AME AWARDS 2017

CELEBRATING EXCELLENCE

AME Association for Manufacturing Excellence®

Association for Manufacturing Excellence

We are the Association for Manufacturing Excellence (AME), a not-for-profit, volunteer-based, practitioner-driven organization that has been helping our members grow their value propositions since 1985.

We are passionate about developing a modern-day manufacturing renaissance, driven by people-centric leadership coupled with enterprise excellence.

Our mission is to inspire a commitment to enterprise excellence through experiential learning and bringing people together to ...

*Share • Learn • **Grow***SM

TABLE OF CONTENTS

About the AME Awards

We are the premier organization for the exchange of knowledge in enterprise excellence. Our members come together to explore lean thinking, exchange best practices, network and improve the competitiveness and overall value of their organizations.

We celebrate excellence through the AME awards program which includes:

The AME Hall of Fame
Recognizes industry thought leaders and influencers who support the values, principles and practices found within leading enterprise excellence organizations.

The Mac McCulloch Lifetime Achievement Award
Recognizes the commitment and dedication of individuals who have made significant contributions to improving the products and services offered by AME to advance enterprise excellence.

The AME Excellence Award
Recognizes manufacturing plants that have demonstrated excellence in manufacturing and business operations.

Our mission:

To inspire a commitment to enterprise excellence through experiential learning and bringing people together to share, learn and grow.

Hall of Fame Inductees

2017 AME HALL OF FAME

2016
C. Jackson Grayson
J. Francisco Ramírez Reséndiz

2015
Bruce Hamilton
Gary Peterson

2013
Thomas Hartman
Daniel Jones
Michael Rother
John Shook

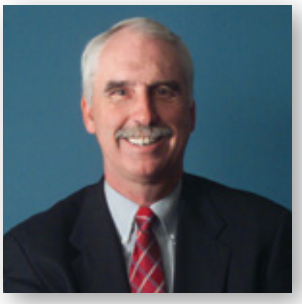
2012
Daniel Ariens
Dr. Patricia Gabow, M.D.
Dr. Jeffrey Liker, Ph.D.
Dr. John Toussaint, M.D.

2011
Patrick Carguello
Gary Convis
Dale Crownover
David Hogg
James Womack, Ph.D.

ADDITIONAL
Fujio Cho
Nick Edwards
Robert "Doc" Hall
Barbara Jacklin
Tony Laraia
Dan McDonnell
Burgess Oliver
John Puckett
Ross Robson
Phil Roether
Ralph Todd

The AME Hall of Fame

The AME Hall of Fame recognizes industry thought leaders and influencers who support the values, principles and practices found within leading enterprise excellence organizations. On an annual basis, the selection committee will identify appropriate candidates and determine whom to honor with induction into the Hall of Fame. The nomination process includes a review and approval of submissions by the selection committee based on the significance of an individual's contributions to the growth of enterprise excellence within the manufacturing community. People outside of the committee can also nominate candidates.



Jerry Bussell

Jerry Bussell has been formally recognized as one of the top lean practitioners and leaders in North America. Bussell has a strong track record of leading and advising companies in numerous industries on how to implement highly successful lean transformations. He is a committed servant leader and coach, a sought-after advisor and a respected keynote speaker on a global basis.

Bussell enjoyed a highly successful career in operations for forty-six years. His career includes tenures at Kraft Foods, International Hydron, Allergan, Bristol-Myers Squibb, and Medtronic. From 1999-2011, Bussell led the operations group for Medtronic Surgical Technologies, serving as VP of both global operations and operational excellence.

Since leaving Medtronic, Bussell has served as an executive advisor for Underwriters Laboratories and was honored with the Shingo Research and Publication Award in 2013 for his book, "Anatomy of a Lean Leader."

Helen Zak

Helen Zak is chief development officer of Catalysis, a not for profit educational institute with a mission to transform the healthcare industry using lean thinking. She has 32 years of lean leadership experience in the automotive, capital equipment and healthcare industries, including engineering roles at General Motors and plant management roles at Thermo Fisher Scientific.

Zak served as COO of the Lean Enterprise Institute where she worked with Jim Womack to spread the topic of lean throughout the world and to every industry. Zak has contributed to 20 published works, helped design numerous educational programs and is a frequent speaker on the topic of lean.

Zak helped to establish the Lean Education Academic Network, the Lean Global Network, the Catalysis Healthcare Value Network and the Center for Lean Engagement and Research.

Zak serves as faculty at the Institute of Healthcare Improvement, a coach for the Master of Business of Operational Excellence Program at Fisher College of Business at Ohio State and an examiner for the Shingo Prize.

