbusiness.org](http://www.worldbusiness.org)
- **The European Baha'i Business Forum:** "Enhancing the well-being and prosperity of humankind." [www.ebbf.org](http://www.ebbf.org)

## VII. Who was Willis Harman?

This award was inspired by the work of Willis Harman, PhD (1919-1997) who was a visionary thinker, futurist and social scientist who continuously articulated the possibility for humankind to transcend the limits of out-moded thinking. He was the author of several books including *Creative Work: The Constructive Role of Business in a Transforming Society* (with John Hormann), *An Incomplete Guide to the Future*, and *Global Mind Change*. He was co-editor of *The New Business of Business: Sharing Responsibility for a Positive Global Future* (with Maya Porter). He was also co-founder of the World Business Academy (1988), president of Institute of Noetic Sciences from 1973 until late 1996, a social scientist and futurist with SRI International in the late 1960s and early 1970s, and a professor at Stanford University prior to these other affiliations. This award honors organizations who are living examples of Willis Harman's vision that business will play a major role in transforming social consciousness.

### For further information contact:

Judi Neal , President and CEO, International Center for Spirit at Work,  
[Judi@spiritatwork.org](mailto:Judi@spiritatwork.org)

## **VIII. ISAW Application - Frequently asked questions**

### **Q: Can my organization apply if it is faith-based?**

A: You may apply as long as you are not promoting any one faith tradition. Honorees must respect all faith traditions and not use any Spirit At Work initiatives as a way to convert others to their preferred faith.

### **Q: Can my organization apply if it is based on the spiritual teaching of one person or is a religious organization such as a church?**

A. No, we're sorry. We are looking for organizations that will serve as acceptable models to the broadest type of business organizations, and we believe that an organization that focuses on the teachings of one spiritual leader or is promoting one particular religion may not be easily accepted by mainstream organizations as a model. At the same time, we recognize that these kinds of organizations are often on the leading edge of spiritual practices in the workplace.

### **Q: What kinds of organizations can apply?**

A: For-profit, not-for-profit, educational, or governmental organizations may apply. Privately held companies may apply. Publicly held companies may apply. Universities may apply. Basically any group of 20 or more full-time, paid employees (or full-time equivalent) who meet the criteria listed in the application form can apply.

### **Q: Why must my organization be a member of the U.N. Global Compact?**

A: The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption. We believe that an organization cannot be truly committed to nurturing the human spirit unless it is willing to adopt and adhere to these basic core values.

### **Q. Where can I get information on the U.N. Global Compact, including information on how to become a member?**

A. Go to [www.unglobalcompact.org](http://www.unglobalcompact.org).

### **Q: Can I count volunteers as part of my employee count?**

A: Generally not, and here is why: Work is generally to make a living and pay the bills. Therefore this kind of work is done in return for pay. Work-for-pay creates the potential for inconsiderate treatment of workers who may feel trapped. We are trying to promote change in the workplace so that our time at work is nourishing to our Spirit. Volunteers who are mistreated can easily leave. Thus our focus is on paid employees. However, if you have a special circumstance, contact us so we can consider your eligibility.

### **Q: My entire organization at large is not yet involved with Spirit at Work initiatives, but my Division has a great program. Can we apply?**

A: Yes, as long as your Division has at least 20 full-time employees, has been in existence for 5 years or more (3 for small organizations), and has a reasonable degree of autonomy (decision-making authority) in regard to this project.

### **Q: Our project has been a pilot project within our larger organization. Can a pilot project apply?**

A: Yes as long as your organization meets the other criteria and the leadership of your organization has approved this pilot.

**Q: Do some types of organizations or organizations in particular countries/regions have an advantage?**

A: Some types of organizations or organizations in particular countries/regions may be thought to have an advantage, both through having more experience of practicing spirituality in the workplace and where English is their first language. However, we have developed an approach that allows for all applications to be fairly considered in both the business and cultural context from which they are presented. If an organization is involved in a product or service that is not in alignment with generally shared spiritual values, it is less likely to receive the award.

**Q: Are there any restrictions on the types of organizations that can apply?**

A: No – any organization can apply, with the exception listed above, and they have more than 20 employees. We do not exclude from consideration any organization based on their product or service. If an organization's product or service could be considered harmful to society as decided by the Selection Committee, then there will be an obligation for the organization to demonstrate that their overall vision/mission/values are aligned with compassion for the concerns and needs of every stakeholder – including but not limited to employees, the environment and the community.

**Q: What could cause my organization to not be selected for an award?**

A: If you do not meet the criteria specified in this application OR If the Committee feels there is any inappropriate behavior in the organization, such as attempts to convert employees or unethical behavior OR If the Committee feels that the greater purpose of the International Spirit at Work Award is not served by naming your organization as an honoree

**Q: How does the Selection Committee make their decisions?**

A: The Selection Committee members meet weekly by teleconference and discuss the merits of the application. We strive for consensus wherever possible and may meet for several meetings to discuss a particular application if there are differing viewpoints on the committee. In almost all cases, the Selection Committee will ask the organization for more information. If consensus is not possible, the committee will take a majority vote.

**Q: Can my organization be a sponsor (donate money or services) to the award in the same year as we apply for an award?**

A: We would welcome your support but we're afraid we cannot accept donations in the same year as an application. If you have already donated in the same year, your contribution will be refunded. We want to avoid any conflict of interest – or even an appearance of a conflict of interest. Most of our donations for the awards and for the conference come from ISAW Alumni, so if you have received the award in the past, we welcome your support through donations or services.

**Q: Does my organization have to be present at the conference to receive the award?**

A: Yes – since it represents a visible commitment of senior management to the Spirit at Work initiative. A photographer will be present, and possibly representatives of the press, so the Award Ceremony is a good opportunity for the organization to gain favorable recognition.

**Q: Can I see some applications from prior honorees to get an idea of what other organizations have done?**

A: Yes, several previous award recipients have made their applications available. Check the website [www.spiritatwork.org](http://www.spiritatwork.org) to see if they are posted. If they are not yet there, contact Elisa Mallis at [judi@spiritatwork.org](mailto:judi@spiritatwork.org) to request some sample applications.

**Q: Do I have to model my application after previous year's applications?**

A: No. We want to encourage a creative and authentic description of the uniqueness of your organization's policies, procedures, or practices that nurture the human spirit. We want you to tell your own story in your own words. However, you may consult previous applications to be inspired by the way Award honorees have filled out the application

**Q: Can I get some help as I am working on my application? I have some questions and I want to be sure I present the information you need.**

A: We are happy to help you complete the application process. However this is not necessary to be successful as an applicant. We will contact all applicants to clarify items in the application – so getting help in advance is available but optional. Contact the Chairperson and a Committee member will be assigned to help you through the application process. If you have a noteworthy program or practice we WANT you to apply! Let us help!

oOo