The AME Excellence Award recognizes North American manufacturing plants that have demonstrated excellence in manufacturing and business operations. The primary focus of the award is to acknowledge continuous improvement, best practices, creativity and innovation. This award supports AME’s mission of inspiring commitment to enterprise excellence through shared learning and access to best practices.

To apply for the AME Excellence award, begin by completing the Intent to Apply and Plant Profile. Send the completed information to jstrohmeyer@ame.org by February 5, 2018.

Then gather your team, gain consensus and complete the self-assessment using the Excel version of the AME Lean Sensei®. You can download the Excel version of the AME Lean Sensei at www.ame.org/lean-sensei.

Include information in the proof/gaps (evidence) column to support each response. Keep in mind the Award Criteria as you reach consensus scores on the 60 Lean Sensei questions. The Metric Supplementary Information document is found online. If the Lean Sensei does not allow enough space for documentation, please include supplementary material with the submission. To do this, write the file name of the supplemental material in the evidence column for that item.

The application requirement for 2018 is for a single plant, including “maintenance, repair, and overhaul” operations in either the public or private sector.

The following evaluation criteria detail a lean systems model for manufacturing excellence.

AME Excellence Award Criteria:

<table>
<thead>
<tr>
<th>Policy Deployment Process</th>
<th>Manufacturing &amp; Business Operations</th>
<th>Plant Results</th>
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</thead>
<tbody>
<tr>
<td>300 points</td>
<td>200 points</td>
<td>50 points</td>
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<tr>
<td>Management System</td>
<td>Safety &amp; Environment</td>
<td>Cost</td>
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<td>150 points</td>
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<td>50 points</td>
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<tr>
<td>Safety &amp; Environment</td>
<td>Extended Value Stream Management.</td>
<td>Delivery</td>
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<td>150 points</td>
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<td>Extended Value Stream</td>
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<td>Management (150pts)</td>
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<td>Leadership and all</td>
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<td>Associates</td>
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<td>Policy</td>
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<td>Deployment Plan</td>
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<td>Maintenance, repair,</td>
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<td>and overhaul</td>
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<table>
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<tbody>
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<td><strong>Policy Deployment Process</strong></td>
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<td><strong>300 points total</strong></td>
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</table>

A policy deployment process details the management system strategy and human and organizational development system of a plant or organization as a means to achieve desired business results in terms of safety, morale, quality, cost and delivery.

**Management System 150 points**

*Issues to be addressed include (but are not limited to) the following:*

- Describe your plant’s policy deployment process, such as hoshin kanri planning, strategic planning, etc.
- Explain the key methods the company uses to clarify goals, define strategies, identify problems and develop counter-measures.
- What is the scope and level of the plant’s cascading of policy, goals, strategies, and action plans for both the shop floor and the front office?
- Describe your plant’s continuous improvement program to achieve the policy deployment plan.
- Outline the role and relationship of leadership and all associates in achieving company goals and objectives.
- Explain how you utilize standard work in your management approach, including going to the gemba (where the work is done) to learn what is really happening.
- Describe your system of outlining expectations and follow-up with all plant and site personnel.

**Human and Organizational Development 150 points**

*Issues to be addressed include, but are not limited to the following:*

- Describe your plant’s approach to ensure leaders and managers develop people’s talents and capabilities.
- How does your leadership show respect for people?
- Describe your plant’s approach to diversity and inclusion.
- Describe how leadership promotes self-reflection to improve leadership skills.
**2018 AME EXCELLENCE AWARD GUIDELINES AND EVALUATION CRITERIA CONTINUED**

- Describe how the plant ensures leaders and managers practice effective communication, listening and building relationship skills.
- List efforts being used to achieve a high level of employee engagement.
- Describe your plant’s problem-solving/improvement process, including the role of teams.
- What is the role of manufacturing associates and front office personnel in achieving kaizen or continuous improvement, and how are skills related to improvement and teamwork included in employee job requirements?
- How do you regularly recognize and reward individuals and teams?
- Describe how you have changed your organization to better align for creating value across different departments and work groups?
- Report three to five years evidence of employee engagement, including a clear description of how you measure it.

