

**American Society for Quality  
International Team Excellence Award Process  
Scoring Guidelines**

Note: "Exceeds" scoring level descriptions are cumulative. What is looked for in "Exceeds" must include what is in "Meets." The scoring level of "Not Covered" is not noted below. [These are meant to be general guidelines for scoring to serve as a standard for evaluating team presentations.](#) All teams are still encouraged to be as creative and as innovative as possible in sharing their stories.

		Unclear	Meets	Exceeds
1	Project Selection & Purpose (9 items @ 3 points = 27 points possible)			
1A	Explain the methods used to choose the project. (Provide specific examples of techniques and data used.)			
a	Describe the types of data and quality tools used to select the project, and why they were used.	Describes types of data and quality tools used in selecting the project without presenting rationale; a list without any description.	Describes types of data and quality tools used by the team or company in selecting the project and provides rationale for why those tools were used.	Accuracy: Gives examples to illustrate work; shows why this is the best project. Integration: Ties tool usage to a standard company process (2Aa).
b	Explain the reasons why the project was selected.	Statements that "project was assigned" without explanation or "selected" with out clear reasoning.	Explains how and why the project was selected—what discerned gap or observed opportunity lead to the launching of this project.	Accuracy: Provides supporting data, fact-based rationale, or other reason for project selection Integration: Lays groundwork for integration with 1Ac (stakeholders) or 1B (overall organizational goals).
c	Describe the involvement of potential stakeholders in project selection.	Involvement of potential stakeholders is not clear, or appearance of involvement by limited number of potential stakeholders. Team gives the appearance of operating in a vacuum.	Clearly shows that the team understands their presence in the value-chain or process; internal and external suppliers and customers and overall needs were understood and considered.	Accuracy: Shows objective data that quantifies/validates stakeholder needs. Shows how the universe of potential stakeholders was determined. Integration: Sets the stage to later provide solid evidence that stakeholders' were involved and their needs were considered throughout (e.g., 1Ca).
1B	Explain how the project supports/aligns with the organization's goals, performance measures, and/or strategies.			
a	Identify the affected organizational goals, performance measures, and/or strategies.	Identifies limited number of organizational goals/ performance measures and/or strategies, and/or does not show their relationship to the project.	Shows the organizational goals, strategies, etc. with which the project aligns.	Accuracy: Provides examples of the project goals that best support the organization and how they were determined and prioritized. Integration: Clearly tie 1Ba, b, and c together.
b	Identify the types of impact on each goal, performance measure, and/or strategy.	Gives generic descriptions of impact areas, e.g., "project will impact quality" without reference to nature or type of impact.	Notes the types of impact on each goal, objective, and/or measure noted in 1Ba.	Accuracy: Provides additional details about the type of impact, how determined, etc. Integration: Clearly tie 1Ba, b, and c together.
c	Identify the degree of impact on each goal, performance measure, and/or strategy, and how this was determined.	Gives degree of impact for only some areas, and/or does not explain how the extent of the impact was determined.	Shows the degree of impact on each goal, objective, or measure, and how that degree was quantified or characterized.	Accuracy: Provides additional details about the degree of impact. Integration: Clearly tie 1Ba, b, and c together.
1C	Identify the potential stakeholders (who may be impacted by the project) and explain how they may be impacted by the project.			
a	Identify potential internal and external stakeholders and explain how they were identified.	Appears to identify only some stakeholders, and/or does not explain how they were identified.	Gives list of stakeholders and explains how they were identified.	Accuracy: Shows broader, deeper, and/or more robust tools/results in the identification of stakeholders. Integration: Links to 1Ac and/or other stakeholder areas; carries theme throughout.
b	Identify the types of	Describes the types of	Acknowledges that	Accuracy: Gives clearer presentation

	potential impact on stakeholders and explain how these were determined.	impact the project will have on only some of the identified stakeholders and/or does not explain how the impact was determined.	different stakeholders may be impacted differently by identifying various types of impact and how they were determined.	of differences among the stakeholder groups and how that was important to the project. Describes how the tools and methods ensure the validity of stakeholder impact for the different types of stakeholders. Integration: Ties to 4Ab—set stage for Expected Resistance section.
c	Identify the degree of potential impact on stakeholders and explain how this was determined.	Describes the degrees of impact project will have on only some of the identified stakeholders and/or does not explain how the impact was determined.	Acknowledges that different stakeholders may be impacted to differing extents by identifying differing degrees of impact and how they were determined.	Accuracy: Describes how the tools and methods ensure the validity of stakeholder degrees of impact data. Integration: Ties to 4Ab—set stage for expected resistance.

