

***1998 Outstanding Medical Logistics Activity & Special Team  
Awards Scoring Criteria***  
(version 5.0 - FY98)

Outstanding Medical Logistics Activity and Special Team scoring criteria for FY 98 will be based on the Malcolm Baldrige Award Criteria. The Baldrige criteria is also the basis for "Quality Air Force". The general guidelines of AFI 36-2856, *Medical Service Awards*, still apply.

Scoring for the awards will be performed by using a scoring scale of 0% - 100% . Scores will be applied in multiples of "5". When applying the scoring process, scoring starts at **40%** and as each item criteria is met, the scoring percentage increases. Likewise, if item criteria is not met, the percentage drops.

Three evaluation measurements are used for scoring responses to each category; *Approach, Deployment, and Results*. "*Approach*" refers to how the organization addresses the Category requirements - the method(s) used. "*Deployment*" refers to the extent to which your approach has been implemented across the organization. The key to a successful deployment is a sound systematic approach. "*Results*" refer to outcomes - no information on approach or deployment is requested.

For the **Medical Logistics Activity Award**, refer to the award criteria within this attachment for an overview of the seven categories that will be scored. To help understand the criteria, a brief explanation is provided for each. Length of the narrative is limited to seven pages (1 page per category), in Times New Roman, 12 pitch, with one inch margins all around. All packages are to be contained in a single 1 ½ inch 3-ring binder. Do not submit audio or video tapes. Ensure that each category is addressed separately in the sequence provided. Use attachments to recount all the hard work and process improvement "results" that were accomplished throughout the year via strategic planning, metrics, process improvement efforts, group and individual accomplishments, etc.

The **Special Team Award** is an Air Force level award designed to recognize the accomplishments of Air Force medical logistics personnel who have performed above and beyond normal duty requirements. Ten or fewer members constitute a "team". Special Team awards criteria will be the same for 1998. Refer to Special Team award criteria within this attachment for an overview of those areas. Scoring guidelines for the Special Team award will remain the same. Length of narrative is limited to two pages. Ensure that each category is addressed separately in the sequence provided. Use of attachments is encouraged to show supporting metrics, and any results oriented data.

Feedback to the awards process is always appreciated, so if you see an area that can be improved, let us know! If there are any questions, please contact Ray Flores at DSN 240-3946, commercial 210-536-3946, FAX ext. 2984, or send an e-mail to ray.flores@usafsg.brooks.af.mil.

**1.0 Leadership**

*(Approach - Deployment...110 points)*

The **Leadership** Category examines the organization's leadership system and senior leaders' personal leadership. It examines how senior leaders and the leadership system address values, organizational direction, performance expectations, a focus on customers and other stakeholders, learning and innovation. Also examined is how the organization addresses its societal responsibilities and provides support to key communities.

*Leadership System?* A Leadership system refers to how leadership is exercised, formally and informally, throughout the organization. It is the basis for and the way decisions are made, communicated, and carried out. An effective leadership system creates clear values, builds loyalties and teamwork, encourages and supports initiative and risk taking, and includes mechanisms for the leaders' self examination and improvement.

- Describe the organization's leadership system and how senior leaders guide the organization in setting directions and in developing and maintaining effective leadership throughout the organization.
- Describe how the organization addresses its responsibilities to the public and how the organization practices good citizenship.

***What Are They Saying?***

- ◆ This category identifies the extent to which senior leaders are personally involved in establishing the direction of the organization and demonstrating the expressed values.
- ◆ This category examines the extent to which senior staff members have direct and frequent contact with customers, employees, and suppliers.
- ◆ Organizational structure is also evaluated. Present your organizational chart and describe how it is a flexible structure designed to reduce wasted efforts, promote empowerment of employees, and achievement of short and long term goals.
- ◆ This item also asks for evidence that the organization has a systematic approach to improve performance in public health and safety, environmental protection, and corporate citizenship. There should be organizational goals addressing these areas and plans to achieve them.
- ◆ The organization must also show leadership in corporate citizenship by supporting and encouraging employee involvement in schools, community groups, professional associations, and charities. A good way to illustrate organizational involvement is through a chart that identifies the organization being helped, description of the organization, and accomplishment(s).

***What Do the Top Performing Companies Do?***

- ⇒ Senior leaders regularly spend time with employees, customers, and other key stakeholders.
- ⇒ Senior leaders demonstrate management styles that are consistent with philosophies such as empowerment, being customer focused, and continuous improvement.

