<table>
<thead>
<tr>
<th>SCORE</th>
<th>Baldrige PROCESS Scoring Guidelines (BUSINESS and NONPROFIT Actionable Version)</th>
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| 0% or 5% | - No SYSTEMATIC APPROACH to Item requirements is evident; information is ANECDOTAL. (A)  
- Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D)  
- An improvement orientation is not evident; improvement is achieved through reacting to problems. (L)  
- No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I) |
| 10%, 15%, 20%, or 25% | - The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the Item is evident. (A)  
- The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the Item. (D)  
- Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L)  
- The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I) |
| 30%, 35%, 40%, or 45% | - An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the Item, is evident. (A)  
- The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D)  
- The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L)  
- The APPROACH is in the early stages of ALIGNMENT with your basic organizational needs identified in response to the Organizational Profile and other Process Items. (I) |
| 50%, 55%, 60%, or 65% | - An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the Item, is evident. (A)  
- The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D)  
- A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L)  
- The APPROACH is ALIGNED with your organizational needs identified in response to the Organizational Profile and other Process Items. (I) |
| 70%, 75%, 80%, or 85% | - An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of the Item, is evident. (A)  
- The APPROACH is well DEPLOYED, with no significant gaps. (D)  
- Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING are KEY management tools; there is clear evidence of refinement and INNOVATION as a result of organizational-level ANALYSIS and sharing. (L)  
- The APPROACH is INTEGRATED with your organizational needs identified in response to the Organizational Profile and other Process Items. (I) |
| 90%, 95%, or 100% | - An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the Item, is evident. (A)  
- The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D)  
- Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L)  
- The APPROACH is well INTEGRATED with your organizational needs identified in response to the Organizational Profile and other Process Items. (I) |

Note: Click on a CAPITALIZED word or letter to go to its definition in the ACTIONABLE version of the Baldrige Business & Nonprofit Scoring Guidelines. Although the words are the same, it should not be viewed as endorsed by NIST.