Examiner Training Preparing for Consensus

BALDRIGE Performance Excellence Program

Part 3 - Consensus

THE ALLIANCE FOR PERFORMANCE EXCELLENCE
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Examiner Curriculum Roadmap
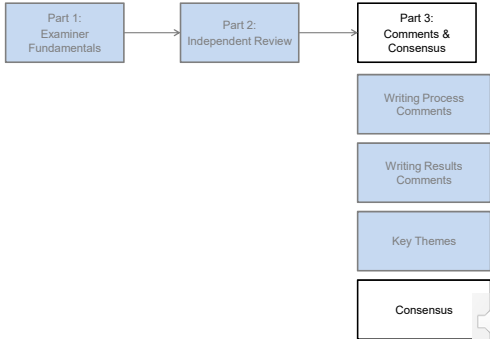
- Part 1:
  - Examiner Fundamentals
→ - Part 2:
  - Independent Review
→ - Part 3:
  - Comments & Consensus

Examiner Curriculum Roadmap

- Part 1: Examiner Fundamentals
→ Part 2: Independent Review
→ Part 3: Comments & Consensus

- Writing Process Comments
- Writing Results Comments
- Key Themes
- Consensus

Learning Objectives for Preparing for Consensus

Remember	**Overall consensus process**	**Apply**	**Knowledge & understanding to develop Consensus Items**
Understand	**Role & responsibilities of team members in consensus**	**Analyze**	**Team member IRs and use to develop team Consensus Items**

Outline for this Module

1 Consensus Explained

2 Consensus Process

3 Preparing for Face-to-Face

Consensus Explained

Stage 2 of evaluation process

Occurs after IR is complete

CR Process

Team Consensus Scorebook is developed

Judges use CR Scores or Score book to determine SV eligibility

Used as basis for SV planning

Feedback for applicants that do not receive a SV
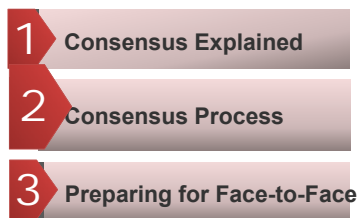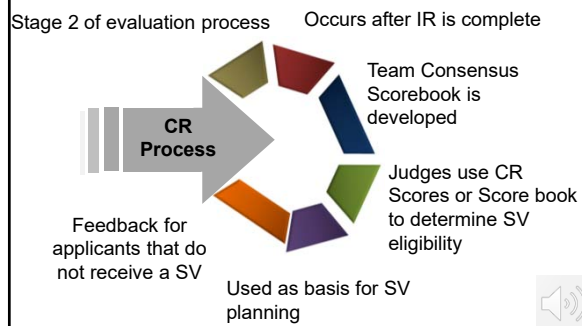
Roles in Consensus

- **Team leaders**
  - Assign Items to Examiners to develop draft Consensus Items
  - Develop Consensus Meeting agenda
- **Team Members**
  - As Item facilitators, draft Consensus Items
  - As Item back-ups, review other draft Consensus Items
  - As team members, review all other Consensus Items

Consensus Process

- Team meets to review overall consensus timeline
- TL assigns Item Leads & Back-Ups
- Item Leads use collective work to draft consensus items for team
- Team reviews consensus items; provides feedback
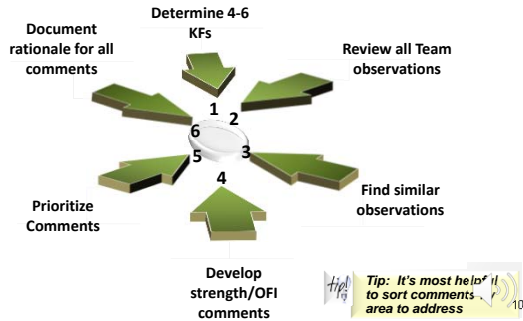- 3 rounds of review/feedback to prepare for consensus

CR

Consensus Process – (cont.)

- Team member is designated to develop Key Themes
- Team meets to review and finalize each Item's comments, score and Key Themes
  - Each item lead presents a summary of the item using a standard script
  - Team members discuss any unresolved issues
  - Item leads make final revisions based on consensus meeting
- Team leader finalizes the Consensus Review Scorebook to move forward to site visit or to final feedback based on the judges' decision and/or specific program requirements

More Detailed Steps – Item Leads Develop Draft Item

Determine 4-6 KFs

Document rationale for all comments

Review all Team observations

Prioritize Comments

Find similar observations

Develop strength/OFI comments

1 2 6 5 3 4

Tip: It's most helpful to sort comments by area to address

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Item Leads Develop Draft Item (cont)

