



The SC21 Award Recognition Process

(includes Re-recognition)





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SC21 Recognition criteria



- a. Levels for delivery & quality must meet award standards using a rolling 12-month average, completed for each of the major customers of the organisation. If the organisation submitting data for an award supplies to any SC21 signatories, then data for these customers must also be submitted. This data must then be ratified and accepted by the key customers.
- b. The Award level defaults to the lowest level of Business Excellence, Manufacturing Excellence, Quality and Delivery performance.
- c. Current accreditation approvals must be submitted.
- d. SC21 accredited Business and Manufacturing Excellence practitioners must be used to carry out the assessments. To encourage improvement, Excellence scores are valid for 3 years from date of assessment, after that new assessments are required.
- e. PDF exposition should be submitted with Quality and Delivery data, Bus Ex and Man Ex data, CSIP evidence, a brief overview of the benefits from SC21 and a Relationship Management Overview. This submission document should be no greater than 1mb in size.
- f. The award will last for 1 year from point of recognition



Awards and Certificates



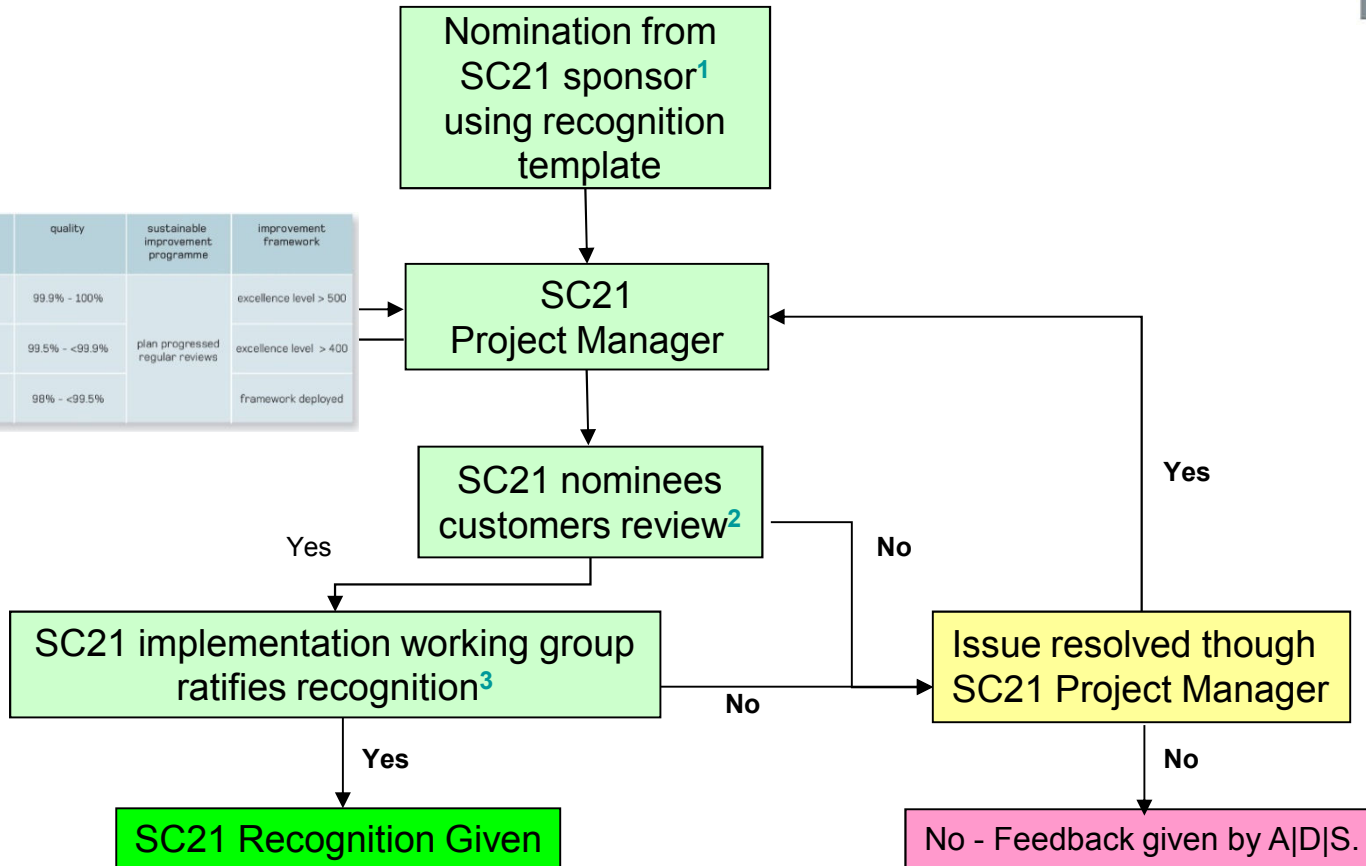
- Financial sponsorship of the Award and certificate:
 - **Key customer led:** lead customers will sponsor the award, A|D|S sponsors the certificate
 - **Regionally led:** regional aerospace partner will sponsor the award, A|D|S sponsors the certificate
 - **Self starters:** the self starter sponsors their own award, A|D|S sponsors the certificate



