



Examiner Tip Sheet | Site Visit Review

Welcome to Site Visit Review!

The purpose of Site Visit Review is to verify the examiner team's understanding of the applicant's key strengths and clarify its understanding of key OFIs. A site visit gives examiners an opportunity to get to know the applicant's organization from the inside out and more fully understand how it applies the principles of performance excellence in order to provide value-added feedback. During this phase of the evaluation process, your team will revise its Consensus Scorebook detailing the organization's strengths and opportunities for improvement (OFIs) based on your site visit findings. The final scorebook will represent the collective knowledge and analytical skills of the team and will be the basis of the feedback report provided to the applicant.

The following pages include a few helpful reminders as you prepare for site visit, as well as a list of "do's and don'ts" while on-site.

A few things to remember as you prepare for Site Visit...

- **Role of the Examiner:** You are *not* an auditor. The site visit is your opportunity to learn more about the organization so you can provide value-added feedback. Be mindful that the site visit should be a positive experience for the applicant.
- **Just-in-Time Training Video:** Your team leader may incorporate viewing of TNCPE's "Just-in-Time" Site Visit training video into your consensus meeting agenda. If not, you are encouraged to view the video independently on the [Examiner Resources](#) page of TNCPE's website.
- **Site Visit Issues:** Your team leader will ask you to use the Site Visit Issue form in Scorebook Navigator to document your Site Visit Issues (things you want to learn more about on site), along with any documents you would like to request and people you would like to interview. Your team leader will consolidate these site visit issues into one comprehensive list to provide to the applicant at least one week prior to site visit. In general, you will include each OFI you plan to clarify and each double-plus strength you plan to verify on your list. You may also want to request large documents ahead of time, such as the applicant's updated results or a copy of their strategic plan.
- **Site Visit Issue Worksheets:** You will then prepare a SVI Worksheet in Word for each issue that you wish to clarify or verify on site (from the list above). At a minimum, prepare a SVI Worksheet for each OFI and double-plus strength (++) in the items you are leading. Your team leader will help you determine the appropriate number of SVIs based on the length of the site visit and size of the organization.

Additional instructions are available on the [Examiner Resources](#) page for creating SVI Worksheets.

Move the Applicant to the Right: If your applicant addresses a **process SVI** by demonstrating an approach, don't stop there. **Simply identifying an approach doesn't necessarily turn an OFI into a strength.** Use the evaluation factors (A-D-L-I or Le-T-C-I) to identify gaps that will help move the applicant forward on its performance excellence journey. Ask follow-up questions to determine:

- *Is the approach well deployed?*
- *Has the approach gone through cycles of improvement?*
- *How is it integrated with other key processes?*

If your applicant addresses a **results SVI** by demonstrating appropriate performance levels, don't stop there. Ask follow-up questions to determine:

- *Are trends provided for few, many, or most of the areas addressed in the item requirements?*
- *Are results presented for key competitors, industry sector averages, or best-in-class organizations? How do the applicant's results compare?*
- *To what extent do results link to key factors and process items?*

A few days before you go on site, you will need to send your SVI worksheets to your team leader and category back-up. Your team leader may choose to have one person print all of the SVI worksheets for the team. While on site, you may take notes directly on the SVI worksheet.

- **Interview in Pairs:** To ensure that you capture the essence of every interview, the item back-up should take notes while the item lead asks the questions. Review other **Site Visit Interview Tips and Techniques** on the [Examiner Resources](#) page of TNCPE's website.
- **Verify and Clarify:** Remember, after site visit the term "it is unclear" should no longer appear in any of your comments. **If an issue is still unclear, that means you haven't done your job!**
- **Caucus:** While on site, be sure to meet as a team at least once a day to share your findings and make adjustments to your approach. The team leader will schedule time for team caucuses.
- **Walk-Around Questions:** A good way to check deployment of a process is to walk around and talk to the employees of the organization. Review sample walk-around questions on the [Examiner Resources](#) page of TNCPE's website.
- **TNCPE Representative:** If asked on site, feel free to disclose where you work, but refrain from giving your job title or function. What you can say is this: every member of your team has been trained as a TNCPE examiner.
- **TNCPE Employee:** While on site you are first and foremost working for TNCPE. This should take precedence over your other work responsibilities.
- **Team Work:** In a multi-day site visit, at the end of each day meet as a team to discuss findings and revise the next day's schedule.
- **Leave It at the Door:** Make sure you don't go home with any pens, paper, coffee mugs, etc. that could identify your applicant.
- **Wrap-up Meeting:** Upon completion of your site visit, be prepared to spend an additional day together as a team to complete your SVI forms in Scorebook Navigator, revise your comments, finalize key themes, complete the Score Summary Worksheet, and agree on an award recommendation.
- **Final Documentation:** You will be responsible for documenting a resolution for each SVI in Scorebook Navigator with evidence and conclusions reached on-site, as well as finalizing comments for your items, immediately following the site visit. You do not need to complete any additional work on your SVI worksheets, although TNCPE will collect these following your site visit.

