

2013

Collin Technologies Feedback Report



Baldrige Performance Excellence Program

National Institute of Standards and Technology (NIST) • United States Department of Commerce

July 2013

The *Collin Technologies Feedback Report* is a fictional Baldrige Award feedback report developed by a team of experienced Baldrige examiners who evaluated the *Collin Technologies Case Study*, conducting an Independent Review and a Consensus Review. The *Collin Technologies Case Study* describes a small, high-tech manufacturer in the electronics (interconnect) industry. There is no connection between the fictitious Collin Technologies and any other organization, named either Collin Technologies or otherwise. Except for several national and government organizations, the other organizations cited in the case study are fictitious. Because the primary purpose of the case study is to provide learning opportunities for training Baldrige examiners and others, there are areas in the case study where Criteria requirements purposely are not addressed.

Collin Technologies scored in band 4 for process items and in band 3 for results items. An organization in band 4 for process items typically demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with organizational needs. For an organization that scores in band 3 for results items, results typically address areas of importance to the basic Criteria requirements 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 beneficial trends are evident.

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Suggested citation: Baldrige Performance Excellence Program. *2013 Collin Technologies Feedback Report*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.





Baldrige Performance Excellence Program

October 29, 2013

Ms. Michelle Blanton
Director, Performance Excellence
Collin Technologies
624 Industrial Court
Nashville, TN 37217

Dear Ms. Blanton:

Congratulations for taking the Baldrige challenge! We commend you for your commitment to performance excellence. This feedback report was prepared for your organization by members of the volunteer Board of Examiners in response to your application for the 2013 Malcolm Baldrige National Quality Award. It outlines 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. In some cases, the feedback report comments do not cover all areas to address within a Criteria item. This is due to the examiner team intentionally identifying your most significant strengths and your most important opportunities for improvement, in the team's collective opinion. Please refer to "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. For ease of understanding, each comment is preceded by the relevant Criteria item reference. In addition, the comments in your report are concise, with the "nugget" of feedback located in the first sentence and supported with examples, as appropriate. As direct communication between examiners and applicants is not permitted, 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 of ideas about organizational improvement. Current and previous Baldrige Award recipients can be potential resources on your continuing journey to performance excellence. For information on contacting award recipients, please see <http://www.nist.gov/baldrige>. The 2013 award recipients will share their stories at our annual Quest for Excellence® Conference, April 7–9, 2013. Current and previous recipients participate in our regional conferences as well. Information about activities related to the Baldrige Program can be found on our Web site at <http://www.nist.gov/baldrige>.

Each year, we conduct a survey to gather data about how you, our customers, feel about our most important product, this feedback report, as well as the entire application process. In approximately 30 days, you will receive this customer satisfaction survey from the Judges' Panel. As an applicant, you are uniquely qualified to provide an effective evaluation of the materials and processes that we use in administering the Baldrige Program. Please help us continue to improve the program by completing and returning this survey.

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

Sincerely,

Robert G. Fangmeyer, Acting Director
Baldrige Performance Excellence Program

Enclosures

Collin Technologies

Deciding to embrace the Baldrige Program in your company is a commitment to a journey. It takes time, it takes dedication, and it takes resources. What I know for sure is that there is a huge return on your investment!

*Jerry Rose, Corporate Vice President
Cargill, Inc.*

*Alan Willets, President and Business Unit Leader
Cargill Corn Milling
2008 Baldrige Award Winner*

Preparing to read your feedback report . . .

Your feedback report contains Baldrige examiners' observations based on their understanding of your organization. The examiner team has provided comments on your organization's strengths and opportunities for improvement relative to the Baldrige Criteria. The feedback is not intended to be comprehensive or prescriptive. It will tell you where examiners think you have important strengths to celebrate and where they think key improvement opportunities exist. The feedback will not necessarily cover every requirement of the Criteria, nor will it say specifically how you should address these opportunities. You will decide what is most important to your organization and how best to address the opportunities.

If your organization has not applied in the recent past, you may notice a change in the way feedback comments are structured in the report. In response to applicant feedback, the Baldrige Program now asks examiners to express the main point of the comment in the first sentence, followed by relevant examples, in many cases resulting in more concise, focused comments. In addition, the program has included Criteria item references with each comment to assist you in understanding the source of the feedback. Each 2013 feedback report also includes a graph in Appendix A that shows your organization's scoring profile compared with the median scores for all 2013 applicants at Consensus Review.

Applicant organizations understand and respond to feedback comments in different ways. To make the feedback most useful to you, we've gathered the following tips and practices from previous applicants for you to consider.

- Take a deep breath and approach your Baldrige feedback with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- Before reading each comment, review the Criteria requirements that correspond to each of the Criteria item references (which now precede each comment); doing this may help you understand the basis of the examiners' evaluation.
- Especially note comments in **boldface type**. These comments indicate observations that the examiner team found particularly important—strengths or opportunities for improvement that the team felt had substantial impact on your organization's performance practices, capabilities, or results and, therefore, had more influence on the team's scoring of that particular item.
- You know your organization better than the examiners know it. If the examiners have

misread your application or misunderstood information contained in it, don't discount the whole feedback report. Consider the other comments, and focus on the most important ones.

- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You've worked hard and should congratulate yourselves.
- Use your strength comments as a foundation to improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You can't do everything at once. Think about what's most important for your organization at this time, and decide which things to work on first.
- 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.

The Baldrige opportunity, on its own, was a way for us to get a very disciplined, external perspective, an examination of our business, of how we manage our business. ... That's a very valuable thing. ... It's been a terrific journey.

*Patrick McGinnis, President and CEO
Nestlé Purina PetCare Company
2010 Baldrige Award Winner*

The Baldrige requirements ... expose the gaps that you have within your operating structure, your governance, how you conduct business. So once you identify those gaps, you take the steps to resolve them. ... There's no question that Baldrige has assisted and made MEDRAD a better company on all fronts.

*Samuel Liang, President and CEO
MEDRAD
2003 and 2010 Baldrige Award Winner*

KEY THEMES

Key Themes—Process Items

Collin Technologies scored in band 4 for process items (1.1–6.2) in the Consensus Review of written applications for the Malcolm Baldrige National Quality Award. For an explanation of the process scoring bands, please refer to Figure 6a, Process Scoring Band Descriptors.

An organization in band 4 for process items typically demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but 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.

a. The most important strengths or outstanding practices (of potential value to other organizations) identified in Collin’s response to process items are as follows:

- Collin demonstrates its customer focus in well-deployed approaches that underscore its core competencies of Expertise and Exceptional People. Data from multiple methods of listening to current, former, and potential customers and determining customer satisfaction and engagement—including focus groups, reports, and surveys—are recorded via the Customer Relationship Management (CRM) system, which includes information on all customer interactions. Collin uses this information to support strategic and operational decision making and to identify corrective actions and process improvements. The company assigns a Collin Customer Advocate (CCA) to each customer to help manage the relationship throughout the customer life cycle. Complaints are systematically logged into CNet, routed to the appropriate CCA, and tracked to resolution, with notifications sent to key internal stakeholders. These approaches support Collin’s strategic advantages of responsiveness and Personal Touch and may help achieve the strategic objective to increase market share.
- Collin’s systematic approaches to creating a positive workforce environment and enhancing workforce engagement indicate that it values its employee owners (EOs). Senior leaders use multiple methods to communicate with and engage EOs, including meetings, electronic and social media, walk-arounds, and job trades. The company uses a formal communication plan for all key decisions and develops “sound bytes” to aid clarity in deployment. Standards in areas such as ergonomics, lighting, noise, and personal protective equipment are audited monthly to ensure workforce safety and security. Multiple benefits and services support EOs. Collin systematically determines key elements of employee engagement every three years using correlation and regression analysis between individual EO survey questions and overall engagement and satisfaction. These processes support Collin’s mission element to provide EOs with a Best Career Location®.
- Senior leaders guide and sustain Collin through several systematic methods. They affirm, annually evaluate, and deploy the mission, vision, and values to EOs, Partner Suppliers,

and customers. Senior leaders create a sustainable organization through the leadership system; aligned strategic objectives, core competencies, action plans, and measures; weekly performance reviews; and discussions of lessons learned. They create a focus on action by cascading strategic objectives, action plans, and scorecard measures to business segments, departments, teams, and individual EOs. Multiple methods are used to communicate with customer, Partner Suppliers, and the workforce. These methods may help senior leaders develop a sustainable organization capable of addressing Collin's strategic challenges.

b. The most significant opportunities, concerns, or vulnerabilities identified in Collin's response to process items are as follows:

