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FACULTAD DE INGENIERIA  
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**"DISEÑO DE UN SISTEMA DE INDICADORES DE GESTION Y DE GERENCIA DE PROCESOS QUE PERMITA EVALUAR EL DESEMPEÑO Y LA CALIDAD DE GESTION DE LA EMPRESA"**



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**ANEXO 1**

**MALCOM BALDRIGE**



## Premios/Prêmios

### USA-"Malcolm Baldrige National Quality Award"(1997)

*El objetivo deste documento es presentar una breve descripción sobre las bases del referido Premio. Una copia completa del Manual sobre este Premio podrá ser adquirido en la siguiente dirección:*  
United States Department of Commerce  
Technology Administration  
National Institute of Standards and Technology  
Route 270 and Quince Orchard Road  
Administration Building, Room A537  
Gaithersburg, MD 20899-0001  
Telephone: (301) 975-2036  
Fax: (301) 948-3716  
E-mail: [oqp@nist.gov](mailto:oqp@nist.gov)  
Web: [www.quality.nist.gov/](http://www.quality.nist.gov/)

*O objetivo deste documento é apresentar uma breve descrição sobre as bases do referido Prêmio. Uma cópia completa do Manual sobre este Prêmio poderá ser adquirida no seguinte endereço:*  
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PUBLIC-PRIVATE PARTNERSHIP**

Building active partnerships in the private sector, and between the private sector and all levels of government, is fundamental to the success of the Award in improving national competitiveness.

Support by the private sector for the Award Program in the form of funds, volunteer efforts, and participation in information transfer continues to grow.

To ensure the continued growth and success of these partnerships, each of the following organizations plays an important role:

**The Foundation for the Malcolm Baldrige National Quality Award**

The Foundation for the Malcolm Baldrige National Quality Award was created to foster the success of the Program. The Foundation's main objective is to raise funds to permanently endow the Award Program.

Prominent leaders from U.S. companies serve as Foundation Trustees to ensure that the Foundation's objectives are accomplished. Donor organizations vary in size and type, and are representative of many kinds of businesses and business groups.

**National Institute of Standards and Technology (NIST)**

Responsibility for the Award is assigned to the Department of Commerce. NIST, an agency of the Department's Technology Administration, manages the Award Program.

NIST's goals are to aid U.S. industry through research and services; to contribute to public health, safety, and the environment; and to support the U.S. scientific and engineering research communities. NIST conducts basic and applied research in the physical sciences and engineering and develops measurement techniques, test methods, and standards. Much of NIST's work relates directly to technology development and technology utilization.

### **ASQC**

ASQC assists in administering the Award Program under contract to NIST.

ASQC is dedicated to facilitating continuous improvement and increased customer satisfaction by identifying, communicating, and promoting the use of quality principles, concepts, and technologies. ASQC strives to be recognized throughout the world as the leading authority on, and champion for, quality. ASQC recognizes that continuous quality improvement will help the favorable repositioning of American goods and services in the international marketplace.

### **Board of Overseers**

The Board of Overseers is the advisory organization on the Award to the Department of Commerce. The Board is appointed by the Secretary of Commerce and consists of distinguished leaders from all sectors of the U.S. economy.

The Board of Overseers evaluates all aspects of the Award Program, including the adequacy of the Criteria and processes for making Award. An important part of the Board's responsibility is to assess how well the Award is serving the national interest. Accordingly, the Board makes recommendations to the Secretary of Commerce and to the Director of NIST regarding changes and improvements in the Award Program.

### **Board of Examiners**

The Board of Examiners evaluates Award applications, prepares feedback reports, and makes Award recommendations to the Director of NIST. The Board consists of business and quality experts primarily from the private sector. Members are selected by NIST through a competitive application process. For 1997, the Board consists of about 350 members. Of these, nine (who are appointed by the Secretary of Commerce) serve as Judges, and approximately 50 serve as Senior Examiners. The remainder serve as Examiners. All members of the Board take part in an Examiner preparation course.

In addition to their application review responsibilities, Board members contribute significantly to information transfer activities. Many of these activities involve the hundred of professional, trade, community, and state organizations to which Board members belong.

### **Award Recipients' Responsibilities and Contributions**

Award recipients are required to share information on their successful performance and quality strategies with other U.S. organizations. However, recipients are not required to share proprietary information, even if such information was part of their Award application. The principal mechanism for sharing information is the annual Quest for Excellence Conference, highlighted on page 46?

Award recipients in the first nine years of the Award have been very generous in their commitment to improving U.S. competitiveness, and manufacturing and service quality. They have shared information with hundreds of thousands of companies, educational institutions, government agencies, health care organizations, and others. This sharing far exceeds expectations and Program requirements. Award winners' efforts have encouraged

many other organizations in all sectors of the U.S. economy to undertake their own performance improvement efforts.

## **2.1997 AWARD CRITERIA - ITEM LISTING**

### **1997 Categories/Items Point Values**

#### **1 Leadership 110**

- 1.1 Leadership 80
- 1.2 Company Responsibility and Citizenship 30

#### **2 Strategic Planning 80**

- 2.1 Strategy Development Process 40
- 2.2 Company Strategy 40

#### **3 Customer and Market Focus 80**

- 3.1 Customer and Market Knowledge 40
- 3.2 Customer Satisfaction and Relationship Enhancement 40

#### **4 Information and Analysis 80**

- 4.1 Selection and Use of Information and Data 25
- 4.2 Selection and Use of Comparative Information and Data 15
- 4.3 Analysis and Review of Company Performance 40

#### **5 Human Resource Development and Management 100**

- 5.1 Work Systems 40
- 5.2 Employee Education, Training, and Development 30
- 5.3 Employee Well-Being and Satisfaction 30

#### **6 Process Management 100**

- 6.1 Management of Product and Service Processes 60
- 6.2 Management of Support Processes 20
- 6.3 Management of Supplier and Partnering Processes 20

#### **7 Business Results 450**

- 7.1 Customer Satisfaction Results 130
- 7.2 Financial and Market Results 130
- 7.3 Human Resource Results 35
- 7.4 Supplier and Partner Results 25
- 7.5 Company-Specific Results 130

**TOTAL POINTS 1000**

## **3.1997 AWARD CRITERIA**

**1 Leadership (110 pts.)**

The Leadership Category examines senior leaders' personal leadership and involvement in creating and sustaining values, company directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the company's leadership system, including how the company continuously learns and improves, and addresses its societal responsibilities and community involvement.

**1.1 Leadership System (80 pts.) Approach - Deployment**

Describe how senior leaders guide the company in setting directions and in developing and sustaining an effective leadership system.

In your response, address the following Area:

**a. Leadership System**

How the company's senior leaders provide effective leadership, taking into account the needs and expectations of all key stakeholders. Include:

- (1) how senior leaders set company directions and seek future opportunities for the company;
- (2) a description of the company's leadership system and how it incorporates clear values, company directions, high performance expectations, a strong customer focus, and continuous learning;
- (3) how senior leaders communicate and reinforce values, directions, expectations, customer focus, and their commitment to learning throughout the work force; and
- (4) how senior leaders review the company's overall performance, and use the review process to reinforce company directions and improve the leadership system.

Note:

Company performance reviews are addressed in Item 4.3. Responses to 1.1a(4) should therefore focus on the senior leaders' roles in the review of overall company performance, not on the details of the review.

**1.2 Company Responsibility and Citizenship (30 pts.) Approach - Deployment**

Describe how the company addresses its responsibilities to the public and how the company practices good citizenship.

In your response, address the following Areas:

**a. Societal Responsibilities**

How the company addresses the current and potential impacts on society of its products, services, facilities, and operations. Include:

- (1) key practices, measures, and targets for regulatory, legal, and ethical requirements and for risks associated with managing company operations; and
- (2) how the company anticipates public concerns, assesses potential impacts on society, and addresses these issues in a proactive manner.

**b. Community Involvement**

How the company and its employees support and strengthen their key communities.

Notes:

N1. Public responsibilities in areas critical to the business also should be addressed in Strategy Development Process (Item 2.1) and in Process Management (Category 6). Key results, such as results of regulatory/legal compliance, environmental improvements or use of "green" technology, should be reported as Company-Specific Results (Item 7.5).

N2. Areas of community involvement and leadership appropriate for inclusion in 1.2b may include efforts by the company to strengthen local community services, education, the environment, and practices of trade or business associations.

N3. Health and safety of employees are not addressed in Item 1.2; they are addressed in Item 5.3.

**2. Strategic Planning (80 pts.)**

The Strategic Planning Category examines how the company sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.

**2.1 Strategy Development Process (40 pts.) Approach - Deployment**

Describe how the company sets strategic directions to better define and strengthen its competitive position. Describe also how the strategy development process leads to an action plan for deploying and aligning key plan and performance requirements.

In your response, address the following Areas:

**a. Strategy Development**

How the company develops strategy, taking into account the five factors listed below. Provide a brief description or diagram of the strategy development process and an outline of forecasts, models, etc., used to help select strategy.

- (1) target customers; market requirements, including price; customer and market expectations; and new opportunities;
- (2) the competitive environment;
- (3) risks; financial, market, technological, and societal;
- (4) company capabilities -human resource, technology, research and development, and business processes- to seek new opportunities and/or to prepare for key new requirements; and
- (5) supplier and/or partner capabilities.

**b. Strategy Deployment**

How strategy is translated into action plans, including a clear basis for communicating and aligning critical requirements, and tracking performance relative to plans.



**Notes:**

N1. The strategy development process refers to the company's approach to a future-oriented basis for major business decisions, resource allocations and companywide management. The strategy development process should include revenue growth as well as cost reduction thrusts.

N2. Item 2.1 addresses overall company directions and strategy. Although this might include changes in services, products, and/or product lines, the Item does not address product and service design. Product and service design is addressed in Item 6.1.

**2.1 Company Strategy (40 pts.) Approach - Deployment**

Summarize the company's strategy and action plans and how they are deployed, include key performance requirements and measures, and outline overall human resource plans. Estimate how the company's performance projects into the future relative to competitors and/or key benchmarks.

*In your response, address the following Areas:*

**a. Strategy and Action Plans**

Provide a summary of the action plans derived from the company's strategy and how these plans are deployed. Include performance requirements, key performance measures and/or indicators, and how plans, resources, and measures are deployed to ensure alignment of goals and actions. Note any important differences between short- and longer-term plans.

**b. Human Resource Plans**

Provide a brief summary of key human resource plans derived from overall strategy. Include the following elements:

(1) changes in work design and/or organization to improve knowledge creation/sharing, flexibility, innovation, and rapid response.;

(2) employee development, education, and training;

(3) changes in compensation, recognition, and benefits; and

(4) recruitment, including critical skill categories and expected or planned changes in demographics of the work force.

**c. Performance Projection**

Provide a two-to-five year projection of key performance measures and/or indicators from the company's action plans. Include appropriate comparisons with competitors and/or key benchmarks. Briefly explain the comparisons, including any estimates or assumptions made in projecting competitor performance and/or benchmark data.

**3 Customer and Market Focus (80 pts.)**

The Customer and Market Focus Category examines how the company determines requirements and expectations of customers and markets. Also examined is how the company enhances relationships with customers and determines their satisfaction.

**3.1 Customer and Market Knowledge (40 pts.) Approach - Deployment**

Describe how the company determines longer-term requirements, expectations, and preferences of target and/or potential customers and markets, to understand and anticipate needs and to develop business opportunities.

In your response, address the following Area:

a. Customer and Market Knowledge

Provide a brief outline of how the company learns from its current and potential customers and markets, to support the company's overall business needs and opportunities. Include:

(1) how customer groups and/or market segments are determined or selected, including the consideration of customers of competitors and other potential customers and markets.

Describe how the approaches to listening and learning vary for different customer groups;

(2) how key product and service features and their relative importance/value to customers are determined and/or projected. Describe how key information from current customers and markets, including customer retention and complaint information, is used in this determination; and

(3) how the company's approach to listening to and learning from customers and markets is evaluated, improved, and kept current with changing business needs.

Notes:

N1. The company's products and services might be sold to end users via other businesses such as retail stores or dealers. Thus, "customer groups" should take into account the requirements and expectations of both the end users and these other businesses.

N2. Product and service features [3.1a(2)] refer to all important characteristics and to the performance of products and services. These features affect customers throughout their overall purchase and ownership experiences. The focus should be primarily on features that bear upon customer preference and repurchase loyalty -for example, those features that differentiate products and services from competing offerings. This might include price and value.

N3. Information about customers and markets is requested as key input to strategic planning (Item 2.1).

### **3.2 Customer Satisfaction and Relationship Enhancement (40 pts.) Approach - Deployment**

Describe how the company determines and enhances the satisfaction of its customers to strengthen relationships, to improve current offerings, and to support customer- and market-related planning.

In your response, address the following Area:

a. Accessibility and Complaint Management

How the company provides access and information to enable customers to seek assistance, to conduct business, and to voice complaints. Include:

(1) how the company determines customer contact requirements, deploys the requirements to all employees who are involved in meeting the requirements, and evaluates and improves customer contact performance; and



(2) a description of the company's complaint management process. In this description, explain how the company ensures that complaints are resolved effectively and promptly, and that complaints received by all company units are aggregated and analyzed for use throughout the company.

**b. Customer Satisfaction Determination**

How the company determines customer satisfaction. Include:

- (1) how the company follows up with customers on products, services, and recent transactions to receive prompt and actionable feedback;
- (2) a brief description of other customer satisfaction determination processes and measurements used. Describe how the measurements capture actionable information that reflects customers' future business with the company and/or positive referral. Indicate significant differences, if any, in methods and/or measurement scales for different customer groups or segments; and
- (3) how the company obtains objective and reliable information on customer satisfaction relative to its competitors.

Note:

N1. Customer satisfaction measurement might include both a numerical rating scale and descriptors for each unit in the scale. Effective (actionable) customer satisfaction measurement provides reliable information about customer ratings of specific product and service features and the relationship between these ratings and the customer's likely future actions -repurchase and/or positive referral. Product and service features might include overall value and price.

N2. The company's products and services might be sold to end users via other businesses such as retail stores or dealers. Thus, "customer groups or segments" should take into account these other businesses as well as the end users.

N3. Information on trends and levels in measures and/or indicators of complaint handling effectiveness such as complaint response time, effective resolution, and percent of complaints resolved on first contact should be reported in Item 7.5.

**4. Information and Analysis (80 pts.)**

The Information and Analysis Category examines the management and effectiveness of the use of data and information to support key company processes and the company's performance management system.

**4.1 Selection and Use of Information and Data (25 pts.) Approach - Deployment**

Describe the company's selection, management, and use of information and data needed to support key company processes and improve company performance.

In your response, address the following Area:

**a. Selection and Use of Information and Data**  
Describe:

- (1) the main types of information and data, financial and non-financial, and how each type relates to key company processes and goals. Briefly explain how the information and data

are integrated into measurements that can be used to track and improve the company's performance.

- (2) how the information and data are deployed to users to ensure alignment with key company goals;
- (3) how key user requirements, including rapid access and reliability, are met; and
- (4) how information and data, their deployment, and effectiveness of use are evaluated, improved, and kept current with changing business needs.

Notes:

N1. "Users" [4.1a(2.3)] refers to company work units and to those outside the company who have access -customers, suppliers, and business partners, as appropriate.

N2. Deployment of information and data might be via electronic or other means. Reliability [4.1a(3)] includes software and delivery systems.

#### **4.2 Selection and Use of Comparative Information and Data (15 pts.) Approach - Deployment**

Describe the company's selection, management, and use of comparative information and data to improve the company's overall performance and competitive position.

In your response, address the following Area:

a. Selection and Use of Comparative Information and Data  
Describe:

- (1) how needs and priorities for comparative information and data are determined;
- (2) the company's criteria for seeking sources of appropriate comparative information and data -from within and outside the company's industry and markets;
- (3) how comparative information and data are used to set stretch targets and/or to encourage performance breakthroughs; and
- (4) how comparative information and data, their deployment, and effectiveness of use are evaluated, improved, and kept current with changing business needs.

Note:

Comparative information and data include benchmarking and competitive comparisons. Benchmarking refers to processes and results that represent best practices and performance for similar activities, inside or outside the company's industry. Competitive comparisons refer to performance relative to direct competitors in the company's markets.

#### **4.3 Analysis and Review of Company Performance (40 pts.) Approach - Deployment**

Describe how the company analyzes and reviews overall performance to assess progress relative to plans and to identify key areas for improvement.

In your response, address the following Area:

a. Analysis of Data

How performance data from all parts of the company are integrated and analyzed to assess

many other organizations in all sectors of the U.S. economy to undertake their own performance improvement efforts.

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### **TOTAL POINTS 1000**

## **3.1997 AWARD CRITERIA**

overall company performance in key areas. Describe the principal financial and non-financial measures integrated and analyzed to determine:

- (1) customer-related performance;
- (2) operational performance, including product and service performance;
- (3) competitive performance; and
- (4) financial and market-related performance.

**b. Review of Company Performance**

How company performance and capabilities are reviewed to assess progress relative to goals, plans, and changing business needs. Describe how review findings are translated into improvement priorities and deployed throughout the company and, as appropriate, to the company's suppliers and/or business partners.

Notes:

N1. Analysis includes trends, projections, comparisons, and cause-effect correlations intended to support the setting of priorities for resource use. Accordingly, analysis draws upon all types of data: operational, customer-related, financial, and economic.

N2. Performance results should be reported in Items 7.1, 7.2, 7.3, 7.4, and 7.5.

**5. Human Resource Development and Management  
(100 pts.)**

The Human Resource Development and Management Category examines how the work force is enabled to develop and utilize its full potential, aligned with the company's objectives. Also examined are the company's efforts to build and maintain an environment conducive to performance excellence, full participation and personal and organizational growth.

**5.1 Work Systems (40 pts.) Approach - Deployment**

Describe how the company's work and job design and its compensation and recognition approaches enable and encourage all employees to contribute effectively to achieving the company's performance and learning objectives.

In your response, address the following Area:

**a. Work and Job Design**

How work and jobs, including those of managers at all levels in the company, are designed, organized, and managed to ensure:

- (1) opportunities for individual initiative and self-directed responsibility in designing, managing, and improving company work processes;
- (2) flexibility, cooperation, rapid response, and learning in addressing current and changing customer and operational requirements; and
- (3) effective communications, and knowledge and skill sharing across work functions, units, and locations.

**b. Compensation and Recognition**

How the company's compensation and recognition approaches for individuals and groups, including managers at all levels in the company, reinforce the overall work systems, performance, and learning objectives.

**Notes:**

N1. Work design refers to how employees are organized and/or organize themselves in formal and informal, temporary, or longer-term units. This includes work teams, problem-solving teams, functional units, cross-functional teams, and departments -self-managed or managed by supervisors.

Job design refers to responsibilities, authorities, and tasks assigned to individuals.

N2. Compensation and recognition refer to all aspects of pay and reward, including promotions and bonuses. This includes monetary and non-monetary, formal and informal, and individual and group compensation and recognition.

**5.2 Employee Education, Training and Development (30 pts.)**

Describe how the company's education and training address key company plans and needs, including building knowledge and capabilities, and contributing to improved employee performance and development.

In your response, address the following Area:

**a. Employee Education, Training, and Development**  
Describe:

(1) how education and training address the company's key performance plans and needs, including longer-term employee development objectives;

(2) how education and training are designed to support the company's approach to work and jobs. Include how the company seeks input from employees and their managers in education and training design;

(3) how education and training, including orientation of new employees, are delivered;

(4) how knowledge and skills are reinforced on the job; and

(5) how education and training are evaluated and improved, taking into account company performance, employee development objectives, and costs of education and training.

