"In 1733, James Edward Oglethorpe founded the State of Georgia and in doing so, sowed the seeds of international trade that would help our State become the global economic center that it is today. To remain competitive in the new economy, Georgia organizations must continually target excellence.

Many organizations throughout the State have used the Georgia Oglethorpe Criteria for Performance Excellence as a management model and have recognized great benefits. Achievement of the Georgia Oglethorpe Award is a true recognition of both a successful organization and a successful State."

Roy E. Barnes
Governor
State of Georgia

Congratulations to our
2000 Georgia Oglethorpe Award Recipient!

Small Industry – Manufacturing

Prestolite Wire Corporation
Tifton, Georgia

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Eligibility / Intent to Apply Form due — Monday, April 30, 2001
Application Form and Packages due — Friday, June 29, 2001
We are easy to reach. Ph: 404-651-8405.
E-Mail: goap@bellsouth.net • Web:http://www.georgiaoglethorpe.org

A GEORGIA OGLETHORPE THANKS!

Thank you to our Key Investors

- United Parcel Service, *Executive Sponsor,*
- BellSouth, and
- Georgia Power

for providing primary funding for the Georgia Oglethorpe Award Process, Inc. Through this initiative they are ***investing*** in Georgia's future.

Thank you to our Key Project Leaders

We want to thank the following individuals for their leadership in overseeing key projects during our 2000 cycle.

Membership / Conference Sponsorship / Sharing Tables
Lisa Dasinger, Total System Services, Inc.

Criteria Book Publication
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Board of Examiners Applications
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Board of Examiners Training Facility
Dr. Britt Watwood, Gwinnett Technical Institute

4th *Georgia Oglethorpe Annual Conference & Awards Banquet*
Elliot Price, Georgia Tech Economic Development Institute

Web Site Development
Watson D. Ramsey, Hardin Construction Company, LLC

GEORGIA OGLETHORPE AWARD PROCESS, INC.

Overview, Vision, Mission, Values, and Operating Principles

Georgia Oglethorpe Award Process, Inc. (Georgia Oglethorpe) is an educationally based economic development initiative aimed at raising the performance bar of Georgia's organizations and people. There are many facets to *Georgia Oglethorpe.* These include the *Georgia Oglethorpe Award,* our key deliverable, which includes high-value, low-cost assessment and feedback for applicant organizations, and is Georgia's highest level of recognition for organizational performance excellence. It also includes the *Georgia Oglethorpe Annual Conference & Awards Banquet*, the annual Board of Examiners training and other initiatives – all focused on driving continuous improvement, recognizing excellence, and celebrating achievements together. In achieving our intent we encourage education and training at every level of an organization in systems thinking and technical knowledge and supportive behaviors.

Vision: Georgia: Outperforming the World!

Mission: To drive continuous improvement, recognize performance excellence, and celebrate achievements of Georgia's public and private organizations.

Values:

- People
- Producing results
- Teamwork
- Learning and sharing
- Having fun

Operating Principles:

- View Georgia as an interdependent system
- Aim toward the future
- Base our success on customer feedback
- Link results to sound approaches
- Promote and recognize pursuit of continuous improvement
- Seek statewide participation
- Show unquestioned integrity in the process
- Add value
- Set stretch goals
- Be inclusive, not exclusive
- Strive to be our personal best
- Provide a great place to work
- Foster personal growth and development

ANNUAL CONFERENCE & AWARDS BANQUET

Please plan to attend our

5th Georgia Oglethorpe Annual Conference & Awards Banquet

to be held March 2002!

The exact date and location will be announced later this year on our web site at http://www.georgiaoglethorpe.org

Georgia Oglethorpe Award Process, Inc.
148 International Blvd., NE, Suite 650 • Atlanta, GA 30303-1751
Ph: 404-651-8405
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INTRODUCTION: *GEORGIA OGLETHORPE AWARD* AND CRITERIA INTENT, USE, AND VALUE

The *Georgia Oglethorpe Award* is an annual assessment and feedback process which recognizes Georgia organizations for performance excellence.

What is the Georgia Oglethorpe Award?

The *Georgia Oglethorpe Award* is Georgia's highest level of recognition for organizational performance excellence. Receipt of the Award results from a rigorous self-assessment of your own organization, in order to submit up to a fifty-page description of your management system. Assessors, who have attended the comprehensive Georgia Oglethorpe Board of Examiners training, complete a third-party assessment, and provide your organization a written Feedback Report of their findings. The assessment and the competition are against the *Georgia Oglethorpe Criteria for Performance Excellence,* which mirror the *2001 Malcolm Baldrige National Quality Award Criteria for Performance Excellence*.

The Award was created in 1996 through a public-private partnership and has been endorsed by The Honorable Roy E. Barnes, Governor, State of Georgia. The Award is presented annually during the *Georgia Oglethorpe Annual Conference & Awards Banquet.*

Receiving the Award requires that your organization have sound business approaches that are broadly and deeply deployed throughout your organization. These approaches are defined within six Categories, which include Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, and Process Management. A seventh Category, Business Results, links to the other six Categories and anticipates that your organization can show direct linkages between your deployed approaches and these results. To be an Award recipient, your organization must also demonstrate a history of continuous evaluation and improvement cycles for the approaches you describe linked to the results you provide.

Why was the Award established?

The intent of the *Georgia Oglethorpe Award* is to complement other economic development initiatives in Georgia and to raise the performance bar for Georgia's people and organizations. This educationally-based initiative promotes awareness of the need for continuous improvement and learning, and systems thinking, as increasingly important elements in Georgia's competitiveness. Systems thinking means viewing your entire organization as a whole, and the interdependencies among the sub-parts which make up that whole. More information is provided on this subject as it applies to the Criteria in the section: Key Characteristics of the Criteria, on page 8.

The Award is the means to drive continuous improvement and learning, not the end. It promotes sharing and increases organizational understanding beneficial to long-term survival and prosperity. When your organization takes action against the assessment and feedback provided, this can serve as a predictor (not a guarantee) of future successful performance. It is important to remember that the Criteria serve as a management tool, not a panacea for all your organization's challenges.

What does the Award promote?

The Award promotes improvement and performance optimization as an organization completes an application and receives an assessment and feedback against its management system. In doing this, it also encourages:

- Education and training at every organizational level in systems based thinking, technical knowledge of quality leadership and supportive behavior.
- Improvement of performance and resource management to achieve excellence in people, services, products, operational processes, and supplier relationships.
- Exchange of experiences in designing successful performance strategies and the benefits of successfully implementing those strategies.
- Awareness in all community sectors as to the benefits of utilizing a proven set of interdependent Criteria to plan for and assess performance.

Which organizations can participate?

Most organizations in Georgia are eligible to submit an application for the Georgia Oglethorpe Assessment, Feedback and Award process.

The Award has eleven (11) eligibility categories (refer to page 39 for additional descriptions):

- Large Business—more than 1000 employees
- Medium Business—from 501 up to 1000 total employees
- Small Business—up to 500 employees
- Large Industry—more than 1000 employees
- Medium Industry—from 501 up to 1000 total employees
- Small Industry—up to 500 employees
- Government
- Education
- Healthcare
- Nonprofit
- Sub Unit

Organizations participating in the Award process are required to submit an initial package consisting of an *Eligibility / Intent to Apply Form* and certain accompanying documents. This enables the Georgia Oglethorpe Award office to confirm eligibility and anticipate the number of applicants. If selected, the applicant organization will be required to submit a package consisting of an *Application Form* and certain accompanying documents, including responses to the Award Criteria (see pages 41).

Multiple application restriction: An organization unit and its parent organization may not submit applications for the Award in the same year.

Successive application restrictions: An organization which receives the *Georgia Oglethorpe Award* is ineligible to reapply for a period of five (5) years.

What is the minimum and maximum number of potential Award recipients?

There is no limit on the number of organizations that can receive the *Georgia Oglethorpe Award,* since the applicant is assessed and is competing only against the Award Criteria. There is also no guarantee there will be a recipient during a given year, since it is possible that no organization may qualify. The *Georgia Oglethorpe Award* recognizes maturity in an organization's management system (against the Criteria), as opposed to recognizing the best of what is available in a given year.

What is contained in this booklet?

This booklet contains: the Award Criteria, a Description of the Criteria, Scoring Guidelines, and a Glossary of Key Terms used in the Criteria.

The booklet presents important background information for understanding the self-assessment and application process, and for understanding the Criteria. The Criteria Response Guidelines provide guidance on format and content for responding to Item requirements. The Criteria Core Values, Concepts, and Framework set the basis for the Criteria Items; and the Key Characteristics of the Award Criteria are described.

Included in the booklet is a list of questions most frequently asked by applicants, along with responses to those questions. The booklet also contains information necessary to submit an application for the *Georgia Oglethorpe Award Eligibility / Intent to Apply Form* with instructions and an *Application Form* with instructions.

In addition to serving as the basis for submitting an application for assessment, feedback and recognition, the Criteria are used by organizations of all kinds for self-assessment, planning, training, and other purposes.

What is required of Award recipients?

Organizations receiving the *Georgia Oglethorpe Award* are required to share their experiences with other Georgia organizations by:

- Holding at least two Performance Excellence Showcases during the year the Award is received. The *Georgia Oglethorpe Award* Staff can assist in promotion and coordination.
- Providing a write-up of non-proprietary information contained in their application, yet which could be of help to others interested in improving their management systems.
- Making selected presentations at the *Georgia Oglethorpe Annual Conference & Awards Banquet* held in March.
- Hosting a sharing table at the *Georgia Oglethorpe Annual Conference & Awards Banquet* to further share their performance excellence strategies and to describe how those strategies impact their customers and bottom line.

Application Requirements

Applicants need to submit an Application Package that consists of three parts (refer to pages 41-44 for details):

- An *Eligibility/Intent to Apply Form* showing that eligibility has been approved (a preliminary submission), with the appropriate fee.
- A completed *Application Form,* with the appropriate fee.
- An application report consisting of an Organizational Profile and responses to the Award Criteria.

Applicants that are offered a Site Visit are also expected to cover a five to nine member Site Visit team's related travel and expenses.

A Site Visit requires approximately 5-8 days away from home for members of the Site Visit team.

Application Assessment

Professionals, who have successfully completed the annual three-five day Board of Examiners training, in accordance with strict rules regarding conflict of interest, assess applications. Generally, a four-stage process is followed:

- **Stage 1**—Independent review and evaluation by no fewer than four (4) professionals.
- **Stage 2**—Consensus review and evaluation by no fewer than four (4) professionals.
- **Stage 3**—Site Visit review and evaluation of applicants who score well in Stage 2. When possible, a Site Visit is offered to all applicants, since it is a valuable learning opportunity for both the applicant, as well as the Assessment Team.
- **Stage 4**—Judges' review and recommendations.

Feedback to Applicants

Each applicant receives a Feedback Report at the conclusion of the assessment process. The feedback is based upon the applicant's responses to the Award Criteria and Site Visit findings, if a Site Visit is completed. When possible, a verbal debrief of the Feedback Report is offered.

Organization, Oversight, and Administration of the Assessment, Feedback, and Award Process

ORGANIZATION AND OVERSIGHT

Georgia Oglethorpe Award Process, Inc. is a public-private partnership with nonprofit 501(c)(3) Corporation status. Offices are located at the Georgia Department of Labor.

A volunteer Executive Board has oversight for the Corporation and the Assessment, Feedback, and Award process—setting policy; ensuring growth, improvement, and integrity; as well as guiding and approving strategic and business plans.

ADMINISTRATION

An Executive Director sits on the Executive Board and has responsibility for ongoing improvement and daily operations of the Award process. The Executive Director is a paid executive of the Corporation and is supported by a small paid staff of professionals and many volunteers, in addition to the Executive Board. The Georgia Oglethorpe Council has responsibility for continuous improvement and works closely with the Executive Director to administer the Assessment, Feedback, and Award process. All members devote significant time and energy to this effort on a voluntary basis.

THE BOARD OF EXAMINERS

Achieving annual appointment to the Georgia Oglethorpe Board of Examiners is a distinguished and earned honor. Annually, Georgia Oglethorpe recruits and selects professionals to attend a four-five day Assessor training course. These individuals assess the Award applications and may be named to the Board of Examiners only upon their successful completion of the assessment cycle. To the extent possible, Assessors represent the eleven primary eligibility categories and geographic areas throughout Georgia and the United States. For the past few years, seven states have been represented in Assessor training. The Board of Examiners includes not only the Assessors who successfully complete the assessment cycle, but also a Panel of Judges. There are approximately nine Judges and approximately 100 Assessors selected from line management, operations, human resource management, quality, strategic planning, performance management, etc.

Each individual independently assesses an application; then a team is assigned to complete a consensus (team agreement) from each Assessor's independent findings; and finally a team completes a Site Visit for those organizations that qualify. The Panel of Judges, separate from the assessment team, recommends applicants as Award recipients after reviewing the findings of the Assessors. A final written Feedback Report is completed and sent to every applicant. All applicants remain anonymous throughout the Assessment, Feedback, and Award process. Recipients are announced in early February. During the *Georgia Oglethorpe Annual Conference & Awards Banquet,* Award recipients are recognized, along with organizations that agree to special recognition for such achievements as Model Practices, or other worthy recognition.

CONFIDENTIALITY

Names of applicants, individual applications, commentary, and scoring information developed during the review of applications are regarded as proprietary and are kept confidential. Such information is available only to those individuals directly involved in the application and assessment processes. Each Assessor is assigned to applications following strict conflict of interest rules and receives no information regarding the content or status of applications to which they are not assigned. Information on successful strategies of Award recipients and other applicants may be released only with written approval of the applicant.

2001 CRITERIA: CORE VALUES AND CONCEPTS

Criteria Purposes

The *Georgia Oglethorpe Award* Criteria are the basis for organization self-assessments, for identifying Award recipients, and for giving feedback to applicants. In addition, the Criteria have four other important roles in strengthening Georgia's competitiveness:

- Education and training at every level of the organization in systems-thinking, as well as technical knowledge of quality leadership and supportive behavior;
- Improvement of performance and resource management to achieve excellence in people, services, products, operational processes, and supplier relationships;
- Exchange of experiences in designing successful performance strategies and the benefits of successfully implementing those strategies; and
- Awareness in all community sectors of the benefits of utilizing a proven set of interdependent Criteria to assess performance excellence.

Criteria for Performance Excellence Goals

The Criteria are designed to help organizations use an aligned approach to organizational performance management that results in:

- Delivery of ever-improving value to customers, contributing to marketplace success;
- Improvement of overall organizational effectiveness and capabilities; and
- Organizational and personal learning.

Core Values and Concepts

The Criteria are built upon a set of interrelated Core Values and Concepts. These values and concepts, given below, are embedded beliefs and behaviors found in high-performing organizations. They are the foundation for integrating key business requirements within a results-oriented framework that creates a basis for action and feedback.

Visionary Leadership

An organization's senior leaders should set directions and create a customer focus, clear and visible values, and high expectations. The directions, values, and expectations should balance the needs of all your stakeholders. Your leaders should ensure the creation of strategies, systems, and methods for achieving excellence, stimulating innovation, and building knowledge and capabilities. The values and strategies should help guide all activities and decisions of your organization. Senior leaders should inspire and motivate your entire work force and should encourage all employees to contribute, to develop and learn, to be innovative, and to be creative.

Senior leaders should serve as role models through their ethical behavior and their personal involvement in planning, communications, coaching, development of future leaders, review of organizational performance, and employee recognition. As role models, they can reinforce values and expectations while building leadership, commitment, and initiative throughout your organization.

Customer-Driven

An organization's customers judge quality and performance. Thus, your organization must take into account all product and service features and characteristics and all modes of customer access that contribute value to your customers and lead to customer acquisition, satisfaction, preference, referral, and loyalty and to business expansion. Customer-driven excellence has both current and future components: understanding today's customer desires and anticipating future customer desires and marketplace offerings.

Value and satisfaction may be influenced by many factors throughout your customers' overall purchase, ownership, and service experiences. These factors include your organization's relationship with customers, which help to build trust, confidence, and loyalty.

Customer-driven excellence means much more than reducing defects and errors, merely meeting specifications, or reducing complaints. Nevertheless, reducing defects and errors and eliminating causes of dissatisfaction contribute to your customers' view of your organization and thus also are important parts of customer-driven excellence. In addition, your organization's success in recovering from defects and mistakes ("making things right for your customer") is crucial to retaining customers and building customer relationships.

Customer-driven organizations address not only the product and service characteristics that meet basic customer requirements but also those features and characteristics that differentiate products and services from competing offerings. Such differentiation may be based upon new or modified offerings, combinations of product and service offerings, customization of offerings, multiple access mechanisms, rapid response, or special relationships.

Customer-driven excellence is thus a strategic concept. It is directed toward customer retention, market share gain, and growth. It demands constant sensitivity to changing and emerging customer and market requirements and to the factors that drive customer satisfaction and retention. It demands anticipating changes in the marketplace. Therefore, customer-driven excellence demands awareness of developments in technology and competitors' offerings, as well as rapid and flexible response to customer and market requirements.

Organizational and Personal Learning

Achieving the highest levels of business performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both continuous improvement of existing approaches and adaptation to change, leading to new goals and / or approaches. Learning should be embedded in the way your organization operates. This means that learning (1) is a regular part of daily work; (2) is practiced at personal, work unit, and organizational levels; (3) results in solving problems at their source ("root cause"); (4) is focused on sharing knowledge throughout your organization; and (5) is driven by opportunities to effect significant change and to do better. Sources for learning include employees' ideas, research and development (R&D), customers' input, best practice sharing, and benchmarking.

Organizational learning can result in (1) enhancing value to customers through new and improved products and services; (2) developing new business opportunities; (3) reducing errors, defects, waste, and related costs; (4) improving responsiveness and cycle time performance; (5) increasing productivity and effectiveness in the use of all resources throughout your organization; and (6) enhancing your organization's performance in fulfilling its public responsibilities and service as a good citizen.

Employees' success depends increasingly on having opportunities for personal learning and practicing new skills. Organizations invest in employees' personal learning through education, training, and other opportunities for continuing growth. Such opportunities might include job rotation and increased pay for demonstrated knowledge and skills. On-the-job training offers a cost-effective way to train and to better link training to your organizational needs and priorities. Education and training programs may benefit from advanced technologies, such as computer- and internet-based learning and satellite broadcasts.

Personal learning can result in (1) more satisfied and versatile employees who stay with the organization, (2) organizational cross-functional learning, and (3) an improved environment for innovation.

Thus, learning is directed not only toward better products and services but also toward being more responsive, adaptive, and efficient—giving your organization marketplace sustainability and performance advantages.

Valuing Employees and Partners

An organization's success depends increasingly on the knowledge, skills, creativity, and motivation of its employees and partners.

Valuing employees means committing to their satisfaction, development and well-being. Increasingly, this involves more flexible, high-performance work practices tailored to employees with diverse workplace and home life needs. Major challenges in the area of valuing employees include (1) demonstrating your leaders' commitment to your employees' success, (2) recognition that goes beyond the regular compensation system, (3) development and progression within your organization, (4) sharing your organization's knowledge so your employees can better serve your customers and contribute to achieving your strategic objectives, and (5) creating an environment that encourages risk taking.

Organizations need to build internal and external partnerships to better accomplish overall goals. Internal partnerships might include labor-management cooperation, such as agreements with unions. Partnerships with employees might entail employee development, cross-training, or new work organizations, such as high-performance work teams. Internal partnerships also might involve creating network relationships among your work units to improve flexibility, responsiveness, and knowledge sharing.

External partnerships might be with customers, suppliers, and education organizations. Strategic partnerships or alliances are increasingly important kinds of external partnerships. Such partnerships might offer entry into new markets or a basis for new products or services. Also, partnerships might permit the blending of your organization's core competencies or leadership capabilities with the complementary strengths and capabilities of partners.

Successful internal and external partnerships develop longer-term objectives, thereby creating a basis for mutual investments and respect. Partners should address the key requirements for success, means for regular communication, approaches to evaluating progress, and means for adapting to changing conditions. In some cases, joint education and training could offer a cost-effective method for employee development.

Agility

Success in globally competitive markets demands agility—a capacity for rapid change and flexibility. All aspects of e-commerce require and enable more rapid, flexible, and customized responses. Businesses face ever-shorter cycles for the introduction of new / improved products and services, as well as for faster and more flexible response to customers. Major improvements in response time often require simplification of work units and processes and / or the ability for rapid changeover from one process to another. Cross-trained and empowered employees are vital assets in such a demanding environment.

A major success factor in meeting competitive challenges is the design-to-introduction (product / service initiation) cycle time. To meet the demands of rapidly changing global markets, organizations need to carry out stage-to-stage integration (such as concurrent engineering) of activities from research / concept to commercialization.

All aspects of time performance now are more critical, and cycle time has become a key process measure. Other important benefits can be derived from this focus on time; time improvements often drive simultaneous improvements in organization, quality, cost, and productivity.

Focus on the Future

In today's competitive environment, a focus on the future requires understanding the short- and longer-term factors that affect your business and marketplace. Pursuit of sustainable growth and market leadership requires a strong future orientation and a willingness to make long-term commitments to key stakeholders—your customers, employees, suppliers and partners, stockholders, the public, and your community. Your organization's planning should anticipate many factors, such as customers' expectations, new business and partnering opportunities, the increasingly global marketplace, technological developments, the evolving e-commerce environment, new customer and market segments, evolving regulatory requirements, community / societal expectations, and strategic moves by competitors. Strategic objectives and resource allocations need to accommodate these influences. A focus on the future includes developing employees and suppliers, creating opportunities for innovation, and anticipating public responsibilities.

Managing for Innovation

Innovation means making meaningful change to improve an organization's products, services, and processes and to create new value for the organization's stakeholders. Innovation should lead your organization to new dimensions of performance. Innovation is no longer strictly the purview of research and development departments; innovation is important for all aspects of your business and all processes. Organizations should be led and managed so that innovation becomes part of the culture and is integrated into daily work.

Management by Fact

Organizations depend on the measurement and analysis of performance. Such measurements should derive from business needs and strategy, and they should provide critical data and information about key processes, outputs, and results. Many types of data and information are needed for performance management. Performance measurement should include customer, product, and service performance; comparisons of operational, market, and competitive performance; and supplier, employee, and cost and financial performance.

Analysis refers to extracting larger meaning from data and information to support evaluation, decision-making, and operational improvement. Analysis entails using data to determine trends, projections, and cause and effect that might not otherwise be evident. Analysis supports a variety of purposes, such as planning, reviewing your overall performance, improving operations, change management, and comparing your performance with competitors' or with "best practices" benchmarks.

A major consideration in performance improvement and change management involves the selection and use of performance measures or indicators. *The measures or indicators you select should best represent the factors that lead to improved customer, operational, and financial performance. A comprehensive set of measures or indicators tied to customer and / or organizational performance requirements represents a clear basis for aligning all activities with your organization's goals*. Through the analysis of data from your tracking processes, your measures or indicators may be evaluated and changed themselves to better support your goals.