- It is unclear how Collin manages for innovation, which may be critical to fulfilling the company's vision to lead circuitry innovation for the future. There is limited evidence of how Collin creates an environment that supports innovation, generates innovative ideas leading to strategic opportunities, and decides which opportunities to pursue. In addition, it is not evident how the chief innovation officer, the Product Development and Innovation Process, the Performance Excellence group, and the LT work together systematically to manage innovation and pursue strategic opportunities. Approaches for discontinuing the pursuit of innovation opportunities when appropriate are not described. It is also unclear how Collin's workforce performance management system reinforces intelligent risk taking in order to achieve innovation. Without systematic approaches for managing innovation, Collin may not leverage its core competency of Ingenuity.
- Evidence of systematic evaluation and improvement is lacking for several key approaches. For example, leadership processes—such as those related to senior leaders' commitment to legal and ethical behavior, communication with the workforce and customers, and the LT's mentoring and succession-planning approaches—do not appear to be routinely evaluated. In addition, evidence of cycles of learning is limited or absent for Collin's approaches to customer support and market segmentation and for several workforce environment-related processes, including capability and capacity studies; the team structure process; and the determination of workforce health, security, and minimum standards. Systematically evaluating and improving these approaches may help Collin achieve its strategic objectives and meet its stakeholders' needs.
- Some of Collin's approaches to performance projection, use of customer information, and customer relationship building are not evident or do not appear to be systematic. For example, projections for Collin's longer-term planning horizon of three years are not evident. In addition, Collin does not describe how it uses performance review findings and competitive data in projecting its future performance, and it does not appear to project the performance of its competitors or comparable organizations. Also, systematic approaches are not evident for using information to anticipate future customer groups and market segments; for determining which customers, customer

groups, and market segments to pursue for business growth; or for marketing and building relationships to acquire customers. Additional focus on the future in these areas may enhance Collin's sustainability.

Key Themes—Results Items

Collin scored in band 3 for results items (7.1–7.5). For an explanation of the results scoring bands, please refer to Figure 6b, Results Scoring Band Descriptors.

For an organization in band 3 for results items, results typically address areas of importance to the basic Criteria requirements and accomplishment of Collin's mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident.

c. Considering Collin's key business/organization factors, the most significant strengths found in response to results items are as follows:

- Some workforce satisfaction and engagement results show progress toward Collin's mission component to provide EOs with a Best Career Location. For example, overall engagement and satisfaction increased from 2009 to 2012, exceeding manufacturing industry benchmarks. Also reflecting satisfaction and engagement levels, employee retention rates range from 93% for factory EOs to 95% for technical EOs and nearly 100% for support EOs. In addition, workforce climate measures show beneficial trends for the key EO requirements of feeling safe and secure, taking pride in being an owner, making a difference on the job, and having competitive wages and benefits. Specific health and safety measures, such as EO participation in wellness activities; Days Away, Restricted, or Transferred (DART) and reportable incident rates; near-miss reports; and hazardous, noxious, and lead exposures also show beneficial trends consistent with a high-performance work environment.
- Several customer-focused results underscore Collin's core competency of Expertise. Overall customer engagement improved from 2009 through 2012, surpassing the industry benchmark for the last three years. In Net Promoter Score, Collin has outperformed its competitor and the industry average since 2009. Measures of customer satisfaction overall and for the Aerospace and Contract R&D market segments demonstrate good results and beneficial four-year trends. In addition, key measures of customer satisfaction that show good levels and beneficial trends include those for reliability, higher density and lower weight (HDLW) capability, functionality, delivery, receipt quality, and responsiveness. Customer satisfaction results for the top two requirements by business segment show good levels and beneficial trends in five of six areas reported.
- Some leadership results support Collin's values of Commitment and Courage. For example, 100% of employees state that they can talk openly with leaders, and 99.7% report that they receive frequent updates on company strategy. These results are better

than the top-decile comparisons, as are those for workforce members' confidence that leaders are taking the company in the right direction and their comfort with reporting suspected noncompliant behavior. Results for the achievement of organizational strategy and action plans show beneficial trends, and measures related to two out of three core competencies show good levels and beneficial trends. Results for fiscal accountability, meeting/surpassing legal and regulatory requirements, and governance show generally beneficial trends or sustained high levels of performance, as do environmental measures. These leadership results may help Collin address its strategic challenge of achieving Level 3 Sustainability.

- Some financial measures support Collin's mission of achieving a superior return for EOs. Measures of sales, earnings, gross margin, and return on net assets (RONA) show beneficial trends and exceed the benchmarks. Total sales increased from 2009 to 2012, as did sales for the Aerospace and Contract R&D segments. Other financial results showing beneficial trends and exceeding benchmarks include those for inventory turns, days outstanding in accounts receivables, and unit cost reduction.

d. Considering Collin's key business/organization factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in response to results items are as follows:

- Results are missing or limited in several areas of significance to Collin. For example, results are not reported for marketplace performance and growth, which are linked to the strategic objective to increase market share of Aerospace, Personal Electronics (PE), and Contract R&D customers, or for the strategic action plans to produce prototypes and increase new contracts. Emergency preparedness results are limited, as are results for innovation and for performance relative to several key process requirements. No results are given for the Career Path Management (CPM) Process or the emerging leader system—such as coaching, mentoring, or team leadership roles—or for how well Collin is meeting community requirements. Implementing and monitoring measures in these areas may help Collin assess how well it is meeting the needs of its stakeholders and achieving its strategic objectives.
- Several key results are not segmented by appropriate groups. Some workforce results—such as EO survey results, recordable injury and DART rates, and EO strategic behavior—are not segmented by employee group. In addition, results for stakeholder perceptions of leadership effectiveness are not segmented by employee group, customer group, or electronic manufacturing services (EMS) partners. Many measures of financial and marketplace performance are not segmented by business segment, including measures of inventory turns, days outstanding in accounts receivable, and repeat business won. Without appropriate segmentation of results, Collin may be unable to focus on areas with the greatest impact on its performance.
- Collin does not provide comparative data for several key results. For example, comparisons are missing for some product and process results, including on-time receipt

and receipt quality, Contract R&D design for manufacturing and on-time delivery, customer support promptness and accuracy, and billing accuracy and timeliness. Comparative results are also missing for some workforce results, such as most EO Survey results; EO retention; participation in wellness activities; hazardous, noxious, and lead exposures; and EOs with certifications. Few comparative results are presented for leadership and governance results. Understanding its performance relative to industry and competitive benchmarks may assist Collin in fulfilling its value of Colossal: we are proud of our business performance compared to others.

- The PE business segment shows several unfavorable results. For example, PE sales are flat and are well below those of the best competitor. The win rate for this segment shows a mixed trend and is lower than that for the Aerospace and Contract R&D segments. In addition, PE customer satisfaction, at 77%, is lower than the satisfaction rates for other business segments, as well as the satisfaction benchmark of 97%. Satisfaction with the top two PE requirements of HDLW and pricing is significantly lower than satisfaction with the top two requirements of the other business segments. Improving results for the PE segment may be critical to achieving the strategic objective of increasing PE market share by 15%.

DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT

The numbers and letters preceding each comment indicate the Criteria item requirements to which the comment refers. Not every Criteria requirement will have a corresponding comment; rather, these comments were deemed the most significant by a team of examiners.

Category 1 Leadership

1.1 Senior Leadership

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a(1) Collin’s systematic process to affirm the mission, vision, and values; deploy them to stakeholders; and revise them if necessary supports its core competency of Exceptional People. The mission, vision, and values are evaluated annually. In addition, Partner Suppliers attend “Collin Is Committed” sessions; the orientation for new hires introduces them to the mission, vision, and values; and CCAs deploy them to customers.
- b(1) In support of the strategic advantage of EOs enjoying a Best Career Location, senior leaders systematically communicate with and engage EOs and customers (Figures 1.1-1 and 1.1-2). Methods include electronic and social media and Leadership Team (LT) walk-arounds. Based on EO feedback, Collin uses a formal communication plan for all key decisions, and “sound byte” messages aid clarity in deployment.
- a(3) Multiple sustainability-enhancing approaches support the provision of a Best Career Location and a superior return to EOs. These include a leadership system that maps responsibilities to the Plan, Do, Check, Act (PDCA) cycle and integrates with the strategic planning process (SPP); aligned strategic objectives, core competencies, action plans, and measures; discussion of lessons learned in meetings; and development processes for the Advisory Board (AB), the LT, and emerging leaders.
- b(2) Supporting Collin’s value of commitment, senior leaders create a focus on action through strategic objectives, action plans, and scorecard measures that are cascaded to business segments, departments, teams, and individual EOs. On a monthly review schedule (Figure 1.1-3), customer, operations, financial, and workforce performance; strategy execution; and the leadership system are analyzed for corrective actions and improvement opportunities.

