

October 1, 2018


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Dear Mr. Paul:

Congratulations for taking the Baldrige challenge this year! We commend you for your commitment to performance excellence as demonstrated by your applying for the Malcolm Baldrige National Quality Award (MBNQA), the nation’s highest award for organizational excellence.
The enclosed feedback report, which was prepared for your organization by members of the volunteer Board of Examiners in response to your application, describes areas identified as strengths and opportunities for possible improvement and shows your organization’s scoring. The report contains the examiners’ observations about your organization, but it is not intended to prescribe a specific course of action. In some cases, the comments do not cover all areas to address within a Criteria item; instead, the examiner team collectively identifies your most significant strengths and your most important opportunities for improvement. Please refer to the “Preparing to Read Your Feedback Report” introductory section for suggestions about how to use the information contained in your feedback report.

We are eager to ensure that the comments in the report are clear to you so that you can incorporate the feedback into your planning process to continue to improve your organization. As direct communication between examiners and applicants is not permitted, please contact me at (301) 975-2361 if you wish to clarify the meaning of any comment in your report. We will contact the examiners for clarification and convey their intentions to you. 

The feedback report is not your only source of ideas about organizational improvement and excellence. Current and previous Baldrige Award recipients can be potential resources for your organization’s efforts in any performance dimension addressed by the Criteria. Information on contacting Baldrige Award recipients is located at the end of your feedback report. The 2018 award recipients and any organizations recognized for category best practices as well as previous recipients will share their best practices at our annual Quest for Excellence® Conference, April 7–10, 2019. Current and previous award recipients also participate in the Baldrige Fall Conference held each year. 

In addition to the Baldrige Award and our annual conference, we offer several other products and services to assist your organization in your improvement efforts. Both the Baldrige Site Visit Experience and Baldrige Collaborative Assessment can give you detailed insight into what examiners look for and evidence found during assessments, as well as a tailored, collaborative approach to help you identify and prioritize opportunities. Information about these offerings can be found on our website at www.nist.gov/baldrige or by contacting us at baldrige@nist.gov or (301) 975-2036.

In approximately 60 days, you will receive a survey from the Judges Panel of the MBNQA. As an applicant, you are uniquely qualified to provide an effective evaluation of the materials and processes that we use in administering the Baldrige Program. 

Thank you for participating in the Malcolm Baldrige National Quality Award process this year. Best wishes for continued progress in your organization’s quest for excellence.

Sincerely, 
 
Robert G. Fangmeyer, Director 
Baldrige Performance Excellence Program

Enclosures


*No matter how good [we] are this time, next time that is the [customer’s] expectation. ... Every time we have to be better than we were yesterday, and every tomorrow we have to be better [than we are today].*

*R. Michael Browder, CEO*

*Bristol Tennessee Essential Services*

*2017 Baldrige Award Recipient*

**Preparing to read your feedback report . . .**

Your feedback report contains Baldrige examiners’ observations based on their understanding of your organization. The examiner team has provided comments on your organization’s strengths and opportunities for improvement relative to the Baldrige Criteria. The feedback is not intended to be comprehensive or prescriptive. It will tell you where examiners think you have important strengths to celebrate and where they think key improvement opportunities exist. The feedback will not necessarily cover every requirement of the Criteria, nor will it say specifically how you should address these opportunities. You will decide what is most important to your organization and how best to address the opportunities.

If your organization has not applied in the recent past, you may notice a change in the way feedback comments are now structured in the report. In response to applicant feedback, the Baldrige Program now asks examiners to express the main point of the comment in the first sentence, followed by relevant examples, in many cases resulting in more concise, focused comments. In addition, the program has included Criteria item references with each comment to assist you in understanding the source of the feedback. Each 2018 feedback report also includes a graph in Appendix A that shows your organization’s scoring profile compared to the median scores for all 2018 applicants at Consensus Review.

Applicant organizations understand and respond to feedback comments in different ways. To make the feedback most useful to you, we’ve gathered the following tips and practices from previous applicants for you to consider.

* Take a deep breath and approach your Baldrige feedback with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
* Before reading each comment, review the Criteria requirements that correspond to each of the Criteria item references (which now precede each comment); doing this may help you understand the basis of the examiners’ evaluation. The *2017–2018 Baldrige Excellence Framework* can be purchased at <https://www.nist.gov/baldrige/publications/baldrige-excellence-framework/businessnonprofit>.

Especially note comments in **boldface type**. These commentsindicate observations that the examiner team found particularly important—strengths or opportunities for improvement that the team felt had substantial impact on your organization’s performance practices, capabilities, or results and, therefore, had more influence on the team’s scoring of that particular item.

*[Don Chalmers] had a vision of providing a better customer experience. He wasn’t in it for the award but for the feedback to get better. … If we can do this, anyone can. We are a testimony to the Baldrige framework [capacity] to provide organizational sustainability and success.*

*Gary Housley, President and Dealer Principal  
 Don Chalmers Ford  
 2016 Baldrige Award Recipient*

* You know your organization better than the examiners know it. If the examiners have misread your application or misunderstood information contained in it, don’t discount the whole feedback report. Consider the other comments, and focus on the most important ones.
* Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You’ve worked hard and should congratulate yourselves.
* Use your strength comments as a foundation to improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
* Prioritize your opportunities for improvement. You can’t do everything at once. Think about what’s most important for your organization at this time, and decide which things to work on first.
* Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

**KEY THEMES**

**Key Themes—Process Items**

Green Gateway (GG) scored in band 3 for process items (1.1–6.2) in the Consensus Review of written applications for the Malcolm Baldrige National Quality Award. For an explanation of the process scoring bands, please refer to Figure 6a, Process Scoring Band Descriptors.

An organization in band 3 for process items typically demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, with areas or work units still in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.

1. **The most important strengths or outstanding practices (of potential value to other organizations) identified in GG’s response to process items are as follows:**

* GG uses its cascading, balanced scorecard of Safety, Quality, Delivery, Cost, People, Maintenance, and the Environment (SQDCPME) as the foundation for its strategic objectives (Figure 2.1-3), for organizational performance metrics (Figure 4.1-3), and for the leadership and associate development phase of the Talent Management Cycle (Figure 5.2-2). Measures are reviewed and discussed by leaders during formal meetings and informal Gemba walks, and they serve as the basis for rewarding and recognizing desired workforce actions and achievements. SQDCPME performance is an input for identifying opportunities to develop workforce skills through mentoring, audits, retraining, and coaching. The deployment of this balanced mechanism to promote management by fact may help GG create an environment for success, support its core competency of talent development, and assist it in achieving the goal to be the “Best in the World.”
* GG supports personal learning and provides developmental opportunities for its workforce. For example, the Performance Evaluation System (PES) includes the identification of strengths and gaps in individual knowledge, skills, and abilities (KSAs). Individual training needs are aggregated and used to populate the training matrix to close such gaps. The Associate Empowerment Model and the Talent Management Cycle support learning and development by providing training internally, funding external training opportunities, and mentoring and coaching the workforce in actual situations by filling one-up or one-down positions in the value stream. During strategic planning, GG uses a weighted analysis method to determine which key processes will be accomplished by its workforce and which will be accomplished by its external suppliers and partners, based on core competencies and workforce capability in both running the business (RTB) and changing the business (CTB). Robust support of personal learning for the workforce may help GG gain capability to mitigate its strategic challenges of technical associate retention and increasing offshore competition while strengthening the core competency of talent development.
* Senior leaders use multiple mechanisms to create a focus on regulatory compliance and encourage ethical behavior, as well as promote safety, in both the management of the workforce and the manufacture of mowing equipment for customers. With senior leaders’ participation, GG provides extensive training regarding safety, ethics, and regulatory compliance to workforce members when they begin employment and annually thereafter. Internal and external audits, including evaluation of compliance with the ISO (International Organization for Standardization) 14001 standard, are conducted on a regular basis to verify adherence to policies. GG evaluates and monitors products for potential hazards using job safety analysis forms to prevent hazards from reaching customers, and dealers can use the GATE portal, Q Survey polls, or the complaint management system (Figure 3.2-2) to identify design or safety concerns. These processes may be key contributors to GG’s high performance in workplace safety and ethical behavior measures, and they support the organizational value to “respect others.”

1. **The most significant opportunities, concerns, or vulnerabilities identified in GG’s response to process items are as follows:**
   * Many of the activities enumerated by GG do not appear to be systematic (i.e., well-ordered and repeatable) approaches. For example, Figures 4.2-1 and 4.2-3 list numerous activities, but no process is described regarding how GG uses and deploys those activities. GG states that tasks or activities are completed (e.g., the vice president of manufacturing evaluates the plant manager, GG observes customers to obtain actionable feedback, and value streams are used to organize and manage the workforce), but the actual approach or methods used to accomplish these tasks are not described. Systematic approaches may help GG refine and share processes, particularly with the “sister” organizations, to enhance the performance of all the divisions of the parent organization.
   * GG’s consideration of key stakeholders is unclear for many key processes. For example, it is not clear how GG engages the supply chain in identifying and addressing concerns about products and services; nor is it clear how GG considers the core competencies of suppliers and partners in its work systems. It also is unclear how GG aligns and integrates approaches with the parent organization and sister divisions, such as conducting planning and communicating customer input into the design of products by the parent organization. Many processes do not specifically address the Putting Green segment of customers, which represents 20% of sales, or temporary workers, who comprise 5% of the workforce. Ensuring that key processes consider and balance the needs of stakeholders may help leaders better manage all the components of GG’s organization as a unified whole to achieve the mission and create the conditions for performance excellence and ongoing success.
   * It is not clear how GG systematically promotes innovation and implements potential innovations to achieve its mission to “create new value through innovation.” For example, the use of Lean appears to be primarily related to promoting problem solving, and there is not a clear mechanism to use the voice of the customer and workforce feedback to create new value for stakeholders or create discontinuous, breakthrough improvements in results, products, or processes. Further, it is unclear how the Leadership Development System addresses innovation and intelligent risk taking so that managers and senior leaders understand how to create the conditions for innovation, such as systematically making resources available for improvements and potential innovations that represent intelligent risks, determining priorities, and determining when to discontinue pursuit of opportunities to redeploy resources to other initiatives.
   * For many of the approaches used by GG, cycles of evaluation and improvement are not evident. Most of the process improvements cited are not clearly linked to the use of data and information to demonstrate organizational learning; nor is it clear how GG uses the various improvement tools listed in P.2c. For example, it is not clear how GG evaluates and improves the processes for collecting and analyzing data used for strategic planning, for measuring and analyzing key performance indicators, or for identifying and implementing improvements and innovation. Furthermore, it is not clear how senior leaders evaluate and improve the leadership and governance systems or how GG evaluates mechanisms for determining customer and workforce satisfaction and engagement to facilitate improvements. Fact-based, systematic evaluation and improvement of key approaches may aid organizational learning and enhance the usefulness and beneficial impact for GG of the various improvement tools it utilizes.

