

Board of Examiners

Serving as a TNCPE examiner provides unparalleled professional development supported by training in the Baldrige Excellence Framework™, our nation's standard of excellence. Examiners gain leadership skills and business acumen, while helping drive organizational excellence in Tennessee and the Southeast region. Service as an examiner offers access to an extensive network of quality professionals, as well benchmarking and growth opportunities, and exposure to best practices across a wide range of industries.

The Board of Examiners is made up of leading quality, business, health care, manufacturing, and education experts from across the Southeast. It includes individuals selected from industry, professional and trade organizations, 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 TNCPE examination process and the Baldrige Framework, which includes the *Criteria for Performance Excellence*, the Baldrige core values, and the scoring system. Preparation of 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 training 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 examiner expectations 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 2018. Members of the 2016 or 2017 TNCPE Board of Examiners need only complete the Return 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 region.

Appointments

Examiners are appointed by the president of the Tennessee Center for Performance Excellence to serve for one full year (July 16, 2018 to July 14, 2019). Appointments are subject to the Conditions of Involvement and the Code of Ethical Standards.

Notification Process

The examiner application deadline is April 2, 2018. Notification letters will be mailed to all examiner

candidates by April 16, 2018, indicating their selection status. Selected examiners must return the confirmation notice immediately upon receipt.

Master Examiners

TNCPE examiners who have distinguished themselves over multiple years of service may earn the designation of master examiner. For the first two years after achieving this status, master examiners are only required to attend Day 3 of examiner training, although they are welcome to attend the entire three-day course. Master examiners are not required to complete pre-work, but they must read the case study organizational profile.

High performing experienced examiners are invited to serve as master examiners at the discretion of the TNCPE president. At a minimum, master examiners will have completed three years of service on the Board of Examiners, demonstrated an in-depth understanding of the Baldrige framework, and served as either a team leader or scorebook editor. After accepting the master designation, examiners will serve in leadership roles on future TNCPE teams. Master examiners must complete the entire three-day examiner training course once every three years in order to stay current with changes in the Baldrige framework and TNCPE processes.

Examiner Training

Five training sessions will be held in four regional locations across Tennessee, with a sixth training session offered in North Carolina. 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 course 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; knowledge of business, industry specialization, or quality practices; and examiner and team skills. It is expected that all potential examiners will be available to complete their assignments during the primary evaluation period (August – October) unless otherwise specified.

- **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 responsibility for a wide range of activities. For example, employment history may show marketing expertise to understand Customers (Category 3), or supervision of a large enough number of people to understand Workforce (Category 5), or production leadership to understand Operations (Category 6).
- **Diversity of experience** refers to having in-depth experience in multiple sectors, such as manufacturing, service, health care, education, or government. Given the conflict of interest restrictions in assigning examiners to evaluate applicants, 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, industry 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, government, or financial results. Expertise may be demonstrated through 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), collaboration, time-management skills, and the commitment to meet deadlines.

Duties of Examiners

Examiners review, comment upon, and score written applications and prepare Feedback Reports for 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 Monday, April 2, 2018. New examiners should submit a 2018 New Examiner Application; members of the 2016 or 2017 Board of Examiners should submit a 2018 Return Examiner Application. Both forms can be filled out online (www.tncpe.org/examiners/index.php#4) or printed from the TNCPE website and emailed or mailed to the TNCPE office. (contact@tncpe.org or TNCPE/2525 Perimeter Place Drive/Suite 122/Nashville, TN 37214-3773)

A Recommendation Form must accompany each New Examiner Application. Return examiners are not required to provide a recommendation letter.

Examiner applicants will be informed of their status in the program by April 16, 2018. After submitting an application, if a candidate finds 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 are individually responsible for preventing conflicts of interest. Prior to participating in the evaluation of award applicants, examiners will be asked to certify that no conflict of interest exists. Examples of conflicts of interest include having the organization as a past, present, or future employer or 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 training 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, service 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. 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 email, 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 preparation of the final Feedback Report. Failure to complete this commitment will result in the examiner being invoiced \$595 to cover the costs of training.**

6. Training Course

Participation by examiners in a training course is required and critical to the award program's success. The course includes a detailed review of the Baldrige Excellence Framework, TNCPE evaluation process, consensus development, site visit requirements, and Code of Ethical Standards.

Each examiner must attend one of the three-day training 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 unless TNCPE has notified the examiner that they have achieved "master" examiner status. 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 nonprofit 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 that 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 or consensus meetings.

Level 1 application: \$175 per diem: ½ day site visit + ½ day wrap up (\$175 total)

Level 2 application: \$175 per diem: 1 day site visit + 1 day wrap up (\$350 total)

Level 3 application: \$175 per diem: 2 day site visit + 1 day wrap up (\$525 total)

Level 4 application: \$175 per diem: 3 day site visit + 1 day wrap up (\$700 total)

10. Examiner Training Fees

First-year examiners will be charged a \$400 training fee. Second-year examiners will be charged a \$200 fee. Examiner training fees will be invoiced upon acceptance to the Board of Examiners and the fee is due prior to the three-day preparation course. There is no charge for examiners returning for their third (or more) year of service. A limited amount of scholarship dollars is available for examiners who are unable to cover the cost of training. Please contact the TNCPE office at 1-800-453-6474 to learn more.