### Safety and Environmental Health

A safety and environmental health focus is key to successful business. Respond to the following issues aimed at ensuring safety in the workplace and the efforts aimed at achieving a carbon-neutral impact on the environment.

- Describe your safety program, including efforts to ensure ergonomic safety.
- Describe your system of outlining expectations and follow-up with all plant and site personnel.
- How are you improving your safety program?
- What is your impact on the environment?

**Required results for this section:**

- Report your safety record for the past three to five years.
- Report your energy efficiency record for the past three to five years.

### Manufacturing and Business Operations

**3 Manufacturing and Business Operations 300 points total**

The focus and efforts to achieve excellence in manufacturing and front office processes are key to business success. This section should address how techniques and principles have been used to achieve a continuous improvement system and culture. The goal is to eliminate all non-value-added processes, which requires attention to the three M’s: waste (muda), unevenness, fluctuation and variation (mura) and overburdening people or equipment (muri). The three M’s should be viewed as fitting together as a whole system.

This section is not designed to see how many improvement techniques have been utilized, but to learn how you have used the appropriate techniques and processes to achieve manufacturing and front office business excellence.

It is important to outline the role and relationship of all three M’s. Examples of your accomplishments and results can be presented to document improvement, such as quick changeover, reduction and more.

#### Manufacturing Operations 200 points

**Waste (muda)**

It is important that your award submission outline describes all efforts to identify and eliminate all forms of waste (muda) on the shop floor.

The generally recognized forms of waste are:
- overproduction
- waiting
- transportation time
- excess process time
- excess inventory
- excess motion
- defects
- unused employee creativity

#### Unevenness, fluctuation, and variation (mura)

Describe all efforts to identify and eliminate all forms of unevenness, fluctuation and variation on the shop floor.

The lean techniques, tools and principles that are generally accepted to eliminate unevenness and variation include, but are not limited to:
- standard work
- jidoka or stop the line
- poka-yoke or mistake/error proofing
- heijunka or level loading work
- kanban or managing work in process
- yokotan or sharing information sideways across the organization
- preventative or total productive maintenance
- value stream mapping
- other techniques, tools or principles

**Overburdening people or machines (muri)**

Describe all efforts to identify and eliminate all forms of overburdening people and machines on the shop floor. Muri is often the result of muda and/or mura practices.

The lean techniques, tools and principles that are generally accepted to eliminate overburdening people and machines include, but are not limited to:
- 5S standards and discipline
- cellular layout
- one-piece flow
- point-of-use tools
- quick changeover
- visual systems
- right-sized equipment
- ergonomic equipment and processes
- part and material presentation
- other techniques, tools or principles

5S and heijunka, among other techniques, can be viewed as being focused on both the unevenness and overburden categories.

#### Business Operations 100 points

It has been demonstrated by many organizations that manufacturing techniques, tools and principles can be operationally applied to transactional or front office activities. The same processes are listed to guide your award submission.

**Waste (muda)**

Describe all efforts to identify and eliminate all forms of waste (muda) in the front office.

The generally recognized forms of waste are:
- overproduction
- waiting
- transportation time
- excess process time
- excess inventory
- excess motion
- defects
- unused employee creativity

**Overburdening people or machines (muri)**

Describe all efforts to identify and eliminate all forms of overburdening people and machines in the front office. Muri is often the result of muda and/or mura practices.

The lean techniques, tools and principles that are generally accepted to eliminate unevenness and variation include, but are not limited to:
- standard work
- poka-yoke or mistake/error proofing
- heijunka or level loading work
- kanban or managing work in process
- yokotan or sharing information sideways across the organization
- value stream mapping
- other techniques, tools or principles

5S and heijunka, among other techniques, can be viewed as being focused on both the unevenness and overburden categories.
Product development and supplier management are key to achieving high-level business results to meet customer expectations. In many cases, product development and supplier management for a multi-plant corporation are not located at the plant. However, product development and supplier management techniques, tools and principles still are necessary for manufacturing success.

