## 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.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **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
 |

|  |  |
| --- | --- |
| **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 |  |