OPPORTUNITIES FOR IMPROVEMENT

- **a(3), b(2) Beyond the LT’s embracing the shift to continuous improvement and continuous innovation, the approach used to create an environment for and enable innovation and intelligent risk taking is not evident. In addition, it is not clear how the**

monthly LT performance reviews support innovation and intelligent risk taking. A systematic approach in this area may support Collin’s value of Creativity—“we invest in continuous innovation.”

- a, b Some leadership approaches—such as approaches used to demonstrate a commitment to legal and ethical behavior, those used to communicate with the workforce and customers, and those used for LT mentoring and succession planning—do not appear to be systematically evaluated or improved. Systematically examining these approaches for improvement opportunities may help Collin sustain its core competencies of building lasting relationships, leading advancements in the industry, and understanding the customer’s business.
- b(2) It is unclear how senior leaders create a focus on creating and balancing value for stakeholders. For example, the LT review schedule (Figure 1.1-3) does not include subjects that affect such stakeholders as the community and Partner Suppliers. And beyond allowing for the rotation of stakeholder team members, it is unclear how senior leaders ensure that actions developed by these teams balance the needs of other stakeholders. This may result in conflicts or missed opportunities for action plans that benefit multiple stakeholders.

1.2 Governance and Societal Responsibilities

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- b(1) Collin's use of teams to address potential adverse impacts on society (Figure 1.2-1) reflects the mission to sustain society and the environment and efforts to build lasting relationships with all customers and stakeholders. For example, the Public Health Team works with the Occupational Safety and Health Administration (OSHA) and community-based public health organizations and conducts audits related to health or safety risks. The Environmental Improvement Team focuses on eliminating lead from production processes and reducing the use of noxious chemicals.
- a(2) Senior leaders' performance is systematically evaluated with the annual 360-degree CPM Process, addressing the strategic challenge of leadership development. Together with EO Survey responses, results are analyzed to determine areas of individual leader development and improvement opportunities for the leadership system, which are discussed quarterly. The AB evaluates the CEO and determines his compensation based on company performance, management accountability, individual leadership performance, and customer feedback.
- b(2) Approaches to promoting ethical behavior in all EO interactions support Collin's value of Commitment (living its values through integrity). For example, new employees receive ethics training, take a posttest, and sign a condition of understanding and practice statement with regard to company ethics. Other approaches include an annual refresher course; an anonymous hotline; and an online compliance-reporting page, which was implemented as a result of a recent PDCA cycle.

OPPORTUNITIES FOR IMPROVEMENT

- c(2) It is unclear how Collin systematically addresses community support. For example, it is unclear how key communities are identified, how the four areas of support leverage the core competencies, and how the various teams systematically determine how to contribute to community support. This may compromise Collin's ability to sustain society and the environment and to enhance its communities.
- a(1) Systematic approaches to governance are not evident. For example, it is not apparent how the executive committee accomplishes succession planning for leaders or how decisions on the composition of the AB are made. It is also unclear how Collin identified, prioritized, and chose improvements to the governance system. Systematic approaches in this area may help sustain Collin's core competency of exceeding expectations through robust operational processes.

- b(2) Collin's approaches to ensuring ethical behavior, as well as measures of such behavior—such as survey questions and hotline use—do not appear to be fully deployed to Partner Suppliers. This may undermine Collin's value of Commitment (living its values through integrity, trust, and respect).

Category 2 Strategic Planning

2.1 Strategy Development

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a(1) The addition of quarterly scans to the SPP (Figure 2.1-1) has enhanced its agility and flexibility, and inclusion of some strategic goals in the LT Scorecard aligns the planning with the performance review process. The process contains elements of PDCA and is conducted annually, with both short- and longer-term planning horizons considered.
- a(3) The collection and analysis of data for use in strategic planning supports Collin's strategic advantage of business reputation. Nine categories of data and information (Figure 2.1-2) are factored into the analysis of strengths, weaknesses, opportunities, and threats (SWOT) and may affect such areas as product development, supply-chain management, and human resource capability. During the Gold Loop, the ability to execute the plan is evaluated, and adjustments are made as needed.
- b Each of Collin's five strategic objectives addresses at least one strategic advantage, strategic challenge, or core competency (Figure 2.1-5). For example, the objective to increase the Net Promoter Score leverages Collin's strategic advantages of the company's business reputation, responsiveness, and Personal Touch, as well as its core competencies of Expertise and Exceptional People.

OPPORTUNITIES FOR IMPROVEMENT

- **a(2) It is unclear how Collin creates an environment that supports innovation, how the generation of innovative ideas leads to strategic opportunities, or how Collin decides which opportunities to pursue. For instance, the processes used to create the chief innovation officer position and to identify strategic opportunities are not evident. Systematic approaches may effectively promote Collin's value of Creativity and its core competency of Ingenuity.**
- a(4) How Collin decides which processes to accomplish internally and which to outsource is unclear. For example, a process for considering factors such as core competencies and cost in such decisions is not evident. In light of Collin's two special EMS partners and more than 70 Partner Suppliers, systematic approaches in this area may ensure fact-based decisions on whether the competencies necessary to provide better value reside internally or externally.

- b(2) It is unclear how Collin's strategic objectives consider community needs. For example, it is not evident how Collin considers the greater Nashville community's needs for secure employment opportunities, leadership in civic organizations, and support of community development. Considering and addressing these needs may help Collin fulfill its mission to enhance its communities.

2.2 Strategy Implementation

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a(1, 2, 5) Approaches to action plan development, implementation, and measurement reinforce Collin's culture of each individual actively contributing to Collin's success. Directors use the Strategy Matrix to identify short-term strategic action plans and measures (Figure 2.2-1). Work groups implement the action plans, which are then cascaded and linked to the Career Management Program through scorecards, with progress tracked at monthly strategy review sessions.
- a(3) The allocation of financial and other resources to action plans supports the achievement of Collin's strategic objectives. The LT and AB review resource needs, and directors and managers perform a second feasibility review. Approved resources are allocated to each action plan, and the LT adjusts them in monthly strategy review sessions, if needed.
- a(6) Collin's approach to establishing and implementing modified strategic action plans supports the meeting of such customer requirements as reliability, on-time delivery, and high quality. To ensure that action plans can be achieved, the LT uses a force-field tool during the Leadership Review to rebalance priorities and resources. The designated stakeholder team is then tasked with implementing the modified action plan.

OPPORTUNITIES FOR IMPROVEMENT

- a(1) Strategic action plans are not evident for Collin's longer-term planning horizon. Creating such action plans may help Collin overcome its strategic challenges and address projected changes in the business environment, such as R&D growth, nanotechnology, and the GBN Corp. contract.
- a(4) Workforce plans to support strategic objectives, action plans, workforce impacts, or potential changes to capacity and capability—such as plans to ensure that the workforce has the capability to succeed in Contract R&D and nanotechnology—are not evident. Aligning workforce plans with strategic objectives may help Collin ensure that it can address workforce implications created by the GBN contract and still meet the customer requirements of reliability, on-time delivery, and high quality.
- b Approaches for determining performance projections for Collin's three-year planning horizon are not clear, and projections for the performance of Collin's competitors or comparable organizations are not evident. A clear understanding of its own expected performance and that of its competitors may help Collin establish effective action plans and realize the growth it seeks in its business segments.

- a, b It is not evident that Collin systematically evaluates or improves its approaches to implementing its strategy. Examples include how action plans are developed and implemented, how resources are allocated, and how action plans are modified if circumstances require a shift in plans. Routinely evaluating these and other approaches to identify opportunities may improve Collin's performance and achievement of strategic objectives.

Category 3 Customer Focus

3.1 Voice of the Customer

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a By listening to customers and evaluating approaches annually, Collin enhances its ability to build lasting relationships with all customers through the Personal Touch, a core competency. Examples include holding quarterly and biennial focus groups and conducting market interest surveys at trade shows. The information gathered—which accounts for current, former, and potential customers as well as competitors' customers—is used as an input to strategic planning.
- b(1) Collin's approaches to determining customer satisfaction and engagement provide information to support the strategic objective of increasing current market share. These approaches are reviewed annually for improvement. With the Engagement Improvement Tool Kit, Collin identifies areas where improvements will result in the most significant change in results.
- b(2) Insight gained from approaches to determining satisfaction relative to competitors may help Collin achieve its strategic objective of increasing current market share. Methods include lost-customer analysis, collection of noncustomer data regarding vendor selection, and reciprocal partnering agreements.

