## This table lists the competencies you need to fulfill your role as a Baldrige Examiner, and suggests

## information / activities that will help you develop these competencies.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Pre-Training** | | | **Online Learning** | | | | | **Post-Online Learning**  **(On-the-Team)** | | | | |  |
| Competency | Job Experience Prior to Appointment to the Board | Pre –work Activities | Coaching | | New Examiner Orientation | Examiner Preparation Training | Senior Examiner Preparation Training | Coaching | | Independent Review | Consensus Process | Site Visit | Coaching | **Self-Study Resources on**  [**Examiner Resource Center**](https://www.nist.gov/baldrige/examiners/board) | |
| **General Competencies** |  | | | | | | | | | | | | | | |
| Customer Focus | x | x |  | | x | x | x |  | | x | x | x | x | * Examiners as Ambassadors * E-learning module: Role of the Examiner * El-earning modules: The Evaluation Process: Independent Review | |
| Oral/Written Communication | x | x | x | |  | x |  | x | | x | x | x | x | * E-learning modules * Scoring & Comment Guidelines * Item Evaluation Process (Independent Review) * Item Evaluation Process (Consensus Review) * Site Visit Manual | |
| Ethics | x |  |  | |  | x |  |  | |  |  |  | x | * Examiner Code of Ethical Conduct * E-learning module: Code of Ethical Conduct | |
| Listening | x |  |  | |  |  |  |  | |  |  |  | x |  | |
| Action Orientation | x |  |  | |  |  |  |  | |  |  |  | x |  | |
| Peer Relationships | x |  |  | |  |  |  |  | | x | x | x | x |  | |
| Time Management | x |  | x | |  |  | x | x | |  |  |  | x |  | |
| Self-Development | x |  |  | |  |  |  |  | |  |  |  | x |  | |
| Technical Learning | x |  |  | |  |  |  |  | |  |  |  | x |  | |
| Criteria Category Expertise | x | x | x | | x | x | x | x | | x | x | x | x | * Criteria for Performance Excellence * E-learning module: Baldrige Framework Overview | |

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| **Award Process Knowledge**  **& Skills** |  | | | | | | | | | | | |
| Knowledge of Award Process and Steps |  |  | x | x | x |  | x | x | x | x | x | * Examiner Application * Criteria for Performance Excellence/ Baldrige Excellence Framework * Item Evaluation Process (Independent Review) * Item Evaluation Process (Consensus Review) * E-learning Module: Overview of the Application Evaluation Process * Site Visit Manual |
| Examiner Responsibilities |  | x | x | x | x |  | x |  |  |  | x | * Examiner Application * E-learning Module: Role of the Examiner |
| Understanding the Criteria Booklet – content and structure |  | x | x | x | x | x | x | x | x | x | x | * Framework for Performance Excellence booklet * E-learning module: Baldrige Framework Overview |
| **Analytical Skills** |  | | | | | | | | | | | |
| Ability to analyze and evaluate applicant’s responses considering the evaluation factors, Criteria requirements, and applicant key factors |  | x | x | x | x | x | x | x | x | x | x | * E-learning modules: Evaluating Process Items; Evaluating Results Items; Independent Review Step 5 * Framework for Performance Excellence booklet * Item Evaluation Process (Independent Review) * Item Evaluation Process (Consensus Review) * Scoring & Comment Guidelines * Site Visit Manual |
| Understand linkages between Process and Results Items |  | x | x | x | x | x | x | x | x | x | x | * Framework for Performance Excellence booklet |
| Scoring a Criteria Category Item |  | x | x | x | x | x | x | x | x | x | x | * Framework for Performance Excellence booklet * Item Evaluation Process (Independent Review) * Scoring & Comment Guidelines |
| Developing and writing key themes |  |  |  |  |  |  | x | x | x | x | x | * What is a Key Theme? |
| Performing a consensus review of an application. |  |  |  |  |  |  |  |  | x |  | x | * Consensus Review Toolkit |
| Leading a consensus review |  |  |  |  |  | x |  |  | x |  | x | * Consensus Review Toolkit |
| Backing up the team leader on consensus |  |  | x |  |  | x |  |  | x |  | x | * Consensus Review Toolkit |
| Performing a site visit review |  |  | x |  |  |  |  |  |  | x |  | * Site Visit Tools * Site Visit Manual * Site Visit Team Leader Training |
| **Computer Skills** |  | | | | | | | | | | | |
| MS Office Suite | x |  |  |  |  |  |  |  |  |  |  |  |
| Internet | x |  |  |  |  |  |  |  |  |  |  |  |
| BOSS |  | x | x |  |  |  | x | x | x |  | x |  |