# 2nd Planning Call Communication

**Send your team the following message with the agenda for the 2nd planning call**

**several days before the call.**

To: Consensus Review Team Members—Applicant XXX

From: (*Team leader name*)

Welcome to the Consensus Review (CR) portion of the evaluation process! I am confident that the Baldrige Program has assembled a team with great experience and beneficial diversity, and am excited about the learning that can happen through the consensus process for all of us!

**Consensus Review Team Calls**: To reconfirm the schedule we agreed on during our initial planning call back in June, please note the following call schedule:

|  |  |  |
| --- | --- | --- |
| **Type of Call** | **Date** | **Time** |
| 2nd Planning Call | Day of Week, Month Day | Start time – End time ET |
| 3rd Planning Call | Day of Week, Month Day | Start time – End time ET |
| Consensus Call – 1Consensus Call – 2Consensus Call – 3 (if needed) | Day of Week, Month DayDay of Week, Month DayDay of Week, Month Day | Start time – End time ETStart time – End time ETStart time – End time ET |

**Item and Other Assignments**

|  |
| --- |
| Roles |
| Team Leader | Key responsibilities of the team leader are to develop and implement the timeline for the IR/CR process, schedule the team calls, develop the agendas for the calls, manage team performance, resolve conflicts or issues in order to help the team meet its goals, develop the Key Themes, delegate roles such as Criteria Cop, Scorebook Editor, and Scorekeeper, and ultimately deliver a high quality scorebook to the Judges, Baldrige Program, and our applicant. |
| Backup Team Leader | The role of the backup team leader is to support the team leader in ensuring a high quality final product for the applicant. If the team leader is new to the role, the backup team leader will be devoted primarily to coaching the team leader and may be assigned an Item, depending on the size of the team. If the team leader is experienced, a variety of tasks may be assigned to the backup including serving as an additional backup for each item during R-1 (using the Comment and Scoring Checklist and the Comment Guidelines as a guide), 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 (including figure references, acronyms, and applicant process names) during virtual consensus, serving as the team’s scorebook editor, and/or writing Key Themes developed by the team leader. During the consensus calls, the backup team leader will help ensure that the team discussions of each item follow the process outlined in the 2019 Instructions for Consensus Review (i.e., Criteria, key factors, strengths/OFIs, actionable comments, proposed scoring range, scoring rationale and best fit, and score) and that all team perspectives are heard and considered.  |
| Item Lead | The role of the item lead is to synthesize the inputs from the independent reviews of team members to develop draft comments, rationales, and scoring for one or more items. After receiving several rounds of feedback from team members and incorporating their inputs, the item lead presents the item during the consensus calls and makes agreed-upon changes to the comments and/or score. |
| Item Backup | The item backup will review (R-1) the initial draft of an item and, using the Comment and Scoring Checklist and the Comment Guidelines, will check for Criteria language, meaningful and actionable feedback, accurate information, evaluation factors, and a lack of prescriptive language. The item backup will also check that the scoring reflects the content and balance of the comments. |
| Criteria Cop (during the consensus calls) | The primary role of the criteria cop is to ensure that the consensus call discussions and feedback-ready comments are limited to what is specified in the Criteria.  |
| Scorekeeper | The scorekeeper will maintain a separate Score Summary Worksheet in MS-Excel during the consensus calls to record the agreed-upon score for each item as well as the scoring bands for the process and results items. The scores on the BOSS CR Worksheets will be reconciled with the scores on this worksheet. At the conclusion of the consensus calls, the scorekeeper will upload the Score Summary Worksheet to the team files in BOSS. |
| Timekeeper | The timekeeper will help the team leader keep the planning calls and consensus calls on schedule. |
| Phantom Scorebook  | Represents a completed Independent Review scorebook whose author is not part of the consensus process, if that occurs. All scorebooks are considered to have value to the consensus process. |

Thank you for providing your biographical information and item preferences. I have tried to balance your preferences, experience, and industry knowledge with team needs. Here are the assignments for CR:

