

Independent Review  
6-Step Evaluation Process

**Step 3 Supplemental  
Information:  
Examples of ADLI  
Maturity**




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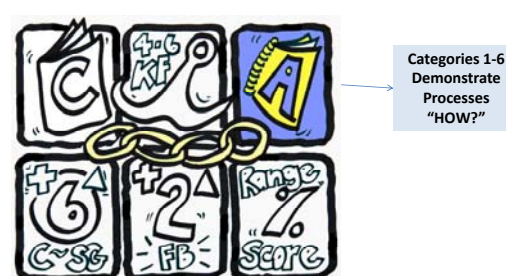
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Step 3: Analyze the Application Item




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Process Items:  
Evaluated by Four Factors

**ADLI**

- ▶ **Approach:** methods used to accomplish the processes
- ▶ **Deployment:** the *extent* to which the approach is applied
- ▶ **Learning:** *refinement* of approach through cycles of evaluation and improvement
- ▶ **Integration:** *extent of alignment* with organizational needs

For additional context and information, see "Scoring Dimensions" and Glossary definitions provided in the Baldrige Framework book

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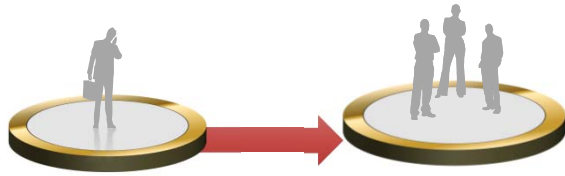
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### Approach Example: Basic Maturity (Item 3.1)

#### 3.1 Voice of the Customer: How do you obtain information from your customers? (40 pts.)

Customer Care Associates are assigned to each customer and touch base with them during and after the ordering process.




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### Approach Example: Overall Maturity

#### 3.1b(1) Overall Requirement: How do you determine customer satisfaction, dissatisfaction and engagement?

Customer Care Associates are assigned to each customer. They ask standard questions related to satisfaction / dissatisfaction after the fulfillment of each order. We also have an engagement survey which is randomly given to 10% of customers each quarter.




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### Example: 3.1b(1) Approach at the Multiple Requirements

#### b. Determination of CUSTOMER Satisfaction and ENGAGEMENT

(1) Satisfaction, Dissatisfaction, and ENGAGEMENT: HOW do you determine CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT? HOW do your determination methods differ among your CUSTOMER groups and market SEGMENTS, as appropriate? HOW do your measurements capture actionable information to use in exceeding your CUSTOMERS' expectations and securing your CUSTOMERS' ENGAGEMENT for the long term?

Customer Listening Methods		
Method	Customer Segment	Frequency
Focus Groups	All	Quarterly
Ordering Process	Current	Continuous
Social Media	All	Continuous
Conferences	All	Semiannual
Engagement Survey	Current	Quarterly
Market Research	All	Annual
Customer Meetings	Current	Annual
Complaints	Current	Continuous

All = Current, Potential, and Former Customers

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### Deployment Example: Item 1.1

**Item 1.1a(1): How Senior Leaders Deploy Vision and Values**

**Early Stage:**  
The mission, vision, and values are posted in the lobby and break room.



**Deployed:**  
Leaders discuss how key projects are supporting the mission and vision at quarterly employee forums. In addition, employee performance goals are aligned with the mission and the annual performance review includes a discussion of behaviors that reflect the core values.



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### Deployment Example: Item 1.1

Deployment of MVV	
Method	Stakeholder
Quarterly Employee Forums	Employees
Posted throughout facility	All
Performance Reviews	Employees
Code of Conduct	Employees; Board of Directors
Behavior Standards	Employees; Board of Directors; Suppliers
Supplier Contracts/ Meetings	Suppliers
Board of Directors Meetings	Board of Directors
Brochures	Customers; Community
Website & Social Media	Customers; Community
Community events	Community; Customers

**Well Deployed:** Multiple methods to deploy the mission, vision, and values to all stakeholders including customers, key communities and suppliers. Senior leaders include a review of the MVV at all internal and Board meetings to support decision making and identify examples of how the MVV is followed in presentations to the community and on monthly blog posts.

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### Examples of Learning: Item 6.2

Each time there is an injury report it is investigated and we correct the problem.

No Improvement  
Orientation,  
Reactive

Each time there is an injury report, the root cause is investigated. Everything related to that root cause is identified and addressed across the entire organization.

Early Stages

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### Examples of Learning: Item 6.2

The safety committee meets monthly to review safety measures and goals. As a result of these reviews we have improved our safety training for all employees in the following ways...

Systematic Approach



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### Examples of Alignment: Item 5.2

Organization considers teamwork a core competency and encourages teamwork – yet workforce performance is evaluated individually

Not Aligned

When a problem is discovered, cross-functional teams are formed to make improvements

Early Alignment; Joint Problem Solving

Cross-functional teams work on improvements that are prioritized based on achieving the mission and strategic goals

Aligned

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### Examples of Integration

Organizational performance measures do not align fully with the performance measures used in local, regional, and national balanced scorecards..

Not Integrated

Some evidence of systematic evaluation and refinement of several key leadership approaches that support operational excellence and enhance sustainability

Early Integration

All senior leadership reviews examine key organizational performance measures, identify areas for improvement, and implement improvements for all business units. Cycles of learning for review processes have been implemented in each of the last five years.

Integrated

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