Tennessee
Center
for Performance
Excellence

Step-by-Step Instructions for Pre-Work

We recommend that you schedule 20-25 hours to complete your pre-work assignment. Please track your hours. We will ask you to record them on your pre-work evaluation form, accompanying this packet.

STEPS	ACTIONS
Log on to the Scorebook Navigator™ software	Log on to the *Scorebook Navigator™* software, following these steps: 1. Go to: https://scorebooknav.org 2. Your username will be: **firstnamelastname** (all lower case, no special characters) *Example:* Sue Alexander = **suealexander** 3. Input your password. At your first log in, your password will be the same as your username **(firstnamelastname)**. Click "sign in." ****Tip***: *If you served as an examiner last year, your updated password has not changed. Enter your password from last year OR use the "Forgot Password" link to generate an email reminder.* 4. The Scorebook Navigator licensing agreement will appear. Scroll to the end of the agreement and click "I accept." You also may want to check the box to not show the licensing agreement again. 5. You will then be prompted to update your password for security purposes. Enter your new password in the "new password" box, and again in the "confirm new password" box. Then click "save" at the bottom of the screen. ****Tip:*** *Write your Scorebook Navigator password at the top of these instructions.* 6. After you update your password, click on the "Scorebooks" button to confirm that you have access to the 2018 Case Study assignment. On this screen, you will find the assignment: "2018 Green Gateway Pre-Work Group _____" under the "Scorebooks" column heading. 7. Problems or questions? A Scorebook Navigator Tip Sheet has been included in your pre-work packet. However, if you encounter a software problem that you cannot resolve, call for help! *Lifeguards on duty:* *TNCPE Office (800) 453-6474* *Sue Alexander (615) 594-7775* *Katie Rawls (615) 708-0775*

Assemble your materials	In order to complete your pre-work, you will need the following materials:
	
	1. Access to the **2017-2018 Baldrige Excellence Framework™**
	
	   The Business edition of the Framework booklet may be downloaded from the Scorebook Navigator software by accessing the Criteria "notebook" icon from the Scorebook menu. **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.**
	
	   You should have received a PDF of the Business Framework as an email attachment. In addition, the Criteria requirements may be accessed throughout the Scorebook Navigator system by hovering your mouse over any Criteria reference.
	
	2. A copy of the **2018 Green Gateway Case Study**
	
	   You may access this year's case study either from the TNCPE website at http://www.tncpe.org/examiners/resources (under the "Pre-Work" header), OR from the Scorebook Navigator system by using the "document" icon to download the case study from your scorebook.
	
	   Please note that Category 7 (pages 35 -50) contains color graphs, in addition to several other figures. Be sure to review these graphs in COLOR (either online or in a color printout) so the data are presented accurately.
	
	3. Access to the **Scorebook Navigator™ online examiner software**
	
	   See above for instructions on accessing the software.
	
	4. These **step-by-step instructions**.

Review the 2018 Pre-work Assignment	Completing pre-work will prepare you for Independent Review - Stage 1 of the TNCPE assessment process. Your pre-work assignment is to:
	
	1. **Identify key factors for:**
	   ☐ **P.1a** Organizational Environment
	   ☐ **P.1b** Organizational Relationships
	   ☐ **P.2a** Competitive Environment
	   ☐ **P.2b** Strategic Context
	   ☐ **P.2c** Performance Improvement System
	
	2. **Evaluate the following six items:**
	   ☐ **Item 1.1** Senior Leadership
	   ☐ **Item 2.1** Strategy Development
	   ☐ **Item 3.1** Voice of the Customer
	   ☐ **Item 6.1** Work Processes
	   ☐ **Item 7.1** Product and Process Results
	   ☐ **Item 7.2** Customer Results
	
	Instructions for completing the pre-work assignment are on the following pages.