- ⇒ Design organizational structures that facilitate high performance.
- ⇒ Set stretch goals to improve performance in areas of public health and environmental protection.
- ⇒ Allow employees time on the job to support professional and community organizations.
- ⇒ Support charitable or non-profit organizations that have no clear direct benefit for the organization.

## **2.0 Strategic Planning**

*(Approach - Deployment....80 points)*

The **Strategic Planning** Category examines how the organization sets strategic directions, and how it develops the critical strategies and action plans to support the directions. Also examined is how the plans are deployed and how performance is tracked.

*Action Plans?* Action plans are set to accomplish those tasks the organization must do well for its strategy to succeed. These plans are derived from both short and long-term strategic planning. Developing action plans are a critical step in the planning process. General strategies and goals are made specific so that effective organizational wide understanding and deployment are possible.

- Describe how the organization sets strategic directions to strengthen its operational performance and how the strategy development process leads to an action plan for deploying and aligning key plan and performance requirements.
- Summarize the organization's strategy and action plans and how they are deployed and how performance is tracked. Include key performance requirements and measures, and an outline of related human resource plans.

### ***What Are They Saying?***

- ◆ The focus here is how annual business plans and long-term strategic business plans are developed. Bring across the idea that the planning process is not only thorough but also very efficient.
- ◆ Explain how information on current and projected customer requirements are used in the planning process. Provide a couple of examples of how customer requirements were used to initiate goals or strategies in current business plans.
- ◆ This category also asks for the mechanisms and systems you have in place to ensure that plans do not remain in file drawers but are actually implemented and drive daily work activities.
- ◆ Demonstrate how human resource goals and plans are well integrated with your business plans.

***What Do the Top Performing Companies Do?***

- ⇒ Perform a thorough situation analysis that looks at organizational strengths, weaknesses, opportunities, and threats.
- ⇒ Customers, suppliers, and employees all have input to annual and longer-range plans.
- ⇒ Plans are communicated to all employees in an understandable format.
- ⇒ Annual and longer-term strategic plans are actually used to manage the organization.
- ⇒ Establish annual and longer-term goals for each major performance measure.
- ⇒ Set goals on the basis of customer requirements, competitor performance, and their own capabilities and resources.
- ⇒ Develop measurable human resource goals and key strategies that are limited to overall business plans.

**3.0 Customer and Market Focus**

*(Approach - Deployment....80 points)*

The *Customer and Market Focus* Category examines how the organization determines requirements, expectations, and preferences of customers and markets. Also examined is how the organization builds relationships with customers and determines their satisfaction.

- Describe how the organization determines longer-term requirements, expectations, and preferences of current and/or potential customers and markets. Describe also how the organization uses this information to understand and anticipate needs and to develop business opportunities.
- Describe how the organization determines and enhances the satisfaction of its customers to build relationships, to improve current offerings, and to support customer and market related planning.

***What Are They Saying?***

- ◆ This section defines what the organization does, and asks, “Who are your customers and what do they want from your products and/or services?” How do you gather data and determine customer requirements? How do you keep customers happy once you have won their business?
- ◆ Explain how you identify and determine each customer’s wants and expectations. Provide information on how you measure what customers think of your products and/or services.
- ◆ Is there a process or simple system in place for customers to take the initiative to comment or complain about your products or services? Demonstrate on how easy it is for customers to comment, complain, or get a question answered.
- ◆ Explain how you use complaints and performance data as a way of identifying possible customer requirements and standards. There should be a process to periodically evaluate customer service standards and ensure they are met.
- ◆ How do you determine what customers are likely to want in the future?

*What Do the Top Performing Companies Do?*

- ⇒ Define measurable service standards and measure performance against them.
- ⇒ Provide help lines or conveniences to make it easy to get information.
- ⇒ Track all complaints, no matter how minor, and quickly resolve them.
- ⇒ Collect a good mix of customer satisfaction measures.
- ⇒ Accumulate information on customers to drive improvement.

**4.0 Information and Analysis**

*(Approach - Deployment...80 points)*

The *Information and Analysis* Category examines the selection, management and effectiveness of the use of information and data to support key organizational processes and action plans, and the company's performance management system.