OPPORTUNITIES FOR IMPROVEMENT

- a(1) It is not clear how Collin tailors its listening approaches—such as quarterly customer visits, focus groups, and customer satisfaction surveys—for its Aerospace, PE, and Contract R&D customers and across the customer life cycle. Tailoring approaches in this way may help Collin leverage its strategic advantage of the Personal Touch and achieve its strategic objective of increasing current market share.
- b(3) It is unclear how Collin's measurements of dissatisfaction capture actionable information to use in meeting customers' requirements and exceeding their expectations in the future. A systematic approach in this area may help Collin identify future customer requirements and support improvement of its Net Promoter Score.

3.2 Customer Engagement

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- b(2) Collin’s management of complaints supports the customer requirements of support for the product life cycle and high quality. Complaints are logged into CNet, routed to the appropriate Collin CCA, and tracked to resolution, with key internal stakeholders notified. Complaint codes are consistent with other coding systems used throughout the customer relationship life cycle, providing an integrated view of complaints.
- a(2) Multiple approaches for customer support and communication of information strengthen Collin’s core competency in understanding the customer’s business and exceeding expectations. Approaches include a secure customer portal into CNet, as well as social media and CCA blogs. CCAs and business segment managers regularly meet with customers, in addition to maintaining phone contact and following up on orders.
- b(1) Collin’s approaches to building and managing relationships with existing customers align with its core competency of building lasting relationships. Examples include assigning CCAs to customers to coordinate and communicate with them, participating in Electronics Industry Connection (EIC) subcommittees, attending trade shows, and using SMS messages and CCA blogs.

OPPORTUNITIES FOR IMPROVEMENT

- a(3) It is unclear how Collin determines which customers, customer groups, and market segments to emphasize and pursue for business growth or how it uses information to anticipate future customer groups and market segments. Given the strategic challenges of expanding customer R&D services and industry growth by acquisition, identifying future groups and markets systematically may support Collin’s sustainability.
- a(1), b(1) Systematic approaches to building and managing relationships to acquire customers and to identify and adapt product offerings to enter new markets and attract new customers are not apparent. Systematic processes in these areas may support the strategic challenge of expanding customer R&D services.
- a(2), b It is unclear how Collin systematically improves its customer support and customer relationship approaches, such as those used for determining support requirements for different customer groups and market segments. Systematically improving these approaches may help Collin increase market share and improve its Net Promoter Score.

Category 4 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a(1, 2) Collin’s systematic approaches to measuring performance and selecting comparative data may support the achievement of strategic objectives and organizational results. The performance measurement system includes aggregate and drill-down scorecards, and the Benchmark Team sources best-in-class comparative measures. Key strategic measures defined during the SPP become the LT scorecard (Figure 4.1-2). These are then cascaded into individual EO measures.
- a(3) Collin’s systematic use of voice-of-the-customer and market data supports strategic and operational decision making and contributes to the core competency of Expertise. The CRM system includes information on all customer interactions. Customer Survey ratings are used to generate quantitative measures of product performance versus requirements, relative importance, priorities, and level of interest in future business. Process teams use the data to identify corrective actions and process improvements.
- c(3) The LT’s use of performance review findings to develop continuous improvement priorities reinforces Collin’s culture of everyone contributing to Collin’s success. The internal assessment reviews performance over the past year and includes corrective and Continual Innovation and Continuous Improvement (CI²) Team actions. When necessary, changes in priority are triggered by the LT review, and an appropriate stakeholder team communicates the change, ensuring the inclusion of Partner Suppliers and stakeholders.

OPPORTUNITIES FOR IMPROVEMENT

- c(2) It is unclear how Collin uses performance review findings and competitive data in projecting future performance. Examples are how Collin uses the comparative data required for all LT scorecard measures to set projections and how the Customer Stakeholder Team and Benchmarking Team reconcile differences between measurement results and competitive information. Using these findings and data to project future performance may help Collin assess its organizational progress relative to competitors, supporting its Colossal value.
- b Collin’s approach for assessing progress on achieving strategic objectives is not apparent. For example, the LT scorecard review does not appear to assess progress toward all strategic objectives, such as increasing market share by business segment and EO promotion of sustainable practices. Aligned measures may assist Collin in addressing

its strategic challenges, such as industry growth by acquisition and engaging EOs in sustainability.

- c(1) It is not clear how Collin ensures that best practices are effectively and systematically identified and shared to support the vision to lead circuitry innovation for the future. For example, the processes for identifying high-performing operations by business segment and reviewing them, and for using and sharing the information in the Leading Practices database, are not apparent.

4.2 Knowledge Management, Information, and Information Technology

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- b(4) In support of the strategic advantage of responsiveness, Collin systematically ensures that hardware and software systems are available in the event of an emergency. The Emergency Availability Plan has been in place since 2011, and local servers are backed up to redundant servers off-site every 8 hours. In addition, Partner Suppliers have an inventory of hardware available within 24 hours.
- b(1) Approaches to ensuring data accuracy, integrity and reliability, timeliness, and security and confidentiality—which are reviewed annually for improvement—support Collin in accomplishing its objectives. For example, integrated systems with bar codes track materials through automated equipment. All systems use role-based access, and firewalls and filters protect systems from outside threats.
- b(3) Collin’s approaches to ensuring that software and hardware are reliable, secure, and user-friendly support workforce productivity. For example, products are assessed by the Information Technology Systems (ITS) group with user input, and Collin visits Partner Suppliers’ sites to determine which technologies to deploy. In addition, the ITS scorecard tracks performance related to system availability and security.

OPPORTUNITIES FOR IMPROVEMENT

- a(1) It is unclear how Collin systematically collects and shares knowledge. Examples of approaches that are unclear include how EO knowledge is captured and transferred, other than from departing EOs, and how the Leading Practices database is systematically used as an input to the Process Design and Management Process (Figure 6.1-1). Without systematic knowledge management processes, Collin may not fully leverage its organizational competency of Ingenuity.
- a(2) It is unclear how Collin uses knowledge and resources to embed learning in the way it operates. For example, it is unclear how EOs use best-practice information from the Performance Excellence Group or what process is used to verify the effectiveness of the Performance Excellence Group’s analysis of the Leading Practices database. Effective processes in this area may address EOs’ requirement of having opportunities to learn.

- b(2) Approaches are not apparent ensuring that data and information are available in a user-friendly format to those beyond Collin's workforce who need them. Examples are approaches for ensuring the user-friendliness of data and information for Partner Suppliers and customers and for considering user-friendliness in providing data and information to the community. This may limit Collin's ability to respond to these stakeholders' needs.

Category 5 Workforce Focus

5.1 Workforce Environment

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a(1) Collin’s integrated, systematic approach to assessing workforce capability and capacity needs aligns with strategic and action planning and supports EOs’ requirement for opportunities to learn and advance. For example, through the annual Human Resources Capability Assessment and the quarterly Capacity Study, Collin matches position requirements, required competencies, and qualified EOs.
- b(1) Collin systematically addresses workplace environmental factors to ensure safety and security for all EOs, a workforce requirement. Environmental health, safety, and security (EHS&S) measures and goals (Figure 5.1-1) have been established for multiple areas. Fifty minimum standards related to areas such as ergonomics, lighting, noise, and personal protective equipment are audited monthly and biannually.
- b(2) EO benefits and services are routinely evaluated using satisfaction survey data, which helps Collin align and maintain competitive benefits and services, an EO requirement. These benefits and services, determined from suggestions by EOs and from Process Improvement or CI² Teams, are initiated through the Human Resources Council (HRC).

OPPORTUNITIES FOR IMPROVEMENT

- a(2) Collin’s recruitment methods do not appear to be tailored for diverse community cultures and thinking, and aside from providing a new-EO orientation, Collin describes no approaches for retaining new workforce members. A repeatable process in this area may help reinforce Collin’s core competency of Exceptional People.
- a(4) Systematic approaches to workforce change management are not evident, including how Collin manages the workforce to ensure continuity, prevent workforce reduction, and minimize the impact of reductions, and how it prepares for and manages periods of growth. Systematic approaches in this area may help address Collin’s strategic challenge of expanding its R&D business.
- a, b Cycles of learning are not evident for Collin’s capability and capacity studies, team structure process, determination of workforce health and security, and minimum standards process. A systematic review of workforce processes may support Collin in continuous improvement efforts and in developing new ways to engage EOs.

