

**1999 Outstanding Medical Logistics Activity & Special Team  
Awards Scoring Criteria**  
(version 6.0 - FY99)

The Outstanding Medical Logistics Activity and Special Team scoring criteria for FY 99 will again be based on the Malcolm Baldrige Award Criteria. The general guidelines of AFI 36-2856, *Medical Service Awards*, apply also.

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 are not met the percentage drops. Scoring is based on the narrative covering the seven categories. Attachments are used to support the information provided in the narrative.

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 document for an overview of the seven categories that will be scored. In addition, tables 1 and 2 address approach/deployment, and results scoring guidelines, and table 3 includes scoring ranges. 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.

Ensure statements are supported with facts and information. Use attachments to display and support your statements; i.e., business plans, human resource plans, metrics, awards programs. Some items that have been part of all winning packages are:

- Strategic Planning with active involvement of the entire logistics staff
- Evidence of analysis and action leading to improved business processes
- Meaningful goals and objectives and action plans to achieve them
- Metrics that related to key processes, had evidence of analysis, displayed goals or benchmarks and showed positive trends over time
- Metrics that had narratives explaining reasons for not achieving stated goal and what actions were taken to correct the situation
- How metrics were used in the strategic planning process
- Customer Education and Training (newcomers' orientations, custodian visits, professional staff briefings, executive staff briefings, etc.)
- Customer Surveys and evidence of actions taken to respond to complaints and suggestions
- In-Service Training
- Involvement by logistics staff in MTF, base and community affairs

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 1999. 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.

**The "call" for nomination packages will go out in October 1999 with an AFMSA due date of 01 Dec 99.**

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 extension 2984, or send an e-mail to ray.flores@usafsg.brooks.af.mil.

## *1999 Medical Logistics Account of the Year Criteria*

### **1.0. Leadership (125 points)**

The **Leadership** Category examines how your organization's senior leaders address values and performance expectations, as well as a focus on customers and other stakeholders, empowerment, innovation, learning, and organizational directions. Also examined is how your organization addresses its responsibilities to the public and supports its key communities.

- Describe how senior leaders guide the organization and review organizational performance.
- Describe how your organization addresses its responsibilities to the public and how your 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 (85 points)**

The **Strategic Planning** Category examines your organization's strategy development process, including how the organization develops strategic objectives, action plans, and related human resource plans. Also examined are how plans are deployed and how performance is tracked.

- Describe your organization's strategy development process to strengthen organizational performance and competitive position. Summarize your key strategic objectives.
- Describe your organization's strategy deployment process. Summarize the organization's action plans and related performance measures. Project the performance of these key measures into the future.

#### ***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.

- ◆ Even more important than the planning process is the content of the plan itself. There needs to be a clear vision and specific goals and objectives.
- ◆ Explain how your organization set specific targets and develop action plans for achieving them. Annual and longer-term targets should be specified for each performance measurement.
- ◆ Provide a summary of the major strategies your organization will use to achieve your targets.
- ◆ This category also asks for the process you have in place to ensure that plans do not remain in file drawers but are actually communicated throughout the organization, implemented and drive daily work activities.

### ***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.
- ⇒ Set measurable targets for each measure of performance.
- ⇒ Define specific strategies or action plans for achieving targets.
- ⇒ Annual and longer-term strategic plans are actually used to manage the organization.

### ***3.0. Customer and Market Focus (85 pts.)***

The *Customer and Market Focus* Category examines how your 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 your organization determines short and long term requirements, expectations, and preferences of customers and markets. Describe also how the organization uses this information to understand and anticipate customer needs and to develop new business opportunities.
- Describe how your organization determines the satisfaction of customers and builds relationships to retain current business and to develop new opportunities.

### ***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 (85 pts.)**

The **Information and Analysis** Category examines your organization's performance measurement system and how the organization analyzes performance data and information.

