

Comment Guidelines

<p>Content Guidelines</p>	<p>Do</p> <ul style="list-style-type: none"> • Address your comments to the basic, overall, or multiple Criteria requirements that are most important to the applicant (see page 2 in the <i>2015–2016 Baldrige Excellence Framework</i> booklet for information on these three levels of questions, which are based on the maturity of the organization). • Write an actionable comment that provides value to the applicant. Include these elements: <ul style="list-style-type: none"> ○ A concise opening statement of the main idea (the “nugget”) ○ The relevance of this main idea to the applicant ○ One or two examples to support the main idea <p>Arrange these elements in the way that is most readable for the applicant.</p> • Make sure there is only one main idea per comment. • In choosing examples, ask yourself, “What examples can I provide from the applicant’s response to clarify the strength or opportunity?” Include figure numbers in comments as needed to provide a reference for the applicant. • In expressing the relevance of the main idea to the applicant, make sure the relevance relates to a key factor. Focus on just one point of relevance per comment. • Use the evaluation factors (approach, deployment, learning, and integration [ADLI] or levels, trends, comparisons, and integration [LeTCI]) to clearly articulate the areas of strength or to provide insights that will help the applicant improve overall organizational effectiveness and capabilities. Show, don’t just tell, the applicant how it demonstrates the evaluation factor; ask yourself, “Why is this comment important for this applicant specifically and not just some generic observation?” (Use just one or two evaluation factors as a focus for each comment.) • Choose language from the Scoring Guidelines that helps the applicant understand your assessment of its maturity (e.g., approach is in the <i>early stages of deployment in most work units</i> vs. <i>well deployed</i>). • Draw linkages across items or between an item and the applicant’s Organizational Profile. • Ensure that the comment does not contradict other comments in the same item or other items or in the Key Themes Worksheet. <p>Do not</p> <ul style="list-style-type: none"> • Go beyond the requirements of the Criteria or assert your personal opinions. • Be prescriptive by using “should” or “would.” • Be judgmental by using terms such as “good,” “bad,” or “inadequate.” • Comment on the applicant’s style of writing or data presentation.
<p>Style Guidelines</p>	<p>Do</p> <ul style="list-style-type: none"> • Use a polite, professional, and positive tone. • Use active voice (e.g., “completes” rather than “is completed”) and present tense. • Use vocabulary/phrasology from the Criteria, Core Values and Concepts, and Scoring Guidelines. • Describe what is missing if something “is not clear.” • Use “the applicant” (replaced with the actual name in the final product) and generic terms such as “the organization,” “the hospital,” or “the school district” to avoid repetition in comments. • Use the applicant’s terminology when appropriate. <p>Do not</p> <ul style="list-style-type: none"> • “Parrot” the application or the Criteria. Provide only enough language to add clarity—seek to add value rather than restate information. • Use jargon or acronyms unless they are used by the applicant.
<p>Consensus Review (CR) Worksheet Guidelines</p>	<p>Do</p> <ul style="list-style-type: none"> • Include four to six key factors based on the Criteria requirements for the item. These will differ depending on the item. Include only the relevant portion of the key factor (e.g., one or two of the strategic challenges rather than all strategic challenges). • Include a total of around six feedback-ready comments per item that are most relevant and important to the applicant based on its key factors and its maturity level as seen in the evaluation factors (ADLI or LeTCI). • Ensure that the item’s score is supported by the comments—both in number of comments and content of comments. • Place the comment on the correct CR Worksheet based on the Criteria, not on where the information appears in the application. • Place the comments on the CR Worksheet in the order of importance to the applicant, not necessarily in Criteria order.