**NOTE TO TEAM LEADER: Below are examples of various ways to assign team members, assuming an experienced team leader Feel free to make assignments as appropriate for your team. Choose the example that corresponds with your team size. Please take this note out before you send out this Correspondence to your team.**

**Example of a Seven-Member Team**

|  |  |  |  |
| --- | --- | --- | --- |
| **Examiner** | **Category/Item Lead** | **Backup** | **Other** |
| Team Leader (TL) #1 |  | Items 6.1, 6.2, 7.1 | Key Factors WorksheetInitial list of Key Theme topics Managing team performance  |
| Backup Team Leader (BUTL) #2 | Items 4.1, 4.2 | Backup for all New Examiner Items | Key Theme Worksheet Comment/Scoring AlignmentCoaching new team leader |
| Examiner #3(Master Examiner) | Items 1.1, 1.2, 7.4  | Items 2.1, 2.2, 7.5 | Scorebook EditorProcess/Results Comment Accuracy |
| Examiner #4 | Items 3.1, 3.2, 7.2  | Items 5.1, 5.2, 7.3  | Criteria cop |
| Examiner #5(New/Returning Examiner) | Items 2.1, 2.2, 7.5 | Items 1.1, 1.2, 7.4  | Timekeeper |
| Examiner #6(New Examiner)  | Items 5.1, 5.2, 7.3 | Items 3.1, 3.2, 7.2  | Scorekeeper |
| Examiner #7 | Items 6.1, 6.2, 7.1 | Items 4.1, 4.2  | Phantom Scorebook |

**Example of an Eight-Member Team**

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| --- | --- | --- | --- |
| **Examiner** | **Category/Item Lead** | **Backup** | **Other** |
| Team Leader (TL) #1 |  | Backup for all Items | Key Factors WorksheetInitial draft of Key Theme topics Managing team performance |
| Backup Team Leader (BUTL) #2 | Item 7.2 | Backup for all Items | Key Theme WorksheetComment/Scoring AlignmentCoaching New Examiners  |
| Examiner #3 (Senior/Master)  | Items 3.1, 3.2 | Item 2.1, 2.2, 7.5  | Scorebook editorProcess/Results Comment AccuracyCoaching New examiners |
| Examiner #4 | Items 1.1, 1.2, 7.4 | Items 5.1, 5.2, 7.3 | Criteria cop |
| Examiner #5 | Items 2.1, 2.2, 7.5  | Items 1.1, 1.2, 7.4  | Timekeeper |
| Examiner #6 | Items 6.1, 6.2, 7.1 | Items 4.1, 4.2 | Criteria cop |
| Examiner #7(New Examiner) | Items 5.1, 5.2, 7.3  | Items 3.1, 3.2, 7.2  | Scorekeeper  |
| Examiner #8(New Examiner) | Items 4.1, 4.2  | Items 6.1, 6.2, 7.1 | Phantom Scorebook |

**Example of a Nine-Member Team**

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| --- | --- | --- | --- |
| **Examiner** | **Category/Item Lead** | **Backup** | **Other** |
| Team Leader (TL) #1 |  | Backup for all Items | Key Factors WorksheetInitial list of Key Theme topicsManaging team performance  |
| Backup Team Leader (BUTL) #2 |  | Backup for all other Items  | Key Theme WorksheetCoachingComment/Scoring Alignment |
| Examiner #3(Senior/Master) | Item 7.5 | Backup for all Items | Process/Results Comment Accuracy Coaching |
| Examiner #4 | Items 3.1, 3.2, 7.2 | Items 5.1 5.2, 7.3  | Scorebook Editor |
| Examiner #5(New Examiner) | Items 2.1, 2.2 | Items 1.1, 1.2, 7.4  | Timekeeper |
| Examiner #6 | Items 6.1, 6.2, 7.1 | Items 4.1, 4.2, 7.5 | Criteria cop  |
| Examiner #7 | Items 5.1, 5.2, 7.3 | Items 3.1, 3.2, 7.2 | Scorekeeper |
| Examiner #8(New Examiner) | Items 4.1, 4.2  | Items 6.1, 6.2, 7.1 | Phantom Scorebook |
| Examiner # 9(New Examiner) |  Items 1.1, 1.2, 7.4 | Items 2.1, 2.2 | Phantom Scorebook |