- Describe how your organization selects, manages, and uses information and data needed to understand, align, and improve performance at all levels and in all parts of your organization.
- Describe how your organization analyzes performance data and information to assess and understand overall organizational performance.

##### ***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 (85 pts.)**

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

- Describe how your organization's work and job design, compensation, career progression, and related work force practices enable employees to achieve high performance in your operations.
- Describe how your organization's education and training support the accomplishment of your business objectives, build employee knowledge, skills, and capabilities, and contribute to improved employee performance.
- Describe how your organization maintains a work environment and an employee support climate that contribute to the well-being, satisfaction, and motivation of all 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.
- ◆ This category addresses all types of training and development such as orientation, leadership, safety, and technical skills training. It's important to have a process that identifies who needs which training and when, as well as planned follow-up to ensure the skills learned are used on the job.
- ◆ 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 (85 pts.)**

The **Process Management** Category examines the key aspects of your organization's 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 (450 pts.)**

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

- Summarize your organization's customer focused results, including customer satisfaction and product and service performance results.
- Summarize your organization's human resource results, including employee well-being, satisfaction, development, and work system performance.
- Summarize your organization's key supplier and partner results.
- Summarize your organization's key operational performance results that contribute to the achievement of organizational 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.
- ◆ This section asks for graphs of customer satisfaction performance over the past few years. The more years that can be included, the better. There are three areas in the “Business Results” section that are analyzed: levels, trends, and variability. 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 recognition or compensation of employees, 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.

## ***1999 Medical Logistics Special Team of the Year Criteria***

### ***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**

<b>SCORE</b>	<b>APPROACH/DEPLOYMENT</b>
0%	<ul style="list-style-type: none"> <li>◆ no systematic approach evident; anecdotal information</li> </ul>
10% to 20%	<ul style="list-style-type: none"> <li>◆ beginning of a systematic approach to the primary purposes of the Item</li> <li>◆ major gaps exist in deployment that would inhibit progress in achieving the primary purposes of the Item</li> <li>◆ early stages of a transition from reacting to problems to a general improvement orientation</li> </ul>
30% to 40%	<ul style="list-style-type: none"> <li>◆ a sound, systematic approach, responsive to the primary purposes of the Item</li> <li>◆ approach is deployed , although some areas or work units are in early stages of deployment</li> <li>◆ beginning of a systematic approach to evaluation and improvement of basic Item processes</li> </ul>
50% to 60%	<ul style="list-style-type: none"> <li>◆ a sound, systematic approach, responsive to the overall purposes of the Item</li> <li>◆ approach is well deployed, although deployment may vary in some areas or work units</li> <li>◆ a fact-based, systematic evaluation and improvement process is in place for basic Item processes</li> <li>◆ approach is aligned with basic organizational needs identified in the other Criteria Categories</li> </ul>
70% to 80%	<ul style="list-style-type: none"> <li>◆ a sound, systematic approach, responsive to the multiple requirements of the Item</li> <li>◆ approach is well deployed, with no significant gaps</li> <li>◆ a fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing</li> <li>◆ approach is will-integrated with organizational needs identified in the other Criteria Categories</li> </ul>
90% to 100%	<ul style="list-style-type: none"> <li>◆ a sound, systematic approach, fully responsive to all the requirements of the Item</li> <li>◆ approach is fully deployed, without significant weaknesses or gaps in any areas or work units</li> <li>◆ a very strong, fact-based, systematic evaluation and improvement process and extensive organizational learning/sharing are key management tools; strong refinement and integration , backed by excellent organizational-level analysis and sharing</li> <li>◆ approach is fully integrated with organizational needs identified in the other Criteria Categories</li> </ul>