5.2 Workforce Engagement

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a(1) Collin’s approach for determining key elements of employee engagement helps engage EOs in sustainability, a strategic challenge. These elements are updated every three years using correlation and regression analysis of survey questions and overall engagement and satisfaction. The analyses identify potential differences in engagement elements by workforce group and enable the HRC to identify needed CI² Teams.
- a(3) Collin’s systematic approach to performance management supports its mission to provide EOs with a Best Career Location and superior return. The CPM Process (Figure 5.2-1) considers Competency Model gaps, strategic objectives, and action plans as well as EO career objectives in establishing individual and team performance plans. Individual performance is assessed and integrated with customer and Baldrige assessment results to determine compensation, and rewards are provided for ideas that are implemented.
- c(1) Collin’s learning and development approaches support organizational needs and give EOs opportunities to learn and actively contribute to the company’s success. Event-based training is related to strategy and competency needs, and EOs’ personal development plans are based on self-selected and superior-selected input. Training and other internal opportunities support EOs’ development needs, which are identified through the CPM Process.

OPPORTUNITIES FOR IMPROVEMENT

- a(3) It is not clear how Collin’s workforce performance management system, including the individual development planning process, EO Survey process, 360-degree feedback process, and reward and recognition system, reinforces intelligent risk taking to achieve innovation. Systematically using these processes to reinforce intelligent risk taking and evaluate opportunities may help Collin achieve its vision to lead circuitry innovation for the future.
- c(3) Deployment of career progression and succession planning for management and leadership positions is not evident, and it is not clear how these approaches integrate with other workforce capability and capacity processes. For example, career paths or roadmaps do not appear to be established for managerial or leadership roles. Fully deploying such approaches may help Collin address its strategic challenge of leadership development and may benefit long-term sustainability.

- a(2), b(1) Collin does not describe how its methods or measures for performance management and workforce engagement differ across workforce groups. Examples are the use of indicators such as retention, absenteeism, and productivity to assess and improve workforce engagement and the use of engagement information to ensure a culture that benefits from a diverse workforce. Expanding approaches in these areas may help Collin identify gaps to address in providing EOs with a Best Career Location.

Category 6 Operations Focus

6.1 Work Processes

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a(1) Leveraging its core competency of Expertise, Collin designs and reviews its products and processes through the Process Design and Management Process (Figure 6.1-1), the Product Development and Innovation Process (Figure 3.2-1), and PDCA. Inputs to process design include customer requirements, current competencies and capabilities, new technology, and desired process outcomes.
- b(1, 3) Multiple approaches to managing production process performance across all product lines support Collin's strategic advantage of capable processes. Programmable controllers, the Supervisory Control and Data Acquisition system, CNet summary data, and Performance Excellence Group reviews help manage operational performance. Using the PDCA review cycle and Process Analysis Questions (Figure 6.1-3) at least once a year, Collin identifies opportunities to improve production processes.
- b(2) Work systems, key processes, and enabling processes are aligned with Collin's performance improvement system and its key customer requirements (Figure 6.1-2). Collin defines key work process requirements (Figure 6.1-4), along with performance indicators for some requirements..

OPPORTUNITIES FOR IMPROVEMENT

- a(1) It is unclear how the Product Development and Innovation Process and the Process Design and Management Process consider design changes that result from evolving requirements or new technology. A systematic approach in this area may allow Collin to better focus on its niche market and attain its growth goals.
- b(1, 2) It is not evident how Collin ensures that the day-to-day operations of key nonproduction processes meet all key requirements (Figure 6.1-4) using, for example, CNet summary data and other indicators. A systematic approach to manage enabling processes may strengthen Collin's strategic advantages of a business reputation for prompt delivery, responsiveness to inquiries, and success with quick-turn orders.
- b(3) The use of CI² Teams does not appear to be deployed across all products, processes, and work groups. For example, it is not evident that all process teams use the Process Analysis Questions, and the degree to which the CI² Teams consistently affect all key work processes and product lines is not clear. Full deployment may strengthen Collin's core competency of Expertise.

6.2 Operational Effectiveness

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5a, Scoring Guidelines for Process Items.)

STRENGTHS

- a Collin’s manufacturing processes incorporate cost control, cycle time, productivity, and other efficiency and effectiveness factors, in a variety of ways, to help manage operations effectively and address the strategic challenges related to Level 3 Sustainability and HDLW production. Approaches include closed-loop controllers to monitor and control processes, process capability studies, and programmable testing and inspection equipment.
- c Safety and emergency preparedness approaches are in place to help provide a safe and prepared work environment and to support key mission tenets. Collin’s EHS&S program consists of a team providing oversight, line management ownership of safety initiatives, and other approaches. Systematic emergency preparedness approaches include the Business Continuity Plan and annual review of recovery plans.
- b Systematic supply-chain management approaches help support the top-priority customer expectation of on-time delivery. These approaches include a formal supplier qualification process and five key performance indicators that are tracked for Partner Suppliers and vendors. Partner Suppliers may share comparative and benchmark data with Collin to help improve performance.

OPPORTUNITIES FOR IMPROVEMENT

- **d It is unclear how the chief innovation officer, the Product Development and Innovation Process, the Performance Excellence Group, and the LT work together systematically to manage innovation and innovate processes for the future. For example, it is not clear how senior leaders adjust budgets as innovative opportunities arise or systematically decide to discontinue pursuing innovation opportunities. Without systematic approaches, Collin may not identify product and process enhancements that best support its innovation-focused vision.**
- a, b Systematic evaluation and improvement are not evident for Collin’s approaches for achieving operational effectiveness, such as those used to control operational costs, reduce errors and defects, and manage Partner Supplier and vendor performance. Systematic cycles of review for these key work processes may result in improvements that help meet the customer requirements of competitive pricing, on-time delivery, and high quality.

- a Collin does not describe how it controls costs and reduces errors in some nonproduction work processes, such as approaches to controlling scheduling—which relates to the key customer requirement of on-time delivery—and order receipt costs. It is also unclear how Contract R&D supports error reduction and cost-control efforts related to new-product customer assessment testing. This may limit Collin in expanding customer R&D services.

Category 7 Results

7.1 Product and Process Results

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Scoring Guidelines for Results Items.)

STRENGTHS

- a Most product and process results indicate Collin’s success in meeting key customer requirements. Results showing improvement trends include on-time delivery, on-time receipt, the customer transfer rate, and information accuracy (Figures 7.1-1, 7.1-2, 7.1-4, and 7.1-5). Results for on-time delivery (Figure 7.1-1) are approaching the industry-best benchmark, and those for reliability outperform the benchmark (Figure 7.1-3).
- b(1) Beneficial trends for some process effectiveness and efficiency measures promote Collin’s strategic advantage of capable processes. Examples are process capability for developing and etching, plating, and lamination (Figure 7.1-8) and processing throughput days for Contract R&D and PE (Figure 7.1-9).

OPPORTUNITIES FOR IMPROVEMENT

- a, b, c Collin reports limited results in several product and process areas. Examples are results for meeting several market and customer expectations (Figure P.1-4), results for the ability of most suppliers to meet key requirements, and results relative to several key process requirements (Figure 6.1-4). Without tracking such results, Collin may miss opportunities to improve its performance in these key areas.
- a, b, c Comparative results are missing for most measures of product performance (e.g., Figures 7.1-2, 7.1-4, and 7.1-5), work process effectiveness (e.g., Figures 7.1-9 and 7.1-10), and supply-chain management (e.g., Figure 7.1-15). Comparing performance in these areas to that of other organizations or benchmarks may allow Collin to gauge its pursuit of the value of being “proud of our business performance compared to others.”
- a, b, c Some results are not segmented by areas that are important to a particular customer or market group. For example, Reliability (Figure 7.1-3) does not show results for the key customer GBN Corp., which rates reliability as its number-one priority. Also, results for the top priority of Contract R&D (Figure 7.1-5, Customer Support Promptness and Accuracy), the business segment Collin is trying to grow the fastest, are not segmented by customer.

- a, b(1) Some product and process results measures reflect mixed performance levels or trends. For example, the R&D and PE win rates have both lagged the Aerospace segment's rate over the past four years, and the PE rate was inconsistent from 2011 through the first quarter of 2013 (Figure 7.1-11). These results may indicate missed opportunities to strengthen product and process effectiveness across all key areas in order to become more competitive in the marketplace.

7.2 Customer-Focused Results

Your score in this Criteria item for the Consensus Review is in the 50–65 percentage range. (Please refer to Figure 5b, Scoring Guidelines for Results Items.)