If your plant is not directly responsible for product development and supplier management, you will need to solicit expected documentation and information from the appropriate corporate offices and describe your processes appropriately. If the plant is part of a multi-plant corporation, include information from that perspective if it impacts your extended value stream.

Product development and supplier costs significantly impact the total cost of a product.

**This section should describe the processes of product development and supplier management by the plant applying for the AME Excellence Award.**

Please include appropriate data or results where possible to document the trend and level of improvement.

**Product Development**

**75 points**

*Issues to be addressed include (but are not limited to) the following:*

- What processes do you have in place at the highest level to foster breakthrough solutions vs. incremental improvement to meet and/or stay ahead of customer expectations?
- What innovative processes and/or lessons-learned methods are used to reduce cost and increase value to the customer?
- Describe the processes used for improvement of existing products (or services).
- What do you do in your new product development process to minimize total cost?
- What is your approach to benchmarking?
- How do you focus on variety reduction, commonality and modularity?

**Supplier Development and Procurement**

**75 points**

*Issues to be addressed include (but are not limited to) the following:*

- How do you partner with your suppliers to minimize total cost to your value stream?
- What is your focus regarding supplier certification?
- What is your supplier focus for continuous improvement to improve business results?
- What are your processes to achieve perfection in product and supplier management?
- What innovative processes are being used to improve market service and logistics?

**Plant Results**

**200 points total**

All the issues and questions in sections 1 to 4 are designed to improve the means to the desired ends (plant results). This section focuses on quality, cost, delivery and profitability. Plant business results should outline three to five years of results detailing the trend toward improvement, including an explanation of significant change in the trend. You are encouraged to include evidence of the “level of achievement” of your plant compared to your industry or other plants within your corporation. Results can be based on the plant as a profit center or a budget center. Within the four key metrics, two specific result measures (or theoretically similar measures) are required.

**Delivery 50 points**

*The aim is to provide the customer the product on time and in the quantity desired. The following standard measures are to be reported:*

- percent on-time and complete shipments
- premium freight costs, including incoming raw material or finished goods shipment (premium freight is abnormal freight to meet customer demand)
- other appropriate delivery-related measures that would support the achievement of your Policy Deployment Plan

**Profitability 50 points**

*The aim is to detail financial achievement to ensure the ongoing operation of the plant. The following standard measures are to be reported (with other measurements included if desired):*

- earnings before interest and taxes (EBIT) profitability or other appropriate measure to document plant profitability
- operating income on manufacturing assets ratio
- other appropriate profitability-related measures that would support the achievement of your Policy Deployment Plan

Please note: If profitability information is confidential, you can substitute percentage changes from year-to-year.
ELIGIBILITY TO APPLY FOR THE AME EXCELLENCE AWARD

The application entity is a single plant in the United States, Canada or Mexico. Applicants doing maintenance, repair and overhaul in either the private or public sector are eligible.

The plant should have been in operation for a minimum of three years. Award eligibility must be delineated as “manufacturing” by the North American Industry Classification System (NAICS) — (www.census.gov/eos/www/naics/). Questions regarding eligibility can be forwarded to the AME office.

AME members can contact the AME office if they wish to have one of their international affiliate operations apply.

Final decisions regarding AME Excellence Award recipients are made by the AME Awards Council.

CONFIDENTIALITY AND NON-DISCLOSURE

All members of the AME Awards Council and all AME assessors have signed confidentiality and non-disclosure agreements.

The AME Excellence Award also has a clear policy and process to ensure that conflicts of interest are avoided.

THE APPLICATION FEE IS $3,000.

