

# TNCPE Board of Examiners – General Information

## Board of Examiners

The Board of Examiners is made up of leading quality, business, health care and education experts from across the state. It includes individuals selected from industry, professional and trade organizations, as well as representatives from government agencies, other non-profit groups and the ranks of the retired.

All examiners must take part in a comprehensive three-day preparation course covering the *Criteria for Performance Excellence*, the scoring system and the examination process. Case study pre-work is required before attending the training session. Those selected to be examiners must have time available during the period of June through November 2010 to complete pre-work, attend the preparation course, conduct reviews and site visits, and complete final feedback reports for the applicants. In addition, new examiners must attend a one-day orientation to become familiar with the Criteria principles and to begin the training pre-work. Additional, optional one-day training sessions are also offered.

## Selection of Examiners

Every year, applications are solicited from individuals to serve as examiners.

Examiners who served on the board in previous years are required to reapply if they wish to serve again in 2010. Members of the 2009 Board of Examiners need only complete the Returning Examiner Update Form.

The TNCPE Award Program seeks to establish a Board of Examiners capable of evaluating small business, manufacturing, service, education, health care, government and other non-profit organizations. In addition, examiners serve as ambassadors of the award program and TNCPE. Candidates must have a reputation for ethical conduct and integrity and meet high standards of qualification and peer recognition. Examiners are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization.

Coverage and balance of all sectors are important considerations in selection because award applicants come from many types of organizations across the state.

## Appointments

Examiners are appointed by the president of the TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE to serve for one award cycle. Appointments are subject to the Conditions of Involvement and the Code of Ethical Standards.

## Notification Process

Notification letters will be mailed to all Examiner candidates by May 14, 2010, indicating their selection status. Selected Examiners must return the confirmation notice immediately upon receipt. Detailed instructions for the return process will be included.

## Training

Four training sessions will be held in three regional locations across the state. Applicants may indicate their preference from the sessions offered.

Training sessions require a minimum of 15 participants at each location. Every effort will be made to place examiners in their preferred sessions. Training sessions will be confirmed with acceptance notification.

## Examiner Qualifications

Examiner applications are evaluated on the basis of: breadth of experience, diversity of experience, leadership and external representation, and knowledge of business, specialization or quality practices and improvement strategies.

- **Breadth of experience** refers to having experience that covers topics in all or most of the seven Criteria Categories. Current or previous positions may show responsibilities for a wide range of activities. For example, employment history may show marketing expertise to understand Customer Focus (Category 3), or supervision of a large enough number of people to understand Workforce Focus (Category 5), or production leadership to understand Process Management (Category 6).
- **Diversity of experience** refers to having in-depth experience in several manufacturing, service, healthcare, education or government sectors. Given the conflict of interest restrictions in assigning examiners to evaluate applications, the award program seeks candidates with broad experience.
- **Leadership and external representation** refers to the ability to communicate as a spokesperson for performance excellence and for TNCPE, analytical skills to serve as a strong examiner and interpersonal skills to serve as a good team member.
- **Knowledge of business, specialization or quality practices** refers to knowledge or skill in an area of high need for the program, such as experience in small business operations, senior management, statistical methods, health care, education or financial results. Expertise may be demonstrated through formal studies or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.
- **Examiner and team skills** refer to the interpersonal skills to serve as a good team member and the team-based skills that have proven to be useful as an examiner. These skills include leadership ability, analytical ability (particularly as it applies to evaluating an organization), communication skills (both oral and written), and the time-management skills and commitment to meet deadlines.

# TNCPE Board of Examiners – Conditions of Involvement

## Duties of Examiners

Examiners review, comment upon, and score written applications and prepare Feedback Reports to applicants. The role of an examiner includes mandatory participation in consensus evaluations and site visits. Examiners also make significant contributions to the TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE by serving as ambassadors through outreach and educational activities.

## Terms and Conditions of Appointment

### 1. Completion of Application

Prospective examiners must submit a 2010 New Examiner Application Form by mail or e-mail to be received in the TNCPE office no later than Friday, May 7, 2010. **Examiner applications and reference forms may not be sent by fax.** A Recommendation Form must accompany the New Examiner Application. Returning examiners who served in 2009 are not required to submit a recommendation letter and should only complete the Returning Examiner Update Form.

Applicants will be informed of their status in the program by May 3, 2010. If a candidate finds, after submitting an application, that s/he would be unable to accept an appointment if offered, s/he should immediately notify the TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE office at (800) 453-6474.