Review the Baldrige Excellence Framework **(1 hour)**	Now that you are ready to begin your assignment, the first step is to review the Business edition of the Baldrige Excellence Framework. • *Criteria for Performance Excellence* (pages 4-30) • Scoring System and Scoring Guidelines (pages 31-36) • Criteria Response Guidelines (pages 37-39) • Core Values and Concepts (pages 40-44) ***Tip:** Put a paperclip or tab on the Glossary of Key Terms (pages 47-54)*
Read the application **(3 – 4 hours)**	Read the entire Green Gateway case study from beginning to end. • As you read, highlight or make note of the applicant's key processes—the methods used to address item requirements—and any results you would expect to see related to these processes. • Note any initial thoughts you have regarding gaps in the applicant's response or things to watch for as you begin your evaluation.

Create a list of key factors
 	
(2 – 3 hours)
	Now you are ready to create a list of key factors for the applicant.
	
	A ***key factor*** is an attribute of an organization or its environment that influences the way the organization operates and the key challenges it faces. Examiners will use key factors to focus their assessments on what is important to the applicant.
	
	• Access the Key Factors Screen in *Scorebook Navigator™* from your case study scorebook by clicking "Key Factors" on the menu bar.
	
	• Then read the Criteria questions for items P.1 and P.2.
	
	• As you read Green Gateway's Organizational Profile, which responds to these questions, identify key factors (organizational attributes that influence how the organization operates).
	
	• Enter these key factors into *Scorebook Navigator™* using the following steps:
	
	    a) Use the drop-down menu labeled "Key Factor Category" to select the correct area to address (P.1a, P.1b, etc.).
	
	    b) Then click on a numbered row to open it so you can begin typing. Enter your entire key factor, including its name, in the box provided.
	
	    c) Click the "save" icon after each row is completed.
	
	• Note that you may continue to add key factors to your scorebook throughout your evaluation, as this is an iterative process.
	
	***Tip:** A sample list of key factors from area P.1a has been completed for you and is located in the "Examples & Resources" section of your pre-work packet.*

Processes:	Complete the six-step item evaluation process and record comments in the *Scorebook Navigator™* software for process items 1.1, 2.1, 3.1 and 6.1.
Evaluate assigned process items in categories 1 – 6 using the 6-step evaluation process **(2 – 3 hours per item)**	**1. Read the Criteria item** Read the Criteria item to refresh your memory and help you understand the item requirements. For example, when evaluating item 1.1, read Criteria item 1.1. **2. Assign key factors to the item** Determine the most relevant key factors for the item. • Review the master list of key factors that you developed from the Organizational Profile. • Considering what the Criteria is asking, which of these organizational attributes would have the greatest influence on the applicant's responses to the item requirements? • Navigate to the Item Evaluation Screen from your menu bar, and select the appropriate item (for example, item 1.1). • From the Key Factor References panel, select the four to six key factors that are most relevant to the item using the drop-down box provided. (These will be selected from the master list of key factors that you created earlier). Click the "save" icon after each. **3. Read the relevant section of the application and identify processes and gaps** For example, when evaluating item 1.1, read the applicant's response to item 1.1. Identify **processes** the applicant uses to address item requirements or any **gaps** between the Criteria and the applicant's response. Also consider what processes you would expect to see based on the key factors identified in Step #2. **4. Outline 6-10 strength and OFI comments** Evaluate the **processes** you have identified in the application using the process evaluation factors – approach, deployment, learning, and integration. ***Tip**: Additional information about the A-D-L-I process evaluation factors can be found in "Examples & Resources."* Based on your analysis, identify the **6-10 most critical strengths and opportunities for improvement (OFIs)** for the applicant and outline them in Scorebook Navigator. • Begin by reviewing the processes and gaps you noted during Step #3. Consider whether any of the gaps you identified are important to the applicant. If so, these may be potential OFIs. • Next look at your analysis of the applicant's processes you completed using A-D-L-I. Identify areas of strength (evidence of systematic approaches, evidence of appropriate deployment, evidence of cycles of learning, or evidence of integration) and areas of opportunity (lack of an approach, incomplete deployment, lack of cycles of learning, or no evidence of

integration). Using the applicant's key factors, determine which of these strength and OFI comments may be most valuable, and enter them into the Scorebook Navigator system:

a) On the "Item Evaluation" screen, select the correct item from the drop-down box (for example, item 1.1).