		Unclear	Meets	Exceeds
2	Current Situation Analysis (6 items @ 4.5 points = 27 points possible)			
2A	Explain the approach/ process the team used to identify the potential root causes/improvement opportunities.			
a	Describe the methods and tools used to identify possible root causes/improvement opportunities.	Lists types of data and/or quality tools used in determining potential root causes/improvement opportunities without any descriptions or explanations.	Describes types of data and quality tools used in determining potential root causes/improvement opportunities, including the use of any company-standard approach.	Accuracy: Provides how, who, and the rationale for why the tools were used. Examples of use and verification of how they were proven successful. Integration: Ties any standard company approach/tool set throughout rest of presentation.
b	Describe the team's analysis of data to identify possible root causes/improvement opportunities.	States the team analyzed data with limited or no examples or details of the analysis.	Provides specific examples of data, explaining how it was analyzed and how this lead to potential root causes/improvement opportunities.	Accuracy: Provides increased breadth or depth of information in addition to what was provided for "meets."
c	Describe how or if any of the stakeholders were involved in identifying the possible root causes/improvement opportunities.	Lists stakeholders involved in identifying potential root causes/improvement opportunities; no clear statement concerning how they were involved.	Describes how stakeholders were involved or their needs addressed during the identification of potential root causes/improvement opportunities.	Accuracy: Spells out stakeholder roles; impact on potential root cause ID. Integration: Shows linkage to the full set of potential stakeholders identified in 1C. Relates to other stakeholder involvement.
2B	Describe how the team analyzed information to identify the final root cause(s)/improvement opportunity(ies). (Include any appropriate validation.)			
a	Describe the methods and tools used to identify the final root cause(s)/improvement opportunity(ies).	Repeats 2Aa. Not clearly showing how the team progressed from the "many" to the one. Simple list of tools/methods.	Describes types of data and quality tools used to narrow down 2A's potential root causes/improvement opportunities to final root cause(s)/improvement opportunity(ies).	Accuracy: Provides how, who, and the rationale for why the tools were used. Examples of use and verification of how they were proven successful. Integration: Shows clear linkage to 2A—potential causes. Ties tool usage to a standard company process (2Aa).
b	Describes the team's analysis of data to select the final root cause(s)/improvement opportunity(ies).	Repeats 2Ab. Not clearly showing examples or role of data analysis.	Provides specific examples of data, explaining how it was analyzed and how this helped to identify the final root cause(s)/improvement opportunity(ies).	Accuracy: Provides increased breadth or depth of information and analysis.
c	Identify the root	Describes the final root	Identifies the final root	Accuracy: Provides examples of

	cause(s)/improvement opportunity(ies) and explain how the team validated the final root cause(s)/improvement opportunity(ies).	cause(s)/improvement opportunity(ies) without addressing their validation.	cause and explains how it was validated.	validation data and summary of validated outcomes; provides more depth to validation, or multiple sources of validation.
3	Solution Development (9 items @ 3 points = 27 points possible)			
3A	Explain the methods used to identify the possible solutions/improvement actions.			
a	Describe the methods and tools used to develop possible solutions/improvement actions.	Lists methods and tools used in developing possible solutions/improvement actions without any descriptions or explanations.	Describes methods and tools used in identifying/developing possible solutions/improvement actions.	Accuracy: Provides rationale for why the tools were selected. Provides examples of tools used and verification they were used successfully. Integration: Ties tool usage to a standard company process (2Aa).
b	Describe the team's analysis of data to develop possible solutions/improvement actions.	Lists methods and tools used in analyzing possible solutions/improvement actions without examples or explanations.	Provides specific examples of data, explaining how it was analyzed and how this helped to identify possible solutions/improvement actions.	Accuracy: Provides supporting data and fact-based rationale for analysis of possible solutions/improvement actions. Examples of how tools generated analysis findings for possible solutions/improvement actions.
c	Indicate the criteria the team decided to use in selecting the final solution(s)/improvement action(s).	Provides selection criteria that are unclear.	Provides selection criteria.	Accuracy: Explains why the criteria were appropriate for this project. Presents criteria with increased robustness. Integration: Shows how the specific project criteria ties to organizational goals (1B).