STRENGTHS

- a(1) Results for some key measures of customer satisfaction are aligned with key customer requirements. For example, results for 6 of 10 measures of customer satisfaction (Figure 7.2-2) show good levels and beneficial trends for reliability, HDLW capability, functionality, delivery, receipt quality, and responsiveness. Customer Satisfaction with Top-Two Requirements by Market (Figure 7.2-3) shows good levels and beneficial trends for reliability, HDLW, and support.
- a(1) Customer satisfaction results overall and for the Aerospace and Contract R&D segments (Figure 7.2-1) underscore Collin's core competency of Expertise. For example, results for overall satisfaction and the satisfaction of Aerospace and Contract R&D customers improved between 2009 and the first quarter of 2013; in addition, in 2012 and the first quarter of 2013, both market segments met or exceeded the benchmark.
- a(2) A few customer engagement results may reflect an increased ability to build customer relationships and thus increase market share by business segment over the next three years. For example, results for overall customer engagement improved from 2009 through the first quarter of 2013 and have surpassed the industry benchmark for the past three years (Figure 7.2-7). Collin's Net Promoter Score has surpassed that of the competitor and the industry average since 2009 (Figure 7.2-6).

OPPORTUNITIES FOR IMPROVEMENT

- a Collin does not provide customer satisfaction results for areas identified as important to improving its performance, such as results for complaints and resolution, relationship attributes, customer satisfaction/dissatisfaction associated with strategic objectives, and lost customers. These results may help Collin identify opportunities to improve its Personal Touch approach.
- a(1) For the PE business segment, results for satisfaction are lower than for the Aerospace and Contract R&D segments, as well as being below the benchmark (Figure 7.2-1). In addition, results for satisfaction with HDLW and pricing, the PE segment's top two requirements, are significantly lower than those for the top two requirements of the other business segments (Figure 7.2-3). Improving satisfaction results for PE may support efforts to increase market share in this segment.

- a Collin does not segment some key customer-focused results (e.g., Net Promoter Score, Overall Customer Engagement, and Cumulative Number of Customer Referrals; Figures 7.2-6, 7.2-7, and 7.2-8) by business segment or by customer life cycle stage. Segmented results in this area may support Collin’s core competency of Expertise in understanding the customer’s business and exceeding expectations through robust operational processes.

7.3 Workforce-Focused Results

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Scoring Guidelines for Results Items.)

STRENGTHS

- **a(3) Workforce satisfaction and engagement results between 2009 and 2013 demonstrate progress toward providing EOs with a Best Career Location and meeting their requirements (Figure P.1-3). Overall engagement and satisfaction results improved during the period and were better than the 2013 manufacturing industry benchmarks (Figure 7.3-2). Additionally, retention rates (Figure 7.3-8) have reached 93% for factory EOs, 95% for technical EOs, and nearly 100% for support EOs, with beneficial trends for factory and support personnel.**
- a(1, 4) Workforce capability and development results support the EO requirement of opportunities to learn and advance while reinforcing the strategic advantage of EOs' holding certifications for competencies related to their work. Capability results show favorable trends (Figure 7.3-1), as do results for measures related to EIC certifications and promoting sustainability (Figure 7.3-9).
- a(2) Many workforce climate measures align with workforce requirements. For example, survey results for feeling safe and secure, having competitive wages and benefits, and taking pride in being an owner improved from 2009 to 2012. Results for specific health and safety measures (e.g., Figures 7.3-3 through 7.3-6) also improved over this period.

OPPORTUNITIES FOR IMPROVEMENT

- a(4) Collin provides limited results related to the CPM Process (Figure 5.2-1) and the emerging leader system, and the percentage of EOs demonstrating leadership remained basically flat from 2008 to 2012 (Figure 7.3-9). Monitoring additional leadership development results may help Collin meet its recognized need to expand the emerging leader system in order to prepare EOs for rotating team leader roles and sustain the company.
- a Workforce results for technical employees—who make up 28% of the total workforce and are critical resources for product innovation and Contract R&D growth—lag those for factory or support employees on several measures. Examples are capacity and capability rates (Figure 7.3-1), retention (Figure 7.3-8), and percentage of learning implemented (Figure 7.3-10). Improvement in results for technical EOs may support Collin's efforts to meet market share growth projections and design tomorrow's products.

- a Several results of importance to Collin are not segmented or are segmented only by job function. Examples are EO Survey results (Figure 7.3-2), recordable incident rate (RIR) and DART rate (Figure 7.3-3), and results for EO strategic behavior (Figure 7.3-9). Additional segmentation may enable Collin to focus on issues of satisfaction, engagement, wellness, or strategic behavior that are specific to a workforce group.
- a Comparative results are missing for many workforce-focused results, including most EO Survey results (Figure 7.3-2) and EO Retention (Figure 7.3-8). Understanding workforce-focused performance relative to industry and other appropriate benchmarks may assist Collin in pursuing its value of being proud of its business performance compared to others.

7.4 Leadership and Governance Results

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Scoring Guidelines for Results Items.)

STRENGTHS

- a(1, 4) Results for leadership communication and trust (Figure 7.4-1) support Collin's value of Commitment. For example, results for "I can talk openly with leaders" stand at 100% in 2013, better than the top-decile benchmark. Other results that exceed the top-decile benchmark are those for "I receive frequent updates on company strategy," which is at 99.7%, and for "I am confident the leaders are taking the company in the right direction."
- b Results for the achievement of organizational strategy and action plans and for two core competencies demonstrate Collin's value of Courage. For example, measures of action plan and strategic objective completion both reached 100% in 2012 (Figure 7.4-10). Process capability for develop and etch and for lamination both improved from 2009 to 2012 (Figure 7.1-8), and Personal Touch testimonials increased from 6 to 18 over three years (Figure 7.4-11).
- a(2, 3) Collin's results for fiscal accountability, meeting/surpassing legal and regulatory requirements, and governance underscore its value of Commitment. For example, 100% of AB members believe that the AB behaves ethically and legally (Figure 7.4-1). In addition, Collin reports zero fiscal external findings and two or fewer external observations from 2009 to 2012 (Figure 7.4-5).
- a(5) Results for environmental support demonstrate that Collin is effectively addressing its strategic challenge of achieving Level 3 Sustainability. Recycling and energy efficiency improvement efforts have delivered consistent reductions in solid waste (Figure 7.4-8) and energy waste (Figure 7.4-7), and hazardous chemical handling errors have consistently declined over the past four years (Figure 7.4-9).

OPPORTUNITIES FOR IMPROVEMENT

- a(5) Results are missing for measures of how well Collin is meeting the community requirement of being a partner in the business community, as well as for measures of activities to enhance community engagement (Figure 1.2-2), such as support of local schools' computer labs. Tracking such measures may support Collin's recently revised mission to enhance its communities.
- a(1, 4) Collin does not report leadership effectiveness results (Figure 7.4-1) for some identified stakeholder groups or segment the results by other key stakeholder groups. For example, results for trust are not given for Partner Suppliers or customers. In addition, EO, customer, and survey results are not segmented by employee type,

customer type, and the two EMS partners, respectively. Without these results, Collin may miss differences in these groups' responses.

- a, b Most leadership and governance results lack comparative data. Without such data, notably for environmental measures, Collin may not be able to determine whether its processes are leading to best-practice results.

7.5 Financial and Market Results

Your score in this Criteria item for the Consensus Review is in the 30–45 percentage range. (Please refer to Figure 5b, Scoring Guidelines for Results Items.)

STRENGTHS

- a(1) Some financial results support Collin’s mission to provide a superior return for EOs and its value of Courage. For example, Aerospace sales improved from 2009 to 2012, outperforming the best competitor in each year, and R&D sales steadily improved from 2009 to 2012 (Figure 7.5-1).
- a(1) Results for several measures of asset efficiency are aligned with Collin’s core competency of Expertise. Examples include Inventory Turns (Figure 7.5-5), which have outperformed the benchmark since 2009, and Days Outstanding Accounts Receivable (Figure 7.5-6), which improved from 2008 to 2012 and outperformed the 2012 benchmark.
- a(2) Percentage of Available Repeat Business Won (Figure 7.5-8), a key measure of marketplace performance, improved from 2009 to the first quarter of 2013 and has been better than the industry best since 2010. This result is aligned with Collin’s core competency of building lasting relationships with customers.

