GeoOrb Polymers, North America Feedback Report

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This document provides a sample feedback report for the GeoOrb Polymers, North America Case Study. Used in conjunction with the 2003 Criteria for Performance Excellence and the case study, the GeoOrb Polymers, North America Feedback Report is an example of the written assessment each applicant receives at the conclusion of the application review process. The GeoOrb Polymers, North America Case Study was prepared for use in the 2003 Malcolm Baldrige National Quality Award Examiner Preparation Course. The GeoOrb Polymers, North America Case Study describes a fictitious manufacturing organization providing polymer products. There is no connection between the fictitious GeoOrb Polymers, North America and any other organization, either named GeoOrb Polymers, North America or otherwise. Other organizations cited in the case study also are fictitious, with the exception of several national organizations. Because the case study is developed for educational use and appreciation of the possible content of an actual Baldrige application, there are areas in the case study where Criteria requirements are not addressed.

GeoOrb Polymers, North America scored in band 4, showing that the organization demonstrates effective, systematic approaches to the overall requirements of the Items, but deployment may vary in some areas or work units. In addition, fact-based evaluation and improvement address the efficiency and effectiveness of key processes. Results address key customer/stakeholder, market, and process requirements, and they demonstrate some areas of strength and/or good performance.

October 20, 2003

Thomas R. Wharton
GeoOrb Polymers, North America
100 Kitty Hawk Highway
Baton Rouge, LA 70805-3525

Dear Mr. Wharton:

Congratulations for taking the Baldrige challenge! We commend you for applying for the Malcolm Baldrige
National Quality Award. Your application for the Award and use of the Baldrige Criteria demonstrate your
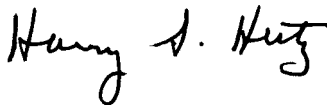commitment to performance excellence.

This feedback report was prepared for your organization by members of the Board of Examiners in response to your
application for the 2003 Malcolm Baldrige National Quality Award. It presents an outline of the scoring for your
organization and describes areas identified as strengths and opportunities for possible improvement. The report
contains the Examiners' observations about your organization, although it is not intended to prescribe a specific
course of action. Please also refer to the enclosed "Preparing to Read Your Feedback Report" for further details
about how to use the information contained in your feedback report.

We are eager to ensure that the comments in the report are clear to you so that you can incorporate the feedback into
your planning process to continue to improve your organization. As direct communication between Examiners and
applicants is not allowed under the operating procedures for the application process, please contact me at
(301) 975-2360 if you wish to clarify the meaning of any comment in your report. We will contact the Examiners
for clarification and convey their intentions to you.

The feedback report is not your only source for ideas about organizational improvement. Current and previous
Award recipients can be potential resources on your continuing journey to performance excellence. An Award
recipients' contact list may be found at www.baldrige.nist.gov/Contacts_Profiles.htm. The 2003 recipients will
share their stories at our annual Quest for Excellence Conference, April 18–22, 2004. Current and previous
recipients participate in our regional conferences as well. Information about these events and other Baldrige
Program-related activities can be found on our Web site at www.baldrige.nist.gov.

Thank you for your participation in the Baldrige Award process. Best wishes for continued success with your
performance excellence journey.

Sincerely,

Harry S. Hertz, Director
Baldrige National Quality Program

Enclosures

Preparing to read your feedback report . . .

Your feedback report contains Baldrige Examiners' observations that are based on their understanding of your organization. They have provided comments on your organization's strengths and opportunities for improvement relative to the Baldrige Criteria. The feedback is nonprescriptive. It will tell you where Examiners think you have strengths to celebrate and where they think improvement opportunities exist. The feedback will not say specifically how you should address these opportunities. The specifics will depend on what you decide is most important to your organization.

Applicant organizations read and use feedback comments (both strengths and opportunities for improvement) in different ways. We've gathered some tips and practices from prior applicants for you to consider.

- Take a deep breath and prepare to benefit from the Baldrige feedback process. You applied to get the feedback. Read it, take time to digest it, and read it again.

- Celebrate your strengths. You've worked hard and should congratulate yourselves.

- Use your strengths comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well.

- You know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that they did not fully understand. Therefore, not all of their comments may be equally accurate.

- Although we strive for "perfection," we do not achieve it in every comment. If Examiners have misread your application or misunderstood your organization on a particular point, don't discount the whole feedback report. Consider the other comments and focus on the most important ones.

- Prioritize your opportunities for improvement. You can't do everything all at once. Think about what's most important for your organization at this time and decide which things to work on first.

- You may decide to address all, some, or none of the opportunities in a particular Item. It depends on how important you think that Item or comment is to your organization.

- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

INTRODUCTION

By submitting a Baldrige application, you have differentiated yourself from most U.S. organizations. We are eager to make your efforts achieve the maximum benefit possible. This feedback report was written for your consideration in accelerating your journey toward performance excellence.

The Board of Examiners has evaluated your application for the Malcolm Baldrige National Quality Award. Strict confidentiality is observed at all times and in every aspect of the application review and feedback.

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

This year, we have provided you with Item-level scoring ranges in the feedback report so that you may have a better understanding regarding both your most significant areas of strength and opportunities for improvement. This should allow you to target your action plans more carefully for organizational improvement. We encourage you to use the feedback as input to your strategic planning process. As a Baldrige applicant, you are already a winner in the journey toward performance improvement!

APPLICATION REVIEW

Stage 1, Independent Review

The application evaluation process (shown in Figure 1) begins with Stage 1, the independent review, in which members of the Board of Examiners are assigned to each of the applications.[1] Assignments are made according to the Examiners' areas of expertise and to avoid potential conflicts of interest. Each application is evaluated independently by Examiners who write comments relating to the applicant's strengths and opportunities for improvement and use a scoring system developed for the Award Program. All applicants in all categories (manufacturing, service, small business, education, and health care) go through the Stage 1 evaluation process.

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[1] There were 68 applications received in 2003; all 68 went through Stage 1 of the evaluation process.

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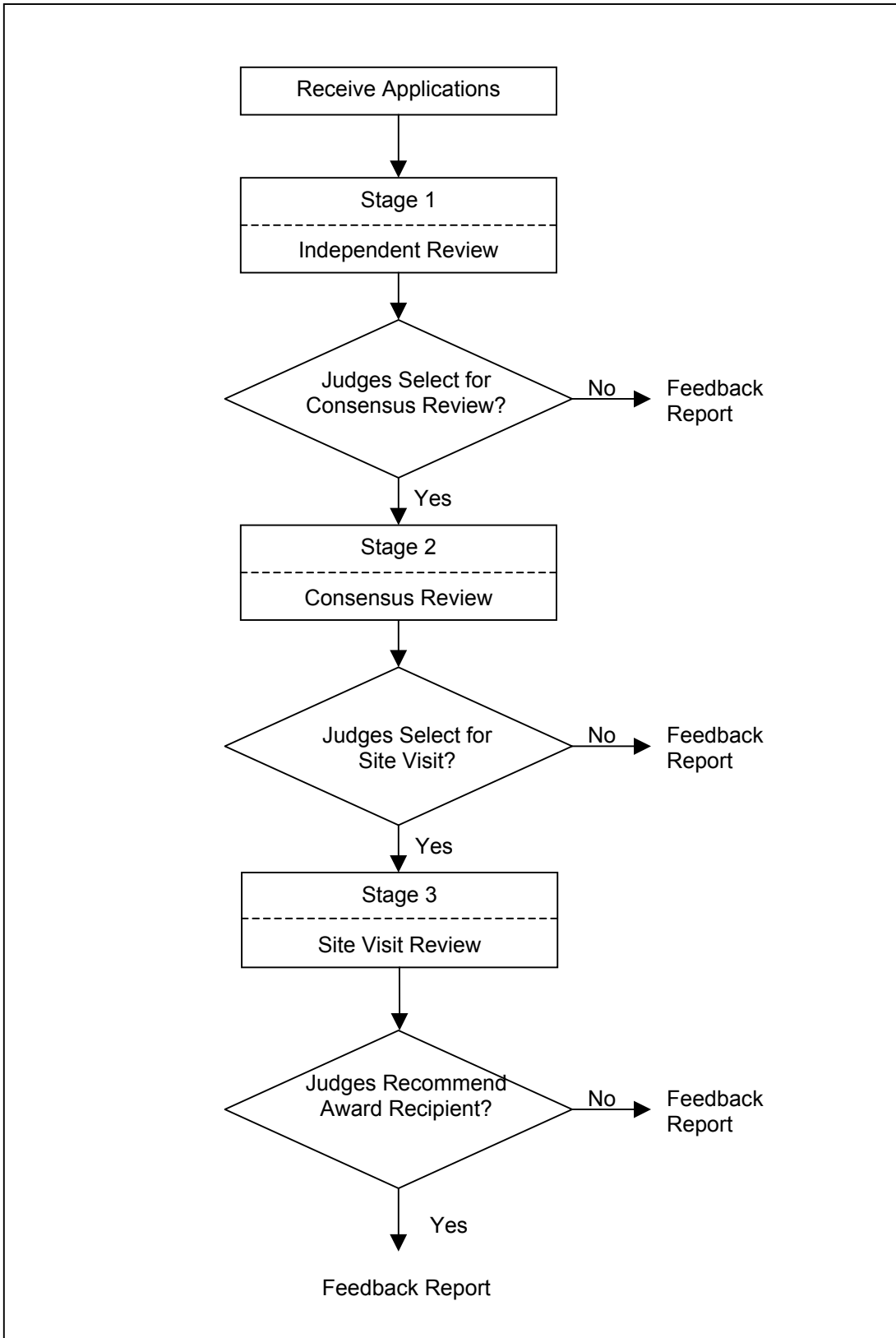
Figure 1—Application Evaluation Process

Stage 2, Consensus Review

Based on Stage 1 scoring profiles, the Panel of Judges selects applicants to go on to Stage 2, the consensus review. For those applicants that do progress to Stage 2, a team of Examiners, led by a Senior Examiner, conducts a series of conference calls to reach consensus on comments that capture the team's collective view of the applicant's strengths and opportunities for improvement. Additionally, the team decides on a score for each Item and identifies the issues to clarify and verify if the applicant is selected for a site visit. The team documents its comments, scores, and site visit issues in a consensus scorebook. The consensus review process is shown in Figure 2.