The fee must be submitted prior to, or along with, your completed workbook and supporting documentation which is due March 12, 2018. Applications received without the application fee will not be considered.

Note:

Graphs, tables, photos to support the written material are welcomed. Tables and graphs should be simple, clearly legible and labeled.

PLANT ASSESSMENT FEE

The plant assessment site visit fee will vary depending upon the size and scope of the plant.

For a small plant (less than 300 employees) assessment site visit, the team will generally consist of three assessors.

Medium-sized plants will require a team of four to five.

Large plants will require a team of six to seven assessors.

This fee will generally run between $4,500 and $10,500. Applicants will be notified of the fee prior to the plant assessment site visit.

Fees for site visits cover the travel costs for assessors, as well as other directly-related costs for the awards program.

AME will present the award to North American recipients at the applicant’s site.

Submit all documentation to Jerri Strohmeyer by email jstrohmeyer@ame.org

For questions or more information, contact Jerri by email or by phone at 224-232-5980, ext. 222.

How to nominate a company

Do you know of a company that embodies enterprise excellence? Nominate it for an AME Excellence Award!

To nominate a company, email nominate@ame.org with the name and contact information of the company as well as your name and contact information.

TIMELINE FOR THE EXCELLENCE AWARD

Intent to Apply and Plant Profile are due February 5, 2018

Completed Excel version of the Lean Sensei and supporting documentation are due March 12, 2018. Download the latest Excel version of the Lean Sensei at ame.org/lean-sensei

Plant assessment site visits will be conducted late May through mid-July 2018

Plants will be notified of final results by August 10, 2018

AME will present the award to recipients at the applicant’s site

Recognition at AME International Conference in San Diego, CA Oct. 29–Nov. 2, 2018
# Intent to Apply Form

**Plant name**

**Address**

<table>
<thead>
<tr>
<th>Number of employees</th>
<th>Square footage of plant</th>
<th>Year plant began current operation</th>
</tr>
</thead>
</table>

**SENIOR OFFICIAL OF PLANT**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td>Phone</td>
<td>Cell</td>
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<tr>
<td>Email</td>
<td></td>
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</table>

**CONTACT FOR APPLICATION**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
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<td>Phone</td>
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<td>Email</td>
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</table>

NAICS code: To find your NAICS code go to: www.naics.com

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**PLANT APPLICATION AGREEMENT (please sign)**

<table>
<thead>
<tr>
<th>Print name</th>
<th>Cell</th>
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<tbody>
<tr>
<td>Date</td>
<td>Signature</td>
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</tbody>
</table>

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**What will be the process you plan to follow to score the questions in the Lean Sensei?** (i.e., Will one or two people do it? Will a team do it?)

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**PLANT APPLICATION AGREEMENT**

We understand that our application will be confidentially examined by AME assessors and members of the AME Awards Council (all have signed non-disclosure agreements).

If selected for an AME Plant Assessment site visit, our company will pay the related fees for the assessment team visit to verify and clarify the Lean Sensei workbook.

**Please note:**

The $3,000 application fee is due with your Lean Sensei workbook submission. Lastly, if the plant receives the AME Excellence Award, the plant will hold an AME workshop within eighteen months of receipt of the award.

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This Intent to Apply form and Plant Profile may be submitted to the AME office at any time but must be received no later than **February 5, 2018**.

Upon completion, please email to: Jerri Strohmeyer at jstrohmeyer@ame.org or fax it to 224-387-3370.

You can also mail it to: 3701 Algonquin Road, Ste. 225, Rolling Meadows, IL 60008-3150.

For further information contact Jerri at 224-232-5980 ext. 222 or visit ame.org/excellence-awards.

