Team Leader Guide

Thank you for accepting the role of Team Leader! As the team leader, you play a critical role in meeting the expectations of our customers and your examiner team members. If you have a been a team leader in the past, you know what a demanding, yet fulfilling, role this can be. If this is your first experience as a team leader, you are in for an exceptional opportunity to improve your leaderships skills and deepen your understanding of the Baldrige Excellence Framework™.

Team Leader Resources

- Samples and forms referenced throughout this guide are available on the Examiner Resources page of the TNCPE website. A Scorebook Navigator Team Leader Manual is also available.
- If you have any questions, you can always contact the TNCPE office for help.

Getting Started

- As soon as you receive your team assignment, send an enthusiastic welcome email to introduce yourself to your team and set expectations. In your welcome email:
  - Establish an email protocol for the team.
    - The subject line of all team emails should begin with "Applicant #XXXX" so that it is apparent that it is a team-related communication.
    - When an email is sent to the entire team, ask members to "reply all" to expedite communications and ensure that everyone receives the same message.
    - Remind examiners to respond quickly to all team communications.
  - Attach the Biography Request and Calendar Request Forms and **assign a deadline of 2 to 3 days for examiners to submit the completed forms**. You will need these forms to determine item leads and set the team calendar.
  - Ask examiners to confirm their contact email and phone number on the roster that was sent with the team assignment and to let you know the best method for contacting them.
  - Remind examiners to read the application documents and the Organizational Profile to determine if there are personal conflicts of interest with the applicant and contact the TNCPE office with any questions or potential conflicts.
  - Tell examiners to start independent review right away by first reading the application from cover to cover and then identifying key factors and inputting them in Scorebook Navigator. **Assign a deadline of 5 to 7 days for examiners to complete key factors and Item 1.1 in Scorebook Navigator.**

    Pro Tip: *Have examiners download key factors and Item 1.1 and email it to you for review. This will help you identify early any examiners who may need help with the Criteria or the evaluation process.*
- Get in touch with the organization's point-of-contact listed on the application form. During this communication:
  - Introduce yourself and review the assessment process.

- Establish the site visit date(s). Try to schedule site visit as close to TNCPE's proposed site visit schedule dates as possible (see below).

  Pro Tip: *Make this initial contact after you have received the team's Calendar Request Forms so that you are aware of dates in which your team members will not be available. Be sure to confirm potential dates with your team before proposing them to the applicant.*
- Let the applicant contact know that you will be in touch with them throughout the evaluation period and that you will be sending them an agenda with discussion topics and requested documentation and interviews **no later than 10 days** prior to the first day of site visit.

  Pro Tip: *Send the applicant contact updates as you complete the different stages of the evaluation process (independent review, consensus) to let them know the team is making progress on their application.*
- Let the applicant contact know that they can reach out to you at any time with questions.

- After you have established the site visit date with the applicant, set deadlines for the evaluation phases. The following table includes events that should be on your team calendar, as well as suggested timeframes for setting due dates. (**Note:** Based on the date(s) of your site visit, due dates may not fall within the suggested timeframes.)

Event	Applies To	Suggested Due Date/Timeframe
Complete key factors and one assigned item; download and submit to team leader for review	All Team Members	One week after receiving the application
Complete independent review and check "Done" in Scorebook Navigator	All Team Members	2 weeks before Consensus Meeting
Consolidate key factors and move team to consensus. Assign category/item leads and back-ups	Team Leader	Within 48 hours of independent review due date
Complete synthesis and write feedback-ready comments for all assigned categories/items	All Team Members	5 days before consensus meeting
Leave feedback on items for which you are the back-up	All Team Members	3 days before consensus meeting
Consensus Meeting	All Team Members	2 to 3 weeks before the first day of site visit
Site visit issues completed and submitted to team leader with list of requested documents and interviews	All Team Members	4 to 5 days after consensus meeting
Send site visit agenda with discussion topics, and document and interview requests to the applicant	Team Leader	**No later than 10 days before the first day of site visit**
Site Visit	All Team Members	Based on TNCPE calendar
Post-site visit wrap-up meeting	All Team Members	The day after site visit
Site visit issue summaries and final comments entered in Scorebook Navigator	All Team Members	1 – 3 days after site visit
Complete Final Scorebook Edits	Scorebook Editor	5 days after site visit

Event	Applies To	Suggested Due Date/Timeframe
Submit Final Scorebook and required team documents to TNCPE	Team Leader	1 week after site visit ****All Final Scorebooks must be submitted to TNCPE by October 31 to be distributed to the Panel of Judges**

Pro Tip: Regularly communicate with your team members (such as through weekly emails) to check on their progress and remind them of upcoming due dates.