OPPORTUNITIES FOR IMPROVEMENT

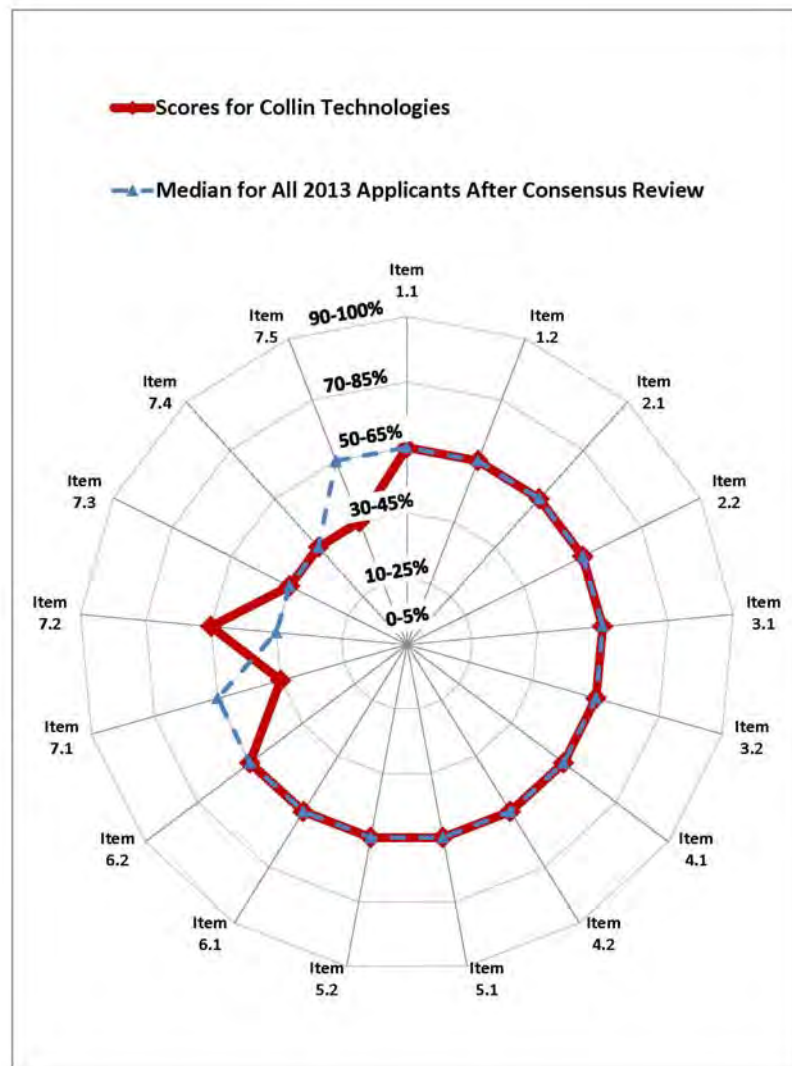
- **a(2) Collin does not report results for some measures of marketplace performance and growth linked to its strategic plan. Examples include the strategic objective to increase market share for Aerospace, PE, and Contract R&D customers (Figure 2.1-5) and strategic action plans to produce prototypes and increase new contracts (Figure 2.2-1). Such results may help Collin know whether its action plans are producing the desired results.**
- a Most results for measures of financial and marketplace performance are not reported by the Aerospace, PE, and Contract R&D business segments. Segmenting results, such as Percentage of Available Repeat Business Won (Figure 7.5-8), may uncover information that will help Collin achieve its growth strategies for these business segments.
- a(1) For the PE business segment, sales trends are flat, and sales levels were well below those of the best competitor in 2012 (Figure 7.5-1). These results may indicate that Collin’s current strategies for attaining its growth goals in this segment are not contributing to achieving the vision of leading circuitry innovation for the future.

- a Financial and market results include limited competitive data. Understanding its performance and rate of improvement relative to competitors may help Collin realize the Colossal value of being proud of its business performance compared to others, as well as helping Collin measure achievement of the strategic objective of increasing market share.

APPENDIX A

The spider, or radar, chart that follows depicts your organization's performance as represented by scores for each item. This performance is presented in contrast to the median scores for all 2013 applicants. You will note that each ring of the chart corresponds to a scoring range.

Each point in red represents the scoring range your organization achieved for the corresponding item. The points in blue represent the median scoring ranges for all 2013 applicants at Consensus Review. Seeing where your performance is similar or dissimilar to the median of all applicants may help you initially determine or prioritize areas for improvement efforts and strengths to leverage.



APPENDIX B

By submitting a Baldrige Award application, you have differentiated yourself from most U.S. organizations. 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 the key themes of the evaluation, a detailed listing of strengths and opportunities for improvement, and scoring information. Background information on the examination process is provided below.

APPLICATION REVIEW

Independent Review

Following receipt of the award applications, the award process review cycle (shown in Figure 1) begins with Independent Review, in which members of the Board of Examiners are assigned to each of the applications. Examiners are assigned based on their areas of expertise and with attention to avoiding potential conflicts of interest. Each application is evaluated independently by the examiners, who write observations relating to the scoring system described beginning on page 28 of the *2013–2014 Criteria for Performance Excellence*.

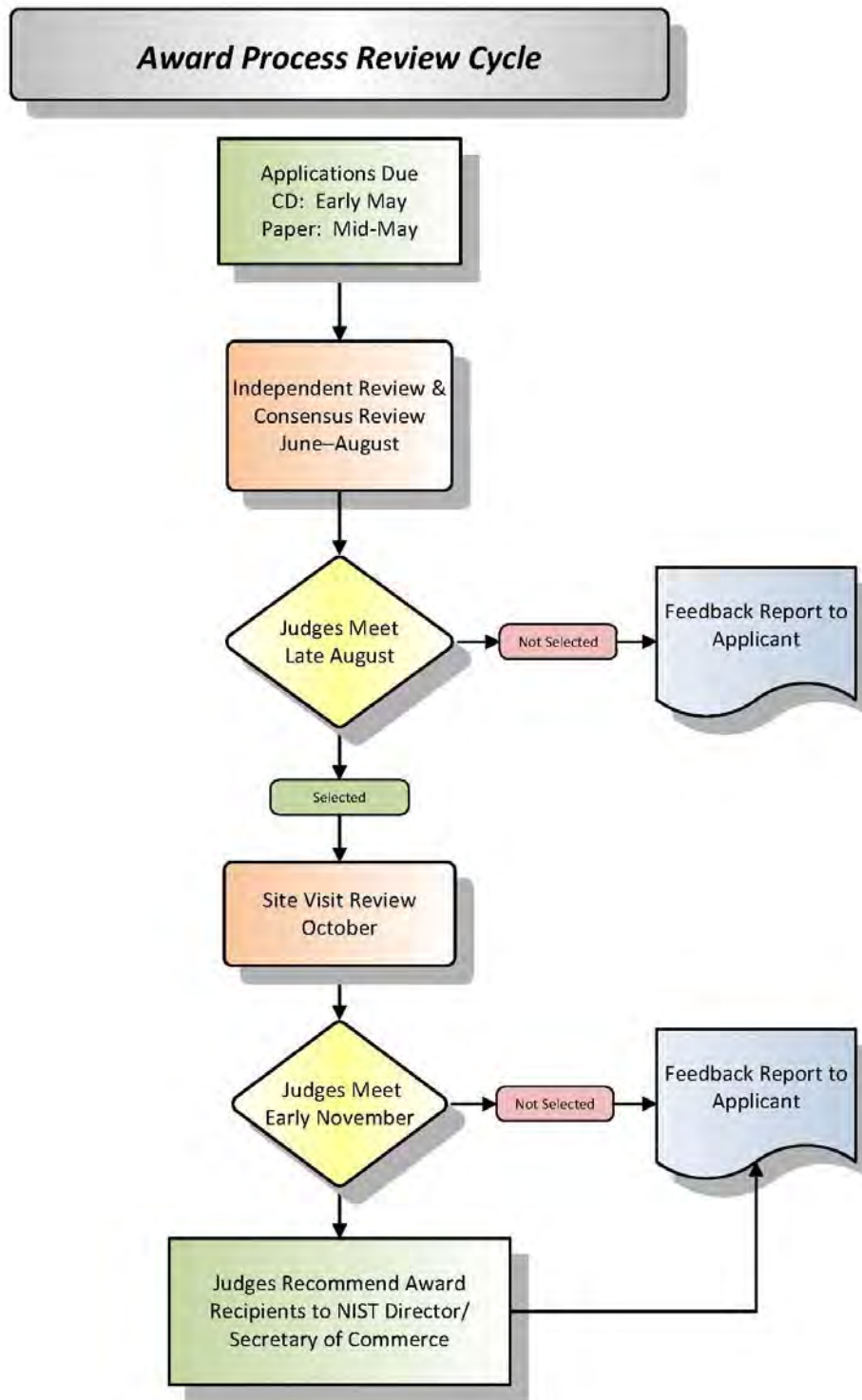


Figure 1—Award Process Review Cycle

Consensus Review

In Consensus Review (see Figure 2), a team of examiners, led by a senior examiner or alumnus, conducts a series of reviews, first managed virtually through a secure database called BOSS and eventually concluded through a focused conference call. The purpose of this series of reviews is for the team to reach consensus on comments and scores that capture the team’s collective view of Collin’s strengths and opportunities for improvement. The team documents its comments and scores in a Consensus Scorebook.