- Describe the organization's selection, management, and use of information and data needed to support key processes and action plans and to improve performance.
- Describe the organization's selection, management, and use of comparative information and data to improve the organization's overall performance.
- Describe how the organization analyzes and reviews overall performance to assess progress relative to plans and goals and to identify key areas for improvement.

*What Are They Saying?*

- ◆ This section asks if you're measuring the right things and keeping a balanced scorecard. Measures must relate to your key business drivers and success factors (those items that are distinct to your organization and are strengths that need to be continued or weaknesses that need to be corrected) and relate to your vision and values. These criteria should be the "vital few" (no more than 20 performance measures) of the many variables that could be measured.
- ◆ It's important to have a well-balanced set of measures, both short-term and long-term. Performance measures should be directly related to your priorities, key business drivers, or goals. There should also be a system in place to evaluate metrics and data collection systems.
- ◆ This section also asks how you select those organizations which you compare your performance (competitive comparisons) and practices (benchmarking). Competitive comparisons are basically comparisons of how your organization does as compared to your major competitors within the same market. Benchmarks should be selected based upon the level of quality a process delivers in a particular area that is similar to an area in your own organization. Organizations you benchmark against do not necessarily have to be within the same market.
- ◆ Balance is the key when addressing how a organization analyzes and reviews itself. Quality has to be balanced with operating costs, customer satisfaction, process improvements, etc. Describe the organization's performance review process and how business decisions and process changes are initiated.

***What Do the Top Performing Companies Do?***

- ⇒ Use key business strategies and their vision to select performance measures on their scorecard.
- ⇒ Keep the number of performance measures that managers regularly review to no more than 20.
- ⇒ Have specific criteria to select processes to benchmark or compare to others.
- ⇒ Have specific criteria to decide the types of data to be collected.
- ⇒ Hold regular meeting at all levels to analyze performance data.
- ⇒ Prioritize performance measures on the basis of strategy and key success factors.

**5.0 Human Resource Focus**

*(Approach - Deployment....100 points)*

The *Human Resource Focus* Category examines how the organization enables employees to develop and utilize their full potential, aligned with the company's objectives. Also examined are the organization's efforts to build and maintain a work environment and work climate conducive to performance excellence, full participation, and personal and organizational growth.

- Describe how all employees contribute to achieving the organization's performance and learning objectives, through the organization's work design, and compensation and recognition approaches.
- Describe how the organization's education and training support the accomplishment of key organizational action plans and addresses organizational needs, including building knowledge, skills, and capabilities, and contributing to improved employee performance and development.
- Describe how the organization maintains a work environment and climate that supports the well-being, satisfaction, and motivation of employees.

***What Are They Saying?***

- ◆ This category examines the processes used to select, develop, and motivate employee's in the organization to achieve high performance.
- ◆ Explain how current job designs and work flow make it easier for employees to contribute to improving the organization. When possible talk about how current designs are better and more efficient than previous approaches.
- ◆ Provide information on how your compensation/recognition system produces performance excellence from teams and individual employees.
- ◆ Explain how employee knowledge and skills are maintained and continually developed. It's important to have a process that identifies training and education needs for new job requirements and to improve organizational performance. Talk about how education and training requirements are identified, linked to business plans and goals, and how they are met.
- ◆ Leading companies today believe employees must be satisfied with the organization before they will go out of their way to satisfy customers. This section asks how the

organization ensures that employee are happy with their work. How is employee satisfaction measured and how often? Some employee satisfaction measures include employee morale or climate surveys, turnover, grievances, and absenteeism. Provide evidence that there is a process for reviewing this data and for developing action plans to remedy weak areas.

***What Do the Top Performing Companies Do?***

- ⇒ Design job and organization structures to promote empowerment, efficiency, employee development, and elimination of nonvalue-added efforts.
- ⇒ Empower employees and teams to implement suggestions rather than relying on suggestion systems.
- ⇒ Perform systematic needs analyses to determine training requirements for all employees.
- ⇒ Deliver training in a just-in-time fashion and plan follow-up activities to ensure the skills learned in training are used on the job.
- ⇒ Frequently collect data on a wide variety of measures of employee satisfaction.
- ⇒ Communicate that personal/family lives are more important or just as important as work.

**6.0 Process Management**

*(Approach - Deployment....100 points)*

The ***Process Management*** Category examines the key aspects of process management, including customer-focused design, product and service delivery, support, and supplier and partnering processes involving all work units. The category examines how key processes are designed, implemented, managed, and improved to achieve better performance.