**Key Themes—Results Items**

GG scored in band 3 for results items (7.1–7.5). For an explanation of the results scoring bands, please refer to Figure 6b, Results Scoring Band Descriptors.

For an organization in band 3 for results items, results typically address areas of importance to the basic Criteria requirements and accomplishment of the organization’s mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some trends are beneficial.

1. **Considering the GG’s key business/organization factors, the most significant strengths found in response to results items are as follows:**

* GG demonstrates good levels of performance and beneficial trends in most performance measures presented. For example, On-Time Delivery to Dealers (Figure 7.1-1) and First-Time Quality by Product (Figure 7.1-7) demonstrate excellent results for meeting key customer requirements; satisfaction has risen in the household and commercial segments (Figures 7.2-3a and 7.2-3b); and results for compliments versus complaints (Figure 7.2-2) r also show a sustained beneficial trend. In addition, good-to-excellent levels and beneficial trends are seen in most measures of workforce engagement and development, specifically involving the five factors identified by GG as key drivers of engagement. Furthermore, GG demonstrates beneficial trends in net profits and margin (Figures 7.5-1, 7.5-3, and 7.5-4) as well as market share (Figure 7.5-8) for all three product lines. These results levels align to the SQDCPME scorecard that GG has determined is key to its ongoing success, and these beneficial trends may be an indicator that the organization is appropriately balancing current needs (run the business) with a focus on success in the future (change the business).
* Results related to ethics and regulatory requirements demonstrate good-to-excellent levels and beneficial trends. For example, results for the workforce safety indicators OSHA (Occupational Safety and Health Administration) Recordables and Days Away from Work Rate (Figures 7.3-1 and 7.3-2) both outperform the Bureau of Labor Statistics (BLS) top quartile. Results for the three aspects of Perception of Leadership by associates and dealers (Figure 7.4-1) and associate survey results for Governance Accountability (Figure 7.4-2) demonstrate beneficial trends from 2013 to 2017. Additionally, results for Fiscal Accountability (Figure 7.4-2) and OSHA, U.S. Environmental Protection Agency (EPA), and U.S. Department of Labor (DoL) (Figure   
  7.4-3) show full compliance, with no external or internal findings for each of the five years reported. The beneficial trend in perceptions and the absence of findings on regulatory audits and inspections may reflect organizational success in managing the “intense” regulatory environment.

1. **Considering GG’s key business/organization factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in response to results items are as follows:**

* Many measures referenced as being important to GG are not presented. For example, GG does not report results for some customer requirements (safety, reliability, quality of cut); measures to control and improve key work processes (Figure 6.1-2); design quality measures, such as time for the design of new mowers; and key support process results (e.g., maintenance). In addition, satisfaction results for market requirements (Figure 6.1-2), customer and stakeholder key requirements (Figure P.1-8), and satisfaction relative to Listening Methods (Figure 3.1-1) for dealers and end-users such as Dealer Council input and Customer Life Cycle (Figure 3.1-2) are not reported. Nor are results reported for the temporary workforce, outcomes of workforce training/development, satisfaction levels with workforce training, or results of effectiveness or efficiency of such training. There are also no results for workplace “environmental factors” (Figure 5.1-3) or for most of the measures referenced in 5.2a(2), the five accountability measures described in 1.2a(1), or GG’s communication methods (Figure 1.1-2). Tracking results for key processes may help GG more effectively evaluate its performance and identify opportunities for improvement.
* Segmentation of results data by subcategories stated as important to GG is limited. For example, results for Putting Green products, which represent 20% of the business, are primarily related to produced units and inventory. Similarly, none of the workforce-focused performance results are segmented by the diversity of the workforce profile (Figure P.1-5), and there are no results for temporary workforce members, who represents 5% of the total. Segmentation of results by various segments of key processes are also missing. Analysis of performance by segments regarded as important by GG may help the organization identify opportunities for improvement that remain hidden in the aggregate data.
* Many results presented do not include information on GG’s performance compared with that of competitors, comparable organizations, or benchmarks. For example, relevant comparative information is missing for most product performance and process effectiveness results, most customer-focused performance results, and many workforce-focused results. Evaluating organizational performance relative to other divisions of the parent or other organizations providing similar products and services, as described in Figure P.2-2, may help leaders make resource allocation decisions that help the organization address its challenges of offshore competition and gain a larger portion of the yearly 15% growth factor that is anticipated in the future.

**DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT**

The numbers and letters preceding each comment indicate the Criteria item requirements to which the comment refers. Not every Criteria requirement will have a corresponding comment; rather, these comments were deemed the most significant by a team of examiners.

**Category 1 Leadership**

**1.1 Senior Leadership**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* c(2) Senior leaders create a focus on action by cascading scorecards focused on SQDCPME to achieve the organization’s strategic objectives and support its value to Be Proud. Scorecards are developed from the strategic level of GG, cascade down to the departments, and are incorporated into the performance evaluations of individual associates and Senior Leadership Team (SLT) members to foster high performance. Results are reviewed during Gemba walks and meetings and posted in departments to support monitoring of performance. Identified improvements are addressed in Learning Committees. This approach may foster results-based decision making at the committee, associate, and SLT levels.
* a(2) The SLT’s actions demonstrate leaders’ commitment to legal and ethical behavior to promote a transparent organizational environment that requires appropriate behavior. The SLT monitors ethical behavior in all transactions through scheduled and spontaneous audits, including external audits to ensure legal and regulatory compliance. The SLT also participates in and requires annual ethics training, manages oversight of finances through weekly meetings, and oversees compliance with ethics processes and policies. The SLT’s focus on legal and ethical behaviors may assist GG in ensuring compliance in its intense legal and regulatory environment.
* b The SLT communicates with and engages the entire workforce and key customers using the Communication System (Figure 1.1-2) to support high performance. Two-way methods such as all-hands and department meetings are also used to communicate key decisions. DMAIC project reviews and Scorecard reviews allow for two-way communication with customers, suppliers, and partners. The Annual Communication Surveys are used to evaluate the methods used by stakeholders, which have resulted in improvements such as expansion of electronic communication. The SLT’s communication and engagement approaches support GG’s core competency of relationship building.
* c(1) The SLT creates an environment for success now and in the future to achieve the organization’s mission, supporting GG’s value of “Lead.” The personal participation of the SLT in key processes, including the SPP and continuous improvement, helps ensure alignment to SQDCPME and GG’s core competencies (CCs). The SLT conducts reviews and analyses of metrics at all levels and supports agility by empowering the cross-trained workforce to solve problems. Succession planning includes analyzing critical positions and aligning job descriptions to values and CCs, mentoring SLT candidates, and using Kirkpatrick assessments to improve SLT performance.

OPPORTUNITIES FOR IMPROVEMENT

* a,b,c A systematic, integrated approach to leadership through the leadership system is not evident. For example, the Meeting Structure (Figure 1.1-1) is cited in 2.1a(1) as the leadership system but a process that functions as the basis for making, communicating, and carrying out key decisions is not described. In addition, it is not clear how the SLT deploys SQDCPME, two-way communications, and the vision and values as an integrated system to lead GG. A systematic, integrated approach may help GG achieve its vision to be the leading manufacturer of quality lawn tractors.
* c(1) A systematic approach for the SLT to cultivate innovation and intelligent risk taking and create a culture focused on customer engagement is not evident. For example, it is unclear how Lean (on which the SLT relies for problem solving and improvement) is used in these areas. A systematic approach may support the core competency of idea generation and assist GG in identifying blind spots that may help address the strategic challenge of offshore competition.
* a,b,c A systematic approach for evaluation and improvement of key leadership processes, such as those for creating a focus on action or creating an environment for success, is not evident. A fact-based evaluation and improvement approach may assist GG in determining the effectiveness of its key leadership processes and implementing improvements.

**1.2 Governance and Societal Responsibilities**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a(1) GG ensures responsible governance and accountability for the SLT’s actions through systematic governance reporting to the parent organization’s board of directors (BOD). Leaders are evaluated annually based on goal accomplishment, achievement of strategic objectives (SOs), financial performance, and coaching/mentoring for succession planning. Fiscal accountability is ensured through parent oversight and annual internal and independent external audits; transparency is achieved through reporting of audit results and disclosure of evaluation results for the BOD. The annual evaluation for BOD policy adherence resulted in adding voluntary audits to further support accountability.
* b(1) The SLT anticipates and addresses legal, regulatory, and community concerns with products and operations through ISO 14001 audits and a risk management system to ensure that compliance measures are met (Figure P.1-7). Using ISO, GG evaluates and monitors products for potential hazards and impacts using job safety analysis forms and standard operating procedures (SOPs). The Risk Management Committee assesses and addresses internal and external issues that may pose risks using the Risk Management Matrix (Figure 1.2-1). Voluntary participation in the EPA Clean and Renewable Energy Programs (Figure 1.2-3) supports proactive efforts to exceed compliance.
* b(2) GG promotes and ensures ethical behavior in all interactions through its Legal Compliance and Ethics processes (Figure 1.2-3), supporting its value to “respect others.” The Code of Conduct includes the process for monitoring ethical behavior, and electronic annual review and acceptance by all associates was added as a cycle of learning. Processes also include annual workforce training, a standing agenda item in meetings and performance reviews, confidential reporting, and independent investigations. The SLT’s response to breaches may include associate terminations or supplier contract termination for violations, in order to preserve stakeholder trust.
* c GG contributes to and supports its key community through multiple programs focused on social and economic well-being. Economic support includes working with the business community and partnering with local community colleges, supporting the local high school by offering internships, and presenting at career fairs. Areas of support, determined annually through the strategic planning process (SPP), include sponsorship of events such as Relay for Life, the Boy Scouts, and Meals-on-Wheels, supporting its core competency of relationship building. The SLT also uses four phases of emergency management (Figure 1.2-4) to contribute to emergency preparedness within the community.