Public Responsibility and Citizenship

An organization's leaders should stress its responsibilities to the public and the need to practice good citizenship. These responsibilities refer to basic expectations of your organization related to business ethics and protection of public health, safety, and the environment. Protection of health, safety, and the environment includes your organization's operations, as well as the life cycles of your products and services. Also, organizations should emphasize resource conservation and waste reduction at the source. Planning should anticipate adverse impacts from production, distribution, transportation, use, and disposal of your products. Effective planning should prevent problems, provide for a forthright response if problems occur, and make available information and support needed to maintain public awareness, safety, and confidence.

For many organizations, the product design stage is critical from the point of view of public responsibility. Design decisions impact your production processes and often the content of municipal and industrial wastes. Effective design strategies should anticipate growing environmental concerns and responsibilities.

Organizations should not only meet all local, state, and federal laws and regulatory requirements, but they should treat these and related requirements as opportunities for improvement "beyond mere compliance." This requires the use of appropriate measures in managing public responsibility.

Practicing good citizenship refers to leadership and support—within the limits of an organization's resources—of publicly important purposes. Such purposes might include improving education and healthcare in your community, environmental excellence, resource conservation, community service, improving industry and business practices, and sharing nonproprietary information. Leadership as a corporate citizen also entails influencing other organizations, private and public, to partner for these purposes. For example, your organization might lead or participate in efforts to help define the obligations of your industry to its communities.

Focus on Results and Creating Value

An organization's performance measurements need to focus on key results. Results should be used to create and balance value for your key stakeholders—customers, employees, stockholders, suppliers and partners, the public, and the community. By creating value for your key stakeholders, your organization builds loyalty and contributes to growing the economy. In order to meet the sometimes conflicting and changing aims that balancing value implies, organizational strategy should explicitly include key stakeholder requirements. This will help ensure that actions and plans meet differing stakeholder needs and avoid adverse impacts on any stakeholders. The use of a balanced composite of leading and lagging performance measures offers an effective means to communicate short- and longer-term priorities, monitor actual performance, and provide a clear basis for improving results.

Systems Perspective

The Georgia Oglethorpe Criteria provide a systems perspective for managing your organization to achieve performance excellence. The Core Values and the seven Georgia Oglethorpe Categories form the building blocks and the integrating mechanism for the system. However, successful management of overall performance requires organization-specific synthesis and alignment. Synthesis means looking at your organization as a whole and builds upon key business requirements, including your strategic objectives and action plans. Alignment means using the key linkages among requirements given in the Georgia Oglethorpe Categories, including the key measures / indicators.

Alignment is depicted in the Georgia Oglethorpe framework on page 9. Alignment includes your senior leaders' focus on strategic directions and on your customers. It means that your senior leaders monitor, respond to, and manage performance based on your business results. Alignment includes using your measures / indicators to link your key strategies with your key processes and align your resources to improve overall performance and satisfy customers.

Thus, a systems perspective means managing your whole organization, as well as its components, to achieve success.

2001 CRITERIA: KEY CHARACTERISTICS

The Criteria focus on Business Results.

The Criteria focus on the key areas of business performance, given below:

BUSINESS PERFORMANCE AREAS:

(1) Customer-focused results;

(2) Financial and market results;

(3) Human resource results;

(4) Organizational effectiveness results, including operational and supplier performance.

The use of this composite of indicators is intended to ensure that strategies are balanced—that they do not inappropriately trade off among important stakeholders, objectives, or short- and longer-term goals.

The Criteria are non-prescriptive and adaptable.

The Criteria are made up of results-oriented requirements. However, the Criteria *do not prescribe*:

- That your organization should or should not have departments for quality, planning, or other functions;
- How your organization should be structured; or
- That different units in your organization should be managed in the same way.

These factors differ among organizations, and they are likely to change as needs and strategies evolve.

The Criteria are nonprescriptive for the following reasons:

(1) The focus is on results, not on procedures, tools, or organizational structure. Organizations are encouraged to develop and demonstrate creative, adaptive, and flexible approaches for meeting basic requirements. Nonprescriptive requirements are intended to foster incremental and major ("breakthrough") improvements, as well as basic change.

(2) Selection of tools, techniques, systems, and organizational structure usually depends on factors such as business type and size, your organization's stage of development, and employee capabilities and responsibilities.

(3) Focus on common requirements, rather than on common procedures, fosters better understanding, communication, sharing, and alignment, while supporting innovation and diversity in approaches.

The Criteria support a systems perspective to maintaining organization-wide goal alignment.

The systems perspective to goal alignment is embedded in the integrated structure of the Core Values and Concepts, the Organizational Profile, the Criteria, and the results-oriented, cause and effect linkages among the Criteria Items.

Alignment in the Criteria is built around connecting and reinforcing measures derived from your organization's processes and strategy. These measures tie directly to customer value and to overall performance. The use of measures thus channels different activities in consistent directions with less need for detailed procedures, centralized decision-making, or process management. Measures thereby serve both as a communications tool and a basis for deploying consistent overall performance requirements. Such alignment ensures consistency of purpose while also supporting agility, innovation, and decentralized decision-making.

A systems perspective to goal alignment, particularly when strategy and goals change over time, requires dynamic linkages among Criteria Items. In the Criteria, action-oriented cycles of learning take place via feedback between processes and results.

The learning cycles have four, clearly defined stages:

(1) Planning, including design of processes, selection of measures, and deployment of requirements;

(2) Execution of plans;

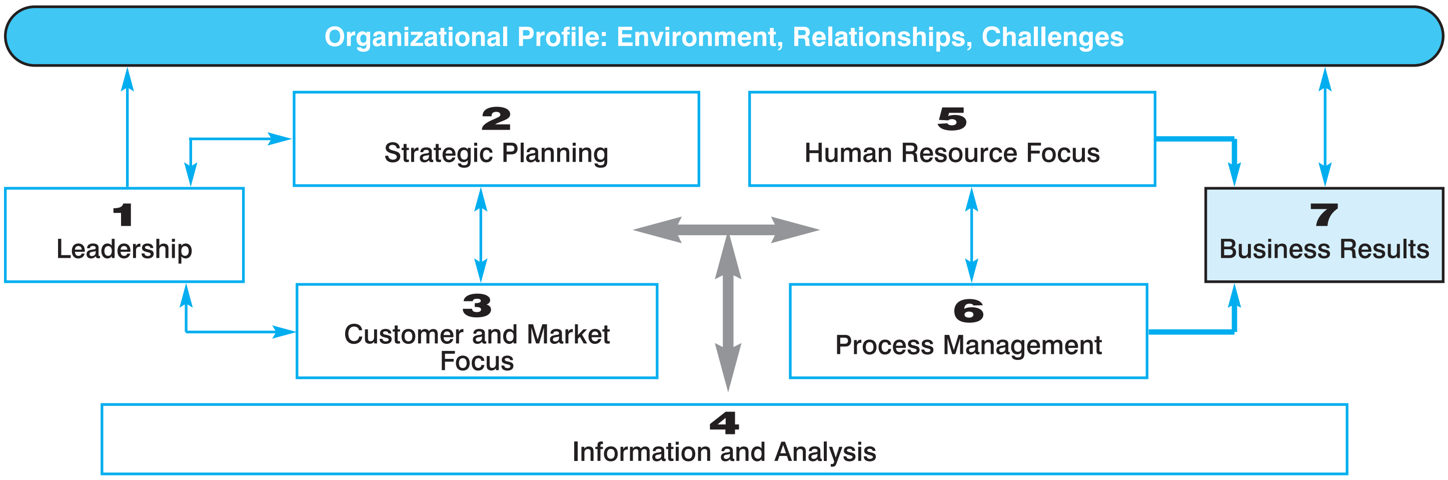
(3) Assessment of progress, taking into account internal and external results; and

(4) Revision of plans based upon assessment findings, learning, new inputs, and new requirements.

The Criteria support goal-based diagnosis.

The Criteria and the Scoring Guidelines make up a two-part diagnostic (assessment) system. The Criteria are a set of 18 performance-oriented requirements. The Scoring Guidelines spell out the assessment dimensions—Approach, Deployment, and Results—and the key factors used to assess each dimension. An assessment thus provides a profile of strengths and opportunities for improvement relative to the 18 basic requirements. In this way, assessment leads to actions that contribute to performance improvement in all areas, as described in the shaded box above. This diagnostic assessment is a useful management tool that goes beyond most performance reviews and is applicable to a wide range of strategies and management systems.

2001 CRITERIA: A SYSTEMS FRAMEWORK FOR PERFORMANCE EXCELLENCE



The Importance of Continuous Improvement

To fully understand the scope of the *Georgia Oglethorpe Award* Criteria, it is necessary to first understand the role of continuous improvement in achieving and maintaining performance excellence. Though the Criteria on the following pages do not consistently ask organizations to show evidence of evaluation and improvement cycles, it is important to note that without such evidence in response to the Criteria, organizations are limited from scoring in the higher ranges. Organizations scoring in the 30% to 40% range demonstrate the beginning stages of these evaluation and improvement cycles; organizations scoring in the 70% to 80% range show clear evidence of refinement and improved integration as a result of analysis and improvement cycles.

CRITERIA FOR PERFORMANCE EXCELLENCE FRAMEWORK

The core values and concepts are embodied in seven Categories as follows:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resource Focus
6. Process Management
7. Business Results

The framework connecting and integrating the Categories is given in the figure above. This visual encourages leadership to view their organization as an interdependent system, and to recognize that results (Category 7) stem from well-defined and well-deployed approaches (Categories 1-6). The concepts and linkages between Approach, Deployment, and Results, and the Core Values and Concepts embodied in the Seven Criteria are presented elsewhere in this booklet.

ORGANIZATIONAL PROFILE

Your Organizational Profile (top of figure) sets the context for the way your organization operates. Your environment, key working relationships, and strategic challenges serve as an overarching guide for your organizational performance management system.

SYSTEM

The system is composed of the six Georgia Oglethorpe Categories in the center of the figure that define the organization, its operations, and its results.

Leadership (Category 1), Strategic Planning (Category 2), and Customer and Market Focus (Category 3) represent the leadership triad. These Categories are placed together to emphasize the importance of a leadership focus on strategy and customers. Senior leaders set your organizational direction and seek future opportunities for your organization.

Human Resource Focus (Category 5), Process Management (Category 6), and Business Results (Category 7) represent the results triad. Your organization's employees and its key processes accomplish the work of the organization that yields your business results.

All actions point toward Business Results—a composite of customer, financial, and operational performance results, including human resource results and public responsibility.

The horizontal arrow in the center of the framework links the leadership triad to the results triad, a linkage critical to organizational success. Furthermore, the arrow indicates the central relationship between Leadership (Category 1) and Business Results (Category 7). The two-headed arrow indicates the importance of feedback in an effective performance management system.

INFORMATION AND ANALYSIS

Information and Analysis (Category 4) are critical to the effective management of your organization and to a fact-based system for improving performance and competitiveness. Information and analysis serve as a foundation for the performance management system.

CRITERIA STRUCTURE

The seven Criteria Categories shown in the figure are subdivided into Items and Areas to Address:

- Items: There are 18 Items, each focusing on a major requirement. Item titles and point values are given on the following page. The Item Format is shown on page 42.
- Areas to Address: Items consist of one or more Areas to Address (Areas). Organizations address their responses to the specific requirements of these Areas.

2001 CRITERIA: POINT VALUES FOR CATEGORY AND ITEM LISTINGS

P *Preface: Organizational Profile*

P.1 Organizational Description
P.2 Organizational Challenges

2001 CATEGORIES / ITEMS		POINT VALUES
1 *Leadership*		**120**
1.1 Organizational Leadership	80	
1.2 Public Responsibility and Citizenship	40	
2 *Strategic Planning*		**85**
2.1 Strategy Development	40	
2.2 Strategy Deployment	45	
3 *Customer and Market Focus*		**85**
3.1 Customer and Market Knowledge	40	
3.2 Customer Relationships and Satisfaction	45	
4 *Information and Analysis*		**90**
4.1 Measurement and Analysis of Organizational Performance	50	
4.2 Information Management	40	
5 *Human Resource Focus*		**85**
5.1 Work Systems	35	
5.2 Employee Education, Training, and Development	25	
5.3 Employee Well-Being and Satisfaction	25	
6 *Process Management*		**85**
6.1 Product and Service Processes	45	
6.2 Business Processes	25	
6.3 Support Processes	15	
7 *Business Results*		**450**
7.1 Customer Focused Results	125	
7.2 Financial and Market Results	125	
7.3 Human Resource Results	80	
7.4 Organizational Effectiveness Results	120	
Total Points		**1000**

Note: The Scoring System used with the Criteria Items in a *Georgia Oglethorpe Award* assessment can be found on page 21.

PREFACE: ORGANIZATIONAL PROFILE

The *Organizational Profile* is a snapshot of your organization, the key influences on how you operate, and the key challenges you face.

P.1 STRATEGY DEVELOPMENT

Describe your organization's business environment and your key relationships with customers, suppliers, and other partners. *Within your response, include answers to the following questions:*

a. Organizational Environment

(1) What are your organization's main products and / or services? Include a description of how they are delivered to customers.

(2) What is your organizational context / culture? Include your purpose, vision, mission, and values, as appropriate.

(3) What is your employee profile? Include educational levels, work force and job diversity, bargaining units, use of contract employees, and special safety requirements, as appropriate.

(4) What are your major technologies, equipment, and facilities?

(5) What is the regulatory environment under which your organization operates? Include occupational health and safety regulations; accreditation requirements; and environmental, financial, and product regulations.

b. Organizational Relationships

(1) What are your key customer groups and / or market segments? What are their key requirements for your products and services? Include how these requirements differ among customer groups and / or market segments, as appropriate.

(2) What are your most important types of suppliers and dealers and your most important supply chain requirements? What are your key supplier and customer partnering relationships and communication mechanisms?

Note 1: *Customer group and market segment requirements (P.1b[1]) might include on-time delivery, low defect levels, price reductions, electronic communication, and after-sales service.*

Note 2: *Communication mechanisms (P.1b[2]) should be two-way and might be in person, electronic, by telephone, and / or written. For many organizations, these mechanisms might be changing.*

Item notes serve three purposes:
(1) To clarify terms or requirements presented in Items,
(2) To give instructions on responding to the Criteria Item requirements, and
(3) To indicate key linkages to other Items. In all cases, the intent is to help you respond to the Item requirements.

P.2 ORGANIZATIONAL CHALLENGES

Describe your organization's competitive environment, your key strategic challenges, and your system for performance improvement. *Within your response, include answers to the following questions:*

a. Competitive Environment

(1) What is your competitive position? Include your relative size and growth in your industry and the numbers and types of your competitors.

(2) What are the principal factors that determine your success relative to your competitors? Include any changes taking place that affect your competitive situation.

b. Strategic Challenges

What are your key strategic challenges? Include operational, human resource, business, and global challenges, as appropriate.

c. Performance Improvement System

How do you maintain an organizational focus on performance improvement? Include your approach to systematic evaluation and improvement of key processes and to fostering organizational learning and knowledge sharing.

Note 1: *Factors (P.2a[2]) might include differentiators such as price leadership, design services, e-services, geographic proximity, and warranty and product options.*

Note 2: *Challenges (P.2b) might include electronic communication with businesses and end-use consumers, reduced product introduction cycle times, mergers and acquisitions, global marketing and competition, customer retention, staff retention, and value chain integration.*

Note 3: *Performance improvement (P.2c) is an assessment dimension used in the Scoring System to evaluate the maturity of organizational approaches and deployment (see pages 21-22). This question is intended to help you and the Georgia Oglethorpe Examiners set a context for your approach to performance improvement.*

Importance of Your Organizational Profile

Your Organizational Profile is critically important because

- It is the most appropriate starting point for self-assessment and for writing an application;
- It helps you identify potential gaps in key information and focus on key performance requirements and business results;
- It is used by the Examiners and Judges in all stages of application review, including the site visit, to understand your organization and what you consider important; and
- It also may be used by itself for an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, it is possible that your assessment need go no further and you can use these topics for action planning.

Page Limit

For *Georgia Oglethorpe Award* applicants, the Organizational Profile is limited to five pages. These are not counted in the overall application page limit. Typing and format instructions for the Organizational Profile are the same as for the application. For additional information, see the Preparation and Presentation Section.

CATEGORY 1 • 120 POINTS

LEADERSHIP

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

1.1 ORGANIZATIONAL LEADERSHIP

(80 POINTS)

APPROACH DEPLOYMENT

Describe how senior leaders guide your organization and review organizational performance. *Within your response, include answers to the following questions:*

a. Senior Leadership Direction

(1) How do senior leaders set and deploy organizational values, short- and longer-term directions, and performance expectations, including a focus on creating and balancing value for customers and other stakeholders? Include how senior leaders communicate values, directions, and expectations through your leadership system and to all employees.

(2) How do senior leaders create an environment for empowerment, innovation, organizational agility, and organizational and employee learning?

b. Organizational Performance Review

(1) How do senior leaders review organizational performance and capabilities to assess organizational success, competitive performance, progress relative to short- and longer-term goals, and the ability to address changing organizational needs? Include the key performance measures regularly reviewed by your senior leaders. Also, include your key recent performance review findings.

(2) How are organizational performance review findings translated into priorities for improvement and opportunities for innovation? How are they deployed throughout your organization and, as appropriate, to your suppliers / partners to ensure organizational alignment?

(3) How do senior leaders use organizational performance review findings to improve both their own leadership effectiveness and your leadership system?

Note 1: *Organizational directions (1.1a[1]) relate to strategic objectives and action plans described in Items 2.1 and 2.2.*

Note 2: *Senior leaders' organizational performance reviews (1.1b) should be informed by organizational performance analyses described in 4.1b and strategic objectives and action plans described in Items 2.1 and 2.2.*

Note 3: *Leadership effectiveness improvement (1.1b[3]) should be supported by formal and / or informal employee feedback / surveys.*

Note 4: Your organizational performance results should be reported in Items 7.1, 7.2, 7.3, and 7.4.

Item notes serve three purposes:

(1) To clarify terms or requirements presented in Items,

(2) To give instructions on responding to the Criteria Item requirements, and

(3) to indicate key linkages to other Items. In all cases, the intent is to help you respond to the Item requirements.

Item responses are assessed by considering the Criteria Item requirements and the maturity of your approaches, breadth of deployment, and strength of your improvement process and results relative to the Scoring System. Refer to the Scoring System and Scoring Guidelines Sections.

For definitions of the following key terms, see Glossary of Key Terms: Alignment, Approach, Deployment, Empowerment, Innovation, Leadership System, Measures and Indicators, Performance, Senior Leaders, Stakeholders and Value.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Values: Visionary Leadership, and Focus on Results and Creating Value

1.2 PUBLIC RESPONSIBILITY AND CITIZENSHIP

(40 POINTS)

APPROACH DEPLOYMENT

Describe how your organization addresses its responsibilities to the public and practices good citizenship. *Within your response, include answers to the following questions:*

a. Responsibilities to the Public

(1) How do you address the impacts on society of your products, services, and operations? Include your key processes, measures, and targets for regulatory and legal requirements and for addressing risks associated with your products, services, and operations.

(2) How do you anticipate public concerns with current and future products, services, and operations? How do you prepare for these concerns in a proactive manner?

(3) How do you accomplish ethical business practices in all stakeholder transactions and interactions?

b. Support of Key Communities

How does your organization, your senior leadership team, and your employee base actively support and strengthen your key communities? Include how you identify key communities and determine areas of emphasis for organizational involvement and support.

Note 1: *Public responsibilities in areas critical to your business also should be addressed in Strategy Development (Item 2.1) and / or in Process Management (Category 6). Key results, such as results of regulatory / legal compliance or environmental improvements through use of "green" technology or other means, should be reported as Organizational Effectiveness Results (Item 7.4).*

Note 2: *Areas of community support appropriate for inclusion in 1.2b might include your efforts to strengthen local community services, education, and health; the environment; and practices of trade, business, or professional associations.*

Note 3: *The health and safety of employees are not addressed in Item 1.2; you should address these employee factors in Item 5.3.*

For definitions of the following key terms, see Glossary of Key Terms: Measures and Indicators, Process, Results.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Value: Public Responsibility and Citizenship.

CATEGORY 2 • 85 POINTS
STRATEGIC PLANNING

The ***Strategic Planning*** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and how progress is measured.

2.1 STRATEGY DEVELOPMENT
(40 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization establishes its strategic objectives, including enhancing its competitive position and overall performance. *Within your response, include answers to the following questions:*

a. Strategy Development Process

(1) What is your overall strategic planning process? Include key steps, key participants, and your short- and longer-term planning time horizons.

(2) How do you ensure that planning addresses the following key factors? Briefly outline how relevant data and information are gathered and analyzed to address these factors:

- Customer and market needs / expectations / opportunities
- Your competitive environment and your capabilities relative to competitors
- Technological and other key changes that might affect your products / services and / or how you operate
- Your strengths and weaknesses, including human and other resources
- Your supplier / partner strengths and weaknesses
- Financial, societal, and other potential risks

b. Strategic Objectives

(1) What are your key strategic objectives and your timetable for accomplishing them? Include key goals / targets, as appropriate.

(2) How do your strategic objectives address the challenges identified in response to P.2 in your Organizational Profile? How do you ensure that your strategic objectives balance the needs of all key stakeholders?

Note 1: *"Strategy development" refers to your organization's approach (formal or informal) to preparing for the future. Strategy development might utilize various types of forecasts, projections, options, scenarios, and / or other approaches to envisioning the future for purposes of decision-making and resource allocation.*

Note 2: *"Strategy" should be interpreted broadly. Strategy might be built around or lead to any or all of the following: new products, services, and markets; revenue growth via various approaches, including acquisitions; and new partnerships and alliances. Strategy might be directed toward becoming a preferred supplier, a local supplier in each of your major customers' markets, a low-cost producer, a market innovator, and / or a high-end or customized product / service provider.*

Note 3: *Challenges (2.1b[2]) addressed in your strategy might include rapid response, customization, lean or virtual manufacturing, rapid innovation, web-based supplier / customer relationship management, and product / service quality. Responses to Item 2.1 should focus on your specific challenges—those most important to your business success and to strengthening your organization's overall performance.*

Note 4: *Item 2.1 addresses your overall organizational strategy, which might include changes in services, products, and product lines. However, the Item does not address product and service design; you should address these factors in Item 6.1.*

For definitions of the following key terms, see Glossary of Key Terms: Process, Strategic Objectives.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions0 section.

Please note that this Item aligns closely with the Criteria Core Values: Focus on the Future and Focus on Results and Creating Value.

2.2 STRATEGY DEPLOYMENT
(45 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization converts its strategic objectives into action plans. Summarize your organization's action plans and related key performance measures / indicators. Project your organization's future performance on these key performance measures / indicators. *Within your response, include answers to the following questions:*

a. Action Plan Development and Deployment

(1) How do you develop and deploy action plans to achieve your key strategic objectives? Include how you allocate resources to ensure accomplishment of your action plans.

(2) What are your key short- and longer-term action plans? Include key changes, if any, in your products / services, your customers / markets, and how you operate.

(3) What are your key human resource plans that derive from your short- and longer-term strategic objectives and action plans?

(4) What are your key performance measures / indicators for tracking progress relative to your action plans? How do you ensure that your overall action plan measurement system achieves organizational alignment and covers all key deployment areas and stakeholders?

b. Performance Projection

What are your performance projections for your key measures / indicators for both your short- and longer-term planning time horizons? How does your projected performance compare with competitors' performance, key benchmarks, goals, and past performance, as appropriate?