**Notes:**

N1. Education and training address the knowledge and skills employees need to meet their overall work and development objectives.

N2. Education and training delivery [5.2a(3)] might occur inside or outside the company and involve on-the-job, classroom, computer-based, or other types of delivery.

**5.3 Employee Well-Being and Satisfaction (30 pts.)**

Describe how the company maintains a work environment and work climate that support the well-being, satisfaction, and motivation of employees.

In your response, address the following Area:

a. Work Environment

How the company maintains a safe and healthful work environment. Include how employee well-being factors such as health, safety, and ergonomics are included in improvement activities. Briefly describe key measures and targets for each important factor. Note significant differences, if any, based upon different health and safety factors in the work environments of employee groups or work units.

b. Employee Support Services

How the company supports the well-being, satisfaction, and motivation of employees via services, facilities, activities, and opportunities.

c. Employee Satisfaction

How the company determines employee well-being, satisfaction, and motivation. Include:

(1) a brief description of formal and informal methods used. Outline how the company determines the key factors that affect employee well-being, satisfaction, and motivation and assesses its work climate. Note important differences in methods, factors, or measures for different categories or types of employees, as appropriate; and

(2) how the company relates employee well-being, satisfaction, and motivation results to key business results and/or objectives to identify improvement activities.

Notes:

N1. Services, facilities, activities, and opportunities (5.3b) might include: counseling; career development and employability services; recreational or cultural activities; non-work-related education; day care; special leave for family responsibilities and/or for community service; safety off the job; flexible work hours; outplacement; and retiree benefits, including extended health care.

N2. Specific factors that might affect satisfaction, well-being, and motivation include: effective employee problem or grievance resolution; safety; employee views of management; employee development and career opportunities; employee preparation for changes in technology or work organization; work environment; workload; cooperation and teamwork; recognition; benefits; communications; job security; compensation; equality of opportunity; and capability to provide required services to customers.

N3. Measures and/or indicators of well-being, satisfaction, and motivation (5.3c) might include safety, absenteeism, turnover, turnover rate for customer-contact employees, grievances, strikes, and worker compensation, as well as results of surveys. Results relative to such measures and/or indicators should be reported in Item 7.3.

## 6. Process Management (100 pts.)

The Process Management Category examines the key aspects of process management, including customer-focused design, product and service delivery processes, support processes, and supplier and partnering processes involving all work units. The Category



examines how key processes are designed, effectively managed, and improved to achieve better performance.

### **6.1 Management of Product and Service Processes (60 pts.) Approach - Deployment**

Describe how new, significantly modified, and customized products and services are designed. Describe how production/delivery processes are designed, implemented, and improved.

In your response, address the following Area:

#### **a. Design Processes**

How products, services, and production/delivery processes are designed. Include:

- (1) how changing customer requirements and technology are incorporated into product and service designs;
- (2) how production/delivery processes are designed to meet quality and operational performance requirements; and
- (3) how design and production/delivery processes are coordinated to ensure trouble-free introduction and delivery of products and services.

#### **b. Production/Delivery Processes**

How the company's key product and service production/delivery processes are managed and improved. Include:

- (1) a description of the key processes and their principal requirements;
- (2) how the processes are managed to maintain process integrity and to ensure products and services will meet operational and customer requirements. Include a description of key in-process measurements and customer interactions, as appropriate; and
- (3) how product and service processes are evaluated and improved to achieve better performance, including improvements to products and services, and the transfer of learning to other company units and projects.

#### **Notes:**

N1. The exact relationship of design processes to production/delivery processes and the relative importance of design processes depend on a company's specific business. For example, a developer of customized products or services would address this Item differently than an innovation-intensive manufacturer of high volume, high technology products. Other approaches would be appropriate for a small manufacturer that receives design information from its customers or for a service company that develops new services where delivery processes change depending on an ongoing dialog with the customer.

N2. Responses to 6.1a(1) should include how customer review of designs is accomplished, if appropriate.

N3. Responses to 6.1a(3) should include key supplier participation, as appropriate.

N4. Process evaluation and improvement [6.1b(3)] could include process analysis, research and development results, benchmarking, use of alternative technology, and information from internal and external customers.

N5. Results of improvements in product and service design and delivery processes, product and service quality results, and results of improvement in products and services should be reported in Item 7.5.

N6. Significant changes in products, services, and production/delivery processes will often result from strategic directions discussed in Item 2.2.

## **6.2 Management of Support Processes (20 pts.) Approach - Deployment**

Describe how the company's key support processes are designed, managed, and improved.

In your response, address the following Area:

### **a. Management of Support Processes**

How key support processes are designed, managed, and improved so that current and future requirement are met. Include:

- (1) how key requirements are determined or set, incorporating input from internal and external customers;
- (2) how key support processes are designed to meet overall performance requirements;
- (3) a description of the key support processes and their principal requirements;
- (4) how the processes are managed to maintain process performance and to ensure results will meet operational and customer requirements. Include a description of key in-process measurements and customer interactions, as appropriate; and
- (5) how the processes are evaluated and improved to achieve better performance, including cycle time.

Notes:

N1. The purpose of Item 6.2 is to permit companies to highlight separately the processes that support the product and service design, production, and delivery processes addressed in Item 6.1. The support processes included in Item 6.2 depend on the factors relevant to the company's business. Thus, this selection should be made by the company. Together, Items 6.1, 6.2 and 6.3 should cover all key operations, processes, and activities of all work units.

N2. Process evaluation and improvement [6.2a(5)] could include process analysis and research, benchmarking, use of alternative technology, and information from internal and external customers. Information from external customers could include information described in Items 3.2 and 4.3.

N3. Results of improvements in support processes and performance of key support processes should be reported in Item 7.5.

## **6.3 Management of Supplier and Partnering Processes (20 pts.) Approach - Deployment**

Describe how the company's supplier and partnering processes, relationships, and performance are managed and improved.

If your response, address the following Area:



**a. Management of Supplier and Partnering Processes**

Describe:

(1) how supplier and partnering processes are designed to meet overall performance requirements, including how preferred suppliers and partners are selected, as appropriate. Include a brief summary of the principal performance requirements for key suppliers and partners;

(2) how the company ensures that these requirements are met. Include a description of key measures, expected performance levels, and how performance information is fed back to suppliers and partners; and

(3) how the company evaluates and improves its management of supplier and partnering processes to achieve better performance. Discuss current actions and plans to improve suppliers' and partners' abilities to contribute to achieving your company's performance goals. Include actions to minimize costs associated with inspection, test, or other performance audits; and actions to enhance supplier and partner knowledge of your company's needs and their ability to respond to those needs.

Note:

Results of improvements in supplier and partnering processes and supplier/partner performance results should be reported in Item 7.4

**7. Business Results (450 pts.)**

The Business Results Category examines the company's performance and improvement in key business areas -customer satisfaction, financial and marketplace performance, human resource, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

**7.1 Customer Satisfaction Results (130 pts.) Results**

Summarize the company's customer satisfaction and dissatisfaction results.

In your response, address the following Area:

**a. Customer Satisfaction Results**

Summarize current levels and trends in key measures and/or indicators of customer satisfaction and dissatisfaction, including satisfaction relative to competitors.

Notes:

N1. Customer satisfaction results reported in this Item derive from determination methods described in Item 3.2.

N2. Measures and/or indicators of customer satisfaction and satisfaction relative to competitors may include information on customer-perceived value.

N3. Measures and/or indicators of satisfaction relative to competitors might include objective information and data from customers and independent organizations. Comparative performance of products and services should be addressed in Item 7.5.

**7.2 Financial and Market Results (130 pts.) Results**

Summarize the company's key financial and marketplace performance results.

In your response, address the following Area:

a. Financial and Market Results

Provide results of:

(1) financial performance, including aggregate measures of financial return and/or economic value, as appropriate; and

(2) marketplace performance, including market share, business growth, and new markets entered, as appropriate.

For all quantitative measures and/or indicators of performance, provide current levels and trends. Include appropriate comparative data.

Note:

Aggregate measures such as return on investment (ROI), margin rates, operating profit rates, and other profitability, liquidity, and financial activity measures are appropriate for responding to 7.2a(1).

**7.3 Human Resource Results (35 pts.) Results**

Summarize the company's human resource results, including employee well-being, satisfaction, development, and work system performance.

In your response, address the following Area:

a. Human Resource Results

Summarize current levels and trends in key measures and/or indicators of employee well-being satisfaction, development, work system improvement, and effectiveness. Address all categories and types of employees, as appropriate. Include appropriate comparative data.

Notes:

N1. The results reported in this Item should address results from activities described in Category 5. The results should be responsive to key process needs described in Category 6, and the company and human resource strategy described in Item 2.2.

N2. Appropriate indicators of employee satisfaction, well-being, development, and effectiveness include safety, absenteeism, turnover, turnover rate for customer-contact employees, grievances, strikes, worker compensation, innovation and suggestion rates, courses completed, and cross-training, as well as results of employee surveys.

N3. Appropriate measures and/or indicators of work system improvements and effectiveness might include job and job classification, simplification, job rotation, work layout, work locations, and changing supervisory ratios.

**7.4 Supplier and Partner Results (25 pts.) Results**

Summarize results of the company's supplier and partner performance.

In your response, address the following Area:

a. Supplier and Partner Results

Summarize current levels and trends in key measures and/or indicators of supplier and partner performance. Include company cost and/or performance improvements attributed to supplier and partner performance, as appropriate. Include appropriate comparative data.

Note:

The results reported in this Item should relate directly to processes and requirements described in Item 6.3.

### 7.5 Company-Specific Results (130 pts.) Results

Summarize key company operational performance results that significantly contribute to key company goals -customer satisfaction, operational effectiveness, and financial/marketplace performance.

In your response, address the following Area:

a. Company-Specific Results

Summarize key company-specific results derived from: product and service quality and performance; key process performance; productivity, cycle time, and other effectiveness and efficiency measures; regulatory/legal compliance; and other results supporting the company's strategy, such as new product/service introductions. For all quantitative measures and/or indicators of performance, provide current levels and trends. Include appropriate comparative data.

Notes:

N1. Results reported in Item 7.5 should include results not reported in Items 7.1, 7.2, 7.3, and 7.4, and that address key company requirements and progress toward key company goals as presented in the Business Overview, Items 1.1, 2.2, 6.1, and 6.2.

N2. Results reported in Item 7.5 should provide key information for analysis and review of company performance (Item 4.3) and should provide the operational basis for company financial and market results (Item 7.2) and customer satisfaction (Item 7.1).

N3. Regulatory/legal compliance results reported in Item 7.5 should address requirements described in Item 1.2.

### 4.CHANGES FROM THE 1996 AWARD CRITERIA

The Criteria continue to evolve toward comprehensive coverage of strategy-driven performance, addressing the needs and expectations of all stakeholders -customers, employees, stockholders, suppliers, and the public. The Criteria for 1997 strengthen the systems view of performance management, and place a greater focus on company strategy, organizational learning, and better integration of business results. The composite of business results (now Category 7) has been increased in point value (to 450 points) to indicate the degree of importance and to reflect the change in content. Specifically, Category 7 now

includes customer satisfaction, financial and market indicators of performance, human resource results, and company-specific operational results key to achieving business success.

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

- \* The Criteria framework has been revised. The major changes that led to this revision are: (1) greater importance of company strategy to an effective performance management system; and (2) the need to treat all business results, including customer satisfaction results, in a parallel and integrated manner. In addition, some Items or parts of Items have been combined to better integrate requirements and to reduce the number of responses applicants need to make. As a result of these changes:
- \* The number of Items has been reduced from 24 to 20.
- \* The number of Areas to Address has been reduced from 52 to 30. Each Area has been given a title to highlight its purpose within its Item. For Items having only one Area, the Item title is repeated as the Area title.
- \* The application page limit has been reduced from 70 to 50.
- \* The number of Item Notes has been reduced from 114 to 45. Information from Item Notes in the 1996 Criteria that provided examples is included in a revised Item Descriptions section, now titled 1997 Award Criteria: Item Descriptions and Comments starting on page 20. This section also takes into account the changed Category content and relationships.
- \* Greater emphasis is placed on organizational learning to underscore the importance of learning and change as well as continuous improvement.

**Changes, by Category, are:**

**Leadership**

- \* Items 1.1 and 1.2 from 1996 have been combined into a new Item 1.1, Leadership System. This combination provides the opportunity for coordinated presentation of the role of senior leaders and the company's leadership system. Additional emphasis has been placed on the senior leaders' role in organizational learning. The company performance review function from Item 1.2 (1996) is now added to Item 4.3, Analysis and Review of Company Performance.
- \* Item 1.2 replaces Item 1.3 from the 1996 Criteria. Area 1.2b (1.3b in 1996) addresses more clearly the company's community involvement and leadership, rather than leadership as a corporate citizen, to accommodate better companies of all sizes and also to emphasize employee involvement in key communities.

**Strategic Planning**

- \* This Category contains two Items with the same basic requirements as the corresponding Items in 1996. However, the titles of the Items have been modified to better communicate their main purposes and to sharpen the important distinction between these Items.
- \* Item 2.1 is now Strategy Development Process instead of Strategy Development. This change is intended to emphasize that the Item examines primarily the overall strategic planning process - how it is done, what it considers, and how it leads to action plans.
- \* Item 2.2 is now Company Strategy instead of Strategy Deployment. This change is

intended to emphasize that the Item calls for information on the company's actual strategy and how it is deployed, not on a general description of the deployment process. This Item now includes coverage of human resource plans, which in 1996 were addressed in the Human Resource Development and Management Category. This change is made to emphasize the need for better integration of human resource planning with strategic planning.

### **Customer and Market Focus**

\* This Category title is changed from Customer Focus and Satisfaction to reflect two important changes made in the Criteria: (1) inclusion of Customer Satisfaction Results with Business Results; and (2) recognition that Criteria evolution has placed growing emphasis not only on customers, but also on markets.

\* The Category now contains two Items, reduced by two Items from 1996. In addition to the movement of Item 7.4 (1996) to the Business Results Category, two Items from 1996 [Customer Relationship Management (7.2) and Customer Satisfaction Determination (7.3)] have been combined into Customer Satisfaction and Relationship Enhancement (Item 3.2). This change is intended to provide better integration of the different ways that companies use to understand customers, the factors that determine satisfaction, and how they stay close to customers. The change is intended to accommodate better the approaches of excellent smaller companies, many of which use regular customer contact more than survey methods both to determine satisfaction and to enhance relationships.

### **Information and Analysis**

\* This Category contains three Items with the same basic requirements as the corresponding Items in 1996. However, the titles of the Items have been modified to better communicate their main purposes.

\* Items 4.1 and 4.2 now include Use in their titles to better reflect the central purpose of these Items.

\* Item 4.3 is now Analysis and Review of Company Performance, making this Item the point within the Criteria for supporting a critical requirement in performance management -understanding the meaning of performance information to help guide the company's decisions and actions. The major change is the coverage of the company performance review function which was part of Item 1.2 in 1996.

### **Human Resource Development and Management**

\* This Category now contains three Items, reduced by one Item from 1996.

\* Item 4.1 from 1996, Human Resource Planning and Evaluation, has been eliminated. The important planning included in this Item is now integrated within overall company planning as mentioned above under Strategic Planning.

\* Item 4.2 from 1996, High Performance Work Systems, now becomes Item 5.1 and is titled Work Systems. Although this Item retains its focus on high performance, its title is changed to avoid the appearance that its purpose is narrower -high performance work teams.

### **Process Management**

\* Items 5.1 and 5.2 from 1996 have been combined into a new Item 6.1, Management of Product and Service Processes. This combination permits a company to place appropriate emphasis on design processes and production/delivery processes, as dictated by the company's business. Area 6.1b includes a new requirement on the transfer of learning to



other company units and projects. This is intended to foster better internal communication and to aid overall organizational improvement.

\* Item 6.3, Management of Supplier and Partnering Processes, places specific attention on preferred suppliers and partnering arrangements in recognition of their growing importance and the attention they require. The Item requires information on the company's actions and plans to improve suppliers' and partners' abilities to contribute to achieving the company's goals. This change is intended to focus responses on considerations most important to the supplier/customer relationship.

### Business Results

\* This Category now contains five Items, including Customer Satisfaction Results (Item 7.4 in 1996), thus integrating all results Items into one Category.

\* There are three 130-point Items in the Category, in recognition of the importance of customer satisfaction, financial and marketplace performance, and company-specific performance measures (see discussion below) to the success of the company.

\* Item 7.2 has been created to provide a single Item focusing on Financial and Market Results. This Item stresses the importance of a set of key financial and market results tracked by senior leadership to gauge overall company performance. In this and other results Items, applicants are offered greater latitude in recognition of the fact that not all results are quantitative or can be trended in a meaningful manner (e.g., business growth into new geographic regions or new markets entered through adaptations of existing products).

\* Item 7.4, Supplier and Partner Results, has been expanded to include company costs and/or performance improvements due to supplier and partner performance. This is an added measure of the effectiveness of the relationship and the linkage to important results.

\* Item 7.5, Company-Specific Results, is a new Item, including some results called for in Items 6.1 and 6.2 in 1996, but offering applicants much greater latitude in showing beneficial changes and improvements in internal operations and operational results relevant to their businesses and strategies. Results appropriate for Item 7.5 include improvements in and performances of products, services, and processes; productivity; cycle time; regulatory/legal compliance and related performance; and new product and/or service introductions. Applicants are encouraged to report unique and innovative results that directly relate to their types of businesses or strategies.

## 5.SCORING GUIDELINES

SCORE	APPROACH/DEPLOYMENT	RESULTS
0%	*no systematic approach evident; anecdotal information	* no results or poor results in areas reported
10% to 30%	*beginning of a systematic approach to the primary purposes of the Item * early stages of a transition from reacting to problems to a general improvement orientation * major gaps exist in deployment that would inhibit progress in achieving the primary purposes of the Item	* early stages of developing trends; some improvements and/or early good performance levels in a few areas * results not reported for many to most areas of importance to the applicant's key business requirements

40% to 60%	<ul style="list-style-type: none"> <li>* a sound, systematic approach, responsive to the primary purposes of the Item</li> <li>* a fact-based improvement process in place in key areas; more emphasis is placed on improvement than on reaction to problems</li> <li>* no major gaps in deployment, though some areas or work units may be in very early stages of deployment</li> </ul>	<ul style="list-style-type: none"> <li>* improvement trends and/or good performance levels reported for many to most areas of importance to the applicant's key business requirements</li> <li>* no pattern of adverse trends and/or poor performance levels in areas of importance to the applicant's key business requirements</li> <li>* some trends and/or current performance levels -evaluated against relevant comparisons and/or benchmarks- show areas of strength and/or good to very good relative performance levels</li> </ul>
70% to 90%	<ul style="list-style-type: none"> <li>* a sound, systematic approach, responsive to the overall purposes of the Item</li> <li>* a fact-based improvement process is a key management tool; clear evidence of refinement and improved integration as a result of improvement cycles and analysis</li> <li>* approach is well-deployed, with no major gaps; deployment may vary in some areas or work units</li> </ul>	<ul style="list-style-type: none"> <li>* current performance is good to excellent in most areas of importance to the applicant's key business requirements</li> <li>* most improvement trends and/or performance levels are sustained</li> <li>* many to most trends and/or current performance levels -evaluated against relevant comparisons and/or benchmarks- show areas of leadership and very good relative performance levels</li> </ul>
100%	<ul style="list-style-type: none"> <li>* a sound, systematic approach, fully responsive to all the requirements of the Item</li> <li>* a very strong, fact based improvement process is a key management tool; strong refinement and integration -backed by excellent analysis</li> <li>* approach is fully deployed without any significant weaknesses or gaps in any areas or work units</li> </ul>	<ul style="list-style-type: none"> <li>* current performance is excellent in most areas of importance to the applicant's key business requirements</li> <li>* excellent improvement trends and/or sustained excellent performance levels in most areas</li> <li>* strong evidence of industry and benchmark leadership demonstrated in many areas</li> </ul>

## 6.1997 AWARD CRITERIA: VALUES, CONCEPTS, AND FRAMEWORK

### Award Criteria Purposes

The Malcolm Baldrige National Quality Award Criteria are the bases for making Awards and for giving feedback to applicants. In addition, the Criteria have three other important roles in strengthening U.S. competitiveness:

- \* to help improve performance practices and capabilities;
- \* to facilitate communication and sharing of best practices information among U.S. organizations of all types; and
- \* to serve as a working tool for understanding and managing performance, planning,

training, and assessment.

