Results Scoring Guidelines (For Use with Category 7)

SCORE	DESCRIPTION
0% or 5%	• There are no organizational PERFORMANCE RESULTS, or the RESULTS reported are poor. (Le) • TREND data either are not reported or show mainly adverse TRENDS. (T) • Comparative information is not reported. (C) • RESULTS are not reported for any areas of importance to the accomplishment of your organization's MISSION. (I)
10%, 15%, 20%, or 25%	• A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC QUESTION in the item, and early good PERFORMANCE LEVELS are evident. (Le) • Some TREND data are reported, with some adverse TRENDS evident. (T) • Little or no comparative information is reported. (C) • RESULTS are reported for a few areas of importance to the accomplishment of your organization's MISSION. (I)
30%, 35%, 40%, or 45%	• Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC QUESTION in the item. (Le) • Some TREND data are reported, and most of the TRENDS presented are beneficial. (T) • Early stages of obtaining comparative information are evident. (C) • RESULTS are reported for many areas of importance to the accomplishment of your organization's MISSION. (I)
50%, 55%, 60%, or 65%	• Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL QUESTIONS in the item. (Le) • Beneficial TRENDS are evident in areas of importance to the accomplishment of your organization's MISSION. (T) • Some current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of good relative PERFORMANCE. (C) • Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, and PROCESS requirements. (I)
70%, 75%, 80%, or 85%	• Good-to-excellent organizational PERFORMANCE LEVELS are reported, responsive to MULTIPLE QUESTIONS in the item. (Le) • Beneficial TRENDS have been sustained over time in most areas of importance to the accomplishment of your organization's MISSION. (T) • Many to most TRENDS and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of leadership and very good relative PERFORMANCE. (C) • Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)
90%, 95%, or 100%	• Excellent organizational PERFORMANCE LEVELS are reported that are fully responsive to the MULTIPLE QUESTIONS in the item. (Le) • Beneficial TRENDS have been sustained over time in all areas of importance to the accomplishment of your organization's MISSION. (T) • Industry and BENCHMARK leadership is demonstrated in many areas. (C) • Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 46–53).

Results Item Evaluation Factors

The factors for evaluating an applicant's response to Criteria items in category 7 are described below.

PERFORMANCE LEVELS (Le) refer to numerical information that places or positions an organization's results and performance on a meaningful measurement scale. Performance levels permit evaluation relative to past performance, projections, goals and appropriate comparisons.

- What levels are provided?

- Is the measurement scale meaningful?

- Are key results missing?

TRENDS (T) refer to numerical information that shows the direction and rate of change for an organization's results. A minimum of three historical data points generally is needed to begin to ascertain a trend.

- Are trends provided for few, many, or most areas addressed in the item questions?

- Is the interval between measures or frequencies appropriate?

- Are the trends positive, negative, or flat?

- What is the rate of change (slope of the trend)?

- Do the trends demonstrate little, some, or much breadth in the applicant's improvement efforts (i.e., how widely are they deployed and shared)?

- Are significant variations in trends explained in the text of the application?

COMPARISONS (C) refer to how the applicant's results compare with the results of other organizations. Comparisons can be made to the results of competitors, organizations providing similar products and services, industry averages, or best-in-class organizations. The maturity of the organization should help determine what comparisons are most relevant.

- Are comparisons provided?

- Are the comparisons to key competitors, industry sector averages, or best-in-class organizations?

- How does the applicant compare against these other organizations?

INTEGRATION (I) refers to the extent to which results measures (often through segmentation) address important customer, product and service, market, process, and action-plan performance requirements identified in the Organizational Profile and in process items; include valid indicators of future performance; and are harmonized across processes and work units to support organization-wide goals.

- To what extent do results link to key factors and process items?

- Are results segmented appropriately (e.g. by key customer, patient, or student segment; employee type; process/education program or service; or geographic location) to help the applicant improve?