- Share the calendar with the team. **Send a copy of the calendar to TNCPE.**
- Identify a back-up team leader (this may be the scorebook editor)
- Use the Biography Request Forms to determine process category/item leads for consensus. When assigning items, try to give examiners the category preferences identified on the form because these are the categories they will feel most comfortable and confident working on.

  Pro Tip: Assign examiners as back-ups on their weakest categories so they can learn and become more comfortable in those areas.

  Pro Tip: Wait until the team reaches the consensus phase to let examiners know which items they will be leading so they put equal focus and effort on all items for independent review.

- Once you determine process category/item leads, assign corresponding results items as well. Suggested assignment pairings are as follows:

Process Category	Corresponding Results Item
Category 1 – Leadership	Item 7.4
Category 2 – Strategy	Item 7.5
Category 3 – Customers	Item 7.2
Category 5 – Workforce	Item 7.3
Category 6 – Operations	Item 7.1

Independent Review

- Communicate the due date for completing independent review and checking “Done” in Scorebook Navigator to your team. **Note:** Scorebook Navigator requires TNCPE to set a due date for the independent review phase when an application is assigned. Make sure examiners know to disregard this due date and to follow the calendar set by you.
- Remind examiners of any independent review resources available.
- Monitor the team’s progress in completing independent review in Scorebook Navigator. You will not be able to see their work, but you will be able to see the number of items they have completed and scored. You will also be able to see when they have checked “Done”.
- Regularly communicate with the team throughout the independent review phase to offer assistance and remind examiners of the due date. In every communication, remind examiners to check “Done” when they have finished evaluating and scoring all 17 items.

Pro Tip: *As you are monitoring the team's progress in Scorebook Navigator, communicate individually with team members who seem to be behind on the work to determine if there are any issues and offer assistance.*

- Send an email to notify TNCPE when your team has completed independent review.

Consensus Review

- After the team has completed independent review and everyone has checked "Done", move the team to consensus in Scorebook Navigator.
  - Select the "Team" screen (in the menu bar at the top of the screen), then select "Item Assignments" (in the left-side menu). Assign examiner leads and back-ups for each of the process and results items, key themes, and key factors.
  - Then, select "Team Steps" (in the left-side menu) and, in "Step 2", select the scorebook of the examiner who will be consolidating the team's individual key factors. Click "Apply"

    Pro Tip: *Whoever is consolidating the team's key factors should have this done within 24-48 hours of moving to consensus so that the team members can begin synthesizing their assigned items.*
  - After the key factors have been consolidated, go to "Step 3" and select the scorebook of the person who consolidated the key factors again and select "Apply". This will share the consensus scorebook with the team. **Note:** All team members will be able to see the work done in all items; however, they will only be able to enter information in the items for which they have been assigned as the lead.
- Notify examiners when the team has been moved to consensus in Scorebook Navigator and remind them of the due dates for completing their assigned items and leaving feedback on the items for which they are the back-up.
- Remind examiners of any Consensus Review resources available.
- Monitor examiner progress on their assigned items in Scorebook Navigator and leave feedback, as necessary. Communicate individually with examiners that may be having issues with the process or understanding the Criteria.
- Develop the Consensus Meeting Agenda (a Sample Consensus Meeting Agenda is available on the Examiner Resources page). Distribute the agenda and the Consensus Script template to the team to help examiners prepare for reviewing, and if necessary facilitating discussion around, the strengths and OFIs they selected during consensus.
- Remind examiners that, in addition to leaving feedback on the items for which they are back-up, they should review the work of all team members prior to the consensus meeting so they will be prepared to discuss the selected strengths and OFIs.

Consensus Meeting

- Start the day by defining/reviewing the consensus meeting objectives, agenda, and ground rules.

  Pro Tip: *Begin with a simple ice breaker to help team members get to know each other.*
- Present the consensus item(s) you are leading first to demonstrate the approach you want team members to use.

- Keep an eye on the time, or assign a team member to act as timekeeper, to ensure you are staying on the schedule set on the agenda.
- Keep the discussion focused on issues that could affect the meaning of a comment or the score. A list of issues that should and should not be discussed during the consensus meeting is available on the Sample Consensus Meeting Agenda and Topics resource sheet.
- Gather input and document initial key themes.
- Discuss strategies for addressing site visit issues, including individuals to interview, documents to review, and questions that require answers to resolve OFIs. Identify questions for walk-around interviews.
- Review the process for documenting site visit issues in Scorebook Navigator and completing Site Visit Issue worksheets (Word). **Set a deadline for team members to complete site visit issue documentation in Scorebook Navigator that will allow you to send a list of site visit topics, documentation, and interview requests to the applicant no later than 10 days before the first day of the site visit.**
    - You may select separate due dates for examiners 1) to submit site visit issues and documentation/interview requests and 2) to complete Site Visit Issue worksheets in Word, as the worksheets are not provided to the applicant.
- Remind team members to watch the Just in Time Site Visit video.