b) Click on a row under the "strengths" panel to open it.

c) Select the key factor or key factors most relevant to the strength comment using the provided checkboxes (you will only be able to choose from the 4-6 key factors you assigned to the item).

d) Check the "Double" box to flag high-priority strengths (or OFIs) that you believe are the most critical to the applicant.

e) In the "Strengths" box, write the topic sentence or main point of your strength comment (for example, "The applicant has a systematic, well-deployed approach for examiner pre-work").

f) In the "As Evidenced By" box, list the specific evidence you observed in the application (for example, "a pre-work packet is provided to all examiners and includes step-by-step instructions").

Tip: Use figure numbers where appropriate to refer to evidence in application graphics.

g) Use the provided checkboxes to indicate which evaluation factors your strength references (in the example above, "approach" and "deployment" should be checked).

h) Select an "Item Reference" in the next box, such as 1.1a(1).

i) Use the checkbox in the column under the "key" icon to flag potential key themes.

Tip: A key theme is a major strength, opportunity or vulnerability that recurs throughout the application.

j) Click "Save" after completing a row for each outlined comment. 🖫

k) Repeat these steps to enter each of the 6-10 strength and OFI comments you have identified.

Tip: Use the "Gaps & OFIs" panel to enter your OFI comments. Use the checkboxes to indicate which evaluation factors each OFI references (for example, checking Approach and Deployment for an OFI comment indicates that approach and deployment are lacking).

Tip: Make it a habit to "save" your work frequently! 🖫

5. **Score the item**

   Use the Scoring Panel at the bottom of the Item Evaluation screen to determine a scoring range for each process evaluation factor:

   - Review the Criteria requirements.

- Review the strength and OFI comments you drafted for the item, particularly noting any comments marked double strength (++) or double OFI (- -).

- Note the balance and importance of these comments relative to the item requirements and key factors.

- The Scoring Guidelines are provided in Scorebook Navigator. Begin by reading the description of the 50-65% range. Consider whether this accurately describes the applicant's **Approach (A), Deployment (D), Learning (L), and Integration (I)** for the item.

  Move across the six scoring ranges until you find the "best fit." Considering the applicant's performance holistically, click on the appropriate scoring range in the row labeled "Item 1.1 Overall" at the bottom of the screen.

  The applicant does not need to demonstrate all the characteristics in the selected range; rather, the score is based on a holistic view of the four evaluation factors in aggregate to determine which range is the best fit.

- Finally, select a percentage score that is a multiple of 5 for the item in the row labeled "Item 1.1 Score."

- Click "Save." 🖫

6. **Draft one feedback-ready OFI comment per item**

   In the "Feedback-Ready Comments" panel above the Scoring Grid, draft one feedback-ready OFI comment. This comment will be based on one of your identified OFIs for the item.

   The purpose of a comment is to tell the applicant what it does well or what is needed to improve. Good comments convey a single thought. They provide the applicant meaningful (value-add) feedback and are easy to understand. Use this process to draft your comment:

   - Be sure your comment is grounded in the Criteria.

   - Start with a topic sentence or main point of your comment (that you entered in the "Gaps & OFIs" box). For example, "The applicant lacks an approach for projecting key data points."

   - Give one or two supporting examples from the application (from the "As Evidenced By" box). If your OFI refers to a gap (something missing from the application), tell what is missing. For example, "During the strategic planning process, the organization does not project the number of examiners needed each year."