### **Award Criteria Goals**

The Criteria are designed to help companies enhance their competitiveness through focus on dual, results-oriented goals:

- \* delivery of ever-improving value to customers, resulting in marketplace success; and
- \* improvement of overall company performance and capabilities.

### **Core Values and Concepts**

The Award Criteria are built upon a set of core values and concepts. These values and concepts are the foundation for integrating key business requirements within a results-oriented framework. These core values and concepts are:

#### **Customer-Driven Quality**

Quality is judged by customers. Thus, quality must take into account all product and service features and characteristics that contribute value to customers and lead to customer satisfaction, preference, and retention.

Value and satisfaction may be influenced by many factors throughout the customer's overall purchase, ownership, and service experiences. These factors include the company's relationship with customers that helps build trust, confidence, and loyalty.

Customer-driven quality addresses not only the product and service characteristics that meet basic customer requirements. It also includes those features and characteristics that differentiate them from competing offerings. Such differentiation may be based upon new or modified offerings, combinations of product and service offerings, customization of offerings, rapid response, or special relationships.

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

Customer-driven quality means much more than defect and error reduction, merely meeting specifications, or reducing complaints. Nevertheless, defect and error reduction and elimination of causes of dissatisfaction contribute to the customers' view of quality and are thus also important parts of customer-driven quality. In addition, the company's success in recovering from defects and mistakes ("making things right for the customer") is crucial to building customer relationships and to customer retention.

#### **Leadership**

A company's senior leaders need to set directions and create a customer orientation, clear and visible values, and high expectations. The values, directions, and expectations need to address all stakeholders. The leaders need to ensure the creation of strategies, systems, and methods for achieving excellence and building knowledge and capabilities. The strategies and values should help guide all activities and decisions of the company. The senior leaders need to commit to the development of the entire work force and should encourage participation, learning, and creativity by all employees. Through their personal roles in



planning, communications, review of company performance, and employee recognition, the senior leaders serve as role models, reinforcing the values and expectations and building leadership and initiative throughout the company.

### **Continuous Improvement and Learning**

Achieving the highest levels of performance requires a well executed approach to continuous improvement and learning. The term "continuous improvement" refers to both incremental and "breakthrough" improvement. The term "learning" refers to adaptation to change, leading to new goals and/or approaches. Improvement and learning need to be "embedded" in the way the company operates. Embedded means improvement and learning: (1) are a regular part of daily work; (2) seek to eliminate problems at their source; and (3) are driven by opportunities to do better, as well as by problems that must be corrected. Sources of improvement and learning include: employee ideas; R&D; customer input; and benchmarking.

Improvement and learning include: (1) enhancing value to customers through new and improved products and services; (2) developing new business opportunities; (3) reducing errors, defects, waste, and related costs; (4) responsiveness and cycle time performance; (5) productivity and effectiveness in the use of all resources; and (6) the company's performance in fulfilling its public responsibilities and service as a good citizen. Thus, improvement and learning are directed not only toward better products and services but also toward being more responsive, adaptive, and efficient -giving the company additional marketplace and performance advantages.

### **Employee Participation and Development**

A company's success depends increasingly on the knowledge, skills, and motivation of its work force. Employee success depends increasingly on having opportunities to learn and to practice new skills. Companies need to invest in the development of the work force through education, training, and opportunities for continuing growth. Opportunities might include classroom and on-the-job training, job rotation, and pay for demonstrated knowledge and skills. On-the-job training offers a cost effective way to train and to better link training to work processes. Work force education and training programs may need to utilize advanced technologies, such as computer-based learning and satellite broadcasts. Increasingly, training, development, and work units need to be tailored to a diverse work force and to more flexible, high performance work practices.

Major challenges in the area of work force development include: (1) integration of human resource practices -selection, performance, recognition, training, and career advancement; and (2) alignment of human resource management with strategic change processes. Addressing these challenges requires use of employee-related data on knowledge, skills, satisfaction, motivation, safety, and well-being. Such data need to be tied to indicators of company or unit performance, such as customer satisfaction, customer retention, and productivity. Through this approach, human resource management may be better integrated and aligned with business directions.

### **Fast Response**

Success in competitive markets demands ever-shorter cycles for new or improved product and service introduction. Also, faster and more flexible response to customers is now a more critical requirement. Major improvement in response time often requires simplification of work units and processes. To accomplish this, the time performance of work processes should be among the key process measures. There are other important benefits derived from this time focus: time improvements often drive simultaneous improvements in organization, quality, and productivity. Hence it is beneficial to integrate response time, quality, and

productivity objectives.

### **Design Quality and Prevention**

Companies need to emphasize design quality -problem and waste prevention achieved through building quality into products and services and efficiency into production and delivery processes. Costs of preventing problems at the design stage are usually much lower than costs of correcting problems that occur "downstream". Design quality includes the creation of fault-tolerant (robust) or failure-resistant processes and products.

A major success factor in competition is the design-to-introduction ("product generation") cycle time. To meet the demands of rapidly changing markets, companies need to carry out stage-to-stage integration ("concurrent engineering") of activities from basic research to commercialization. Increasingly, design quality also depends upon the ability to use information from diverse sources and data bases, that combine customer preference, competitive offerings, price, marketplace changes, and external research findings. More emphasis should also be placed on capturing learning from other design projects.

From the point of view of public responsibility, the design stage is critical. In manufacturing, design decisions determine process wastes and the content of municipal and industrial wastes. The growing environmental demands mean that design strategies need to anticipate environmental factors.

Consistent with the theme of design quality and prevention, improvement needs to emphasize interventions "upstream" -at early stages in processes. This approach yields the maximum cost and other benefits of improvements and corrections. Such upstream intervention also needs to take into account the company's suppliers.

### **Long-Range View of the Future**

Pursuit of market leadership requires a strong future orientation and a willingness to make long-term commitments to key stakeholders -customers, employees, suppliers, stockholders, the public, and the community. Planning needs to anticipate many changes, such as customers' expectations, new business opportunities, technological developments, new customer segments, evolving regulatory requirements, community/societal expectations, and thrusts by competitors. Plans, strategies, and resource allocations need to reflect these commitments and changes. A major part of the long-term commitment is developing employees and suppliers and fulfilling public responsibilities.

### **Management by Fact**

Modern businesses depend upon measurement and analysis of performance. Measurements must derive from the company's strategy and provide critical data and information about key processes, outputs, and results. Data and information needed for performance measurement and improvement are of many types, including: customer, product and service performance, operations, market, competitive comparisons, suppliers, employee-related, and cost and financial. Analysis refers to extracting larger meaning from data and information to support evaluation and decision making at all levels within the company. Analysis entails using data to determine trends, projections, and cause and effect -that might not be evident without analysis. Data and analysis support a variety of company purposes, such as planning, reviewing company performance, improving operations, and comparing company performance with competitors' or with "best practices" benchmarks.

A major consideration in performance improvement involves the creation and use of performance measures or indicators. Performance measures or indicators are measurable characteristics of products, services, processes, and operations the company uses to track

and improve performance. The measures or indicators should be selected to best represent the factors that lead to improved customer, operational, and financial performance. A comprehensive set of measures or indicators tied to customer and/or company performance requirements represents a clear basis for aligning all activities with the company's goals. Through the analysis of data from the tracking processes, the measures or indicators themselves may be evaluated and changed to better support such goals.

### **Partnership Development**

Companies need to build internal and external partnerships to better accomplish their overall goals.

Internal partnerships might include labor-management cooperation, such as agreements with unions. Agreements might entail employee development, cross-training, or new work organizations, such as high performance work teams. Internal partnerships might also involve creating network relationships among company units to improve flexibility, responsiveness, and knowledge sharing.

External partnerships might be with customers, suppliers, and education organizations for a variety of purposes, including education and training. An increasingly important kind of external partnership is the strategic partnership or alliance. Such partnerships might offer a company entry into new markets or a basis for new products or services. A partnership might also permit the blending of a company's core competencies or leadership capabilities with complementary strengths and capabilities of partners, thereby enhancing overall capability, including speed and flexibility. Internal and external partnerships should develop longer-term objectives, thereby creating a basis for mutual investments. Partners should address the key requirements for success, means of regular communication, approaches to evaluating progress, and means for adapting to changing conditions. In some cases, joint education and training could offer a cost-effective means to help ensure success.

### **Company Responsibility and Citizenship**

A company's leadership needs to stress its responsibilities to the public and practice good citizenship. This responsibility refers to basic expectations of the company -business ethics and protection of public health, safety, and the environment. Health, safety, and the environment include the company's operations as well as the life cycles of its products and services. Companies need to emphasize resource conservation and waste reduction at their sources. Company planning should anticipate adverse impacts from facilities, production, distribution, transportation, use, and disposal of products. Plans should seek to prevent problems, to provide a forthright company response if problems occur, and to make available information and support needed to maintain public awareness, safety, and confidence. Companies should not only meet all local, state, and federal laws and regulatory requirements. They should treat these and related requirements as areas for continuous improvement "beyond mere compliance". This requires use of appropriate measures in managing performance.

Practicing good citizenship refers to leadership and support -within limits of a company's resources -of publicly important purposes, including areas of public responsibility. Such purposes might include education improvement, improving health care in the community, environmental excellence, resource conservation, community services, improving industry and business practices, and sharing of nonproprietary information. Company leadership as a corporate citizen also entails influencing other organizations, private and public, to partner for these purposes. For example, individual companies could lead efforts to help define the obligations of their industry to its communities.

### **Results Focus**

A company's performance measurements need to focus on key results. Results should be guided by and balanced by the interests of all stakeholders -customers, employees, stockholders, suppliers and partners, the public, and the community. To meet the sometimes conflicting and changing aims that balance implies, company strategy needs to explicitly include all stakeholder requirements. This will help to ensure that actions and plans meet differing stakeholder needs and avoid adverse impact on any stakeholders. The use of a balanced composite of performance measures offers an effective means to communicate short- and longer-term priorities, to monitor actual performance, and to marshal support for improving results.

### **Award Criteria Framework**

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

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

The framework connecting and integrating the Categories is given in the figure below.

The framework has three basic elements, from top to bottom:

### **Strategy and Action Plans**

Strategy and Action Plans are the set of company-level requirements, derived from short- and long-term strategic planning, that must be done well for the company's strategy to succeed. Strategy and Action Plans guide overall resource decisions and drive the alignment of measures for all work units to ensure customer satisfaction and market success.

### **System**

The system is comprised of the six Baldrige Categories in the center of the figure that define the organization, its operations, and its results.

All company actions point toward Business Results -a composite of customer, financial, and non-financial performance results, including human resource development and public responsibility.

### **Information and Analysis**

Information and Analysis (Category 4) are critical to the effective management of the company and to a fact-based system for improving company performance and competitiveness.

### **Award Criteria Organization**

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

### **Area to Address**

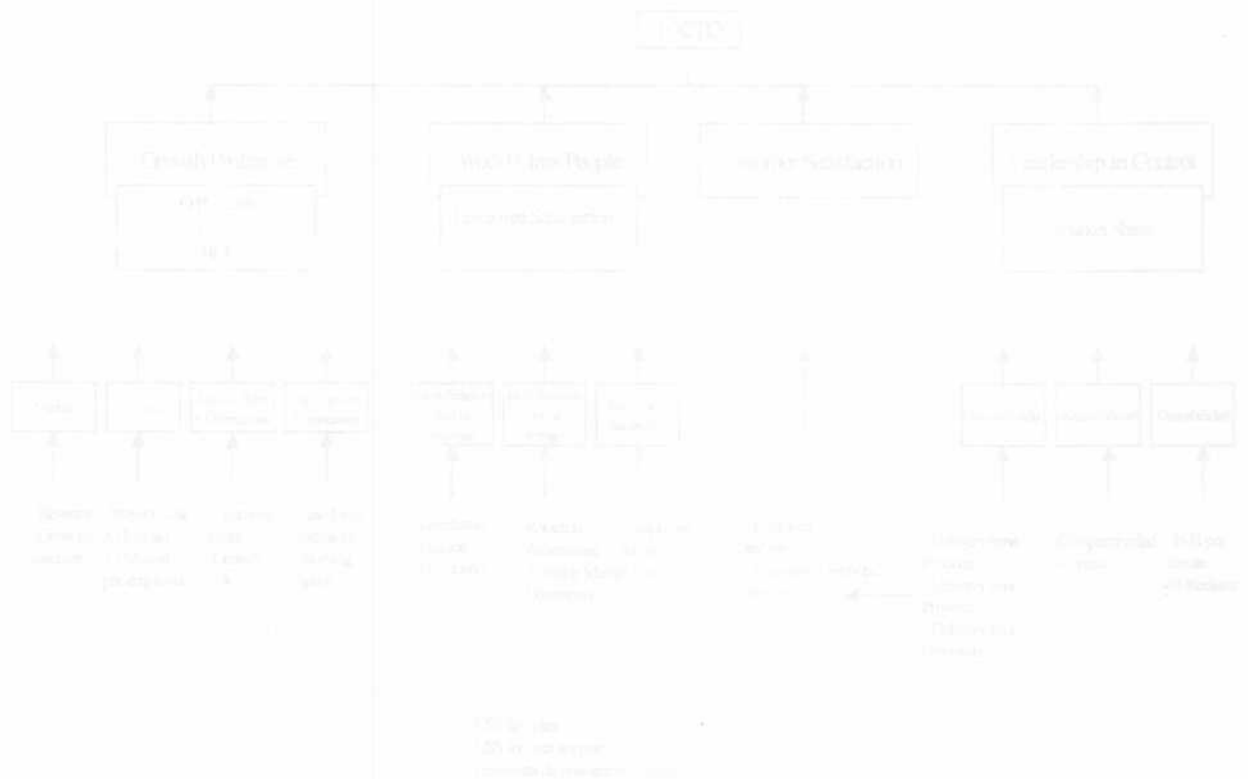
Items consist of one or more Areas to Address (Areas). Information is submitted by

applicants in response to the specific requirements of these Areas.

## ANEXO 2

[54]

**Volver a la página de los Premios - Voltar para a página dos Prêmios**





## ANEXO 3

### CLASIFICACION DE LOS INDICADORES

		<i>EFECTIVIDAD</i>	<i>EFICIENCIA</i>	<i>EFICACIA</i>
INDICADORES DE LA GESTION DE VENTAS	PROCESO	Cumplimiento del adiestramiento	Retrabajo de las Propuestas	Tiempo de Elaboración de la Propuestas
		Cumplimiento del presupuesto	H-H transferibles a	
		Ordene de compras recibida por	Propuestas	
		línea de productos para Servicios	Visitas realizadas	
		Ordene de compras recibida por		
		línea de productos para		
		proyectos		
		Desempeno de los Vendedores		
		Cumplimiento del presupuesto		
		H-H transferibles en adiestra- miento		
	RESULTADOS			Satisfacción del Cliente Tiempo de entrega de la pro- puesta y cotizaciones
		<i>EFECTIVIDAD</i>	<i>EFICIENCIA</i>	<i>EFICACIA</i>
INDICADORES DE LA GESTION DE FINANZAS	PROCESO	Devolución de ordenes de compras	% Tiempo de parada	Tiempo de entrega de los productos a proyectos Facturas emitidas a tiempo
		Retraso en cobro de facturas	dedicado a elaborar ordenes	
		Facturas devueltas	de compras	
		Facturas cobradas	Capacidad de Facturación	
		Días en la calle	H-H dedicadas a cerrar	
		Pago a Proveedores	proyectos	
		Cheques devueltos	H-H dedicadas a elaborar	
		Cumplimiento en la entrega de informes	informes	
		Informes devueltos	Ocupación	
	RESULTADOS	Crecimiento por línea de productos Grow Marging (Margen de ganancias)		ROI ( tasa interna de retorno) EVA ( Valor agregado) Operating Profit % of sales Sales * Employee Working Capital

		<i>EFECTIVIDAD</i>	<i>EFICIENCIA</i>	<i>EFICACIA</i>
INDICADORES DE LA GESTION DE RECURSOS HUMANOS	PROCESO	Solicitudes cubiertas a tiempo	Tiempo de cumplimiento del	Tiempo de Elaboración de
		Cumplimiento en las	entrenamiento	la Propuestas
		requisiciones de personal		
		Cumplimiento del entrenamiento		
		Desviación del presupuesto		
		asignado a entrenamiento		
		Efectividad del entrenamiento		
		Retrasoso en el pago de personal		
	RESULTADOS			Rotación
				Desempeno
				Clima Organizacional
			Liderazgo	
			( Employed Survey)	

		EFFECTIVIDAD	EFICIENCIA	EFICACIA
INDICADORES DE LA GESTION DE OPERACIONES	PROCESO	Cumplimiento del presupuesto	Ocupación	% de Reclamos
		H-H en adiestramiento	Retrabajo	
		(Ingeniería, Servicios, Adiestramiento)	(Ingeniería, Servicios, Adiestramiento)	
		Solicitudes cubiertas a tiempo		
		Desviación de las H-H cotizadas para servicios		
		Desempeno de los instructores		
		Cumplimiento en la planificación		
		RESULTADOS	Crecimiento por línea de productos	
	Grow Marging (Margen de ganancias )			Post-Venta Satisfacción del Cliente al cuál se le dicta el curso
				Satisfacción del personal

**INDICADORES  
DE LA GESTION  
DE EJECUCION  
DE PROYECTOS**

**PROCESO**

**EFFECTIVIDAD**

**EFICIENCIA**

**EFICACIA**

**CALIDAD**

Avance Físico del Proyecto  
Facturación dentro de los  
periodos planificados  
Schedule Performance  
Cost Performance  
Working Process  
Desviación del Profit estimado  
Desviación del índice de riesgo

Retrabajo

Satisfacción del cliente  
Satisfacción del personal que  
labora en el proyecto

Plan de calidad  
del proyecto



## ANEXO 4

### INDICADORES DE PROCESO Y DE RESULTADOS

#### Situación Actual

#### DEPARTAMENTO DE VENTAS

INDICADOR	Situación Actual
Cumplimiento del entrenamiento	El porcentaje de horas de entrenamiento que se proporciona al personal no se lleva actualmente, sin embargo la información <i>requerida para su calculo se lleva: las H-H de entrenamiento es registrada en CROMA y las H-H planificadas en el plan elaborado anualmente para el entrenamiento del personal.</i>
Cumplimiento del presupuesto	Este indicador es medido actualmente, ya que es una información exigida para rendir cuenta a la organización del desempeño de la gestión, <i>sin embargo no se encuentra estandarizado.</i>
Tiempo de entrega de propuestas y cotizaciones	Este indicador no se lleva actualmente y para calcularlo se debe crear un formato que registre por cada propuesta y cotización realizada, su tiempo de elaboración.
Retrabajo	<i>El re trabajo dentro de Honeywell no se mide de ninguna manera, por lo cual en primer lugar se tuvo que definir que representaba re trabajo de los procesos y actividades para luego crear un campo de registro de H-H en re trabajo dentro de CROMA.</i>
Ordenes de compra recibidas por línea de producto	Este indicador no es medido actualmente, sin embargo la data necesaria para su calculo se encuentra en una hoja de excel que registra los \$ vendidos por línea de producto.
H-H transferibles a propuestas	Este indicador no es medido actualmente y la información necesaria será recopilada a través del programa CROMA.
Desempeño de los vendedores	Este indicador <i>no es medido actualmente</i> y la información necesaria será recopilada a través del programa CROMA.
Visitas realizadas	Este indicador no es medido actualmente y la información necesaria será recopilada a través del programa CROMA.
Satisfacción del Cliente	Este indicador es obtenido de los resultados de la encuesta de satisfacción del cliente telefónica realizada por los vendedores, sin embargo el indicador <i>no se encuentra estandarizado.</i>

**DEPARTAMENTO DE OPERACIONES**  
**Servicios**

<b>INDICADOR</b>	<b>Situación Actual</b>
Ocupación	Este indicador es medido actualmente por el departamento, sin embargo no se encuentra estandarizado; la recolección de la información necesaria para su calculo se realiza a través del CROMA.
Solicitudes cubiertas	Actualmente este indicador no es medido por el departamento y para comenzar a llevarlo es necesario diseñar un sistema de recolección el cual puede ser una hoja de Excel.
Desviación de las H-H cotizadas	Este indicador no es medido actualmente, sin embargo la data se lleva; las H-H reales se encuentran registradas en CROMA y las H-H cotizadas se encuentran en la propuesta entregada al cliente,
Cumplimiento del presupuesto	Este indicador es medido actualmente, ya que es una información exigida para rendir cuenta a la organización del desempeño de la gestión.
Satisfacción del Cliente	La encuesta de satisfacción del cliente por el servicio post-venta prestado no existe en estos momentos, sin embargo se agregará este tópico en la encuesta existente de satisfacción del cliente telefónica y anual.
Cumplimiento del entrenamiento	El porcentaje de horas de entrenamiento que se proporciona al personal no se lleva actualmente, sin embargo la información requerida para su calculo se lleva; las H-H de entrenamiento es registrada en CROMA y las H-H planificadas en el plan elaborado anualmente para el entrenamiento del personal.