Note 1: *Action plan development and deployment are closely linked to other Items in the Criteria. Examples of key linkages are:*

- *Item 1.1 for how your senior leaders set and communicate directions;*
- *Category 3 for gathering customer and market knowledge as input to your strategy and action plans and for deploying action plans;*
- *Category 4 for information and analysis to support your key information needs, to support your development of strategy, to provide an effective basis for your performance measurements, and to track progress relative to your strategic objectives and action plans;*

Note 1, cont'd.

- *Category 5 for your work system needs; employee education, training, and development needs; and related human resource factors resulting from action plans;*
- *Category 6 for process requirements resulting from your action plans; and*
- *Item 7.4 for specific accomplishments relative to your organizational strategy.*

Note 2: *Measures / indicators of projected performance (2.2b) might include changes resulting from new business ventures; business acquisitions; new value creation; market entry and shifts; and significant anticipated innovations in products, services, and technology.*

For definitions of the following key terms, see Glossary of Key Terms: Action plans, Benchmarks, Measures and Indicators.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Value: Management by Fact.

CATEGORY 3 • 85 POINTS

CUSTOMER AND MARKET FOCUS

The ***Customer and Market Focus*** Category examines how your organization determines requirements, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, and retention and to business expansion.

3.1 CUSTOMER AND MARKET KNOWLEDGE

(40 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization determines requirements, expectations, and preferences of customers and markets to ensure the continuing relevance of your products / services and to develop new opportunities. *Within your response, include answers to the following questions:*

a. Customer and Market Knowledge

(1) How do you determine or target customers, customer groups, and / or market segments? How do you include customers of competitors and other potential customers and / or markets in this determination?

(2) How do you listen and learn to determine key customer requirements (including product / service features) and their relative importance / value to customers' purchasing decisions for purposes of product / service planning, marketing, improvements, and other business development? In this determination, how do you use relevant information from current and former customers, including marketing / sales information, customer retention data, won / lost analysis, and complaints? If determination methods vary for different customers and / or customer groups, describe the key differences in your determination methods.

(3) How do you keep your listening and learning methods current with business needs and directions?

Note 1: *Customer groups (3.1a[1]) might include web-based customers and / or customers with whom you have direct contact. Key product / service features and purchasing decisions might take into account transactional modes and factors such as confidentiality and security.*

Note 2: *If your products / services are sold to or delivered to end-use customers via other businesses such as retail stores or dealers, customer groups (3.1a[1]) should include both the end users and these intermediate businesses.*

Note 3: *"Product / service features" (3.1a[2]) refers to all the important characteristics of products / services and to their performance throughout their full life cycle and the full "consumption chain." This includes all customers' purchase experiences and other interactions with your organization. The focus should be on features that affect customer preference and repeat business—for example, those features that differentiate your products and services from competing offerings. Those features might include price, reliability, value, delivery, customer or technical support, and the sales relationship.*

Note 4: *Listening / learning (3.1a[2]) might include gathering and integrating web-based data and information that bear upon customers' purchasing decisions. Keeping your listening and learning methods current with business needs and directions (3.1a[3]) also might include use of current and new technology, such as web-based data gathering.*

For definitions of the following key terms, see Glossary of Key Terms: Attribute, Customer (external), and Value.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Value: Customer-Driven.

3.2 CUSTOMER RELATIONSHIPS AND SATISFACTION

(45 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization builds relationships to acquire, satisfy, and retain customers and to develop new opportunities. Describe also how your organization determines customer satisfaction. *Within your response, include answers to the following questions:*

a. Customer Relationships

(1) How do you build relationships to acquire and satisfy customers and to increase repeat business and positive referrals?

(2) How do you determine key customer contact requirements and how they vary for differing modes of access? How do you ensure that these contact requirements are deployed to all people involved in the response chain? Include a summary of your key access mechanisms for customers to seek information, conduct business, and make complaints.

(3) What is your complaint management process? Include how you ensure that complaints are resolved effectively and promptly and that all complaints are aggregated and analyzed for use in improvement throughout your organization and by your partners, as appropriate.

(4) How do you keep your approaches to building relationships and providing customer access current with business needs and directions?

b. Customer Satisfaction Determination

(1) How do you determine customer satisfaction and dissatisfaction and use this information for improvement? Include how you ensure that your measurements capture actionable information that predicts customers' future business with you and / or potential for positive referral. Describe significant differences in determination methods for different customer groups.

(2) How do you follow up with customers on products / services and transactions to receive prompt and actionable feedback?

(3) How do you obtain and use information on your customers' satisfaction relative to customers' satisfaction with competitors and / or benchmarks, as appropriate?

(4) How do you keep your approaches to determining satisfaction current with business needs and directions?

Note 1: *Customer relationships (3.2a) might include the development of partnerships or alliances with customers.*

Note 2: *Determining customer satisfaction and dissatisfaction (3.2b) might include use of any or all of the following: surveys, formal and informal feedback, use of customer account histories, complaints, and transaction completion rates. Information might be gathered on the internet, through personal contact or a third party, or by mail.*

Note 3: *Customer satisfaction measurements might include both a numerical rating scale and descriptors for each unit in the scale. Actionable customer satisfaction measurements provide useful information about specific product / service features, delivery, relationships, and transactions that bear upon the customers' future actions—repeat business and / or positive referral.*

Note 4: *Your customer satisfaction and dissatisfaction results should be reported in Item 7.1.*

For definitions of the following key terms, see Glossary of Key Terms: Benchmarks, Measures and Indicators, Performance and Process.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Value: Management by Fact.

CATEGORY 4 • 85 POINTS

INFORMATION AND ANALYSIS

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

4.1 MEASUREMENT AND ANALYSIS OF ORGANIZATIONAL PERFORMANCE

(50 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization provides effective performance management systems for measuring, analyzing, aligning, and improving performance at all levels and in all parts of your organization. *Within your response, include answers to the following questions:*

a. Performance Measurement

(1) How do you gather and integrate data and information from all sources to support daily operations and organizational decision-making?

(2) How do you select and align measures / indicators for tracking daily operations and overall organizational performance?

(3) How do you select and ensure the effective use of key comparative data and information?

(4) How do you keep your performance measurement system current with business needs and directions?

b. Performance Analysis

(1) What analyses do you perform to support your senior leaders' organizational performance review and your organization's strategic planning?

(2) How do you communicate the results of organizational-level analysis to work group and / or functional-level operations to enable effective support for decision-making?

(3) How do you align the results of organizational-level analysis with your key business results, strategic objectives, and action plans? How do these results provide the basis for projections of continuous and breakthrough improvements in performance?

Note 1: *Performance measurement is used in fact-based decision making for setting and aligning organizational directions and resource use at the work unit, key process, departmental, and whole organization levels.*

Note 2: *Comparative data and information sources (4.1a[3]) include benchmarking and competitive comparisons. "Benchmarking" refers to identifying processes and results that represent best practices and performance for similar activities, inside or outside your organization's industry. Competitive comparisons relate your organization's performance to that of competitors in your markets.*

Note 3: *Analysis includes examining trends; organizational, industry, and technology projections; and comparisons, cause and effect relationships, and correlations intended to support your performance reviews, help determine root causes, and help set priorities for resource use. Accordingly, analysis draws upon all types of data: customer-related, financial and market, operational, and competitive.*

Note 4: *The results of organizational performance analysis should contribute to your senior leaders' organizational performance review in 1.1b and organizational strategic planning in Category 2.*

Note 5: *Your organizational performance results should be reported in Items 7.1, 7.2, 7.3, and 7.4.*

For definitions of the following key terms, see Glossary of Key Terms: Alignment, Benchmarks, Measures and Indicators and Performance.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Values: Management by Fact, and Focus on Results and Creating Value.

4.2 INFORMATION MANAGEMENT
(40 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization ensures the quality and availability of needed data and information for employees, suppliers / partners, and customers. *Within your response, include answers to the following questions:*

a. Data Availability

(1) How do you make needed data and information available? How do you make them accessible to employees, suppliers / partners, and customers, as appropriate?

(2) How do you ensure data and information integrity, reliability, accuracy, timeliness, security, and confidentiality?

(3) How do you keep your data and information availability mechanisms current with business needs and directions?

b. Hardware and Software Quality

(1) How do you ensure that hardware and software are reliable and user friendly?

(2) How do you keep your software and hardware systems current with business needs and directions?

Note 1: *Data availability (4.2a) is of growing importance as the internet and e-business / e-commerce are used increasingly for business-to-business and business-to-consumer interactions and intranets become more important as a major source of organization-wide communications.*

Note 2: *Data and information access (4.2a[1]) might be via electronic and other means.*

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

CATEGORY 5 • 85 POINTS

HUMAN RESOURCE FOCUS

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

5.1 WORK SYSTEMS
(35 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization's work and jobs, compensation, career progression, and related work force practices motivate and enable employees and the organization to achieve high performance. *Within your response, include answers to the following questions:*

a. Work Systems

(1) How do you organize and manage work and jobs to promote cooperation, initiative / innovation, your organizational culture, and the flexibility to keep current with business needs? How do you achieve effective communication and knowledge / skill sharing across work units, jobs, and locations, as appropriate?

(2) How do you motivate employees to develop and utilize their full potential? Include formal and / or informal mechanisms you use to help employees attain job- and career-related development / learning objectives and the role of managers and supervisors in helping employees attain these objectives.

(3) How does your employee performance management system, including feedback to employees, support high performance and a customer and business focus? How do your compensation, recognition, and related reward / incentive practices reinforce these objectives?

(4) How do you accomplish effective succession planning for senior leadership and throughout the organization?

(5) How do you identify characteristics and skills needed by potential employees? How do you recruit, hire, and retain new employees? How do your work systems capitalize on the diverse ideas, cultures, and thinking of the communities with which you interact (your employee hiring and customer communities)?

Note 1: *"Employees" refers to your organization's permanent, temporary, and part-time personnel, as well as any contract employees supervised by your organization. Employees include team leaders, supervisors, and managers at all levels. Contract employees supervised by a contractor should be addressed in business or support processes in Category 6.*

Note 2: *"Your organization's work" refers to how your employees are organized and / or organize themselves in formal and informal, temporary, or longer-term units. This might include work teams, process teams, customer action teams, problem-solving teams, centers of excellence, functional units, cross-functional teams, and departments—self-managed or managed by supervisors.*

"Jobs" refers to responsibilities, authorities, and tasks of individuals. In some work systems, a team might share jobs.

Note 3: *Compensation and recognition (5.1a[3]) include promotions and bonuses that might be based upon performance, skills acquired, and other factors. Recognition includes monetary and nonmonetary, formal and informal, and individual and group mechanisms.*

For definitions of the following key terms, see Glossary of Key Terms: Diversity, Empowerment and High Performance Work.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Values: Agility, and Managing for Innovation.

5.2 EMPLOYEE EDUCATION, TRAINING, AND DEVELOPMENT

(25 POINTS)

APPROACH DEPLOYMENT

Describe how your organization's education and training support the achievement of your overall objectives, including building employee knowledge, skills, and capabilities and contributing to high performance. *Within your response, include answers to the following questions:*

a. Employee Education, Training, and Development

(1) How do education and training contribute to the achievement of your action plans? How does your education and training approach balance short- and longer-term organizational objectives and employee needs, including development, learning, and career progression?

(2) How do you seek and use input from employees and their supervisors / managers on education and training needs and delivery options?

(3) How do you address in your employee education, training, and development your key organizational needs associated with technological change, management / leadership development, new employee orientation, safety, performance measurement / improvement, and diversity?

(4) How do you deliver education and training? Include formal and informal delivery, including mentoring and other approaches, as appropriate. How do you evaluate the effectiveness of education and training, taking into account individual and organizational performance?

(5) How do you reinforce the use of knowledge and skills on the job?

Note 1: *Technological change (5.2a[3]) might include computer and internet literacy.*

Note 2: *Education and training delivery (5.2a[4]) might occur inside or outside your organization and involve on-the-job, classroom, computer-based, distance learning, and / or other types of delivery (formal or informal).*

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Value: Organizational and Personal Learning.

5.3 EMPLOYEE WELL-BEING AND SATISFACTION

(25 POINTS)

APPROACH DEPLOYMENT

Describe how your organization maintains a work environment and an employee support climate that contribute to the well-being, satisfaction, and motivation of all employees. *Within your response, include answers to the following questions:*

a. Work Environment

How do you improve workplace health, safety, and ergonomics? How do employees take part in improving them? Include performance measures and / or targets for each key environmental factor. Also include significant differences, if any, based on varying work environments for employee groups and / or work units.

b. Employee Support and Satisfaction

(1) How do you determine the key factors that affect employee well-being, satisfaction, and motivation? How are these factors segmented for a diverse work force and for varying categories and types of employees, as appropriate?

(2) How do you support your employees via services, benefits, and policies? How are these tailored to the needs of a diverse work force and different categories and types of employees, as appropriate?

(3) What formal and / or informal assessment methods and measures do you use to determine employee well-being, satisfaction, and motivation? How do you tailor these methods and measures to a diverse work force and to different categories and types of employees, as appropriate? How do you use other indicators, such as employee retention, absenteeism, grievances, safety, and productivity, to assess and improve employee well-being, satisfaction, and motivation?

(4) How do you relate assessment findings to key business results to identify priorities for improving the work environment and employee support climate?

Note 1: *Specific factors that might affect your employees' well-being, satisfaction, and motivation (5.3b[1]) include effective employee problem or grievance resolution; safety factors; employees' views of management; employee training, development, and career opportunities; employee preparation for changes in technology or the work organization; the work environment and other work conditions; management's empowerment of employees; information sharing by management; workload; cooperation and teamwork; recognition; services and benefits; communications; job security; compensation; and equal opportunity.*

Note 2: *Approaches for employee support (5.3b[2]) might include providing counseling, career development and employability services, recreational or cultural activities, nonwork-related education, day care, job rotation or sharing, special leave for family responsibilities or community service, home safety training, flexible work hours and location, outplacement, and retirement benefits (including extended healthcare).*

Note 3: *Measures / indicators of well-being, satisfaction, and motivation (5.3b[3]) might include data on safety and absenteeism, the overall turnover rate, the turnover rate for customer contact employees, employees' charitable contributions, grievances, strikes, other job actions, insurance costs, worker's compensation claims, and results of surveys. Survey indicators of satisfaction might include employee knowledge of job roles, employee knowledge of organizational direction, and employee perception of empowerment and information sharing. Your results relative to such measures / indicators should be reported in Item 7.3.*

Note 4: *Setting priorities (5.3b[4]) might draw upon your human resource results presented in Item 7.3 and might involve addressing employee problems based on their impact on your organizational performance.*

For definitions of the following key terms, see Glossary of Key Terms: Diversity, and Productivity.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Value: Valuing Employees and Partners.

CATEGORY 6 • 85 POINTS

PROCESS MANAGEMENT

The *Process Management* Category examines the key aspects of your organization's process management, including customer-focused design, product and service delivery, key business, and support processes. This Category encompasses all key processes and all work units.

6.1 PRODUCT AND SERVICE PROCESSES

(45 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization manages key processes for product and service design and delivery.

Within your response, include answers to the following questions:

a. Design Processes

(1) What are your design processes for products / services and their related production / delivery systems and processes?

(2) How do you incorporate changing customer / market requirements into product / service designs and production / delivery systems and processes?

(3) How do you incorporate new technology, including e-technology, into products / services and into production / delivery systems and processes, as appropriate?

(4) How do your design processes address design quality and cycle time, transfer of learning from past projects and other parts of the organization, cost control, new design technology, productivity, and other efficiency / effectiveness factors?

(5) How do you design your production / delivery systems and processes to meet all key operational performance requirements?

(6) How do you coordinate and test design and production / delivery processes to ensure capability for trouble-free and timely introduction of products / services?

b. Production / Delivery Processes

(1) What are your key production / delivery processes and their key performance requirements?

(2) How does your day-to-day operation of key production / delivery processes ensure meeting key performance requirements?

(3) What are your key performance measures / indicators used for the control and improvement of these processes? Include how in-process measures and real-time customer and supplier / partner input are used in managing your product and service processes, as appropriate.

(4) How do you perform inspections, tests, and process / performance audits to minimize warranty and / or rework costs, as appropriate? Include your prevention-based processes for controlling inspection and test costs, as appropriate.

(5) How do you improve your production / delivery systems and processes to achieve better process performance and improvements to products / services, as appropriate? How are improvements shared with other organizational units and processes and your suppliers / partners, as appropriate?

Note 1: *Product and service design, production, and delivery processes differ greatly among organizations, depending on many factors. These factors include the nature of your products and services, technology requirements, issues of modularity and parts commonality, customer and supplier relationships and involvement, and product and service customization. Responses to Item 6.1 should be based upon the most critical requirements for your business.*

Note 2: *Responses to Item 6.1 should include how your customers and key suppliers and partners are involved in your design processes, as appropriate.*

Note 3: *The results of operational improvements in your product and service design and delivery processes should be reported in Item 7.4. Results of improvements in product and service performance should be reported in Item 7.1.*

For definitions of the following key terms, see Glossary of Key Terms: Continuous Improvement, Cycle time, Peformance, Process, and Productivity.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Values: Agility, Managing for Innovation, and Management by Fact.

6.2 BUSINESS PROCESSES

(25 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization manages its key processes that lead to business growth and success.

Within your response, include answers to the following questions:

a. Business Processes

(1) What are your key business processes for business growth and success?

(2) How do you determine key business process requirements, incorporating input from customers and suppliers / partners, as appropriate? What are the key requirements for these processes?

(3) How do you design and perform these processes to meet all the key requirements?

(4) What are your key performance measures / indicators used for the control and improvement of these processes? Include how in-process measures and customer and supplier feedback are used in managing your business processes, as appropriate.

(5) How do you minimize overall costs associated with inspections, tests, and process / performance audits, as appropriate?

(6) How do you improve your business processes to achieve better performance and to keep them current with business needs and directions? How are improvements shared with other organizational units and processes, as appropriate?

Note 1: *Your key business processes are those nonproduct / nonservice processes that are considered most important to business growth and success by your organization's senior leaders. These might include processes for innovation, research and development, technology acquisition, information and knowledge management, supply chain management, supplier partnering, outsourcing, mergers and acquisitions, global expansion, project management, and sales / marketing. The key business processes to be included in Item 6.2 are distinctive to your organization and how you operate.*

Note 2: *To provide as complete and concise a response as possible for your key business processes, you might want to use a tabular format identifying the key processes and the attributes of each as called for in questions 6.2a(1)–6.2a(4).*

Note 3: *The results of improvements in your key business processes and key business process performance results should be reported in Item 7.4.*

For definitions of the following key terms, see Glossary of Key Terms: Continuous Improvement, Cycle time, Measures and Indicators, and Process.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

Please note that this Item aligns closely with the Criteria Core Values: Systems Perspective, and Valuing Employees and Partners.

6.3 SUPPORT PROCESSES

(15 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization manages its key processes that support your daily operations and your employees in delivering products and services. *Within your response, include answers to the following questions:*

a. Support Processes

(1) What are your key processes for supporting your daily operations and your employees in delivering products and services?

(2) How do you determine key support process requirements, incorporating input from internal customers, as appropriate? What are the key operational requirements (such as productivity and cycle time) for these processes?

(3) How do you design these processes to meet all the key requirements?

(4) How does your day-to-day operation of key support processes ensure meeting key performance requirements?

(5) What are your key performance measures / indicators used for the control and improvement of these processes? Include how in-process measures and internal customer feedback are used in managing your support processes, as appropriate.

(6) How do you minimize overall costs associated with inspections, tests, and process / performance audits?

(7) How do you improve your support processes to achieve better performance and to keep them current with business needs and directions? How are improvements shared with other organizational units and processes, as appropriate?

Note 1: *Your key support processes are those that are considered most important for support of your organization's product / service design and delivery processes and daily operations. These might include finance and accounting, facilities management, legal, human resource, and administration processes.*

Note 2: *The results of improvements in your key support processes and key support process performance results should be reported in Item 7.4.*

For definitions of the following key terms, see Glossary of Key Terms: Continuous Improvement, Cycle time, Measures and Indicators, Process and Productivity.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

CATEGORY 7 • 450 POINTS

BUSINESS RESULTS

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

7.1 CUSTOMER FOCUSED RESULTS

(125 POINTS)

RESULTS

Summarize your organization's key customer-focused results, including customer satisfaction and product and service performance results. Segment your results by customer groups and market segments, as appropriate. Include appropriate comparative data. *Provide data and information to answer the following questions:*

a. Customer Results

(1) What are your current levels and trends in key measures / indicators of customer satisfaction and dissatisfaction, including comparisons with competitors' levels of customer satisfaction?

(2) What are your current levels and trends in key measures / indicators of customer-perceived value, customer retention, positive referral, and / or other aspects of building relationships with customers, as appropriate?

b. Product and Service Results

(1) What are your current levels and trends in key measures / indicators of product and service performance that are important to your customers?

Note 1: *Customer satisfaction and dissatisfaction results reported in this Item should relate to determination methods and data described in Item 3.2.*

Note 2: *Measures / indicators of customers' satisfaction with your products / services relative to customers' satisfaction with competitors might include objective information and data from your customers and from independent organizations.*

Note 3: *Service performance (7.1b) might include measures of success in providing nontraditional services to customers, such as internet-based services.*

For definitions of the following key terms, see Glossary of Key Terms: Benchmarks, Measures and Indicators, Performance, and Results.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

7.2 FINANCIAL AND MARKET RESULTS
(125 POINTS)

RESULTS

Summarize your organization's key financial and marketplace performance results by market segments, as appropriate. Include appropriate comparative data. *Provide data and information to answer the following questions:*

a. Financial and Market Results

(1) What are your current levels and trends in key measures / indicators of financial performance, including aggregate measures of financial return and / or economic value, as appropriate?

(2) What are your current levels and trends in key measures / indicators of marketplace performance, including market share / position, business growth, and new markets entered, as appropriate?

Note 1: *Responses to 7.2a(1) might include aggregate measures such as return on investment (ROI), asset utilization, operating margins, profitability, profitability by market / customer segment, liquidity, debt to equity ratio, value added per employee, and financial activity measures.*

Note 2: *New markets entered (7.2a[2]) might include offering web-based services.*

For definitions of the following key terms, see Glossary of Key Terms: Benchmarks, Measures and Indicators, Performance, and Results.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

7.3 HUMAN RESOURCE RESULTS
(80 POINTS)

RESULTS

Summarize your organization's key human resource results, including employee well-being, satisfaction, and development and work system performance. Segment your results to address the diversity of your work force and the different types and categories of employees, as appropriate. Include appropriate comparative data. *Provide data and information to answer the following questions:*

a. Human Resource Results

(1) What are your current levels and trends in key measures / indicators of employee well-being, satisfaction and dissatisfaction, and development?

(2) What are your current levels and trends in key measures / indicators of work system performance and effectiveness?