If an applicant is not selected for consensus review, the comments written by Examiners at Stage 1 are reviewed and used to prepare a feedback report.

Step 1	Step 2	Step 3
Consensus Planning: • Prioritize Items for Discussion • Assign Category/Item Discussion Leaders • Review Findings From the Independent Evaluations	**Consensus Calls:** • Discuss Key Business/Organization Factors • Discuss Items and Key Themes • Achieve Consensus on Comments, Scores, and Site Visit Issues • Document Findings	**Post-Consensus Call Activities:** • Prepare Final Consensus Report • Prepare Feedback Report

Figure 2—Consensus Review Process

Stage 3, Site Visit Review

After the consensus review process, the Panel of Judges verifies that the evaluation process was followed properly. Following their review, the Judges select applicants to receive a site visit based upon the scoring profiles of all consensus review applicants. If an applicant is not selected for site visit review, one of the Examiners on the Consensus Team edits the final consensus report that becomes the feedback report.

Site visits are conducted for the highest-scoring applicants to clarify any uncertainty or confusion the Examiners have regarding the written application and to verify that the information in the application is correct. After the site visit is completed, the team of Examiners prepares a final site visit scorebook. The site visit review process is shown in Figure 3.

Step 1	Step 2	Step 3
Team Preparation: • Review Consensus Findings • Review Site Visit Issues • Plan Site Visit	**Site Visit:** • Make/Receive Presentations • Conduct Interviews • Record Observations • Review Records	**Site Visit Scorebook:** • Resolve Issues • Summarize Findings • Finalize Comments • Prepare Final Site Visit Scorebook • Prepare Feedback Report

Figure 3—Site Visit Review Process

Application reports, consensus scorebooks, and site visit scorebooks for all applicants receiving a site visit are forwarded to the Panel of Judges, which makes final recommendations on which applicants should receive an Award. The Judges discuss applications in each of the five Award categories separately, and then they vote to keep or eliminate each applicant. The Judges then rank order the applicants and eliminate those that rank lowest. This process is repeated until the top three applicants remain. Next, the Judges decide whether each of the top applicants should be recommended as an Award recipient based on an "absolute" standard: the overall excellence and the appropriateness of the applicant as a national role model. The process is repeated for each Award category; there may be as many as three recipients in each of the categories. The Judges' review process is shown in Figure 4.

Step 1	Step 2	Step 3
Panel of Judges' Review:	**Evaluation by Category:**	**Assessment of Top Organizations:**
• Application Reports	• Manufacturing	• Overall Strengths/ Opportunities for Improvement
• Consensus Scorebooks	• Service	
• Site Visit Scorebooks	• Small Business	
• Feedback Reports	• Education	• Appropriateness as National Model of Performance Excellence
	• Health Care	

Figure 4—Judges' Review Process

Judges do not participate in discussions or vote on applications in which they have a competing or conflicting interest or in which they have a private or special interest such as an employment or a client relationship, a financial interest, or a personal or family relationship. All conflicts are reviewed and discussed so that Judges are aware of their own and others' limitations on access to information and participation in discussions and voting. Following the Judges' review and recommendations of Award recipients, one of the Examiners on the Site Visit Team edits the final site visit scorebook that becomes the feedback report.

SCORING

The scoring system used to score each Item is designed to differentiate the applicants in the Stage 1 and Stage 2 reviews and to facilitate feedback. The Scoring Guidelines for Business, Education, or Health Care (shown in Figure 5) are based on (1) evidence that a performance excellence system is in place, (2) the depth and breadth of its deployment, and (3) the results it is achieving.

In the feedback report, the applicant receives a percentage range. The percentage range is based on the Scoring Guidelines, which describe the characteristics typically associated with specific percentage ranges.

An applicant's total scores fall into one of eight scoring bands. Each band corresponds to a descriptor associated with that scoring range. Figure 6 provides scoring information on the percentage of applicants scoring in each band at Stage 1. Scoring adjustments resulting from the consensus review and site visit review stages are not reflected in the distribution. Site visit teams find that some applicants would have scored higher or lower than was indicated by their original score, while others would have remained the same.

Scoring Guidelines—Business Criteria

For Use With Categories 1–6

SCORE	APPROACH-DEPLOYMENT
0%	■ No SYSTEMATIC APPROACH is evident; information is ANECDOTAL.
10% to 20%	■ The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the Item is evident. ■ Major gaps exist in DEPLOYMENT that would inhibit progress in achieving the BASIC REQUIREMENTS 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 REQUIREMENTS 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 KEY PROCESSES is evident.
50% to 60%	■ An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS 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, INNOVATION, 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, INNOVATION, 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.

For Use With Category 7

SCORE	RESULTS
0%	■ There are no business 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.

Figure 5

2003 Scoring Band Descriptors

Band	Band Number	Percent Applicants in Band[2]	Descriptors
0–250	1	**	The organization demonstrates the early stages of developing and implementing approaches to Category requirements. However, important gaps exist in most Categories.
251–350	2	**	The organization demonstrates the beginning of a systematic approach responsive to the basic requirements of the Items, but major gaps exist in approach and deployment in some Categories. The organization is in the early stages of obtaining results stemming from approaches, with some improvements and good performance observed.
351–450	3	**	The organization demonstrates an effective, systematic approach responsive to the basic requirements of most Items, but deployment in some key areas or work units is still too early to demonstrate results. Early improvement trends and comparative data in areas of importance to key organizational requirements are evident.
451–550	4	**	The organization demonstrates effective, systematic approaches to the overall requirements of the Items, but deployment may vary in some areas or work units. Fact-based evaluation and improvement address the efficiency and effectiveness of key processes. Results address key customer/stakeholder, market, and process requirements, and they demonstrate some areas of strength and/or good performance.
551–650	5	**	The organization demonstrates an effective, systematic approach responsive to the overall requirements of the Items and to key organizational needs, with a fact-based, systematic evaluation and improvement process resulting in overall organizational learning. There are no major gaps in deployment. Improvement trends and/or good performance are reported for most areas of importance. Results address most key customer/stakeholder, market, and process requirements and demonstrate areas of strength.
651–750	6	**	The organization demonstrates refined approaches, including key measures, good deployment, and very good results in most Areas. Organizational alignment, learning, and sharing are key management tools. Some outstanding activities and results address key customer/stakeholder, market, process, and action plan requirements. The organization is an industry[3] leader in some Areas.
751–875	7	**	The organization demonstrates refined approaches, innovation, excellent deployment, and good to excellent performance improvement and levels in most Areas. Good to excellent integration and alignment are evident, with organizational analysis, learning, and sharing of best practices as key management strategies. Industry leadership and some benchmark leadership are demonstrated in results that address most key customer/stakeholder, market, process, and action plan requirements.
876–1000	8	**	The organization demonstrates outstanding approaches, innovation, full deployment, and excellent and sustained performance results. Excellent integration and alignment are evident, and organizational analysis, learning, and sharing of best practices are pervasive. National and world leadership is demonstrated in results that fully address key customer/stakeholder, market, process, and action plan requirements.

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[2] Percentages are based on scores from the Stage 1 review. The percentages were not available when this report was developed.
[3] Industry refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.

Figure 6—Scoring Band Descriptors

KEY THEMES

GeoOrb Polymers, North America (G-ORB) scored in band 4 in the consensus review of written applications for the Malcolm Baldrige National Quality Award. For an explanation of the scoring bands, please refer to Figure 6, "2003 Scoring Band Descriptors."

G-ORB demonstrates effective, systematic approaches to the overall requirements of the Items, but deployment may vary in some areas or work units. Fact-based evaluation and improvement address the efficiency and effectiveness of key processes. Results address key customer/stakeholder, market, and process requirements, and they demonstrate some areas of strength and/or good performance.

a. **The most important strengths or outstanding practices (of potential value to other organizations) are as follows:**

- G-ORB's Steering Team, made up of the President and his direct reports, sets and deploys short- and long-term directions that are aligned with the organization's Vision, Principles, Mission, Goal, and Values. The Steering Team uses several key approaches, including the Gyroscope Planning System (GPS) to establish, monitor, and revise organizational direction; the Gyroscope Semi-Annual Calibration (GSAC) Process to collect and analyze data and address key factors; the Hoshin Catchball Process to communicate direction to associates; and Navigation Reviews to translate review findings into priorities for improvement. The Individual Development and Learning Map (IDLM), which documents each associate's improvement plan and goals, identifies linkages to overall organizational objectives.