## Adiestramiento

INDICADOR	Situación Actual
Ocupación	Este indicador es medido actualmente por el departamento, sin embargo no se encuentra estandarizado; la recolección de la información necesaria para su calculo se realiza a través del CROMA.
Evaluación de los instructores	Esta evaluación es realizada por medio de una encuesta diseñada y aplicada por el CIED la cual mide el desempeño de los instructores, luego esta información llega a Honeywell para su posterior análisis.
Cumplimiento del presupuesto	Este indicador es medido actualmente, ya que es una información exigida para rendir cuenta a la organización del desempeño de la gestión.
Cumplimiento de la Planificación	Este indicador es medido actualmente por el departamento y la información requerida para su calculo se obtiene de una hoja de excel, sin embargo el indicador no se encuentra estandarizado.
Cumplimiento del entrenamiento	El porcentaje de horas de entrenamiento que se proporciona al personal no se lleva actualmente, sin embargo la información requerida para su calculo se lleva: las H-H de entrenamiento es registrada en CROMA y las H-H planificadas en el plan elaborado anualmente para el entrenamiento del personal.
Satisfacción del Cliente	Esta evaluación es realizada por medio de una encuesta diseñada y aplicada por el CIED la cual mide la satisfacción del cliente luego de distado cada uno de los cursos, luego esta información llega a Honeywell para su posterior análisis.

## Ingeniería

INDICADOR	Situación Actual
Ocupación	Este indicador es medido actualmente por el departamento, sin embargo no se encuentra estandarizado; la recolección de la información necesaria para su calculo se realiza a través del CROMA.
Retrabajo	El re trabajo dentro de Honeywell no se mide de ninguna manera, por lo cual en primer lugar se tuvo que definir que representaba re trabajo de los procesos y actividades para luego crear un campo de registro de H-H en re trabajo dentro de CROMA.
Cumplimiento del presupuesto	Este indicador es medido actualmente, ya que es una información exigida para rendir cuenta a la organización del desempeño de la gestión.
Cumplimiento del entrenamiento	El porcentaje de horas de entrenamiento que se proporciona al personal no se lleva actualmente, sin embargo la información requerida para su calculo se lleva; las H-H de entrenamiento es registrada en CROMA y las H-H planificadas en el plan elaborado anualmente para el entrenamiento del personal.
Satisfacción del Personal	Actualmente la satisfacción del personal solo es medida en forma global a través de la encuesta anual de los empleados, lo que se quiere es medir la satisfacción del personal del departamento de operaciones (Ingeniería) para lo cual hay que diseñar una encuesta.

## DEPARTAMENTO DE RECURSOS HUMANOS

INDICADOR	Situación Actual
Cumplimiento en las requisiciones del personal	Este indicador no es medido actualmente y para poderlo llevar lo primero que se debe hacer es diseñar un sistema de medición
Solicitudes Cubiertas a tiempo	Este indicador no es medido actualmente y para poderlo llevar lo primero que se debe hacer es diseñar un sistema de medición
Cumplimiento del presupuesto	Este indicador es medido actualmente, ya que es una información exigida para rendir cuenta a la organización del desempeño de la gestión.
Cumplimiento del entrenamiento	El porcentaje de horas de entrenamiento que se proporciona al personal no se lleva actualmente, sin embargo la información requerida para su calculo se lleva: las H-H de entrenamiento es registrada en CROMA y las H-H planificadas en el plan elaborado anualmente para el entrenamiento del personal.
Tiempo del cumplimiento del reclutamiento	Este indicador no es medido actualmente y para poderlo llevar lo primero que se debe hacer es definir el tiempo estándar que requiere el departamento para reclutar el personal.
Solicitudes Urgentes	Actualmente este indicador no se lleva y para ello se deben registrar aquellas solicitudes que son urgentes.
Entrevista de Adaptación	La entrevista de aceptación existe actualmente, sin embargo necesita una estructuración en su diseño ya que las preguntas son netamente de desarrollo sin asignación de puntaje que permita evaluar numéricamente la adaptación.

## DEPARTAMENTO DE FINANZAS

INDICADOR	Situación Actual
Devolución de ordenes de compra	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.
Tiempo de retrabajo	El retrabajo dentro de Honeywell no se mide de ninguna manera, por lo cual en primer lugar se tuvo que definir que representaba retrabajo de los procesos y actividades para luego crear un campo de registro de H-H en retrabajo dentro de CROMA.
Retraso en cobro de facturas	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.
Facturas devueltas	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.
Capacidad de facturación	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.
Facturas a tiempo	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.
Facturas Cobradas	Este indicador es llevado actualmente y la data se recopila a través de una hoja de excel del auxiliar contable.
Días en la calle	Este indicador es llevado actualmente y la data se recopila a través de una hoja de excel del auxiliar contable.
Cheques devueltos	Este indicador es llevado actualmente y la data se recopila a través de una hoja de excel del auxiliar contable.
Cumplimiento en los pagos	Este indicador es llevado actualmente y la data se recopila a través de una hoja de excel del auxiliar contable.
Cumplimiento en la entrega de informes financieros	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.
Informes Financieros devueltos	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.
Ocupación	Este indicador no se lleva actualmente y se debe diseñar primeramente un sistema de recolección para obtener la data.



## EJECUCION DE PROYECTO

INDICADOR	Situación Actual
Avance físico del proyecto	Actualmente este indicador solo se mide en un solo proyecto, sin embargo ya se comenzó a implantar en todos los demás proyectos, la información necesaria para determinar el indicador proviene del programa primavera, el cual es utilizado para registrar la planificación y avance del proyecto por actividad, sin embargo este indicador no se encuentra estandarizado.
Facturación dentro de los periodos planificados	Este indicador es llevado en todos los proyectos y la data es recopilada por CROMA, sin embargo el indicador no se encuentra estandarizado.
Schedule Performance (SPI) Cost Performance (CPI) To complete Performance (TCPI)	Actualmente este grupo de indicadores solo se miden en un solo proyecto, sin embargo ya se comenzó a implantar en todos los demás proyectos, la información necesaria para determinar el indicador proviene del programa primavera, el cual es utilizado para registrar la planificación, presupuesto y avance del proyecto por actividad, sin embargo ninguno de ellos se encuentra estandarizados.
Working Process (WIP)	Este indicador actualmente es medido, su información es procesada por el departamento de administración y la recolección de la data necesaria se hace a través de CROMA, sin embargo este indicador no se encuentra estandarizado.
Desviación del Profit (ganancia estimada)	Este indicador no es llevado actualmente, no existe un formato para obtener la información la cual se encuentra en la propuesta y en el informe de cierre del proyecto.
Satisfacción del cliente	Este indicador se obtendrá de una encuesta de satisfacción del cliente proporcionada por el programa GPM, el número de encuestas a realizar dependerá de la duración del proyecto y el programa determinará la cantidad.
Satisfacción del personal	Este indicador se obtendrá de una encuesta de satisfacción dirigida al personal que participa en la ejecución del proyecto la cual debe ser diseñada.
Retrabajo	El re trabajo dentro de Honeywell no se mide de ninguna manera, por lo cual en primer lugar se tuvo que definir que representaba re trabajo de los procesos y actividades para luego crear un campo de registro de H-H en re trabajo dentro de CROMA.
Variación del Índice de riesgo	Actualmente no se mide este indicador y la información requerida para su calculo se obtiene de la propuesta

## INDICADORES ESTRATEGICOS

### Growth Profitable

INDICADOR	Situación Actual
ROI (Tasa interna de retorno)	Para cualquier organización los indicadores financieros son los más importantes y son los que más se lleva en cualquier organización, sin embargo al igual que el resto de los indicadores no se encuentran estandarizados.
EVA (valor agregado)	
Operating Profit % of sales (Utilidad Operativa como porcentaje de las ventas)	
Sales per Employee	
Working Capital % of sales (Capital de trabajo)	
Crecimiento por línea de producto	
Grow Margin (Margen de Ganancia)	

### World Class People

INDICADOR	Situación Actual
Rotación	Este indicador no es medido actualmente por la organización, el departamento responsable de su reporte es Recursos Humanos y la información necesaria para su cálculo se obtendrá de un registro en una hoja de Excel.
Employee Survey (Encuesta del empleado)	Este indicador es medido a través de una encuesta anual de satisfacción del personal la cual es diseñada y analizada por Honeywell (Miami) para la región andina, sin embargo la idea es adaptarla a Honeywell Venezuela
Desempeño	Este indicador es medido a través de una encuesta anual de evaluación del personal la cual es diseñada y analizada por Recursos Humanos.
Entrenamiento Bs./ Por empleado	Este indicador no se mide actualmente y para calcularlo debe obtenerse información de todos los departamentos.
Puntuación del HQV	Actualmente se realiza cada año la evaluación del HQV, sin embargo el resultado de la misma no es comparado con la meta establecida ni con los resultados anteriores

## Leadership in Control

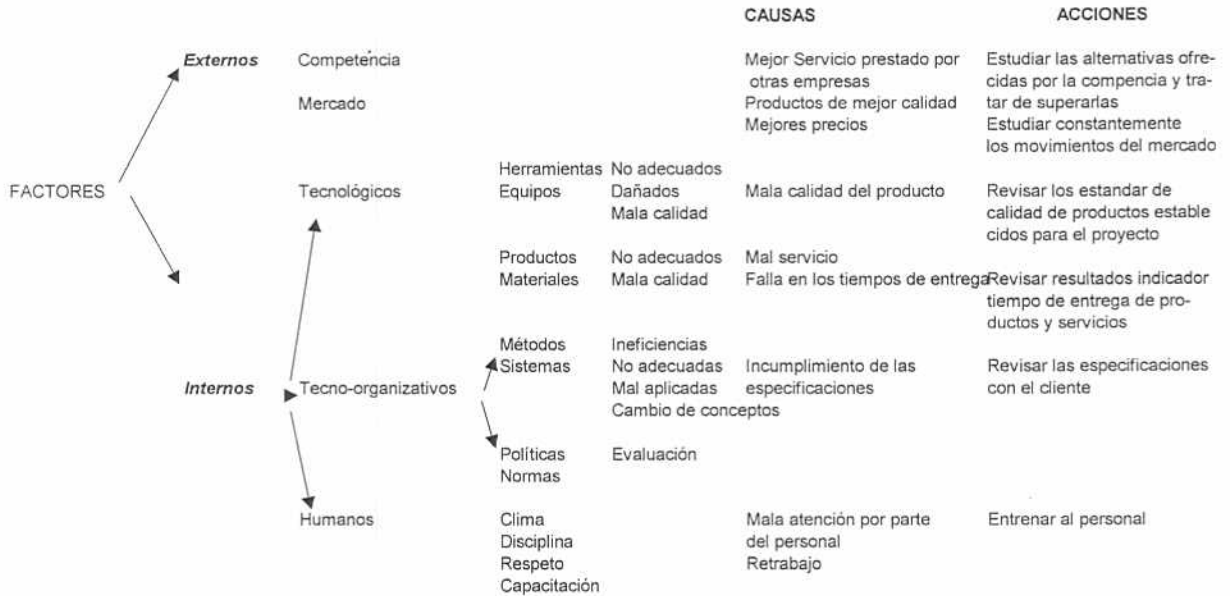
INDICADOR	Situación Actual
Delivery Time Products (Tiempo de entrega de los productos)	Este indicador no se lleva actualmente y para calcularlo se debe crear un formato que registre por cada orden de compra su tiempo de entrega con el fin de determinar cuales fueron entregadas a tiempo.
Delivery Time Proposal (Tiempo de entrega de las propuestas)	Este indicador no se lleva actualmente y para calcularlo se debe crear un formato que registre por cada propuesta realizada su tiempo de entrega con el fin de determinar cuales fueron entregadas a tiempo.
Delivery Time Project (Tiempo de entrega de los proyectos)	Este indicador no se lleva actualmente y para calcularlo se debe registrar por cada proyecto su finalización con respecto a la fecha que había sido planificada, con el fin de determinar que cantidad de proyectos fue entregada a tiempo.
Delivery Time Services (Tiempo de entrega servicios)	Este indicador no se lleva actualmente y para calcularlo se debe registrar por cada servicio post-venta prestado su finalización con respecto a la fecha que había sido planificada, con el fin de determinar que cantidad de servicios fue entregada a tiempo.
Crecimiento por línea de producto	Este indicador no es llevado actualmente y no existe ningún formato del cual se pueda obtener la información necesaria para su calculo.

## Customer Satisfaction

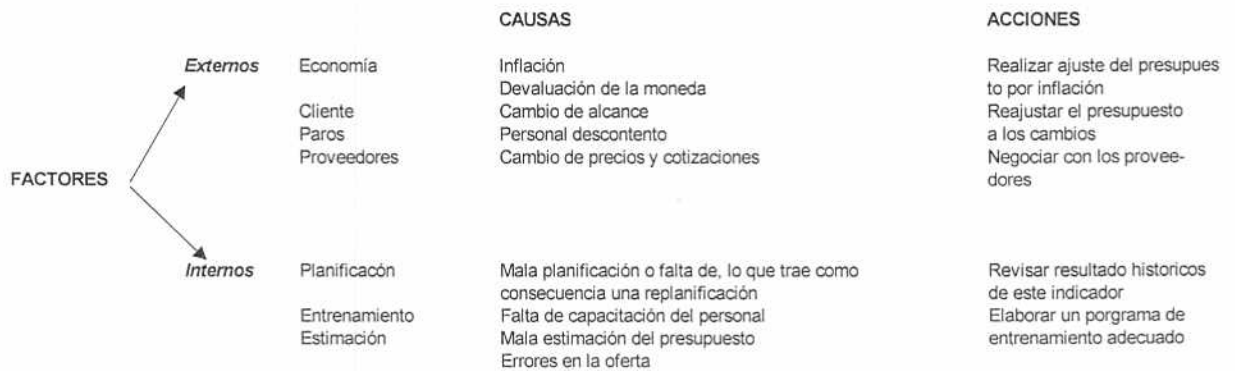
INDICADOR	Situación Actual
Customer Survey (Encuesta anual de satisfacción del cliente)	Ambos indicadores son obtenidos de encuestas ya diseñadas, la encuesta de satisfacción anual es manejada por Honeywell Corporate (Miami) y la telefónica es realizada por los vendedores a cada uno de sus clientes para luego ser enviada al Champion de HQV en Argentina para su procesamiento.
Customer Telephone Survey (Encuesta mensual telefónica)	

## ANEXO 5 ARBOL DE FACTORES

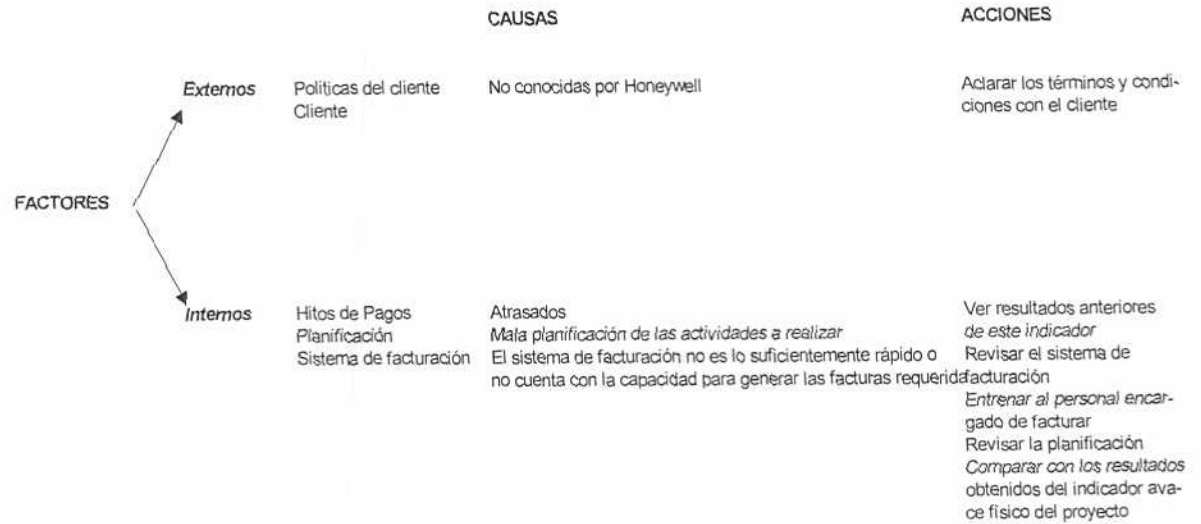
Arbol de Factores  
Indicador : Satisfacción del cliente