**Example of a Ten-Member Team**

|  |  |  |  |
| --- | --- | --- | --- |
| **Examiner** | **Category/Item Lead** | **Backup** | **Other** |
| Team Leader (TL) #1 |  | Backup for all Items | Key Factors WorksheetInitial draft of Key Theme topics Managing team performance  |
| Backup Team Leader #2(Senior/Master) |  | Backup for all Items | Key Theme Worksheet Comment/Scoring AlignmentCoaching |
| Examiner #3(Senior/Master) |  | Items 7.2, 7.4, 7.5  | Scorebook editorProcess Comment Accuracy Coaching |
| Examiner #4 | Items 3.1, 3.2  | Items 5.1, 5.2, 7.3  | Criteria cop |
| Examiner #5(New Examiner) | Items 2.1, 2.2 | Items 1.1, 1.2  | Timekeeper |
| Examiner #6 | Items 6.1, 6.2, 7.1 | Items 4.1, 4.2 | Criteria cop |
| Examiner #7 | Items 5.1, 5.2, 7.3 | Items, 2.1, 2.2  | Scorekeeper |
| Examiner #8 (New Examiner) | Items 4.1, 4.2  | Items 6.1\*, 6.2\*  | Phantom Scorebook |
| Examiner # 9 | Items 1.1, 1.2, 7.4 | Items 6.1\*, 6.2 \* | Results Comment Accuracy |
| Examiner #10 | Items 7.2, 7.5 | Items 3.1, 3.2, 7.1  |  Criteria cop |

*\*Note: two item backups for some of these items*

**Call-In Time**

Please call in five minutes early in order to avoid a delay in getting connected. When team members are delayed in joining the calls, adjustments must be made in the schedule that could create difficulties for the team. Your promptness will be appreciated by all.

**2nd Planning-Call Agenda**

The proposed agenda for our 2nd planning call is provided below. During the call, we will get to know each other better, and we will clarify our work process through consensus. In preparation for that call, I will complete a consolidated draft Key Factors Worksheet in BOSS by the agreed-upon deadline of xx/xx xx:xx a.m./p.m., ET. Please review this work before our call, as we will come to consensus on the key factors. Another item on our agenda is to review and update our contact information. Also, please refer to the **2019 Instructions for Consensus Review** to prepare for the development of the draft CR Worksheets for Review 1 (R-1) through Review 3 (R-3) virtual feedback. All of these tools may be found in the Consensus Review Toolkit at <https://www.nist.gov/baldrige/examiners/consensus-review> . Click on the “Consensus Review” link and download the **2019 Instructions for Consensus** **Review (CR)** document. The **2019 Comment and Scoring Checklist** is another tool to assist you with the process. Finally, have your business and personal calendars handy during the call. We will revisit the timeline to make any needed adjustments.

The agenda for our call follows:

* Team introductions
* Reconnect procedures
* Ground rules—review proposed rules and suggest additions or modifications
* Review of item assignments and other roles for team members
* Discussion and review of the Consensus Review process including approaches to synthesize IR inputs – have the Instructions for CR available for review during the call
* Review BOSS procedures, including team virtual consensus phases (R-1, R-2, and R-3)
* Review of timeline from now until the submission of the CR Scorebook (have your calendars handy)
* Review and update of team mailing and email addresses, and phone numbers, with reminder about confidentiality requirements
* Discussion to reach consensus on draft Key Factors Worksheet – **be sure to include a discussion of what you learned from the applicant IR call**

**Proposed Ground Rules for the Consensus Review Evaluation**

Here are some proposed ground rules. We will discuss these before the consensus calls, and we can modify them as we see fit.

