## 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 | New Examiner Introductory Modules | Examiner Preparation Training | Senior Examiner Preparation Training | Coaching | | Virtual Evaluation | Site Visit | Coaching | **Resources** |
| **General Competencies** |  | | | | | | | | | |
| Customer Focus | x | x | x | x |  | | x | x | x | * Examiners as Ambassadors (Baldrige website) * eLearning module: Role of the Baldrige Examiner * eLearning module: Application Evaluation Process |
| Oral/Written Communication | x |  | x |  | x | | x | x | x | * eLearning modules * Comment and Scoring Checklist * Virtual Evaluation Phase * Site Visit Manual |
| Ethics | x | x | x |  |  | |  |  | x | * Examiner Code of Ethical Conduct * eLearning module: Code of Ethical Conduct |
| Listening | x |  |  |  |  | |  |  | x |  |
| Action Orientation | x |  |  |  |  | |  |  | x |  |
| Peer Relationships | x |  |  |  |  | | x | x | x |  |
| Time Management | x |  |  | x | x | |  |  | x |  |
| Self-Development | x |  |  |  |  | |  |  | x |  |
| Technical Learning | x |  |  |  |  | |  |  | x |  |
| Criteria Category Expertise | x | x | x | x | x | | x | x | x | * Criteria for Performance Excellence * eLearning module: Baldrige Excellence Framework |

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| **Award Process Knowledge**  **& Skills** |  | | | | | | | | | | | |
| Knowledge of Award Process and Steps |  |  | x | x | x |  | x | x | x | x | x | * Criteria for Performance Excellence/ Baldrige Excellence Framework * Virtual Evaluation * eLearning learning Module: Overview of the Application Evaluation Process * Site Visit Manual |
| Examiner Responsibilities |  | x | x | x | x |  | x |  |  |  | x | * Examiner Application * eLearning Module: Role of the Examiner |
| Understanding the Framework Booklet – content and structure |  | x | x | x | x | x | x | x | x | x | x | * Framework for Performance Excellence booklet * eLearning module: Baldrige Framework Overview |
| **Analytical Skills** |  | | | | | | | | | | | |
| Ability to analyze and evaluate applicant’s responses considering the evaluation factors, Criteria questions, and applicable key factors |  | x | x | x | x | x | x | x | x | x | x | * eLearning modules: Evaluating Process Items; Evaluating Results Items; Independent Review Step 5 * Framework for Performance Excellence booklet * Virtual Evaluation Process * Scoring & Feedback 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 * Virtual Evaluation Process Scoring & Feedback Guidelines |
| Developing and writing key themes |  |  |  |  |  |  | x | x | x | x | x | * eLearning module: ‘What is a Key Theme?’ |
| Performing a consensus review of an application. |  |  |  |  |  |  |  |  | x |  | x | * Virtual Evaluation Toolkit |
| Leading a consensus review |  |  |  |  |  | x |  |  | x |  | x | * Virtual Evaluation Toolkit |
| Backing up the team leader on consensus |  |  | x |  |  | x |  |  | x |  | x | * Virtual Evaluation 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 |  |  |  |  |  |  |  |  |  |  |  |
| Bridge |  | x | x |  |  |  | x | x | x |  | x |  |