**Table 2 – Results Scoring Guidelines**

<b>SCORE</b>	<b>RESULTS</b>
0%	<ul style="list-style-type: none"> <li>◆ no results or poor results in areas reported</li> </ul>
10% to 20%	<ul style="list-style-type: none"> <li>◆ some improvements <i>and/or</i> early good performance levels in a few areas</li> <li>◆ results not reported for many to most areas of importance to the organization’s key business requirements</li> </ul>
30% to <b>40%</b>	<ul style="list-style-type: none"> <li>◆ improvements <i>and/or</i> good performance levels in many areas of importance to the organization’s key business requirements</li> <li>◆ early stages of developing trends and obtaining comparative information</li> <li>◆ results reported for many to most areas of importance to the organization’s key business requirements</li> </ul>
50% to 60%	<ul style="list-style-type: none"> <li>◆ improvement trends <i>and/or</i> good performance levels reported for most areas of importance to the organization’s key business requirements</li> <li>◆ no pattern of adverse trends and no poor performance levels in areas of importance to the organization’s key business requirements</li> <li>◆ some trends <i>and/or</i> current performance levels - evaluated against relevant comparisons <i>and/or</i> benchmarks - show areas of strength <i>and/or</i> good to very good performance levels</li> <li>◆ business results address most key customer, market, and process requirements</li> </ul>
70% to 80%	<ul style="list-style-type: none"> <li>◆ current performance is good to excellent in areas of importance to the organizations key business requirements</li> <li>◆ most improvement trends <i>and/or</i> current performance levels are sustained</li> <li>◆ many to most trends <i>and/or</i> current performance levels - evaluated against relevant comparisons <i>and/or</i> benchmarks - show areas of leadership and very good relative performance levels</li> <li>◆ business results address most key customer, market, process, and action plan requirements</li> </ul>
90% to 100%	<ul style="list-style-type: none"> <li>◆ current performance is excellent in most areas of importance to the organizations key business requirements</li> <li>◆ excellent improvement trends <i>and/or</i> sustained excellent performance levels in most areas</li> <li>◆ evidence of industry and benchmark leadership demonstrated in many areas</li> <li>◆ business results fully address key customer, market, process, and action plan requirements</li> </ul>

**Table 3 - Scoring Ranges**

<b>SCORE</b>	<b>APPROACH</b>	<b>DEPLOYMENT</b>	<b>RESULTS</b>
10%	A few pockets of isolated good practices score.	Implementation in one or two minor areas or functions in the organization and possibly one major one.	Very slight improvement, or only one data point showing improvement; data on many major indices are missing or flat.
20%	Multiple pockets of excellence that may lack an overall system architecture. Some portions of a system Are in place.	Deployment of system(s) 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. Several negative trends.
30%	Early stages of a systematic approach based upon thorough analysis. No real integration yet; immature systems.	Deployment to at least half of the major units, functions or facilities in the organization.	A few data points show the beginnings of positive trends in more than half of the key indices. Slow steady progress in many areas.
40%	Beyond the early stages of a systematic approach, with minor improvements or refinements shown. Evidence of innovation in design of systems/ approaches.	Implementation at beginning stages in some functions and more advanced in others. Many major functions show fairly complete deployment.	Beginnings of positive trends can be seen in areas deployed, and there are no significant adverse trends. Levels of results are good compared to many key competitors.
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.	Deployment to all major functions in the company; no gaps in deployment to major areas. Beginnings of deployment to several support functions.	Clear positive trends seen on many graphs of key measures addressed in the item. Some trends can be evaluated against relevant comparisons and benchmarks and compare fairly.
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. Integration shown across several major areas.	More than deployment to a few support functions. Most major support departments show at least the start of deployment. Deployment is more advanced in major functions than at 50% level.	Majority of graphs show slow, steady improvements over several years or sustained high levels of performance. Many graphs show competitor and/or benchmark data and applicant's performance better than at least half of these comparisons.
70%	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. Some innovative approaches.	Deployment is complete in at least 75% or more 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 to most graphs show that performance is better than competitors' and industry averages. Benchmark level Results on some key indices.

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. Difficult for Examiners to think of “area for improvement” comments.	Deployment to more than 75% of major functions and between 60% and 75% of all support functions. All departments show some deployment of customer-focused 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 many 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.