Note 1: *Results reported in this Item should relate to activities described in Category 5. Your results should be responsive to key process needs described in Category 6 and to your organization's action plans and human resource plans described in Item 2.2.*

Note 2: *For appropriate measures of employee well-being and satisfaction (7.3a[1]), see Notes to Item 5.3. Appropriate measures / indicators of employee development might include innovation and suggestion rates, courses completed, learning, on-the-job performance improvements, and cross-training rates.*

Note 3: *Appropriate measures / indicators of work system performance and effectiveness (7.3a[2]) might include job and job classification simplification, job rotation, work layout, and changing supervisory ratios.*

For definitions of the following key terms, see Glossary of Key Terms: Benchmarks, Measures and Indicators, Performance, and Results.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

7.4 ORGANIZATIONAL EFFECTIVENESS RESULTS
(115 POINTS)

RESULTS

Summarize your organization's key performance results that contribute to the achievement of organizational effectiveness. Include appropriate comparative data. *Provide data and information to answer the following questions:*

a. Operational Results

(1) What are your current levels and trends in key measures / indicators of the operational performance of key design, production, delivery, business, and support processes? Include productivity, cycle time, supplier / partner performance, and other appropriate measures of effectiveness and efficiency.

(2) What are your results for key measures / indicators of accomplishment of organizational strategy?

b. Public Responsibility and Citizenship Results

What are your results for key measures / indicators of regulatory / legal compliance and citizenship?

Note 1: *Results reported in 7.4a should address your key operational requirements and progress toward accomplishment of your key organizational performance goals as presented in the Organizational Profile and in Items 1.1, 2.2, 6.1, 6.2, and 6.3. Include results not reported in Items 7.1, 7.2, and 7.3.*

Note 2: *Regulatory and legal compliance results reported in 7.4b should address requirements described in Item 1.2.*

Note 3: *Results reported in Item 7.4 should provide key information for analysis (Item 4.1) and review (Item 1.1) of your organizational performance and should provide the operational basis for customer-focused results (Item 7.1) and financial and market results (Item 7.2).*

For definitions of the following key terms, see Glossary of Key Terms: Benchmarks, Measures and Indicators, Performance, and Results.

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

SCORING SYSTEM

The scoring of responses to Criteria Items (Items) and Award applicant feedback are based on three evaluation dimensions:
(1) Approach;
(2) Deployment; and
(3) Results.
Criteria users need to furnish information relating to these dimensions. Specific factors for these dimensions are described below. Scoring Guidelines are provided on the following page.

Approach
Approach refers to how you address the Item requirements–the *method(s)* used. The factors used to evaluate approaches include:

- Appropriateness of the methods to the requirements
- Effectiveness of use of the methods. Degree to which the approach:
  –Is repeatable, integrated, and consistently applied
  –Embodies evaluation / improvement / learning cycles
  –Is based on reliable information and data
- Alignment with your organizational needs
- Evidence of innovation and change

Deployment
Deployment refers to the *extent* to which your approach is applied. The factors used to evaluate deployment include:

- Use of the approach in addressing Item requirements relevant and important to your organization
- Use of the approach by all appropriate work units

Results
Results refers to *outcomes* in achieving the purposes given in Items 7.1-7.4. The factors used to evaluate results include:

- Your current performance
- Your performance relative to appropriate comparisons and / or benchmarks
- Rate and breadth of your performance improvements
- Linkage of your results measures to important customer, market, process, and action plan performance requirements identified in your Organizational Profile and in Approach-Deployment Items

Item Classification and Scoring Dimensions
Items are classified according to the kinds of information and / or data you are expected to furnish relative to the three evaluation dimensions given above.

The two types of Items and their designations are:

1. **Approach ▶ Deployment** APPROACH DEPLOYMENT

2. **Results** RESULTS

Approach and Deployment are linked to emphasize that descriptions of Approach should always indicate the Deployment—consistent with the *specific requirements* of the Item. Although Approach and Deployment dimensions are linked, feedback to Award applicants reflects strengths and / or opportunities for improvement in either or both dimensions.

Results Items call for data showing performance levels, relevant comparative data, and improvement trends for key measures / indicators of organizational performance. Results Items also call for data on breadth of performance improvements, i.e., on how widespread your improvement results are. This is directly related to the Deployment dimension: if improvement processes are widely deployed, there should be corresponding results. A score for a Results Item is thus a composite based upon overall performance, taking into account the rate and breadth of improvements and their importance. (See next paragraph.)

"Importance" as a Scoring Factor
The three evaluation dimensions described previously are critical to evaluation and feedback. However, another critical consideration in evaluation and feedback is the importance of your reported Approach, Deployment, and Results to your key business factors. The areas of greatest importance should be identified in your Organizational Profile and in Items such as 2.1, 2.2, 3.1, 6.1, 6.2, and 7.4. Your key customer requirements and key strategic objectives and action plans are particularly important.

Assignment of Scores to Your Responses
The following guidelines should be observed in assigning scores to your Item responses:

- All Areas to Address should be included in your Item response. Also, responses should reflect what is important to your organization.
- In assigning a score to an Item, first decide which scoring range (e.g., 50 percent to 60 percent) best fits the overall Item response. Overall "best fit" does not require total agreement with each of the statements for that scoring range. Assigning the actual score within the range requires evaluating whether the Item response is closer to the statements in the next higher or next lower scoring range.
- An Approach-Deployment Item score of 50 percent represents an approach that meets the overall objectives of the Item and that is deployed to the principal activities and work units covered in the Item. Higher scores reflect maturity (cycles of improvement), integration, and broader deployment.
- A Results Item score of 50 percent represents a clear indication of improvement trends and / or good levels of performance in the principal results areas covered in the Item. Higher scores reflect better improvement rates and / or levels of performance, better comparative performance, and broader coverage and integration with business requirements.

SCORING GUIDELINES

SCORE	APPROACH / DEPLOYMENT
0%	• No Systematic Approach evident; information is anecdotal.
10% to 20%	• The beginning of a systematic approach to the basic purposes of the Item is evident. • Major gaps exist in deployment that would inhibit progress in achieving the basic purposes of the Item. • Early stages of a transition from reacting to problems to a general improvement orientation are evident.
30% to 40%	• An effective, systematic approach, responsive to the basic purposes of the Item, is evident. • The approach is deployed, although some areas or work units are in early stages of deployment. • The beginning of a systematic approach to evaluation and improvement of basic Item processes is evident.
50% to 60%	• An effective, systematic approach, responsive to the overall purposes of the Item and your key business requirements, is evident. • The approach is well deployed, although deployment may vary in some areas or work units. • A fact-based, systematic evaluation and improvement process is in place for improving the efficiency and effectiveness of key processes. • The approach is aligned with your basic organizational needs identified in the other Criteria Categories.
70% to 80%	• An effective, systematic approach, responsive to the multiple requirements of the Item and your current and changing business needs, is evident. • The approach is well deployed, with no significant gaps. • A fact-based, systematic evaluation and improvement process and organizational learning / sharing are key management tools; there is clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing. • The approach is well integrated with your organizational needs identified in the other Criteria Categories.
90% to 100%	• An effective, systematic approach, fully responsive to all the requirements of the Item and all your current and changing business needs, is evident. • The approach is fully deployed without significant weaknesses or gaps in any areas or work units. • A very strong, fact-based, systematic evaluation and improvement process and extensive organizational learning / sharing are key management tools; strong refinement and integration, backed by excellent organizational-level analysis and sharing, are evident. • The approach is fully integrated with your organizational needs identified in the other Criteria Categories.

SCORE	RESULTS
0%	• There are no results or poor results in areas reported.
10% to 20%	• There are some improvements and / or early good performance levels in a few areas. • Results are not reported for many to most areas of importance to your organization's key business requirements.
30% to 40%	• Improvements and / or good performance levels are reported in many areas of importance to your organization's key business requirements. • Early stages of developing trends and obtaining comparative information are evident. • Results are reported for many to most areas of importance to your organization's key business requirements.
50% to 60%	• Improvement trends and / or good performance levels are reported for most areas of importance to your organization's key business requirements. • No pattern of adverse trends and no poor performance levels are evident in areas of importance to your organization's key business requirements. • Some trends and / or current performance levels—evaluated against relevant comparisons and / or benchmarks—show areas of strength and / or good to very good relative performance levels. • Business results address most key customer, market, and process requirements.
70% to 80%	• Current performance is good to excellent in areas of importance to your organization's key business requirements. • Most improvement trends and / or current performance levels are sustained. • Many to most trends and / or current performance levels—evaluated against relevant comparisons and / or benchmarks—show areas of leadership and very good relative performance levels. • Business results address most key customer, market, process, and action plan requirements.
90% to 100%	• Current performance is excellent in most areas of importance to your organization's key business requirements. • Excellent improvement trends and / or sustained excellent performance levels are reported in most areas. • Evidence of industry and benchmark leadership is demonstrated in many areas. • Business results fully address key customer, market, process, and action plan requirements.

For a definition of the following ***key term****, see Glossary of Key Terms section: Systematic Approach*

GLOSSARY OF KEY TERMS

This Glossary of Key Terms defines and briefly describes terms used throughout the Criteria booklet that are important to performance management.

Applicants should reference the terms "business and "organization" early to facilitate understanding and effective use of the Criteria.

Action Plans

The term "action plans" refers to specific actions that respond to short- and longer-term strategic objectives. Action plans include details of resource commitments and time horizons for accomplishment. Action plan development represents the critical stage in planning when strategic objectives and goals are made specific so that effective, organization-wide understanding and deployment are possible. In the Criteria, deployment of action plans includes creation of aligned measures for work units. Deployment might also require specialized training for some employees or recruitment of personnel.

An example of a strategic objective for a supplier in a highly competitive industry might be to develop and maintain a price leadership position. Action plans likely would entail design of efficient processes and creation of an accounting system that tracks activity-level costs, aligned for the organization as a whole. Performance requirements might include unit and / or team training in setting priorities based upon costs and benefits. Organizational-level analysis and review likely would emphasize productivity growth, cost control, and quality.

Alignment

"Alignment" refers to consistency of plans, processes, information, resource decisions, actions, results, analysis, and learning to support key organization-wide goals. Effective alignment requires a common understanding of purposes and goals and use of complementary measures and information for planning, tracking, analysis, and improvement at three levels: the organizational level, the key process level, and the work unit level.

Analysis

"Analysis" refers to an examination of facts and data to provide a basis for effective decisions. Analysis often involves the determination of cause and effect relationships. Overall organizational analysis guides process management toward achieving key business results and toward attaining strategic objectives.

Despite their importance, individual facts and data do not usually provide an effective basis for actions or setting priorities. Actions depend on an understanding of relationships, derived from analysis of facts and data.

Approach

"Approach" refers to how an organization addresses the Georgia Oglethorpe Criteria Item requirements, i.e., the methods and processes used by the organization. Approaches are evaluated on the basis of the appropriateness of the methods / processes to the Item requirements, the effectiveness of their use, and their alignment with organizational needs. For further description, see the Scoring System on page 21.

Assessor

The *Georgia Oglethorpe Award Process* recruits and selects "Assessors". Assessors must complete an extensive, five- day course on the *Georgia Oglethorpe Award* Criteria. In addition, the course includes reviewing and scoring a test application. To be named to the Georgia Oglethorpe Board of Examiners, an Assessor must successfully complete the assessment and feedback process for that given year.

Attribute

An "attribute" is an inherent characteristic of a product, program, service or information such as its cost, color, function, duration, etc.

Benchmarks

The term "benchmarks" refers to processes and results that represent best practices and performance for similar activities, inside or outside an organization's industry. Organizations engage in benchmarking activities to understand the current dimensions of world-class performance and to achieve discontinuous (nonincremental) or breakthrough improvement.

Benchmarks are one form of comparative data. Other comparative data organizations might use include industry data collected by a third party (frequently industry averages), data on competitors' performance, and comparisons with similar organizations in the same geographic area.

Business

The Criteria assume that all applicants function as a business. For example, business organizations are usually in the business of providing a service; industry organizations are usually in the business of producing a product; educational facilities are in the business of educating students; hospitals are in the business of assisting people recover from illness; and government agencies are in the business of protecting our natural resources, making our roadways safe, etc.

Continuous Improvement

The ongoing evaluation and improvement in products, programs, services, or processes through incremental and breakthrough initiatives.

Customer (external)

An "external customer" is a person or organization that receives output (a product, service, or information) from another but is <u>not</u> a part of the organization supplying it.

Customer (internal)

An "internal customer" is a person or organization that receives output (a product, service, or information) from another but is a part of the larger organization or sub unit of the organization supplying it.

Cycle Time

"Cycle time" refers to the time required to fulfill commitments or to complete tasks. Time measurements play a major role in the Criteria because of the great importance of time performance to improving competitiveness. "Cycle time" refers to all aspects of time performance. Cycle time improvement might include time to market, order fulfillment time, delivery time, changeover time, customer response times, and other key measures of time.

Deployment

"Deployment" refers to the extent to which an organization's approach is applied to the requirements of a Criteria Item. Deployment is evaluated on the basis of the breadth and depth of application of the approach to relevant processes and work units throughout the organization. For further description, see the Scoring System on page 21.

Diversity

"Diversity" is the characteristics of a work force, which are a result of individual differences between its members. Specific differences may include gender, minority and majority status, national origin, race, viewpoints, etc.

Empowerment

"Empowerment" refers to giving employees the authority and responsibility to make decisions and take actions. Empowerment results in decisions being made closest to the "front line," where work-related knowledge and understanding reside.

Empowerment is aimed at enabling employees to satisfy customers on first contact, to improve processes and increase productivity, and to better the organization's business results. Empowered employees require information to make appropriate decisions; thus, an organizational requirement is to provide that information in an accurate, timely, and useful way.

High-Performance Work

"High-performance work" refers to work approaches used to systematically pursue ever higher levels of overall organizational and individual performance, including quality, productivity, innovation rate, and cycle time performance. High-performance work results in improved service for customers and other stakeholders.

Approaches to high-performance work vary in form, function, and incentive systems. Effective approaches frequently include cooperation between management and the work force, which may involve work force bargaining units; cooperation among work units, often involving teams; self-directed responsibility / employee empowerment; employee input to planning; individual and organizational skill building and learning; learning from other organizations; flexibility in job design and work assignments; a flattened organizational structure, where decision making is decentralized and decisions are made closest to the "front line"; and effective use of performance measures, including comparisons. Many high-performance work systems use monetary and nonmonetary incentives based upon factors such as organizational performance, team and / or individual contributions, and skill building. Also, high-performance work approaches usually seek to align the organization's structure, work, jobs, employee development, and incentives.

Improvement Cycle

"Improvement cycle" is an action (or series of actions) taken as a result of an organized and planned evaluation, which improves a process. To ensure that continuous improvement becomes integrated into a business, all "key" processes should provide for periodic evaluation and improvement cycles. The Georgia Oglethorpe Scoring Guidelines require higher scoring applicants to show evidence of ongoing evaluation and improvement cycles.

Innovation

"Innovation" refers to making meaningful change to improve products, services, and / or processes and create new value for stakeholders. Innovation involves the adoption of an idea, process, technology, or product that is either new or new to its proposed application.

Successful organizational innovation is a multi-step process that involves development and knowledge sharing, a decision to implement, implementation, evaluation, and learning. Although innovation is often associated with technological innovation, it is applicable to all key organizational processes that would benefit from change, whether through breakthrough improvement or change in approach or outputs.

Leadership System

"Leadership system" refers to how leadership is exercised throughout the organization, the basis for and the way that key decisions are made, communicated, and carried out at all levels. It is based upon shared values, expectations, and purposes; communicated and reinforced via interactions among leaders and managers; reflected in the decisions the leaders make; and evident in the actions of the organization. It includes the formal and informal mechanisms for leadership development used to select leaders and managers, to develop their leadership skills, and to provide guidance and examples regarding behaviors and practices.

An effective leadership system creates clear values respecting the requirements of organization stakeholders and sets high expectations for performance and performance improvement. It builds loyalties and teamwork based upon the values and the pursuit of shared purposes. It encourages and supports initiative and risk-taking, subordinates organization to purpose and function, and avoids chains of command that require long decision paths. An effective leadership system includes mechanisms for the leaders' self-examination and improvement.

Measures and Indicators

The term "measures and indicators" refers to numerical information that quantifies input, output, and performance dimensions of processes, products, services, and the overall organization (outcomes). Measures and indicators might be simple (derived from one measurement) or composite.

The Criteria do not make a distinction between measures and indicators. However, some users of these terms prefer the term indicator (1) when the measurement relates to performance but is not a direct measure of such performance (e.g., the number of complaints is an indicator of dissatisfaction but not a direct measure of it) and (2) when the measurement is a predictor ("leading indicator") of some more significant performance (e.g., increased customer satisfaction might be a leading indicator of market share gain).

Organization

"Organization" is used throughout the Criteria and refers to the entire "applicant" organization, to all employees and all physical sites, to the parent organization, or to a sub unit within an organization.

Performance

"Performance" refers to output results obtained from processes, products, and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations. Performance might be expressed in nonfinancial and financial terms.

The Georgia Oglethorpe Criteria address three types of performance: (1) customer-focused, including key product and service performance; (2) financial and marketplace; and (3) operational.

"Customer-focused performance" refers to performance relative to measures and indicators of customers' perceptions, reactions, and behaviors and to measures and indicators of product and service characteristics important to customers. Examples include customer retention, complaints, customer survey results, product reliability, on-time delivery, customer-experienced defect levels, and service response time.

"Financial and marketplace performance" refers to performance relative to measures of cost, revenue, and market position, including asset utilization, asset growth, and market share. Examples include returns on investments, value added per employee, debt to equity ratio, returns on assets, operating margins, cash-to-cash cycle time, other profitability and liquidity measures, and market gains.

"Operational performance" refers to organizational, human resource, and supplier performance relative to effectiveness and efficiency measures and indicators. Examples include cycle time, productivity, waste reduction, regulatory compliance, and community involvement. Operational performance might be measured at the work unit level, key process level, and organizational level.

Process

"Process" refers to linked activities with the purpose of producing a product or service for a customer (user) within or outside the organization. Generally, processes involve combinations of people, machines, tools, techniques, and materials in a systematic series of steps or actions. In some situations, processes might require adherence to a specific sequence of steps, with documentation (sometimes formal) of procedures and requirements, including well-defined measurement and control steps.

In many service situations, particularly when customers are directly involved in the service, process is used in a more general way, i.e., to spell out what must be done, possibly including a preferred or expected sequence. If a sequence is critical, the service needs to include information to help customers understand and follow the sequence. Service processes involving customers also require guidance to the providers of those services on handling contingencies related to customers' likely or possible actions or behaviors.

In knowledge work such as strategic planning, research, development, and analysis, process does not necessarily imply formal sequences of steps. Rather, process implies general understandings regarding competent performance such as timing, options to be included, evaluation, and reporting. Sequences might arise as part of these understandings.

Productivity

"Productivity" refers to measures of the efficiency of resource use. Although the term often is applied to single factors such as staffing (labor productivity), machines, materials, energy, and capital, the productivity concept applies as well to the total resources used in producing outputs. The use of an aggregate measure of overall productivity allows a determination of whether the net effect of overall changes in a process—possibly involving resource tradeoffs—is beneficial.

Results

The term "results" refers to outcomes achieved by an organization in addressing the purposes of a Georgia Oglethorpe Criteria Item. Results are evaluated on the basis of current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results measures to key organizational performance requirements. For further description, see the Scoring System section.

Senior Leaders

The term "senior leaders" refers to an organization's senior management group or team. In many organizations, this consists of the head of the organization and his or her direct reports.

Stakeholders

The term "stakeholders" refers to all groups that are or might be affected by an organization's actions and success. Examples of key stakeholders include customers, employees, suppliers, partners, stockholders, and communities.

Strategic Objectives

The term "strategic objectives" refers to an organization's articulated aims or responses to address major change / improvement, competitiveness issues, and / or business advantages. Strategic objectives generally are focused externally and relate to significant customer, market, product / service, or technological opportunities and challenges. Broadly stated, they are what an organization must achieve to remain or become competitive. Strategic objectives set an organization's longer-term directions and guide resource allocations and redistributions.

See the definition of key term "Action Plans" in this section for the relationship between strategic objectives and action plans and for an example of each.

Systematic Approach

"Systematic approach" refers to a course of action, process, or methodology. It means assurance that a course of action, process, or methodology occurs when appropriate, to the extent appropriate, and that it is effective. The appropriate extent is determined by what is necessary to be fully responsive to the Item within the Criteria Category. It means the course of action, process, or methodology has the "capability of being" defined, repeated, learned, evaluated and improved. A systematic approach enables an organization to use data and information for improvement and learning. A systematic approach to a course of action, process, or methodology can extend the entire range from informal to formal.

Informal – generally implies "from no to some" documentation and is not very regimented or standardized. It is important to note that informal practices must still be effective in carrying out the purpose for which they are being conducted and thus contribute to being fully responsive to the Item within the Criteria Category.

Formal – generally implies written documentation, more standardized practices, and regularly scheduled occurrences, with a way to audit the course of action, process, or methodology for performance and to take corrective action if the desired effect is not achieved. A formal activity, process, or methodology can include features like document control, change management control, training to standards, rewards, and consequences for following or not following the documented procedures.

Value

"Value" refers to the perceived worth of a product, service, process, asset, or function relative to cost and relative to possible alternatives.

Organizations frequently use value considerations to determine the benefits of various options relative to their costs, such as the value of various product and service combinations to customers. Organizations need to understand what different stakeholder groups value and then deliver value to each group. This frequently requires balancing value for customers and other stakeholders, such as stockholders, employees, and the community.

WorkForce

"Workforce" is generally used to describe non-management employees unless otherwise indicated. It includes both the union and non-union employees of an organization, as well as the labor union(s) where applicable.

2001 CRITERIA: CATEGORY AND ITEM DESCRIPTIONS

LEADERSHIP

CATEGORY ONE

Leadership addresses how your senior leaders guide your organization in setting organizational values, directions, and performance expectations. Attention is given to how your senior leaders communicate with employees, review organizational performance, and create an environment that encourages high performance. The Category also includes your organization's responsibilities to the public and how your organization practices good citizenship.

1.1 Organizational Leadership

Purpose
This Item examines the key aspects of your organization's leadership and the actions of your senior leaders to create and sustain a high-performance organization.

Requirements
You are asked how your senior leaders set and deploy values, short- and longer-term directions, and performance expectations and balance the expectations of customers and other stakeholders. This includes how leaders create an environment for empowerment, innovation, organizational agility, and learning.

You also are asked how your senior leaders review organizational performance, what key performance measures they regularly review, and how review findings are used to drive improvement and innovation, including improvement in your leaders' effectiveness.

Comments

- Leadership's central roles in setting values and directions, creating and balancing value for all stakeholders, and driving performance are the focus of this Item. Success requires a strong orientation to the future and a commitment to both improvement and innovation. Increasingly, this requires creating an environment for empowerment and agility, as well as the means for rapid and effective application of knowledge.
- The organizational review called for in this Item is intended to cover all areas of performance. This includes not only how well you currently are performing but also how well you are moving toward the future. It is anticipated that the review findings will provide a reliable means to guide both improvement and opportunities for innovation that are tied to your organization's key objectives, success factors, and measures. Therefore, an important component of your senior leaders' organizational review is the translation of the review findings into an action agenda sufficiently specific for deployment throughout your organization and to your suppliers / partners and key customers.