		Unclear	Meets	Exceeds
3B	Explain how the final solution(s)/improvement action(s) was/were determined.			
a	Describe the methods and tools used by the team to select the final solution(s)/improvement action(s).	Lists methods and tools used in selecting the final solution(s)/improvement action(s) without any descriptions or explanations.	Describes methods and tools used to evaluate potential solutions/improvement actions against the criteria from 3Ac.	Accuracy: Provide examples of how approaches utilized created more viable potential solution(s)/improvement action(s). Integration: Ties tool usage to a standard company process (2Aa).
b	Describe the team's analysis of data to select the final solution(s)/improvement action(s).	Lists methods and tools used for analyzing data and selecting final solution(s)/improvement action(s) without examples or explanations.	Provides specific examples of data, explaining how it was analyzed and how this helped in selecting final solution(s)/improvement action(s).	Accuracy: Provides factual details on the analysis process and its use in selecting final solution(s)/improvement action(s). Describes how the tools and methods ensure validity of the potential solution(s)/improvement action(s).
c	Describe the involvement of stakeholders in the selection of the final solution(s)/improvement action(s).	Involvement of potential stakeholders is not clear, or appearance of involvement by limited number of potential stakeholders. Team gives the appearance of operating in a silo or vacuum. Simple list of involved stakeholders.	Describes how stakeholders were involved or their needs addressed during the selection of the final solution(s)/improvement action(s).	Accuracy: Spells out stakeholder roles and impacts on final solution selection; shows increased depth or breadth to the stakeholder involvement. Integration: Shows linkage to the full set of potential stakeholders identified in 1C; relates to other stakeholder involvement.
3C	Explain the final solution(s)/improvement action(s), validation, and the benefits expected to be realized by implementing the team's solution(s)/improvement action(s).			
a	Describe the final solution(s)/improvement action(s) and explain how the team validated the	States the solution and/or describes the final solution(s)/improvement	Describes the final solution(s)/improvement action(s) and methods used for validating the	Accuracy: Provides more depth to validation, or multiple sources of validation. Integration: Provides data utilized for

	final solution(s)/improvement action(s).	action(s) with no explanation of validation efforts.	final solution(s)/improvement action(s).	validating the final solution(s)/improvement action(s). Ties to work done in other sections.
b	Indicate the types of tangible and intangible benefits that are expected to be realized by implementing the team's solution(s)/improvement action(s).	Indicates either tangible or intangible benefits only; no effort to explain why they feel intangible benefits will be realized.	Indicates types of tangible and intangible benefits expected from implementing final solution(s)/improvement action(s). Reasoning behind intangibles given.	Accuracy: Describes the methods and tools used to factually determine benefits from implementing final solution(s)/improvement action(s). Quantifies benefits. Integration: Shows how expected benefits relate to the (positive) potential impacts on stakeholders (1Cb, c).
c	Explain how the team used data to justify the implementation of the team's solution(s)/improvement action(s).	Justification given without clear tie-back to organizational benefit.	Presents the information and data used to demonstrate the value to the organization in implementing its solution(s)/improvement action(s).	Accuracy: Provides more objective justification; justification from multiple sources; more sophisticated justification. Integration: Shows linkages back to the decision criteria (3Ac) and/or organizational goals (1B).
4	Project Implementation and Results (9 items @ 3 points = 27 points possible)			
4A	Explain how buy-in/agreement was achieved for implementation.			
a	Indicate the types of internal and external (if applicable) stakeholder involvement in implementation.	Lists involved stakeholders. Statements regarding implementation not clearly tied to specific stakeholders.	Indicates types of stakeholder involvement in implementation.	Accuracy: Explains how the stakeholders were involved through use of examples, details, etc. Integration: Shows linkage to the full set of potential stakeholders identified in 1C.
b	Describe how various types of resistance were identified and addressed.	Lists types of resistance, but no details on how it was anticipated, identified, and addressed.	Describes how each type of resistance was anticipated/identified and addressed.	Accuracy: Explains how methods for addressing resistance helped foster successful implementation of solutions/improvement actions. Integration: Ties "anticipated" resistance back to potential negative impact (1Cb/c).
c	Explain how stakeholder buy-in was ensured.	Gives incomplete explanation or incomplete coverage of stakeholder groups; buy-in was post-implementation.	Explains how the team knew they had stakeholder buy-in from all stakeholder groups (or explanation for missing groups) prior to implementation.	Accuracy: Shows degree of buy-in or validation of buy-in from multiple sources. Integration: Shows linkage to the full set of potential stakeholders identified in 1C.

