

## 2019–2020 Scoring Band Descriptors

| <i>Band Score / Band Number</i> |   | <i>PROCESS Descriptor</i>  | <i>Band Score / Band Number</i> |   | <i>RESULTS Descriptor</i>   |
|---------------------------------|---|--|---------------------------------|---|---|
| 0–150                           | 1 | The organization demonstrates early stages of developing and implementing approaches to the basic Criteria questions, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation.  | 0–125                           | 1 | A few results are reported responsive to the basic Criteria questions. These results generally lack trend and comparative data.   |
| 151–200                         | 2 | The organization demonstrates effective, systematic approaches generally responsive to the basic Criteria questions, with some areas or work units in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking.  | 126–170                         | 2 | Results are reported for several areas responsive to the basic Criteria questions and the accomplishment of the organization’s mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages.  |
| 201–260                         | 3 | The organization demonstrates effective, systematic approaches responsive to the basic questions in most Criteria items, with some areas or work units still in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.   | 171–210                         | 3 | Results address areas of importance to the basic Criteria questions and accomplishment of the organization’s mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some trends are beneficial.   |
| 261–320                         | 4 | The organization demonstrates effective, systematic approaches generally responsive to the overall Criteria questions. Deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs.  | 211–255                         | 4 | Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria questions and the accomplishment of the organization’s mission.  |
| 321–370                         | 5 | The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall questions in most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including some innovation, that result in improving the effectiveness and efficiency of key processes.  | 256–300                         | 5 | Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Beneficial trends and/or good performance are reported for most areas of importance to the overall Criteria questions and the accomplishment of the organization’s mission.   |
| 371–430                         | 6 | The organization demonstrates refined approaches generally responsive to the multiple Criteria questions. These approaches are characterized by the use of key measures and good deployment in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and there is some integration of approaches with current and future organizational needs.                      | 301–345                         | 6 | Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in areas of importance to the multiple Criteria questions and the accomplishment of the organization’s mission, and the organization is an industry* leader in some results areas.   |
| 431–480                         | 7 | The organization demonstrates refined approaches responsive to the multiple questions in most Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. There is good-to-excellent integration of approaches with organizational needs, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies. | 346–390                         | 7 | Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry* leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria questions and the accomplishment of the organization’s mission.   |
| 481–550                         | 8 | The organization demonstrates outstanding approaches fully responsive to the multiple Criteria questions. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive.   | 391–450                         | 8 | Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria questions and the accomplishment of the organization’s mission. |

\* "Industry" refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.