Preparing for Site Visit

- After the consensus meeting, send an email to team members to thank everyone for their participation and summarize the day, including tasks and due dates.
- Monitor team progress in documenting site visit issues in Scorebook Navigator.
- Develop a site visit agenda. Sample agendas are available on the Examiner Resources page. Incorporate times for opening and closing presentations, category follow-ups, walk-around questions, documentation review, and team check-ins/caucuses.
- Compile a list of site visit issues/topics and requested documents and interview. **Send this information with a copy of the site visit agenda to the applicant no later than 10 days before the first day of the site visit.**
    - Copy TNCPE on the email with the agenda and site visit issues.
- Collect completed Site Visit Issue worksheets from all team members and remind examiners to share the worksheets with their item back-up.

  Pro Tip: *Print a copy of all Site Visit Issue Worksheets to bring to site visit as a back-up.*
- Print copies of the Site Visit Interview and Document Logs to bring to site visit.
- Remind team members to complete any comment edits identified during the consensus meeting in Scorebook Navigator.
- Finalize the Consensus Scorebook and inform TNCPE that the scorebook is complete.

- The week before your site visit, follow-up with the applicant to finalize the schedule and any other site visit details, including applicant requirements related to dress code, electronics restrictions and connectivity, and safety precautions, as appropriate.
- Send a final site visit agenda to the team.
- Either the night before or the morning of site visit, schedule a short meeting with the team to review the site visit plan and objectives and set a time to meeting in the parking lot of the applicant's facility or joining virtually.
- Download copies of the TNCPE opening and closing meeting presentations to both a laptop and flash drive.

Site Visit

- On the first day of site visit, you will lead an introductory meeting with the applicant using the Opening Meeting slides and answer any questions about TNCPE and the assessment process.
- Provide time for the applicant to give an opening presentation and a tour of the site, if they choose.
- Have all team members sit in the Category 1 meeting/interview. This will demonstrate the interview approach to new examiners and may help answer questions in other categories.

  Pro Tip: *If time allows, have all team members sit in the Category 2 meeting/ interview to hear answers to the strategy questions.*

- Lead team caucus meetings throughout the site visit. Find out if the team is clearing/resolving OFIs and if new OFIs are being found. **Remember**, the applicant expects the team to help identify its gaps.

  Pro Tip: *Encourage examiners to make updates to comments in Scorebook Navigator during caucus meetings and in the evenings. This will reduce work after site visit.*

- Monitor team members' adherence to the Rules of Conduct and Code of Ethical Standards.
- Meet daily with the applicant's point of contact. Make changes to the agenda for the following day(s) and request additional interviews as needed. **Do not discuss the outcomes of the interviews or the team's caucus discussions with the applicant.**
- Make sure Site Visit Interview and Document Logs are being completed by the examiners.

  Pro Tip: *Designate someone to be in charge of logging all of the documents received and checking them off as they are returned.*

- Remind examiners that they should not keep documents or materials (or copies of documents or materials) provided by the applicant. At the end of the last day of the site visit, collect and return all documents and other materials provided by the applicant.
- Hold the closing meeting with the applicant using the slides from the Examiner Resources page. Review the next steps and timelines for the rest of the assessment process, as well as the team's confidentiality rules. **Do not discuss site visit outcomes with the applicant.**

Post-Site Visit Wrap-Up Meeting

- Start the day by defining/reviewing the wrap-up meeting objectives, agenda, and ground rules.
- Have item leads review their strengths and OFIs, including any changes to comments or scoring ranges based on information obtained during site visit. You may want to use the same reporting format as during the consensus meeting.
- Agree on key themes and identify comments/evidence that support the themes.
- Complete the Score Summary Worksheet.
- Complete Summary of Sites Visited form.
- Complete the Team Hours Tracking Sheet
- Complete Award Recommendation Form and have all team members sign it.

  Pro Tip: *If the meeting is running long, discuss the reasons for the award recommendation and have all team members sign the Award Recommendation Form, then fill in the information after the meeting. If you do this, you will need to send a copy of the completed Award Recommendation Form to the team via email for final approval prior to submitting to TNCPE.*

- Review the process for documenting site visit findings and updating comments in Scorebook Navigator. Set a due date for examiners to complete updates. **Set the due date for 1 – 3 days after the wrap-up meeting so the Scorebook Editor will have sufficient time to complete their work.**
- At the end of the day, send an email to the team outlining the final steps and due dates.

Final Steps

- Conduct a final read-through of the Final Scorebook after the Scorebook Editor has completed their review and updates. Make any final refinements.
- Complete the Final Scorebook Checklist and submit to TNCPE with all required documentation (on the checklist).
- Be available by phone during the Panel of Judges meeting in case of questions.