SC21 Recognition process



award level	delivery	quality	sustainable improvement programme	improvement framework
gold	>99 - 100%	99.9% - 100%	plan progressed regular reviews	excellence level > 500
silver	>95 - <99%	99.5% - <99.9%		excellence level > 400
bronze	>90 - <95%	98% - <99.5%		framework deployed



Notes:

1. Sponsor can be: customer led, regionally led or self starter (see slide 4)
2. Customer nominees will verify the metrics
3. Relevant Special Interest Groups review the Award criteria and Practitioner accreditation



Company information



Company details e.g.

- **Name**
- **Web site**
- **Overview** (site locations, floor space, number of employees, turnover)
- **Accreditations** (certificate details or images)
- **Products**
- **Markets**

It may be necessary to display this information on more than one slide.



Storyboard – timeline summary

Use extract from the SC21 national status report spreadsheet - filtered on relevant supplier name

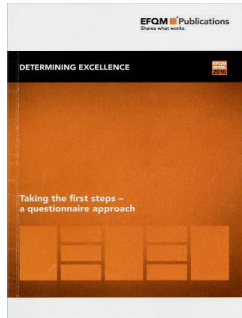
IMPLEMENTATION ENTRY OPTION	SIGNATORY / SUPPLIER	STRATEGIC / TRAINING PARTNER	REGIONS	Signatory Prime Customers																				
				Aero Engine Controls	Agusta Westland	Airbus UK	Babcock	BAE Systems	Bombardier	Cobham	EADS	GE Aviation	General Dynamics UK	GKN Aerospace	Goodrich	Lockheed Martin UK	MBDA	Meggitt	QinetiQ	Raytheon Systems	Rolls-Royce	Selex Elisag	Selex Galileo	Thales
02 regionally led	XYX Company	Team 1	South West					*						*	*		*				S	S		

L	SC21 Lead
S	SC21 Support
*	Not active

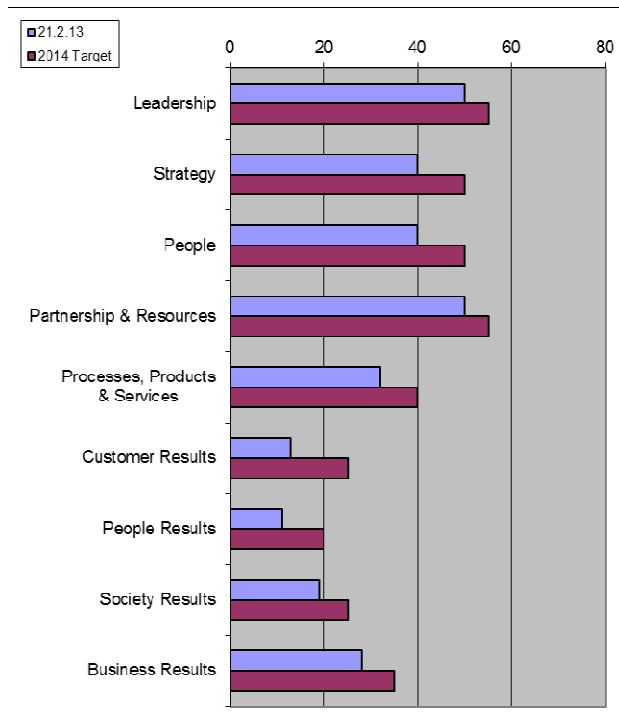
SUPPLIER SIGNED UP TO SC21	SC21 AWARENESS SESSION COMPLETED?	ARE YOUR CUSTOMERS INVOLVED IN YOUR SC21 ACTIVITIES?	COMPLETION DATES OF SC21 DIAGNOSTIC ASSESSMENTS							COMPLETION /START DATE OF CSIP		AWARD RECOGNITION DATES (TARGET or ACTUAL)
			MAN(EX) Target	Achieved?	BUS (EX) Target	Achieved?	RMM Target	Achieved?	Quality Standard (e.g. AS9100)	Verified	BRONZE AWARD	
DATE (mmm-yy)	Yes ✓ No (leave blank)	Yes ✓ No (leave blank)	Jun-11	✓	Jun-11	✓	Jul-11	✓	AS9100 B	Oct-10	✓	Feb-12