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**Gold ____  Silver ____  Bronze ____**

**If not certified through the Lean Certification Alliance, are you using some other type of certification process(es)?** If yes, and the numbers are readily available, please let us know the number of people certified and at what level. For example: Six Sigma Black Belt, Six Sigma Green Belt etc.
Plant Profile **PLEASE REVIEW AND INCLUDE THE PLANT PROFILE** *(must be submitted with Intent to Apply form)*

A two-to-three page Plant Profile must accompany the Intent to Apply form. Please use the following format. Briefly summarize your plant using the following headings:

**FACILITY OVERVIEW:**
Name of plant, location, square footage of facility, customers/markets served, number of shifts/days per week operating, union/non-union, public or private firm.

**PRODUCT(S):** Describe number and types of products produced at this site.

**PROCESS(ES):** Describe the primary processes that take place in the facility (e.g. R&D, sales and customer service, supply chain, machining, assembly, test/burn-in, packaging/shipping, field service/repair).

**NUMBER OF EMPLOYEES:** Indicate the number of employees at the site and describe the breakdown of the workforce in terms of direct labor, management, administrative staff, etc.

**CORPORATION OVERVIEW:** Indicate if the plant is a stand-alone organization or part of a larger corporation. If part of a larger organization, provide a brief overview of the parent organization and how this plant fits into the overall organization.

**SHARED LEARNING:**
AME’s mission is “to inspire commitment to enterprise excellence through shared learning and access to best practices.” Please respond to the following statements that support the AME mission:

- Briefly describe your improvement journey (e.g. lean, six sigma, etc.)
- Briefly describe two or three best practices at your plant that could be applicable to other AME member companies.
- Briefly describe what other companies might learn from your key achievements and results.

**POTENTIAL SITE VISIT DATES:**
The site assessment visit runs approximately two days and will be conducted in **late May to mid-July**. Please let us know your first, second and third choices for dates if your site is selected for a site visit.

**Note:**
Submission of the Intent to Apply form and Plant Profile are due **February 5, 2018**.

Prior to submitting your workbook and supporting documentation on **March 12, 2018**, there is a $3,000 application fee.

You may send an amended plant profile (if needed) along with your final Lean Sensei workbook.

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**AME EXCELLENCE AWARD ASSESSORS AND COUNCIL MEMBERS**

The AME Excellence Award was designed, tested and validated by practitioners and your lean peers for companies that want to excel by assessing their progress on the lean journey. Shouldn’t your business use periodic, unbiased assessment to encourage lean growth? Our assessors have nearly 400 years of combined assessor/examiner experience.*

**AME Award Assessors**

John Albers  
Larry Anderson  
Sudarshan Bahle  
Bill Baker  
John Bob  
Michael Burke  
Bob Bush  
Carberg Brunke  
Crowell Czarnecki  
Davila  
Dempsey Dubreuil  
Ebbing  
Feller  
Fuchs  
Galvan  
Game  
Garrick  
Gasca  
Gasvoda  
Gauvin  
Gonzalez  
Granados  
Hartshorn  
Humphrey  
Ireland  
Johnson  
Jones  
Kochert  
Krischnay  
Kuzmanovic  
Lebovitz  
Longmire  
Longmire  
Majerus  
Marshall  
Dan  
Brian  
McDonnell  
McKibben  
Meyer  
Moore  
Morgan  
Muckajev  
Nusbaum  
Pender  
Preslicka  
Reese  
Robson  
Rolfes  
Sessumes  
Siebert  
Sieminski  
Smith  
Smith  
Soliman  
Solomon  
Sroka  
Stopher  
Swain  
Thomas  
Toussaint  
Upton  
Vaughn  
Armando  
Pat  
Paul  
Lisa  
Steve  
Greg  
Brenda  
Jerry  
Howard  
Vega Garduño  
Wardwell  
Waterman  
Weis  
Weils  
Williams  
Womack  
Wright  
Wu  

**AME Award Council Members**

Larry Anderson  
Michael Doug  
Bryan Richard  
Michael Dan  
Marion Mark  
Pender Todd  
Robson Jerri  
Jodi Pat  

*AME staff

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*Examiner experience includes: AME, Baldridge, IndustryWeek and Shingo.*