   - Finish with a "so what" statement to indicate why this comment is important or relevant to the applicant. The "so what" is usually based on a key factor. For example, "A process to project the number of examiners may help the organization use its limited volunteer resources in a more efficient manner."

   - Type your comment in the box labeled "Comment" on the "Feedback-Ready Comments" panel.

	- Indicate an item reference in the boxes to the right. Use the column to the left to indicate if this is a high-priority or double-OFI. - Click "Save." 💾 *Tip*: *A sample evaluation of item 5.1 (including sample comments) is provided behind the "Examples & Resources" tab*. *Additional sample comments are available on the Examiner Resources page at* http://www.tncpe.org/examiners/resources.php. *Note: Both a strength and OFI comment are included in this example; however, your assignment only requires you to write one OFI comment for each item.*
Repeat for all assigned process items **(2 – 3 hours per item)**	Repeat these steps for items 1.1, 2.1, 3.1, and 6.1: 1. **Criteria:** Review the Criteria item requirements. 2. **Key factors**: Select 4-6 relevant key factors for the item. 3. **Application**: Read the relevant section of the application and identify **processes** and **gaps**. Use key factors to think about what you would expect to see. 4. **Outline Comments:** Assess key processes using evaluation factors (A/D/L/I). Outline 6-10 strength and OFI comments by providing a topic sentence and evidence for each. 5. **Score:** Score the item. 6. **Feedback-Ready OFI**: Write one feedback-ready OFI comment for the item.
Results: **Evaluate assigned results items in category 7 using the 6-step evaluation process** **(2 – 3 hours per item)**	**Complete the six-step item evaluation process and record comments in the** *Scorebook Navigator™* **software for results items 7.1 and 7.2.** 1. **Read the Criteria item** Read the Criteria item to refresh your memory and help you understand the item requirements. For example, when evaluating item 7.1, read Criteria item 7.1. 2. **Assign key factors to the item** Determine the key factors that are most relevant to the item. - Review the master list of key factors that you developed from the Organizational Profile. - Considering what the Criteria is asking, which of these organizational attributes would have the greatest influence on the applicant's responses to the item requirements? - Navigate to the Item Evaluation Screen from your menu bar, and select the appropriate item (for example, item 7.1). - From the Key Factor Reference panel, select the most relevant four to six key factors for the item using the drop-down box provided. (These will be selected from the master list of key factors that you created earlier). Click the "save" icon after each. 💾

3. Read the relevant section of the application; group results and identify gaps
For example, when evaluating item 7.1, read the applicant's response to item 7.1.

- Identify **results** the applicant provides to address item requirements or any **gaps** between the Criteria and the applicant's response.

- Review all responses, graphs, and figures individually, and then **group** them as appropriate in your comments. For example, consider grouping all results related to customer surveys or grouping all results showing comparisons against the same benchmark or competitor.

- Look for "missing" results – review the list of results you expected to see as you read the application. Were they provided? Also consider what results you might expect based on the key factors you assigned to this item.

Tip: *You do not need to provide comments on every figure in the application. Instead, focus on figures that are responsive to the Criteria requirements and address important performance requirements identified in the Organizational Profile and in process items – or identify results that are missing in these areas.*

4. Outline 6-10 strength and OFI comments
Evaluate the **results** you have identified in the application using the results evaluation factors – levels, trends, comparisons, and integration.

Tip: *Additional information about the Le-T-C-I results evaluation factors can be found in "Examples & Resources."*

Based on your analysis, identify the **6-10 most critical strengths and opportunities for improvement (OFIs)** for the applicant and outline them in Scorebook Navigator.

- Begin by reviewing the results and gaps you noted during Step #3. Consider whether any of the gaps you identified are important to the applicant. If so, these may be valuable OFI comments.