✓ Item leads may not use everyone's observations. Address the observations you don't use in the Rationale or Notes with an explanation, such as
  ✓ "Most team members consider this a strength and not an OFI"
  ✓ "This observation is not tied to the Criteria"
  ✓ "There is agreement on this OFI, but it's not as important as the other ones   because…"
✓ Using the Scoring Guidelines, determine the most appropriate score. Do NOT refer to Independent Review Scorebook scores because you have now developed a different set of comments that may support a different score
✓ Using the Scoring Guidelines, provide a scoring rationale using the four evaluation factors (ADLI or LeTCI). Explain why you did not select the next higher or lower range
✓ Draft Item is ready for feedback

Consensus Practice

• You are item lead on item 6.1
• Team members have made the following observations on 6.1b(3)
S – Six step approach is systematic and enhances core competencies (Fig. 6.1-2) (AA)
S – Process improvement approach was improved two years ago to include best practice search (Fig.6.1-2) (BB)
S – Processes are improved every three years on a scheduled cycle (CC)
S – Approach applies to all business processes rated A or B (DD)
O –The approach does not appear to require flowcharting so it's not clear how current state is identified (EE)
O – C rated processes are improved using a more casual PDCA approach (FF)

How do you reconcile these apparent conflicts in your draft item?

Suggested Resolution Comment

Strength

6.1b(3) The six-step approach to process improvement (Figure 6.1-2) addresses core competencies and is evaluated and improved on a three year cycle. The most recent enhancement added a step to include a best practice search. This approach is systematically deployed to processes rated A or B, with processes rated C or lower improved using the PDCA approach. This systematic approach to process improvement reinforces the value of "Always Improving." ADLI (AA, BB, CC, DD)

Suggested Resolution Comment Rationale

Rationale:

- **EE's observation on lack of flowcharting was not used because it's prescriptive since flowcharting is not required.**
- **FF's observation on C processes being improved using a PDCA approach was not used, as it is not required that only one approach be used for all processes. Since A and B processes are the applicant's most important and these are improved using the six step approach, using PDCA on less important ones is not an OFI in my opinion.**

Tips from Experienced Examiners

- While the final feedback should contain around six comments per Item, it is fine to have a few more than six at this stage. Some will be eliminated during the consensus process.
- Try not to combine areas to address at this stage. It is much easier to achieve consensus when comments address a single area to address
- It's a good practice to put the team members' initials at the end of each comment that their independent review supports so they can see how you have used their work ….(AA, BB, CC, EE)
- Pay attention to the number of OFIs per item. Save those "below the line" OFI comments. As OFIs get resolved, the team will need additional opportunities to consider. The site visit problem of disappearing OFIs is real!
- No need to say "the applicant…" in every comment. Vary the language.

Reviewing Consensus Item Comments

As back-up or team member, review others' draft items and verify that:

1. Comments provide meaningful, actionable feedback
2. Comments addresses the relevant evaluation factor or factors (ADLI or LeTCI)
3. Comments are relevant to this applicant
4. Examples in the comment support the main idea
5. Data are correct throughout
6. Results comments cite key data

Reviewing Consensus Item Scores

Scoring reflects the content of the comments
- ✓ Range and score reflect the significance of comments
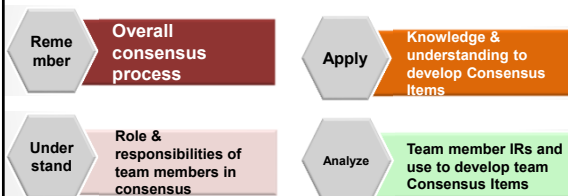 - ✓ Review bolded comments
  - ✓ Consider the Key Factors

Scoring reflects the balance of comments
- ✓ While there is no strict ratio, the balance of comments should be reasonable for the score
  - ✓ Two strengths and five OFIs should not result in a score of 70%
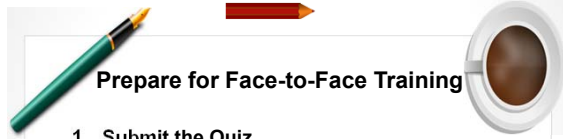 - ✓ Three strengths and four OFIs could result in a score of 45%

Leave comment and scoring feedback in the online scorebook system

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Module Review: Preparing for Consensus

| Remember | Overall consensus process | Apply | Knowledge & understanding to develop Consensus Items |
| Understand | Role & responsibilities of team members in consensus | Analyze | Team member IRs and use to develop team Consensus Items |

Assignment

Prepare for Face-to-Face Training

1. **Submit the Quiz**
2. **Ask your Facilitator any questions that you have about consensus in your program**
3. **Make sure that you bring the requested materials with you to Face-to-Face Training**