- G-ORB uses a variety of listening and learning approaches to determine customer requirements. These include customer focus groups, satisfaction surveys, industry scans, and complaint data scans. Information from these listening posts is correlated and regularly analyzed using statistical processes, verified by using information from Customer Account Teams (CATs), and translated into new and modified products and services using Quality Function Deployment (QFD). These approaches to listening and learning are assessed as part of the GPS cycle to keep current with changing market and business needs.

- G-ORB uses an integrated business management software system called CHEM-ERS to capture both local and corporate data at the point of creation. The software provides financial, supply chain, manufacturing, and program management information, and it interfaces with G-ORB's Customer Account Plans (CAPs) and the Complaint Management System. The GPS drives the selection, alignment, and integration of data for tracking overall organizational performance, and the Knowledge Transfer and Benchmarking Group (KTBG) has established processes for collecting comparative data to support strategic decision making and innovation.

- A variety of approaches encourage knowledge sharing across the organization, including Communities of Practice (COPs), rotational teams, cross-functional job training, and WINGS. G-ORB also shares performance results, Kaizen ideas, and best practices through numerous mechanisms, such as newsletters, closed-circuit television postings, e-mail bulletins, shared servers, Steering Team quarterly forums, weekly departmental meetings, and bulletin boards.

- G-ORB's team-based culture, including the Steering Team at the senior leader level, as well as self-directed, cross-functional, and cross-product teams at other organizational levels, helps promote cooperation, initiative, empowerment, and innovation. All associates participate on at least one work area team, and most participate on at least one cross-functional team. This approach helps reinforce new knowledge and skills, and it supports communication across the organization.

- To design value creation processes that meet key requirements, G-ORB uses a 14-step Cartography Design Process (CDP) that involves development of a control plan, as well as service trials and pilot testing before any commercial production is approved. The process is guided by a sponsor team, project leaders and owners, and customer champions, and it was refined recently to incorporate a supplier champion and a Safety, Health, and Environmental (SH&E) advisor for each project. G-ORB seeks input from suppliers, partners, and customers, as well as from appropriate associates and sponsor teams, in order to improve value creation processes to achieve better performance.

b. **The most significant opportunities, concerns, or vulnerabilities are as follows:**

- G-ORB does not have a systematic approach for accomplishing effective succession planning or for using information on training needs. This may limit G-ORB's ability to carry out its organizational strategy related to human resources. There also is little evidence of a systematic approach for evaluating and improving the efficiency and effectiveness of processes related to social responsibility.

- Although G-ORB uses the Kaizen system in its team-based culture to capitalize on the diverse ideas and thinking of associates, it is not clear how G-ORB capitalizes on the ideas and cultures of its diverse hiring communities. In addition, it is not evident that G-ORB segments the individual factors driving associate satisfaction by different categories and types of associates or for a diverse workforce. This may limit the organization's ability to effectively address its Value of Successful Associates/ Successful Teams.

- Although Business Development Teams (BDTs) determine and select customers, customer groups, and market segments as part of their input to the GPS, there is little evidence of systematic approaches for differentiating customer listening and learning approaches for key customers or customer groups important to G-ORB's business. In addition, while G-ORB has stated that the importance of product and service attributes may differ among customer segments, it is not clear how this information is used in product and service planning, marketing, or other business development. This may impact G-ORB's ability to achieve its growth strategies relative to new growth industries and markets outside the United States.

- While G-ORB has identified four key strategic challenges—profitability in a cyclical business, worldwide expansion of the corporation, a maturing workforce, and plastics of the future—it is not clear how G-ORB is addressing some of these challenges. For example, the Strategy Map does not address human resource issues related to international expansion or training needs associated with new technologies. G-ORB also does not describe a process for effective succession planning for leadership positions, which may hinder its ability to address its maturing workforce challenge.

c. **Considering the applicant's key business/organization factors, the most significant strengths, opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in its response to Results Items are as follows:**

- Results for most of the measures presented demonstrate positive levels and trends. Specifically, G-ORB demonstrates strong levels and trends in overall customer satisfaction, repurchase intent and perceived value, product quality, financial performance (Return on Capital Employed [ROCE] and Return on Net Assets [RONA], among others), and several operational measures.

- Results are not included for some areas of importance to G-ORB's strategy and requirements. These gaps include measures related to customer access mechanisms; associate absenteeism; the effectiveness of hiring and career progression; the effectiveness of training and education; associate health, security, or ergonomics; plant stream factor; average maintenance turnaround; invoice accuracy; business forecast accuracy; Information System user feedback; data and information factors such as errors and security violations; and engineering design errors.

- Although G-ORB's intent is that its performance results be the best in the industry, comparative data presented for many of G-ORB's results include only industry average or top quartile for the industry. Without comparisons to the industry leader's performance, G-ORB may have difficulty in effectively determining the size of performance gaps it needs to close.

- Results for some key measures are not segmented, including by customer group, product, or associate type. This may make it difficult for G-ORB to assess its performance levels and trends across different customer and associate segments in order to drive effective decision making toward achieving its strategic objectives.

DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

Category 1 Leadership

1.1   Organizational Leadership

Your score in this Criteria Item for the consensus stage is in the 70–80 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB's Steering Team, made up of the President and his direct reports, is responsible for setting and deploying short-term (one-year) and long-term (five-year) directions that are aligned with the Vision, Principles, Mission, Goal, and Values (Figure 1.1-1). The Steering Team uses the GSAC Process as part of the GPS to establish, monitor, and revise organizational direction.

- Senior leaders communicate values, directions, and expectations through a variety of approaches, including the Hoshin Catchball Process, the *Compass* newsletter, GPS meetings, recognition events, a Web page, closed-circuit television, banners and posters, and new associate orientation.

- G-ORB's team-based culture facilitates setting performance targets and planning, assists associates in analysis and problem solving, supports the development of new approaches and innovative solutions, and creates an environment for empowerment and associate involvement. Some teams operate at the work unit level, while others are cross-functional or cross-product, and all associates are on at least one team.

- G-ORB's parent organization provides the primary governance system. An external accounting firm conducts quarterly and annual audits, and internal audits are conducted biannually. The Ethics Committee, a standing committee under the Management Committee, reviews all audit results. In addition, governance practices, including appointment of independent board members and consistent use of the *Code of Conduct,* help ensure protection of stockholder and stakeholder interests.

- The Steering Team conducts weekly organizational performance reviews in one of four topic areas that also address three of the five Values. Monthly Navigation Reviews, which focus on company-level measures called Course Coordinates, are used to identify improvements and areas where strategy is at risk. Kaizen Improvement Project Teams are chartered and deployed throughout G-ORB's organization to address at-risk areas.

OPPORTUNITIES FOR IMPROVEMENT

- Although the parent corporation's Board of Directors abides by principles for independent governance established by the Japanese Corporate Governance Forum (JCGF), it is not clear how these principles or the board's committee structure addresses management accountability, fiscal accountability, or the protection of stakeholder interests at the level of G-ORB's organization.

- The process by which senior leaders translate performance review findings into priorities for improvement is not evident, and recent review findings are not provided. In addition, it is not clear how priorities and opportunities for improvement are deployed throughout G-ORB's organization or to suppliers and partners to ensure organizational alignment.

- Although G-ORB uses an annual Leadership Assessment Session to evaluate Steering Team performance, there is no evidence of a process for systematically evaluating the performance of the CEO or the Board of Directors. Also, it is not clear how senior leaders use organizational performance review findings to improve the effectiveness of their own leadership or that of the leadership system.

1.2 Social Responsibility

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB addresses potential environmental and health impacts of its products and operations through both its design and delivery processes and the Corporate Active Prevention Process (CAPP) guidelines. G-ORB also identifies SH&E requirements, goals, and measures (Figure 1.2-1) that jointly are reviewed annually by the Safety Department and the Right Environment Team. These processes reflect both G-ORB's Invest in a Future Society Principle and the Right Environment Value.

- Numerous mechanisms help ensure ethical practices in stakeholder transactions, including the *Code of Conduct*, which specifies strict standards of behavior for associates related to legal issues, conflicts of interest, equity, and fair treatment. An annual Partners in Trust meeting, where associates discuss the *Code of Conduct* and ethics-related incidents, is attended by all associates. Other mechanisms to help ensure ethical behavior include a module on ethics in the new hire orientation and biannual internal audits that focus on operating practices related to controls, customer relations, the environment, safety, conflicts of interest, fair treatment, and equity.

- The Steering Committee establishes community focus areas through the GPS Process in order to support G-ORB's Support Communities Principle. These areas usually focus on programs related to education and public recycling, two areas closely related to G-ORB's Values and business success. The Steering Committee reviews the progress and impacts of its community involvement in monthly Right Environment meetings.

