



2020-2021

Applying for the NCAfE Award

North Carolina Awards For Excellence Program

The NCAfE Award Program recognizes organizations that have achieved the highest level of performance excellence, based on principles of the Baldrige Excellence Framework.

Following is information on applying for the NCAfE Award.



Applying for the NCAfE Award

What is the NCAfE Program?

The NCAfE Awards Program recognizes organizations that have achieved the highest level of performance excellence, based on principles of the Baldrige Excellence Framework—the Criteria for Performance Excellence. To participate, an organization must submit an application packet of appropriate materials.

Applications

- Part 1 Intent to Apply/Eligibility Form
 \$250 Intent Fee
 Postmarked by
 May 31, 2021
- Part 2 Application Form
 *Organizational Profile and Criteria response
 Application Fee
 Postmarked by
 August 2, 2021

**A five page Organizational Profile, plus up to 50 pages addressing the multiple item requirement is expected.*

Please mail your completed and signed application. In addition to the printed Organizational Profile and Criteria response form, please send an electronic PDF version of all materials to contact@tncpe.org.

Application Review Process

Applicants are reviewed and evaluated based on the 2018-19 Baldrige Excellence Framework in a five - stage process by members of the NCAfE/TNCPE Board of Examiners. These examiners, specially trained in the Baldrige Excellence Framework, adhere to strict rules regarding confidentiality and conflict of interest during each stage of the review process.

- Stage 1 - Independent review and evaluation by members of a team of examiners
- Stage 2 - Consensus review and evaluation by a team of examiners
- Stage 3 - Site visit review by a team of examiners
- Stage 4 - Final Feedback Report preparation by a team of examiners
- Stage 5 - Panel of Judges reviews and determines if applicant has achieved the excellence level. If not, the applicant will be encouraged to apply the following year.

Site Visit

Each NCAfE evaluation includes a site visit. A team of examiners will spend two to three days at the applicant's worksite to gain a better understanding of operations and processes. The site visit is not an audit; its purpose is to provide the applicant a further opportunity to tell its story.

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 number of full-time equivalent employees. Refer to the Fee Table. Applicants will be invoiced 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. Providing a pathway for improvement, the Feedback Report is one of the most valuable features of the NCAfE Award process.

Each Feedback Report contains applicant-specific strengths and opportunities for improvement based on the Baldrige Excellence Framework. Feedback Reports 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.

Promoting Excellence

All NCAfE applicants demonstrate a commitment to excellence. We encourage all winning organizations to promote their achievements and the benefits of the Baldrige Excellence Framework.

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



Award Application Requirements

Application Requirements

This table shows the NCAfE Award application requirements and review process.

Requirement	Excellence
Intent to Apply/ Eligibility Form with \$250 nonrefundable fee	Required Postmarked by <ul style="list-style-type: none"> • May 31, 2021
Organizational Profile	Required: Five pages maximum. One printed copy of Organizational Profile must accompany Application Form, Application Fee and Criteria response. Postmarked by <ul style="list-style-type: none"> • August 2, 2021
Application Form and Application Fee	Required for all applicants. Postmarked by <ul style="list-style-type: none"> • August 2, 2021
CEO signature	Required
Criteria response	<ul style="list-style-type: none"> • Organizational Profile • Multiple item requirements 50 pages max. Please mail one printed copy and submit an electronic copy saved in a PDF file.
Site Visit*	Two to three days.

*Applicants must pay a site visit fee to cover site visit costs.



2020-2021 Award Program 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 is required and should be included when the application is submitted to NCAfE/TNCPE. The fee is related to workforce size. Use the table below to determine your Application Fee.

Site Visit Fee

All applicants participate in a site visit from a team of NCAfE/TNCPE examiners. The Site Visit Fee covers site visit expenses. The fee is related to workforce size. 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 requires 37.5 or more hours per week, is counted as one FTE.

Fee Table:

Application Level	Number of Employees	Intent Fee	Application Fee	Site Visit Fee	Total
Excellence Award	Less than 100	\$250	\$1,800	\$3,400	\$5,450
	100-500	\$250	\$3,600	\$4,600	\$8,450
	501-1,500	\$250	\$6,000	\$7,000	\$13,250
	more than 1,500	\$250	\$9,000	\$8,200	\$17,450



2020-2021 Award Cycle

Intent to Apply deadline	postmarked by May 31, 2021
Application deadline	postmarked by August 2, 2021
Examiner team conducts application assessment and scoring	postmarked by May 31, 2021
Award Program Applications Due	postmarked by August 2, 2021
Feedback Reports distributed	Ongoing Target completion by November 29, 2021
Excellence Conference and Celebration	March 24-25, 2021

2020-2021 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.



Program Materials

- 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 the NIST Baldrige Performance Excellence Program for \$30 per copy. You can also purchase a downloadable PDF of the Framework for \$12 per copy. These are available at www.nist.gov/baldrige/publications/baldrige-excellence-framework.