		Unclear	Meets	Exceeds
4B	Explain the approach used by the team to implement its solution(s)/improvement action(s) and to ensure the results.			
a	Describe the plan developed by the team to implement its solution(s)/improvement action(s).	Lists implementation activities. No clear evidence of a documented plan.	Describes the planning details, including plans for deployment.	Accuracy: Shows breadth and depth of plan, including level of details; includes "higher-level" plans like contingency and risk-assessment plans. Integration: Shows tie-in back to stakeholder groups (1C).
b	Describe the procedure, system, or other changes that were made to implement the solution(s)/improvement action(s) and to sustain the results.	Describes the procedure, system, or other changes made to implement the solution(s)/improvement action(s) without reference to sustaining results; lists changes only.	Describes the procedure, system, and/or other changes made to implement the solution(s)/improvement action(s) and sustain the results.	Accuracy: Explains how changes made were factually evaluated to ensure desired results would be successfully achieved. Provide evidence that changes were sustained.
c	Describe the creation and installation of a system for	Indicates the existence of a system for	Describes the creation and use of a system for	Accuracy: Explains how the measurement system(s) were

	measuring and sustaining results.	measuring results without details and/or without reference to sustaining results.	measuring and sustaining results or how an existing system was used.	validated. Integration: Shows how the measurement systems assure project supports organizational goals (1B).
4C	Describe the results achieved.			
a	Indicate the types of tangible and intangible results that were realized.	Discusses tangible or intangible benefits only. Intangible results presented without substantiation.	Describes the types of tangible and intangible results realized, including how intangible results were identified as improvements.	Accuracy: Shows multiple and/or independent validations of results; benefits lasting over time; <i>etc.</i> Integration: Ties actual results to expected results (3Cb).
b	Explain how the project's results link with the organization's goals, performance measures, and/or strategies.	Lists related goals, <i>etc.</i> with linkage not explained; explanation/coverage incomplete based on rest of presentation.	Explains how project results link with organization's goals, performance measures, and/or strategies.	Accuracy: Provides data to support the degree of impact on the organization's goals, performance measures, and/or strategies. Integration: Compares the impact with original projections that justified project selection (3Cc).
c	Explain how results were shared with stakeholders.	Shows communication limited to only some stakeholder groups.	Describes methods used for sharing results with various stakeholders.	Accuracy: Explains how the team determined that results were successfully communicated to stakeholders. Explains how stakeholder satisfaction with the project was assessed. Integration: Shows linkage to the full set of potential stakeholders identified in 1C.
5	Team Management and Project Presentation (4 items @ 4.5 points = 18 points possible)			
5A	Explain how the team members were selected and how they were involved throughout the project.	Explains who the team members are and how they were selected to be on the team. Alternatively, project involvement only is explained.	Explains specific types of participation of all team members, in addition to explaining how/why they were selected.	Accuracy: Shows use of more objective criteria for selecting team members; shows appropriateness of membership and involvement throughout the life of the project.
5B	Explain how the team was prepared to work together in addressing the project.	Gives no (or very limited) evidence of team and tool training/preparation.	Explains how the team was prepared to work together as a team and how they were equipped to handle the assigned project.	Accuracy: Provides details on what preparations were needed and how they were effectively implemented. Demonstrates how well this benefited the team members in effectively working together.
5C	Explain how the team managed its performance to ensure it was effective as a team.	Gives partial or limited explanation of routines and techniques used.	Describes how the team was organized and managed with respect to communication and management routines, effective resource utilization, <i>etc.</i>	Accuracy: Shows use of more objective tools and criteria to assure team operated effectively. Shows that team operated smoothly over life of project.
5D	The team will also be judged on the clarity and organization of its presentation.	Demonstrates poor organization; audio and visual presentation conflicted instead of reinforced presentation.	Demonstrates clear audio/video and/or live presentation that was organized to effectively address Criteria.	Integration: Presentation where the visuals consistently reinforced and added to the clarity of the presentation.