- Describe how products and services are designed, implemented, and improved. Describe how production/delivery processes are designed, implemented, managed, and improved.
- Describe how the organization's key support processes are designed, implemented, managed, and improved.
- Describe how the organization's supplier and partnering processes and relationships are designed, implemented, managed, and improved. Describe also how supplier and partner performance is managed and improved.

***What Are They Saying?***

- ◆ This section asks about how all information that has been gathered and/or obtained on customers and their requirements is used to design new products and services. There should be a direct link between customer requirements and the new products/services you introduce. Provide evidence of a systematic approach for designing processes for new products and/or services and their distribution; from initial design, departments

involved, introduction, testing, and implementation, to follow-up. Explain how you measure and control the process, analyze it and improve it.

- ◆ This section also asks how support process, such as finance, contracting, operations, and human resources, design new products and services. Explain how the support functions identify their most important requirements for the products and services they provide and then turn those requirements into new products and services.
- ◆ Explain how the organization works with and helps suppliers and partners with their performance. Describe your approach in identifying performance requirements for the products and services you receive from key suppliers and how you make sure those requirements are met.

### *What Do the Top Performing Companies Do?*

- ⇒ Design new products and services based on current and future customer requirements and priorities.
- ⇒ Involve a wide variety of departments in the design process.
- ⇒ Identify the most important support processes based on the needs and requirements of both internal and external customers.
- ⇒ Identify and collect data on key measures for each major support process.
- ⇒ Thoroughly define requirements for all suppliers/partners and regularly measure how well they meet those requirements.
- ⇒ Establish long-term partnering relationships with key suppliers/partners who have proven they can meet or exceed organizational requirements.

## **7.0 Business Results**

*(Results...450 points)*

The **Business Results** Category examines the company's performance and improvement in key business areas - customer satisfaction, financial and marketplace performance, human resource results, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

- Summarize the organization's customer satisfaction and dissatisfaction results.
- Summarize the organization's human resource results, including employee well-being, satisfaction, development, and work system performance.
- Summarize of the organization's supplier and partner performance.
- Summarize organization operational results that contribute to the achievement of key organizational performance goals – customer satisfaction, product and service quality, and operational effectiveness.

### *What Are They Saying?*

- ◆ In all "results" items, levels, trends and variability are the dimensions in which performance is evaluated. In cases where downward trends occur, it is important to explain the reason for the occurrence.

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- ◆ This section asks for data of customer satisfaction performance over the past few years. The more years available the better. There can be different indicators and/or types of customer satisfaction measures. For example, you can have an overall measure, and also a measure for existing customers, new customers, large accounts and small accounts.
- ◆ Human Resource results ask for measures such as safety, turnover, employee morale, and absenteeism. Other measures that were mentioned in 5.0 that have results, should be presented. Other human resource measures such as percentage of workforce who have been trained to perform more than one job, training effectiveness, percentage of employee suggestions implemented or percentage of workforce whose jobs have been redesigned can also be displayed here.
- ◆ In supplier/partner results, provide measures of supplier performance over the last few years. Measures such as returns of defective items, percentage of defective items, late deliveries, and even missed delivery dates can be used.
- ◆ In addressing key organizational results, these are any results that have not been included in any previous charts/graphs. These include items such as internal product/service quality results, regulatory/compliance results, new product/service results and efficiency/effectiveness results.
- ◆ When displaying performance results, it's important to explain what the graphs or charts show and the significance of the results shown. For example, "Figure 7.2 shows total inventory value over the last three years. As you can see, on-hand inventories have decreased from a high of \$1.6 million in Oct 95 to a low of \$0.4 million in Sep '98".

### ***"Results" Data of Top Performing Companies***

- ⇒ Trends over the past three or more years show continuous improvement in measures of customer and employee satisfaction.
- ⇒ Dips in performance have been thoroughly analyzed and the factors causing these drops in performance have been corrected.
- ⇒ Results are shown for all key human resource measures identified in section 5.0.
- ⇒ Results data for major suppliers is presented and improvement trends in the performance of major suppliers are visible over the past few years.
- ⇒ Results for all key performance measures are presented.

