

Independent Review Tip Sheet


Welcome to Independent Review! The purpose of Independent Review is for each member to individually evaluate the applicant's processes and results by identifying areas of strength and opportunities for improvement (OFIs) relative to the Baldrige Excellence Framework. The following pages contain helpful tips for completing your independent review.

Examiner Resources

- An [Examiner Resources](#) page with training materials, samples, and webinars is available on the TNCPE website.
- You can always contact TNCPE via email at Examiners@tncpe.org.


Scorebook Navigator


Below are a few tips for accessing Scorebook Navigator and using common features. A detailed Scorebook Navigator manual is available on the TNCPE [Examiner Resources](#) page.

- Access Scorebook Navigator at <https://scorebooknav.org>.
 - You will use the same username and password you selected for pre-work.
 - If you forget your password, select "Forgot Password?" on the Scorebook Navigator log-in screen. You will be directed to enter your user name (**firstnamelastname**). Then your password will be sent to the email address on file.
- Remember to click the "Save" icon () to save your work after every entry.
- **Pro Tip:** A resource sheet describing commonly used tips and features of Scorebook Navigator is available on the [Examiner Resources](#) page of the TNCPE website.

Getting Started

Pro Tip: *Start early! Set a schedule that works for you and stick to it in order to finish by the due date set by your team leader. Keep in mind that you will **evaluate all 17 items** of the application.*

- Accessing and reviewing the Baldrige Excellence Framework
 - The correct version of the 2021-2022 Baldrige Excellence Framework (Business, Health Care, or Education, as appropriate for your assigned application) has been loaded into Scorebook Navigator for your reference and can be accessed by clicking the "Display the Criteria" icon ().
****Note:** This copy of the Framework is intended for examiner use only. **By downloading the PDF, you agree not to distribute the Framework, in whole or in part, to other individuals or groups either internal or external to your organization.**
 - Before starting to evaluate your assigned application, take some time to review the Framework.
Remember, you are evaluating the applicant only against the Framework.
 - *Criteria for Performance Excellence* (pages 4-28)

- Scoring System and Scoring Guidelines (pages 29-34)
- Criteria Response Guidelines (pages 35-37)
- Core Values and Concepts (pages 38-43)
- **Pro Tip:** *Bookmark the Glossary of Key Terms (pages 46-53) for ease of reference during your evaluation.*
- Accessing and reviewing your assigned application
 - You can access your assigned application in Scorebook Navigator after completing the conflict of interest certification for TNCPPE using the “Display the Application” icon ().
 - Read the entire application from beginning to end. Feel free to mark up and make notes on the application.
 - Make note of any key processes described and any related results you would expect to see.
 - Highlight key words or identified evaluation factors (A-D-L-I).
 - Make note of any initial thoughts you have regarding gaps in the applicant’s responses.
 - **Pro Tip:** *Information may not always be found in the Criteria item you expect. Reviewing the entire application prior to evaluating the items can help you identify important processes that may be described in different categories.*
- Identify the organization’s key factors.
 - The majority of key factors will be found in the applicant’s Organizational Profile (the responses to the Criteria questions for P.1 and P.2); however, they may be found in other Criteria categories as well. For example, strategic objectives and/or goals listed in Category 2 are frequently identified by examiners as key factors.
 - Enter identified key factors in the appropriate categories (i.e., P.1a, P.1b, etc.) by using the drop-down menu labeled “Key Factor Category” on the “Key Factors” screen.
 - For key factors identified in categories outside of the Organizational Profile, enter it in the “Key Factor Category” that seems most appropriate.
 - **Pro Tip:** *Number your key factors and give each a **bold** heading (i.e., **1) Mission, Vision Values, 2) Core Competencies**, etc.) for easy reference.*

Assessing the Application

Use the following process for each of the 17 items and record your observations in Scorebook Navigator.

- **Read the questions for the Criteria item you are assessing.**
- **Assign key factors to the item.**
 - Using the master list of key factors you developed, determine the most 4-6 most relevant key factors for the item based on the Criteria questions for the item.
 - Document the item’s key factors in the “Key Factor References” panel on the “Item Evaluation” screen.
- **Read the relevant section of the application and analyze the applicant’s processes and results.**

- For process items (Categories 1-6), identify processes described by the applicant in response to the Criteria questions and gaps between the Criteria and the applicant’s response. Evaluate processes using the evaluation factors **Approach, Deployment, Learning, and Integration (A-D-L-I)**.
- For results items (Category 7), group key results and identify any gaps between the Criteria and the applicant’s response. Evaluate results using the evaluation factors **Levels, Trends, Comparisons, and Integration (Le-T-C-I)**.
- **Pro Tip:** Detailed descriptions of the A-D-L-I and Le-T-C-I evaluation factors can be found on pages 29-30 of the Framework book and on the [Examiner Resources](#) page of the TNCPE website.
- **Identify and document the most critical strengths and opportunities for improvement (OFIs).**
 - Document around 6 strengths and OFIs for each of the 17 items, based on the processes and gaps you identified, on the “Item Evaluation” screen in Scorebook Navigator.
 - Select the most relevant key factors for each strength and OFI observation.
 - For role model strengths or significant gaps (as appropriate based on what’s important to the applicant), select the “+/- -” box.
 - Select the A-D-L-I or Le-T-C-I evaluation factors, as appropriate based on the focus of your observation, for each strength and OFI.
 - Select the item reference number(s) that identifies which Criteria item(s) your observation addresses.
 - Document evidence supporting each of your identified strengths and OFIs.
 - **Pro Tip:** Your teammates are going to rely on your Independent Review work during Consensus Review. Make sure your observations and evidence are documented as clearly and concisely as possible. Make note of page numbers, figure numbers, etc. for quick reference.
- **Score the item.**
 - In the “Scoring” panel at the bottom of each “Item Evaluation” screen, select the scoring range that is most appropriate based on the distribution of your documented strengths and OFIs.
 - Ask yourself, “Do my observations respond to the questions at the basic, overall, or multiple level?”, “Do I have any ++ strengths or - - OFIs?”
 - The applicant does not need to demonstrate all the characteristics in the selected range; rather, the score should be based on a holistic view of the four evaluation factors in aggregate.
 - **Pro Tip:** Begin by reading the 50-65% scoring range described in the displayed scoring guidelines. Consider whether this accurately describes the applicant’s **A-D-L-I** or **Le-T-C-I**, as appropriate, for each item. Move up or down the ranges until you find the “best fit”.
 - Below the selected scoring range, select a percentage score (in multiples of 5) for the item.

Finalizing Independent Review

- Select the “Scorebooks” screen from the menu bar.
- In the “Stage 1” panel, check the box labeled “Done” next to your applicant’s scorebook to indicate that your independent review is complete. **Your team leader will not be able to move your team to Consensus Review until all team members have checked “Done” for the Independent Review stage.**