2017 MAC MCCULLOCH LIFETIME ACHIEVEMENT AWARD

Past Recipients

2016 William H. (Bill) Baker, Jr.
2015 David Hogg
2014 Kenneth J. McGuire
2013 Doug Carlberg
2012 Burgess Oliver
2011 Barbara Jacklin
2010 Dan McDonnell
2009 Phil Roether
2008 Tony Laraia
2007 James Nicholas Edwards
2006 Ralph Todd
2005 John Puckett
2004 first recipient Robert W. (Doc) Hall

The Mac McCulloch Lifetime Achievement Award

The Mac McCulloch Lifetime Achievement Award was established in 2004 to recognize the commitment and dedication of individuals who have made significant contributions to improving the products and services offered by AME to advance enterprise excellence in manufacturing.

The award not only recognizes service to AME but also honors an individual's character, integrity and leadership. The Mac McCulloch Lifetime Achievement Award is granted to one individual each year. Recipients are nominated and selected by the AME Awards Council.

Pat Carguello

Pat Carguello is a long-time manufacturing professional, dedicated AME member and active volunteer and leader.

Carguello has been involved with AME since 1985, serving in many roles including AME president and CEO, annual conference chair and co-chair, vice president of international operations, vice president of conferences and on numerous programs and committees supporting manufacturing excellence. Additionally, he served as director of the AME Champion's Club for 16 years.

In 2011, Carguello was inducted into the AME Hall of Fame for his contributions to the manufacturing industry.

During his 30-year career with the Eastman Kodak Company, Carguello held positions in engineering, production and warehousing. At Kodak, he oversaw the implementation of data capture systems that improved inventory integrity within manufacturing operations. Carguello retired as unit director of industrial engineering, and is a co-author of "Assessment for Excellence." Prior to attending Syracuse University, where he received a B.S. in engineering, he served in the United States Marine Corps.

Carguello has served as a keynote speaker, workshop leader and management consultant with expertise in benchmarking and continuous improvement. He continues to support AME serving as vice president of international operations.

"One of my professors from college said...
if you are in a position of leadership you need to know Joe the worker. It wasn't enough to simply say hello as you pass through the plant. You really need to know each person, their goals, family life, career aspirations, etc. You need to spend time with them to instill in them the fact that they are a valued contributor. This sounds a lot like people-centric leadership. So, know Joe the worker."
Pat Carguello

THE AME **PATHWAY** TOWARD **EXCELLENCE**

AME EXCELLENCE AWARD

primarily recognizes North American manufacturing plants that have demonstrated excellence in manufacturing and business.

What is the **Pathway Toward Excellence**?

The AME Pathway Toward Excellence lays out three milestone steps companies can use to elevate their improvement maturity. It acknowledges and celebrates the hard work required to improve and supports and recognizes companies as they become highly effective with their improvement practices.

Why participate in the AME Pathway Toward Excellence?

An evolving approach to increasingly effective improvement practices is absolutely critical in today's business environment—where the pace and need for change is continually accelerating. Your participation in the AME Pathway Toward Excellence connects you to others on the continuous improvement journey who are doing great things and who are willing to share what they know. You'll have an opportunity to learn from continuous improvement innovators listen to others on the journey and conduct new experiments on how to improve more effectively. Ultimately, you'll explore proven pathways to excellence that allow you to more effectively align your key priorities, to create an environment where people can learn and grow and to dramatically impact your profitability.

AME Excellence Award **process**

Note: New this year – AME will no longer require a written achievement report. The AME Lean Sensei® allows you to provide the important information we need to evaluate your readiness for a site visit, and we believe that excellence is best validated by going to the gemba.

The AME Excellence Award is intended to accelerate an organization's improvement effectiveness by providing an opportunity to:

- Reflect on your approach to improvement
- Gain practical ideas on how to further elevate improvement effectiveness
- Get coaching from experienced outside practitioners
- Recognize the hard work done by your associates during the course of your journey

The AME Excellence Award shows respect for your employees, links improvement activities to meaningful business results and helps participants to gain new insights.

The AME Excellence Award recognizes manufacturing plants that have demonstrated excellence in manufacturing and business operations. The award supports AME's mission of inspiring commitment to enterprise excellence through shared learning and access to best practices.

For detailed information on eligibility and other requirements, see the **Application Guidelines and Evaluation Criteria on page 8**

There are three milestones along the Pathway Toward Excellence.

MILESTONE **ONE** SELF-ASSESSMENT

Download the Excel version of the AME Lean Sensei. Review the "How to use the Lean Sensei" tab and then complete the self-assessment with a team from your organization. You can compare your self-assessment scores to those of AME Award recipients.