- Senior leaders and associates contribute to improving communities through personal involvement in a variety of activities. G-ORB also encourages associate volunteerism by providing a volunteer clearinghouse, running promotional efforts on volunteerism, and allowing volunteerism on company time.

OPPORTUNITIES FOR IMPROVEMENT

- Although G-ORB uses a variety of listening posts to gather information regarding public concerns, it is not clear how this input is used to anticipate and proactively prepare for public concerns.

- Other than audit results and participation in Partners in Trust Seminars, it is not clear what measures or indicators G-ORB uses to monitor ethical behavior throughout the organization, including among key partners, the Board of Directors, and other stakeholders. Without such measures or indicators, G-ORB may not be able to fully assess performance levels for ethical behavior.

- Although the applicant establishes community focus areas through the GPS Process, it is not clear how the process is used to identify key communities or areas of emphasis for community support. This may make it difficult for G-ORB to ensure its community support activities are aligned with its organizational strategies and priorities.

- A systematic process for evaluating and improving the efficiency and effectiveness of processes related to social responsibility does not appear to be in place.

Category 2 Strategic Planning

2.1   Strategy Development

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB conducts strategic planning using its GPS (Figure 2.1-1), which is modeled on the four-step Hoshin Kanri management philosophy. The GPS Process (Figure 2.1-2) starts with teams that incorporate external inputs and internal performance results; conduct appropriate analyses; combine Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses with external inputs to create a prioritization matrix to identify key issues; prioritize the gaps using the Analytical Hierarchy Process; and present recommendations to the Steering Team during the GSAC Process. During the GSAC Process, the Steering Team establishes a different or modified strategic direction, including new strategic objectives addressing short- (one-year) and long-term (five-year) time horizons, optimized scenarios, and new Course Coordinate goals and/or new metrics.

- The GPS Process, described in Figure 2.1-2, ensures that a variety of key factors are addressed during strategic planning. These include customer and market needs (Customer Check); competitive environment (Yardstick Stretch); technological and other key innovations (Original Thought); and financial, societal, ethical, and other potential risks (Environmental Entry, Risk Reward).

- The Steering Team assesses the overall effectiveness of the GPS Process each January to identify improvement opportunities for the next planning cycle. The decision to offset Global Scans by six months demonstrates evidence of at least one cycle of refinement in the GPS Process.

- G-ORB has identified its key strategic objectives (Future Courses) in its Strategy Map (Figure 2.1-3). The Future Courses, along with short- and long-term action plans and specific Course Coordinates, are grouped by key Value. The Strategy Map provides clear linkages between Future Courses, specific strategic challenges listed in the Organizational Profile, and Course Coordinates, which allows the applicant to determine when it is meeting goals and accomplishing action plans.

OPPORTUNITIES FOR IMPROVEMENT

- Although G-ORB includes inputs on regulations in its GPS Process (e.g., through the Environmental Entry Process), it is not clear how the GPS Process addresses regulations related to agencies G-ORB identifies as part of its regulatory environment, including the Food and Drug Administration (FDA), Occupational Safety and Health Administration (OSHA), Louisiana Department of Natural Resources (LDNR), Superfund Amendment and Reauthorization Act (SARA) 313, and Environmental Protection Agency (EPA).

- Although the Strategy Map identifies strategic objectives to address the challenges identified in the Organizational Profile, along with short- and long-term Strategy Maps for each challenge, it is not clear how G-ORB ensures that the strategic objectives balance short- and longer-term challenges and opportunities.

- It is not clear how G-ORB ensures that its strategic objectives balance the needs of all key stakeholders, including the community. Although the community is a key stakeholder and Support Communities is one of three guiding Principles, community needs are not included within the Strategy Map.

2.2 Strategy Deployment

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB deploys action plans throughout the organization using a Hoshin Catchball Process. The Steering Team presents the Strategy Map to all work units and at department-level Gyroscope meetings after it is approved by the parent corporation. Work unit-level managers and unit associates then develop IDLMs, as well as Team Development and Learning Maps (TDLMs). At the end of two weeks, the TDLMs, which deploy action plans, are presented to the Steering Team for review and approval. Two years ago, G-ORB refined the Hoshin Catchball Process to include the external alignment of strategic partners.

- G-ORB identifies key short-term (one-year) and long-term (two- to five-year) action plans within its Strategy Maps (Figure 2.1-3). These illustrate how G-ORB plans to invest in capital projects, adjust its customer profile, change its pricing and outsourcing arrangements with customers and suppliers, target international customers, and implement new technologies for a variety of purposes.

- G-ORB also identifies its key human resource plans in its Strategy Map (Figure 2.1-3). These plans are aligned with the company Value of Successful Associates/Successful Teams, and they are intended to address the strategic challenge of a maturing workforce through two strategies, the WINGS cross-training and mentoring program for younger associates and a job rotation program for engineers.

- G-ORB identifies its key performance measures and indicators (Course Coordinates) in its Scorecard Course Coordinates (Figure 2.2-1). These Course Coordinates are grouped by the five company Values to reinforce organizational alignment.

- G-ORB identifies its key performance projections for short- and long-term planning time horizons in its Scorecard Course Coordinates (Figure 2.2-1), as well as projected performance comparisons with competitors and benchmarks. Improvement trends are evident for most of the indicators, and performance is projected to be at least equal to best-in-class with respect to the key customer requirements of on-time delivery and product quality/consistency.

OPPORTUNITIES FOR IMPROVEMENT

- Although G-ORB uses a Hoshin Catchball Process to identify resources needed for action plan implementation, it is not clear how the resources are allocated to ensure accomplishment of action plans. This may make it difficult for G-ORB to allocate resources effectively in order to support its strategic plan.

- Although G-ORB identifies three Future Courses associated with the maturing workforce strategic challenge, it is not clear how the Strategy Map addresses other human resource issues surrounding international expansion or training needs associated with new technologies.

- Although G-ORB lists Future Courses in Figure 2.1-3 and Scorecard Course Coordinates in Figure 2.2-1, it is not clear how these measures are aligned. For example, while some measures appear to be linked to strategic challenges, others are tied to organizational Values, and others to Future Courses, which may make it difficult for G-ORB to ensure solid alignment in the deployment of its strategies.

- It is not evident that comparative targets/projections for different types of Course Coordinates allow an accurate comparison to the industry leader's performance. For example, financial measures are compared against best-in-industry goals, customer measures against top quartile-in-industry, operations measures against top quartile-in-industry, and associate-related measures against best-in-class across industries. Information on direct competitors is not evident. This may make it difficult for G-ORB to assess its overall performance against its stated goal of being the best in its industry.

Category 3 Customer and Market Focus

3.1   Customer and Market Knowledge

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- Business Development Teams, Pathfinders, and Explorers determine market segments with the greatest growth potential and target customers that correspond to G-ORB's areas of expertise through the use of independent industry scans, sales information, and other market data.

- G-ORB uses a variety of approaches for listening and learning (Figure 3.1-1) to determine customer requirements, including customer focus groups, satisfaction surveys, market and industry studies, and complaint data scans.

- Input from customers is correlated and regularly analyzed using statistical processes, verified by using information from CAT visits, and translated into new and modified products and services using QFD. This process helps ensure that evolving customer requirements are proactively identified.

- At the end of each GPS cycle, BDT members and Technology Center associates conduct an assessment to keep listening and learning approaches current with the changing market and with G-ORB's needs. As a result of this assessment, G-ORB has adopted several improvements over time regarding how information is gathered, analyzed, and reported. In addition, Pathfinders and Explorers assess the customer and market segments at least twice a year as an input to G-ORB's new product launch process.

OPPORTUNITIES FOR IMPROVEMENT

- Although G-ORB uses a variety of analytical tools to enhance its listening and learning processes, it is not evident that methods for determining customer requirements are differentiated for key customers or customer groups relative to G-ORB's business strategies. For example, other than the use of focus groups for True North and Guiding Light customers, it is not evident that listening posts are differentiated for any other customer groups. Without differentiation, it may be difficult for G-ORB to ensure that its expansion strategies fully benefit from the input of all key customer groups.

- While G-ORB indicates that the relative importance of product and service features differs among customer segments, how this information is used in product and service planning, marketing, or other business development areas is not described. This may make it difficult for G-ORB to ensure that product and service features fully support its growth strategies relative to new industries and markets outside the United States.

- It is not clear whether information regarding customer requirements is shared across functions that affect overall service planning for the organization, such as suppliers or the purchasing and billing departments. This may make it difficult for G-ORB to effectively use information on key customer requirements and expectations for service planning and other business development.

3.2 Customer Relationships and Satisfaction

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB uses a variety of approaches to build relationships and increase customer loyalty. These include the use of CATs, which serve as high-level contacts with customer organizations; placement of engineers directly at key customers' sites; assignment of Guides for each customer; and the creation of a CAP that stores information necessary to satisfy and retain a particular customer.

- G-ORB has several customer contact mechanisms in place (Figure 3.2-1), and it gathers information on customer contact requirements through a variety of listening and learning methods. To deploy customer contact requirements, G-ORB provides specific training for all associates who have any contact with customers. Customer contact approaches are assessed through the customer satisfaction survey and information gathered through direct contact with customers.