### 2. Code of Ethical Standards

Board members are expected to carry out their duties and responsibilities in the award program in accordance with the Board of Examiners Code of Ethical Standards.

### 3. Disclosure of Conflict of Interest

Members of the Board of Examiners shall be individually responsible for preventing conflicts of interest. Prior to participating in evaluations of award applicants, examiners will be asked to certify that no conflict of interest exists. Examples of conflicts of interest are: major stock holdings or interest in the subject organization or competitor organizations; having the organization as a past, present or likely future client; and other affiliations that could be perceived to influence the examiner's actions.

### 4. Term of Appointment

The term of appointment to the Board of Examiners is approximately one year. This period extends for one year after completion of the preparation course.

### 5. Time Commitment

Applicants for the Board of Examiners should give careful consideration to the time commitment required to meet the award review schedule. The actual commitment will depend on the number of applications reviewed. Although the program seeks to accommodate varying schedules, examiners must be able to participate in the program's critical review periods detailed in the award program calendar. A person who is considering applying to become a member of the Board of Examiners should be aware that **time equivalent to 12-20 days may be required to fulfill the commitment from June through November 2010**, including pre-work, training, individual evaluation, consensus, site visit and feedback report preparation, with a peak workload from August through October. Review of written award applications may be conducted at the examiner's work location or home. Business is also conducted via e-mail, mail, and telephone. Travel is occasionally necessary for training and/or site visits. **All examiners are expected to participate in independent review, consensus review, site visit, and final feedback report preparation. Failure to complete this commitment will result in the examiner being invoiced \$595 for the training fee.**

## 6. Preparation Course

Participation by examiners in a preparation course is required and critical to the award program's success. The course includes a detailed review of the Baldrige *Criteria for Performance Excellence*, scoring system, evaluation process, consensus development, site visit requirements and Code of Ethical Standards.

Each examiner must attend one of the three-day preparation classes scheduled in June, July and August and must complete a case study evaluation prior to attending class. Please understand that no part of the three-day session may be missed. New examiners must attend a one-day orientation session. No special classes can be provided for those who cannot attend one of the scheduled classes.

## 7. Adherence to Award Process

Examiners are expected to meet all requirements associated with a fair and competent evaluation, including use of the award Criteria and scoring system, adherence to the evaluation process, fulfillment of site visit requirements and avoidance of conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

## 8. Assignment of Examiners

The award program seeks to provide the fairest, most competent evaluation of each application. Accordingly, examiners are assigned to applications on the basis of their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably and to adhere to agreed-upon schedules.

## 9. Compensation and Reimbursement

The TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE is a 501(c)(3) not-for-profit corporation. Application fees are kept to a minimum to encourage broad participation and the program operates with maximum voluntary support. Therefore, the program does not pay honoraria or reimburse expenses. Recognizing it is necessary for some examiners to travel out of town to complete site visits, the following examiner expense per diem will be paid upon written request from examiners whose application assignments necessitate out-of-town travel for which their employers will not cover the expense. Per diem is payable for actual site visit days only. Per diem is not payable for training.

Level One: \$125 per diem: ½ day site visit + ½ day wrap up (\$125 total)

Level Two: \$125 per diem: 1 day site visit + 1 day wrap up (\$250 total)

Level Three: \$125 per diem: 2 day site visit + 1 day wrap up (\$375 total)

Level Four: \$125 per diem: 3 day site visit + 1 day wrap up (\$500 total)

## 10. Examiner Training Expense

There is no charge for preparation in the examiner training course *provided the examiner fulfills his/her commitment to the TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE*. Applicants who are selected to the Board of Examiners, but are unable to participate in examiner training must notify TNCPE at least three business days prior to their scheduled training course. Failure to notify TNCPE will result in a **\$100 fee** assessed to the examiner. Applicants who complete examiner training, but are unable to fulfill their commitment as members of the Board of Examiners will be assessed a **\$595 fee** (this includes examiners who are unable to participate in the team's site visit due to other business priorities).

## TNCPE Board of Examiners – Code of Ethical Standards

### Declaration of Principles

Members of the TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities.