MILESTONE **TWO** AME EXCELLENCE AWARD APPLICATION

All companies using the Excel version of the AME Lean Sensei to apply for the award will receive a feedback report. The decision to do a site visit is based on the Lean Sensei overall score, the evidence shared in proof/gaps and metrics provided.

Applicants who do not score high enough to warrant a site visit will receive feedback from AME Assessors based on their Lean Sensei scores, the information provided in the proofs/gaps column and the trend metrics. We will provide specific suggestions on actions to further elevate your improvement maturity and to progress in your lean journey.

Companies that score high enough will merit a site visit and be considered a candidate to become an AME Excellence Award recipient. Past AME Award program participants have said feedback from AME's assessment team after a site visit was extremely valuable in helping them identify specific performance improvement gaps and accelerate improvement.

MILESTONE **THREE** RECOGNITION, CELEBRATION and SHARING

AME presents the Excellence Award to recipients at their facilities so that the recognition and celebration can be felt by all who contributed. Once an applicant joins the distinguished community of AME Excellence Award recipients, they not only have a great story to tell their customers and suppliers, but they are positioned to give back to the continuous improvement community.

AME's mission is to foster higher levels of enterprise excellence through experiential learning by bringing people together to share, learn and grow. Identifying "pearls of excellence" within award recipient organizations is key to advancing knowledge about highly effective improvement practices. This is one of the most important reasons why AME has an awards process. Everyone in the AME community has learned from others, the award process is one way to pay back and to share what you have learned and more importantly what you are doing in terms of highly effective improvement practices.

Past Recipients

2016
- **Accuride** de Mexico Monterrey, Mexico
- **Goodyear Innovation Center** Akron, OH
- **Littelfuse** Wuxi, China
- **MillerCoors** Trenton Brewery Trenton, OH
- **O.C. Tanner** Salt Lake City, UT

2015
- **Accuride** Erie Operations Erie, PA
- **Accuride** Rockford Operations Rockford, IL

2014
- **Accuride** Henderson Henderson, KY
- **Ethicon** Juarez, Mexico
- **NovAtel** Calgary, AB, Canada
- **Ventana Medical Systems** Tucson, AZ

2013
- **Bombardier Aerospace** Toronto, ON, Canada
- **IEC Electronics** Albuquerque, NM
- **MillerCoors** Eden Brewery Eden, NC
- **STIHL** Virginia Beach, VA

2012
- **Starbucks** Carson Valley Roasting Plant Minden, NV
- **Empi** Division of DJO Global Clear Lake, SD
- **Silfex** Division of LAM Research Eaton, OH
- **Sur-Seal** Cincinnati, OH

2011
- **Acumed** Hillsboro, OR
- **Aera Energy** Bakersfield, CA
- **Autoliv** Brigham City, UT
- **IEC Electronics** Newark, NY
- **Medtronic** Spinal & Biologics Warsaw, IN
- **Milliken** Performance Solutions Johnston, SC
- **Raytheon** SAS Advanced Product Center Dallas, TX

2010
- **DJ Orthopedics de Mexico** Tijuana, Mexico
- **DJO** Vista, CA
- **Parker Hannifin** Ohio Metamora, OH
- **Parker Hannifin** Racor Division Modesto, CA
- **Plymouth Tube** West Monroe, LA
- **TG Fluid Systems** USA Brighton, MI

If you believe your company, client or supplier should be considered for an award in 2018, complete the 2018 Intent to Apply form (see page 12) and submit it by **February 5, 2018**. You will then submit your AME Lean Sensei workbook and supporting documentation by **March 12, 2018.**

2017
AME EXCELLENCE AWARD RECIPIENTS

AGCO Corporation
Jackson, Minnesota

AGCO Corporation is a global leader in the design, manufacture and distribution of agricultural solutions and related services. AGCO products are sold through five core brands, Challenger®, Fendt®, GSI®, Massey Ferguson® and Valtra®, supported by Fuse® precision technologies and farm optimization services, and are distributed globally through a combination of over 3,000 independent dealers and distributors in more than 150 countries. Founded in 1990, AGCO is headquartered in Duluth, GA, USA. In 2016, AGCO had net sales of approximately $7.4 billion.

The AME assessment team highlighted AGCO's excellent job at creating an engaged workforce that continually

drives toward operational excellence. Policy deployment has been started at the top level, and AGCO is on the journey to extend this activity throughout the organization and down to the shop floor. The assessors were impressed with AGCO's conversion to a mixed model line with excellent results in flexibility, delivery, and productivity improvements. The team also commended AGCO's technology deployment using Glass, which is not only innovative, but has driven a dramatic impact on productivity.