OPPORTUNITIES FOR IMPROVEMENT

* a(2) It is not clear how leaders and the governance board are systematically evaluated to advance their development and improve the leadership system. For example, the process used by the vice president of manufacturing to evaluate the plant manager is not described; it is also unclear how other leaders’ performance is evaluated by superiors, including how compensation is correlated with performance. In addition, there is no evidence of how the results of evaluations are used to improve the effectiveness of leaders, the leadership system as a whole, and the governance board. Approaches in these areas may support GG’s value of “Lead.”
* a,b,c A fact-based approach is not evident for evaluation and improvement of key processes related to governance and societal responsibility. For example, it is not clear how GG evaluates and updates the Code of Conduct or how it evaluates the governance system and ensures that it achieves its full potential related to the oversight role of the parent BOD and SLT. A systematic approach for evaluating and improving governance approaches may help support efforts to ensure compliance and ethics in daily operations.
* b(1) It is not clear how GG systematically and proactively prepares for the future impacts of products and operations through effective supply-chain management processes. Since partners and suppliers are noted as key to running the business (RTB) by ensuring timely delivery of products to end-users, engagement of the supply chain may help GG to immediately identify potential issues and avoid or mitigate possible adverse societal impacts.

**Category 2 Strategy**

**2.1 Strategy Development**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a(1) GG’s systematic approach to strategic planning (Figure 2.1-1) includes key stakeholder groups and aligns with the organization’s vision. The process begins with affirming the mission, vision, and values (MVV) and core competencies. Key steps include review and analysis of data, identification of strategic advantages and challenges, and development of strategic objectives. The process includes the senior leadership team; the parent BOD; and dealer, supplier, and partner representatives. The process culminates with an approved plan designed to lead GG toward its vision.
* a(3) GG’s systematic approach to collect and analyze relevant data and develop information for its strategic planning process may assist the organization in developing objectives that address its challenges and capitalize on its advantages. Subject-matter experts (SMEs) present data and their analysis using a five-step process that includes an analysis of mission-based results and core competency success; SOAR (strengths, opportunities, aspirations, results) analysis; and evaluation of the value stream mapping (VSM)/department strategy execution success of the SQDCPME scorecard.
* a(4) A weighted analysis method helps GG determine which key processes will be performed by its workforce and which by external suppliers and partners—on whom GG depends for key design, build, and delivery activities. The analysis is based on three scored components: core competency alignment, run the business (RTB) measures, and change the business (CTB) measures. The SLT reviews the analysis to determine the best fit for performing key work processes.
* a(2) The strategic planning process incorporates innovation—a key consideration for GG based on its strategic challenges—through an analysis of potential work product/process changes. This analysis is based on four indicators: manufacturing capability and capacity, potential success within three years, workforce capability and capacity, and profit margin. SOAR analysis (Figure 2.1, step 1.3) is a source of strategic opportunities that are assessed by the strategic planning team to determine which represent intelligent risks.

OPPORTUNITIES FOR IMPROVEMENT

* **a(4) It is not clear how GG makes work system decisions that facilitate the accomplishment of its strategic objectives. For example, it is not clear how these decisions address strategic challenges and advantages or consider integration with the parent and sister organizations or suppliers. In addition, it is not clear how suppliers’ core competencies affect work system decisions. Harmonization of plans, processes, and resource decisions with these key stakeholders may help GG better compete against emerging offshore competition through the design and deployment of effective work systems.**
* b(2) It is unclear how GG’s strategic objectives balance the needs of key stakeholders (including its parent), balance short- and longer-term planning horizons, or address its strategic challenges. The catchball process does not clearly identify how GG addresses competing needs. Furthermore, it is not clear how strategic objectives address strategic challenges such as the rapid copying of new product features. Achieving balance among and addressing all strategic challenges may help GG capitalize on its partnerships and achieve its goals.
* a A systematic evaluation and improvement method to facilitate organizational learning is not evident for GG’s strategy development approaches. For example, it is not clear how the processes to collect and analyze data used in the strategic planning process and to stimulate innovation are systematically evaluated and improved. Such systematic consideration of learning may help GG achieve higher levels of performance that lead to breakthrough change.

**2.2 Strategy Implementation**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a(1,2) In a systematic approach, key short- and longer-term action plans (Figure 2.1-3) are linked to strategic objectives and are deployed through steps 2.1 through 2.4 of the strategic planning process (Figure 2.1-1). A standard action plan reporting tool is used, and progress is reviewed at least monthly. Action plan scorecards are reviewed quarterly with the SLT. This approach to action planning may assist GG in the accomplishment of its strategic objectives.
* a(5) GG uses performance measures to track the achievement and effectiveness of its action plans. Critical success factors and key performance indicators are identified for each of the SQDCPME anchors to reinforce organizational alignment. The cascading scorecards create a clear line of sight from the action plans to strategic objectives. Performance is reviewed by the SLT at least monthly using the action plan reporting tool, which includes indicators to assess both leading and lagging indicators of performance.
* b GG describes a systematic approach to establish and implement modified action plans based on changing circumstances. Action plans are reviewed monthly (Figure   
  2.1-1, step 2.4), and the SLT has opportunities to place a plan on hold, develop new action plans, or modify existing ones. Several cycles of improvement enable GG to support its agility in accomplishing its key objectives.

OPPORTUNITIES FOR IMPROVEMENT

* **a(2) Deployment of action plans to key suppliers and partners is not evident. For example, suppliers and partners are not clearly considered in strategic objectives and corresponding action plans that are dependent on them for success. In addition, it is not clear how other work units within the parent that have key roles in GG’s success, such as the Design Center and Marketing/Sales Division, are integrated into the action planning process. Deploying its action plans to key suppliers and integration with relevant work units may increase GG’s ability to accomplish them.**
* a(4) It is not clear how workforce plans address potential changes in capability and capacity to support the accomplishment of action plans and strategic objectives. For example, it is not clear how the people-focused strategic objectives and the training matrix process address the impact of action plan implementation on the workforce and align to support other strategic objectives and action plans. A systematic approach may help GG provide adequate workforce resources to accomplish its objectives and respond to the strategic challenge of workforce retention.
* a(6) Performance projections are not provided for GG’s short- and longer-term planning horizons. Projecting its expected level of performance may help GG identify actions needed to close any undesired gaps in performance in the marketplace.

**Category 3 Customers**

**3.1 Voice of the Customer**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* b(1) Promoting its core competency of relationship building, GG uses several methods to determine dealer satisfaction and engagement, including dealer councils, dealer roundtables, a dealer hotline, and surveys. Senior leaders have one-on-one relationships with dealers. Listening methods differ among dealers and end-users (Figure 3.1-1). Dissatisfaction information is obtained primarily through hotline calls from both dealers and end-users.
* b(2) To determine customer satisfaction relative to other organizations, GG uses information from third-party surveys, industry benchmarks from participation in the Outdoor Power Equipment Institute, supplier/partner feedback, Baldrige Award winner data, and sister plants. These methods may help GG identify strategic opportunities for improvement that move the organization toward capturing a larger proportion of the anticipated 15% annual growth in the market.
* a(1) To ensure that it captures actionable information to secure customers’ long-term engagement, GG listens to and interacts with customers using the communication methods listed in Figure 1.1-2. The methods vary for some of GG’s customer groups and market segments (Figure 3.1-1). GG also has deployed the web-based GATE portal, through which customers can communicate about issues, complaints, concerns, and accolades.

OPPORTUNITIES FOR IMPROVEMENT

* a,b It is not clear how GG evaluates and improves its approaches to customer listening and determination of customer satisfaction and engagement. Evaluating the effectiveness of the processes to obtain information from customers may promote organizational learning about customer requirements and [expectations, providing a competitive advantage in the market.
* a(1) It is unclear how GG’s interactions with and observations of customers, as well as its listening methods across the customer life cycle (Figure 3.1-2), capture immediate actionable feedback from dealers. For example, it is not clear how the feedback received during customer visits and the data received from surveys are converted to information that GG can use to improve processes and further engage customers. Methods for obtaining actionable feedback may assist GG in continuous improvement activities and provide insights into improving customer engagement.
* b(1) It is unclear how GG’s methods for determining satisfaction, dissatisfaction, and engagement (Figure 3.1-1) differ among GG’s commercial, household, and Putting Green market segments, which have different requirements and expectations. Tailoring determination methods and survey questions may help GG address those markets and engage customers more effectively.
* a(2), b(2) It is not clear how GG obtains actionable information from former customers, potential customers, and customers of competitors. For example, it is not clear how the product blueprint, Q Survey, or sales calls processes from the parent GG yield actionable information for GG. Systematic approaches for these potential customers may help GG better meet their requirements and gain market share.