- A formal Complaint Management System Process features a 24-hour initial response and a resolution time negotiated between the customer and G-ORB's representative. Complaint information is aggregated and analyzed, results for complaint response time and customer satisfaction with the resolution of the problem are tracked, and the Steering Team reviews high-impact issues.

- G-ORB's satisfaction survey process includes an analysis to determine key satisfaction and dissatisfaction drivers, as well as the correlation of satisfaction with loyalty and revenues. Input from lost customers is included in the analysis to assist in preventing future losses. Indications of high dissatisfaction are incorporated into the Complaint Management System for follow-up and resolution.

- Customer satisfaction levels relative to the rest of the industry are monitored using surveys conducted by the Polymer Industry Institute (PII) and through benchmark data from world-class organizations obtained through the Customer Satisfaction Institute Index (CSII). The comparative information is used to evaluate performance and set goals and targets.

- G-ORB has integrated approaches for improving its methods for building relationships and determining customer satisfaction into the strategic planning process. For example, as input to the GSAC, the Marketing Department submits a list of prioritized approach improvements derived from a series of analyses. This process helps keep the approaches current with business needs and directions.

OPPORTUNITIES FOR IMPROVEMENT

- It is not evident that G-ORB's approaches to relationship building incorporate input from potential customers, which may limit G-ORB's ability to use its relationship-building processes effectively in the acquisition of new customers.

- It is not clear how G-ORB systematically uses information gained from the customer contact processes to determine key contact requirements. While there are a variety of modes of customer access, a systematic approach for determining key customer contact requirements for each mode of customer access or for different customer segments is not evident.

- Although G-ORB uses internal and external surveys to monitor customer satisfaction levels and incorporates some dissatisfaction feedback into the complaint process, a systematic approach for obtaining actionable data from satisfaction results in order to drive improvement initiatives is not described.

- Although G-ORB states that information from Guides' follow-up with customer deliveries is entered into the CAP and incorporated into overall performance assessment, it is not clear how this information is systematically aggregated with other data to ensure that it is effectively translated into actionable feedback or improvement initiatives.

Category 4 Measurement, Analysis, and Knowledge Management

4.1   Measurement and Analysis of Organizational Performance

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB uses its Measurement and Analysis Process (Figure 4.1-1), a component of the GPS, to select, align, and integrate the data and information that are collected for tracking organizational performance. This information is integrated through a business management software system, CHEM-ERS, which captures both local and corporate data at the point of creation.

- The Knowledge Transfer and Benchmarking Group ensures that key comparisons are available to support organizational decision making and to align benchmarking resources with G-ORB's strategic objectives. The KTBG has established processes to support the collection of comparative data, to conduct benchmarking training for associates, and to ensure that benchmarking activity meets corporate benchmarking guidelines and that all outcomes are documented.

- G-ORB reviews its performance measurement system both monthly and semi-annually as part of the GSAC Process to ensure that measurements and the measurement system keep current with changing business needs.

- A variety of analyses support senior leaders' organizational performance reviews. These include the basic analysis tools described in Figure 4.1-3, as well as multivariate regression analysis. The Vice President of Total Quality is responsible for obtaining the results of these analyses from all departments, which are input to the monthly Navigation Reviews and to the GSAC Process.

- G-ORB uses numerous approaches to communicate the results of organizational-level analyses to work groups. These include articles in the *Compass*, postings on closed-circuit television, e-mail bulletins, and quarterly communication forums held by the Steering Team. At the department level, weekly meetings are held to communicate metrics and are combined with team "Fix" sessions, a part of the Kaizen program, to generate suggestions for improving organizational performance.

OPPORTUNITIES FOR IMPROVEMENT

- Although the GPS is used to select data and information that track overall organizational performance and progress against strategy, it is not clear how department-level data and information are selected to track day-to-day operations. This may limit G-ORB's ability to effectively use data and information to support organizational decision making and innovation.

- While results of KTBG benchmarking studies are made available to the organization via the company intranet, there is little evidence of a systematic approach for ensuring that these results are used to support innovation.

- Although G-ORB uses a variety of approaches to communicate organizational-level analyses to departments and work teams, it is not clear how these approaches are effectively used to communicate results throughout the nine production lines and the many other types of teams to enable effective support for their decision making.

4.2 Information and Knowledge Management

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB uses a Hierarchical System of Information and Data (Figure 4.2-1) to distribute data and information electronically. The latitudinal (horizontal) data are provided to work teams through integrated systems that convey information such as manufacturing process levels, material distribution, and processing capabilities. The longitudinal (vertical) data, which are provided to managers and the Steering Team, involve only those issues that require higher-level approval or reports used for reviews and midcourse corrections.

- Information Technology (IT) uses several processes and metrics (Figure 4.2-2) to ensure that hardware and software are reliable, secure, and user friendly. For example, pilot testing of new systems, biannual user surveys, and customer focus groups conducted within each user community help ensure that hardware and software are user friendly. Security is maintained through nondisclosure agreements and passwords.

- G-ORB collects and transfers organizational knowledge through the team-based culture and the use of Hoshin Kanri and the Kaizen Improvement Process. Associates share knowledge within the work team structure and COPs, through shared servers, and through a common database. To increase communication across the organization, the Polyolefins Business Group hosts an annual Best Practices Symposium; COPs hold regular meetings, issue newsletters, and host Web sites; and G-ORB provides quarterly best practice luncheons for all teams that have added best practices to the organization's intranet Web site.

- G-ORB identifies processes and measures to ensure data and information integrity, timeliness, reliability, security, accuracy, and confidentiality (Figure 4.2-2). These processes and measures are the joint responsibility of the IT Team and Corporate Services.

OPPORTUNITIES FOR IMPROVEMENT

- It is not clear how G-ORB addresses data and information availability needs for the 50 percent of associates who work a rotating 12-hour shift, for suppliers and international customers, for its headquarters in Japan, or for other key stakeholders. This may make it difficult for G-ORB to determine whether data and information accessibility needs are being met for the various users of the information.

- Although the IT Department addresses current trends in software and hardware systems and an IT Roadmap charts future directions in information technology, a systematic process for keeping data and information availability mechanisms current with business needs and directions is not evident.

- While customers, suppliers, and Research and Development (R&D) partners are encouraged to provide input through the COPs, the company Web site, and written feedback, there is little evidence of a systematic approach for transferring relevant knowledge from these stakeholders to appropriate associates.

Category 5 Human Resource Focus

5.1 Work Systems

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB's team-based culture, including the Steering Team at the senior leader level and self-directed, cross-functional, and cross-product teams at other organizational levels, helps promote cooperation, initiative, empowerment, and innovation. All associates participate on at least one work area team, and most participate on at least one cross-functional team. Teams integrate data and conduct analysis for strategic planning, establish goals and targets in the Hoshin planning phase, identify problems, and develop new approaches and innovative solutions through use of Kaizen.

- G-ORB has established an environment that capitalizes on the diverse ideas and thinking of its associates through the implementation of the Kaizen suggestion programs. Operating at both team (KAIZEN) and individual (kaIzen) levels, submissions must be acknowledged within a day, reviewed within a week, and either resourced or referred back to the originator within ten days. Recognition programs and cash awards for the best suggestions implemented are in place at both the team and individual levels.

- Effective communication across work units, jobs, and locations is achieved through G-ORB's team-based culture. The team structure brings together appropriate associates from different parts of the business to act on issues that affect both their functional areas and the business in general. Approaches for sharing Kaizen ideas and implementation efforts include the *Compass*, closed-circuit televisions in all break areas, monthly celebrations, daily "Fix" sessions, bulletin boards, a best practices Web site, and training sessions.

- G-ORB uses an IDLM as the basis for its performance management system. All associates develop an IDLM annually with the help of their supervisors to document work objectives and goals as a part of the Hoshin Catchball Process used in strategic planning. In addition, team participation and performance, as well as training and learning needs, are covered. Performance reviews are conducted annually using the IDLM as a guide, and associates also receive feedback from peers, team members, internal members, internal customers, subordinates, and supervisors.

- Using results of the 2000 Culture Survey and considering G-ORB's Mission, Vision, and Values, the Recruiting Team developed a formal list of attributes and skills needed in new associates. The Recruiting Team also mapped the process for identifying and

interviewing potential new associates. Interviewers are trained to evaluate job candidates' fit with these attributes, and the Recruiting Team reevaluates the attributes annually to identify potential changes.

OPPORTUNITIES FOR IMPROVEMENT

- Although the Performance Team participates in the Gyroscope Constant Calibration (GCC) Process and is charged with ensuring that team performance configurations enable associates to achieve high performance, it is not clear how work is organized and managed to achieve organizational agility and ensure that the team structure helps keep G-ORB current with business needs.

- Although G-ORB uses the Kaizen system in its team-based culture to capitalize on the diverse ideas and thinking of associates, it is not clear how G-ORB capitalizes on the ideas and cultures of its diverse hiring communities. Without specific approaches in place to fully utilize the diversity of its hiring community, G-ORB may be limited in its ability to address its Value of Successful Associates/Successful Teams.

- While approaches to communication within G-ORB's team-based culture and rotational assignments enable communication across work units, jobs, and locations, there is little evidence of a systematic approach for achieving effective skill sharing throughout the organization.

