

2016 Roles and Responsibilities Matrix (Week-by-Week)

Week #/ Activity	NIST Staff	Team Leader (TL)	Team Member and <i>Process Facilitator</i>	Internal Coach
<p>Week 1</p> <p>ASQ sends FedEx packages and e-mails to team members.</p> <p>Team conducts 1st planning call.</p> <p>Independent Review (IR) begins.</p> <p>TL contacts applicant OCP to schedule IR call</p>	<p>Provide support through the Award Process Hotline, which is available by toll-free phone at (877) 237-9064, option 3, or via e-mail at bossmail@nist.gov as scheduled: Monday through Friday, 9 a.m. to 5 p.m., ET; Saturday from 11 a.m. to 1 p.m., ET and from Sunday, 4 p.m. to 6 p.m., ET. Hotline will be closed on May 30th and July 4th.</p>	<ul style="list-style-type: none"> • Receive assignment e-mail from ASQ. • If assigned an internal coach, set up a call to discuss the support you need. Also, ask the coach to review the proposed timeline you develop based on samples provided on the Team Leader Resources Web page. • Set up and conduct a call with the process facilitator(s) to discuss the support you need and developmental opportunities for them. <i>Refer to the roles identified in the next column.</i> • Contact other team members individually to welcome them to the team. • Download the Introduction Email and 1st Planning Call Template from the TL Web page on the Examiner Resource Center and revise/send e-mail correspondence and proposed timeline to your team. • Receive copy from ASQ of correspondence that is e-mailed to team members. • Receive evaluation materials by FedEx from ASQ. • Receive emails from bossmail@nist.gov with username and temporary password to access BOSS. • Check for conflicts of interest with applicant. Contact NIST ASAP if you think you may have a conflict. Begin your IR evaluation following step-by-step instructions. • Within 5 days of receiving FedEx package, contact the applicant OCP to schedule the IR call. Post the date/time of the call and provide contact info for the applicant, TL, and Internal Coach (if assigned) in the Team Files in BOSS. • Conduct the team's 1st planning call. Have personal and work calendars available during call. • If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline. 	<ul style="list-style-type: none"> • Receive assignment e-mail from ASQ. • Review e-mail from TL with the proposed 1st planning call date and time and proposed evaluation timeline. • Check proposed timeline against personal and work calendars. • Receive evaluation materials by FedEx from ASQ. • Receive emails from bossmail@nist.gov with username and temporary password to access BOSS. • Check for conflicts of interest with applicant; then begin your IR evaluation following step-by-step instructions. Contact NIST ASAP if you think you may have a conflict. Have personal and work calendars available during call. • Participate in the 1st planning call. • Have personal and work calendars available during call. • Contact TL or the Award Process Hotline if process or Criteria questions arise. <p><i>Process Facilitator:</i> Talk with the TL about providing support as needed for the team, in one or more of the following roles: serving as another back-up for <i>each</i> item during the initial reviews [R-1], serving as the Criteria cop throughout virtual consensus, checking comment and scoring alignment during virtual consensus, helping the TL mentor the newer examiners, checking comment accuracy during virtual consensus, serving as the team's scorebook editor, and/or writing Key Themes.</p> <ul style="list-style-type: none"> • Participate in a call with the TL and internal coach to determine specific expectations. • Complete all activities delineated above for team members. 	<ul style="list-style-type: none"> • Receive assignment e-mail from ASQ. • Contact and determine tasks to support your TL. • Review and provide feedback on TL correspondence to team. • Receive evaluation materials for your assigned team. • Receive emails from bossmail@nist.gov with username and temporary password to access BOSS. • Check for conflicts of interest with applicant; then begin your IR evaluation following step-by-step instructions. • Coordinate availability for applicant IR call w/ TL • Participate in leadership call with the TL and process facilitator(s).