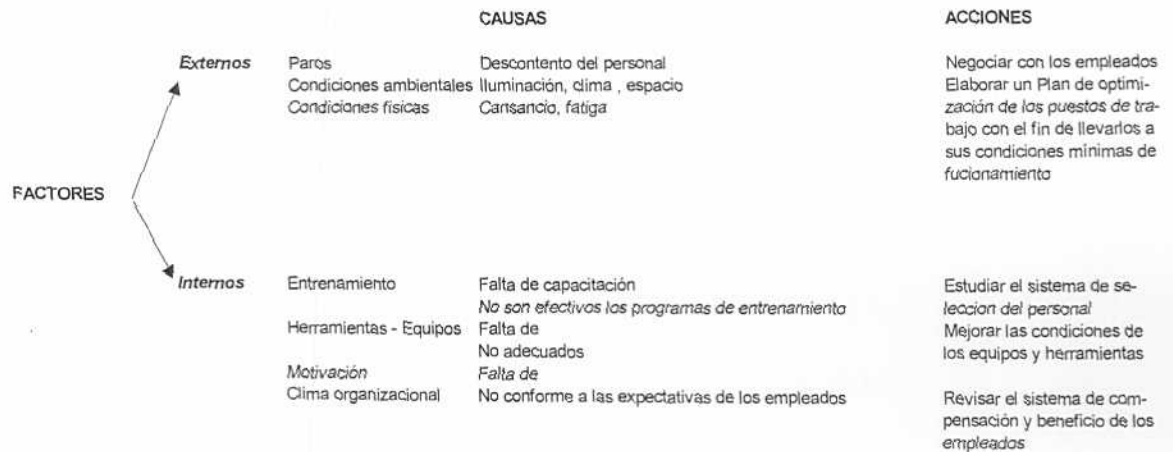
Arbol de Factores  
Indicador : Desviación del Presupuesto



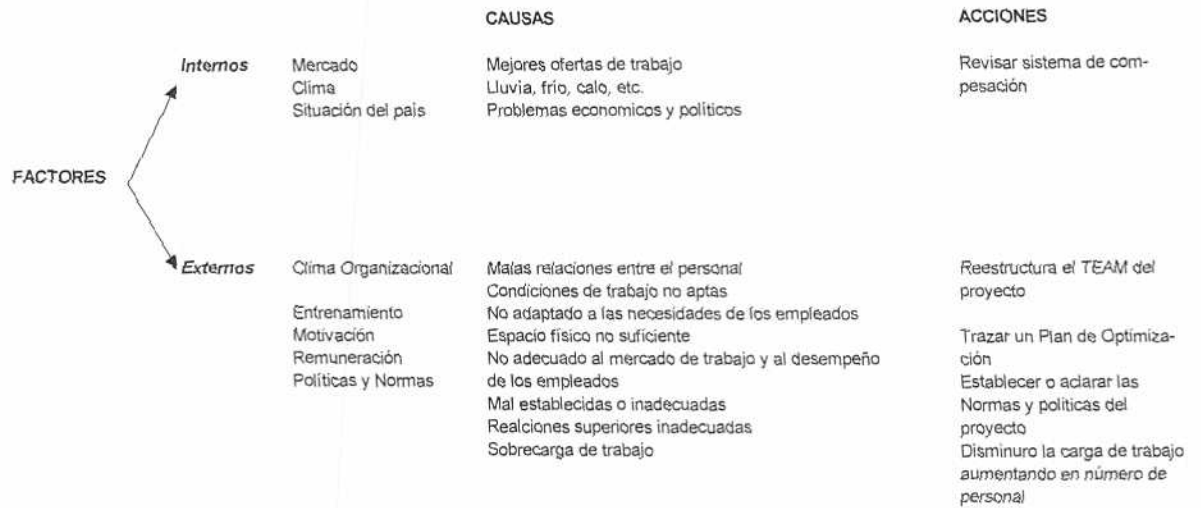
Arbol de Factores  
Indicador : Facturación dentro de los periodos planificados



Arbol de Factores  
Indicador: Cost performance



Arbol de Factores  
Indicador : Satisfacción del personal

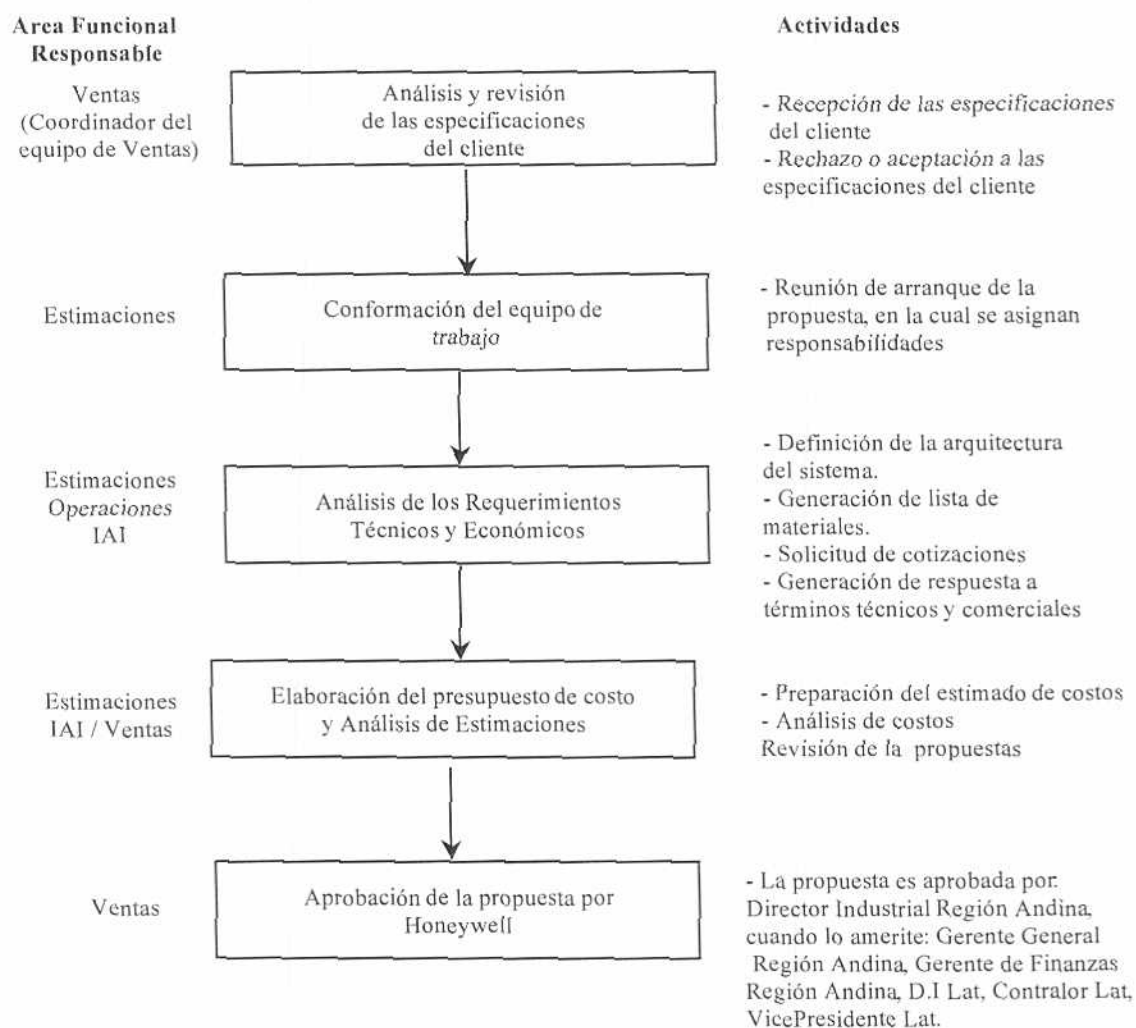




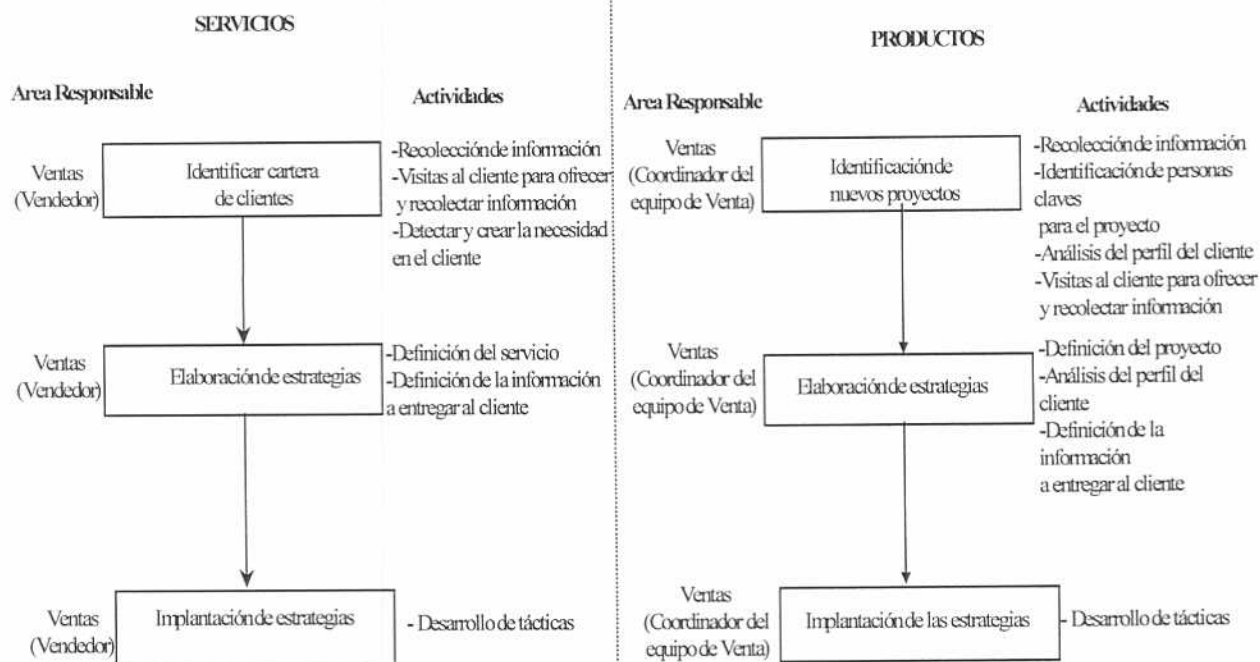
## ANEXO 6

### DIAGRAMAS DE LÍNEA

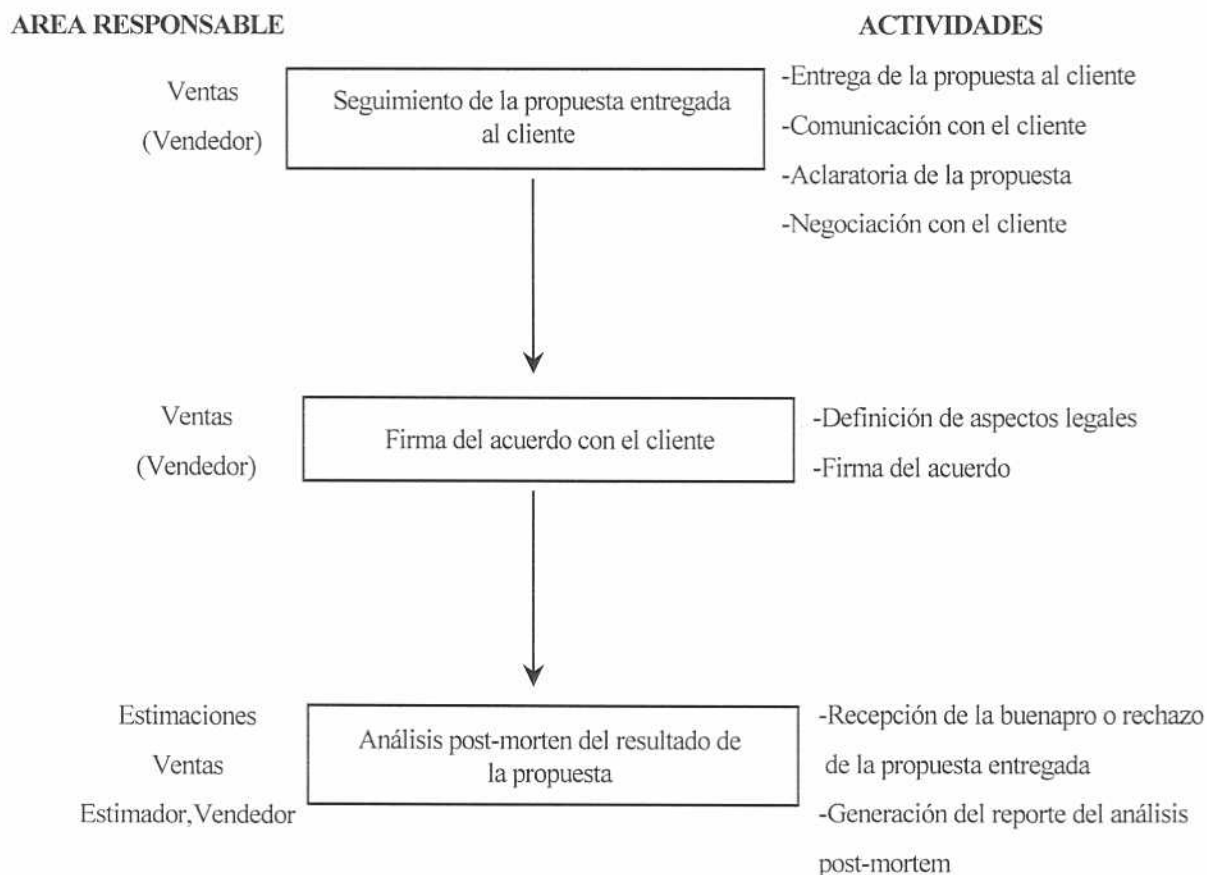
#### Diagrama de Línea Elaboración de la Propuesta



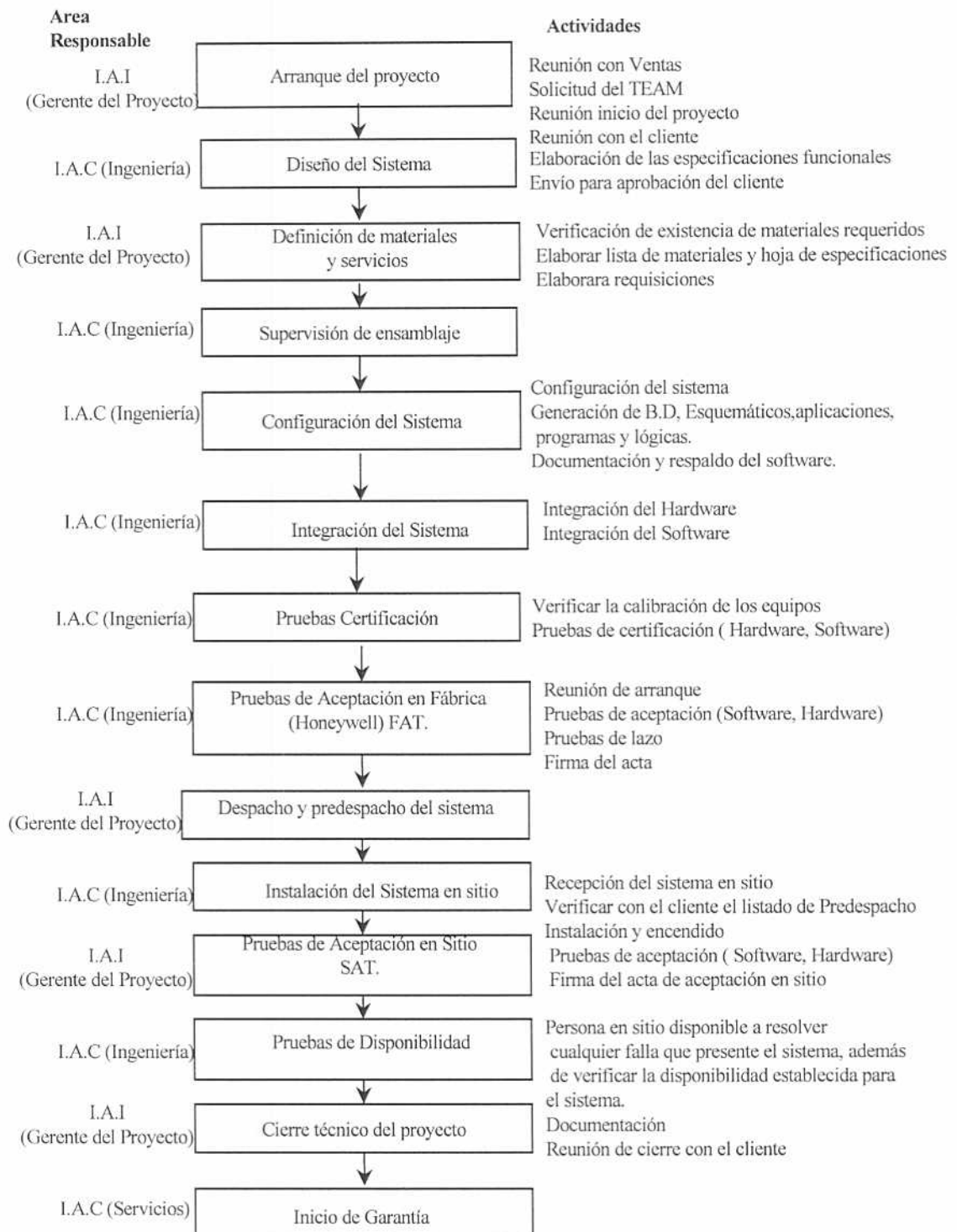
## DIAGRAMA DE LINEA GESTION DE VENTA



## DIAGRAMA DE LINEA NEGOCIACION CON EL CLIENTE



## DIAGRAMA DE LINEA PROCESO DE INGENIERIA



## ANEXO 7

### DIAGRAMAS DE CARACTERIZACIÓN

Elaboración de la Propuesta

PROCESO	ENTRADA	SALIDA	AREA RESPONSABLE	AREA FUNCIONAL	Frecuencia
Análisis de las especificaciones del cliente	Especificaciones del cliente	Rechazo o aceptación de las especificaciones del cliente	Ventas (vendedor) Cliente	Gerente de Mercadeo	Por Proyecto
Conformación del equipo de trabajo	Especificaciones técnicas del cliente, solicitud a operaciones de conformación del TEAM.	TEAM, Asignación de responsabilidades, fechas de entregas.	Estimaciones (Estimador)	Ventas (Vendedor), Operaciones.	Por proyecto
Análisis de los requerimientos técnicos y económicos	Especificaciones técnicas y comerciales	Lista de Materiales, Servicios, plan de ejecución, respuestas a las especificaciones del cliente.	Operaciones (TEAM)	Ventas (Vendedor)	Por proyecto
Elaboración del Presupuesto de costo y Análisis de Estimaciones	Lista de materiales, servicios, Plan de Ejecución, respuestas a las especificaciones del cliente, Datos estadísticos históricos	Propuesta final, Anacost	Ventas (vendedor), Estimaciones (Estimador)	Operaciones	Por proyecto
Aprobación de la propuesta por parte de Honeywell	Propuesta final	Propuesta aprobada	Ventas (Gerente de Ventas)	D.I, Finanzas, D.I Lat, Contralor, Vice Presidente, Gerente General	Por proyecto

### Nuevos Proyectos

PROCESO	ENTRADA	SALIDA	AREA FUNCIONAL RESPONSABLE	AREAS QUE PARTICIPAN	Frecuencia
Identificación del proyecto	Información suministrada por el cliente, terceros y perfil del cliente.	Proyecto identificado y documentados	Ventas (Coordinador de equipo de Ventas)	Estimaciones, Operaciones (Ing), IAI.	Por Proyecto
Elaboración de estrategias	Proyectos identificados y documentados	Estrategias a ejecutar para logra la captación del cliente	Ventas (Coordinador de equipo de Ventas)	Estimaciones, Operaciones (Ing), IAI.	Por Proyecto
Implantación de estrategias	Estrategias a ejecutar e Información del cliente	Especificaciones del cliente	Ventas (Coordinador de equipo de Ventas)	Estimaciones, Operaciones (Ing), IAI.	Por Proyecto