- While G-ORB provides a variable compensation component of 20 percent based on company performance and there are programs to reward Kaizen team and individual improvement ideas, it is not clear how G-ORB's overall compensation, recognition, and related reward and incentive practices reinforce high-performance work and a customer and business focus.

- G-ORB does not describe a systematic approach for accomplishing effective succession planning for leadership positions, including senior leadership. While data from IDLMs may provide information, it is not clear how the information is used as part of a systematic approach to career management for all associates. Without this information, it may be difficult for G-ORB to effectively address career progression as part of its strategic challenge of a maturing workforce.

5.2 Employee Learning and Motivation

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB uses the GCC Process to align training plans and Development and Learning (D&L) Team Department objectives with organizational goals. The IDLMs and Competency Maps developed for each job function balance each associate's needs against organizational objectives, using a four-element approach to design and deliver education and training. The Directions training on team culture, KAIZEN and kaIzen suggestion programs, and Hoshin planning further addresses associates' key needs relative to organizational performance assessment.

- Through the actions of the D&L Team, G-ORB ensures its education, training, and development programs address key organizational needs related to new associate orientation, diversity, ethical business practices, and management development. This team maintains a matrix of training programs and organizational needs that is modified during the GCC Process as needed, and it delivers training. All new associates receive a one-day orientation to the company and the required Directions I training within the first two months of employment.

- G-ORB uses several approaches to reinforce the use of new knowledge and skills on the job. For example, functional team members often attend training sessions together, develop projects, and establish improvement objectives during training to implement on the job, and managers reinforce new skills when the team returns from training. The performance appraisal system focuses on reinforcing individuals and teams that use quality tools and techniques that lead to improvement.

- The IDLMs motivate associates to develop and utilize their full potential. Supervisors and associates work together to identify goals and related training and development objectives for the IDLMs. The KAIZEN and kaIzen suggestion systems also motivate associates by rewarding improvement ideas.

OPPORTUNITIES FOR IMPROVEMENT

- Although G-ORB uses several approaches to collect data on education and training needs, such as the IDLMs and needs assessments, there is little evidence of a systematic approach for using information from associates and their supervisors and managers on education and training needs. G-ORB appears to be in the early stages of incorporating organizational learning and knowledge assets into training efforts with programs such as WINGS.

- While G-ORB, with the support of the parent corporation, uses a variety of delivery approaches to provide education and training opportunities, it is not clear how input from associates and their supervisors is used to select delivery options. Without this information, G-ORB may be limited in its ability to most effectively select delivery options for its diverse workforce.

- Although G-ORB references the use of four levels of evaluation to assess training effectiveness, there is little evidence of a systematic approach for evaluating the effectiveness of training and education. Without such an approach, G-ORB may have difficulty ensuring that it delivers the most effective training and development to meet organizational and strategic needs.

- While the IDLM review process appears to support associates in job-related goals, it is not clear how G-ORB uses formal or informal mechanisms to help associates attain career-related learning and development objectives.

5.3 Employee Well-Being and Satisfaction

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- Several approaches are in place to improve workplace safety and ergonomics, including EAGLE (Eliminating Accidents Gives Lessons in Excellence), a behavior-based safety program. Associates have the authority to halt production or maintenance in unsafe conditions or to submit a Safety Improvement Sheet (SIS). EAGLE Teams also participate in audits and monitor SH&E performance measures (Figure 5.3-1).

- An Emergency Response Team (ERT) with 168 active participants is responsible for coordinating all in-plant activities when an accident or emergency occurs. The ERT also works with the EAGLE Program on monthly audits, and team members are trained on procedures related to fire, rescue, hazardous materials, and medical and emergency care.

- G-ORB uses an outside consulting firm to help determine key factors that affect associate satisfaction. The firm conducts an analysis of the annual Culture Survey that allows G-ORB to assess the importance and interrelationships among factors that drive associate satisfaction.

- G-ORB provides a variety of benefits and services to support its associates. These include health insurance plans, financial services, health services, and other services such as tuition reimbursement, an in-plant fitness center, child care referral, a leave-of-absence policy, vacation benefits, and preretirement counseling. In order to address the diverse needs of its workforce, G-ORB allows associates to select the benefits they desire and encourages them to suggest changes at any time through the Kaizen program.

- G-ORB uses a variety of formal and informal methods to assess employee satisfaction and well-being. The primary approach is the annual Culture Survey, and other methods include exit interviews, safety data, Kaizen program data, and Steering Team interviews (Figure 5.3-2).

OPPORTUNITIES FOR IMPROVEMENT

- G-ORB does not describe significant differences in workplace factors or associated measures/targets for different job areas, departments, or shifts. Without this information, it may be difficult for G-ORB to assess the effectiveness of its approaches across different associate groups and work units.

- While the ERT addresses workplace preparedness for emergencies, a systematic approach for ensuring business continuity in the event of a disaster or other emergency is not described. This may make it difficult for G-ORB to ensure that the needs of associates and customers will be adequately addressed in times of emergency.

- Although the Culture Survey is conducted and reported by departments and eight job groups, G-ORB does not segment individual factors that drive associate satisfaction by different categories or types of associates or for a diverse workforce. Given the diversity of its workforce, this gap may limit G-ORB's ability to effectively address its strategic challenge of retaining associates in the long term.

- Although the Performance and Steering Teams use Culture Survey data to improve the work climate, it is not clear how G-ORB relates Culture Survey findings to key business results in order to identify priorities for improvement.

Category 6 Process Management

6.1 Value Creation Processes

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- The Steering Team uses a process ranking method during the Risk Reward Analysis step of the GSAC Process to identify key value creation processes. The process ranking method focuses on four key areas: resources, fit to the organization, impact on profitability and business success, and impact on customer satisfaction or attainment of Values. The key value creation processes, shown in Figure 6.1-1, create value for G-ORB through their alignment with key customer requirements or company Values.

- Requirements for the key value creation processes (Figure 6.1-1) are determined during the process design phase when customer requirements and product or service features are gathered using QFD. The sponsor team for each process, guided by ISO 9001:2000 Procedure B14-22-004, reviews requirements, measures, and results semi-annually and submits conclusions and results to the GSAC Process.

- G-ORB uses a 14-step CDP, shown in Figure 6.1-3, to design value creation processes that meet key requirements, and its Technology Council is responsible for incorporating new technology into the design of these processes, as well as monitoring progress in industry technology. The CDP includes assignment of a sponsor team, project leaders and owners, and customer champions; development of a control plan; service trials; and pilot testing before commercial production is approved. The process recently was refined to incorporate a supplier champion and a SH&E advisor for each project to ensure that supplier requirements and environmental and health impacts are addressed early in the process.

- G-ORB identifies key performance measures and indicators for the control and improvement of its value creation processes (Figure 6.1-1). A Distributed Control System (DCS) helps manufacturing functional areas monitor processes daily to ensure that they are meeting key process requirements. Other functional areas monitor in-process measures at daily, weekly, or monthly intervals, based on the cycle time of the data.

- G-ORB seeks input from suppliers, partners, and customers, as well as appropriate associates and sponsor teams, in order to improve value creation processes to achieve better performance. These improvements are shared across the company through several methods, including COPs, rotation teams, and publication in the *Compass*.

OPPORTUNITIES FOR IMPROVEMENT

- Although G-ORB notes in the Organizational Profile the importance of its R&D partners in developing new products and processes, it is unclear how their input is used in determining requirements for key value creation processes or how results of their research are incorporated into the design of value creation processes.

- While G-ORB describes a control plan with requirements, measurements, and critical process parameters for each new process, it is not clear how factors such as cycle time, productivity, cost control, and other efficiency and effectiveness factors are incorporated into the design of value creation processes.

- Although G-ORB minimizes overall costs associated with inspections, tests, and process or performance audits through reviews and use of technology (e.g., the reduction of in-process testing of monomers by electronically linking pipeline process outputs from monomer suppliers to the company's manufacturing DCS), there is little evidence of a systematic approach for preventing defects and rework in the key value creation processes.

6.2 Support Processes

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- Key support processes are identified using the same process ranking method as for key value creation processes. G-ORB has identified its key support processes (Figure 6.2-1), along with related quality and service customer requirements.

- In-process Course Coordinates (Figure 6.2-1) associated with each key support process are used to control and improve processes. Functional work units monitor in-process Course Coordinates on a daily, weekly, or monthly basis. Most work units use Course Coordinate data as the primary signal to indicate when action is required. As a part of the ISO 9001:2000 system, support functions use a variety of methods to track nonconformances and take preventive action to address system problems.

- G-ORB uses a variety of formal and informal approaches to improve support process performance, including Internal Customer Day, the CAPP initiative, ISO 9001:2000 audits, Baldrige-based assessments, and the Compass Point Research, Incorporated Customer Satisfaction Survey results. An annual Internal Customer Day uses a trade show format to facilitate discussions between key support process owners and internal customers in order to generate process improvement ideas and document ideas for improvement efforts.

OPPORTUNITIES FOR IMPROVEMENT

- There is little evidence of a systematic approach for using input from external customers or suppliers to determine key support process requirements. In addition, it is not clear how G-ORB interacts with Corporate Services to identify requirements for and design support processes. Without a systematic approach to determine support process requirements, G-ORB may have difficulty ensuring that current requirements address both external customer needs and supplier capabilities.