Business Excellence results and targets



Note: The Business Excellence assessment method should be identified: Determining Excellence (this example) or a full Excellence Model assessment

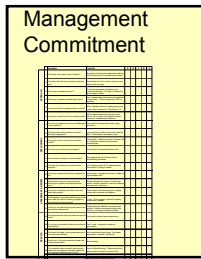


Criteria	21.2.13	2014 Target
Leadership	50	55
Strategy	40	50
People	40	50
Partnership & Resources	50	55
Processes, Products & Services	32	40
Customer Results	13	25
People Results	11	20
Society Results	19	25
Business Results	28	35
Excellence score	305	383

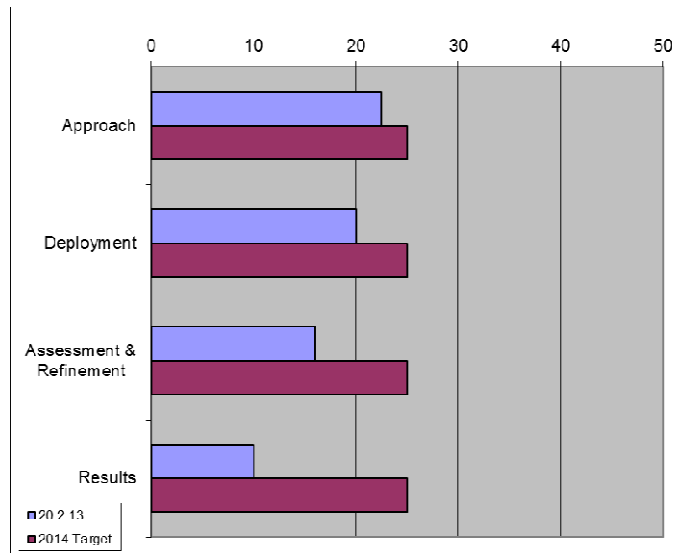
Business Excellence score of 305

A template of Excellence graphs can be downloaded from the SC21 web site

Manufacturing Excellence - Management Commitment results and targets



Note: The Management Commitment assessment method should be identified: 23 questions (this example) or a RADAR based assessment

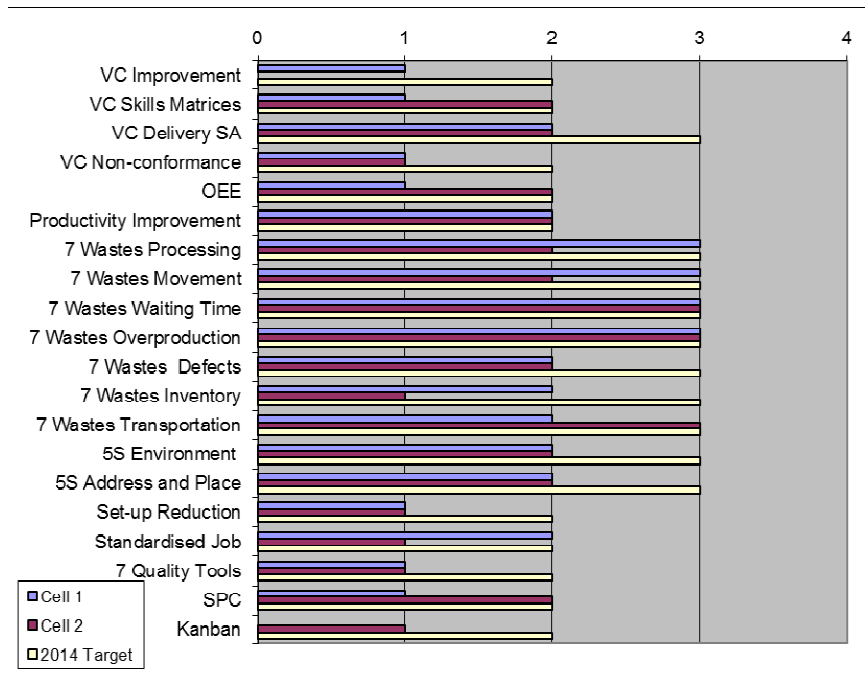
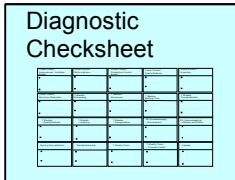