- Next look at your analysis of the applicant's results you completed using Le-T-C-I. Identify areas of strength (evidence of high performance levels, positive performance trends, favorable performance against comparisons, and results that are important to the applicant) and areas of opportunity (low performance levels, negative performance trends, unfavorable comparisons, or missing results). Using key factors, determine which of these strengths and OFIs may be most critical for the applicant and enter them into the Scorebook Navigator system:
  a) On the "Item Evaluation" screen, select the correct item from the drop-down box (for example, item 7.1).
  b) Click on a row under the "strengths" panel to open it.
  c) Select the key factor or key factors most relevant to the strength comment using the provided checkboxes (you will only be able to choose from the 4-6 key factors you assigned to the item).

d) Check the "Double" box to flag high-priority strengths (or OFIs) that you believe are the most critical to the applicant.

e) In the "Strengths" box, write the topic sentence or main point of your strength comment (for example, "The applicant demonstrates a favorable trend in applicant satisfaction over the last three years").

f) In the "As Evidenced By" box, list the specific evidence you observed in the application (for example, "Figure XXX shows an increase in applicant satisfaction from 2014-2017").

Tip: *Use figure numbers where appropriate to refer to evidence in application graphics.*

g) Use the provided checkboxes to indicate which evaluation factors your strength references (in the example above, "trends" should be checked).

h) Select an "Item Reference" in the next box, such as 7.1a(1).

l) Use the checkbox in the column under the "key" icon to flag potential key themes.

Tip: *A key theme is a major strength, opportunity or vulnerability that recurs throughout the application.*

i) Click "Save" after completing a row for each strength comment. 🖫

j) Repeat these steps to enter each of the 6-10 strengths and opportunities for improvement you have identified.

Tip: *Use the "Gaps & OFIs" panel to enter your OFI comments. Use the checkboxes to indicate which evaluation factors each OFI references (for example, checking Levels and Trends for an OFI comment indicates that low performance levels and unfavorable trends have been observed).*

Tip: *Make it a habit to "save" your work frequently!* 🖫

5. **Score the item**

   Use the Scoring Panel at the bottom of the Item Evaluation screen to determine a scoring range for each process evaluation factor:

   - Review the Criteria requirements.

   - Review the strength and OFI comments you drafted for the item, particularly noting any comments marked double strength (++) or double OFI (- -).

   - Note the balance and importance of these comments relative to the item requirements and key factors.

   - The Scoring Guidelines are provided in Scorebook Navigator. Begin by reading the description of the 50-65% range. Consider whether this accurately describes the applicant's **Levels (Le), Trends (T), Comparisons (C), and Integration (I)** for the item. Move across the six scoring ranges until you find the "best fit." Considering the applicant's performance holistically, click on the appropriate scoring range in the row labeled "Item 7.1 Overall" at the bottom of the screen.

The applicant does not need to demonstrate all the characteristics in the selected range; rather, the score is based on a holistic view of the four evaluation factors in aggregate to determine which range is the best fit.

- Finally, select a percentage score that is a multiple of 5 for the item in the row labeled "Item 7.1 Score."

- Click "Save." 🖫

6. **Draft one feedback-ready OFI comment per item**

   In the "Feedback-Ready Comments" panel above the Scoring Grid, draft one feedback-ready OFI comment. This comment will be based on one of your identified OFIs for the item.

   The purpose of a comment is to tell the applicant what it does well or what is needed to improve. Good comments convey a single thought. They provide the applicant meaningful (value-add) feedback and are easy to understand. Use this process to draft your comment:

   - Be sure your comment is grounded in the Criteria.

   - Start with a topic sentence or the main point of your comment (that you entered in the "Gaps & OFIs" box). For example, "No comparisons are shown for customer satisfaction results."

   - Give one or two supporting examples from the application (from the "As Evidenced By" box). If your OFI refers to a gap (something missing from the application), tell what is missing. For example, "The applicant lacks comparative data for both examiner satisfaction with training and applicant satisfaction with feedback reports."