- 11. Examiners are expected to fulfill their commitment to TNCPE.** After paying the training fee, if a first year examiner withdraws from the examiner program, TNCPE will refund \$300 of the training fee. For a second-year examiner, TNCPE will refund \$100. However, TNCPE is not able to offer any refund of training fees within three business days of the examiner's selected training course, as materials and food are prepared at that point.

Examiners returning for their third year or more (who do not pay for training) will be assessed a fee of \$100 for withdrawing from examiner training or rescheduling to a different training class without three business days' notice.

After training is completed, each examiner will be assigned to a team to evaluate an applicant organization. If the examiner fails to complete all four stages of the evaluation process, the examiner will be assessed the full training fee of \$595. For a first year examiner, the \$400 fee will be applied to the full fee and the examiner will owe TNCPE an additional \$195. Similarly, a second-year examiner will owe TNCPE an additional \$395. A returning or master examiner will be assessed the full \$595 fee.

Rules of Conduct

The following Rules of Conduct are established to maintain the confidentiality of TNCPE Award Program application information, including the identity of applicants. In addition, these rules preserve fairness in the examination process. The rules pertain to the entire Board of Examiners, including judges, team leaders, and master examiners.

Examiners must agree to a standard code of conduct and non-disclosure, and

- will conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions
- will maintain and safeguard fairness in the examination process and the confidentiality of all award application information, including the identity of applicants
- will treat as confidential all information about the applicant and the applicant's operations gained through the evaluation process
- will encourage and maintain a professional working environment that promotes respect for award applicants, their employees, and all members of the examiner team
- will respect the climate, culture, and values of the organization being evaluated
- will not intentionally communicate false or misleading information that may compromise the integrity of the award process or decisions therein
- will not at any time (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance
- for a period of three years after the evaluation, will not approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship
- if approached by an organization they have evaluated, will not accept employment or a consulting arrangement from that organization for a period of three years after the evaluation.

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:

- will avoid representing conflicting or competing interests, or placing 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 TNCPE Award Program
- will not review an organization with which they or their family members have an employment relationship
- will not serve as examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, that they have a financial interest in, or with which they anticipate a consulting arrangement
- will not review an organization that represents more than 5% of their investments
- may review an organization they have previously reviewed only after three years.

Disclosure of Conflict of Interest

Those selected to serve on the Board of Examiners must sign and agree to adhere to TNCPE's Conflict of Interest and Non-Disclosure Agreement immediately upon receiving their application assignment(s). Conflict of Interest takes into account employers, significant ownership, client relationships, and affiliations that may present or seem to present a conflict of interest to the examiner's ability to impartially fulfill his/her TNCPE duties. Such information will be kept confidential. A Conflict of Interest/Non-Disclosure Agreement must be completed for each application assigned.

<p>Training Case Study May – July 2018</p>	<ul style="list-style-type: none"> • TNCPE emails case study in May • Examiner completes 20-25 hours of pre-work • Examiner evaluates, scores, and brings case study pre-work to 3-day examiner training session
<p>Examiner Training Sessions</p> <p>Orientation (required for new examiners)</p> <p>Nashville May 8 Memphis May 10 Tri Cities May 15 Greensboro, NC May 10 Oak Ridge May 17 Nashville May 22</p> <p>Training</p> <p>Nashville June 5-7 Oak Ridge June 12-14 Greensboro, NC June 12-14 Memphis June 19-21 Tri Cities June 26-28 Nashville July 10-12</p>	<p>New Examiner Orientation: Attendance at one one-day orientation session is required for new examiners and recommended for second-year examiners.</p> <p>Training:</p> <ul style="list-style-type: none"> • Attendance required at the full 3-day class unless notified by TNCPE of master examiner status • Add travel time • Travel expenses paid by examiner • TNCPE assigns teams following training
<p>Independent Review of Assigned Application August 2018</p>	<ul style="list-style-type: none"> • Schedule 15-30+ hours depending on level, length and complexity of assignment • TNCPE assigns applications to teams by Jul. 31, 2018 • Independent reviews completed by late August (exact date will be set by team leader)
<p>Team Consensus Meetings</p> <p>Level 2 – Complete by September 7 Level 3 – Complete by September 14 Level 4 – Complete by September 21</p>	<ul style="list-style-type: none"> • 1/2 day to one day, plus preparation time • Typically face-to-face meeting at a location central to team members • Scheduled by each team leader
<p>Site Visits</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"> • Level 1: Half day + half day wrap up • Level 2: One day + one day wrap up • Level 3: Two days + one day wrap up • Level 4: Three days + one day wrap up
<p>Site Visit Preparation and Follow-Up</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"> • Allow preparation time to create site visit worksheets prior to site visit • Evenings during site visit are spent sharing information and updating feedback comments • Site Visit Report is completed during the wrap-up day following site visit

<p>Reports</p> <p>Final Feedback Report delivered to TNCPE within two weeks of site visit to allow time for judges' review.</p> <p>Target delivery to applicant no later than Dec. 31.</p>	<ul style="list-style-type: none">● Consensus Report is generated at team consensus meeting● Site Visit Report is completed at conclusion of site visit● Final report due to TNCPE office <i>no later</i> than two weeks after site visit
---	---