1.2 Public Responsibility and Citizenship

Purpose
This Item examines how your organization fulfills its public responsibilities and encourages, supports, and practices good citizenship.

Requirements
You are asked how your organization addresses its current and future impacts on society in a proactive manner and how you accomplish ethical business practices in all stakeholder interactions. The impacts and practices are expected to cover all relevant and important areas—products, services, and operations.

You also are asked how your organization, your senior leaders, and your employees identify, support, and strengthen your key communities as part of good citizenship practices.

Comments

- An integral part of performance management and improvement is proactively addressing legal and regulatory requirements and risk factors. Addressing these areas requires establishing appropriate measures / indicators that senior leaders track in their overall performance review. Your organization should be sensitive to issues of public concern, whether or not these issues are currently embodied in law.
- Citizenship implies going beyond a compliance orientation. Good citizenship opportunities are available to organizations of all sizes. These opportunities include encouraging and supporting your employees' community service.
- Examples of organizational community involvement include influencing the adoption of higher standards in education by communicating employability requirements to schools and school boards; partnering with other businesses and healthcare providers to improve health in the local community by providing education and volunteer services to address public health issues; and partnering to influence trade, business, and professional associations to engage in beneficial, cooperative activities, such as sharing best practices to improve overall U.S. global competitiveness and the environment.

STRATEGIC PLANNING

CATEGORY TWO

Strategic Planning addresses strategic and action planning and deployment of those plans. The Category stresses that customer-driven quality and operational performance are key strategic issues that need to be integral parts of your organization's overall planning. Specifically:

- Customer-driven quality is a strategic view of quality. The focus is on the drivers of customer satisfaction, customer retention, new markets, and market share—key factors in competitiveness, profitability, and business success.
- Operational performance improvement contributes to short-term and longer-term productivity growth and cost / price competitiveness. Building operational capability—including speed, responsiveness, and flexibility—represents an investment in strengthening your competitive fitness.

The Criteria emphasize that improvement and learning need to be embedded in work processes. The special role of strategic planning is to align work processes with your organization's strategic directions, thereby ensuring that improvement and learning reinforce organizational priorities.

The Strategic Planning Category examines how your organization:

- Understands the key customer, market, and operational requirements as input to setting strategic directions. This helps to ensure that ongoing process improvements and change are aligned with your organization's strategic directions.
- Optimizes the use of resources, ensures the availability of trained employees, and bridges short-term and longer-term requirements that may entail capital expenditures, technology development or acquisition, and supplier development.
- Ensures that deployment will be effective—that there are mechanisms to transmit requirements and achieve alignment on three levels:

  (1) the organization / executive level;

  (2) the key process level; and

  (3) the work-unit / individual-job level.

The requirements in the Strategic Planning Category encourage strategic thinking and acting—to develop a basis for a distinct competitive position in the marketplace. These requirements do not imply formalized plans, planning systems, departments, or specific planning cycles. They also do not imply that all your improvements could or should be planned in advance. An effective improvement system combines improvements of many types and degrees of involvement. This requires clear strategic guidance, particularly when improvement alternatives, including major change, compete for limited resources. In most cases, setting priorities depends heavily on a cost rationale. However, you also might have critical requirements, such as public responsibilities, that are not driven by cost considerations alone.

2.1 Strategy Development

Purpose

This Item examines how your organization sets strategic directions and develops your strategic objectives, guiding and strengthening your overall performance and competitiveness.

Requirements

You are asked to outline your organization's strategic planning process; including identifying key participants, key steps, and your planning time horizons. You are asked how you consider key factors that affect your organization's future. These factors cover external and internal influences on your organization. You are asked to address each factor and outline how relevant data and information are gathered and analyzed.

You also are asked to summarize your key strategic objectives and your timetable for accomplishing them. Finally, you are asked how these objectives address the challenges outlined in your Organizational Profile.

Comments

- This Item calls for basic information on the planning process and for information on all the key influences, risks, challenges, and other requirements that might affect your organization's future opportunities and directions—taking as long-term a view as possible. This approach is intended to provide a thorough and realistic context for the development of a customer- and market-focused strategy to guide ongoing decision making, resource allocation, and overall management.
- This Item is intended to cover all types of businesses, competitive situations, strategic issues, planning approaches, and plans. The requirements explicitly call for a future-oriented basis for action but do not imply formalized planning, planning departments, planning cycles, or a specified way of visualizing the future. Even if your organization is seeking to create an entirely new business situation, it is still necessary to set and to test the objectives that define and guide critical actions and performance.
- This Item emphasizes competitive leadership, which usually depends on revenue growth and operational effectiveness. Competitive leadership requires a view of the future that includes not only the markets or segments in which your organization competes but also how it competes. How it competes presents many options and requires that you understand your organization's and your competitors' strengths and weaknesses. Although no specific time horizons are included, the thrust of this Item is sustained competitive leadership.
- An increasingly important part of strategic planning is projecting the future competitive environment. Such projections help to detect and reduce competitive threats, to shorten reaction time, and to identify opportunities. Depending on the size and type of business, maturity of markets, pace of change, and competitive parameters (such as price or innovation rate), organizations might use a variety of modeling, scenarios, or other techniques and judgments to anticipate the competitive environment.

2.2 Strategy Deployment

Purpose

This Item examines how your organization converts your strategic objectives into action plans to accomplish the objectives and how your organization assesses progress relative to these action plans. The aim is to ensure that your strategies are deployed for goal achievement.

Requirements

You are asked how you develop and deploy action plans that address your organization's key strategic objectives, including the allocation of needed resources. You are asked to summarize your key short- and longer-term action plans. Particular attention is given to changes in products / services, customers / markets, and how you operate. You also are asked about your key human resource plans that will enable accomplishment of your strategic objectives and action plans.

You are asked to give your key measures / indicators used in tracking progress relative to the action plans and how you use these measures to achieve organizational alignment and coverage of all key work units and stakeholders. Finally, you are asked to provide a projection of key performance measures / indicators. As part of this projection, you are asked how your projected performance compares with competitors' performance, key benchmarks, goals, and past performance.

Comments

- This Item asks how your action plans are developed and deployed. Accomplishment of action plans requires resources and performance measures, as well as the alignment of work unit and supplier / partner plans. Of central importance is how you achieve alignment and consistency—for example, via key processes and key measurements. Also, alignment and consistency are intended to provide a basis for setting and communicating priorities for ongoing improvement activities—part of the daily work of all work units. In addition, performance measures are critical for tracking performance. Action plans include human resource plans that support your overall strategy.

- Key changes in your products / services or customers / markets might include web-based or e-commerce initiatives, integrated within or separate from your current business.
- Examples of possible human resource plan elements are:
  - A redesign of your work organization and / or jobs to increase employee empowerment and decision making
  - Initiatives to promote greater labor-management cooperation, such as union partnerships
  - Initiatives to foster knowledge sharing and organizational learning
  - Modification of your compensation and recognition systems to recognize team, organizational, stock market, customer, or other performance attributes
  - Education and training initiatives, such as developmental programs for future leaders, partnerships with universities to help ensure the availability of future employees, and establishment of technology-based training capabilities
- Projections and comparisons in this Item are intended to encourage your organization to improve its ability to understand and track dynamic, competitive performance factors. Through this tracking process, your organization should be better prepared to take into account its rate of improvement and change relative to competitors' and relative to your own targets or stretch goals. Such tracking serves as a key diagnostic management tool.
- In addition to improvement relative to past performance and competitors' performance, projected performance also might include changes resulting from new business ventures, entry into new markets, e-commerce initiatives, product / service innovations, or other strategic thrusts.

CUSTOMER AND MARKET FOCUS

CATEGORY THREE

Customer and Market Focus addresses how your organization seeks to understand the voices of customers and of the marketplace. The Category stresses relationships as an important part of an overall listening, learning, and performance excellence strategy. Your customer satisfaction and dissatisfaction results provide vital information for understanding your customers and the marketplace. In many cases, such results and trends provide the most meaningful information, not only on your customers' views but also on their marketplace behaviors—repeat business and positive referrals.

3.1 Customer and Market Knowledge

Purpose

This Item examines your organization's key processes for gaining knowledge about your current and future customers and markets, with the aim of offering relevant products and services, understanding emerging customer requirements and expectations, and keeping pace with marketplace changes and changing ways of doing business.

Requirements

You are asked how you determine key customer groups and how you segment your markets. You are asked how you consider potential customers, including your competitors' customers. You are asked how you determine key requirements for and drivers of purchase decisions and how you determine key product / service features. You also are asked how these determinations include relevant information from current and former customers.

Finally, you are asked how you keep your customer listening and learning methods current with your changing business needs and directions.

Comments

- In a rapidly changing competitive environment, many factors may affect customer preference and loyalty and your interface with customers in the marketplace. This makes it necessary to listen and learn on a continuous basis. To be effective, listening and learning need to be closely linked with your organization's overall business strategy.
- Knowledge of customer groups and market segments allows your organization to tailor listening and learning strategies and marketplace offerings, to support and tailor your marketing strategies, and to develop new business.
- A relationship strategy may be possible with some customers but not with others. Differing relationships may require distinctly different listening and learning strategies. The use of e-commerce is rapidly changing many marketplaces and may affect your listening and learning strategies, as well as your definition of customer groups and market segments.
- Selection of listening and learning strategies depends on your organization's key business factors. Increasingly, companies interact with customers via multiple modes. Some frequently used modes include focus groups with key customers; close integration with key customers; interviews with lost customers about their purchase decisions; use of the customer complaint process to understand key product and service attributes; won / lost analysis relative to competitors; and survey / feedback information, including information collected on the Internet.

3.2 Customer Satisfaction and Relationships

Purpose

This Item examines your organization's processes for building customer relationships and determining customer satisfaction, with the aim of acquiring new customers, retaining existing customers, and developing new market opportunities.

Requirements

You are asked how you build relationships to acquire and satisfy customers and to develop repeat business and positive referrals.

You are asked how you determine key customer contact requirements and how these vary for different modes of access. As part of this response, you are asked to describe key access mechanisms for customers to seek information, conduct business, and make complaints. You are asked how customer contact requirements are deployed along the entire response chain.

You also are asked about your satisfaction and dissatisfaction determination processes and how they differ for different customer groups because satisfied customers are a requirement for loyalty, repeat business, and positive referrals.

You are asked to describe your complaint management process. This description should include how you ensure prompt and effective problem resolution. The description also should cover how all complaints are aggregated and analyzed for use in improvement throughout your organization and by your partners, as appropriate.

You are asked how you keep your approaches to relationship building and customer access current with your changing business needs and directions.

You are asked how you determine customer satisfaction and dissatisfaction, including how you capture actionable information that reflects customers' future business and / or positive referral.

You are asked how you follow up with customers regarding products / services and recent transactions to receive prompt and actionable feedback.

You are asked how you obtain and use information on customer satisfaction relative to satisfaction with competitors and / or benchmarks so you can gauge your performance in the marketplace.

Finally, you are asked how you keep your methods for determining customer satisfaction current with your changing business needs and directions.

Comments

- This Item emphasizes how you obtain actionable information from customers. Information that is actionable can be tied to key product, service, and business processes and be used to determine cost / revenue implications for setting improvement and change priorities.
- Complaint aggregation, analysis, and root cause determination should lead to effective elimination of the causes of complaints and to setting priorities for process, product, and service improvements. Successful outcomes require effective deployment of information throughout the organization.
- In determining customers' satisfaction, a key aspect is their comparative satisfaction with competitors and competing or alternative offerings. Such information might be derived from your own comparative studies or from independent studies. The factors that lead to customer preference are of critical importance in understanding factors that drive markets and potentially affect longer-term competitiveness.
- Changing business needs and directions might include new modes of customer access, such as the Internet. In such cases, key contact requirements might include on-line security for customers and access to personal assistance.

INFORMATION AND ANALYSIS

CATEGORY FOUR

The Information and Analysis Category is the main point within the Criteria for all key information about effectively measuring and analyzing performance to drive improvement and organizational competitiveness. In the simplest terms, Category 4 is the "brain center" for the alignment of your organization's operations and its strategic objectives. Central to such use of data and information are their quality and availability. Furthermore, since information and analysis might themselves be primary sources of competitive advantage and productivity growth, the Category also includes such strategic considerations.

4.1 Measurement and Analysis of Organizational Performance

Purpose

This Item examines your organization's selection, management, and use of data and information for performance measurement and analysis in support of organizational planning and performance improvement. The Item serves as a central collection and analysis point in an integrated performance measurement and management system that relies on financial and nonfinancial data and information. The aim of measurement and analysis is to guide your organization's process management toward the achievement of key business results and strategic objectives.

Requirements

You are asked how you gather and integrate data and information for monitoring daily operations and supporting organizational decision making and how you select and use measures for tracking those operations and overall organizational performance. You also are asked how you select and use comparative data and information to help drive performance improvement. These requirements address the major components of an effective performance measurement system.

You are asked what analyses you perform to support your senior leaders' assessment of overall organizational performance and your strategic planning. You are asked how the results of organizational-level analysis are communicated to support decision making throughout your organization and are aligned with your business results, strategic objectives, and action plans.

Finally, you are asked how you keep your organization's performance measurement system current with changing business needs and directions.

Comments

- Alignment and integration are key concepts for successful implementation of your performance measurement system. They are viewed in terms of extent and effectiveness of use to meet your performance assessment needs. Alignment and integration include how measures are aligned throughout your organization, how they are integrated to yield organization-wide data / information, and how performance measurement requirements are deployed by your senior leaders to track work group and process-level performance on key measures targeted for organization-wide significance and / or improvement.
- The use of comparative data and information is important to all organizations. The major premises for use are (1) your organization needs to know where it stands relative to competitors and to best practices, (2) comparative and benchmarking information often provides the impetus for significant ("breakthrough") improvement or change, and (3) comparing performance information frequently leads to a better understanding of your processes and their performance. Benchmarking information also may support business analysis and decisions relating to core competencies, alliances, and outsourcing.
- Your effective selection and use of comparative data and information require:
  - Determination of needs and priorities;
  - Criteria for seeking appropriate sources for comparisons—from within and outside your organization's industry and markets; and
  - Use of data and information to set stretch goals and to promote major, nonincremental ("breakthrough") improvements in areas most critical to your organization's competitive strategy.

- Individual facts and data do not usually provide an effective basis for setting organizational priorities. This Item emphasizes that close alignment is needed between your analysis and your organizational performance review and between your analysis and your organizational planning. This ensures that analysis is relevant to decision making and that decision making is based on relevant data and information.
- Action depends on understanding cause-effect connections among processes and between processes and business / performance results. Process actions and their results may have many resource implications. Organizations have a critical need to provide an effective analytical basis for decisions because resources for improvement are limited and cause-effect connections are often unclear.
- Analyses that your organization conducts to gain an understanding of performance and needed actions may vary widely depending on your type of organization, size, competitive environment, and other factors. Examples of possible analyses include:
  - How product and service quality improvement correlates with key customer indicators such as customer satisfaction, customer retention, and market share;
  - Cost / revenue implications of customer-related problems and effective problem resolution;
  - Interpretation of market share changes in terms of customer gains and losses and changes in customer satisfaction;
  - Improvement trends in key operational performance indicators such as productivity, cycle time, waste reduction, new product introduction, and defect levels;
  - Relationships between employee / organizational learning and value added per employee;
  - Financial benefits derived from improvements in employee safety, absenteeism, and turnover;
  - Benefits and costs associated with education and training, including Internet-based, or e-learning, opportunities;
  - Benefits and costs associated with improved organizational knowledge management and sharing;
  - How the ability to identify and meet employee requirements correlates with employee retention, motivation, and productivity;
  - Cost / revenue implications of employee-related problems and effective problem resolution;
  - Individual or aggregate measures of productivity and quality relative to competitors;
  - Cost trends relative to competitors;
  - Relationships among product / service quality, operational performance indicators, and overall financial performance trends as reflected in indicators such as operating costs, revenues, asset utilization, and value added per employee;
  - Allocation of resources among alternative improvement projects based on cost / benefit implications or environmental/ community impact;
  - Net earnings derived from quality, operational, and human resource performance improvements;
  - Comparisons among business units showing how quality and operational performance improvement affect financial performance;
  - Contributions of improvement activities to cash flow, working capital use, and shareholder value;
  - Profit impacts of customer retention;
  - Cost / revenue implications of new market entry, including global market entry or expansion;
  - Cost / revenue, customer, and productivity implications of engaging in and / or expanding e-commerce / e-business and use of the internet and intranets;
  - Market share versus profits;
  - Trends in economic, market, and shareholder indicators of value; and
  - The availability of electronic data and information of many kinds (e.g., financial, operational, customer-related, accreditation / regulatory) and from many sources (e.g., internal, third party, and public sources; the internet; internet tracking software) permits extensive analysis and correlations. Effectively utilizing and prioritizing this wealth of information are significant organizational challenges.

4.2 Information Management

Purpose

This Item examines how your organization ensures the availability of high-quality, timely data and information for all your key users—employees, suppliers / partners, and customers.

Requirements

You are asked how you make data and information available and accessible to your user communities. You are asked how you ensure that the data and information have all the characteristics your users expect: reliability, accuracy, validity, timeliness, and appropriate levels of security and confidentiality.

You also are asked how you ensure that your hardware systems and software are reliable and user friendly so that access is facilitated and encouraged.

Finally, you are asked how you keep your data availability mechanisms, software, and hardware current with changing business needs and directions.

Comments

- Managing information can require a significant commitment of resources as the sources of data and information grow dramatically. The expanding use of electronic information within organizations' operations, as part of organizational knowledge networks, from the Internet, and in business-to-business and business-to-consumer communications challenges organizational abilities to ensure reliability and availability in a user-friendly format.
- Data and information are especially important in business networks, alliances, and supply chains. Your responses to this Item should take into account this use of data and information and should recognize the need for rapid data validation and reliability assurance, given the increasing use of electronic data transfer.

HUMAN RESOURCE FOCUS

CATEGORY FIVE

Human Resource Focus addresses key human resource practices—those directed toward creating and retaining a high-performance workplace and toward developing employees to enable them and your organization to adapt to change. The Category covers human resource development and management requirements in an integrated way, i.e., aligned with your organization's strategic objectives. Your human resource focus includes your work environment and your employee support climate.

To reinforce the basic alignment of human resource management with overall strategy, the Criteria also cover human resource planning as part of overall planning in the Strategic Planning Category.

5.1 Work Systems

Purpose

This Item examines your organization's systems for work and jobs, compensation, employee performance management, motivation, recognition, communication, and hiring, with the aim of enabling and encouraging all employees to contribute effectively and to the best of their ability. These systems are intended to foster high performance, to result in individual and organizational learning, and to enable adaptation to change.

Requirements

You are asked how you organize and manage work and jobs to promote cooperation, initiative / innovation, and flexibility. You are asked how you achieve effective communication and knowledge / skill sharing. You also are asked how your managers and supervisors motivate employees to develop and utilize their full potential, including the mechanisms you use to attain job- and career-related learning objectives.

You are asked how your employee performance management system, including feedback to employees, supports high performance and a customer / business focus. This should include how compensation, recognition, and related practices reinforce these objectives.

You are asked how you accomplish effective succession planning for senior leadership and others.

Finally, you are asked how you identify the capabilities needed by potential employees and how you recruit, hire, and retain new employees. Your considerations should include the ability of your work system to benefit from the diverse ideas and cultures of your communities.

Comments

- Flexibility, innovation, knowledge and skill sharing, alignment with organizational objectives, customer focus, and rapid response to changing business needs and requirements of the marketplace characterize high-performance work. The focus of this Item is on a work force capable of achieving high performance. In addition to enabled employees and proper work system design, high-performance work requires ongoing education and training, as well as information systems that ensure proper information flow. To help employees realize their full potential, many organizations use individual development plans prepared with each employee and addressing his / her career and learning objectives.
- Work and job factors for your consideration include simplification of job classifications, cross-training, job rotation, use of teams (including self-directed teams), and changes in work layout and location. Also important is effective communication across functions and work units to ensure a focus on customer requirements and to ensure an environment with trust, knowledge sharing, and mutual respect.
- Compensation and recognition systems should be matched to your work systems. To be effective, compensation and recognition might be tied to demonstrated skills and / or to peer evaluations. Compensation and recognition approaches also might include profit sharing, rewarding exemplary team or unit performance, and linkage to customer satisfaction and loyalty measures or other business objectives.
- The requirements of high-performance work, coupled with the challenges of tight labor markets, necessitate more attention to workforce retention, succession planning and hiring profiles. This should include and capitalize on diversity factors.

5.2 Employee Education, Training, and Development

Purpose

This Item examines the education, training, and on-the-job reinforcement of knowledge and skills of your organization's work force, with the aim of meeting ongoing needs of employees and a high-performance workplace.

Requirements

You are asked how education and training tie to your action plans, including how education and training balance short- and longer-term individual and organizational objectives. You are asked how you seek and use input on education and training needs and delivery from those that most directly benefit—employees and their supervisors / managers.

You are asked how you address key organizational needs associated with technological change, management / leadership development, orientation of new employees, safety, performance improvement, and diversity.

You are asked how you deliver and evaluate education and training, taking into account individual and organizational performance. Finally, you are asked how you reinforce knowledge and skills on the job.

Comments

- Depending on the nature of your organization's work, employees' responsibilities, and the stage of organizational and personal development, education and training needs might vary greatly. These needs might include gaining skills for knowledge sharing, communications, teamwork, problem solving, interpreting and using data, meeting customer requirements, process analysis and simplification, waste and cycle time reduction, and setting priorities based on strategic alignment or cost / benefit analysis. Education needs also might include basic skills, such as reading, writing, language, arithmetic, and, increasingly, basic computer skills.
- Education and training delivery might occur inside or outside your organization and could involve on-the-job, classroom,

computer-based, or distance learning, as well as other types of delivery. Training also might occur through developmental assignments within or outside your organization.

- When you evaluate education and training, you should seek effectiveness measures as a critical part of the evaluation. Such measures might address the impact on individual, unit, and organizational performance; the impact on customer-related performance; and a cost / benefit analysis of the training.
- Although this Item does not specifically ask you about training for customer contact employees, such training is important and common. It frequently includes learning critical knowledge and skills in the following areas: your products, services, and customers; how to listen to customers; recovery from problems or failures and how to effectively manage customer expectations.

5.3 Employee Well-Being and Satisfaction

Purpose
This Item examines your organization's work environment, your employee support climate, and how you determine employee satisfaction, with the aim of fostering the well-being, satisfaction, and motivation of all employees while recognizing their diverse needs.

Requirements
You are asked how you ensure a safe and healthful work environment for all employees, taking into account their differing work environments and associated requirements. Special emphasis is placed on how employees contribute to identifying important factors and to improving workplace safety. You also are asked to identify appropriate measures and targets for key environmental factors so that status and progress can be tracked.

You are asked how you determine the key factors that affect employee well-being, satisfaction, and motivation. Included is how these factors are segmented for a diverse work force and different categories / types of employees. In addition, you are asked how your services, benefits, and policies support employee well-being, satisfaction, and motivation based upon a holistic view of this key stakeholder group. Special emphasis is placed on the variety of approaches you use to satisfy a diverse work force with differing needs and expectations.