Littelfuse
Dongguan, China

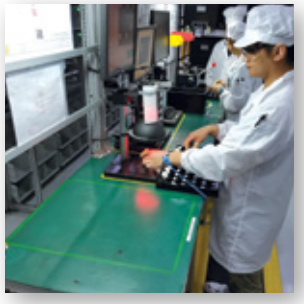
Founded in 1927, Littelfuse is a global, $1 billion company with more than 10,000 employees in more than 40 locations throughout the Americas, Europe and Asia. The company serves global customers in the electronics, automotive and industrial markets with technologies including fuses, semiconductors, polymers, ceramics, relays and sensors. Littelfuse Dongguan Co, Ltd. is one of five Littelfuse factories located in China and manufactures products for the company's electronics business unit.

The AME assessment team highlighted Littelfuse's strong commitment to operational excellence both at the corporate and plant level. All levels of the plant display a good understanding of, and involvement with lean. The assessors praised the

facility's supplier development and engagement processes, with an ongoing goal of using local suppliers while reducing the overall number of suppliers. The team also commended the company's lean small group activity meetings where employees describe the improvements they made and the impact to safety, quality, cost and productivity. The presentations demonstrated that some problem-solving tools are understood all the way to the shop floor level.

Littelfuse
Suzhou, China

During its 90-year history, Littelfuse has evolved to be the No.1 circuit protection brand in the world with well-established and growing platforms in power control and sensing technologies. Today, the company offers the industry's most diverse and extensive portfolio of products—fuses, semiconductors, polymers, ceramics, relays, sensors and more—serving the electronics, automotive and industrial markets. Through design, engineering and technical expertise, the company partners with customers to solve complex business problems and deliver business results wherever electrical energy is used. Littelfuse Suzhou Co, Ltd. is one of five Littelfuse production sites in China, manufacturing products for the company's electronics and automotive business units.

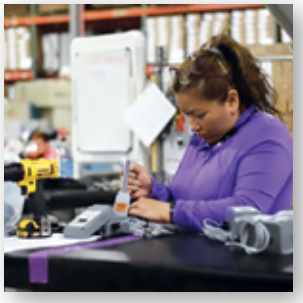


The AME assessment team highlighted Littelfuse Suzhou's commitment to lean, continuous improvement and learning. The assessors praised its quality management system, which is set up to meet or exceed customer requirements. Registered as ISO 9001 in 1998, the entire plant was certified in 2016 to TS 16949 for the passenger car product line. In 2012, the Suzhou plant began the gap analysis towards Volkswagen Quality Capability Suppliers Assessment for VDA6.3. In 2014, they received the A-level award for Volkswagen and were recognized by Shanghai General Motors as an A-level supplier in 2016. The team also praised the facility's excellent coaching and mentoring program which has seen ongoing improvements since its introduction in 2015.

Powerblanket
Salt Lake City, Utah

The leader in total temperature control, Powerblanket designs and manufactures high technology smart controls and monitoring devices, heating blankets, and chilling products that solve a wide range of temperature problems. Industries such as oil and gas, construction, industrial, mining, and railroad rely on innovative Powerblanket® technologies to control the temperature variable.

The AME assessment team highlighted Powerblanket's great culture throughout the company. Several factors that help drive the culture include the company recognition program, peer-to-peer recognition, and the Gallup Strength Finder onboarding questionnaire that helps employees feel connected. The assessors praised the company's commitment to the lean journey. There is a good understanding of the basics of lean and continuous improvement in leadership and on the manufacturing floor including one-piece flow and quality checks at each operation. The team also commended Powerblanket's improvements and impressive turnaround, especially for only being three years into its lean journey. Powerblanket is the smallest company to receive the AME Excellence Award.



AME EXCELLENCE AWARD

APPLY TO EXCEL

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.

Application Requirements

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:

1 Policy Deployment Process
300 points total

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 countermeasures.
- 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.

- 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.

2 Safety and Environmental Health
50 points total

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.

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

Unevenness, fluctuation, and variation (mura)
Describe all efforts to identify and eliminate all forms of unevenness, fluctuation and variation in the front office.

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

Overburdening people or machines (muri)
Describe all efforts to identify and eliminate all forms of over burdening 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 overburdening people and machines include, but are not limited to:
- 5S standards and discipline to facilitate work flow
- layout
- one-piece flow
- point-of-use information
- quick change between projects
- visual systems
- right-sized information systems
- ergonomic equipment and processes
- information 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.

