

# TNCPE Board of Examiners – General Information

## Board of Examiners

The Board of Examiners is made up of leading quality, business, health care, manufacturing 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.

While most examiners will do their work between June and November, the term of service is one full year beginning at the completion of training. You could be assigned to a team as late as the winter or early spring following your training.

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 beginning in late spring 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.

## 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 2012. Members of the 2011 Board of Examiners need only complete the Returning Examiner Application.

The TNCPE Award Program seeks to establish a Board of Examiners capable of evaluating small business, manufacturing, service, education, health care, government and other organizations. In addition, examiners serve as ambassadors of the award program and TNCPE. Candidates must have a reputation for ethical conduct and integrity. They must demonstrate a willingness and commitment to meet team deadlines and at all times adhere to the high standards of TNCPE. 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 full year (July 16, 2012 to July 15, 2013). 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 April 20, 2012, indicating their selection status. Selected Examiners must return the confirmation notice immediately upon receipt.

## Alumni Examiners

From time to time, experienced examiners may wish to continue their service on the Board of Examiners but are unable to fully commit to the rigors of full BOE training and upper-level team placement. These individuals may apply to be alumni examiners.

Alumni status is only available to examiners who have served on the TNCPE Board of Examiners for three of the last five years. Alumni examiners attend a one-day training course, instead of the traditional three-day examiner training course and are only assigned to serve on Level 1 teams.

Eligible examiners may serve with alumni status for a maximum of three years before returning to the three-day examiner training course. Please call Sue Alexander for details: (800) 453-6474.

## Training

Five training sessions will be held in four 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, while balancing the proportion of new and experienced examiners. Training sessions will be confirmed with acceptance notification.

In addition to the three-day training, a one-day New Examiner Orientation class is required of all first year examiners. This orientation is recommended for second-year examiners, as well.

## Examiner Qualifications

Examiner applications are evaluated on the basis of: breadth of experience, diversity of experience, leadership and external representation, and knowledge of business, industry 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 Operations Focus (Category 6).
- **Diversity of experience** refers to having in-depth experience in multiple 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 meetings 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

Examiner applications must be received in the TNCPE office no later than Friday, April 6, 2012. New examiners should submit a 2012 New Examiner Application; members of the 2011 Board of Examiners should submit a 2012 Returning Examiner Application. Both forms can be filled out online ([www.tncpe.org/examiners/index.php#4](http://www.tncpe.org/examiners/index.php#4)) or printed from the TNCPE website and mailed to the TNCPE office. (TNCPE/2525 Perimeter Place Drive/Suite 122/Nashville, TN 37214-3773)

A Recommendation Form must accompany all New Examiner Applications. Examiners who served in 2011 are not required to submit a recommendation letter.

Applicants will be informed of their status in the program by April 27, 2012. 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 and levels of applications reviewed. Although the program seeks to accommodate varying schedules, serving on the BOE is a one-year commitment. 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**, including pre-work, training, individual evaluation, consensus, site visit and feedback report preparation, with a peak workload from August through October. Also, because Level 1 applications are accepted throughout

the year, examiners may be asked to serve on a team as late as the winter or spring after training.

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 and July 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 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 – 2012 Schedule & Estimated Time Commitment

<p><b>Training Case Study</b> May – July 2012</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><u>Examiner Training Sessions</u></b> <b>Orientation (required for new examiners)</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">Nashville</td><td style="text-align: right;">May 10</td></tr> <tr><td>Knoxville</td><td style="text-align: right;">May 15</td></tr> <tr><td>Tri-Cities</td><td style="text-align: right;">May 17</td></tr> <tr><td>Nashville</td><td style="text-align: right;">May 22</td></tr> </table> <p><b>Training</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">Nashville</td><td style="text-align: right;">June 5-7</td></tr> <tr><td>Knoxville</td><td style="text-align: right;">June 12-14</td></tr> <tr><td>Memphis</td><td style="text-align: right;">June 19-21</td></tr> <tr><td>Tri-Cities</td><td style="text-align: right;">June 26-28</td></tr> <tr><td>Nashville</td><td style="text-align: right;">July 10-12</td></tr> </table>	Nashville	May 10	Knoxville	May 15	Tri-Cities	May 17	Nashville	May 22	Nashville	June 5-7	Knoxville	June 12-14	Memphis	June 19-21	Tri-Cities	June 26-28	Nashville	July 10-12	<p><b>New Examiner Orientation:</b> Attendance at one one-day session is <b>required</b> for new examiners and recommended for second-year 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 be assigned only to Level 1 teams.</p>
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<p><b>Independent Review</b> August 1 - September 3, 2012</p>	<ul style="list-style-type: none"> <li>• 15-30+ hours depending on level, length and complexity.</li> <li>• Applications mailed to teams July 23, 2012.</li> <li>• Scored independent reviews due in TNCPE office around September 3, 2012 (date will be set by team leader).</li> </ul>																		
<p><b>Team Consensus Meetings</b></p> <p>Level 2 – Complete by September 7, 2012 Level 3 – Complete by September 14, 2012 Level 4 – Complete by September 21, 2012</p>	<ul style="list-style-type: none"> <li>• 1/2 day to one day, plus preparation time.</li> <li>• Typically face-to-face meeting at location convenient for team members.</li> <li>• Scheduled by each team leader.</li> </ul>																		
<p><b>Site Visits</b></p> <p>Level 1 – ongoing Level 2 – September 17-21 Level 3 – September 24-28 Level 4 – October 1-5</p>	<ul style="list-style-type: none"> <li>• Level 1: Half day + half day wrap up</li> <li>• Level 2: One day + one day wrap up</li> <li>• Level 3: Two days + one day wrap up</li> <li>• Level 4: Three days + one day wrap up</li> </ul>																		
<p><b>Site Visit Preparation and Follow-Up</b></p> <p>Scheduling coordinated by team leader and applicant organization. Team leader will advise TNCPE office of dates.</p>	<ul style="list-style-type: none"> <li>• Preparation time to create site visit worksheets prior to site visit</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> Target delivery date December 15, 2012</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 reports due in TNCPE office <i>no later</i> than two weeks after site visits.</li> </ul>																		