**General Ground Rules (discuss during all planning calls)**

* Use BOSS, secure fax, flash drive, or telephone for any and all information transfer regarding the applicant.
* Close or use a screen saver to hide BOSS before leaving your desk.
* Use email, only for logistics, process information, and general communication.
* Use email to alert the whole team when work is complete in BOSS*.*
* **Be on time for all calls**. Call in early to be sure you are connected at the start of the call.
* Identify yourself when speaking. For example, “This is Bill, I suggest…”
* Each team member is responsible for the success of the team.
* **Respect all agreed-upon timelines and deadlines**. If an examiner does not tell the TL in advance that he/she may miss a deadline and/or habitually misses deadlines, the TL, in cooperation with the Baldrige Program, has the option to remove the examiner from the team or, if the team’s applicant goes to site, not include the examiner on the site visit team.
* Do not destroy files until ASQ instructs you to.
* Return the application to ASQ when instructed to do so.
* *Have**fun!*
* Any others to add?

**Consensus Review Ground Rules (discuss during the 2nd planning call)**

* Draft feedback-ready comments that follow the Comment Guidelines based on the team’s understanding of the maturity of the applicant’s processes and results. By synthesizing all team members’ comments into feedback-ready comments that meet the guidelines, you will reduce work later in the process.
* No one “owns” any item. We are trying to get the best collective thinking.
* Work is completed on time. We honor requests from our team members. We ask for help as needed to meet obligations.
* During the consensus calls and in our roles as item leads and item backups, we listen to other points of view, particularly those that are different, in addition to expressing our own. We can and should offer different perspectives, but we are striving for consensus. Consensus means we have heard, have been heard, and thus can and will support the team’s outcomes.
* Because the consensus call covers all comments and scores, it is critical that each team member reviews everyone else’s work thoroughly before the consensus call. Lack of feedback during these calls will be considered agreement.
* If team members need clarity about the content of an IR scorebook or feedback received through BOSS during CR, they may contact other examiners by phone (i.e., if an item lead is not sure he or she understands part of the IR scorebook of another examiner, the Baldrige staff recommend that the item lead contact the other examiner to clarify the issue).
* We will not proceed with the consensus call if any team member is missing at any time within the call.
* If applicable, we will commit ourselves to utilizing the IR Scorebooks of examiners who are not participating in the CR process (phantom scorebooks).
* Any others to add?

**High-Level Review of Preparation for Consensus Call**

Please refer to the Instructions for Consensus Review to prepare all draft CR Worksheets for R-1, R-2, and R-3. These instructions are available at <https://www.nist.gov/baldrige/examiners/consensus-review>. We will discuss these in depth during the 2nd planning call. We will also use the Comment and Scoring Checklist to assist us in the process.

On CR Worksheets, we will use the key factors from the team’s consolidated Key Factors Worksheet that we will discuss and agree to during our 2nd planning call. So please include the relevant key factors (or piece of a key factor) from the team’s Key Factors Worksheet in your assigned CR Worksheets.

While you will each have lead and backup responsibilities for several items before the 3rd planning call, you will also be responsible to provide feedback on all other CR Worksheets before the consensus call.

**We will discuss the information below during our 3rd planning call**. **I’ve included this information so that you can get a sense of the importance of our work for the next several weeks.**

After the 3rd planning call, you will review and provide feedback on the draft Key Themes Worksheet prior to the consensus call. The draft Key Themes Worksheet will be crafted & open for feedback in BOSS after all CR Worksheets have been open for the team’s R-2 feedback.

In preparation for the consensus calls, you will prepare a script for the items that you lead. You will also review all other CR Worksheets and prepare notes on comments and scores for each item before the consensus calls. The template and a sample of a script are located in the Consensus Review Toolkit in the Examiner Resource Center (<https://www.nist.gov/baldrige/examiners/consensus-review>).

**Consensus Calls**

The purpose of the calls is to reach consensus among all team members on all parts of the Consensus Scorebook. We will discuss every comment and score in the scorebook.

The amount of discussion required for each item will depend on the **level and nature** of the similarities and differences in team members’ work. For each item, the item lead will lead the discussion, and the item backup will take notes on the discussion.