Management Commitment	20.2.13	2014 Target
Approach	22.5	25
Deployment	20	25
Assessment & Refinement	16	25
Results	10	25
% achievement	0.172	0.251
SC21 Man Com Score	112	163

Management Commitment score = % achievement x 650
0.172 * 650 = 112



Manufacturing Excellence - Diagnostic results and targets

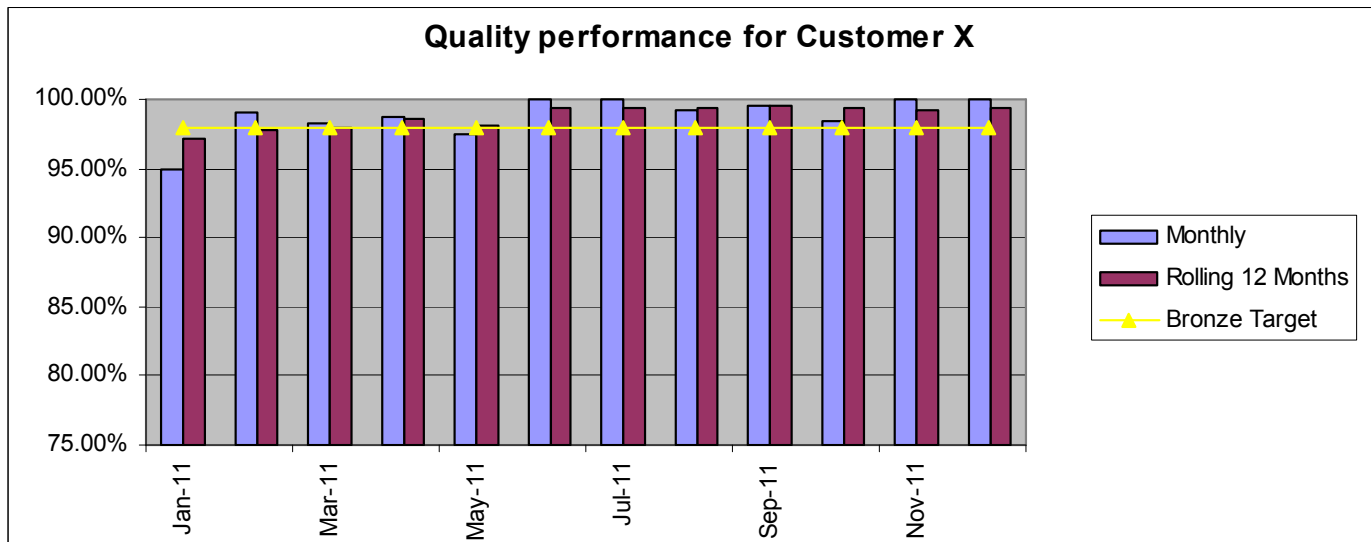
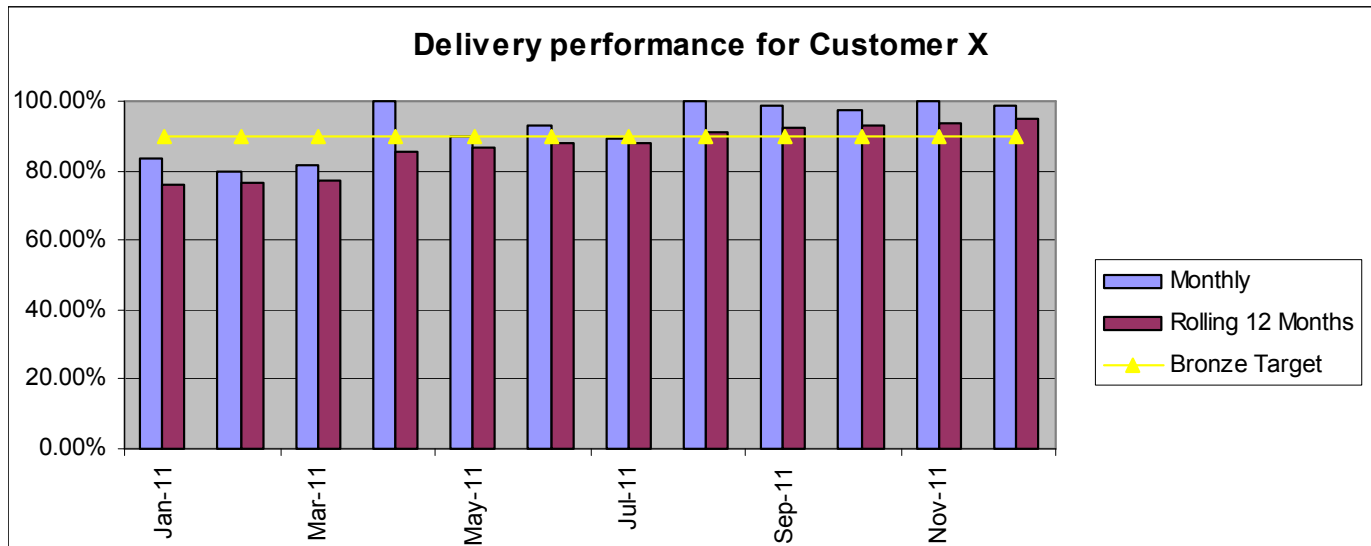