<p><u>Weeks 1, 2, 3, and part of 4</u></p> <p>TL provides feedback on initial items.</p> <p>Team members complete IR Scorebooks.</p> <p>TL conducts IR call w/ applicant</p>	<p>Operate the hotline as scheduled (see above).</p> <p>Hotline will be closed on May 30th and July 4th.</p>	<ul style="list-style-type: none"> • Monitor team’s progress on IR via e-mail, telephone, and/or Baldrige Online Scorebook Solution (BOSS). Notify NIST of any issues with examiners not completing their IR scorebooks. • Provide process or Criteria guidance to team members as needed. Do not discuss applicant-specific information with team members. • Download the Weekly Team Email Packet from the TL Web page on the Examiner Resource Center and send weekly e-mail reminders to team on deadlines. • Review and provide feedback on team members’ initial drafts of at least one item, and also review their Key Factors (KFs) Worksheets. • Complete IR Scorebook by team’s agreed-upon deadline. Mark scorebook as “Complete” in BOSS. • If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline. • Conduct the applicant IR call by the end of Week 3. Share information learned from applicant IR Call with the team via Team Files. 	<ul style="list-style-type: none"> • Continue with IR evaluation. Do not discuss applicant-specific information with team members. • Post your bio to the Team Files on BOSS. • Complete draft KFs and at least one item by team’s agreed-upon deadline. • Complete IR Scorebook by team’s agreed-upon deadline. Mark scorebook as “Complete” in BOSS. • Contact the TL or the Award Process Hotline if process or Criteria questions arise. <p><i>Process Facilitator:</i> Complete the same activities delineated above for team members.</p>	<ul style="list-style-type: none"> • Continue with IR evaluation. • Complete IR Scorebook by team’s agreed-upon deadline. Mark scorebook as “Complete” in BOSS. • Contact the Award Process Hotline if process questions arise. • Assist the TL with team member issues, as needed. • Participate, as a silent observer, in call w/ applicant
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<p><u>Week 4</u></p> <p>Team conducts 2nd planning call.</p> <p>Consensus Review (CR) begins.</p>	<p>Operate hotline as scheduled (see above).</p> <p>Hotline will be closed on May 30th and July 4th.</p>	<ul style="list-style-type: none"> • Download 2nd Planning Call Communication and Template from the TL Web page on the Examiner Resource Center and establish item assignments and team roles based on biographical information. Review process timeline and agenda for 2nd planning call. • If assigned an internal coach, discuss item assignments, team roles, timeline, and agenda for 2nd planning call. • Send e-mail to team with 2nd planning call correspondence and agenda. • Develop consolidated KFs for discussion on 2nd planning call. • Conduct the 2nd planning call. Share information learned from applicant IR Call with the team. • If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline. 	<ul style="list-style-type: none"> • Review draft KFs Worksheet before 2nd planning call. • Participate in the 2nd planning call. • Contact the TL or the Award Process Hotline if process or Criteria questions arise. <p><i>Process Facilitator:</i> Support the team and the TL, as assigned.</p>	<ul style="list-style-type: none"> • Assist the TL with team roles, examiner assignments, process timeline, and agenda for the 2nd planning call. • Be prepared. In case of emergency, you might be asked to lead a team through the CR process.
<p><u>Weeks 5–7</u></p> <p>Item leads complete 1st draft of CR Worksheets for assigned items.</p>	<p>Operate hotline as scheduled (see above).</p> <p>Hotline will be closed on May 30th and July 4th.</p>	<ul style="list-style-type: none"> • Monitor team’s progress against schedule via e-mail, telephone, and/or BOSS. • Provide guidance to team members, if needed. • Send weekly e-mail reminders to team about the deadlines for Reviews 1, 2, and 3 (R-1, R-2, and R-3). • Complete your item lead and item backup duties by the team’s agreed-upon deadline. 	<ul style="list-style-type: none"> • As item lead, synthesize IR Worksheets for assigned items and complete 1st draft of CR Worksheets by team’s agreed-upon deadline. • As item backup, provide R-1 feedback on by team’s deadline. 	<ul style="list-style-type: none"> • Each week, contact the TL to lend support.