Please note, digital versions of the Framework will not include NCAfE-specific information such as the award cycle schedule

and award application forms.

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

Organizational Profile

The Organizational Profile is a required part of your application.

Applicants will submit one printed copy of the Organizational Profile with the Application Form.



Preparing Your Award Application

- The Organizational Profile must be no longer than five pages. Please 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 five-page limit.
- The number of pages in the Organizational Profile does NOT count toward the page limit in the organization's Criteria response, which will also be submitted with the Application Form.

Page Limits

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.

Criteria Response

Award applicants will submit a Criteria response, up to 50 pages, addressing multiple item requirements.

One printed copy of the Organizational Profile and Criteria response must be submitted along with the Application Form and Application Fee. In addition, you must submit an electronic copy of the Organizational Profile and Criteria response saved in a PDF file (please do not send a PDF of a scanned document).

The Criteria response should follow these guidelines:

- Must respond to a 2020-2021 version of the 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.

Organization

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.

Printed materials must be mailed to NCAfE, c/o TNCPE and postmarked by the deadline on the Application Form to:

North Carolina Awards for Excellence
c/o Tennessee Center for Performance Excellence
2525 Perimeter Place Drive, Suite 122
Nashville, TN 37214-3773

Electronic materials must be saved in a 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.

Before you apply for the Excellence Award, NCAfE must determine your organization's eligibility. Please send one copy of the Intent to Apply/Eligibility Form and the \$250 Intent to Apply Fee.



Please type or print

1. Applicant

Organization name as it will appear on award _____

Address _____

City _____ County _____ 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

<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Education	<input type="checkbox"/> Service
<input type="checkbox"/> Government	<input type="checkbox"/> Health Care	<input type="checkbox"/> Nonprofit

4. Industrial Classification

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

5. We will use the following Baldrige Criteria for our application:

Business/Nonprofit

Health Care

Education

6. Official Contact

Name _____

Title _____

Mailing address _____

Street address (no PO Box) _____

City _____ County _____ Zip _____

Telephone _____

Email _____

7. Alternate Official Contact

Name _____

Telephone _____

Email _____

8. Returning Applicant? Yes _____ No _____

Application year(s): _____

9. Highest Ranking Official

Name _____

Title _____

Address _____

City _____ County _____ Zip _____

Telephone _____

Email _____

10. Participation on the Board of Examiners

___ Our organization wishes to send one employee to NCAfE examiner training free of charge. We understand that if the examiner attends training, but is unable to complete the entire training and review cycle, our organization will be invoiced for \$595, the value of examiner training.

Name of examiner _____

Title _____

Telephone _____

Email _____

We prefer not to participate on the Board of Examiners this calendar year.

11. Assurance and Authorization

On Citizenship: We certify that our organization is a good community citizen, and that there are no current allegations, investigations, or violations of laws/regulations related to civil rights, health, safety, finances, tax status, environment, labor relations or similar issues that could be embarrassing to NCAfE or its Award Program. We agree to disclose any such issues to NCAfE and we understand that we may be asked to re-validate this certification before award levels are determined.

On NCAfE Application: We understand this Intent to Apply Form and subsequent application to NCAfE will be reviewed by members of the NCAfE Board of Examiners. We further understand that all examiners are required to follow the NCAfE Rules of Conduct and Code of Ethical Standards to ensure confidentiality and avoid possible conflict of interest.

Authorized Signature - Highest Ranking Official

Name (please type or print)

Date

12. Business Factors

This information is used by NCAfE to screen and assign examiner teams to avoid conflict of interest in application reviews. Please attach a line and box organizational chart or charts for your organization.

Business/Organization Description: Provide a brief description of the nature of your business or organization (products services, programs or technologies). You must conclude with a list of key competitors or indicate if no direct competitors exist.

Market and Customers: Provide a brief description of the nature of major markets (local, regional, national, international). You must conclude with a list of key customers.

Suppliers, Partners and Collaborators: Provide a brief description of the importance of suppliers, partners, and collaborators. You must conclude with a list of key suppliers/ partners and the type of product or service provided.

13. Subunits

Complete only if the applicant organization is a unit or division of a larger (or parent) company. If this is the case, attach a line and box organizational chart showing your organization's relationship to the highest management level of the parent organization.

A. Is the applicant _____ a larger parent or system? (Check all that apply.)

- a subsidiary of
- a division of
- controlled by
- a unit of
- a like organization lof
- administered by
- a school of
- owned by

B. Parent organization

Name

Street address (no PO Box)

City State Zip

Highest Ranking Official

Name

Title

Number of worldwide employees of the parent: _____

C. Is the applicant the only subunit of the parent organization intending to apply?

Yes No Do not know

D. Briefly describe the major functions provided to the applicant by the parent or by other subunits of the parent. Examples of such functions include but are not limited to strategic planning, business acquisitions research and development, data gathering and analysis, human resources, legal services, finance or accounting sales/marketing, supply chain management, global expansion, information and knowledge management, education/training programs, information systems and technology services, curriculum and instruction, and academic program coordination/development.