You are asked to describe formal and / or informal assessment methods and measures you use to determine employee well-being, satisfaction, and motivation. This description should include how you tailor these methods and measures to a diverse work force and how you use other indicators (e.g., employee turnover) to support your assessment. Finally, you are asked how you relate assessment findings to key business results to identify key priorities.

Comments

- Most organizations, regardless of size, have many opportunities to contribute to employees' well-being, satisfaction, and motivation. Some examples of services, facilities, activities, and other opportunities are personal and career counseling; career development and employability services; recreational or cultural activities; formal and informal recognition; non-work-related education; day care; special leave for family responsibilities and / or community service; flexible work hours and benefits packages; outplacement services; and retiree benefits, including extended healthcare and access to employee services.
- Although satisfaction with pay and satisfaction with promotion are important, these two factors generally are not sufficient to ensure overall employee satisfaction, motivation, and high performance. Some examples of other factors to consider are effective employee problem and grievance resolution; employee development and career opportunities; work environment and management support; workload; communication, cooperation, and teamwork; job security; appreciation of the differing needs of diverse employee groups; and organizational support for serving customers.
- In addition to direct measures of employee satisfaction and well-being through formal or informal surveys, some other indicators include absenteeism, turnover, grievances, strikes, Occupational Safety and Health Administration (OSHA) reportables and worker's compensation claims.

PROCESS MANAGEMENT

CATEGORY SIX

Process Management is the focal point within the Criteria for all key work processes. Built into the Category are the central requirements for efficient and effective process management: effective design; a prevention orientation; linkage to suppliers and partners and a focus on supply chain integration; operational performance; cycle time; and evaluation, continuous improvement, and organizational learning.

Agility, cost reduction, and cycle time reduction are increasingly important in all aspects of process management and organizational design. In simplest terms, "agility" refers to your ability to adapt quickly, flexibly, and effectively to changing requirements. Depending on the nature of your organization's strategy and markets, agility might mean rapid changeover from one product to another, rapid response to changing demands, or the ability to produce a wide range of customized services. Agility also increasingly involves decisions to outsource, agreements with key suppliers, and novel partnering arrangements. Flexibility might demand special strategies, such as implementing modular designs, sharing components, sharing manufacturing lines, and providing specialized training. Cost and cycle time reduction often involve agile process management strategies. It is crucial to utilize key measures for tracking all aspects of your overall process management.

6.1 Product and Service Processes

Purpose
This Item examines your organization's key product and service design and delivery processes, with the aim of improving your marketplace and operational performance.

Requirements
You are asked to identify your key design processes for products and services and their related production and delivery processes. You are asked how you address key requirements, such as customer / market requirements and new technology, including e-technology. You also are asked how you address key factors in design effectiveness, including cost control, cycle time, and learning from past design projects. Finally, you are asked how you ensure that design processes cover all key operational performance requirements and appropriate

coordination and testing to ensure effective product / service launch without need for rework.

You are asked to identify your key production / delivery processes, their key performance requirements, and key performance measures. These requirements and measures are the basis for maintaining and improving your products, services, and production / delivery processes. You also are asked how you perform inspections, tests, and audits to minimize rework and warranty costs, and you are asked about your prevention-based processes for minimizing the need for inspections, tests, and audits. Finally, you are asked how you improve your production / delivery systems and processes to achieve better processes and products / services.

Comments

- Your design approaches could differ appreciably depending on the nature of your products / services—whether the products / services are entirely new, variants, or involve major or minor process changes. You should consider the key requirements for your products and services. Factors that might need to be considered in design include safety, long-term performance, environmental impact, "green" manufacturing, measurement capability, process capability, manufacturability, maintainability, variability in customer expectations requiring product / service options, supplier capability, and documentation. Effective design also must consider cycle time and productivity of production and delivery processes. This might involve detailed mapping of manufacturing or service processes and redesigning ("re-engineering") those processes to achieve efficiency, as well as to meet changing customer requirements.
- This Item calls for information on the incorporation of new technology, including e-technology. E-technology might include sharing information with suppliers / partners, communicating with customers and giving them continuous (24 / 7) access, and automated information transfer from in-service products requiring maintenance in the field.
- Many organizations need to consider requirements for suppliers / partners at the design stage. Overall, effective design must take into account all stakeholders in the value chain. If many design projects are carried out in parallel or if your organization's products utilize parts, equipment, and facilities that are used for other products, coordination of resources might be a major concern, but it also might offer a means to significantly reduce unit costs and time to market.
- Coordination of design and production / delivery processes involves all work units and / or individuals who will take part in production / delivery and whose performance materially affects overall process outcome. This might include groups such as R&D, marketing, design, product / process engineering, and key suppliers.
- This Item calls for information on the management and improvement of key production / delivery processes. The information required includes a description of the key processes, their specific requirements, and how performance relative to these requirements is determined and maintained. Increasingly, these requirements might include the need for agility—speed and flexibility—to adapt to change.
- Specific reference is made to in-process measurements and customer / supplier interactions. These measurements and interactions require the identification of critical points in processes for measurement, observation, or interaction. These activities should occur at the earliest points possible in processes to minimize problems and costs that may result from deviations from expected performance. Achieving expected performance frequently requires setting performance levels or standards to guide decision making. When deviations occur, corrective action is required to restore the performance of the process to its design specifications. Depending on the nature of the process, the corrective action could involve technical and / or human considerations. Proper corrective action involves changes at the source (root cause) of the deviation. Such corrective action should minimize the likelihood of this type of variation occurring again or elsewhere in your organization. When customer interactions are involved, differences among customers must be considered in evaluating how well the process is performing. This might entail allowing for specific or general contingencies, depending on the customer information gathered. This is especially true of professional and personal services.
- This Item also calls for information on how processes are improved to achieve better performance. Better performance means not only better quality from your customers' perspective but also better financial and operational performance—such as productivity—from your organization's perspective. A variety of process improvement approaches are commonly used. These approaches include (1) sharing successful strategies across your organization, (2) process analysis and research (e.g., process mapping, optimization experiments, error proofing), (3) research and development results, (4) benchmarking, (5) using alternative technology, and (6) using information from customers of the processes—within and outside your organization. Process improvement approaches might utilize financial data to evaluate alternatives and set priorities. Together, these approaches offer a wide range of possibilities, including complete redesign ("re-engineering") of processes.

6.2 Business Processes

Purpose
This Item examines your organization's key nonproduct / nonservice business processes, with the aim of improving business success.

Requirements
You are asked to identify your key business processes and their design requirements. You are asked how your organization's key business processes are designed and performed to meet all your requirements and how you incorporate input from customers and suppliers / partners, as appropriate.

You are asked to identify your key performance measures for the control and improvement of your business processes, including how in-process measures and customer and supplier feedback are used.

You are asked how you minimize costs associated with inspections, tests, and audits through use of prevention-based processes. Finally, you are asked how you improve your business processes to achieve better performance and to keep them current with your changing business needs and directions.

Comments

- Your key business processes are those nonproduct / nonservice processes that are considered most important to business growth and success by your senior leaders. These processes frequently relate to an organization's strategic objectives and critical success factors. Key business processes might include processes for innovation, research and development, technology acquisition, information and knowledge management, supply chain management, supplier partnering, outsourcing, mergers and acquisitions, global expansion, project management, and sales / marketing. Given the diverse nature of these processes, the requirements and performance characteristics might vary significantly for different processes.

- For many organizations, supply chain management is a growing factor in achieving productivity and profitability goals and overall business success. Suppliers and partners are receiving increasing strategic attention as organizations re-evaluate their core functions. Supplier processes should fulfill two purposes: to help improve the performance of suppliers and partners and also on specific actions to help them contribute to your organization's improved performance. Supply chain management might include processes for supplier selection with the aim of reducing the total number of suppliers and increasing preferred supplier and partnering agreements.

6.3 Support Processes

Purpose

This Item examines your organization's key support processes, with the aim of improving your overall operational performance.

Requirements

You are asked to identify your key support processes and their design requirements. You are asked how your organization's key support processes are designed to meet all your requirements and how you incorporate input from internal customers, as appropriate. You also are asked how day-to-day operation of your key support processes ensures meeting the key requirements, including how in-process measures and internal customer feedback are used.

You are asked how you minimize costs associated with inspection, tests, and audits through use of prevention-based processes. Finally, you are asked how you improve your key support processes to achieve better performance and to keep them current with your changing business needs and directions.

Comments

- Your support processes are those that support your daily operations and your product and / or service delivery but are not usually designed in detail with the products and services. The support process requirements usually do not depend significantly on product and service characteristics. Support process design requirements usually depend significantly on your internal requirements, and they must be coordinated and integrated to ensure efficient, effective linkage and performance. Support processes might include finance and accounting, facilities management, legal services, human resource services, public relations, and other administrative services.
- This Item calls for information on how your organization evaluates and improves the performance of your key support processes. Four approaches frequently used are: (1) process analysis and research, (2) benchmarking, (3) use of alternative technology, and (4) use of information from customers of the processes. Together, these approaches offer a wide range of possibilities, including complete redesign ("re-engineering") of processes.

BUSINESS RESULTS

CATEGORY SEVEN

The Business Results Category provides a results focus that encompasses your customers' evaluation of your organization's products and services, your overall financial and market performance, and results of all key processes and process improvement activities. Through this focus, the Criteria's purposes—superior value of offerings as viewed by your customers and the marketplace, superior organizational performance as reflected in your operational and financial indicators, and organizational and personal learning—are maintained. Category 7 thus provides "real-time" information (measures of progress) for evaluation and improvement of processes, products, and services, in alignment with your overall organizational strategy. Item 4.1 calls for analysis of business results data and information to determine your overall organizational performance.

7.1 Customer Focused Results

Purpose

This Item examines your organization's customer-focused performance results, with the aim of demonstrating how well your organization has been satisfying your customers and delivering product and service quality that lead to satisfaction, loyalty, and positive referral.

Requirements

You are asked to provide current levels, trends, and appropriate comparisons for key measures / indicators of customer satisfaction and dissatisfaction, including comparisons with your competitors' levels of customer satisfaction. You are asked to provide data and information on customer loyalty (retention), positive referral, and customer-perceived value.

You also are asked to provide levels and trends in key measures / indicators of product and service performance. Such results should be for key drivers of your customers' satisfaction and retention.

Comments

- This Item focuses on the creation and use of all relevant data to determine and help predict your organization's performance as viewed by your customers. Relevant data and information include customer satisfaction and dissatisfaction; retention, gains, and losses of customers and customer accounts; customer complaints and warranty claims; customer-perceived value based on quality and price; customer assessment of access and ease of use (including courtesy in service interactions); and awards, ratings, and recognition from customers and independent rating organizations.
- This Item includes measures of product and service performance that serve as indicators of customers' views and decisions relative to future purchases and relationships. These measures of product and service performance are derived from customer-related information gathered in Items 3.1 and 3.2.
- Product and service measures appropriate for inclusion might be based upon the following: internal quality measurements, field performance of products, data collected from your customers by other organizations on ease of use or other attributes, or customer surveys on product and service performance.

- The correlation between product / service performance and customer indicators is a critical management tool with multiple uses:
  (1) defining and focusing on key quality and customer requirements;
  (2) identifying product / service differentiators in the marketplace; and
  (3) determining cause-effect relationships between your product / service attributes and evidence of customer satisfaction and loyalty, as well as positive referrals. The correlation might reveal emerging or changing market segments, the changing importance of requirements, or even the potential obsolescence of offerings.

7.2 Financial and Market Results

Purpose
This Item examines your organization's financial and market results, with the aim of understanding your marketplace challenges and opportunities

Requirements
You are asked to provide levels, trends, and appropriate comparisons for key financial, market, and business indicators. Overall, these results should provide a complete picture of your financial and marketplace success and challenges.

Comments

- Measures reported in this Item are usually those tracked by senior leadership on an ongoing basis to assess your organization's performance.
- Appropriate financial measures and indicators might include revenue, profits, market position, cash-to-cash cycle time, earnings per share, and returns. Marketplace performance measures might include market share, measures of business growth, new product and geographic markets entered (including exports), entry into e-commerce markets, and the percentage of sales derived from new products.

7.3 Human Resource Results

Purpose
This Item examines your organization's human resource results, with the aim of demonstrating how well your organization has been creating and maintaining a positive, productive, learning, and caring work environment for all employees.

Requirements
You are asked to provide current levels, trends, and appropriate comparisons for key measures / indicators of employee well-being, satisfaction, dissatisfaction, and development.

You also are asked to provide data and information on the performance and effectiveness of your organization's work system.

Comments

- Results reported might include generic or organization-specific factors. Generic factors might include safety, absenteeism, turnover, satisfaction, and complaints (grievances). For some measures, such as absenteeism and turnover, local or regional comparisons might be appropriate.
- Organization-specific factors are those you assess for determining your employees' well-being and satisfaction. These factors might include the extent of training or cross-training or the extent and success of self-direction.
- Results measures reported for work system performance might include improvement in job classification, job rotation, work layout, and local decision making. Results reported might include input data, such as extent of training, but the main emphasis should be on data that show effectiveness of outcomes.

7.4 Organizational Effectiveness Results

Purpose
This Item examines your organization's other key operational performance results, with the aim of achieving organizational effectiveness, attaining key organizational goals, and demonstrating good organizational citizenship.

Requirements
You are asked to provide current levels, trends, and appropriate comparisons for key measures / indicators of operational and strategic performance that support the ongoing achievement of results reported in Items 7.1 through 7.3.

You also are asked to provide data and information on your organization's regulatory / legal compliance and citizenship.

Comments

- This Item encourages your organization to develop and include unique and innovative measures to track business development and operational improvement. However, all key areas of business and operational performance should be evaluated by measures that are relevant and important to your organization.
- Measures / indicators of operational effectiveness and efficiency might include reduced emission levels, waste stream reductions, by-product use, and recycling; internal responsiveness indicators such as cycle times, production flexibility, lead times, set-up times, and time to market; business-specific indicators such as innovation rates and increased use of e-technology, product / process yields, and delivery performance to request; supply chain indicators such as reductions in inventory and / or incoming inspections, increases in quality and productivity, improvements in electronic data exchange, and reductions in supply chain management costs; third-party assessment results such as ISO 9000 audits; and indicators of strategic goal achievement.
- Measures should include environmental and regulatory compliance and noteworthy achievements in these areas, as appropriate. Results also should include indicators of support for key communities and other public purposes.
- If your organization has received sanctions or adverse actions under law, regulation, or contract during the past three years, the incidents and their current status should be summarized.

CHANGES FROM THE 2000 CRITERIA

The Criteria continue to evolve, seeking to enhance coverage of strategy-driven performance, address the needs of all stakeholders, and accommodate important changes in business needs and practices. The increasing importance of e-commerce, the use of internet-based interactions, and the alignment of all aspects of your performance management system receive greater attention in the 2001 Criteria. In addition, the Criteria emphasize the roles of data, information, and information and knowledge management and their use in business.

Criteria questions have been better aligned throughout the seven Categories and in the new Organizational Profile to accomplish the purpose of Georgia Oglethorpe self-assessment and external assessment: to determine organizational gaps and alignment in approach and deployment (Categories 1–6) and to determine organizational gaps and strength of performance in results areas (Category 7).

The Organizational Profile, the Criteria Items, and the Scoring Guidelines have been aligned so that the assessment addresses both changing business needs / directions and ongoing evaluation / improvement of key processes. Both are important because prioritized process improvement ("doing things better") and addressing changing needs ("doing the right business things") are critical to success in an increasingly competitive environment, and they frequently compete for the same resources.

The most significant changes in the Criteria and the Criteria booklet are summarized as follows:

- The number of Items has been reduced from 19 to 18.
- The number of Areas to Address has been increased from 27 to 29.
- A new Preface entitled Organizational Profile replaces the Business Overview from the 2000 Criteria. Its placement at the front of the Criteria sets your organizational context for responding to the Criteria Items.
- The Glossary of Key Terms continues to be revised and expanded.
- Category 4, Information and Analysis, now includes an Item on information management. The Category has been rewritten to recognize the growing importance of the Internet and e-commerce and your dependence on reliable information from these communication vehicles.
- Category 6, Process Management, now specifically addresses all key product, service, and other business processes.

There have been some changes in all Criteria Items; the most significant changes are highlighted and discussed below.

Preface: Organizational Profile

- This new section, to be completed before addressing the Criteria Items, sets a basis for your Georgia Oglethorpe assessment. It is written in the same question format as the Criteria Items.
- The Organizational Profile is the starting point for self-assessment and for writing an application. It also may be used by itself for an initial self-assessment; if you identify topics for which conflicting, little, or no information is available, it is possible that your assessment need go no further and you can use these topics for action planning.

Category 1: Leadership

- Item 1.1, Organizational Leadership, has been modified to better emphasize the senior leaders' role in creating and setting the current and future environment and in reviewing organizational performance.

Category 2: Strategic Planning

- You now are asked to respond in terms of your short- and longer-term planning time horizons, recognizing that these horizons are quite different among organizations and industries.
- In Item 2.1, Strategy Development, you now are asked how your strategic objectives align with challenges identified in your Organizational Profile.

Category 3: Customer and Market Focus

- Item 3.2, now Customer Relationships and Satisfaction, places greater emphasis on the key aspects of relationship building: customer acquisition, satisfaction and retention, and business expansion.

Category 4: Information and Analysis

- Item 4.1, now Measurement and Analysis of Organizational Performance, combines Items 4.1 and 4.2 from the 2000 Criteria. This Item continues to stress measuring, analyzing, aligning, and improving performance throughout the organization.
- Item 4.2, Information Management, is a new Item addressing the availability, quality, and accessibility of data and the quality of software and hardware.

Category 5: Human Resource Focus

- Item 5.1, Work Systems, now includes succession planning and a stronger focus on organizing and managing for improved cooperation, communication, and knowledge sharing.

Category 6: Process Management

- Item 6.2, Business Processes, is a new Item that asks you to identify and describe your key nonproduct / nonservice processes that lead to business growth and success. This Item has been added in recognition of the growing importance of processes such as supply chain management, technology acquisition, mergers and acquisitions, research and development, and knowledge management.
- Item 6.3, now Support Processes, was Item 6.2 in 2000. It asks you to identify and describe your key processes that support your daily operations and your employees in delivering products and services.
- Item 6.3 from the 2000 Criteria, Supplier and Partnering Processes, has been discontinued, allowing each organization to address suppliers and partners as appropriate to its business. For many organizations, supply chain management is critical and therefore needs to be addressed as a key business process (Item 6.2).

Category 7: Business Results

- Item 7.1, Customer-Focused Results, now has two Areas to Address in recognition of the importance of both customer measures and product / service measures to determining customer satisfaction and loyalty.
- Item 7.4, Organizational Effectiveness Results, was Item 7.5 in 2000. This Item now covers a wider range of performance, including Supplier and Partner Results, which was a separate Item (7.4) in 2000. Public Responsibility and Citizenship Results have been made a separate Area to Address in recognition of the importance of these results to the communities served by your organization.

Scoring Guidelines

Descriptors for the Approach-Deployment Scoring Ranges have been modified to highlight the importance of addressing Evaluation and Improvement, as well as changing business needs.

FREQUENTLY ASKED QUESTIONS

1. ***What is my advantage in applying for the Georgia Oglethorpe Award?***
Initially, you gain through completing a self assessment; secondly, you gain by learning the Assessors' consensus assessment through a Feedback Report; and finally you gain from the recognition aspect.

2. ***Who is on my Assessment Team and what do they know about my organization?***
Your Assessment Team is comprised of highly qualified professionals representing various disciplines and backgrounds. They volunteer their time to assist the *Georgia Oglethorpe Award* in assessing and providing feedback to applicants. Every effort is made to assign one or more Assessors from your industry. The Assessors' knowledge of your organization, however, is confined to the content of your application and the follow-up Site Visit.

3. ***Much of my organization's information is confidential. How do I know that information will not be shared elsewhere?***
Everyone involved with the Assessment, Feedback and Award process agrees to a guiding code of ethics to ensure the applicants' confidentiality and fairness in the assessment process. Assessors are not permitted to discuss the application or to have any contact with any specific applicant outside the normal assessment process.

4. ***How long does it take to complete an application?***
The time needed to fill out the application varies due to several factors. For example: the author(s)' knowledge of your organization and the Award Criteria; the availability of information within your organization; the author(s)' familiarity with your entire organization; and the size of your organization can all impact the time to complete an application.

5. ***Will my customers or suppliers know that I have applied?***
Your Assessment Team is asked not to contact your customers or suppliers. The sole basis of the assessment is the written application and the follow-up Site Visit, if one is completed.

6. ***Why do you conduct a Site Visit?***
The purpose of the Site Visit is to "clarify" and "verify" the information in the written application. During the assessment of the written application, Assessors may find statements that need further clarification, or they may identify processes that need to be verified for maturity or consistency. Additionally, completing the Site Visit enables Assessors to provide a Feedback Report based on more in-depth knowledge. Also, applicants learn from the questions asked by Assessors during a Site Visit.

7. ***Who performs the Site Visit?***
Site Visit teams are normally composed of the same team of Assessors that reviewed your application. The Assessors have a designated team leader who directs the Site Visit. Each Assessor addresses those issues of clarification and verification that they have identified as key in understanding your response to the Criteria.

8. ***How much time does a Site Visit require?***
For the applicant, a Site Visit can require from two (2) to five (5) days, depending on the size of your organization. For the Assessment Team, there are additional days before and after the Site Visit during which they prepare for and debrief their findings.

9. ***In filling out my application, do I have to address all Areas requested?***
All Areas should be mentioned or an explanation given for omitting one or more Areas. The response to the questions asked or topics given enable the Assessors to accurately assess the application and thereby provide you with more comprehensive and useful feedback.

10. ***Should I apply even if many of my systems lack impressive results or are not the best in my industry?***
The most important part of the Award process is the improvement factor. What better way to learn which areas need improvement than to go through the assessment and feedback process? Where else can you receive feedback from a team of independent and knowledgeable Assessors at such a reasonable cost?

11. ***How do I know the eligibility category for which I should apply?***
Eligibility categories include business and industry (small / medium / large), government, education, healthcare, nonprofit organizations and organizational sub units. Other than for business and industry there are no size breakdowns except for fee purposes. Please see page 40 for information on fees.

12. ***Will my organization receive any recognition and if so, how and when?***
Examples of recognition include the following: all recipients of the *Georgia Oglethorpe Award* are recognized at the *Annual Awards Banquet*. Press releases announcing Award winners are also distributed. Award recipients are also expected to hold at least two Performance Excellence Days during the year to share their knowledge and success with other Georgia organizations. We also offer selective recognition for certain applicant organizations.

13. ***How can I find out who else has applied for the Award this year and in the past?***
While the *Georgia Oglethorpe Award* wishes to recognize all organizations for their efforts, applications submitted are proprietary and the names of current applicants are not released generally. Previous winners will be listed in *Georgia Oglethorpe Award* publications and current Award recipients will be announced in February of the following year.

14. ***Can I see previous applications?***
Some Award recipients may consent to having their applications publicized for everyone's review but not often. However, organizations that wish to maintain their application confidentiality are allowed to do so. The American Society for Quality (1-800-248-1946) can provide you with case studies created from actual applications.