**3.2 Customer Engagement**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* b(1) GG’s Contact Management System, used to manage relationships with dealers, supports the organization’s strategic advantage of brand awareness and reputation. Methods include dealer tours and monthly calls, as well as an emergency line for end-users. GG uses a third-party survey to poll customers and competitors’ customers to identify lost sales and gain information on customer satisfaction. Sales managers of the parent organization make visits to dealers who are also customers of competitors to understand how better to gain their business.
* b(2) The Customer Complaint Management System (Figure 3.2-2) is used to track dealer complaints and avoid similar complaints in the future. Regional sales or national account managers address customer complaints related to deliveries and daily orders, and the SLT members personally address concerns for large accounts.

OPPORTUNITIES FOR IMPROVEMENT

* a(1) It is not clear how GG participates in the parent organization’s processes for determining product offerings, as those appear to include only suppliers. Systematic input into the determination of product offerings may assist GG in addressing strategic opportunities in leveraging key changes and critical success factors through product offerings or features.
* b(2) It is not clear how the Customer Complaint Management System (Figure 3.2-2) includes consideration of prompt and effective complaint resolution, such as measures of promptness. Prompt and effective resolution of complaints may help GG with service recovery and enhance customer engagement in a highly competitive market.
* a(3) It is not clear how GG uses the customer groups and market segments determined by its parent to anticipate future customer groups or market segments to pursue for business growth. A systematic approach may assist GG in addressing its key competitive changes, including the improving product quality of offshore competitors and the rapid copying of new product features by competitors.
* a,b Cycles of improvement are not evident for methods used for customer engagement and relationship building, such as surveys, dealer calls, and one-on-ones, as well as customer support processes. Reviewing and improving such processes and methods may strengthen existing approaches by uncovering opportunities for improvement, generate ideas, and stimulate innovation.

**Category 4 Measurement, Analysis, and Knowledge Management**

**4.1 Measurement, Analysis, and Improvement of Organizational Performance**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a(1) The alignment of GG’s performance measurement approaches to SQDCPME may help GG capitalize on SQDCPME as a strategic advantage and support a fact-based management culture. Data and information for tracking overall organizational performance, including progress on achieving strategic objectives and action plans, are managed through the Performance Management System (Figure 4.1-1). This approach is integrated with the SPP (Figure 2.1-1) and the Performance Improvement System (Figure P.2-4). Key organizational performance measures in the Balanced Scorecard Measures (Figure 4.1-3) are segmented by SQDCPME.
* b GG reviews its performance and capabilities at all levels of the organization and at a variety of frequencies (Figure 4.1-5). Measures are segmented by those for RTB and CTB and include financial, scorecard, satisfaction, and supplier management segments. Analyses include gap analysis, value stream analysis, variance, and trends. Reviews and analyses support decision making on resource allocation, modification of action plans, recognition, and strategic direction. These systematic approaches may assist GG in effectively achieving its strategic objectives.
* a(2) GG describes a systematic approach to select comparative data to support its decision making. The Comparative Data Selection Process (Figure 4.1-4) involves evaluation criteria (support of critical success factors, actionability, cost-effectiveness) and a cycle of implementation, assessment, and action. The review cycle provides an opportunity for evaluation and improvement of the approach.

OPPORTUNITIES FOR IMPROVEMENT

* a(2) Within the Comparative Data Selection Process (Figure 4.1-4), it is unclear how the organizational and departmental benchmarks are identified. The process states that selected benchmarks should support success factors and be actionable and cost-effective, but a process for identifying them in the first place is not evident. A systematic process may help GG make fact-based decisions toward the goal of providing innovative, quality, and low-cost products.
* a(3), c(2) It is unclear how GG selects voice-of-the-customer (VOC) and market information and uses it to drive improvement and potentially innovation based on customer requirements pertaining to quality and delivery on the SQDCPME Balanced Scorecard Measures (Figure 4.1-3). Integrating customer data into the improvement of other processes, such as the strategic planning process, may drive improvements for suppliers, partners, and other key stakeholders, helping GG support and drive innovation.
* a(1,2,4) It is not clear how GG selects, collects, aligns, and integrates data to use in operational reviews or enable agility in responding to rapid or unexpected change. For example, it is not clear how GG selects the proposed measures noted at the beginning of the Measurement Selection Process (Figure 4.1-2). In addition, the SQDCPME Balanced Scorecard Measures (Figure 4.1-3) do not address the tracking of daily operations. Addresses daily operations, including a process to select and align measures with operations, may support the strategic advantage related to SQDCPME.
* a,b,c There is limited evidence of cycles of improvement in GG’s approaches for measurement, analysis, and improvement of organizational performance. For example, no process is apparent for capitalizing on the opportunities for innovation identified by GG in performance reviews. In addition, the “Decisions Made” column in Figure 4.1-5 references recognition, operations, and safety but does not describe how these analysis processes have been improved or why the decisions were made. Systematic cycles of learning may assist GG in identifying areas for improvement or opportunities, setting the stage for incremental and potentially breakthrough performance.

**4.2 Information and Knowledge Management**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a(1) GG’s use of various tools to ensure the accuracy, integrity, and reliability of data (Figure 4.2-1) supports its ability to make fact-based decisions. For example, accuracy and validity are addressed through drop-down menus and required fields for data and compliance audits for information. Reliability is ensured through redundant critical systems and backups for data and automated alerts for information.
* a(2) To ensure the availability of data and information, GG uses various activities to determine the availability, timeliness, and other data requirements of associates, suppliers, partners, and customers (Figure 4.2-2). The types of data generated by each of the activities and how the information is made available when needed are also specified. Mechanisms include the Internet, email, self-service, networks, and online service manuals. These data and information mechanisms may enhance the workforce’s productivity and engagement.
* b(1) Multiple mechanisms used to collect and transfer knowledge across stakeholder segments (Figure 4.2-3) support the workforce engagement factor of cross-training, as well as GG’s core competencies of idea generation and talent development. The mechanisms include associates, dealers and customers, and suppliers and partners. Knowledge is collected via surveys, policies and procedures, industry conferences and social media for customers, and contract reviews for suppliers/partners. Measures are identified for each mechanism, including satisfaction and engagement, compliance, product and process assessments, and contract performance.

OPPORTUNITIES FOR IMPROVEMENT

* a Deployment of the approach for data and information management (Figure 4.2-1) is not evident. For example, it is not clear whether the activities address nonelectronic data or how GG ensures quality throughout the organization or to stakeholders, such as dealers and end-user customers. Furthermore, it is not clear that the activities for availability (such as managing security for remote access) consider the appropriateness and effectiveness of the methods. Fully deployed processes to address data management may enable GG to provide access while mitigating associated risks.
* a(1) It is not clear how GG systematically uses the activities listed in Figure 4.2-1 to manage organizational knowledge to ensure the accuracy and validity, integrity and reliability, and currency of data and information. A well-ordered, repeatable approach may allow GG to use knowledge to drive improvements and reduce the impact of the challenge of workforce retention.
* b(2,3) It is unclear how GG identifies best practices to share across the organization and embed learning into how it operates, or how it uses knowledge and resources to embed learning in how it operates. For example, the process for using the activities described in Figure 4.2-3 (e.g., Learning Communities, unit huddles, and synthesis of data) to share best practices and embed learning is not evident. It is also not evident how GG identifies high-performing organizational units or operations or identifies best practices within these. A systematic approach to identify and share best practices may help promote organizational learning, accelerating innovation.
* a,b It is unclear if the various information and knowledge management approaches enumerated by GG have undergone systematic cycles of improvement. For example, it is not evident that many of the activities listed, such as websites or listening methods to collect and communicate data and information, as well as approaches around data and information quality, have been reviewed for opportunities to improve. Systematically evaluating and improving these approaches may allow GG to focus limited resources on high-priority opportunities for improvement in managing the flow of information and knowledge to and from all stakeholders.

**Category 5 Workforce**

**5.1 Workforce Environment**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a(1) GG’s effective, systematic approach to assessing workforce capability and capacity may assist with the organization’s seasonal workload demands and mitigate the strategic challenge of workforce retention. Senior leaders use elements of the Performance Evaluation System (PES) to develop the yearly Training Matrix, identifying needed skills, competencies, and certifications. To assess capacity needs, directors match time studies to workflow and job descriptions, and a Work Assessment–Job Profile is begun.
* a(2) Human Resources (HR) personnel and department directors collaborate to implement systematic hiring and placement of new workforce members. This process begins with approved personnel requisitions in HR. Candidates complete a Work Assessment Job Profile, and interviews with the director and members of the department include behavioral interview questions to ensure a cultural fit. Diversity is based on community connections and involvement, associate referrals, and U.S. Equal Employment Opportunity Commission (EEOC) guidelines. This process leverages GG’s talent development core competency and may mitigate its strategic challenge of technical associate retention.
* a(3) Approaches to preparing for changing capacity and capability needs provide flexibility to adapt to both increases and decreases. Methods include analysis of knowledge, skills, and abilities (KSAs); education; and workforce and manpower planning. Assessment of KSAs allows associates to fill one-up or one-down positions in the value stream, while manpower planning involves creating staffing plans based on three-month operations projections and the use of temporary and contingency staffing. Associates are trained in concepts of change leadership and cross-trained for different roles.
* b Demonstrating its value of “respect others” and supporting associate engagement, GG has a systematic approach for ensuring a positive workforce climate. It provides health assessments and screenings, flu shots, a reimbursable fitness center, and wellness coaching. Security is ensured through automated security devices for entrances, entry badges, and surveillance systems. Performance measures for the workplace environment include the percentage of buildings with engineered access methods and workforce affirmation of workplace health. Other benefits include a 401(k) plan, health insurance, safety shoe reimbursement, and tuition reimbursement.