### Servicios

PROCESO	ENTRADA	SALIDA	AREA FUNCIONAL RESPONSABLE	AREAS QUE PARTICIPAN	Frecuencia
Identificación del cliente	Información suministrada por terceros y necesidades del cliente.	Servicios requeridos por el cliente y documentados	Ventas (vendedor)	Operaciones (servicios) Estimaciones	Por Proyecto
Elaboración de estrategias	Servicios requeridos por el cliente y documentados	Estrategias a ejecutar para logra la deseabilidad del producto	Ventas (vendedor)	Operaciones (servicios) Estimaciones	Por Proyecto
Implantación de estrategias	Estrategias a ejecutar e Información del cliente	O/C del cliente	Ventas (vendedor)	Operaciones (servicios) Estimaciones	Por Proyecto



Gestión de Negocio

PROCESO	ENTRADA	SALIDA	AREA FUNCIONAL RESPONSABLE	AREAS QUE PARTICIPAN	Frecuencia
Seguimiento de la propuesta entregada al cliente	Propuesta	Buenapro o no aceptación	Ventas (Vendedor)	Operaciones (personal del area técnica)	Por propuesta
Firma del acuerdo con el cliente	Acuerdo u Orden de compra	Cierre del acuerdo	Ventas (vendedor) Cliente	Administración	Por propuesta
Análisis PostMortem	Propuesta	Registro económico de Propuestas ganadas y perdidas	Estimaciones (Estimador)	Ventas (Vendedor)	Por propuesta

## ANEXO 8

### TRAZABILIDAD PROCESOS DE INGENIERÍA

ACTIVIDADES	DOCUMENTOS	FECHA
Designar al Gerente del proyecto	mail	25 / 11 / 96
Recepción y revisión de los documentos del proyecto		
Solicitud del TEAM por parte del Gerente del Proyecto	mail	16 / 12 / 96
Elaboración del plan del Proyecto	Plan	13 / 01 / 97 - 12 / 02 / 97
Reunión de inicio del Proyecto		No hubo
Reunión con el cliente	Minuta	29 / 01 / 97
Elaboración de las especificaciones funcionales	Especificaciones	29/05/97 (1 Revisión)
Elaboración del libro de construcción	Libro de construcción	04/97-11/97
Enviar las especificaciones y Libro de construcción al cliente para su revisión	Nota de envío de documentos	20/02/97 23/01/98
Modificación de las especificaciones y del Libro de construcción por parte del cliente		
Verificar la existencia de materiales con el listado de sobrantes y stock		
Definición de las especificaciones para los proveedores	Lista de materiales de la propuesta	22/11/96
Pedir cotizaciones	Cotizaciones	3/04/97
Elaborar requisiciones	Requisiciones	
Enviar las requisiciones al departamento de compra		
Configuración de la red		
Generación de la base de datos		
Generación de esquemáticos		
Generación de lógicas		
Documentación del Software		
Solicitud del material del proyecto		
Toma de seriales	Lista de materiales	17/04/97
Integración del Hardware		17/04/97
Integración del Software		17/04/97
Carga de B.D y otros Software		
Verificar calibración de los equipos a utilizar		
Verificar calibración de los equipos a utilizar		
Pruebas de Hardware	Acta de aceptación	18/04/97 27/05/97
Pruebas de Software	Acta de aceptación	11/04/97
Reunión de arranque de las pruebas de (FAT)	Minuta de reunión	09/06/97 11/06/97
Pruebas de aceptación del Software y del Hardware	Acta de aceptación	20/06/97
Reunión de cierre de las pruebas	Minuta de reunión	20/06/97
Predespacho del sistema		
Despacho del sistema		
Recepción en sitio		
Verificar con el cliente la lista de predespacho		

Instalación y encendido		
Reunión de arranque de las pruebas		
Pruebas de aceptación de Software y de Hardware en sitio	Acta de aceptación	27/08/97
Firma del acta de aceptación	Acta	27/08/97
Pruebas de disponibilidad		

### **COMPRAS**

<b>ACTIVIDADES</b>	<b>DOCUMENTOS</b>	<b>FECHA</b>
Recepción de la orden de compra	Orden de compra	1/12/97
Asignación del número a la orden de compra	Número	1/12/97
Colocación de la orden de compra	Mail	4/02/97
Carga de datos al sistema TRACKS		
Recepción de la mercancía por el manejador (Forwader)		5/01/98
Nacionalización de la mercancía	Hoja de nacionalización	18/03/98
Recepción de la mercancía Warehouse Venezuela		20/03/98
Inspección de la mercancía		20/03/98

## ANEXO 9

### ESTANDARIZACION DE LOS INDICADORES PROPUESTOS

DEFINICION DE INDICADORES DE OPERACIONES							
SERVICIOS							
INDICADOR	Calculo	Objetivos	Niveles ref	Resp	Periodicidad	Recolección	Consid
Ocupación	H-H transferibles a servicios	Medir la eficiencia del personal	80%	Supervisor del área	Mensual	CROPS	No hay proyectos Vacaciones
	H-H Total						
Cumplimiento del presupuesto	Presupuesto planificado	Determinar en que % se cumplió con el presupuesto asignado	90%	Supervisor del área	Mensual	Formato de Contabilidad	Aumento/disminución de personal Inflación
	Presupuesto actual						
Satisfacción del cliente	Escala del 1-5 20% cada una	Medir el grado de satisfacción del cliente a lo largo del proyecto	4	Supervisor del área	Mensual	Encuestas	Servicio retrasado Falta de personal
Desviación de las H-H Cotizadas	H-H cotizadas	Determinar la desviación en la cotización de H-H en cada servicio		Supervisor del área	Mensual	Cotizaciones	Cambios de alcance Mala estimación
	H-H reales						
Solicitudes Cubiertas	Solicitudes Cubiertas	Medir la eficiencia en el cumplimiento de las solicitudes		Supervisor de área	Mensual		Falta de personal Solicitud no recibida a tiempo
	Total Solicitudes						
H-H en Adiestramiento	H-H en Adiestramiento	Medir % de horas dedicadas a Adiestramiento	3% Verde	Supervisor del Área	Mensual	Hoja de excel del departamento	Mala planificación Falta de políticas
	H-H laborables del mes						

DEFINICION DE INDICADORES DE OPERACIONES							
INGENIERIA							
INDICADOR	Calculo	Objetivos	Niveles de ref.	Resp	Periodicidad	Recolección	Consid
Ocupación	H-H transferibles (proyectos/propuestas)	Medir la ocupación del personal del departamento	60 % Proyectos 20% Propuestas	Supervisor del área	Mensual	CROPS	No hay proyectos Vacaciones
	H-H Total						
Cumplimiento del presupuesto	Presupuesto Planificado	Determinar en que % se cumplió con el presupuesto asignado	90%	Supervisor del área	Mensual	Formato de Contabilidad	Aumento/disminución de personal Inflación
	Presupuesto Actual						
Retrabajo	H-H reales-H retrabajo	Medir la efectividad del trabajo realizado		Ingenieros	Mensual	CROPS	Falta de lectura de las especificaciones Cambio personal
	Horas reales						
H-H en Adiestramiento	H-H en Adiestramiento	Medir % de horas dedicadas a Adiestramiento	3% Verde	Supervisor del Área	Mensual		Mala planificación Falta de políticas
	H-H laborables del mes						
Satisfacción del cliente	Escala del 1-5 20% cada una	Medir el grado de satisfacción del cliente a lo largo del proyecto	3.7/3.8	Gerente de cada proyecto	Varias fases del proyecto	Encuestas por proyecto	Mala atención Atrazos del proyecto
Satisfacción del personal	Escala del 1-5 20% cada una	Medir el grado de satisfacción del personal a lo largo de cada proyecto		Supervisor Gerente de cada proyecto	Varias fases del proyecto	Encuestas por proyecto	Malas relaciones Falta de trabajo en equipo
Avance Actual del Proyecto	H-H planificadas de ingeniería	Medir la efectividad de las actividades ejecutadas en ingeniería, con respecto a las cotizadas	90%	Supervisor inmediato	Mensual	Programa Project el cual calcula el % de avance (Planificador)	Falta de entrenamiento Recursos asignados inadecuados o inexistentes
	H-H ejecutadas						

DEFINICION DE INDICADORES DE OPERACIONES							
Adiestramiento							
INDICADOR	Calculo	Objetivos	Niveles ref.	Resp	Periodicidad	Recolección	Consid
Ocupación	H-H transferibles	Medir la eficiencia del personal		Supervisor del area	Mensual	CROPS	No hay proyectos Vacaciones Falta de cursos
	H-H Total						
Cumplimiento del presupuesto	Presupuesto Planificado	Determinar en que % se cumple con el presupuesto asignado		Supervisor del area	Mensual	Formato de Contabilidad	Aumento/disminución de personal Inflación
	Presupuesto Actual						
H-H en Adiestramiento	H-H en Adiestramiento	Medir % de horas dedicadas a Adiestramiento	3% Verde	Supervisor del Area	Mensual		Mala planificación Falta de políticas
	H-H laborables del mes						
Evaluación de los Instructores	Escala del 1 al 5	Medir el desempeño de los instructores durante el curso		Supervisor del Area	Por cada curso dictado	Encuesta diseñada por el CIED	Falta de material Instalaciones inadecuadas
Cumplimiento de la planificación	# cursos dictado	Medir la eficiencia de la planificación de los cursos		Supervisor del Area	Mensual	Planificación	Falta de personal Poca demanda Mala planificación
	# cursos planificados						

## DEFINICION DE INDICADORES PARA PROYECTOS

### ON TIME

INDICADOR	Calculo	Objetivos	Niveles de ref	Resp	Periodicidad	Recoleccion	Consideracion	Reporte
Avance fisico del proyecto	$((\text{Peso de cada actividad}) / \text{Peso total}) * \text{Peso de los hitos de realizacion}$	Monitoriar en forma general el avance real del proyecto	Verde > 90% Amarillo 90-70% Rojo < 70%	Gerente de Proyecto	Mensual	Primavera (Planificador)	Clima (Lluvia, Calor) Entrenamiento Cambios de alcance	Radar
Facturación dentro de los periodos planificados	Facturas Reales (\$) / Facturas Plan (\$)	Determinar la eficiencia del proceso de facturación		Gerente de Proyecto	Por Proyecto (Por Hito, Por avance, Men)	Sistema CROPS	Atrazos en los hitos de pagos, Sistema de facturación	Radar
Schedule performance Index (SPI)	BCWP BCWS	Indica en que medida se ha cumplido con el presupuesto planificado	Por encima del 90% Verde	Gerente de Proyecto	Mensual	Primavera (Administrador)	Inflación Errores de estimación Mala planificación	Radar

BCWP=Presupuesto de costo del trabajo ejecutado(Budgeted Cost Performed)

BCWS=Presupuesto de costo del trabajo planificado(Budgeted Cost Work Scheduled)

### ON BUDGET

INDICADOR	Calculo	Objetivos	Niveles de ref	Resp	Periodicidad	Recolección	Consideración	Reporte
Cost Performance Index (CPI)	BCWP ACWP	Mide que % del costo real ejecutado fue presupuestado	Verde >= 1 Amarillo 1-0.9 Rojo < 0.9	Gerente de Proyecto	Mensual	Sistema CROPS (Administrador)	Recursos Mala estimación	Radar
To Complete Performance Index (TCPI)	$(\text{BAC}-\text{BCWP}) / \text{Work remaining}$ $(\text{BAC}-\text{ACWP}) / \text{money remaining}$	Mostrar la relación entre el trabajo a ejecutar con respecto al dinero restante	Verde < 0.9 Amarillo 1-0.9 Rojo >= 1	Gerente de Proyecto	Mensual	Sistema CROPS (Administrador)	Capacitación del personal Inflación	Radar
Working Process (WIP) Index	Costo real Costo Reconocido	Determinar la desviación de los costos reconocidos (estimados)		Gerente de Proyecto	Mensual	Sistema CROPS (Administrador)	Mala planificación Cambios de alcance	Radar
Desviación del Profit estimado	Profit real (al cierre del proyecto) Profit estimado	Determinar la desviación del Profit estimado por el Gerente			Por proyecto	Propuesta	Cambios de alcance Rotación del personal	Radar

ACWP= Costo actual del trabajo ejecutado(Actual Cost Work Performed)

BAC= Budget at completion

## DEFINICION DE INDICADORES PARA PROYECTOS

### STAKEHOLDER

#### SATISFACTION

INDICADOR	Calculo	Objetivos	Niveles de ref	Resp	Periodicidad	Recolección	Consideración	Reporte
Satisfacción del cliente	Escala del 1-5 20% cada una	Medir el grado de satisfacción del cliente a lo largo del proyecto	Verde > 4.5 Amarillo 3.5 - 4 Rojo < 3.5	Gerente de Proyecto	Varias fases del proyecto	Encuestas GPM	Servicio prestado Tiempo de entrega Calidad del producto	Radar
Satisfacción del personal	Escala del 1-5 20% cada una	Medir el grado de satisfacción del personal involucrado en el proyecto	Verde > 4.5 Amarillo 3.5 - 4 Rojo < 3.5	Gerente de Proyecto	Varias fases del proyecto	Encuestas	Clima organizacional Equipo de trabajo Relaciones superiores	Radar

### ON SPECS

INDICADOR	Calculo	Objetivos	Niveles de ref	Resp	Periodicidad	Recolección	Consideración	Reporte
Retrabajo	H-H reales-H retribuido Horas reales	Medir la efectividad del trabajo realizado		Gerente de Proyecto	Mensual	CROPS	Cambio de concepto Equipos no adecuados	Radar
Indice de Riesgo	Indice de riesgo inicial Indice de riesgo final	Medir la variación del indice de riesgo estimado (contingencia)	Verde >= 1 Amarillo 0.95 -1 Rojo < 0.95	Gerente de Proyecto	Mensual	Análisis de riesgo estipulado en GPM	Mala estimación Cambio de alcance	Radar



**DEFINICION DE INDICADORES FUNCIONALES  
RECURSOS HUMANOS**

INDICADOR	Calculo	Objetivos	Niveles ref	Resp	Periodicidad	Recolección	Consid	Reporte
Cumplimiento del entrenamiento	H-H en entrenamiento/ H-H plan para entrenamiento	Medir que % de las Horas planificadas fueron llevadas a cabo	90%	RRHH	Mensual	Nomina de contabilidad	Ver Arbol de factores	Radar
Cumplimiento en las requisiciones de personal	Total requisiciones solicitadas/ Requisiciones cubiertas	Medir la capacidad de respuesta de la gestión ante la solicitud de personal	95%	RRHH	Mensual	Formato status	Ver Arbol de factores	Radar
Solicitudes cubiertas a tiempo	Solicitudes a tiempo / Total solicitudes	Medir la eficiencia en el cumplimiento de las solicitudes	90%	RRHH	Mensual	Por Diseñar	Ver Arbol de factores	Radar
Cumplimiento del Presupuesto	Presupuesto estimado / Presupuesto real	Medir la desviación del presupuesto	90%	RRHH	Mensual	Por Diseñar	Ver Arbol de factores	Radar
Solicitudes urgentes	Total solicitudes / Solicitudes Urgentes	Medir que tan efectivo es el sistema de planificación	85%	RRHH	Mensual	Por Diseñar	Ver Arbol de factores	Radar
Entrevista de Adaptación	Puntuación 1-5	Medir la adaptación del nuevo personal y la calidad de la inducción	< 3	RRHH	Mensual	Por Diseñar	Ver Arbol de factores	Radar

**DEFINICION DE INDICADORES DE PROCESOS Y RESULTADOS  
ESTIMACIONES**

**Tiempo de entrega de las propuestas y cotizaciones**

INDICADOR	Calculo	Objetivos	Nivel Ref	Resp	Periodi-cidad	Subindicador
Tiempo de entrega de las propuestas en proyectos	Promedio(Fecha entrega solicitada - Fecha recepción espec)	Medir la eficiencia en la entrega de la propuesta para proyectos	0-40% R 40-70% A 70-100%V	Estimador	Mensual	
	Promedio(Fecha entrega Prop. - Fecha recepción espec.)					
Tiempo de entrega de propuestas y cotizaciones en serv	Promedio(Fecha entrega Prop. - Fecha recepción espec)	Medir la eficiencia en la entrega de estimaciones para servicios	0-40% R 40-70% A 70-100%V	Estimador	Mensual	T entrega cotizaciones T entrega propuestas
	Promedio (Fecha entrega solicitada - Fecha recepción espec)					

**Retrabajo en la propuesta**

INDICADOR	Calculo	Objetivos	Nivel Ref	Resp	Periodi-cidad	Subindicador
Retrabajo en la propuesta proyectos	(Nº de Propuestas realizadas - Nº de Prop. con revisión)	Medir la calidad de las propuestas realizadas	0-40% R 40-70% A 70-100%V	Estimación	Mensual	
	Nº Prop. realizadas					
Retrabajo en la propuesta servicios	(Nº de Propuestas realizadas - Nº de Prop. con revisión)	Medir la calidad de las propuestas realizadas	0-40% R 40-70% A 70-100%V	Estimación	Mensual	
	Nº Prop. realizadas					

### Tiempo de elaboración de propuestas

INDICADOR	Calculo	Objetivos	Nivel Ref	Resp	Periodi-cidad	Subindicador
Tiempo de elaboración de propuestas con menos de 30% terceros	Promedio H-H estimadas por monto	Medir la eficiencia en la elaboración de propuestas	0-40%R 40-70%A 70-100%V	Estimación	Mensual	
	Prom H-H en elaboración de propuestas con -30% terceros					
Tiempo de elaboración de propuestas con más de 30% terceros	Promedio H-H estimadas por monto	Medir la eficiencia en la elaboración de propuestas	0-40%R 40-70%A 70-100%V	Estimación	Mensual	
	Prom H-H en elaboración de propuestas con +30% terceros					
Tiempo de elaboración de propuestas servicios	Promedio H-H estimadas	Medir la eficiencia en la elaboración de propuestas	0-40%R 40-70%A 70-100%V	Estimación	Mensual	
	Promedio H-H en elaboración de propuestas					

### Ocupación

INDICADOR	Calculo	Objetivos	Nivel Ref	Resp	Periodi-cidad	Subindicador
Ocupación	H-H en propuesta	Medir la eficiencia del personal	0-40%R 40-70%A 70-100%V	Estimación	Mensual	
	H-H laborales del mes					

### Adiestramiento

INDICADOR	Calculo	Objetivos	Nivel Ref	Resp	Periodi-cidad	Subindicador
Adiestramiento	Total Horas de entrenamiento	Medir cuantas horas se empleo en el entrenamiento del personal	0-40%R 40-70%A 70-100%V	estimaciones	Mensual	
	Total Horas laborales del personal que requiere ser entrenado					

### Cumplimiento del Presupuesto

INDICADOR	Calculo	Objetivos	Nivel Ref	Resp	Periodi-cidad	Subindicador
Cumplimiento del Presupuesto	Presupuesto estimado	Determinar en que % se cumplio con el presupuesto asignado	0-40%R 40-70%A 70-100%V	estimaciones	Anual	
	Presupuesto real					

## ANEXO 10

### CARTAS DE CONTROL

#### Carta de Control Producto-Calidad

GERENCIA : OPERACIONES

FECHA:

PROCESO: CONFIGURACION DEL SISTEMA

SEMANA:

LLENADO POR :