<p>Item backups/process facilitator(s) provide feedback. (R-1)</p> <p>Item leads complete revisions to CR Worksheets (Draft 2).</p> <p>Team members provide feedback on all items for which they are not a lead. (R-2)</p> <p>Team conducts 3rd planning call.</p>		<ul style="list-style-type: none"> • If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline. • Provide feedback on R-2s early as samples for team. • Download the 3rd Planning Call Communication and Template from the TL Web page on the Examiner Resource Center, revise, and send e-mail to team with 3rd planning call correspondence and agenda. • Conduct the 3rd planning call. 	<ul style="list-style-type: none"> • As item lead, incorporate feedback and complete 2nd draft by team’s deadline. • E-mail team when your drafts are completed. • Provide feedback on all CR Worksheets Review 2 (R-2). • Participate in 3rd planning call. • Contact the TL or call the Award Process Hotline if process or Criteria questions arise. <p><i>Process Facilitator:</i> If not assigned as a lead or back-up for specific items, serve as an additional backup for each item, using the Comment Guidelines:</p> <ul style="list-style-type: none"> • Check accuracy of facts: figures, references, abbreviations, etc. • Watch for alignment of scores with balance/content of comments • Watch for comment conflicts, especially across categories • Consider whether comments are actionable and ensure they are Criteria based. • Suggest bolding and priority of comments, where appropriate. 	
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<p><u>Weeks 7–10</u></p> <p>Item leads complete 3rd draft of assigned items.</p> <p>KT lead completes 1st draft of Key Themes (KTs) Worksheet.</p> <p>Team members and tech editor provide feedback on all</p>	<p>Operate hotline as scheduled (see above).</p>	<ul style="list-style-type: none"> • Ensure that the team’s KT’s Worksheet draft is completed (by the TL or assigned team member). • Monitor team’s progress by e-mail, telephone, and/or BOSS during the preparation period before the consensus calls. • Provide guidance to team members as needed. • Send weekly e-mail reminders to team about preparing for the consensus calls. • If assigned an internal coach, discuss feedback in developing correspondence and agenda for the consensus calls. • Contact assigned Tech Editor to obtain R-3 feedback • Download the Consensus Call Agenda Communication and Template from the TL Web page on the Examiner Resource Center, revise, and send your correspondence and agenda for consensus calls to the team. 	<ul style="list-style-type: none"> • Item leads revise worksheets. • KT lead creates draft KT’s Worksheet. • All team members and assigned tech editor review all item worksheets and KT’s and provide feedback in preparation for consensus calls. Review 3 (R-3) • Contact the TL or Award Process Hotline with process or Criteria questions as needed. • Item leads prepare scripts for consensus calls and post in Team Files. • Fully participate in consensus calls. • After calls, revise comments for assigned items by due date and mark items as “Complete” in BOSS. 	<ul style="list-style-type: none"> • Each week contact the TL to lend support. • Provide feedback on correspondence and agenda for consensus call, if the TL requests help.

<p>items and KTs. (R-3)</p> <p>KT lead completes 2nd draft; item leads integrate changes in worksheets.</p> <p>Team prepares scripts for assigned items and reviews other scripts for consensus calls.</p> <p>Consensus calls and post-call activities occur.</p>		<ul style="list-style-type: none"> • Encourage team members to prepare written scripts for assigned items. • Facilitate consensus calls. Contact assigned NIST On-Call Assistant, if needed, during consensus calls. • After last consensus call, ensure that the Score Summary Worksheet (Excel spreadsheet) is complete and posted in Team Files on BOSS. Make sure agreed upon process and results band scores are included. • After team’s last call, make adjustments to your assigned items. • If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline. 	<p><i>Process Facilitator:</i> Complete the activities delineated above and ensure that the evaluation process is followed for each item during the consensus calls:</p> <ul style="list-style-type: none"> • Ensure that everyone participates and is heard. • Ensure full and complete consideration of each item and across the scorebook as a whole. • Double check that the KTs are supported by comments. • Ensure alignment between comments and scores for each item and across all items. 	
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<p><u>Week 11</u></p> <p>Complete final scorebook. (R-4)</p>	<p>Operate hotline as scheduled (see above).</p>	<ul style="list-style-type: none"> • After all item leads have made their final edits and marked their items as “Complete” in BOSS, review (R-4) and edit the CR Scorebook to meet content and style guidelines. Work with scorebook editor to complete final edits to the scorebook. Ensure that the item scores match the Score Summary Worksheet posted in the Team Files. • Inform the Award Process Hotline at (877) 237-9064, option 3 or via e-mail at bossmail@nist.gov that the final CR Scorebook is finished. Mark the scorebook “FINAL” in BOSS. • If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to your team members after the August 17 Judges’ meeting. • Provide feedback to the program on team members’ skills and performance via the TL survey, as part of examiner development. 	<ul style="list-style-type: none"> • If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to team members after the August 17 Judges’ meeting. • Complete the process survey to provide feedback to NIST. <p><i>Process Facilitator:</i> If assigned as Scorebook Editor, assist the TL in editing the final CR Scorebook:</p> <ul style="list-style-type: none"> • Validate scores • Check that the balance of comments and their content supports scores • Perform a final detail check of accuracy of figures and facts • Verify that there are no conflicts among items or KTs. <p>If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to team members after the August 17 Judges’ meeting.</p>	<ul style="list-style-type: none"> • Assist the TL in editing the final CR Scorebook, if requested. • If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to team members after the August 17 Judges’ meeting.