# 3rd Planning Call

# Communication from

# Team Leader

**Several days before the call, send your team the following message with the agenda for the 3rd planning call.**

To: Consensus Review Team Members—Applicant XXX

Welcome to the next portion of the Consensus Review (CR) for applicant XXX! I look forward to working with you further and know that we will produce an excellent scorebook for our applicant and the judges.

**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** |
| 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 |

**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.

**3rd Planning-Call Agenda**

The proposed agenda for our 3rd planning call is provided below. During the call, we will clarify our work process from now through the end of CR. In preparation for that call, please refer to the “**2019 Instructions for Consensus Review,”** especially reviewing the steps from the 3rd planning call through the end of the consensus call process. The Instructions for Consensus Review document may be found in the Consensus Review Toolkit at <https://www.nist.gov/baldrige/examiners/consensus-review>. Finally, have your business and personal calendars handy during the call. We will revisit the timeline to make any needed adjustments, and review and update our contact information.

* Team introductions
* Reconnect procedures
* Review of purpose of the call (see agenda items below)
* Ground rules—review proposed rules and suggest additions or modifications (see below)
* Computer support—review BOSS procedures, including team virtual consensus feedback phases (R-1, R-2, and R-3)
* Review of item assignments and other roles for team members
* Discussion and review of the CR process
* Review of the timeline from now until the submission of the CR Scorebook (have your calendars handy and see timeline below)
* Review and update of mailing and email addresses, and phone and fax (secure?) numbers, with reminder about confidentiality requirements

**Proposed Ground Rules for the Consensus Evaluation**

Here are some proposed ground rules. We can modify them as we see fit.

**General Ground Rules (discussed during both planning calls)**

* Use BOSS, secure fax, flash drive, or the telephone for any and all information transfer regarding the applicant.
* 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. We cannot start until everyone has joined 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 team leader (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 applicant receives a site visit, not include the examiner on the site visit team.
* Do not destroy files until ASQ instructs you to do so.
* *Have**fun!*
* Any others to add?

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

* Make every effort to draft feedback-ready comments based on your understanding of the maturity of the applicant’s processes and results.
* Focus scoring discussions using the applicable Scoring Guidelines.
* No one “owns” any item. We are trying to get the best collective thinking.
* Reports and paperwork are 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 cannot 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 Independent Review (IR) Worksheets of examiners who are not participating in the CR process.
* Any others to add?

**High-Level Review of Preparation for Review 3 (R-3) through the Consensus Call Process**

Please refer to the “2019 Instructions for Consensus Review” to prepare for the process from the 3rd planning call through the consensus call process and post-call activities. These instructions may be found on the Baldrige Web site at <https://www.nist.gov/baldrige/examiners/consensus-review>.

**Preparation for the Consensus Calls**

Be sure to review the draft Key Themes Worksheet in BOSS prior to the consensus call. The draft Key Themes Worksheet will be open for feedbackon xx/xx.

Your job during the next part of the process is not only to review and provide edits/suggestions to the draft key themes, but also to provide that same level of detail in your R-3 feedback on all items to which you are not assigned as a lead. So, for example, since I am the lead for the key themes and items X, X, and 7.x, I will provide feedback on the rest of the items by our agreed-upon end date for R-3. Also during R-3, our assigned tech editor will review our items and provide feedback in Team Files or directly to me. The tech editor’s role is not to evaluate the application, but rather to read our comments and scores from the applicant’s perspective. This fresh set of eyes on our work will help us improve our feedback to the applicant.

Once R-3 has ended, you will prepare a script for the items that you lead. The template and a sample of an item script are located in the Consensus Review Toolkit on the Examiner Resource Center. The script will help you organize your item report-out and ensure that we follow the discussion format below.

**Consensus Call**

As noted earlier, by the time of the consensus calls, you have provided feedback on the draft of the key themes, as well as on all items to which you are not assigned as the lead. The purpose of the consensus calls is to reach consensus among all team members on all parts of the CR Scorebook.

The amount of discussion each item requires will depend on the **level and nature** of similarities and differences in team members’ evaluations.

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
* presents 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 consensus 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

Prior to the end of the last call, we will recap item scores using the Score Summary Worksheet (Excel file) and ensure that any changes in item comments are correctly reflected in the Key Themes Worksheet.

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

Below is our IR/CR timeline. It is very important that you have your business and personal calendars handy so we can revisit these dates during the 3rd planning call.

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/YIME All team members review and provide feedback on all CR Worksheets.

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 to discuss during the consensus call(s).

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

MO/DAY/TIME TL shares the consensus call agenda.

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

MO/DAY/TIME **Team holds 2nd consensus call and possibly 3rd** **call** MO/DAY/TIME.

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 finished CR Scorebook “Final” in BOSS, then informs the Award Process Helpline that the CR Scorebook is final.

8/22/19 If the team is not going on a site visit, team members provide feedback to each other by completing Peer Evaluation Forms. These forms may be found on the Examiner Resource Center on the Baldrige Web site at [http://www.nist.gov/baldrige/examiners/resource\_center](http://www.nist.gov/baldrige/examiners/resource_center/)/.

**Reminders**

The Baldrige Award Process Helplinewill continue to serve as a resource for the team during the award process. If you have any questions concerning the process or the Criteria, please feel free to contact me by email or call me 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. On the weekends, the hours are 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.

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.