DOCUMENTACION DEL SOFTWARE		1 REVISION		2 REVISION		3 REVISION	
CARACTERISTICAS	CALIDAD	A	B	A	B	A	B
	Portada						
	Revisiones o Aprobaciones						
	Control del documento						
	Lista de distribución						
	Indice de Revisiones						
	Anexos						
	CONTENIDO	Documentación del Software					
Configuración del Sistema							
Base de Datos							
Esquematicos							
Lógicas / Aplicaciones							
CALIDAD FINAL							
ESCALA: A = ACEPTABLE B = INACEPTABLE		OBSERVACIONES:					

## Carta de Control Producto -Calidad

GERENCIA : OPERACIONES

FECHA:

PROCESO: DISEÑO DEL SISTEMA

SEMANA:

LLENADO POR :

LIBRO DE CONSTRUCCION			1 REVISION		2 REVISION		3 REVISION	
CARACTERISTICAS	CALIDAD		A	B	A	B	A	B
	Tamano del papel	Carta						
		Doble Carta						
	Portada							
	Revisiones o Aprobaciones							
	Control del documento							
	Lista de distribución							
	Indice de Revisiones							
	Arquitectura / Mapa del Sistema							
	CALIDAD FINAL							
<b>ESCALA:</b> A = ACEPTABLE B = INACEPTABLE			<b>OBSERVACIONES:</b>					

### Cata de Control Producto-Calidad

**GERENCIA :** OPERACIONES  
**PROCESO:** DISEÑO DEL SISTEMA

**FECHA:**  
**SEMANA:**  
**LLENADO POR**

LIBRO DE CONSTRUCCION			1 REVISION		2 REVISION		3 REVISION	
CARACTERISTICAS	CALIDAD		A	B	A	B	A	B
	Tamano del papel	Carta						
		Doble Carta						
	Portada							
	Revisiones o Aprobaciones							
	Control del documento							
	Lista de distribución							
	Indice de Revisiones							
	Arquitectura / Mapa del Sistema							
	CALIDAD FINAL							
<b>ESCALA:</b> A = ACEPTABLE B = INACEPTABLE			<b>OBSERVACIONES:</b>    					

## CARTA DE CONTROL: PROCESO - PRODUCCION

GERENCIA : OPERACIONES

PROCESO: INGENIERIA

FECHA:

SEMANA:

LLENADO POR :

INFORMACION DE CONTROL		LUNES	MARTES	MIERCOLES	JUEVES	VIERNES
<b>PRODUCCION</b>	H-H elaborando especificaciones					
	H-H elaborando esquematicos					
	H-H elaborando Base de Datos					
	H-H elaborando el Libro de construcción					
	H-H lógicas y aplicaciones					
	N de Reportes emitidos					
% DE EFICIENCIA = HH reales / HH planificadas						
INFORMACION DE MEJORA						
<b>Causas de paradas</b> (Coloque cantidad de veces que se presenta)	No hay material					
	Falta de personal					
	Falla de sistema					
	Falta de PC					
	Falla de las impresoras					
	Esperando respuesta del cliente					
	No esta disponible el equipo del proyecto					
<b>Causas de perdidas de capacidad</b> (Coloque cantidad de)	Falla de sistema					
	Falta la documentación del proyecto					
	Falta de entrenamiento del personal					
	Cambio del personal					
	Cambios de alcance					
	Condiciones de trabajo deficientes					

APROBADO POR:

**ANEXO 12**  
**GENERALIDADES**



# FORMATO DE INDICADORES DE PROYECTO

**Honeywell**

Gerencia: IAI  
 Indicador: Avance Actual  
 Valor Actual: 57.80%

Fecha de Report Agosto (1998)  
 Ultimo Reporte: Agosto (1998)  
 Presentadp por: \_\_\_\_\_

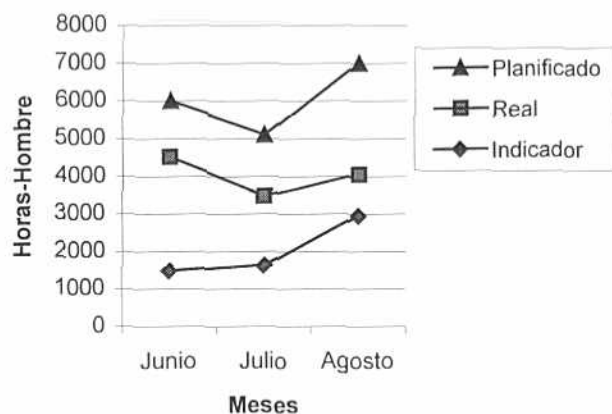
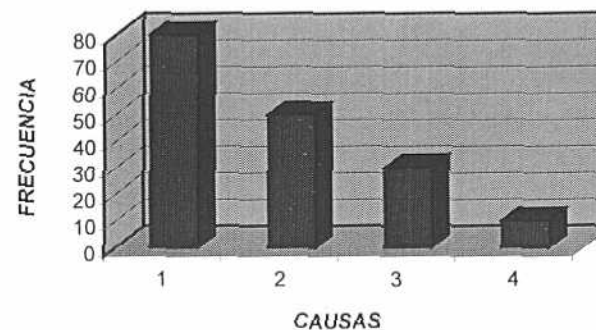


DIAGRAMA DE PARETO



Estado: <u>Amarillo</u>	
Observaciones: <u>Retrazo en la entrega de información por parte de la empresa Consultora de Ingeniería.</u>	Acciones: <u>Averiguar que actividades de la planificación se pueden adelantar.</u>
	<u>Esperar un tiempo prudencial ya que es un contrato suma global e imputable al cliente, por lo cual se puede emitir un cambio de alcance.</u>
Causas: <u>1 Retraso en entrega de información</u>	
<u>2 Falta de Material</u>	
<u>3 Falta de Equipo</u>	
<u>4 Falta de Personal</u>	

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## Business Unit Recognition (by type of award)

This document lists many internal and external awards business units have received. The table below is sorted by type of award received. If you wish to view an alternate sort of the same data by "business unit" please follow this link: ([recognition by business unit](#)).

Key for reading this Table.

Type	Business Unit	Recognition	Year	Description
1A	Honeywell Australia	Australian Quality Award	1997	Honeywell Australia received the Australian Quality Award. The AQA is the most prestigious business award in the country. While Honeywell's won a variety of state/regional quality awards the AQA is the first national quality award Honeywell has received.
1B	Home and Building Control - Australia	Australian Quality Award Finalist	1995	This award is similar to the Malcolm Baldrige National Quality Award. It is a significant achievement even to be nominated for this prestigious award. Although H&BC-Australia was not a winner, they did receive a commendation for high achievement.
1B	Measurement and Control Centre - Amiens, France	Second Prize in the French Total Quality Management Awards	1995	The Honeywell Center will now participate in the national final round of competition during first quarter 1996. To enter the competition, the Center was required to make a TQM file submission and undergo a full-day audit by the French Office of the EFQM.
1B	Measurement and Control Centre - Amiens, France	French National TQM Award Finalist	1996	The award is based upon the European Foundation Quality Management model, the counterpart of Deming and Malcolm Baldrige models. The centre's score in the national competition was in the top 15 of 2000 competing companies, and was in the 621-750 range.
1B	Measurement and Control Centre - Amiens, France	French National TQM Award Finalist	1997	Honeywell's Measurement and Control Center won the second prize in the '97 French National TQM award competition. This award-the highest in France-is based on the EFQM's business excellence model, the counterpart of the Malcolm Baldrige model.
1B	Micro Switch	Malcolm Baldrige National Quality Award Finalist	1995	Micro Switch was a finalist for the Malcolm Baldrige National Quality Award. This award promotes an understanding of quality excellence, greater awareness of quality as a crucial competitive element, and the sharing of quality information and strategies.
1B	Solid State Electronics Center	Malcolm Baldrige National Quality Award Finalist	1991	SSEC was a finalist for the Malcolm Baldrige National Quality Award. This award promotes an understanding of quality excellence, greater awareness of quality as a crucial competitive element, and the sharing of quality information and strategies.
1B	Solid State Electronics Center	Malcolm Baldrige National Quality Award Finalist	1993	SSEC was a finalist for the Malcolm Baldrige National Quality Award. This award promotes an understanding of quality excellence, greater awareness of quality as a crucial competitive element, and the sharing of quality information

				and strategies.
2A	Commercial Aviation Systems-Sensor Products Operation	Minnesota State Quality Award	1997	CAS-SPO received the Minnesota State Quality Award on Nov. 7. The award demonstrates that CAS-SPO meets worldclass standards that are based on rigorous criteria developed for the MN Council for Quality and modeled after the MBNQA for Excellence Criteria.
2A	Defense Avionics Systems	Quality New Mexico's Zia Award	1996	DAS received New Mexico's Zia Award, the highest level of recognition available from Quality New Mexico. DAS is the first Zia Award winner in Quality New Mexico's four-year history.
2A	Guidance and Navigation Operation	Florida Governor's Sterling Award	1995	The Governor of Florida's Sterling Council has given the 1995 Governor's Sterling Award for total quality management to Military Avionics in St. Pete.
2A	Measurement and Control Center - Amiens, France	First Prize in the French Total Quality Regional Management Award	1997	This award is based upon the European Foundation Quality management model in which the French location has been involved since 1994.
2A	Measurement and Control Centre - Amiens, France	French Regional TQM Award	1997	After having won the '96 French Regional TQM second-place award and a distinction at the national TQM Award in April '97, the centre was rewarded with the 1997 French Regional TQM Award (first prize).
2A	Micro Switch	Illinois' Lincoln Foundation for Business Excellence	1995	ABE is modeled after the MBNQA, but is adapted for the needs of Illinois. ABE, launched in 1995, provides a framework for Illinois organizations to drive excellence into their operations and to better deal with today's dynamic environment.
2A	Satellite Systems Operation	Arizona Governor's State Quality Award	1995	The award recognizes organizations who have mature fully-deployed quality systems, who demonstrate a commitment to continuous quality improvement, and have achieved a sustained record of quality management and achievement.
2A	Skinner Valve	Connecticut Award for Excellence - Charter Oak Recognition	1997	Skinner Valve received the highest level award for quality from the State of Connecticut. The recognition is based on the Malcolm Baldrige National Quality Award. Skinner is one of two organizations receiving the award.
2A	Solid State Electronics Center	Minnesota State Quality Award	1993	This award recognizes organizations who have demonstrated an exceptional commitment to performance excellence.
2A	Space Systems - Clearwater	Florida Governor's Sterling Award	1993	The Governor of Florida's Sterling Council has given the 1993 Governor's Sterling Award for total quality management to Space Systems - Clearwater.
2B	Centra	The Ludwig Erhard Prize Finalis+C135t	1997	Honeywell's Centra factory in Schoenaich, Germany received top ranking in Germany's highest honor for quality performance. The criteria for the award is based on the European Foundation for Quality Management (EFQM) Business Excellence model.
2B	Defense Avionics Systems	New Mexico Roadrunner Quality Award	1994	New Mexico named DAS one of only 11 winners of the state's 1994 Roadrunner Quality Award. The award recognizes significant progress in building sound and notable processes. It is the second level of a three-tier award program.
2B	Defense Avionics Systems	New Mexico Roadrunner Quality Award	1995	Quality New Mexico conferred its Roadrunner Award (the middle level in the state's three-tier quality program) on DAS for the second year in a row. This award recognizes significant progress in building sound and notable

				processes.
2B	Honeywell Measurex	British Columbia Quality Award	1998	Honeywell Measurex in North Vancouver received a Bronze Award recognizing their quality improvement initiatives and their continuous quality improvement plan.
2B	Honeywell Measurex	Award of Distinction from British Columbia Quality Award	1998	As part of the British Columbia's Quality Awards Gala, Honeywell Measurex received the Award of Distinction for Process Management.
3A	Centra	Factory of the Year, sponsored by "Produktion" and A.T. Kearney	1996	Centra recently won recognition in the German Factory of the Year contest jointly organized by the German manufacturing trade magazine "Produktion" and A.T. Kearney. Centra ranked sixth in the contest dominated by automotive companies and suppliers.
3A	Home and Building Control - Chihuahua Operations	Chihuahua's Quality Improvement Award	1995	This annual award recognizes the company that has achieved the highest level of incremental improvement in quality, productivity, delivery and corporate citizenship.
3A	Honeywell	One of the world's "100 Best Managed Companies", recognized by Industry Week	1996	Industry Week selected Honeywell as one of the world's 100 best managed companies. The winning companies are those that serve as the best examples of the best practices in each vital area of leadership. These are the companies at the cutting edge.
3A	Honeywell	Top five U.S. Board of Directors by Chief Executives magazine's	1997	Honeywell's Board of Directors was included on Chief Executive magazine's list of the top five U.S. board of directors, along with the boards from Compaq Computer, Morton International, Hershey Foods and Eastman Kodak.
3A	Honeywell Factory, Schoenaich, Germany	Best Factory, organized by INSEAD and Wirtschaftswoche business magazine	1997	The Honeywell factory in Schoenaich, Germany achieved a ranking of two in the national competition of The Best Factory contest, organized by INSEAD (Europe's foremost business college) and Wirtschaftswoche (a highly regarded business magazine).
3A	Honeywell Factory, Schoenaich, Germany	Factory of the Year, organized by AT Kearney and Produktion publication	1997	AT Kearney, in cooperation with "Produktion" a weekly trade publication for technical management, organized a national Factory of the Year contest. Prizes were awarded in six categories. Honeywell won the first prize in the Organization category.
3A	Honeywell Scottish Operations - Newhouse	British Factory of the Year, sponsored by Management Today and Cranfield University	1995	This award is sponsored by United Kingdom-based publication Management Today and Cranfield University. Against 240 other U.K. entries, the Newhouse factory received a special award for outstanding achievement.
3A	Honeywell Scottish Operations - Newhouse	Quality Award for Business Excellence, sponsored by business and local government	1997	HSO received the most prestigious of five awards from the former Secretary of State for Scotland and Minister of Defence. Achievements include recognition for cellular manufacturing, supplier relationships, employee communications and ISO1400 achievement.
3A	Industrial Automation and Control - U.S.	America's Best Plants, recognized by Industry Week	1993	Recognized by Industry Week in their Oct. 1993 issue as one of America's Best Plants.
3A	Space Systems - Clearwater	NASA George M. Low Excellence Award	1992	NASA utilizes the George M. Low Award as the premiere recognition of quality excellence for NASA suppliers.
4A	Centra	Hannover Award	1995	Forum Design Hannover award for MCR 200 design.
4A	Centra	Interklime Zagreb	1995	Centra received the Interlima Zagreb award for



		Award		XL 20 Controller as an innovative product in March 1995.
4A	Defense Avionics Systems	Companero Award by Quality New Mexico	1998	This award recognizes organizations that exemplify the core quality values and concepts of partnership, corporate responsibility and citizenship by helping other organizations move to a higher level of organizational excellence.
4A	Home and Building Control	Best of What's New Award, sponsored by Popular Science magazine	1996	H&BC's Perfect Climate Comfort Center (TM) and SYSNet(TM) will be featured by major magazines in separate listings of "best" new products. Honeywell's Perfect Climate Control Center was chosen to receive the award.
4A	Home and Building Control	R&D 100 Award (R&D Magazine)	1997	The Honeywell Technology Center and Home and Building control won an R&D 100 Award for the development of Real-Time Price Control, which provides automated control of building loads in response to the varying price of electricity.
4A	Home and Building Control	Best New Products in 1998 sponsored by Today's Homeowner magazine	1997	H&BC's Do-It-Yourself Security System was recently selected for this award. Editors review thousands of new products, but the award is given to only 50 products based on quality, innovation, value, style, ease of use and long-term reliability.
4A	Honeywell	Finalist -- 1994 Technology of the Year Award, sponsored by Industry Week	1994	Honeywell was named a finalist for Industry Week magazine's 1994 Technology of the Year Award. The nomination was based on the advanced flat cockpit displays that competed with color cathode ray tubes on the basis of performance safety.
4A	Honeywell	Seven Wonders of Engineering Award, recognized by Minnesota Society of Professional Engineers.	1996	Honeywell's new product with capabilities that far exceed those of ordinary thermostats was a '96 Seven Wonders of Engrg award winner by the MN Soc. of Prof. Engrs. This award for the Perfect Climate Comfort Center is based on uniqueness and significance.
4A	Honeywell	Financial World's Gold Award	1997	Competing with nearly 100 companies, Honeywell's annual report team won the Gold Award in the 57th Annual Reports Competition. The decision was based on the completeness of financial data as well as text clarity and design effectiveness.
4A	Honeywell Technology Center	R&D 100 Award (R&D Magazine)	1997	The Honeywell Technology Center and Home and Building control won an R&D 100 Award for the development of Real-Time Price Control, which provides automated control of building loads in response to the varying price of electricity.
4A	Honeywell Technology Center	R&D 100 Award (R&D Magazine)	1997	The Honeywell Technology Center and Micro Switch received a R&D 100 Award for the development of the vertical cavity surface emitting laser for high-speed data communication applications.
4A	Industrial Automation and Control	Control Engineer 1996 Editors' Choice Award	1996	IAC received this prestigious award from Control Engineering for the new TotalPlant <sup>(R)</sup> Solution System. Control Engrg focuses on four criteria in the selection process: service to the industry, technology advancement, uniqueness, and impact on the market.
4A	Industrial Automation and Control	Editors' Choice Award by Control Engineering Magazine	1997	Top honors for the recently introduced TotalPlant Solution (TPS) system. The award focuses on service to industry, technological advancement, uniqueness and impact on the market.
4A	Industrial	Readers' Choice	1997	Based on a survey of control engineers, plant

	Automation and Control	Award by Control Magazine		management, and plant operations personnel, the awards (two 1st-place) identify the best instrumentation and control products in the industry. Winning products: TPS and Q-Base.
4A	Industrial Automation and Control	Readers' Choice Award by Control magazine	1997	IAC received top recognition in four categories: full-scale distributed control systems (for the TPS system), recorders, process control software, and for calibration management software.
4A	Industrial Automation and Control - Neuwied, Germany	Excellent Industry Design Recognition from the Minister of Economic Affairs	1996	The high-precision Optimum quality control system for the paper industry, incorporating patented measuring techniques supplied by Honeywell's Paper Machine Automation Center, has received recognition for excellent industry design.
4A	Micro Switch	Editor's Choice Award by Appliance Manufacturer magazine	1996	The award pays tribute to the best concurrent engineering, design for manufacturing, and assembly success stories appearing in Appliance Manufacturer through 1995.
4A	Micro Switch	Product Recognition Award by Control Engineering magazine.	1996	This award recognizes Micro Switch for their Bus Builder Software. The software automatically takes much of the guesswork and the need for system design knowledge out of the process. Thirty award winners were selected from more than 6000 new products.
4A	Micro Switch	R&D 100 Award (R&D Magazine)	1997	The Honeywell Technology Center and Micro Switch received a R&D 100 Award for the development of the vertical cavity surface emitting laser (VCSEL) for high-speed data communication applications.
4A	Micro Switch	Product of the Year Award by Plant Engineering magazine	1997	Micro Switch was selected from 150 finalists to receive the Product of the Year Award for its Diagnostic Harsh Duty Limit Switch/Global Limit Switch. The switches (compatible with the Smart Distributed System device-level network) feature diagnostics that monitor critical operating parameters to anticipate and prevent problems.
4A	Yamatake-Honeywell	Product Innovation Award, sponsored by the Society of Instrument and Control Engineering	1996	Y-H's CV 3000 Alphaplus control valve recently won the Society of Instrument and Control Engineering's 1996 product innovation award. The award recognizes products that contribute to sustainable industrial development through technological innovation.
4B	Central & Eastern European Area	Russian Federation Special Award	1995	The Parliament of the Russian Federation (DUMA) awarded Honeywell in a public ceremony for their professional and speedy work in installing a Building Automation system in their parliament building which had been destroyed by fire.
4B	Defense Avionics Systems	Company of the Year, sponsored by Concurrent Engineering and co-sponsored by Structural Dynamics Research Corporation and Machine Design Magazine.	1995	DAS received recognition from the Concurrent Engrg Award program, cosponsored by Structural Dynamics Research Corp. and Machine Design Magazine. Award recognizes those who have significantly increased competitiveness by applying concurrent engrg methods.
4B	Defense Avionics Systems	Company of the Year, sponsored by Structural Dynamics Research Corporation and Machine Design	1996	DAS received this award from the Concurrent Engrg Award program sponsored by Structural Dynamics Research Corp, Ohio and Machine Design magazine. The award recognizes companies using concurrent engrg to support aggressive changes in dev and mfg processes.