In promoting high standards of public service and ethical conduct, examiners:

- Shall conduct themselves professionally, with truth, accuracy, fairness, respect and responsibility.
- Shall not represent conflicting or competing interests, nor place themselves in such a position where their interest may be in conflict – or appear to be in conflict – with the purposes and administration of the award program.
- Shall safeguard the confidences of all parties involved in the judging or examination of present or former applicants.
- Shall protect confidential information and avoid disclosures that may in any way influence the award's integrity or process, currently or in the future.
- Shall not serve any private or special interest in their fulfillment of the duties of a judge or examiner, therefore excluding by definition the examination of any organization or subunit of an organization, which employs them or has a consulting arrangement in effect or anticipated with them.
- Shall not serve as an examiner of a primary competitor, customer or supplier of any organization (or subunit of an organization) that employs them, or that they have a financial interest in, anticipate a consulting arrangement with, or are otherwise involved.
- Shall not intentionally communicate false or misleading information that may compromise the integrity of the award process or decisions therein.
- Shall refrain for a period of two years before approaching an organization that they have evaluated for their personal gain, including the establishment of an employment or consulting relationship.
- If approached by an organization they have evaluated, shall not accept employment from that organization for a period of two years after the evaluation.

Furthermore, it is pledged that as a member in good standing of the TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE Board of Examiners, each examiner shall strive to enhance and advance TNCPE as it serves to stimulate companies and organizations to improve quality, productivity and overall performance.

## TNCPE Board of Examiners – 2010 Schedule & Estimated Time Commitments

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| <p><b>Training Case Study</b><br/>June – August 2010</p>   | <ul style="list-style-type: none"> <li>Case study mailed out in May.</li> <li>Approximately 20-25 hours pre-work.</li> <li>Must be evaluated, scored and brought to examiner training session.</li> </ul>   |
| <p><b>Examiner Training Sessions</b></p> <p><b>Orientation (required for new examiners)</b><br/>                 Nashville May 27<br/>                 Knoxville June 3<br/>                 Nashville June 10</p> <p><b>Training</b><br/>                 Nashville June 29-July 1<br/>                 Northeast July 13-15<br/>                 West July 27-29<br/>                 Nashville August 3-5</p> <p><b>Alumni Examiner training</b><br/>                 Nashville August 11</p> | <p><b>New Examiner Orientation:</b> Attendance at one one-day session is <b>required</b> for new examiners.</p> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>Full three day attendance required</li> <li>Add travel time</li> <li>Travel expenses paid by examiner</li> <li>Teams assigned following training</li> </ul> <p>To qualify as an <b>alumni examiner</b>, an examiner must have served on the Board of Examiners for three of the last five years. Alumni will only be assigned to Level 1 teams.</p> |
| <p><b>Independent Review</b><br/>August 18, - September 15, 2010</p>   | <ul style="list-style-type: none"> <li>15-30+ hours depending on level, length and complexity.</li> <li>Applications mailed to teams August 13, 2010.</li> <li>Scored independent reviews due in TNCPE office by September 20, 2010.</li> </ul>   |
| <p><b>Team Consensus Meetings</b></p> <p>Level 2 – Complete by September 17, 2010<br/>                 Level 3 – Complete by September 24, 2010<br/>                 Level 4 – Complete by October 1, 2010</p>   | <ul style="list-style-type: none"> <li>1/2 day to one day, plus preparation time.</li> <li>Face-to-face meeting at location convenient for team.</li> <li>Scheduled by each team.</li> </ul>  |
| <p><b>Site Visits</b><br/>                 Level 1 – ongoing<br/>                 Level 2 – October 4-8<br/>                 Level 3 – October 11-15<br/>                 Level 4 – October 18-22</p>  | <ul style="list-style-type: none"> <li>Half day + half day wrap up</li> <li>One day + one day wrap up</li> <li>Two days + one day wrap up</li> <li>Three days + one day wrap up</li> </ul>  |
| <p><b>Site Visit Preparation and Follow-Up</b><br/>                 Scheduling coordinated by team leader and applicant organization. Advise TNCPE office of dates.</p>  | <ul style="list-style-type: none"> <li>Preparation time – pre-site visit meeting.</li> <li>Evenings during site visit – preparing reports and sharing information.</li> <li>Site Visit Feedback Report – one day; completed at conclusion of site visit.</li> </ul>   |
| <p><b>Reports</b></p>  | <ul style="list-style-type: none"> <li>Consensus Reports generated at team consensus meeting.</li> <li>Feedback Reports completed at conclusion of site visit. Final report due in TNCPE office <i>no later</i> than two weeks after site visits.</li> </ul>  |