Discussion of each item will follow this format:

The item lead

* provides a brief summary of the Criteria questions
* presents key factors relevant to the item
* reviews strengths and opportunities for improvement (OFIs), noting agreement and differences, including “outliers”
* proposes a scoring range based on the consensus comments while indicating applicable scoring guidelines, then proposes a score in 5% increments

The team in round-robin fashion

* discusses all strengths and OFIs and resolves differences in team members’ evaluations of the applicant
* discusses the scoring range
* discusses the score

The item lead

* checks for consensus on comments, the scoring range, and the score

The item backup

* summarizes and records the discussion – discussion notes are posted in the team files in BOSS

**Proposed Timeline for Consensus Review APPLICANT-0XX**

Below is our CR timeline. It is very important that you have your business and personal calendars on hand so that we can revisit these dates and times during the 2nd planning call.

MO/DAY/TIME TL ensures that draft consolidated Key Factors Worksheet is available in BOSS for team’s review prior to the 2nd planning call.

MO/DAY/TIME **Team holds 2nd planning call**

MO/DAY/TIME Item leads complete the initial CR Worksheets and then open feedback pane in BOSS for item backups’ and process facilitators’ Review 1 (R-1)

MO/DAY/TIME Backups and process facilitators provide feedback to item leads in BOSS and item leads begin their 2nd drafts of CR Worksheets, based on the feedback

MO/DAY/TIME TL sends 3rd Planning Call Agenda to team

MO/DAY/TIME Item leads complete 2nd drafts and open feedback pane in BOSS for the team’s Review 2 (R-2)

MO/DAY/TIME **Team holds 3rd planning call.**

MO/DAY/TIME Examiner **X** completes initial Key Themes Worksheet for team’s feedback

MO/DAY/TIME All team members finish review and provide feedback on all CR Worksheets and KTs.

MO/DAY/TIME Item leads incorporate feedback and open items for Review 3 (R-3). Tech Editor begins R-3 and provides feedback to TL or in BOSS team files.

MO/DAY/TIME Team members prepare feedback on comments, scores, or other issues that they would like to discuss during the consensus call(s). Communicate issues, concerns to TL in BOSS Team Files.

MO/DAY/TIME Item leads prepare to discuss their assigned items by reviewing feedback and preparing scripts

MO/DAY/TIME TL sends Consensus Call Agenda to team

MO/DAY/TIME **Team holds 1st consensus call**

MO/DAY/TIME **Team holds 2nd consensus call**. **If needed,** MO/DAY/TIME **3rd consensus call.**

MO/DAY/TIME Based on consensus call discussions, item leads complete 4th drafts and mark items as “complete” in BOSS.

MO/DAY/TIME TL and/or scorebook editor review (R-4), edit, and finalize all components of the CR Scorebook.

MO/DAY TL marks the CR Scorebook “final” in BOSS.TL informs the Award Process Helpline that the CR Scorebook is final.

From: 8/22/19 If team is not going on-site, team members provide feedback to each other by completing Peer Evaluation Forms and sending them to each other. These forms may be found in the Consensus Review Toolkit on the Examiner Resource Center at <https://www.nist.gov/baldrige/examiners/consensus-review>.

**Reminders**

The Award Process Helplinewill continue to serve as a resource for the team during the CR process. If you have any questions concerning the process or the Criteria, please feel free to contact me by email or phone at xxx-xxx-xxxx, or contact the helpline. The hours of the helpline are 9 a.m. to 5 p.m., ET, Monday through Friday; 11 a.m. to 1 p.m., ET, Saturday; and 4 p.m. to 6 p.m., ET, Sunday. Please note the Award Process Helpline contact information below. The Award Process Helpline will be closed on July 4th.

Award Process Helpline Telephone: (877) 237-9064, Option 3

Award Process Helpline Email: examdepo@nist.gov

Again, please do not hesitate to call me in my office or at home. If I am traveling, I check my voice mail several times a day, so I should be able to respond quickly to you. I am looking forward to working with each of you.