		Magazine.		
4B	Defense Avionics Systems	Recognized with a Feature Article in the March issue of Distribution Magazine	1997	The Inventory Control and Distribution team at DAS received recognition from Distribution magazine. The magazine profiled the team's impressive process improvements over recent years, i.e., 5000-foot reduction in space and more than 80% drop in overtime.
4B	Home and Building Control - Hartford	Connecticut Gold Innovation Award	1996	This award recognizes H&BC's contribution for its performance contracting solutions which reduce energy costs while increasing operating efficiency and improving productivity and comfort.
4B	Honeywell	Association for Investment Management Award	1994	Honeywell's 1993 Annual Report to shareholders recently won the Association for Investment Management and Research's Award for excellence. The award is based on publication's clarity and completeness.
4B	Honeywell	Award for the Advancement of the Purchasing Professional, sponsored by Purchasing Magazine, Pennsylvania State University and the JIT II Center.	1996	Honeywell received this award for their advancement of the purchasing profession. The award, sponsored by Purchasing Magazine, Pennsylvania State University, and the JIT II Center, has only been given to two previous companies -- IBM and Intel.
4B	Honeywell	Best Corporate Information Systems Training Programs (Computerworld)	1997	Honeywell placed 8th on Computerworld magazine's list of companies with the Best Corporate IS Training Programs. 235 Fortune 1000 companies and leading consulting firms were examined to determine which companies offer the best training for their IS staff.
4B	Honeywell Canada	Building of the Year Award by Buildings Owners and Managers Association	1997	Nova Operations Centra won the Building of the Year Award for site management in the under 100,000 square foot category. The award recognizes outstanding achievement in the property management industry.
4C	Defense Avionics Systems	Outstanding Achievement Award presented by the Defense Logistics Agency	1994	DAS received two awards for its efforts with small/small-disadvantaged businesses. The Defense Logistics Agency presented the division an Outstanding Achievement Award for their small business program rating and for exceeding purchase goals during FY93.
4C	Defense Avionics Systems	US Small Business Administration's Award of Excellence	1996	This award recognizes DAS for being in the top 2% of all US contractors in its efforts in small, small-disadvantaged and woman-owned business subcontracting programs and practices. DAS is the only Honeywell division to receive this award a second time.
4C	Guidance and Navigation Operation	Corporation of the Year, recognized by the National Minority Supplier Development Council	1991	Military Avionics St. Petersburg Operation was named Corporation of the Year by the National Minority Supplier Development Council. The award demonstrated commitment to contracting with small disadvantaged businesses.
4C	Guidance and Navigation Operation	Corporation of the Year, recognized by the National Minority Supplier Development Council	1993	Military Avionics St. Petersburg Operation was named Corporation of the Year by the National Minority Supplier Development Council. The award demonstrated commitment to contracting with small disadvantaged businesses.
4C	Guidance and Navigation Operation	Corporation of the Year, recognized by the National Minority Supplier	1994	Military Avionics St. Petersburg Operation was recently named Corporation of the Year by the National Minority Supplier Development Council. The award demonstrated commitment



		Development Council		to contracting with small disadvantaged businesses.
4C	Guidance and Navigation Operation	Corporation of the Year, recognized by the National Minority Supplier Development Council	1995	On July 27, MAV-GNO received the Corporation of the Year award from the National Minority Supplier Development Council of Florida. This award recognizes demonstrated commitment to contracting with small disadvantaged businesses.
4C	Guidance and Navigation Operation	Corporation of the Year, recognized by the National Minority Supplier Development Council	1996	For the fifth time in the past six years, MAV-GNO was honored as Corporation of the Year by the National Minority Supplier Development Council. This award recognizes demonstrated commitment to contracting with small disadvantaged businesses.
4C	Honeywell	NAACP Corporate Award	1995	Michael Bonsignore addressed the NAACP 1995 Freedom Fund Banquet. At the banquet, Honeywell received a National Association for the Advancement of People award to recognize Honeywell's support for the national convention.
4C	Honeywell	Hispanic 100, selected by Hispanic Magazine	1996	Hispanic Magazine has selected Honeywell for inclusion in the '96 Hispanic 100. Hispanic 100 is the magazine's annual listing 100 corporations that provide the most opportunities for Hispanics and contributes to the advancement of the Hispanic community.
4C	Honeywell Clearwater	YWCA Tribute to Women and Corporations in Tampa Bay, Fla.	1998	Honeywell in Clearwater received this award which recognizes corporations that represent the community's highest standard of excellence. Honeywell was praised for its many programs that foster the success and advancement of women.
4C	Micro Switch	American Legion's Department of Illinois Distinguished Service Award	1995	This award recognizes long-standing efforts to recruit veterans. Micro Switch was selected from about 65 nominations in Illinois.
4C	Solid State Electronics Center	U.S. Small Business Administration's Award of Distinction	1995	The award recognizes large prime contractors for excellence in utilization of their small business program. Of the Small Business Adm's portfolio of about 2500 prime contractors/companies, less than 2% receive this award.
4D	Space System - Clearwater	Florida Sterling Region 4 Team Showcase (1995)	1995	As winner, SASSO will represent Region 4 in the Team Showcase competition at the 1996 Florida Sterling Quality Conference in May 1996.
4E	Combustion Controls Centre - Emmen	Zilveren Noot (= Silver Nut), granted by the Dutch Packaging Industry	1995	Second prize granted Combustion Controls Center Europe by the Dutch Packaging Industry. The award recognizes Combustion Control's new return-packaging tray as an innovation in the packaging field.
4E	Defense Avionics Systems	City of Albuquerque Pretreatment Gold Award	1994	This award recognizes the company for complete and consistent compliance with its industrial waste permit during program year 1994-1995.
4E	Home and Building Control	Emerald Award from the U.S. EPA	1997	The U.S. EPA recognized the Southeast H&BC area with its Emerald Award for energy savings.
4E	Home and Building Control - Chihuahua Operations	Environmental Award from Mexico's EPA and the National Maquiladora Association	1995	H&BC's operation was one of 16 winners (of 2200) of an environmental award from Mexico's Environmental Protection Agency and the Nat'l Maquiladora Asso. The award recognizes companies for their environmental stewardship while developing Mexico's economy.
4E	Home and Building	Environmental	1996	For the second consecutive year. H&BC-



	Control - Chihuahua Operations	Leadership Award from Mexico's Environmental Protection Agency		Chihuahua Ops received this award from the EPA. With this award, H&BC maintained its place among an elite group recognized for environmental excellence in Mexico -- only 22 of 3300 eligible companies were recognized.
4E	Honeywell	Corporate Achievement Award from the Int'l Institute of Energy Conservation	1995	Honeywell was awarded the first annual Corp. Achievement Award for Promoting Global Energy Efficiency, an award launched by the Int'l Inst. of Energy Conservation to recognize companies worldwide who improve energy efficiency in developing countries.
4E	Honeywell	Energy Star HVAC Large Manufacturer Partner of the Year from the US EPA	1996	The US EPA cited Honeywell for its innovative Energy Star-related marketing and consumer education efforts. The program is a voluntary industry-government partnership that promotes the development and marketing of energy-efficient products.
4E	Honeywell	ENERGY STAR(R) Buildings Partner of the Year by the US EPA Atmospheric Pollution Prevention Division.	1997	The award recognizes Honeywell for excellence in environmental leadership, energy efficiency and its work promoting the ENERGY STAR Buildings Program, which encourages organizations to reduce pollution through the use of energy-efficient technologies.
4E	Honeywell Canada	Power Smart Excellence Award, recognized by Industry peers	1995	Honeywell-Canada won a Power Smart Excellence Award for energy efficiency. Industry peers recognized Honeywell and its customers for the energy retrofit of Vancouver Hospital's University of BC site. Power Smart--a nationwide program--presented award.
4E	Honeywell DMC	Green Globe Award from Global Recycling Tech. Inc.	1997	Honeywell DMC has been acknowledged for its commitment to cleaning up the environment and reducing potentially hazardous health risks. In the past year, they have recycled nearly 1 million linear feet of spent fluorescent lamps (about 30 lbs of mercury).
4E	Honeywell Europe - Brussels, Belgium	Green Label Award from the District of Evere	1994	The award recognizes Honeywell Europe for its environmental protection program. The award was received from the District of Evere where Honeywell's office is located.
4E	Honeywell Scottish Operations - Newhouse	Award for Environmental Excellence from the Lanarkshire Environmental Business Club	1997	HSO received the Award for its success in implementing a wide-ranging environmental program, i.e., achieving significant reductions in power and water consumption and in general waste production.
4E	Maintal Factory, Germany	Environmental Recognition from the county of Hessen	1995	The apprentices of the Maintal factory participated in an annual contest sponsored by the county of Hessen. They were awarded in a public ceremony with their ideas being amongst the top three of the county for four years in a row.
4E	Mexhon, S.A. de C.V.	Environmental Excellence Award from the Mexican Ministry	1995	Mexhon, S.A. de C.V. in Tijuana, Mexico recently obtained the Environmental Excellence Award from a branch of the Mexican Ministry. The award recognizes the facilities' exceptional development of strategies and tools to protect the environment.
4E	Micro Switch	EPA Green Lights Award	1995	This recognition recognizes Micro Switch for their environmental leadership. By encouraging the widespread use of energy-efficient lighting, Green Lights is proving that profitability and environmental protection can go hand-in-hand.
4E	Micro Switch	Governor's Pollution Prevention Award	1995	On Sept. 20, Lt. Gov. Kustra presented M/S with the Gov. Pollution Prevention Award

				which honors industrial facilities, vendors, trade organizations, community groups and educational institutions for their outstanding pollution prevention efforts in 1994.
4E	Micro Switch	Governor's Pollution Prevention Award	1996	Micro Switch received Illinois' Governor's Pollution Prevention Award which honors industrial users for their outstanding pollution prevention efforts.
4E	Space Systems - Clearwater	Pinellas County Business Recycling Award	1995	Space Systems in Clearwater received a Pinellas County Business Recycling Award at the fifth Annual Business Recycling and Waste Reduction Awards banquet. The award recognizes companies for their leadership in recycling.
4F	Commercial Aviation Systems-Sensor Products Operation	Minnesota Governor's Award for Safety	1998	The award recognizes excellence in safety programs that minimize the frequency and severity rates of OSHA recordable injuries and illness. This is the third year the business has earned the top award.
4F	Commercial Aviation Systems-Sensor Products Operations	Outstanding Achievement Safety Award, presented at the MN Safety Conference	1996	CAS/SPO won this award on 5/17/96 for sustained reduction in frequency and severity rates for work related illness and injuries over the past three years. This was presented at the annual MN Safety Conference Governor's Awards luncheon.
4F	Honeywell	C. Everett Koop National Health Award	1995	The Health Project named Honeywell one of nine winners of the 1995 C. Everett Koop Natl Health Award for our Life Savers Health Incentive program. The award recognizes excellence and cost effectiveness in health promotion and disease prevention.
4F	Honeywell	Outstanding Achievement Award from the Employee Relocation Council	1995	Received an Outstanding Achievement Award from the Employee Relocation Council during the Int'l Mobility Symposium. The award recognizes Honeywell's printed policy materials for communicating relocation policy to employees transferring internationally.
4F	Micro Switch	Safety Awards, presented by the Iowa-Illinois Safety Council	1994	The Iowa-Illinois Safety Council presented Micro Switch with six safety awards for outstanding achievement in accident prevention in 1994. Iowa Gov Branstad presented the awards at the Safety Council's Professional Dev. Conf in Des Moines, Iowa in April.
4F	Space Systems - Clearwater	Healthy Start Award	1997	Space Systems was recognized for their Healthy Start program, a program geared toward prenatal and early childhood wellness of Honeywell's supportive, family-friendly policies, volunteerism and philanthropy.
4G	Defense Avionics Systems	Quality New Mexico - ABCD Award	1997	DAS was recognized for volunteer services "Above and Beyond the Call of Duty".
4G	Home and Building Control - Omaha	Awards for Excellence in Corporate Community Service, recognized by the city of Omaha, Nebraska	1994	P.J. Morgan, mayor of Omaha, Nebraska congratulated H&BC branch manager, Mark Falahee, via letter, for being chosen as a national winner of the award.
4G	Home and Building Control - West Coast Operations	1997 Company of the Year Award by San Diego's Otay Mesa Chamber of Commerce	1997	H&BC-WCO received the 1997 Company of the Year Award in recognition of their outstanding community service and support of Chamber activities.
4G	Honeywell	Points of Light Foundation Award	1995	The Points of Light Foundation award was given to only six US companies out of more than 160 nominated. Michael Bonsignore

				accepted the award in Chicago. The award recognizes outstanding employee and retiree volunteer programs.
4G	Honeywell	100 Best Corporate Citizens, ranked by Business Ethics	1996	Business Ethics-the Magazine of Socially Responsible Business, ranked Honeywell #42 on their list of 100 Best Corporate Citizens. This first-ever list pairs strong earnings performance with social factors. The ranking appears in the May-June 1996 issue.
4G	Honeywell	100 Best Places to Work, ranked by Computerworld	1996	Computerworld ranked Honeywell 67 on its list of 100 Best Places to Work. The third annual ranking used various criteria that play an important role in creating an environment where information systems individuals can thrive.
4G	Honeywell in Arizona	Corporation of the Year from National Society of Fundraising Executives	1995	This award was received from the National Society of Fundraising Executives. This organization of nonprofit executives awarded Honeywell for funding a unique project providing computer technology to blind people.
4G	Honeywell in Arizona	State of Arizona's Governor's Award	1995	Honeywell received the award as a major sponsor of Baby Arizona, an innovative prenatal care program. This honor-the highest given by the state's A Spirit of Excellence program-recognizes quality, excellence and continuous improvement in Az state govt.
4G	Honeywell in Arizona	City of Phoenix Mayor's Education Award for Business Education	1996	This award is for a partnership with the Alhambra School District, and specifically recognizes a special project for fourth graders involving an academic decathlon teaching sequential problem-solving skills.
4G	Honeywell in Phoenix	Distinguished Corporate Service Award, recognized by the city of Phoenix	1996	Honeywell in Phoenix was recognized for their contributions of time and resources. Recent examples include a grant that established the Honeywell Electronic Library, employees' participation in Make a Difference Day, and a donation of 3 baseball fields.
4G	Satellite Systems Operation	Make A Difference Foundation Award	1995	SSO received an award-recognition plaque from the Make A Difference Foundation to recognize their financial and human resource support to Make-A-Difference and other events for the past two years.
4G	Sensor and Guidance Products	1998 Partnership Minnesota Award for Cooperative Public Service	1998	SGP and SSEC received the award for sustaining the vacuum technology program at Normandale Community College. Partnership MN is a coalition of federal, state and local govt employees brought together to encourage cooperation for the benefit of quality service to the public.
4G	Solid State Electronics Center	1998 Partnership Minnesota Award for Cooperative Public Service	1998	SGP and SSEC received the award for sustaining the vacuum technology program at Normandale Community College. Partnership MN is a coalition of federal, state and local govt employees brought together to encourage cooperation for the benefit of quality service to the public.
4G	Space and Aviation Control	Points of Light Award for Excellence in Corporate Community Service	1994	In a letter from Thelda Williams, Mayor of Phoenix, Honeywell was congratulated for their commitment to volunteerism....
4G	Space Systems - Clearwater	Pinellas County Education Foundation	1997	Space Systems was recognized for their tutoring and mentoring programs, especially in English as a Second Language.
4H	Defense Avionics Systems	James S. Cogswell Outstanding	1994	The award is presented for extraordinary performance of a cleared facility in the Defense



		Industrial Security Achievement Award		Industrial Security program. This is the first time in the history of the award that two facilities (HTC & MAV-Mpls) of the same defense contractor were winners.
4H	Honeywell Technology Center	James S. Cogswell Outstanding Industrial Security Achievement Award	1995	The award is presented for extraordinary performance of a cleared facility in the Defense Industrial Security program. This is the first time in the history of the award that two facilities (HTC & MAV-Mpls) of the same defense contractor were winners.
4H	Motion and Sensor Products Operation	James S. Cogswell Outstanding Industrial Security Achievement Award	1995	The award is presented for extraordinary performance of a cleared facility in the Defense Industrial Security program. This is the first time in the history of the award that two facilities (HTC & MAV-Mpls) of the same defense contractor were winners.
4I	Commercial Aviation Systems	Gold Quill Award of Excellence by International Association of Business Communicators	1997	The CAS Communications department has been honored for the innovative design of its press kit for the Primus Epic (TM) integrated avionics system. The award recognizes outstanding achievement in business and organizational communications worldwide.
4I	Honeywell	Gold Award in the 57th Annual Reports Competition sponsored by Financial World magazine	1997	Competition for this award included documents from nearly 1000 companies, with only one gold award presented each year. Criteria for the award included completeness of financial data, clarity of written text and effectiveness of design.
4I	Industrial Automation and Control	Named Best Full Color Print Advertising Campaign by the Business Marketing Association	1997	IAC's print advertising campaign, developed by IAC and the Campbell Mithum Esty firm, was chosen from among 300 campaigns entered in the Asso's ACE Awards. The ACE is considered the top national award possible in the business-to-business communications.
4J	Honeywell in Phoenix	Large Company of the Year Professionalism Award by the Institute of Electrical and Electronic Engineers	1997	Honeywell was recognized for its contributions to the goals and programs of IEEE. Selection criteria included support of employee development/training, community involvement, as well as improving the image of engineers and the engineering profession.
5A	Air Transport Systems	Honeywell Quality Value	1996	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Air Transport Systems	Honeywell Quality Value	1997	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Business and Commuter Aviation Systems	Honeywell Quality Value	1994	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
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5A	Centra	Honeywell Quality	1994	This recognition is based on Honeywell's

		Value		internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Centra	Honeywell Quality Value	1997	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Centra	Honeywell Quality Value	1995	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Combustion Controls Centre - Emmen	Honeywell Quality Value	1994	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Defense and Avionics Systems	Honeywell Quality Value	1997	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Europe - Space and Aviation Control	Honeywell Quality Value	1997	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Guidance and Navigation Operation	Honeywell Quality Value	1994	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
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5A	Guidance and Navigation Operation	Honeywell Quality Value	1997	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Home and Building Control - Australia	Honeywell Quality Value	1995	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Honeywell Pacific	Honeywell Quality Value	1996	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Honeywell Pacific	Honeywell Quality Value	1997	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Honeywell Scottish Operations - Newhouse	Honeywell Quality Value	1994	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Industrial Automation and Control	Honeywell Quality Value	1996	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Industrial Automation and Control - U.S.	Honeywell Quality Value	1994	This recognition is based on Honeywell's internal HQV assessment process and recognizes those business units whose performance exemplify quality.
5A	Industrial	Honeywell Quality	1997	This recognition is based on Honeywell's