Diagnostic 20.2.13	Cell 1	Cell 2	2014 Target
VC Improvement	1	0	2
VC Skills Matrices	1	2	2
VC Delivery SA	2	2	3
VC Non-conformance	1	1	2
OEE	1	2	2
Productivity Improvement	2	2	2
7 Wastes Processing	3	2	3
7 Wastes Movement	3	2	3
7 Wastes Waiting Time	3	3	3
7 Wastes Overproduction	3	3	3
7 Wastes Defects	2	2	3
7 Wastes Inventory	2	1	3
7 Wastes Transportation	2	3	3
5S Environment	2	2	3
5S Address and Place	2	2	3
Set-up Reduction	1	1	2
Standardised Job	2	1	2
7 Quality Tools	1	1	2
SPC	1	2	2
Kanban	0	1	2
SC21 Diagnostic Score	153	153	219

Manufacturing Excellence Score = 265
 Management Commitment (112) + Diagnostics (153)



Performance Delivery & Quality



Note:

The preferred method is to present monthly and rolling 12 month performance.

This shows the monthly variation and the improving trend or sustained performance over 12 months.

Companies should endeavour to provide data in this format.



Continuous Sustainable Improvement Plan (CSIP)



CONTINUOUS SUSTAINABLE IMPROVEMENT PLAN - IMPROVEMENT ACTIVITY

Updated: -	Date of Next Review: -
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Strategy Plan

Origin	Ref No.	Reported Opportunity	Action	Deliverable	Owner(s)	Priority
Strategy Plan	CSIP-SP-001					
Strategy Plan	CSIP-SP-002					
Strategy Plan	CSIP-SP-003					
Strategy Plan	CSIP-SP-004					
Strategy Plan	CSIP-SP-005					

Accreditation

Origin	Ref No.	Reported Opportunity	Action	Deliverable	Owner(s)	Priority
AS/ EN9100 Audit	CSIP-AC-001					
AS/ EN9100 Audit	CSIP-AC-002					
Nadcap Audit	CSIP-AC-003					
Nadcap Audit	CSIP-AC-004					

Development & Performance

Origin	Ref No.	Reported Opportunity	Action	Deliverable	Owner(s)	Priority
Business Excellence Review	CSIP-DP-001					
Business Excellence Review	CSIP-DP-002					
Business Excellence Review	CSIP-DP-003					

This CSIP format can be downloaded from the SC21 web site



Benefits of SC21



Examples:-

- Achieved AS9100 Rev C with support from local RTA
- Company wide focus on meeting Customer delivery date
- Right First Time – downward trend on Customer returns
- Lean workshop conducted with a Customer
- Internal supply chain improvements (fewer stock movements)
- Kaizen activities – 4 off events yielding savings in cost and cycle times
- Communication – formalised scheduled briefing sessions for all employees
- Structured business reviews are held with SC21 Key Customers
- Relationship Management – use of RMM has improved customer and supplier interfaces
- Supply Chain Management – Supplier Scorecards implemented



Submission Summary



The scorecard criteria will default to the lowest score to determine the appropriate award level. Scores which apply are Business Excellence, Manufacturing Excellence, Quality and Delivery performance.