**1.0 Team Commission & Charter**

*(165 points)*

This is the problem identification and team establishment phase. Explain the key processes or actions that led to the establishment of the team. Describe the team's composition and if any specific criteria was used for selection. What was the team's purpose and how did that purpose align with the organization's goal's and objectives? Provide attachment of the team's charter that would include some of the following criteria: purpose, product or service to be delivered, goals and objectives, time frame, resources to be committed, and scope of authority. How, by whom, and to what degree was the team empowered?

**2.0 Process Information & Evaluation**

*(220 points)*

The objective here is to select a challenge/problem and set a target for improvement. Explain what tools and methods the team used to define the process and identify its boundaries. How was customer satisfaction determined? Describe the tools that were used and what conclusions were drawn from the customer satisfaction data. What were the tools and indicator measurements established to baseline the level of process performance at the start of the improvement effort and how were they obtained? Based on customer requirements, explain how the team identified, and prioritized potential areas for improvement within the process. How were potential problems outside the scope of the team addressed? Provide examples of the tools used, if not previously shown.

**3.0 Process Analysis**

*(100 points)*

Identify and verify the root cause(s) of the problem. Explain the tools/techniques that were used by the team to identify the root cause of the problem. What were the root causes and how were they verified as root causes? Which root cause(s) was (were) chosen for the greatest probable impact for process improvement?

**4.0 Planning & Actions Taken**

*(135 points)*

Planning and implementation actions that corrected root causes are addressed within this area. Describe how the team selected the best solution for improvement or development. Explain the action plan that was developed (use attachment for action plan); what, who, how, when, resources needed. Describe how the action plan was implemented. Was there a test prior to implementation? If no, please explain. Did any factors outside the team's control impact plan implementation either positively or negatively? How was the process flow affected by the action plan?

**5.0 Results**

*(135 points)*

The objective is to justify actions taken to achieve the desired objective/target. Tell your results. Did the action plan meet and/or exceed the team's objective(s)? Provide concrete data indicating improvement in the process or product. Provide reasons why the target was or was not met. What indicators were used in relation to the action plan to measure/track improvements to the process and its customers? Describe how the team's efforts were directly responsible for the improvements/results and how those results met the established organizational mission, goals, and objectives.

**6.0 Solution Standardization**

*(190 points)*

Actions taken to ensure the improved level of performance is maintained. Describe how the team communicated and integrated the process improvements into daily operations. What revised methods and/or procedures to standardize the process improvements were published? Was training given on the new process or is training being planned? If yes, to whom and by what means? Describe the methods/tools that were left in place to ensure the improved level of performance is maintained. How are results monitored to ensure continuous process improvement on an on-going basis? Describe how the team's success story was publicized and recognition given to team members.

**7.0 Future Planning**

*(55 points)*

The objective here is to address any remaining unresolved problem areas in the process and evaluating team effectiveness. If there are any unresolved problems existing within the process, are they being analyzed or evaluated? If yes, what is the status of the analysis? What future actions have been planned against the process, if any? Regarding the team, describe how the team evaluated their own problem-solving skills and effectiveness along with their conclusions. How were the benefits of the team and the lessons learned communicated to other teams, management, and the rest of the organization? Have the team members' experiences in this improvement process been utilized in the organization's quality implementation efforts after the charter's fulfillment? If yes, How?

Table 1 - Approach/Deployment Scoring Guidelines

SCORE	APPROACH/DEPLOYMENT
0%	◆ no systematic approach evident; anecdotal information
10%	◆ beginning of a systematic approach to the primary purposes of the Item
to 30%	◆ early stages of a transition from reacting to problems to preventing problems ◆ major gaps exist in deployment that would inhibit progress in achieving the primary purposes of the Item
<b>40%</b>	◆ a sound, systematic approach, responsive to the primary purposes of the Item
to 60%	◆ a fact-based improvement process in place in key areas; more emphasis is placed on improvement than on reaction to problems ◆ no major gaps in deployment, though some areas or work units may be in very early stages of deployment
70%	◆ a sound, systematic approach, responsive to the overall purposes of the Item
to 90%	◆ a fact-based improvement process is a key management tool; clear evidence of refinement and improved integration as a result of improvement cycles and analysis ◆ approach is well-deployed, with no major gaps; deployment may vary in some areas or work units
100%	◆ a sound, systematic approach, fully responsive to all the requirements of the Item
	◆ a very strong, fact-based improvement process is a key management tool; strong refinement and integration - backed by excellent analysis ◆ approach is fully deployed without any significant weaknesses or gaps in any areas or work units