OPPORTUNITIES FOR IMPROVEMENT

* a(4) In GG’s organization and management of its workforce, it is not clear how the use of value streams aligns with the organization’s departments (as indicated in the Organizational Profile); nor is alignment evident between associate performance management via the PES and the use of the training matrix to accomplish GG’s work. An approach incorporating and clarifying all work accomplishment factors may help GG ensure that it is leveraging its core competencies and exceeding customer expectations.
* b(1) For GG’s different workplace environments, differences between environmental factors and related performance measures are not evident. For example, there is no mention of addressing OSHA compliance or maintaining air quality (Figure P.1-7) differently in different areas of the facility, such as the shop floor, shipping/receiving, or office areas. In addition, s health or security distinctions are not apparent for different workplace environments or workforce segments, such as temporary workers (Figure P.1-5). Consideration of varying workplace environments may help GG provide a healthy work environment for all associates while effectively managing organizational resources.
* a(2) A systematic approach for retention of new workforce members, including temporary workers, is not evident; no process is described for step 1.12 of the hiring process, which notes meeting satisfaction and engagement requirements as the organization’s means of workforce retention. A systematic approach in this area may assist GG in mitigating the strategic challenge of technical associate retention and meeting the strategic objective of enhancing associate engagement.

**5.2 Workforce Engagement**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* **b(1) The learning and development system, part of the Associate Empowerment Model and the Talent Management Cycle, supports the needs of GG and the personal development of associates. Needs are identified during performance reviews, and departments have their own training budgets to allow for individualized approaches. The learning system emphasizes a customer focus through SQDCPME; reinforcement occurs through mentoring, audits, retraining, and coaching. The overall approach supports the core competency of talent development.**
* a(1) Focusing on a high-performing workforce may leverage the organization’s core competency of relationship building, further enhancing both a business and workforce competitive edge. GG creates a culture of open communication through senor leaders’ Gemba walks, among other communication methods. Continuous improvement teams use the Stakeholder Analysis Process, incorporating cross-functional problem-solving models such as Lean Six Sigma, Whiteboards, and 5 Whys. High-performance work is fostered through the Annual Review Process, which uses metrics, growth plans, and training and aligns with the SQDCPME strategic objective anchors.
* a(4) GG’s Performance Evaluation System supports high performance and workforce engagement through associate goals, performance improvement, a reward system, and demonstration of competence in regard to the organization’s core values. Merit increases are based on goal achievement, demonstration of core values, innovation and risk taking, and showing a customer and business focus. A 2017 change resulted in automation to facilitate more meaningful performance discussions. This approach supports the core competency of talent development and the engagement factors related to rewards and recognition.
* a(2,3) GG uses a combination of surveys, focus groups, and other measures in its integrated approach for associate engagement that is used across the workforce. Both informal and formal means are used to determine engagement drivers and to assess workforce engagement, including surveys, training effectiveness summaries, turnover results, and performance metrics. In 2015, focus groups with standard questions across all workforce segments were added. Focus group results are analyzed along with survey results to validate findings. Other engagement measures include retention, training hours, exit interviews, and days without a lost-time claim; these metrics support the areas of safety and productivity.

OPPORTUNITIES FOR IMPROVEMENT

* a(2,3) It is not clear how methods and measures GG uses to assess and determine workforce engagement drivers differ across workforce groups. For example, GG does not describe how the varying key workforce engagement factors (Figure P.1-6) were determined for temporary, hourly, and salaried associates. Further, it is not clear how GG determines differences in drivers of workforce engagement across segments, such as category, age, or tenure. Varying methods across workforce segments may assist GG in ensuring that it uses associate engagement resources most effectively and efficiently.
* b(1) It is unclear how the learning and development system supports innovation or addresses strategic challenges and achievement of action plans. Further, there is no indication of learning specifically devoted to meeting the developmental needs of managers and leaders (18% of the workforce) or of the temporary workers (5% of the workforce). Inclusion of all key elements in the approach to the learning and development system may assist GG in meeting the key workforce engagement drivers of skills development training, cross-training, and leadership training and help the organization achieve a high-performance work environment.

**Category 6 Operations**

**6.1 Work Processes**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a(1,2) Attention to designing products and work processes and determining their requirements, along with measuring progress toward meeting these requirements, enables GG to build quality products and brand awareness. Processes include the parent organization’s blueprint and GG’s own VOC processes. Key work process requirements (Figure 6.1-2) include such elements as cycle counts, quality, defects, and safety audits.
* b(3) The use of SIPOC (suppliers, inputs, process, outputs, customers) mapping to evaluate and improve work processes establishes “critical-to-quality” key performance indicators, which may help GG achieve its goal of being the best in the world. Processes are tracked using the visual management tools of electronic tracking displays throughout the plant, as well as a “big room” with displays. Numerous Lean and Six Sigma tools, as well as ISO standards, are used to facilitate improvement (Figure 6.1-4).
* c GG manages its supply chain through systematic selection, measurement, evaluation, and feedback, which support its goals and the goals of its suppliers. Suppliers are selected through a five-step process (Figure 6.1-5). Supplier scorecards and evaluation of results are shared at monthly meetings, and the electronic GATE portal provides opportunities for feedback. A cycle of learning in 2015 added additional performance measures.

OPPORTUNITIES FOR IMPROVEMENT

* b(1) It is not clear how the operation of work processes ensures that they meet key process requirements. For example, it is not clear how the in-process measures in Figure 6.1-2 relate to product end-quality or that processes are deployed to the workforce members for evaluation and quality control of their own work. Attention to these areas may help GG address its critical success factors of improved first-time quality and on-time delivery to dealers.
* b(2) It is unclear how GG determines its key support processes and their requirements or how the daily operation of these support processes ensures that they meet requirements. For example, no measures are presented for the requirements shown in Figure 6.1-3. A systematic approach in this area may enable GG to ensure coordinated and integrated activities to support the production and delivery of its products.
* d It is not clear how GG prioritizes opportunities for innovation, such as how GG determines whether a strategic opportunity is an intelligent risk to pursue and how financial and other resources are made available. A systematic approach in this area may reveal opportunities to reallocate resources to address other competitive needs or further develop innovations that are successful.
* a(3) It is not evident that GG considers customer value and the potential need for agility in the design of new products and processes. Attention to these areas may help GG address changes in its competitive environment, such as competitors’ ability to quickly copy new features.

**6.2 Operational Effectiveness**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5a, Process Scoring Guidelines.)

STRENGTHS

* a GG’s DMAIC (Define, Measure, Analyze, Improve and Control) methodology provides numerous opportunities to incorporate cycle time, prevention of defects and rework, and minimization of costs, as well as other effectiveness and efficiency opportunities. For example, during the “Define” phase, GG uses VSMs to identify not only the overall process but also subprocesses, allowing the identification of tombstones that provide insight into cycle-time and productivity opportunities. The “Analyze” phase utilizes Poka-Yoke for error proofing; and the “Improve” phase, using Lean tools, allows the identification of muda, inconsistencies, and bottlenecks.
* b(1) An array of approaches ensures the reliability of information systems. Reliability is embedded in the approaches for protecting information systems and assets. The approaches include security policies (addressing purpose, scope, roles, responsibilities, management commitment, and coordination among organizational entities); processes; and procedures. In addition, response plans address incident response and business continuity, incident and disaster recovery, and a vulnerability management plan.
* b(2) GG’s multiple approaches to ensure the security and cybersecurity of data and information may help the organization avoid operational failures and potential legal issues. Following the DMAIC model and centered around the NIST Cybersecurity Framework (Figure 6.2-3), the approach included more formalized roles in 2017. Processes include automated patch deployments, encryption, data loss prevention, and current antispyware software. Policies include specific life cycles for systems, control processes, backups, and response plans. The system is ISO/IEC 27001-compliant.

OPPORTUNITIES FOR IMPROVEMENT

* a GG’s approaches to control the overall costs of its operations do not appear to be integrated with other work processes and units. For example, it is not clear how GG’s process efficiency and effectiveness approaches control costs at the organizational level while addressing the requirements, expectations, and perspectives of its customers and other key stakeholders. Achieving this balance may help GG maintain its engagement with its customers and continue its growth in the marketplace.
* c(2) The Disaster and Emergency Plan does not appear to include processes for prevention, continuity, and recovery. For example, GG describes helping others recover from hurricanes but does not address its own recovery. Furthermore, the plan appears to depend primarily on appropriate relationships among the workforce, suppliers, and partners to ensure implementation. Given the dependence of GG on its suppliers and partners, it may be important to ensure that they have similar processes to effectively provide for their business continuity.
* c(1) It is not clear how safety training, inspections, and other processes are effectively deployed to different work groups and work environments, such as the temporary workers who represent 5% of the workforce. Ensuring that all workers are aware of and compliant with safety standards may help GG take advantage of its strategic opportunity to enhance the content/scope of its safety system.
* a,b,c GG gives limited evidence of cycles of evaluation and improvement for its approaches to controlling overall costs, ensuring the reliability of information systems, or ensuring safety and emergency preparedness. For example, there are no examples of learning from the drills that are conducted. Evaluating and improving these approaches through GG’s performance improvement system may increase their effectiveness.

**Category 7 Results**

* 1. **Product and Process Results**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

* **a GG demonstrates good-to-excellent, sustained levels and beneficial trends in most key customer-focused product and service results. For example, On-Time Delivery to Dealers (Figure 7.1-1) increased in both customer segments over four years, with the commercial segment close to 100% in 2017. For Production to Schedule (Figure 7.1-4), all segments of the value stream improved over the same period, with assembly sustained at over 98%. Produced units (Figure 7.1-5) increased from just over 40,000 to 55,000 over five years. In addition, results for areas of importance to customers, such as Things Gone Wrong (TGW) per 100 units (Figure 7.1-9) and Warranty Cost per Unit (Figure 7.2-1), improved over the periods shown.**
* a Some results for product performance exceed the comparisons shown, potentially enhancing efforts to address the strategic challenge of offshore competition. For example, On-Time Delivery to Dealers (Figure 7.1-1), First-Time Quality by Product (Figure 7.1-7), and Things Gone Wrong per 100 Units (Figure 7.1-9) all show that GG is the top-performing Gateway division, with delivery and quality results both exceeding the Industry Week Best Plants comparison.
* b(2) High performance in safety and workforce participation in safety and emergency preparedness demonstrates progress toward the strategic goals of zero safety incidents and being the safest place to work. Results for OSHA Recordables and Days Away from Work Rate (Figures 7.3-1 and 7.3-2) are outperforming the BLS top quartile. Also, performance results for audits (Figure 7.1-21) show minimal findings over five years and zero findings in the past two years. In addition to consistent participation in related training and drills (Figure 7.1-22), Safety System (Figure 7.1-23) shows beneficial trends, with three of six measures reaching 100% in 2017.