15. ***Is there an advantage to hiring a consultant to prepare my application? Do I need to? Can I?***
A consultant is allowed to prepare the application and can often provide competent insight into writing. However, the application

is reviewed for Approach, Deployment, Results, and Linkages among the Categories, not on the writing ability of the author.

16. ***My organization is ISO certified. How do the ISO requirements relate to the Georgia Oglethorpe Award?***
ISO certification takes a significant investment in time and resources to achieve. An organization that has developed and documented systematic approaches to address the requirements of ISO has already come a long way. However, the *Georgia Oglethorpe Award* Criteria forces a more systemic view of the total organization and expects evidence of continuous improvement cycles as part of that system. Also, a quick comparison of the assessment costs of each would illustrate the inherent value of completing an assessment against the *Georgia Oglethorpe Award* Criteria.

17. ***Who can I call with last-minute questions?***
All questions concerning the *Georgia Oglethorpe Award* should be directed to the *Georgia Oglethorpe Award* office at 404-651-8405.

18. ***If I have questions, where can I get help in understanding the application Items?***
The application has been written with care to explain fully the requested response. There may, however, be further clarification needed. Other organizations and consultants can serve as excellent resources for assistance in using the *Georgia Oglethorpe Award* Criteria. The American Society for Quality (1-800-248-1946) can direct you to related resources explaining the Criteria for Performance Excellence. The *Georgia Oglethorpe Award* office can also assist you at 404-651-8405.

19. ***If I apply a second time, will I have the same set of Assessors? Will they have access to my previous application?***
It would be against the code of conduct for an Assessor who had examined an applicant the previous year to allow himself or herself to be placed on a team currently reviewing that applicant. At least three and usually five years of time take place before an Assessor is reassigned a same application. Many factors make it unlikely that an Assessor would ever review the same organization twice. Additionally, previous years' applications are not utilized by your Assessment Team. As stated, the sole basis of the application assessment is the current written application and a follow-up Site Visit, if conducted.

20. ***If I am a local division of a larger firm headquartered elsewhere, how much of the application must refer to local operations, procedures, data, etc?***
The greatest part of the application must be addressed locally. Remember, this is an assessment of Georgia organizations. Additionally, Site Visit Assessment Teams would be unable to clarify or verify particular facts should the bulk of the organization's information or management systems be elsewhere.

21. ***Must my organization supply an Assessor? If so, can I refuse this request?***
The *Georgia Oglethorpe Award* must have an adequate number of Assessors in order to provide effective and unbiased feedback to the applicant. Your organization is encouraged to provide an Assessor. It is important to note that with a trained Assessor in an organization, the assessment benefits are greatly enhanced.

22. ***How are Assessors selected? Who are typical candidates?***
Assessors are selected through an annual application process. Those selected are from line management, operations, quality or performance management, etc., although broader disciplines are also considered. Ideally, professionals with analytical abilities and a broad organizational understanding make sound Assessors. All Assessors must complete a training class in assessment and in conducting Site Visits. Having a knowledgeable Assessor within your organization may facilitate your organization's understanding and use of the Criteria.

23. ***Do I have to answer all the Criteria in the order of the application?***
Answer all the questions. Keep the answers in order, even if Area c. is more important than Area a. in your organization.

24. ***Is it okay to reference back to a previous answer?***
Yes, but don't assume that the Assessors are going to remember something in Category 4 that answers a question in Category 7. Always make your references as specific as possible, for example: state that 7.1.a response can be found in 4.2.c.

25. ***Can you use too many charts in your answers?***
Use charts effectively. They can highlight positive aspects and provide a lot of information. Be sure to reference the charts on the pages that refer to them and make sure they are readable and understandable.

26. ***Should I explain any adverse trends in my charts?***
Adverse trends are requested in some parts of the Criteria. If your data show an adverse result that must be reported, such as a sharp jump in complaints, explain it. Let the Assessors know what you are specifically doing to contain or reverse the adverse trend.

27. ***Is there a ranking of most important to least important for the Criteria?***
Although point values vary, the Assessors consider the first Criteria as important as the last. Be sure not to run out of steam when you get to the end or to a low priority for your organization. Never assume that a question doesn't apply to you.

28. ***Should we include a glossary? Is it counted in the total number of pages?***
Any terms that apply specifically to your organization should be included in a glossary. Treat the Assessor as your customer when you write your response, including a glossary to help the Assessor understand your organization. The glossary pages will not be included in the total number of pages for the application.

29. ***When can we expect to receive a Feedback Report? Will it be detailed?***
The written Feedback Report will be shared as soon as possible after the Site Visit or sooner for organizations not receiving a Site Visit. It will address your strengths and opportunities for improvement. Specific scores are not shared, although scoring ranges are.

30. ***Will the Assessors give our organization an agenda that they will follow during a Site Visit?***
An agenda will be developed and used for the Site Visit; however, it may not be followed explicitly. Assessors are free to speak with any of your employees during the Site Visit and agendas may change depending on findings.

31. ***Why is the Award named the Georgia Oglethorpe Award?***
The Award was named after James Edward Oglethorpe who founded the colony of Georgia on February 12, 1733.

AWARD PROCESS OVERVIEW, TIMETABLE, AND FEES

TIMETABLE

Eligibility/Intent to Apply Forms	
submit by	*April 30, 2001*
Application Forms and Packages	
submit by	*June 29, 2001*
Board of Examiners Training	
submit applications by	*April 27, 2001*
attend *Stage 1 Training*	*May 16, 2001*
through	*May 25, 2001*
attend *All Processes Training*	*June 20, 2001*
through	*June 29, 2001*
Individual Assessments	
to take place	*July 11, 2001*
through	*August 3, 2001*
Consensus Meetings	
to take place	*August 20, 2001*
through	*September 14, 2001*
Site Visit Notifications	
by	*October 9, 2001*
Site Visits	
for **Business** will be held either the week of	*October 22, 2001*
or the week of	*October 29, 2001*
for **Industry** will be held either the week of	*October 29, 2001*
or the week of	*November 5, 2001*
for **Government** will be held either the week of	*November 5, 2001*
or the week of	*November 12, 2001*
for **Healthcare and Education** to be held the week of	*November 12, 2001*
Judges' Recommendation Meeting	
to be held	*January 2002*
Award Recipient(s)	
to be announced	*February 2002*
Annual Conference and Awards Banquet	
to be held	*March 2002*

Eligibility Determination

The *Georgia Oglethorpe Award* process is available to Georgia organizations in the following eleven (11) categories:

- LARGE BUSINESS — more than 1000 employees
- MEDIUM BUSINESS – from 501 up to 1000 employees
- SMALL BUSINESS – up to 500 employees
- LARGE INDUSTRY — more than 1000 employees
- MEDIUM INDUSTRY – from 501 up to 1000 employees
- SMALL INDUSTRY – up to 500 employees
- GOVERNMENT
- EDUCATION
- HEALTHCARE
- NONPROFIT
- SUB UNIT

All applicant organizations must have been active for a minimum of one (1) year. All applicants must submit an *Eligibility / Intent to Apply Form* prior to submitting a completed application. This form will be reviewed and a decision on eligibility will be communicated to the applicant.

Eligibility Categories

BUSINESS
Organizations that sell services, products, programs, and / or other deliverables. The proper classification of organizations that provide both manufacturing and services is determined by the larger percentage of sales.

INDUSTRY
Organizations that produce and sell manufactured products or manufacturing processes; and those organizations that produce agricultural, construction, or mining products.

GOVERNMENT
Government or "public sector" means: (1) any political or civil division of the federal, state, county, or city government, public authority, commission, or public benefit corporation; or (2) any other public corporation, agency, or unit of government which exercises governmental powers under the laws of the State of Georgia.

EDUCATION
Organizations that deliver educational services within the State of Georgia. The services provided must be in the category of education and / or training. Individual schools within school districts are eligible to apply. Both public and private schools are eligible. Their services must be delivered within the State of Georgia.

HEALTHCARE
Organizations that provide and deliver healthcare services within the State of Georgia.

NONPROFIT
Organizations that provide services, products, programs, and / or other deliverables to the residents of the State of Georgia. These services must be delivered within the State of Georgia and the organization must have been designated or approved as nonprofit.

SUB UNIT
A sub unit means a subsidiary, business unit, division, or like organization. The sub unit must be largely self sufficient so that it can be examined in all seven Criteria Categories and it must be a discrete business entity that is readily distinguishable from other parts of the parent organization.

Eligibility Restrictions

There are two (2) basic restrictions on eligibility.

- Multiple applications: An organization, sub unit and/or its parent organization may not submit applications for the Award during the same year; and
- Successive applications: Any recipient of the Award is ineligible to apply for a period of five (5) years.

Application Review

An Assessment Team reviews and evaluates all applications. Site Visits are offered to as many applicants as possible beginning with the highest scoring applicants. An Assessment Team is comprised of experts selected from both the public and private sectors including business, industry, government, education, healthcare, and nonprofit organizations. Those serving as Assessors meet the highest standards of qualifications and peer recognition. Assessors must successfully complete the annual assessment and feedback cycle to be considered for appointment to the Board of Examiners for that year. Board appointments are for Examiners, Senior Examiners, and Judges. All Assessors are required to complete a training course based on Examination Items, Scoring Systems, Feedback Reports, and the Examination Process. Qualified experts, using the *Georgia Oglethorpe Award* Criteria and process, provide the training.

Site Visits

Site Visits are used to verify the information provided by the application and to clarify issues and questions that have arisen during the application review process. A Site Visit plan that includes an agenda is developed with the selected organization. During Site Visits, there will be a visit to the facility or facilities and interviews are conducted with organization officials and members of the workforce. There will also be a review of appropriate records and data. Applicants will be held responsible for introductory and concluding presentations. The number of days allotted will be determined when Site Visits are set.

Site Listings and Descriptors

Because the Criteria focus on the applicant's broad management system, it is important that the Assessors have a good understanding of the size, structure, and function of the different organizational units. In addition, sufficient information must be provided on the services, products, programs, and / or other deliverables developed at each location to be examined if the organization is selected for a Site Visit. A completed *Site Listings and Descriptors Form* (see page 49) must be submitted along with the *Application Form*.

SUMMARIES OF MULTIPLE SITES

In cases where the applicant has many sites performing the same function, these sites may be aggregated under one listing. Instead of the addresses for each, a summary statement about the locations may be made. If a Site Visit is to be conducted, a more detailed listing will be requested when the visit is planned.

NON-GEORGIA AND FOREIGN SITES

All sites, whether located in the State of Georgia or not, must be listed on the *Site Listings and Descriptors Form* (including foreign sites, if any). Activities in non-Georgia and foreign sites must be addressed in the appropriate portion of the Criteria Response included in the Application Package. Applicants should be aware that few Site Visit trips will be scheduled for locations outside the State of Georgia unless necessary to fully evaluate the applicant (additional fees or expenses could apply).

Feedback Reports

All applicants will receive a written Feedback Report summarizing their strengths, opportunities for improvement, and overall performance in meeting the performance standards as defined in the Criteria. Specific scoring results are not shared, but scoring ranges are shared.

Conflict of Interest and Non-Disclosure Policy

Strict conflict of interest rules apply to all who serve as Assessors and are carefully monitored through the review, Site Visit, and feedback processes. Assessors are assigned to applicants according to these rules and receive no information regarding the content or status of applications to which they are not assigned.

Names of applicants, individual applications, commentary, and scoring information developed during the review of applications are regarded as proprietary and are kept confidential. Such information is available only to those individuals directly involved in the application and evaluation distribution processes.

Information on successful strategies of Award recipients and other applicants may be released only with written approval. The Award Staff will honor, to the fullest extent permitted by law, an applicant's written request that certain information not be disclosed if the information is considered to be a trade secret or of such a nature that its disclosure would injure the competitive position of the organization. Trade secrets are exempt from disclosure.

Fees and Costs

ELIGIBILITY / INTENT TO APPLY

A non-refundable fee of **$100** is charged all potential applicants. This fee must be submitted with the *Eligibility / Intent to Apply Form*.

APPLICATION

All applicant organizations are charged an application fee according to their number of employees:

Large organizations $4,500
(more than 1000 employees)

Medium organizations $3,500
(from 501 up to 1000 employees)

Small organizations $2,500
(up to 500 employees)

These fees help defray expenses associated with the Award process. These fees must be submitted with the *Application Form*.

SITE VISIT

All applicant organizations receiving a Site Visit are charged a fee according to their number of employees:

Large organizations $3,500
(more than 1000 employees)

Medium organizations $2,500
(from 501 up to 1000 employees)

Small organizations $1,500
(up to 500 employees)

Plus Assessment Team's travel and expenses . . . . (varies)

The Site Visit fee for applicant organizations is the fee (above) plus Assessment Team expenses. These costs include travel and living expenses during the Site Visit. The Award Staff will coordinate directly with the selected applicant's representative for payment of the Site Visit fee and Assessment Team's travel and expenses.

METHOD OF PAYMENT

We can accept Visa and MasterCard charge payments, and payment in the form of a check made payable to: *Georgia Oglethorpe Award Process, Inc.*

ADDITIONAL REQUIREMENTS

Recipients of the *Georgia Oglethorpe Award* are required to share their experiences with other Georgia organizations by:

- Holding at least two (2) Performance Excellence Showcases during the year. The Award Staff will assist in promotion and coordination.
- Providing a write-up of information to help others interested in improving their management system.
- Making selected presentations at the *Georgia Oglethorpe Annual Conference & Awards Banquet*.
- Hosting a Sharing Table at the *Georgia Oglethorpe Annual Conference & Awards Banquet* to further share their performance excellence strategies and how those strategies impact their customers and bottom line.

PREPARATION AND PRESENTATION

Application Package Content Requirements

Each applicant should submit thirteen (13) copies of a bound Application Package, consisting of:

(1) Application Fee.

(2) *Application Form.* (show credit card accounts only on original.)

(3) *Site Listings and Descriptors Form.*

(4) Up to a five (5) page Organizational Profile of the applicant's organization.

(5) Organizational Chart.

(6) A table of contents with the page number of each Category and Item.

(7) Responses to the *Georgia Oglethorpe Award* Criteria Items.

(8) Glossary of Terms and Acronyms.

Preparation of the Organizational Profile

The Organizational Profile is a summary that describes significant factors to be considered in the evaluation of an application. It can be up to five (5) single-sided pages in length. The Organizational Profile is intended to "set the stage" for the Assessors. (See page 11 for information on preparing the Organizational Profile.)

Only the responses to the *Georgia Oglethorpe Award* Criteria Items are counted as part of the fifty (50) total pages limit. The other contents are counted separately, unless the Organizational Profile exceeds five (5) pages; then those are counted toward the total fifty (50).

Format for the Application

The Application Package should:

- Contain the same Category and Item numerical designations as in the Award Criteria;
- Be typed on standard 8 1/2 by 11 inch paper. Font size should be a fixed pitch font of 12 or fewer characters per inch or proportional spacing font of point size 10 or larger. There should be no more than 60 lines of type per page. A two-column format is preferred. **Type on pages including pictures, graphs, figures, data tables, and appendices must also meet these requirements for size and spacing;** and
- Equal no more than the equivalent of fifty (50), single-sided pages for the criteria responses.

Notes:

- Pictures, graphs, figures, data tables, and appendices must be included in the above-stated page limitations.
- Labeled tables and graphs, and glossaries of terms and abbreviations are expected.
- The five-page Organizational Profile, organizational charts, dividers, covers, tab separators, glossaries, title pages, and tables of content are <u>not</u> counted as part of the page limit.
- Copies of the Application Package may be printed on two-sided sheets. Criteria Responses, however, should not exceed the equivalent of fifty (50) single-sided pages.

Organization of Responses to Criteria Items

Responses to Criteria Items should be organized as follows:

- Respond to each Criteria Item as a whole. Respond to Areas to Address in the order given to facilitate review by the Assessment Team.
- Applicants should denote responses to Areas with the letters a, b, c, etc., corresponding to each Area.
- Applicants should denote responses to Areas by underlining the Item / Area, e.g. <u>4.2a</u>. If an Area does not pertain to the applicant's organization or management system, the applicant should provide a statement of one or two sentences explaining why the Area is not applicable.

Feedback to Applicants

Each Award applicant receives a Feedback Report at the conclusion of the review process. The Feedback Report is a written assessment by an evaluation team of leading Georgia / U.S. experts.

The Feedback Report contains an applicant-specific listing of strengths and opportunities for improvement based on the Criteria. Used by business, industry, government, education, healthcare, and nonprofit organizations as part of their strategic planning processes, the Feedback Report helps organizations focus on their customers and improve overall business performance. Feedback is one of the most important aspects of the *Georgia Oglethorpe Award* process; it provides a pathway for improvement.

Feedback Reports are mailed at the first of the year or when possible, before then. Strict confidentiality is observed at all times and in every aspect of application review and feedback.

Award Recipients

Award recipients are encouraged to publicize and advertise their Awards. Recipients are expected to share information about their successful performance strategies with other Georgia and U.S. organizations.

2001 CRITERIA RESPONSE GUIDELINES

The guidelines given in this section are offered to assist you, as a Criteria user, in responding most effectively to the requirements of the 18 Criteria Items. Writing an application for the *Georgia Oglethorpe Award* involves responding to these requirements in 50 or fewer pages.

The guidelines are presented in three parts:

(1) General Guidelines regarding the Criteria booklet, including how the Items are formatted;

(2) Guidelines for Responding to Approach / Deployment Items; and

(3) Guidelines for Responding to Results Items.

ITEM FORMAT

Item Number

Item Title

Types of information applicants are to provide in response to this Item

Item Point Value

Basic Item requirements—expressed in general terms

Specific Areas applicants need to address

Item Notes have the following purposes:

- Clarify key terms and/or requirements
- Give instructions
- Indicate/clarify important linkages

Key References for Additional Information

1.2 PUBLIC RESPONSIBILITY AND CITIZENSHIP

(40 POINTS)

APPROACH
DEPLOYMENT

Describe how your organization addresses its responsibilities to the public and practices good citizenship. Within your response, include answers to the following questions:

a. Responsibilities to the Public

(1) How do you address the impacts on society of your products, services, and operations? Include your key processes, measures, and targets … ;

(2) How do you anticipate public concerns with current and future products, services, and operations? How do you prepare …

(3) How do you accomplish ethical business practices in all stakeholder transactions and interactions?

b. Support of Key Communities

How do your organization, your senior leaders, and your employees actively support and strengthen your key communities? Include how you identify key communities …

Note 1: *Public responsibilities in areas critical to your business also should be addressed in Strategy Development (Item 2.1) and / or in Process Management (Category 6). Key results, such as results of regulatory / legal compliance …*

Note 2: *Areas of community support appropriate for inclusion in 1.2b might include your efforts to strengthen local community services …*

Note 3: *The health and safety of employees are not addressed in Item 1.2; you should address these factors in Item 5.3.*

For additional description of this Item, see 2001 Criteria: Category and Item Descriptions section.

General Guidelines

1. READ THE ENTIRE CRITERIA BOOKLET.

The main sections of the booklet provide an overall orientation to the Criteria, including how responses are to be evaluated for self assessment or by *Georgia Oglethorpe Award* Assessors. You should become thoroughly familiar with the following sections:

- Criteria for Performance Excellence (pages 9-20)
- Scoring Information (pages 21-22)
- Glossary of Key Terms (pages 23-25)
- Category and Item Descriptions (pages 26-35)

2. REVIEW THE ITEM FORMAT AND UNDERSTAND HOW TO RESPOND TO THE ITEM REQUIREMENTS.

The Item format (see figure on previous page) shows the different parts of Items, the role of each part, and where each part is placed. It is especially important to understand the Areas to Address and the Item Notes. Each Item and Area to Address is described in greater detail in the section–2001 Criteria: Category and Item Descriptions.

Each Item is classified either **Approach-Deployment** or **Results**, depending on the type of information required. Guidelines for responding to Approach-Deployment Items are given on below. Guidelines for responding to Results Items are given on the next page.

Item requirements are presented in question format. Some questions include modifying statements. Responses to an Item should contain answers to all questions and to modifying statements; however, each question need not be answered separately. Responses to multiple questions within a single Area to Address may be grouped as appropriate to your organization.

3. START BY PREPARING THE ORGANIZATIONAL PROFILE.

The Organizational Profile is the most appropriate starting point for initiating a self-assessment or for writing an application. The Organizational Profile is intended to help everyone—including organizations using the Criteria for self-assessment, application writers, and reviewers—to understand what is most relevant and important to your organization's business and to its performance. The questions to address in responding to the Organizational Profile are on page 11.

Guidelines for Responding to Approach–Deployment Items

Although the Criteria focus on key performance results, these results by themselves offer little *diagnostic* value. For example, if some results are poor or are improving at rates slower than your competitors', it is important to understand why this is so and what might be done to accelerate improvement.

The purpose of Approach-Deployment Items is to permit diagnosis of your organization's most important processes—the ones that yield fast-paced organizational performance improvement and contribute to key business results. Diagnosis and feedback depend heavily on the content and completeness of Approach-Deployment Item responses. For this reason, it is important to respond to these Items by providing your key process information. Guidelines for organizing and reviewing such information follow.

1. UNDERSTAND THE MEANING OF "HOW."

Approach-Deployment Items include questions that begin with the word "how." *Responses should outline your key process information, such as methods, measures, deployment and evaluation / improvement / learning factors*. Responses lacking such information, or merely providing an example, are referred to in the Scoring Guidelines as "anecdotal" information.

2. UNDERSTAND THE MEANING OF "WHAT."

Two types of questions in Approach-Deployment Items begin with the word "what." The first type of question requests basic information on key processes and how they work. Although it is helpful to include *who* performs the work, merely stating *who* does not permit diagnosis or feedback. The second type of question requests information on *what* your key findings, plans, objectives, goals, or measures are. These questions set the context for showing alignment in your performance management system. For example, when you identify key strategic objectives, your action plans, human resource development plans, some of your results measures, and results reported in Category 7 should be expected to relate to the stated strategic objectives.

3. WRITE AND REVIEW RESPONSE(S) WITH THE FOLLOWING GUIDELINES AND COMMENTS IN MIND:

- Show that activities are *systematic.*
  Approaches that are systematic are repeatable and use data and information so that improvement and learning are possible. In other words, approaches are systematic if they build in the opportunity for evaluation and learning, and thereby permit a gain in maturity.
- Show deployment.
  Deployment information should summarize what is done in different parts of your organization. Deployment can be shown compactly by using tables.
- Show focus and consistency.
  There are four important factors to consider regarding focus and consistency: (1) the Organizational Profile should make clear what is important; (2) the Strategic Planning Category, including the strategic objectives and action plans, should highlight areas of greatest focus and describe how deployment is accomplished; (3)descriptions of organizational-level analysis and review (Items 4.1 and 1.1) should show how your organization analyzes and reviews performance information to set priorities; and (4) the Process Management Category should highlight processes that are key to your overall performance. *Showing focus and consistency in the Approach-Deployment Items and tracking corresponding measures in the Results Items should improve business performance.*
- Respond fully to Item requirements.
  Missing information will be interpreted as a gap in approach and / or deployment. All Areas to Address should be addressed. Individual components of an Area to Address may be addressed individually or together.