Table 2 - Results Scoring Guidelines

SCORE	RESULTS
0%	◆ no results or poor results in areas reported
10%	◆ early stages of developing trends; some improvements and/or early good performance
to 30%	levels in a few areas ◆ results not reported for many to most areas of importance to the organization's key business requirements
<b>40%</b>	◆ improvement trends and/or good performance levels reported for many to most areas
to 60%	of importance to the organization's key business requirements ◆ no pattern of adverse trends and/or poor performance levels in areas of importance to the organization's key business requirements ◆ some trends and/or current performance levels - evaluated against relevant comparisons and/or benchmarks - show areas of strength and/or good to very good performance levels
70%	◆ current performance is good to excellent in most areas of importance to the
to 90%	organization's key business requirements ◆ most important trends and/or performance levels are sustained ◆ many to most trends and/or current performance levels can be evaluated against relevant comparisons and/or benchmarks
100%	◆ current performance is excellent in most areas of importance to the organization's
	key business requirements ◆ excellent improvement trends and/or sustained excellent performance levels in most areas ◆ strong evidence of industry and benchmark leadership demonstrated in many areas

Table 3 - Scoring Ranges

SCORE	APPROACH	DEPLOYMENT	RESULTS
10%	Beginnings of a systematic approach but lacking in several major areas	Implementation in one or two major areas or functions	Very slight improvement, or only one data point show-improvement; data on many major indices are missing
20%	Sound, well thought-out approach (more than a beginning) that shows some evidence of being prevention-based	Deployment of system(s) to 10% - 30% of the major functions or facilities in the organization	A couple of data points showing some undramatic improvement in at least 50% of key measures. Other graphs show no improvement and some key data are still missing from the application.
30%	Early stages of a prevention-based approach based upon thorough analysis. No real integration yet; immature systems.	Deployment to at least half of the major functions or facilities in the organization	A few data points show the beginnings of positive trends in more than half of the indices. Slow steady progress in many areas.
40%	Beyond the early stages of a preventive approach, but no refinement or integration of approach yet. Evidence of innovation in design of systems/approaches	Implementation at beginning stages in some functions and more advanced in others	Beginnings of positive trends can be seen in areas deployed, and there are no significant adverse trends
50%	Some evidence of a more refined, prevention-based approach. A fact-based improvement process in place for key areas addressed in the item. Integration beginning to occur.	Many major functions show fairly complete deployment.	Clear positive trends seen on many graphs of key measures addressed in the item. Some trends can be evaluated against relevant comparisons and benchmarks.
60%	Systematic prevention-based approach that has been evaluated and improved at least once. Some systems may show two or more iterations based on evaluation.	Deployment to all major functions in the company; no gaps in deployment to major areas. Beginnings of deployment to several support functions.	Majority of graphs show slow, steady improvements over several years or sustained high levels of performance. Graphs show competitor and/or benchmark data and applicant's performance better than at least half of comparisons.
70%	Integration shown across several major areas. Systematic approach with thorough evaluation and evidence of several iterations of improvement. Good integration of approach into the day-to-day operation of the company.	Deployment is complete in at least 75% of major functions and facilities, as well as more than half of all support functions. Few support areas have yet to implement approach, even though integration levels may vary.	Majority of graphs show dramatic improvements or sustained high levels of performance over several years. Few or no graphs show flat or declining performance. Many graphs show that performance is better than competitors' and industry averages.

*Table 3 - Scoring Ranges (cont)*

<b>SCORE</b>	<b>APPROACH</b>	<b>DEPLOYMENT</b>	<b>RESULTS</b>
80%	Excellent integration of an approach that has been systematically evaluated and improved several times. Indication of a mature system that shows innovation.	Deployment to more than 75% of major functions and between 60% and 75% of all support functions. All departments show some deployment of Total Quality approach, and integration is complete in most areas/elements	Good to excellent trends in almost all graphs with demonstrated ability to achieve world-class results in industry over a sustained period of time. Many graphs show that company is at benchmark levels for key indices.
90%	A sound systematic approach that has gone through a number of iterations showing evaluation and improvement. Integration is near complete. World-class approach that demonstrates many innovations.	Deployment is complete to all major functions/facilities and to at least 75% of the support functions/departments. All areas of the company have implemented prevention-based approaches.	Excellent trends showing either dramatic improvements or ability to sustain benchmark level results over a number of years. Results clearly superior to all competitors on most indices.