   - Finish with a "so what" statement to indicate why this comment is important or relevant to the applicant. The "so what" is usually based on a key factor. For example, "Without comparative data, it may be difficult for the applicant to become one of the top three state programs in the nation."

   - Type your comment in the box labeled "Comment" on the "Feedback-Ready Comments" panel.

   - Indicate an item reference in the boxes to the right. Use the column to the left to indicate if this is a double-OFI.

   - Click "Save." 🖫

Tip: A sample evaluation of item 7.3 (including sample comments) is provided behind the "Examples & Resources" tab. Additional sample comments are available on the Examiner Resources page at http://www.tncpe.org/examiners/resources.php.

Note: Both a strength and OFI comment are included in this example; however, your assignment only requires you to write one OFI comment for each item.

Repeat for all assigned results items	Repeat these steps for items 7.1 and 7.2: 1. **Criteria:** Review the Criteria item requirements. 2. **Key factors**: Select 4-6 key factors that are most relevant to the item. 3. **Application**: Read the relevant section of the application; group provided **results** and identify **gaps.** Think about what results you expected to see. Were they provided? Or are they missing? 4. **Outline Comments**: Assess key results using the results evaluation factors (Le-T-C-I). Outline 6 – 10 strength and OFI comments by providing a topic sentence and evidence for each. 5. **Score:** Score the item. 6. **Feedback-Ready OFI**: Write one feedback-ready OFI comment for the item.
Export the worksheets to Word	• Select the "Reports" button. • Click on the down arrow to produce a drop-down menu. • One at a time, select the items you have evaluated, as well as the key factors report. For example, select item 1.1. • Once item 1.1 appears, click the "Export" icon (shown below) and select "Word" from the drop-down menu. • A new Word document containing item 1.1 will download to your computer. The document will be several pages long. • Save the document. • Repeat this process for each item assigned for pre-work, including key factors.

Print two copies	• Print two copies of your completed pre-work assignment and bring both copies to your three-day examiner training class.
	
	   – When you print, DO NOT duplex (double-side print) your pre-work.
	
	   – Print only your key factors and the assigned items (not the entire Scorebook).
	
	   – Staple together the pages of each item, so that the key factors are a separate packet, item 1.1 is a separate packet, item 2.1 is a separate packet, and so on**.**

Note your hours	• Make sure to note the number of hours you spent on pre-work in the space provided on the pre-work evaluation form.

What to bring to training	Bring the following to the three-day training class:
	
	• Two printed copies of your completed pre-work assignment, which includes:
	
	    ☐ **Key Factors**
	    ☐ **Item 1.1** Senior Leadership
	    ☐ **Item 2.1** Strategy Development
	    ☐ **Item 3.1** Voice of the Customer
	    ☐ **Item 6.1** Work Processes
	    ☐ **Item 7.1** Product and Process Results
	    ☐ **Item 7.2** Customer Results
	
	• A completed **Pre-work Evaluation Form** (the lavender sheet in this packet)
	
	• A copy of the **2018 Green Gateway case study**
	
	• Completed Examiner Handbook Quiz (sent with your acceptance letter)
	
	• All of the materials in this packet
	
	• A positive attitude!
	
	• Returning examiners should also bring your TNCPE name badge; First-year examiners will receive their name badges during training.
	
	Note: You do not need to bring a copy of the TNCPE Examiner Handbook. We will provide copies for your reference at the examiner training session.
	
	Note: You will be provided with a copy of the Framework of your choice on the first day of training (Business, Health Care, or Education). However, you may wish to access the Business Framework provided for training from your laptop.

Serving as a TNCPE Examiner is one of the best professional development opportunities available in Tennessee. In fact, completing the three-day examiner training class has been compared to earning a mini-MBA.

TNCPE is excited to welcome you to our family of dedicated professionals who are expanding their knowledge base, enhancing their personal effectiveness, and helping us drive organizational excellence across the Southeast region!