4 Extended Value Stream Management
150 points total

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:

- Describe processes to validate new product (or service) development and launch.
- How do you foster an understanding of customer expectations within your total workforce?
- 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?

5 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.

Failure to provide the plant results requested will result in a lower section score, reducing your plant's chances of receiving a plant assessment site visit.

In this section, report the plant's results for a minimum of three years for each of the following:

Quality
50 points

The aim is to provide the customer with zero defective products. The following standard measures are to be reported:

- scrap and/or yield rates (planned versus unplanned)
- customer rejects annually (ppm) or appropriate industry measurement
- other appropriate quality-related measures that would support the achievement of your Policy Deployment Plan
- warranty claims

Cost
50 points

The aim is to reduce cost and improve plant productivity. The two following standard measures are to be reported (with other measurements included if desired):

- value added per associate or employee (sales minus purchased materials divided by total headcount)
- inventory turns—raw, work-in-process and finished as appropriate
- other appropriate cost-related measures that would support the achievement of your Policy Deployment Plan

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.

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.

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**

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

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.

Intent to Apply Form

Plant name

Address

Number of employees | Square footage of plant | Year plant began current operation

SENIOR OFFICIAL OF PLANT

Name | Title

Phone | Cell

Email

CONTACT FOR APPLICATION

Name | Title

Phone | Cell

Email

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

PLANT APPLICATION AGREEMENT (**please sign**)

Print name | Cell

Date | Signature

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?)

Please let us know how many people in the applying company are certified at a Gold, Silver or Bronze level through the Lean Certification Alliance (AME/Shingo/SME)

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 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.

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**.

2018 AME EXCELLENCE AWARD INTENT TO APPLY PLANT PROFILE

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.

AME EXCELLENCE AWARD ASSESSORS AND COUNCIL MEMBERS

AME Award Assessors

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.*

John	**Albers**
Larry	**Anderson**
Sudarshan	**Bahl**
Bill	**Baker**
John	**Biuso**
Michael	**Bremer**
Bob	**Burke**
Brian	**Bush**
Doug	**Carlberg**
Michael	**Chunka**
Bryan	**Crowell**
Hank	**Czarnecki**
Vladimir	**Davila**
Bob	**Dempsey**
Stéphane	**Dubreuil**
Steve	**Ebbing**
Rick	**Feller**
Jeff	**Fuchs**
Servando	**Galvan**
Marisa	**Game**
Jim	**Garrick**
Luis	**Gasca**
Alan	**Gasvoda**
Scott	**Gauvin**
Mauro	**Gonzalez**
Pedro	**Granados**
Doug	**Hartshorn**
Kimberlee	**Humphrey**
Chris	**Ireland**
Kurt	**Johnson**
Danny	**Jones**
Julie	**Kochert**
Krishnan	**Krishnaiyer**
Nermana	**Kuzmanovic**
Richard	**Lebovitz**
Laura	**Longmire**
Tom	**Longmire**
Norbert	**Majerus**
Glenn	**Marshall**
Dan	**McDonnell**
Brian	**McKibben**
Kevin	**Meyer**
Kelly	**Moore**
Becky	**Morgan**
Snezana	**Muckajev**
Bill	**Nusbaum**
Marion	**Pender**
Alan	**Preslicka**
Todd	**Reese**
Ross	**Robson**
Ken	**Rolfes**
Mark	**Sessumes**
Dave	**Siebert**
Ellen	**Sieminski**
Dewey	**Smith**
Ron	**Smith**
Sherif	**Soliman**
Jerry	**Solomon**
Mark	**Sroka**
Maria Elena	**Stopher**
Matt	**Swain**
Richard	**Thomas**
Michael	**Toussaint**
Michael	**Upton**
John	**Vaughn**
Armando	**Vega Garduño**
Pat	**Wardwell**
Paul	**Waterman**
Lisa	**Weis**
Steve	**Wells**
Greg	**Williams**
Brenda	**Womack**
Jerry	**Wright**
Howard	**Wu**

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

AME Award Council Members

Larry	**Anderson**
Michael	**Bremer**
Doug	**Carlberg**
Bryan	**Crowell**
Richard	**Evans**
Michael	**Jerome**
Dan	**McDonnell**
Marion	**Pender**
Mark	**Preston**
Todd	**Reese**
Ross	**Robson**
Jerri	**Strohmeyer***
Jodi	**Talley***
Pat	**Wardwell**

***AME staff**

AME EXCELLENCE AWARD

AME Association for Manufacturing Excellence
Share•Learn•Grow

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