OPPORTUNITIES FOR IMPROVEMENT

1. **a,b,c Results are missing for some key product and process results, such as those for some customer requirements (safety, reliability, and quality of cut) and results reflecting measures of the control and improvement of key work processes (Figure 6.1-2). In addition, results are not reported for design quality measures (6.1a[1]), such as time for the design of new mowers or for key support processes (e.g., maintenance). Also missing are results for supply-chain management (including CEVA) and the operational performance of the innovation process. Tracking and analyzing such results may assist GG in addressing its offshore competition challenge.**
2. **a,b Most product/service and process results lack relevant comparative information. These include key product and service results (e.g., Figures 7-1.3 through 7.1-5, 7.1-10, and 7.1-11); work process effectiveness results (e.g., Figures 7.1-17 and 7.1-18); and supply-chain management results (e.g., Figure 7.1-27). Considering GG’s highly competitive market, the additional use and analysis of comparative data and information from sister divisions and external data may reveal areas of opportunity to address competitive and market pressures.**
   1. **Customer Results**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

* a(1) GG demonstrates good levels and sustained beneficial trends in customer satisfaction. Complaints seen as resolved satisfactorily have risen since 2013 (by over 10 percentage points for commercial customers and nearly 5 percentage points for household customers; Figures 7.2-3a and 7.2-3b), with only 39 complaints/concerns for about 56,000 units produced (Figure 7.1-5). Complaints vs. Compliments (Figure 7.2-2) also shows a sustained beneficial trend, as do GG’s results for meeting customer expectations (Figures 7.2-4 and 7.2-5). Continued high levels of customer satisfaction may help mitigate the challenge of offshore competition.
* a(2) Customer engagement results show overall beneficial trends and good-to-excellent levels. For example, Net Promoter Scores (Figure 7.2-8) demonstrate good levels and have increased over three years for commercial and household customers. Additionally, customer referral results (Figures 7.2-6 and 7.2-7) show beneficial trends for repeat customers and those referred by end-users. Sustained improvement in customer engagement may assist GG in continuing to build its market share.

OPPORTUNITIES FOR IMPROVEMENT

* **a Many key customer satisfaction and engagement results are missing. These include results related to meeting market requirements (Figure 6.1-2) and customers’ key requirements/expectations (Figure P.1-8). Satisfaction results related to Listening Methods (Figure 3.1-1) for dealers and end- users, such as results related to dealer council input and the Customer Life Cycle (Figure 3.1-2) are also not evident. Additionally, no results were provided regarding customer dissatisfaction. Such results may enhance GG’s ability to assess its situation in its highly competitive market.**
* a Relevant comparative information is missing for most of GG’s customer satisfaction results figures presented. Additional comparative data for customer satisfaction, such as comparisons with sister divisions as well as the external benchmarks cited in the Organizational Profile, may enable GG to identify areas of strength and opportunities for improvement as input to decisions on resource allocation and to mitigate the strategic challenge of offshore competition.
* a Some customer-focused results lack segmentation by GG’s identified products or customer groups. For example, satisfaction results are not presented for the Putting Green product line, which represents 20% of sales and is a higher-priced offering. In addition, Figure 7.2-1, Warranty Cost per Unit, and Figure 7.2-2, Complaints vs. Compliments, are not segmented by product line, customer type, or stage in the customer life cycle. Segmenting customer-focused results in this way may provide insight into opportunities for supporting the strategic advantage of brand awareness and mitigating the offshore competition challenge.
  1. **Workforce Results**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

* **a(4) Most measures of workforce development show good-to-excellent levels and beneficial trends, supporting a key engagement factor and thus efforts to mitigate the strategic challenge of workforce retention. Training Hours per Associate (Figure   
  7.3-12) increased overall by nearly 25%, Degree Completion (Figure 7.3-13) increased cumulatively over three years, and an increasing percentage of salaried staff members have been trained in Lean Six Sigma (Figure 7.3-14), exceeding benchmark levels.**
* a(1) Some measures of workforce capability show good levels and beneficial trends. For example, GG reports good levels and beneficial trends over five years for cross-training to address capability and sustainability (Figure 7.3-3), with the rate of cross-training in one or more areas increasing overall and in each of three workforce segments. Also, associates’ relative maturity in performing processes for which they are cross-trained improved from 2013 to 2017, with higher levels of “accomplished” and “master” in 2017.
* a(3) Good levels and beneficial trends in key workforce engagement measures may indicate the success of GG’s associate engagement and involvement processes and the establishment of a high-performance culture. For example, results for five key drivers of engagement each demonstrate improvement over three years (Figure 7.3-11). Voluntary and involuntary turnover rates (Figure 7.3-9) show beneficial trends over the past five years, with no involuntary turnover in three of the five years. Turnover and absence rates (Figure 7.3-10) are better than the Society for Human Resources Management (SHRM) top quartile.
* a(2) Some highly beneficial workforce climate results may help GG improve productivity and reduce costs. Workforce satisfaction with workplace security and accessibility environmental factors is at the top-decile level (100%; Figure 7.3-8). In addition, GG has maintained zero days away from work for four of the past five years.

OPPORTUNITIES FOR IMPROVEMENT

* **a Many results related to key workforce-focused approaches are missing. For example, there are no results for the temporary workforce or for the key engagement factor of Learning Communities (other than return on investment; Figure 7.1-19). Nor are there results indicating the outcomes of training/development, results for satisfaction with training, or results demonstrating training effectiveness or efficiency; also missing are results for the environmental factors shown in Figure 5.1-3 and for some of the measures referenced in 5.2a(2), for example, productivity, increased productivity, achievement of performance metrics, and days without a lost-time claim. Measuring and monitoring such measures may assist GG’s leaders in ensuring workforce engagement and help mitigate the strategic challenge of associate retention.**
* a Many results do not present data by workforce segments noted as important by GG. For example, none of the results in this item are segmented by the diversity of the workforce (Figure P.1-5), other than by hourly, salaried, and management associates. Additionally, there are no results for temporary workforce members, who represent 5% of the total. Tracking results for these important segments may assist GG in addressing specific considerations of the various group elements and possibly increase retention or engagement.
* a Some workforce-focused results (e.g., Figure 7.3-5, Turnover Fill; Figure 7.3-8, Workforce Climate; and Figure 7.3-11, Associate Engagement) do not include relevant comparative data. The use of comparisons, such as with sister divisions, may help GG identify potential best practices as well as opportunities for improvement, or, for turnover fill, may signal when a change in workforce plans may be necessary to be able to react to external factors.
  1. **Leadership and Governance Results**

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

* **a(1,2) GG demonstrates good levels and beneficial trends in its leadership and governance results, supporting its core values of “be proud” and “lead.” For example, all three aspects of associates’ and dealers’ perception of leadership (Figure 7.4-1) improved from 2013 to 2017, and associates’ perception of governance accountability improved from 90% in 2013 to 94% in 2017 (Figure 7.4-2). Additionally, GG reports no external or internal fiscal accountability findings for the five years reported (Figure 7.4-2).**
* a(3,4,5) Legal, ethical, and regulatory results show good-to-excellent levels and sustained beneficial trends. For example, GG reports 100% compliance and no violations for seven regulatory measures (Figure 7.4-3); reports that there were no ethical breaches from 2013 through 2017 (Figure 7.4-4); and shows trends that are beneficial for stakeholder trust (Figure 7.4-4). In addition, community support has been stable over a five-year period (Figures 7.4-5 and 7.4-6). Continued high performance in these areas supports GG’s core values.
* a(5),b Results for achievement of organizational strategy and action plans demonstrate beneficial trends. For example, Operator/Repair Concept Preparation (Figure 7.4-8) shows beneficial trends from 2014 to 2016 for each of the four aspects shown, of which three achieved 100% in 2016. Similarly, results for Operator/Repair Task Implementation (Figure 7.4-9) improved from 2015 to 2017. Recycling also shows beneficial trends (Figures 7.1-16 through 7.1-18). Sustained beneficial trends in results for accomplishing GG’s action plans may help further engage the workforce in progressing toward GG’s vision.

OPPORTUNITIES FOR IMPROVEMENT

* **a Results are not presented for many measures related to leadership, governance, and societal responsibility. Examples are the five accountability measures described in 1.2a(1) and leaders’ communication methods (Figure 1.1-2). Results are also limited or missing for measures of building and strengthening core competencies, managing risk, and taking intelligent risk. Tracking such results may help GG identify areas of strength and opportunities for improvement in leadership effectiveness.**
* a(1,5) GG does not segment its results for leader communication and engagement (Figure 7.4-1) and Stakeholder Trust (Figure 7.4-4) by associates and dealers or by organizational unit. Such segmentation may reveal how results differ across customer groups and organizational units and enable GG to identify actionable information that is not apparent in aggregate data.

* 1. **Financial and Market Results**

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Results Scoring Guidelines.)