- E. Is the applicant self-sufficient enough to respond to all seven Baldrige Excellence Framework categories?

Yes No

If no, briefly explain.

- F. Briefly describe the organization structure and relationship to the parent.

14. How did you hear about NCAfE? _____

15. Intent to Apply Fee

Enclose the \$250 Intent Fee (non-refundable) made payable to TNCPE to cover initial processing and eligibility determination. With your Intent to Apply Fee, mail one printed copy of your Intent to Apply/Eligibility Form to:

North Carolina Awards for Excellence
c/o Tennessee Center for Performance Excellence
2525 Perimeter Place Drive, Suite 122
Nashville, TN 37214-3773



Completing the Intent to Apply/Eligibility Form

See Intent to Apply/Eligibility Form instructions below.

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 full-time equivalent employee.

3. Industry Sector

Please 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. If you wish to access the NAICS codes online, go to www.census.gov/naics.

5. Baldrige Criteria

Please indicate which Criteria you will use for your application—Business/Nonprofit, Healthcare or Education.

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 NCAfE and the examiner team leader.

7. 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 NCAfE.

8. Returning Applicant?

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

9. Highest Ranking Official

In these fields, provide information about the organization's highest ranking official: owner, CEO, president, chairman of the board, plant manager, etc.

10. Participation on the Board of Examiners

One of the best ways to gain knowledge of the 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 NCAfE wants to make it as easy as possible to provide this benefit to applicants.

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

11. Assurance and Authorization

The signature of your organization's highest ranking official is required. This indicates that your organization is a good citizen and will comply with the responsibilities associated with being a NCAfE Award Program participant.

12. Business Factors

You may include the description of business factors as a separate attachment. Also include a line and box organizational chart or charts for your organization.

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.

14. How did you hear about NCAfE?

Please take a moment to tell us how you learned about NCAfE.

15. Intent Fee and Mailing Address

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 with the Intent to Apply/Eligibility Form or contact NCAfE/TNCPE directly to make a credit card payment.

16. Submitting your Intent to Apply/Eligibility Packet

Your Intent to Apply Packet should include:

- The Intent to Apply/Eligibility Form
- A \$250 Intent Fee

Mail these items to NCAfE, c/o Tennessee Center for Performance Excellence postmarked, by May 31.

NCAfE c/o Tennessee Center for
Performance Excellence
2525 Perimeter Place Drive, Suite 122
Nashville, TN 37214-3773
(800) 453-6474



Application Form

North Carolina Awards for Excellence Program State Excellence Award Program

Please send NCAfE/TNCPE this Application Form accompanied by one printed copy and one electronic copy of your Organizational Profile and Criteria response, and the appropriate Application Fee. These items should be sent to the NCAfE/TNCPE office and postmarked no later than August 2.

Please type or print.

1. Applicant

Organization name as it will appear on the 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 County Zip

Telephone

Email

4. Organizational Profile

One printed copy of your Organizational Profile must be submitted with this Application Form. The Organizational Profile must be no longer than five 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 five-page limit.

Please note: The number of pages in the Organizational Profile does not count toward the organization's Criteria response that will be submitted with the Application Form.

5. Alternate Official Contact

Name

Telephone

Email

6. Criteria Response

- A. Attach Organizational Profile and Criteria response to Application Form
- B. Check the Criteria you have used to write your response
 Business/Nonprofit Health Care Education

7. Application Fee

An Application Fee is required based on workforce size. Please refer to the fee table to determine your application fee.

8. Release Statement and Signature of Highest Ranking Official

My signature states and attests that: I have reviewed the information provided by the Organizational Profile in this application package. To the best of my knowledge, no untrue statement or omission of a material fact has been made in this application package. Based on the information herein and the current eligibility requirements for the NCAfE Excellence Award, my organization is eligible to apply. I understand if information is found not to support eligibility at any time during the Award Program cycle, my organization will no longer receive consideration for the Award and will only receive a Feedback Report.

Signature



Completing the 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 employee.

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 NCAfE.

5. Criteria Response

- A. Along with your Organizational Profile, submit the Criteria response based on response requirements and formatting guidelines.
- B. When responding to the Criteria, you may use the Business version of the Baldrige Excellence Framework, the Health Care Framework or the 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 the Framework books, go to www.nist.gov/baldrige/publications/baldrige-excellence-framework.

6. Application Fee

Application Fees may be paid by check or credit card. Submit your payment with this Application Form or call NCAfE/TNCPE to pay with a credit card: (800) 453-6474.

7. Organization Description

Provide a brief description of your organization. This description will be used in conjunction with the award presentation 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.

Your application packet should include:

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

Mail these items to NCAfE c/o Tennessee Center for Performance Excellence postmarked by May 15 Electronic materials should be emailed to contact@TNCPE.org.

NCAfE c/o Tennessee Center for
Performance Excellence
2525 Perimeter Place Drive, Suite 122
Nashville, TN 37214-3773
(800) 453-6474



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		