- While G-ORB uses the CDP to ensure that support processes meet key requirements, it is not clear how this approach incorporates new technology, organizational knowledge, cycle time, productivity, cost control, and other efficiency and effectiveness factors in the design of support processes.

- While G-ORB uses Course Coordinates as the primary control and improvement measures for key support processes, it is not clear how customer, supplier, and partner input is obtained and used to help manage these processes. Without input from these key stakeholders, it may be difficult for G-ORB to ensure that its organizational strategy is being achieved.

- Although testing and auditing are discussed during support process reviews and examples are provided of how audits have been reduced, there is little evidence of a systematic approach for minimizing costs associated with inspections, tests, and audits of support processes.

- Although G-ORB has many mechanisms to obtain ideas to improve support processes, there is little evidence of a systematic approach for sharing improvements in support processes across organizational units and processes.

Category 7 Business Results

7.1 Customer-Focused Results

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- Results for Complaints Resolved Within the Customer's Expectations (Figure 7.1-1) consistently improved over the past three years, from 40 percent in 2000 to nearly 80 percent in 2002, with 2002 performance exceeding that of a Baldrige recipient benchmark. During the same time period, Results for Complaints Resolved on First Contact (Figure 7.1-2), a key customer contact requirement, increased from 30 percent to 55 percent, with 2002 performance approaching the Baldrige recipient benchmark. Customer Satisfaction With Complaint Resolution (Figure 7.1-3) improved from approximately 40 percent in 2000 to approximately 85 percent in 2002, and current performance equals the benchmark.

- Results for Overall Customer Satisfaction (Figure 7.1-4) demonstrate a 7 percent improvement from 1998 to 2002, placing G-ORB near the top quartile of the industry. In a separate study of overall satisfaction, the CSII for polymer suppliers (Figure 7.1-9), G-ORB has been rated in the top five for the last five years and first or second among its competitors for the past three years.

- Results of the CSII Service Satisfaction Survey (Figure 7.2-5) demonstrate G-ORB's steady improvement in customer satisfaction with several service attributes. In addition, Overall Satisfaction With Service increased from 60 percent in 1998 to 82 percent in 2002, and results for the past three years equal best-in-industry levels.

- Results for Recommend to Others (Figure 7.1-5), a measure of customer-perceived value, improved from 60 percent in 1998 to about 75 percent in 2002. Results for Repurchase intent (Figure 7.1-6) increased from 80 percent in 1998 to near 90 percent in 2002, and current performance is equal to the best in class. Results for perceived value (Figure 7.1-7) improved from 50 percent to 70 percent from 1998 to 2002. Current performance for all three measures is at the industry top quartile benchmark.

- G-ORB reduced the number of customers lost from 49 per year to 22 per year between 1998 and 2002, and it increased the number of customers won from 11 per year to 37 per year during the same time frame (Figure 7.1-10).

OPPORTUNITIES FOR IMPROVEMENT

- Although the customer-focused results (Figures 7.1-1 through 7.1-7) indicate generally improving trends, they are not segmented (e.g., by size of customer, location, or other key factors). This may make it difficult for G-ORB to ensure that its strategic goals (e.g., increase of True North and Guiding Light customers, increased sales outside the United States, and sales to customers and industries poised for growth) are being appropriately supported by its customer satisfaction and relationship improvement efforts.

- While G-ORB's results for Overall Satisfaction With Service on the CSII Customer Satisfaction Survey (Figure 7.2-5) are at best-in-industry levels, results for the two key attributes of Satisfaction With Immediate Response and Resolution on the First Call have remained flat.

- Although G-ORB presents results addressing customer complaint resolution, there are no results for measures or indicators of dissatisfaction, such as trends in the "Very Dissatisfied" customer satisfaction ratings that drive complaint entries and high-level review.

- Although results demonstrate consistently improving trends and industry leadership performance in some metrics, results for Overall Customer Satisfaction (Figure 7.1-4), Recommend to Others (Figure 7.1-5), and Value (Figure 7.1-7) remain below G-ORB's stated goal of being the best in its industry.

7.2 Product and Service Results

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- Results for variation in melt viscosity (Figure 7.2-1), a key characteristic of product quality, improved steadily over the past five years, decreasing from 6.3 percent in 1998 to approximately 2 percent in 2002. These results demonstrate performance levels at or better than the best-in-class benchmark from 2000 through 2002.

- Results for On-Time Delivery (Figure 7.2-2) have consistently improved from 65 percent in 1998 to 90 percent in 2002, and they are currently at the industry top quartile level.

- Results for Overall Performance from the PII Survey (Figures 7.2-4A, B, and C) have improved since 1996 for all three product segments (HDPE, PP, and LLDPE). In addition, in Overall Ranking, G-ORB was first for HDPE from 1998 to 2002 and first for PP from 2000 to 2002.

- Overall Product Price (Figure 7.2-3) increases have been below the industry average from 1998 through 2002.

OPPORTUNITIES FOR IMPROVEMENT

- Although price increases for all products combined have been below the industry average for the past five years (1998 through 2002), as shown in Figure 7.2-3, the net prices for HDPE (Figure 7.3-7), LLDPE (Figure 7.3-8), and PP (Figure 7.3-9) have increased during the same time period. In addition, results from the PII Survey (Figures 7.2-4A, B, and C) for customers' ranking of companies for price indicate that G-ORB still is rated lower than several of its competitors for all three product groups.

- Product and service performance results are not provided for customer groups G-ORB considers key to its strategic plan, including Guiding Light and True North customers, industries and customers poised for growth, and customers outside the United States. Without such information, G-ORB may have difficulty assessing its performance for all its customer segments.

- Although G-ORB presents customers' perceptions of key service attributes, such as immediate response, first-call resolution, and continuous service (CSII Customer Satisfaction With Service, Figure 7.2-5), actual performance results for these attributes are not provided. This gap may limit G-ORB's ability to assess its progress in improving toward best-in-industry target levels for these processes.

7.3 Financial and Market Results

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- Results for two key indicators of financial performance, ROCE, shown in Figure 7.3-1, and RONA, shown in Figure 7.3-2, both demonstrate improvements over the last seven years. ROCE increased from about 8.5 percent in 1998 to nearly 11 percent in 2002, with current performance above that of the best competitor. RONA increased from about 12 percent in 1998 to about 17 percent in 2002, with current performance also above that of the best competitor. Despite the fact that both measures are highly dependent on the overall cyclical market, G-ORB's performance trend over the last five years surpasses that of the industry average.

- Results for two measures that contribute to profitability improved over the last several years. Working Capital as a Percent of Sales (Figure 7.3-3) improved from about 7 percent in 1997 to about 6.5 percent in 2002, and current performance is significantly better than that of the industry's top quartile. Business Costs for all three product lines— HDPE, LLDPE, and PP—decreased since 1998 (Figures 7.3-4, 7.3-5, 7.3-6), and 2002 costs are lower than those of the best competitor for LLDPE and are improving at a faster rate than the best competitor's costs for HDPE and PP.

- Results for Net Price in HDPE (Figure 7.3-7), LLDPE (Figure 7.3-8), and PP (Figure 7.3-9) since 1998 demonstrate G-ORB's competitive strategies in the area of competitive pricing. G-ORB's 2002 Net Price is slightly below the level of its best competitor for HDPE and PP, and it is just above the level of its best competitor for LLDPE. Results for Margin in HDPE (Figure 7.3-10), LLDPE (Figure 7.3-11), and PP (Figure 7.3-12) also demonstrate improvements over the last five years. Margins in 2002 for LLDPE outperform those of the best competitor, and margins for HDPE and PP are approaching the best competitor's performance.

- Market share increased since 1996 in all three product groups. In the most mature market, LLDPE (Figure 7.3-14), results demonstrate moderate increases (about 14 percent in 1998 to 16.4 percent in 2002), while the two main competitors show flat or downward trends. Results for market share in both PP (Figure 7.3-13) and HDPE (Figure 7.3-15) demonstrate steady growth from 1996 through 2002.

- Total Sales (Figure 7.3-16) increased from about $1.7 billion in 1996 to about $2.1 billion in 2002, with growth coming primarily from HDPE and PP sales. Sales Outside the United States (Figure 7.3-17) demonstrate significant growth increases for the last seven years (1996 through 2002) in both South America and Canada.

OPPORTUNITIES FOR IMPROVEMENT

- Although G-ORB demonstrates an 18 percent improvement in PP business costs (Figure 7.3-6) between 1998 and 2002, the current performance levels are still below the industry average. This may make it difficult for G-ORB to reach its stated goal of being the best in its industry.

- While G-ORB's market share for LLDPE (Figure 7.3-14) is higher than that of three competitors, market share levels for HDPE (Figure 7.3-13) and PP (Figure 7.3-15) are lower than those for two of the competitors shown. In addition, since it is not clear if the competitors shown are best-in-industry performers, it is difficult to understand whether G-ORB is monitoring current performance relative to best-in-industry performance.