Step 1 Consensus Planning	Step 2 Consensus Review in BOSS	Step 3 Consensus Call	Step 4 Post-Consensus-Call Activities
<ul style="list-style-type: none"> • Clarify the timeline for the team to complete its work. • Assign category/item discussion leaders. • Discuss key business/organization factors. 	<ul style="list-style-type: none"> • Review all Independent Review evaluations—draft consensus comments and propose scores. • Develop comments and scores for the team to review. • Address feedback, incorporate inputs, and propose a resolution of differences on each worksheet. • Review updated comments and scores. 	<ul style="list-style-type: none"> • Discuss comments, scores, and all key themes. • Achieve consensus on comments and scores. 	<ul style="list-style-type: none"> • Revise comments and scores to reflect consensus decisions. • Prepare final Consensus Scorebook. • Prepare feedback report.

Figure 2—Consensus Review

Site Visit Review

After Consensus Review, the Judges’ Panel selects applicants to receive site visits based on the scoring profiles. If an applicant is not selected for Site Visit Review, the final Consensus Scorebook receives editing by an examiner and becomes the feedback report.

Site visits are conducted for the highest-scoring applicants to clarify any uncertainty or confusion the examiners may have regarding the written application and to verify that the

information in the application is correct (see Figure 3 for the Site Visit Review process). After the site visit, the team of examiners prepares a final Site Visit Scorebook.

Step 1 Team Preparation	Step 2 Site Visit	Step 3 Post-Site-Visit Activities
<ul style="list-style-type: none"> • Review consensus findings. • Develop site visit issues. • Plan site visit. 	<ul style="list-style-type: none"> • Make/receive presentations. • Conduct interviews. • Record observations. • Review documents. 	<ul style="list-style-type: none"> • Resolve issues. • Summarize findings. • Finalize comments. • Prepare final Site Visit Scorebook. • Prepare feedback report.

Figure 3—Site Visit Review

Applications, Consensus Scorebooks, and Site Visit Scorebooks for all applicants receiving site visits are forwarded to the Judges’ Panel for review (see Figure 4). The judges recommend which applicants should receive the Baldrige Award and identify any non-award recipient organizations demonstrating one or more Category Best Practices. The judges discuss applications in each of the six award sectors separately, and then they vote to keep or eliminate each applicant. 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 of Collin and the appropriateness of Collin as a national role model. For each organization not recommended to receive the Baldrige Award, the Judges have further discussion to determine if the organization demonstrates any Category Best Practices. The process is repeated for each award sector.

Step 1 Judges’ Panel Review	Step 2 Evaluation by Category	Step 3 Assessment of Top Organizations
<ul style="list-style-type: none"> • Applications • Consensus Scorebooks • Site Visit Scorebooks 	<ul style="list-style-type: none"> • Manufacturing • Service • Small business • Education • Health care • Nonprofit 	<ul style="list-style-type: none"> • Overall strengths/opportunities for improvement • Appropriateness as national model of performance excellence

Figure 4—Judges’ Review

Judges do not participate in discussions or vote on applications from organizations 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 recommendation of award recipients, the Site Visit Review team leader edits the final Site Visit Scorebook, which becomes the feedback report.

SCORING

The scoring system used to score each item is designed to differentiate Collin in the various stages of review and to facilitate feedback. As seen in the Scoring Guidelines (Figures 5a and 5b), the scoring of responses to Criteria items is based on two evaluation dimensions: process and results. The four factors used to evaluate process (categories 1–6) are approach (A), deployment (D), learning (L), and integration (I), and the four factors used to evaluate results (items 7.1–7.5) are levels (Le), trends (T), comparisons (C), and integration (I).

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

As shown in Figures 6a and 6b, Collin’s overall scores for process items and results items each fall into one of eight scoring bands. Each band score has a corresponding descriptor of attributes associated with that band. Figures 6a and 6b show the percentage of applicants scoring in each band at Consensus Review.

SCORE	PROCESS (For Use with Categories 1–6)
0% or 5%	<ul style="list-style-type: none"> No SYSTEMATIC APPROACH to item requirements is evident; information is ANECDOTAL. (A) Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) An improvement orientation is not evident; improvement is achieved through reacting to problems. (L) No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the item is evident. (A) The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the item. (D) Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the item, is evident. (A) The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) The APPROACH is in the early stages of alignment with your basic organizational needs identified in response to the Organizational Profile and other process items. (I)
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the item, is evident. (A) The APPROACH is WELL DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and effectiveness of KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs identified in response to the Organizational Profile and other process items. (I)
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) The APPROACH is well DEPLOYED, with no significant gaps. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) The APPROACH is INTEGRATED with your current and future organizational needs identified in response to the Organizational Profile and other process items. (I)
90%, 95%, or 100%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) The APPROACH is well INTEGRATED with your current and future organizational needs identified in response to the Organizational Profile and other process items. (I)

Figure 5a—Scoring Guidelines for Process Items in the Business/Nonprofit Criteria

SCORE	RESULTS (For Use with Category 7)
0% or 5%	<ul style="list-style-type: none"> • There are no organizational PERFORMANCE RESULTS and/or poor RESULTS in areas reported. (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%	<ul style="list-style-type: none"> • A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC REQUIREMENTS of 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%	<ul style="list-style-type: none"> • Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC REQUIREMENTS of the item. (Le) • Some TREND data are reported, and a majority 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%	<ul style="list-style-type: none"> • Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL REQUIREMENTS of 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%	<ul style="list-style-type: none"> • Good to excellent organizational PERFORMANCE LEVELS are reported, responsive to the MULTIPLE REQUIREMENTS of 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%	<ul style="list-style-type: none"> • Excellent organizational PERFORMANCE LEVELS are reported that are fully responsive to the MULTIPLE REQUIREMENTS of 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)

Figure 5b—Scoring Guidelines for Results Items in the Business/Nonprofit Criteria

Band Score	Band Number	% Applicants in Band ¹	PROCESS Scoring Band Descriptors
0–150	1	0	The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation.
151–200	2	0	The organization demonstrates effective, systematic approaches responsive to the basic requirements of the Criteria, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking.
201–260	3	14%	The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.
261–320	4	45%	The organization demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but 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.
321–370	5	36%	The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including innovation, that result in improving the effectiveness and efficiency of key processes.
371–430	6	5%	The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria. These approaches are characterized by the use of key measures, good deployment, and evidence of innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and integration of approaches with current and future organizational needs is evident.
431–480	7	0	The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. Good-to-excellent integration is evident, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies.
481–550	8	0	The organization demonstrates outstanding approaches focused on innovation. 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.

¹ Percentages are based on scores from the Consensus Review. Values to come when 2013 Consensus Review Scores are available.

Figure 6a—Process Scoring Band Descriptors

Band Score	Band Number	% Applicants in Band ¹	RESULTS Scoring Band Descriptors
0–125	1	5%	A few results are reported responsive to the basic Criteria requirements, but they generally lack trend and comparative data.
126–170	2	14%	Results are reported for several areas responsive to the basic Criteria requirements 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.
171–210	3	36%	Results address areas of importance to the basic Criteria requirements 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 beneficial trends are evident.
211–255	4	23%	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 requirements and the accomplishment of the organization’s mission.
256–300	5	14%	Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization’s mission.
301–345	6	9%	Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria requirements and the accomplishment of the organization’s mission, and the organization is an industry ² leader in some results areas.
346–390	7	0	Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry ² leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization’s mission.
391–450	8	0	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 requirements and the accomplishment of the organization’s mission.

¹ Percentages are based on scores from the Consensus Review.

² “Industry” refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons.

Figure 6b—Results Scoring Band Descriptors

2013 Baldrige Award Applicants

Sector	Total Award Applications	Award Applicants Recommended for Site Visit
Health Care	15	
Nonprofit	5	
Education	2	
Business-Small Business	0	
Business-Service	0	
Business-Manufacturing	0	
Total	22	

Baldrige Award Winner Contact Information 1988–2012

Baldrige Award winners generously share information with numerous organizations from all sectors. To contact an award winner, please see http://www.baldrige.nist.gov/Contacts_Profiles.htm, which includes links to contact information as well as profiles of the winners.