4. CROSS-REFERENCE WHEN APPROPRIATE.

As much as possible, each Item response should be self-contained. However, responses to different Items might be mutually reinforcing. It is then appropriate to refer to the other responses rather than to repeat information. In such cases, key process information should be given in the Item requesting this information. For example, employee education and training should be described in detail in Item 5.2. Discussions about education and training elsewhere in your application would then reference but not repeat details given in your Item 5.2 response.

5. USE A COMPACT FORMAT.

Applicants should make the best use of the fifty (50) application pages permitted. Applicants are encouraged to use flowcharts, tables, and "bullets" to present information concisely.

6. REFER TO THE SCORING GUIDELINES.

Considerations in the evaluation of Item responses include the Criteria Item requirements and the maturity of the approaches, breadth of deployment, alignment with other elements of your performance management system, and strength of the improvement process relative to the Scoring Guidelines. Therefore, you need to consider both the Criteria and the Scoring Guidelines.

Guidelines for Responding to Results Items

The Criteria place the greatest emphasis on Results. The following information, guidelines, and example relate to effective and complete reporting of results.

1. FOCUS ON THE MOST CRITICAL BUSINESS RESULTS.

Results reported should cover the most important requirements for your business success, highlighted in your Organizational Profile and in the Strategic Planning and Process Management Categories.

2. NOTE THE MEANING OF THE FOUR KEY REQUIREMENTS FROM THE SCORING GUIDELINES FOR EFFECTIVE REPORTING OF RESULTS DATA.

- *Trends* to show directions of results and rates of change
- *Performance* levels on a meaningful measurement scale
- *Comparisons* to show how results compare with those of other, appropriately selected organizations
- *Breadth and importance of results* to show that all important results are included

3. INCLUDE TREND DATA COVERING ACTUAL PERIODS FOR TRACKING TRENDS.

No minimum period of time is specified for trend data. Trends might span five years or more for some results. For important results, new data should be included even if trends and comparisons are not yet well established.

4. USE A COMPACT FORMAT – GRAPHS AND TABLES.

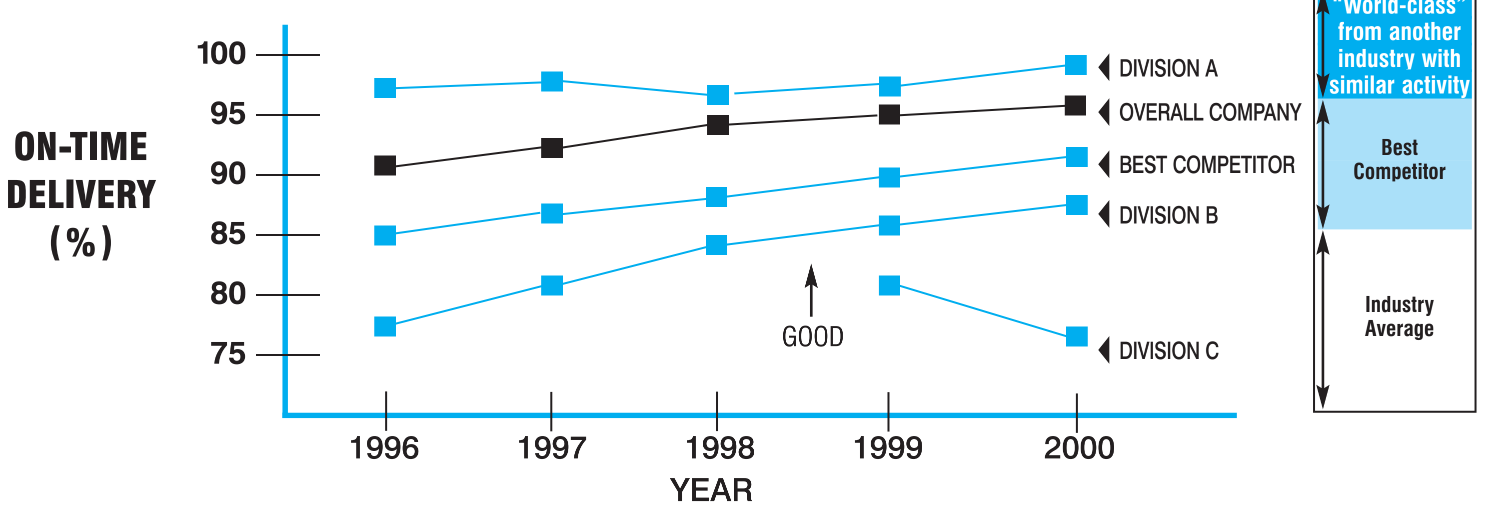
Many results can be reported compactly by using graphs and tables. Graphs and tables should be labeled for easy interpretation. Results over time or compared with others should be "normalized," i.e., presented in a way (such as use of ratios) that takes into account various size factors. For example, reporting safety trends in terms of lost work days per 100 employees would be more meaningful than total lost work days if the number of employees has varied over the time period or if you are comparing your results to organizations differing in size.

5. INTEGRATE RESULTS INTO THE BODY OF THE TEXT.

Discussion of results and the results themselves should be close together in an Award application. *Trends that show a significant positive or negative change should be explained*. Use figure numbers that correspond to Items. For example, the third figure for Item 7.1 would be Figure 7.1-3. (See the example in the figure that follows.)

The following graph illustrates data an organization might present as part of a response to Item 7.1, Customer-Focused Results. In the Organizational Profile, the organization has indicated on-time delivery as a key customer requirement.

Figure 7.1.3 ON-TIME DELIVERY PERFORMANCE



Using the graph, the following characteristics of clear and effective data reporting are illustrated:

- A figure number is provided for reference to the graph in the text.
- Both axes and units of measure are clearly labeled.
- Trend lines report data for a key customer requirement—on-time delivery.
- Results are presented for several years.
- Appropriate comparisons are clearly shown.
- The company shows, using a single graph, that its three divisions separately track on-time delivery.

To help interpret the Scoring Guidelines (page 22), the following comments on the graphed results would be appropriate:

- The current overall company performance level is excellent. This conclusion is supported by the comparison with industry competitors and with a "world-class" level.
- The company shows excellent improvement trends.
- Division A is the current performance leader—showing sustained high performance and a slightly positive trend. Division B shows rapid improvement. Its current performance is near that of the best industry competitor but trails the "world-class" level.
- Division C—a new division—is having early problems with on-time delivery. (The company briefly should explain these early problems.)

ELIGIBILITY/INTENT TO APPLY FORM
GEORGIA OGLETHORPE AWARD

Deadline for submission is April 30, 2001

• See reverse for instructions • Please print or type except where signature is required

DETACH AND REMOVE AT PERFORATION

1. APPLICANT ORGANIZATION

APPLICANT ORGANIZATION NAME

STREET ADDRESS

CITY COUNTY ZIP CODE

2. SIZE OF APPLICANT ORGANIZATION

Total number of sites . . . . . ___________ Total number of employees . . .___________

3. ELIGIBILITY CATEGORY AND SIZE DESIGNATION

☐ ***Business:*** ☐ ***Industry*** ☐ ***Government***
☐ ***Education*** ☐ ***Healthcare*** ☐ ***Nonprofit***
☐ ***Sub Unit***

☐ SMALL *(up to 500 employees)*
☐ MEDIUM *(from 501 up to 1000 employees)*
☐ LARGE *(more than 1000 employees)*

4. ORGANIZATION UNIT DESIGNATION

Is applicant a unit, division, or like organization of a parent organization? ☐ ***No*** (go to Item 5) ☐ ***Yes*** (continue)

PARENT ORGANIZATION NAME

STREET ADDRESS

CITY STATE ZIP CODE

NAME OF PARENT ORGANIZATION'S HIGHEST RANKING OFFICIAL

TITLE

5. OFFICIAL CONTACT

NAME OF OFFICIAL CONTACT

TITLE

STREET ADDRESS

CITY COUNTY ZIP CODE

TELEPHONE NUMBER

FAX NUMBER

E-MAIL

6. ORGANIZATIONAL PROFILE

An Organizational Profile must be submitted, along with this form, as a separate document. Please refer to instructions on the reverse side for information to be included in this profile.

7. HIGHEST RANKING OFFICIAL

NAME OF APPLICANT ORGANIZATION'S HIGHEST RANKING OFFICIAL

TITLE

STREET ADDRESS

CITY COUNTY ZIP CODE

TELEPHONE NUMBER

E-MAIL FAX NUMBER

8. FEE AND MAILING ADDRESS

Fee: A non-refundable $100.00 fee payable by check, Visa or MasterCard is required to cover initial processing and eligibility determination.

Mailing Address: Completed *Eligibility / Intent to Apply Form*, accompanying documents and payment should be sent to:

Georgia Oglethorpe Award Process, Inc.
148 International Blvd, NE, Suite 650
Atlanta, GA 30303-1751

9. STATEMENT OF AUTHORIZATION

We understand this Eligibility / Intent to Apply Form and subsequent Georgia Oglethorpe Award Application will be reviewed by members of the Assessment Team. If selected for a Site Visit, we agree to host the Site Visit Assessment Team to verify and clarify information provided in the Application. This includes remittance of related Site Visit fees and the Assessment Team's travel and expenses.

X ___________________________________
HIGHEST RANKING OFFICIAL'S SIGNATURE

NAME (PLEASE PRINT)

TITLE DATE

CREDIT CARD PAYMENT INFORMATION

☐ VISA ☐ MasterCard Exp. Date: ___________

Acct #: ___________________________________

Acct Name: ___________________________________

Authorized Signature: ___________________________________

10. PLEASE CHECK THAT THE FOLLOWING ARE INCLUDED IN YOUR MAILING PACKAGE

☐ ***ELIGIBILITY/INTENT TO APPLY FORM*** This form, completed and signed

☐ ORGANIZATIONAL PROFILE 5-pages + 1-page organizational chart

☐ PROCESSING FEE Check/Charge (circle one)

Instructions for Completion of *Eligibility/Intent to Apply Form*

1. ***Applicant Organization***
   Provide the official name and all information requested for the organization applying for the *Georgia Oglethorpe Award*.

2. ***Size of Applicant Organization***
   Give the number of sites and employees of the applicant organization as of the date of application.

3. ***Eligibility Category and Size Designation***
   Check the appropriate boxes that best describe the applicant organization (see pages 39-40).

4. ***Organization Unit Designation***
   If yes, provide the name and all information requested for the parent organization and the name of the highest ranking official of the parent organization.

5. ***Official Contact***
   Provide the name, title, street address, telephone and fax number, and e-mail address of the applicant organization's official with authority to provide additional information and arrange for a Site Visit.

6. ***Organizational Profile***
   Prepare as a separate document (limited to FIVE PAGES) a general overview of the applicant organization (refer to page 11 for more information).

   The Organizational Profile prepared and submitted by the applicant organization provides the Assessment Team with the basic information needed to perform an assessment and aids them in understanding what is relevant and important to the applicant organization's business. It is a vital part of the over-all application and is used in all stages of the application review.

   A one (1) page organizational chart should be included along with the five (5) page Organizational Profile

7. ***Highest Ranking Official***
   Provide the name and all information requested for the applicant organization's highest-ranking official (General, Chairman of the Board, Chief Executive Officer, Garrison Commander, President, Owner, General Manager, Superintendent, Plant Manager, Division Manager, etc.).

8. ***Fee and Mailing Address***
   The applicant organization is required to pay a non-refundable fee of $100.00 to cover the costs associated with initial processing and eligibility determination. A check in this amount, made payable to **Georgia Oglethorpe Award Process, Inc.**, should be submitted or you may charge your fee to your Visa or MasterCard by providing:

   - Method of payment–Visa or MasterCard.
   - Your card number and expiration date.
   - The total amount to be charged.
   - Cardholder name.
   - Authorized signature for permission to be charged.

   Include payment along with the completed *Eligibility/Intent to Apply Form* and send accompanying documents to:

   Georgia Oglethorpe Award Process, Inc.
   148 International Blvd, NE, Suite 650
   Atlanta, GA 30303-1751

9. ***Statement of Authorization***
   The signature of the applicant organization's highest ranking official is required. This indicates that the applicant organization will comply with the terms and conditions stated in this booklet.

10. ***Checklist***
    The preparer of the *Eligibility / Intent to Apply Form* should review this checklist to ensure that all required items are included in the mailing package.

If you have any questions related to the Eligibility/Intent to Apply Form or the Georgia Oglethorpe Award, please contact:

GEORGIA OGLETHORPE AWARD OFFICE

404-651-8405 / goap@bellsouth.net

The Georgia Oglethorpe Award Process, Inc. welcomes your comments on the Criteria or any related part of the assessment, feedback, and recognition process . Please address your comments to:

Georgia Oglethorpe Award Process, Inc.
148 International Blvd., NE, Suite 650 • Atlanta, GA 30303-1751
Ph: 404-651-8405
E-Mail: goap@bellsouth.net • Web address: **http://www.georgiaoglethorpe.org**

APPLICATION FORM
GEORGIA OGLETHORPE AWARD

Deadline for submission is June 29, 2001

• See reverse for instructions • Please print or type except where signature is required

1. APPLICANT ORGANIZATION

APPLICANT ORGANIZATION NAME

STREET ADDRESS

CITY COUNTY ZIP CODE

2. SIZE OF APPLICANT ORGANIZATION

Total number of sites . . . . . __________ Total number of employees . . . __________

3. ELIGIBILITY CATEGORY AND SIZE DESIGNATION

☐ ***Business:*** ☐ ***Industry*** ☐ ***Government***
☐ ***Education*** ☐ ***Healthcare*** ☐ ***Nonprofit***
☐ ***Sub Unit***

☐ SMALL (*up to 500 employees*)
☐ MEDIUM (*from 501 up to 1000 employees*)
☐ LARGE (*more than 1000 employees*)

4. ORGANIZATION UNIT DESIGNATION

Is applicant a unit, division or like organization of a parent organization? ☐ ***No*** (go to Item 5) ☐ ***Yes*** (continue)

PARENT ORGANIZATION NAME

STREET ADDRESS

CITY STATE ZIP CODE

NAME OF PARENT ORGANIZATION'S HIGHEST RANKING OFFICIAL

TITLE

5. OFFICIAL CONTACT

NAME OF OFFICIAL CONTACT

TITLE

STREET ADDRESS

CITY COUNTY ZIP CODE

TELEPHONE NUMBER

FAX NUMBER

E-MAIL

DETACH AND REMOVE AT PERFORATION

6. ORGANIZATIONAL PROFILE

A Organizational Profile must be submitted, along with this form, as a separate document. Please refer to instructions on the reverse side for information to be included in this profile.

7. HIGHEST RANKING OFFICIAL

NAME OF APPLICANT ORGANIZATION'S HIGHEST-RANKING OFFICIAL

TITLE

STREET ADDRESS

CITY COUNTY ZIP CODE

TELEPHONE NUMBER

E-MAIL FAX NUMBER

8. FEE AND MAILING ADDRESS

Fee: Refer to instructions on reverse side for determination of application fee amount, payment options and mailing address.

9. STATEMENT OF AUTHORIZATION

We understand that this Georgia Oglethorpe Award Application will be reviewed by members of the Assessment Team. If selected for a Site Visit, we agree to host the Site Visit Assessment Team to verify and clarify information provided in the Application. This includes remittance of related Site Visit fees and the Assessment Team's travel and expenses.

X ______________________________
HIGHEST RANKING OFFICIAL'S SIGNATURE

NAME (PLEASE PRINT)

TITLE DATE

10. CRITERIA RESPONSE

A Criteria Response (Application Package) must be submitted, along with this form. Please refer to instructions on the reverse side.

11. SITE LISTINGS AND DESCRIPTORS

A completed *Site Listings and Descriptors Form* must be submitted, along with this form.

CREDIT CARD PAYMENT INFORMATION

☐ VISA ☐ MasterCard Exp. Date: __________

Acct #: ______________________________

Acct Name: ______________________________

Authorized Signature: ______________________________

12. PLEASE CHECK THAT THE FOLLOWING ARE INCLUDED IN YOUR APPLICATION PACKAGE

☐ APPLICATION FORM
This form, completed and signed

☐ ORGANIZATIONAL PROFILE
Up to 5 pages and organizational chart

☐ CRITERIA RESPONSE
Up to 50 pages

☐ SITE LISTINGS
Completed form

☐ APPLICATION FEE
Check/Charge

Instructions for Completion of the *Application Form*

1. Applicant Organization

Provide the official name and all information requested for the organization applying for the *Georgia Oglethorpe Award*.

2. Size of Applicant Organization

Give the total number of sites and employees of the applicant organization as of the date of application.

3. Eligibility Category and Size Designation

Check the appropriate box or boxes that best describe the applicant organization (see pages 39-40).

4. Organization Unit Designation

If the applicant organization is a component of a larger organization, then information about the parent organization and the highest ranking official of the parent organization should be supplied.

5. Official Contact

Provide the name and all information requested for the organization official with authority to provide additional information and arrange for a Site Visit.

6. Organizational Profile

Prepare as a separate document (limited to FIVE PAGES) a general overview of the applicant organization (refer to page 11 for more information).

The Organizational Profile prepared and submitted by the applicant organization provides the Assessment Team with the basic information needed to perform an assessment and aids them in understanding what is relevant and important to the applicant organization's business. It is a vital part of the over-all application and is used in all stages of the application review.

7. Highest Ranking Official

Provide the name and all information requested for the applicant organization's highest-ranking official (General Chairman of the Board, Chief Executive Officer, Garrison Commander, President, Owner, General Manager, Superintendent, Plant Manager, Division Manager, etc.).

8. Fee and Mailing Address

All applicant organizations are required to pay certain fees determined according to the schedule below and any travel and expenses for up to nine member Assessment Team should a Site Visit be offered. A Site Visit requires members of the Site Visit team to be away from home approximately 5-8 days,

Application Fee:	*Large organization*	$4,500
	Medium organization	$3,500
	Small organization	$2,500
Site Visit Fee:	*Large organization*	$3,500
	Medium organization	$2,500
	Small organization	$1,500

A check for the appropriate fee, plus Site Visit Team's travel and expenses, made payable to **Georgia Oglethorpe Award Process, Inc.**, should be submitted or you may charge your fee to your Visa or MasterCard by providing:

- Method of payment–Visa or MasterCard.
- Your card number and expiration date.
- The total amount to be charged.
- Your signature for permission to charge.

Include payment, along with the completed *Application Form* and send accompanying documents to:

Georgia Oglethorpe Award Process, Inc.
148 International Blvd, NE, Suite 650
Atlanta, GA 30303-1751

Statement of Authorization

The signature of the applicant organization's highest ranking official is required. This indicates that the applicant organization will comply with the terms and conditions stated in this booklet.

10.Criteria Response

Detailed instructions on preparation of the Criteria Response are contained on pages 42-44 of this *Georgia Oglethorpe Award* booklet.

11.Site Listings and Descriptors

Detailed instructions on preparation of the *Site Listings and Descriptors Form* are contained on page 49 of this *Georgia Oglethorpe Award* booklet.

12.Checklist

The preparer of the *Application Form and Package* should review this checklist and the Application Package to ensure that all required items are included in the mailing package.

NOTE

The Application Package should consist of a total of thirteen **(13) COPIES EACH**.

The Application Package may be duplicated and single-sided or double-sided pages submitted.

If you have any questions related to the *Application Form* or the *Georgia Oglethorpe Award*, please contact:

GEORGIA OGLETHORPE AWARD OFFICE • 404-651-8405

SITE LISTINGS AND DESCRIPTORS FORM
GEORGIA OGLETHORPE AWARD

• See reverse side for instructions • Please print or type • Form may be photocopied if additional space is required

A. ADDRESS OF SITE	B. SITE INFORMATION		C. DESCRIPTION OF DELIVERABLES
	% OF EMPLOYEES AT SITE	% OF TOTAL OPERATING BUDGET ASSIGNED TO SITE	SERVICES, PRODUCTS, PROGRAMS, AND/OR OTHER DELIVERABLES
			☐ LISTINGS CONTINUED ON REVERSE

DETACH AND REMOVE AT PERFORATION

A. ADDRESS OF SITE	B. SITE INFORMATION		C. DESCRIPTION OF DELIVERABLES
	% OF EMPLOYEES AT SITE	% OF TOTAL OPERATING BUDGET ASSIGNED TO SITE	SERVICES, PRODUCTS, PROGRAMS, AND/OR OTHER DELIVERABLES

Instructions for Completion of the *Site Listings and Descriptors Form*

A. ***Address of Site***

Provide the complete name, street address, city, and state for each site.

B. ***Site Information***

Provide the approximate percentage of the applicant organization's employees located at each site. Provide the approximate percentage of the total operating budget assigned to each site.

C. ***Description of Services, Products, Programs, and / or Other Deliverables***

Describe the types of services, products, programs, and / or other deliverables that are the primary output of each site. It may be necessary to state the relationship between the output of the site and the applicant organization's overall services, products, programs, and other deliverables. It is not necessary to list every service, product, program, and deliverable.

HOW TO ORDER AWARD MATERIALS

INDIVIDUAL ORDERS

Individual copies of the ***2001 Georgia Oglethorpe Award Criteria for Performance Excellence and Application*** booklet can be obtained free of charge. Please send your name, title, organization name, mailing address, phone and fax numbers, and e-mail address to:

Georgia Oglethorpe Award Process, Inc.
148 International Blvd., NE, Suite 650
Atlanta, Georgia 30303-1751
Telephone: 404-651-8405 • Fax: 404-651-9377
E-Mail: goap@bellsouth.net
web site: www.georgiaoglethorpe.org

BULK ORDERS

You may call, write, fax, or e-mail the Award office using the information provided in the opposite column under Individual Orders:

Multiple copies of the ***2001 Georgia Oglethorpe Award Criteria for Performance Excellence and Application*** booklet may be ordered in packages of 10 for $29.95 each plus shipping and handling ($5.00).

For bulk orders, please send a check or provide your Visa and MasterCard number for payment (see below).

For all requests:

Name: ______________________ Title: ______________________

Organization: ______________________

Street Address: ______________________

City, State, Zip Code: ______________________

Phone #: ____________ Fax #: ____________ E-Mail: ____________

For bulk orders:

Total Charge:

(___) packages @ $29.95 per package (10 per package)	=	________
(___) shipping and handling @ $5.00 per package	=	________
Total amount to be paid	=	________

Method of Payment:

☐ Check Enclosed (payable to Georgia Oglethorpe Award Process, Inc.)

☐ Please bill me

☐ Charge my Visa

☐ Charge my MasterCard

Card Number: ______________________ Expiration Date: ________

Cardholder Name: ______________________

Cardholder Signature: ______________________

The 2001 Georgia Oglethorpe Award Criteria for Performance Excellence and Application booklet will be available in March, 2001.

If you wish to access the 2002 Criteria in January 2002, you will find it on the Malcolm Baldrige National Quality Award web site at www.quality.nist.gov/.

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We thank these dedicated and hardworking members of our 2000 Board of Examiners. Without them we could not have provided the low-cost, high-value assessment and feedback to our 2000 Georgia Oglethorpe Award Applicants. We also appreciate our Applicants for their hard work and commitment to continuous learning and improvement.

Special Appreciation Also Goes To Our 2000 Customer & Process Advocates

Helen Williams Computer Savvy

Mark Steele BellSouth