- Although results for Sales Outside the United States (Figure 7.3-17) demonstrate an increase, sales from some areas critical to the key challenge of worldwide expansion are not included, such as sales in the Caribbean area or sales to existing customers with facilities outside the United States. In addition, comparative data are not included for any Sales Outside the United States.

- While G-ORB describes specific processes for identifying and communicating with True North and Guiding Light customer groups, there are no results presented to demonstrate financial or market performance relative to these critical customer groups.

7.4   Human Resource Results

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- From 1996 to 2002, the number of teams increased from 43 to 110, and the percentage of performance targets achieved for Production Shift Teams, as well as for other teams, increased from 80 percent to 95 percent (Figure 7.4-1). In addition, from 1996 to 2002, the number of KAIZEN Team Suggestions submitted (Figure 7.4-5) increased from about 75 to over 1,000, and the number of team suggestions implemented also increased significantly. The number of KaIzen Individual Suggestions submitted (Figure 7.4-6) increased from about 800 in 1996 to over 4,800 in 2002, with implemented suggestions also increasing proportionately.

- Results for the percentage of Associates Receiving Training (Figure 7.4-7) increased from 1998 to 2002, with a current level of 98 percent, which is at the best-in-class level. The number of Training Hours per Associate (Figure 7.4-8) increased from about 36 in 1997 to about 49 in 2002, which exceeds the best-in-class benchmark.

- Results for two OSHA measures of workplace safety demonstrate current levels meeting best-in-class performance. Results for Total Case Incidence Rate (TCIR), shown in Figure 7.4-2, improved from 3.1 cases in 1998 to 1.1 cases in 2002, and the Days Away, Restricted, or Transferred (DART) rate, shown in Figure 7.4-3, improved from 1.9 in 1996 to 0.5 in 2002. G-ORB was awarded OSHA "Star Site" status based on these results and the EAGLE program efforts. Results for the number of implemented SISs, shown in Figure 7.4-4, demonstrate increasing levels of both SIS submissions and implementation rates.

- Overall associate satisfaction, as measured by the Culture Survey (Figure 7.4-10), increased from about 97 percent in 1998 to about 98.5 percent in 2002, and satisfaction appears to be increasing across three major job functions. Current satisfaction levels greatly exceed the industry average and are approaching the top quartile level. Although results for Associate Turnover (Figure 7.4-9), another indicator of associate satisfaction, remained relatively flat over the last four years (1999 through 2002) at around 9 percent, this percentage is better than both the industry average and the best-in-class comparisons.

OPPORTUNITIES FOR IMPROVEMENT

- While G-ORB indicates in Item 5.2 that it uses four levels of evaluation for training and education processes, there are no results for associate learning and development other than number of training hours and percentage of associates receiving training. Without evaluation results, it may be difficult for G-ORB to systematically assess the overall effectiveness of its training and development efforts.

- Although results for associate satisfaction are reported by job function, other human resource results are not segmented by various associate categories, such as level, tenure, or shift. This may limit G-ORB's ability to evaluate the effectiveness of processes for work systems, training, and associate well-being across different segments and types of associates.

- No results are provided for several measures discussed in Category 5, including absenteeism. There also are no results to demonstrate the effectiveness of G-ORB's approaches to hiring and career progression or to associate health, security, and ergonomics.

- Comparative data or best-in-class results are not provided for some human resource results, including the number of SIS and Kaizen suggestions submitted and team performance. This may make it difficult for G-ORB to assess whether current performance levels are achieving the stated goal of being the best in its industry.

7.5 Organizational Effectiveness Results

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- Success in raw material procurement, a key value creation process, is demonstrated through sustained improvement trends in Ethylene Monomer Cpk (Figure 7.5-1A), Propylene Monomer Cpk (Figure 7.5-1B), and Additive Cpk (Figure 7.5-2). Results for all three measures exceed those for the industry top quartile and for the Osaka best supplier in Ethylene Monomer Cpk and Propylene Monomer Cpk.

- Results for MM Pounds/FTE (Figure 7.5-4), a measure of productivity, show an increase from 3.9 in 1996 to 5.0 in 2002, with performance levels from 1996 through 2002 exceeding those of the two competitors shown and the PII top quartile.

- G-ORB shortened product development time, increased the commercialization of new products, and has favorable performance results related to the key customer requirements of product consistency and on-time product delivery. Results for New Products as Percent of Sales (Figure 7.5-5) outperform those for all the comparisons provided, and results for Product Development Cycle Time (Figure 7.5-6) show an overall improvement trend, with current results outperforming the industry top quartile. Results for Melt Index Cpk (Figure 7.5-9), a measure of product consistency, also improved within each of G-ORB's three product groups from 1996 through 2002, and performance exceeds the industry's top quartile for all three product groups.

- Three measures that address G-ORB's Right Cost Value demonstrate improvement. Capacity Utilization (Figure 7.5-3) increased between 1998 and 2002, with results exceeding the PII average for all three product lines. Supplier Costs (Figure 7.5-7) decreased between 1998 and 2002 to a current level equal to the PII top quartile. In addition, Maintenance Costs (Figure 7.5-8) decreased between 1998 and 2002 to a current level that is better than the top quartile and approaching best in class.

- The number of COPs, as well as associate participation in COPs (Figure 7.5-10), increased from 1999 to 2003 YTD, and current levels are approaching best-in-class performance. The number of best practices posted to the Web site and the number of Web hits per week increased over the same period (Figure 7.5-11). These measures reflect G-ORB's increasing ability to share information and best practices.

OPPORTUNITIES FOR IMPROVEMENT

- Supplier performance results are not segmented by category (e.g., contractors; maintenance, repair, and operational material suppliers; and internal staff services). This may limit G-ORB's ability to evaluate relative results for all suppliers. In addition, results are not included for other key measures of organizational effectiveness, such as overall performance across key Course Coordinates.

- Although G-ORB's Capacity Utilization by Product (Figure 7.5-3) shows sustained improvement trends since 1998 across the three product lines, performance is compared only against the industry average. This may make it difficult for G-ORB to assess progress toward its stated goal of being the best in the industry.

- There are no results presented to demonstrate performance for most key requirements related to key support processes (Figure 6.2-1), which may make it difficult for G-ORB to evaluate its performance across support areas.

- Although G-ORB has several measures in place related to data and information management (Figure 4.2-2), with the exception of system uptime (Figure 7.5-12), which increased from approximately 71 percent in 1996 to an availability level of 99.7 percent in 2003 YTD, no results are provided for these measures. This gap may make it difficult for G-ORB to assess the effectiveness of its performance in this area.

7.6 Governance and Social Responsibility Results

Your score in this Criteria Item for the consensus stage is in the 50–60 percentage range. (Please refer to Figure 5, "Scoring Guidelines.")

STRENGTHS

- G-ORB received internal audit ratings (Figure 7.6-1) of "satisfactory" or above in each of the last three audits (2000 through 2002); in 2002, its rating exceeded that of both the Business Group and the parent corporation. No incidents or concerns were noted on G-ORB's recent external audits, and its accounting firm has filed 10Q and 10K reports without qualification.

- G-ORB's parent corporation aligns its corporate governance structure with the JCGF, as shown in Figure 7.6-2. The corporation exceeds JCGF Principles and compares favorably to most large cap and chemical industry group companies.

- Associate attendance at Partners in Trust Seminars (Figure 7.6-3), a training event that discusses ethics and G-ORB's *Code of Conduct*, has been 100 percent over the last two years (2001 and 2002). This compares favorably to the average of 90 percent for the Business Group and the parent corporation. In addition, there have been no ethical incidents reported through any of G-ORB's feedback mechanisms, including customer surveys, the Customer Dissatisfaction Alert Process, and the Complaint Management System.

- Results for environmental, health, and safety performance show generally positive trends. The level of implementation of key CAPP Scores (Figure 7.6-4) for pollution prevention, process safety, associate health and safety, community awareness and emergency response, distribution, and product safety all have improved over the last six years (1997 through 2002) and are well over industry averages. From 1996 through 2002, the number of EPA Reportables also decreased and exceeds top-quartile levels (Figure 7.6-5). Results for Waste to the Environment (Figure 7.6-6) show significant decreases from 1996 to 2002, and the total pounds of recycled material (Figure 7.6-7) increased to more than double the industry average from 1997 to 2002.

- The percentage of associates who participate as volunteers more than tripled from 1996 to 2002, while the Total Volunteer Hours more than quadrupled to about 10,000 (Figure 7.6-8).

OPPORTUNITIES FOR IMPROVEMENT

- Although all associates attend the Partners in Trust Seminars and no incidents of ethical wrongdoing have been reported, no actual results on ethics are provided, and no results are provided regarding the level of stakeholder trust in the governance of the organization. This gap may make it difficult for G-ORB to assess the effectiveness of its corporate governance efforts.

- G-ORB does not report results for several key measures related to regulatory and legal compliance, including compliance with OSHA 1910, energy consumption, hazardous materials reduction, FDA compliance, and LDNR regulatory compliance.

- Although G-ORB describes education support within the community and social agency support as key community activities, no related results are provided.

- G-ORB does not report comparative data for several measures, including Waste to the Environment and Volunteer Hours and Participation. This gap may make it difficult for G-ORB to assess its relative performance in these areas.

Baldrige National Quality Program

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