Site Visit Do's & Don'ts

DO...

- ✓ **Come prepared for a heavy schedule.** The site visit agenda is full, and the schedule can be hectic.
- ✓ Bring your TNCPE name badge and represent yourself as a TNCPE examiner while on site.
- ✓ **Review the applicant's key factors**, including important issues, the size of the organization, and the nature of its markets/operations.
- ✓ Wear professional, comfortable clothing appropriate for the types of facilities you will visit and the off-site team sessions where discussion and writing occur.
- ✓ **Plan to stay for the entire site visit.** All team members must remain through the completion and signing of the final scorebook.
- ✓ Before the site visit (two weeks is a best practice), **ask your team leader to request items or information that will require special preparation by the applicant** (e.g., requests for interviews with staff members in remote locations or for data that will need compilation or other preparation).
- ✓ **Exercise common sense when scenarios arise that you have not encountered.** Do what makes sense and is consistent with the principles reinforced in the Rules of Conduct and Code of Ethical Behavior. Discuss any issues with your team leader or the TNCPE office.
- ✓ **Ask the applicant for whatever information is needed to clarify or verify your assigned SVIs.** Ask spontaneous questions. However, be realistic—don't place an undue burden on the applicant by requesting anything unnecessary.
- ✓ **Work in pairs during interviews.** Walk-around questions may be conducted either in pairs or individually.
- ✓ **Adhere to the agenda, but be flexible.** It is vital for the applicant to feel there were sufficient opportunities to "tell its story."
- ✓ **Be alert to any response or lack of response that may affect the team's agenda or approach.** Let the team leader know of the findings so he/she may consider a change in the agenda or approach.
- ✓ **Be prompt** for all appointments.
- ✓ **Take thorough notes.** As you document your findings, note the kinds of things that will help the applicant via the feedback report and assist the TNCPE Panel of Judges in understanding the applicant's processes and results. When backing up another examiner during an interview, take notes for him/her.
- ✓ Have originators of documents attach business cards or place their names, locations, and phone numbers on the front of all documents so they can be returned to the correct people.
- ✓ **Participate in daily meetings and debriefings with your team** to share information and impressions, to ensure that all relevant information is obtained.
- ✓ Make arrangements for the return and disposal of all materials after the site visit. **All applicant materials must be returned to the applicant.**
- ✓ After the Feedback Report is delivered to the applicant, **the team leader will let you know it's time to delete your files.** All notes, drafts, Consensus Scorebooks, drafts of Site Visit Issue Worksheets, applications, and flip chart pages must be shredded. All digitally stored material about the applicant must be deleted.

DON'T . . .

- ✘ Don't contact the applicant unless you are the team leader or backup team leader.
- ✘ Don't leave before the Final Scorebook is finished and signed.
- ✘ Don't take cameras or video recorders to the applicant's site(s).
- ✘ Don't discuss any of the following with the applicant:
 - Personal or team observations, findings, conclusions, or decisions—whether critical or complimentary
 - Practices of other applicants
 - Team observations about other applicants
 - Information about your own organization
 - Your personal or professional qualifications
 - Names of or other information about other applicants
- ✘ Don't give verbal or nonverbal feedback during interviews. Do not let the applicant's representatives know your evaluation of their answers.
- ✘ Don't interview consultants, customers/students/patients, or suppliers unless an exception has been identified by your team leader in consultation with the TNCPE office.
- ✘ Don't interact with the applicant after departing the site visit.
- ✘ Don't take any of the applicant's materials, reports, documentation, etc., off-site.
- ✘ Don't accept gifts of any sort.
- ✘ Don't bring family members or friends on site visit trips.
- ✘ Don't hold team debriefings, meetings, or discussions regarding the site visit or your findings in open areas.