STRENGTHS

* a(1) GG demonstrates sustained beneficial trends in measures of its margins, net profit, and gross revenue. A decrease in the percentage of direct materials used (Figure 7.5-1) has contributed to margin growth since 2013 in both percentages and dollars (Figures 7.5-3 and 7.5-4), as well as gains in net profits (Figure 7.5-7). Gross revenue (Figure 7.5-4) shows annual increases totaling over 40%, from $250 million in 2013 to $360 million in 2017, which may indicate the organization’s longer-term sustainability.
* a(2) Relative market share results (Figure 7.5-8) demonstrate good-to-excellent levels and beneficial trends since 2013 in each of GG’s main product lines, with homestead, commercial, and Putting Greens at 28%, 54%, and 72%, respectively. These gains demonstrate GG’s strategic growth, especially in the higher-priced Putting Greens and commercial product lines.

OPPORTUNITIES FOR IMPROVEMENT

* **a Many expected results for financial viability are missing. For example, results for department expenses, planned vs. actual (referenced in Figure 6.1-2) are not presented. Results are limited for the return on investment of the Lean and Learning Communities improvement initiatives. Additional results for financial viability (such as liquidity, debt-to-equity ratio, days cash on hand, and asset utilization) may help leaders better assess GG’s financial position.**
* **a Comparisons are not provided for any financial results. The use of comparative information, such as external benchmarks, goals established, or the performance of sister divisions may help guide resource allocation decisions for improvement and to address the challenge of offshore competition.**
* a Most financial and market results are not segmented by GG’s commercial and household markets or by its three main product lines. Additional segmentation, such as the segmented evaluation of the relative cost of goods sold, may allow GG to identify opportunities for improvement that may be concealed by aggregate analysis.

**APPENDIX A**

The spider, or radar, chart that follows depicts your organization’s performance as represented by scores for each item. This performance is presented in contrast to the median scores for all 2018 applicants at Consensus Review. You will note that each ring of the chart corresponds to a scoring range.

Each point in red represents the scoring range your organization achieved for the corresponding item. The points in blue represent the median scoring ranges for all 2018 applicants at Consensus Review. Seeing where your performance is similar or dissimilar to the median of all applicants may help you initially determine or prioritize areas for improvement efforts and strengths to leverage.

[Insert spider graph here]

**APPENDIX B**

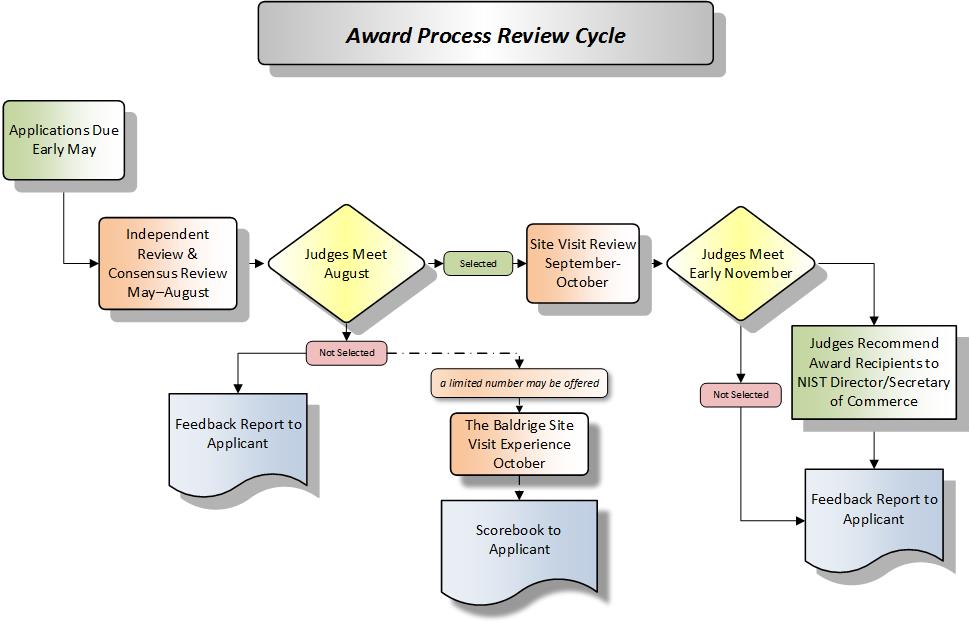
By submitting a Baldrige Award application, you have differentiated yourself from most U.S. organizations. The Board of Examiners has evaluated your application for the Malcolm Baldrige National Quality Award. Strict confidentiality is observed at all times and in every aspect of the application review and feedback.

This feedback report contains the examiners’ findings, including a summary of the key themes of the evaluation, a detailed listing of strengths and opportunities for improvement, and scoring information. Background information on the examination process is provided below.

**APPLICATION REVIEW**

**Independent Review**

Following receipt of the award applications, the award process review cycle (shown in Figure 1) begins with Independent Review, in which members of the Board of Examiners are assigned to each of the applications. Examiners are assigned based on their areas of expertise and with attention to avoiding potential conflicts of interest. Each application is evaluated independently by the examiners, who write observations relating to the scoring system described beginning on page 31 of the *2017–2018 Baldrige Excellence Framework*.



**Figure 1—Award Process Review Cycle**

**Consensus Review**

In Consensus Review (see Figure 2), a team of examiners, led by a senior examiner or alumnus, conducts a series of reviews, first managed virtually through a secure database called BOSS and eventually concluded through a focused conference call. The purpose of this series of reviews is for the team to reach consensus on comments and scores that capture the team’s collective view of the applicant’s strengths and opportunities for improvement. The team documents its comments and scores in a Consensus Scorebook.

|  |  |  |  |
| --- | --- | --- | --- |
| **Step 1**  **Consensus Planning**   * Clarify the timeline for the team to complete its work. * Assign category/item discussion leaders. * Discuss key business/ organization factors. | **Step 2**  **Consensus Review in BOSS**   * Review all Independent Review evaluations—draft consensus comments and propose scores. * Develop comments and scores for the team to review. * Address feedback, incorporate inputs, and propose a resolution of differences on each worksheet. * Review updated comments and scores. | **Step 3**  **Consensus Call**   * Discuss comments, scores, and all key themes. * Achieve consensus on comments and scores. | **Step 4**  **Post–Consensus–Call Activities**   * Revise comments and scores to reflect consensus decisions. * Prepare final Consensus Scorebook. * Prepare feedback report. |

**Figure 2—Consensus Review**

**Site Visit Review**

After Consensus Review, the Judges Panel of the Malcolm Baldrige National Quality Award selects applicants to receive site visits based on the scoring profiles. If an applicant is not selected for Site Visit Review, the final Consensus Scorebook receives a technical review by a highly experienced examiner and becomes the feedback report, or the applicant may have the option to choose to receive a Baldrige Site Visit Experience.

The Baldrige Site Visit Experience is a new offering in which a team of examiners conducts a site visit and, while still on-site and face-to-face, can share with the organization’s leaders evidence collected on-site and its impact on scoring, high-level takeaways, and other insights gleaned. Organizations that receive the Baldrige Site Visit Experience are no longer in contention for that year’s Baldrige Award.

Site visits are conducted for the highest-scoring applicants to clarify any uncertainty or confusion the examiners may have regarding the written application and to verify that the information in the application is correct (see Figure 3 for the Site Visit Review process). After the site visit, the team of examiners prepares a final Site Visit Scorebook.

|  |  |  |
| --- | --- | --- |
| **Step 1**  **Team Preparation**   * Review consensus findings. * Develop site visit issues. * Plan site visit. | **Step 2**  **Site Visit**   * Make/receive presentations. * Conduct interviews. * Record observations. * Review documents. | **Step 3**  **Post–Site–Visit Activities**   * Resolve issues. * Summarize findings. * Finalize comments. * Prepare final Site Visit Scorebook. * Prepare feedback report. |

**Figure 3—Site Visit Review**

Applications, Consensus Scorebooks, and Site Visit Scorebooks for all applicants receiving site visits are forwarded to the Judges Panel for review (see Figure 4). The judges recommend which applicants should receive the Baldrige Award and identify any non-award recipient organizations demonstrating one or more Category Best Practices. The judges discuss applications in each of the six award sectors separately, and then they vote to keep or eliminate each applicant. Next, the judges decide whether each of the top applicants should be recommended as an award recipient based on an “absolute” standard: the overall excellence of the applicant and the appropriateness of the applicant as a national role model. For each organization not recommended to receive the Baldrige Award, the judges have further discussion to determine if the organization demonstrates any Category Best Practices. The process is repeated for each award sector.

|  |  |  |
| --- | --- | --- |
| **Step 1**  **Judges Panel Review**   * Applications * Consensus Scorebooks * Site Visit Scorebooks | **Step 2**  **Evaluation by Category**   * Manufacturing * Service * Small business * Education * Health care * Nonprofit | **Step 3**  **Assessment of Top Organizations**   * Overall strengths/ opportunities for improvement * Appropriateness as national model of performance excellence |

**Figure 4—Judges’ Review**

Judges do not participate in discussions or vote on applications from organizations in which they have a competing or conflicting interest or in which they have a private or special interest, such as an employment or a client relationship, a financial interest, or a personal or family relationship. All conflicts are reviewed and discussed so that judges are aware of their own and others’ limitations on access to information and participation in discussions and voting.

Following the judges’ review and recommendation of award recipients, the Site Visit Review team leader edits the final Site Visit Scorebook, which becomes the feedback report.

**SCORING**

The scoring system used to score each item is designed to differentiate the applicants in the various stages of review and to facilitate feedback. As seen in the Process Scoring Guidelines and Results Scoring Guidelines (Figures 5a and 5b, respectively), the scoring of responses to Criteria items is based on two evaluation dimensions: process and results. The four factors used to evaluate process (categories 1–6) are approach (A), deployment (D), learning (L), and integration (I), and the four factors used to evaluate results (items 7.1–7.5) are levels (Le), trends (T), comparisons (C), and integration (I).

In the feedback report, the applicant receives a percentage range score for each item. The range is based on the scoring guidelines, which describe the characteristics typically associated with specific percentage ranges.