Company:- XYZ Company		Scope:- Machined Products and Mechanical Assembly								Date:- 2 December 2011	
Q & D date range of verified data 01/12/10 to 30/12/11	Contact verifying the data	Contact email	Contact email	Contact email	Contact email	Contact email	Contact email	Contact email	Contact email	Contact email	
	Customer Name and site	Customer 1	Customer 2	Customer 3	Customer 4	Customers Name	Customers Name	Customers Name	Customers Name	All Customers	
Award Delivery		1	2	3	4	5	6	7	8	9	10
Gold	> 99 - 100%										
Silver	> 95 - < 99%	96.1	95.4								97.1
Bronze	> 90 - < 95%			93.5	92.8						
Award Quality		1	2	3	4	5	6	7	8	9	10
Gold	> 99.9 - 100%										
Silver	> 99.5 - < 99.9%			99.5							
Bronze	> 98.0 - < 99.5%	99.1	99.3		98.9						99.3
Data Source Internal		✓	✓	✓	✓						
Data Confirmed with Customer		✓	✓	✓	✓						
Award Excellence		Bus Ex				Man Ex					
		Score	Date	Score	Date	Score	Date	Score	Date		
Gold	> 500										
Silver	> 400										
Bronze	Deployed	305	21.6.11	265	20.6.11						
SC21 trained Business Excellence practitioners/providers						AN Other & AN Brother - XYZ Company					
SC21 trained Manufacturing Excellence practitioners/providers						AN Other & AN Brother - XYZ Company					
Relationship Management											
Customer(s)						Customer 1 : Customer 2					
Workshop date(s)						Agenda item in quarterly reviews : July 2011					
Customers actively involved in your SC21 deployment:- Customer 1 Customer 2 Customer 3											
Date of sign-up to SC21 May 2011											
Accreditation											
AS/EN 9100	X	YES	No	X	N/A						
AS/EN 9110		YES	No	X	N/A						
AS/EN 9120		YES	No	X	N/A						
Nadcap		YES	No	X	N/A						
ISO 14001	X	YES	No		N/A						
OHSAS 18001		YES	No	X	N/A						
OHSAS 18001		YES	No	X	N/A						
Others:-											
Comments:- AS9100 Rev C by April 2012											
CSIP Implementation											
Date of original CSIP						Oct-10					
Review period						Monthly					
Verified by Customer or Training Provider: date											
AN Other: June 2011											
Customer 1: October 2011											
Signed:- Company SC 21 Champion											

A template of this Summary sheet can be downloaded from the SC21 web site



SC21 Re-recognition Criteria



The award lasts for 1 year from point of recognition.

It is recommended that award winners submit for Re-recognition to endorse the view that improvements are sustained. All re-recognitions should be submitted to the project office within 12 weeks from recognition expiry.

All Award criteria need to be re-validated – D&Q Performance, Diagnostics, CSIP

Delivery and Quality Data

- 12-months rolling average data to be supplied for re-recognition (as for the recognition process). This must be continuous data i.e. Jan to Dec 12 and for all Customers

Diagnostics

- In general, the Company can determine the appropriate point to re-diagnose Bus Ex, Man Ex, RMM.
- If the Company is staying at the current Award level then repeat diagnostics are not required if within the three year period from when they were conducted. Current scores to be shown and target date for re-assessment.
- If the company believes they are ready to move up to silver or gold award level they must ensure the diagnostics (Bus Ex and Man Ex) meet the threshold relating to that award level. It is recommended that RMMs are completed to demonstrate a robust relationship.
- A full EFQM Excellence Model assessment and RADAR based Management Commitment must be completed to obtain Gold status.
- An updated Submission Summary sheet (slide 14) must be provided.

CSIP

- Extracts of current CSIP documents must be supplied with the submission to show how actions are being addressed and to demonstrate continuous and sustainable improvement within the business. This can be validated by Customer or SC21 Training provider.