As shown in Figures 6a and 6b, the applicant’s overall scores for process items and results items each fall into one of eight scoring bands. Each band score has a corresponding descriptor of attributes associated with that band. Figures 6a and 6b show the percentage of applicants scoring in each band at Consensus Review.

|  |  |
| --- | --- |
| **SCORE** | **DESCRIPTION** |
| **0% or 5%** | * No systematic approach to item requirements is evident; information is anecdotal. (A) * Little or no deployment of any systematic approach is evident. (D) * An improvement orientation is not evident; improvement is achieved by reacting  to problems. (L) * No organizational alignment is evident; individual areas or work units operate independently. (I) |
| **10%, 15%,  20%, or 25%** | * The beginning of a systematic approach to the basic requirements of the item is evident. (A) * The approach is in the early stages of deployment in most areas or work units, inhibiting  progress in achieving the basic requirements of the item. (D) * Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) * The approach is aligned with other areas or work units largely through joint problem solving. (I) |
| **30%, 35%,  40%, or 45%** | * An effective, systematic approach, responsive to the basic requirements of the item, is  evident. (A) * The approach is deployed, although some areas or work units are in early stages of  deployment. (D) * The beginning of a systematic approach to evaluation and improvement of key processes is evident. (L) * The approach is in the early stages of alignment with the basic organizational needs identified in response to the Organizational Profile and other process items. (I) |
| **50%, 55%,  60%, or 65%** | * An effective, systematic approach, responsive to the overall requirements of the item, is evident. (A) * The approach is well deployed, although deployment may vary in some areas or work units. (D) * A fact-based, systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness of key processes. (L) * The approach is aligned with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I) |
| **70%, 75%,  80%, or 85%** | * An effective, systematic approach, responsive to multiple requirements in the item, is evident. (A) * The approach is well deployed, with no significant gaps. (D) * Fact-based, systematic evaluation and improvement and organizational learning, including innovation, are key management tools; there is clear evidence of refinement as a result of organizational-level analysis and sharing. (L) * The approach is integrated with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) |
| **90%, 95%, or 100%** | * An effective, systematic approach, fully responsive to the multiple requirements of the item, is evident. (A) * The approach is fully deployed without significant weaknesses or gaps in any areas or work  units. (D) * Fact-based, systematic evaluation and improvement and organizational learning through innovation are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization. (L) * The approach is well integrated with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) |

**Figure 5a—Process Scoring Guidelines (For Use with Categories 1–6)**

|  |  |
| --- | --- |
| **SCORE** | **DESCRIPTION** |
| **0% or 5%** | * There are no organizational performance results, or the results reported are poor. (Le) * Trend data either are not reported or show mainly adverse trends. (T) * Comparative information is not reported. (C) * Results are not reported for any areas of importance to the accomplishment of your organization’s mission. (I) |
| **10%, 15%,  20%, or 25%** | * A few organizational performance results are reported, responsive to the basic requirements of the item, and early good performance levels are evident. (Le) * Some trend data are reported, with some adverse trends evident. (T) * Little or no comparative information is reported. (C) * Results are reported for a few areas of importance to the accomplishment of your organization’s mission. (I) |
| **30%, 35%,  40%, or 45%** | * Good organizational performance levels are reported, responsive to the basic requirements of the item. (Le) * Some trend data are reported, and most of the trends presented are beneficial. (T) * Early stages of obtaining comparative information are evident. (C) * Results are reported for many areas of importance to the accomplishment of your organization’s mission. (I) |
| **50%, 55%,  60%, or 65%** | * Good organizational performance levels are reported, responsive to the overall requirements of the item. (Le) * Beneficial trends are evident in areas of importance to the accomplishment of your organization’s mission. (T) * Some current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of good relative performance. (C) * Organizational performance results are reported for most key customer, market, and process requirements. (I) |
| **70%, 75%,  80%, or 85%** | * Good-to-excellent organizational performance levels are reported, responsive to multiple requirements in the item. (Le) * Beneficial trends have been sustained over time in most areas of importance to the accomplishment of your organization’s mission. (T) * Many to most trends and current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of leadership and very good relative performance. (C) * Organizational performance results are reported for most key customer, market, process, and action plan requirements. (I) |
| **90%, 95%,  or 100%** | * Excellent organizational performance levels are reported that are fully responsive to the multiple requirements of the item. (Le) * Beneficial trends have been sustained over time in all areas of importance to the accomplishment of your organization’s mission. (T) * Industry and benchmark leadership is demonstrated in many areas. (C) * Organizational performance results and projections are reported for most key customer, market, process, and action plan requirements. (I) |

**Figure 5b—Results Scoring Guidelines (For Use with Category 7)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Band**  **Score** | **Band**  **Number** | **% Applicants in Band1** | **PROCESS Scoring Band Descriptors** |
| 0–150 | 1 |  | The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation. |
| 151–200 | 2 |  | The organization demonstrates effective, systematic approaches responsive to the basic requirements of the Criteria, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking. |
| 201–260 | 3 |  | The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved. |
| 261–320 | 4 |  | The organization demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs. |
| 321–370 | 5 |  | The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including some innovation, that result in improving the effectiveness and efficiency of key processes. |
| 371–430 | 6 |  | The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria. These approaches are characterized by the use of key measures, good deployment, and evidence of innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and integration of approaches with current and future organizational needs is evident. |
| 431–480 | 7 |  | The organization demonstrates refined approaches responsive to the multiple requirements of most Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. Good-to-excellent integration is evident, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies. |
| 481–550 | 8 |  | The organization demonstrates outstanding approaches focused on innovation. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive. |

1 Percentages are based on scores from the Consensus Review.

**Figure 6a–Process Scoring Band Descriptors**

|  |  |  |  |
| --- | --- | --- | --- |
| **Figure 6a—Band**  **Score** | **Band**  **Number** | **% Applicants in Band1** | **RESULTS Scoring Band Descriptors** |
| 0–125 | 1 |  | A few results are reported responsive to the basic Criteria requirements, but they generally lack trend and comparative data. |
| 126–170 | 2 |  | Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization’s mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages. |
| 171–210 | 3 |  | Results address areas of importance to the basic Criteria requirements and accomplishment of the organization’s mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident. |
| 211–255 | 4 |  | Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria requirements and the accomplishment of the organization’s mission. |
| 256–300 | 5 |  | Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Beneficial trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization’s mission. |
| 301–345 | 6 |  | Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria requirements and the accomplishment of the organization’s mission, and the organization is an industry2 leader in some results areas. |
| 346–390 | 7 |  | Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry2 leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization’s mission. |
| 391–450 | 8 |  | Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria requirements and the accomplishment of the organization’s mission. |

1 Percentages are based on scores from the Consensus Review.

2 “Industry” refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.

**Figure 6b—Results Scoring Band Descriptors**

**2018 BALDRIGE AWARD APPLICANTS**

|  |  |  |
| --- | --- | --- |
| **Sector** | **Total Number of Award Applications** | **Number of Award Applicants Recommended for Site Visit** |
| Health Care | 14 |  |
| Nonprofit | 5 |  |
| Education | 5 |  |
| Business–Small Business | 3 |  |
| Business–Service | 0 |  |
| Business–Manufacturing | 0 |  |
| **Total** | **27** |  |

**BALDRIGE AWARD RECIPIENT CONTACT INFORMATION 1988–2017**Baldrige Award winners generously share information with numerous organizations from all sectors.   
To contact an award winner, please see <https://www.nist.gov/baldrige/award-recipients>, which includes links to contact information as well as profiles of the winners.

Baldrige Performance Excellence Program
Created by Congress in 1987, the Baldrige Program is
managed by the National Institute of Standards and
Technology (NIST), an agency of the U.S. Department
of Commerce. This unique public-private partnership
is dedicated to helping organizations improve their
performance and succeed in the global marketplace.
The program administers the Presidential Malcolm
Baldrige National Quality Award. In collaboration
with the greater Baldrige community, we address
critical national needs through
• a systems approach to achieving organizational
excellence;
• organizational self-assessment tools and analysis
of organizational strengths and opportunities for
improvement by a team of trained experts;
• training, executive education, conferences, and
workshops on proven best management practices
and on using the Baldrige Excellence Framework
to improve; and
• Baldrige-based approaches to cybersecurity risk
management and community excellence.
Foundation for the Malcolm Baldrige
National Quality Award
The mission of the Baldrige Foundation is to ensure
the long-term financial growth and viability of the
Baldrige Performance Excellence Program and to support
organizational performance excellence in the United States
and throughout the world. To learn more about the Baldrige
Foundation, see http://www.baldrigepe.org/foundation.
Alliance for Performance Excellence
The Alliance (http://www.baldrigepe.org/alliance) is a
national network of Baldrige-based organizations with a
mission to grow performance excellence in support of a
thriving Baldrige community. Members contribute nearly
300,000 volunteer hours and more than $30 million per
year in tools, resources, and expertise to assist organizations
on their journey to excellence. This includes annually
evaluating and recognizing over 1,000 organizations that
use the Baldrige Excellence Framework and serving as
the feeder system for the national Baldrige Award.
American Society for Quality
The American Society for Quality (ASQ; http://www.asq.org/)
assists in administering the award program under contract
to NIST. ASQ’s vision is to make quality a global priority, an
organizational imperative, and a personal ethic and, in the
process, to become the community for all who seek quality
concepts, technology, or tools to improve themselves and
their world.
For more information:
www.nist.gov/baldrige | 301.975.2036 | baldrige@nist.gov
CONNECT WITH BALDRIGE
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The ratio of the Baldrige Program’s benefits
for the U.S. economy to its costs is estimated
at 820 to 1.
106 Baldrige Award
winners serve as national
role models.
2010–
2016 award applicants represent
589,635 jobs,
2,815 work sites, over $147 billion in
revenue/budgets, and nearly 450 million
customers served.
366 Baldrige examiners volunteered
roughly $5.6 million in
services in 2016.
State Baldrige-based examiners
volunteered around $29 million in
services in 2015.