***Introduction and 1st Planning Call***

***Communication***

**As soon as you receive your confirmation**

**e-mail from ASQ,**

**send the following e-mail with the**

**call agenda to your team.**

To: Team Members

From: (*Team leader name*)

Subject: Baldrige Award Evaluation

Welcome to Team **Insert Applicant Number**!First let me introduce myself and welcome you. My name is **[insert your name]**. I have been assigned as your team leader (TL) for the Independent Review/Consensus Review (IR/CR) evaluation. Before I start with the logistics, please remember that we will be working to provide feedback to help our applicant improve its performance. By now, you should have received a FedEx package from ASQ. That package includes your evaluation materials and instructions to start your Independent Review evaluation of our team’s applicant. Please immediately check for any conflicts of interest with the applicant using the green **Conflict of Interest Determination Worksheet. If you have any concerns about potential conflicts, please contact the Baldrige office ASAP via the Award Process Hotline (number provided below).** I encourage you to begin your Independent Review evaluation before our 1st planning call, as soon as possible.

Your assignment to this applicant was based on a number of factors, including your availability to complete the IR/CR evaluation. This availability includes your commitment to participate in our 1st planning call. I am proposing that we conduct our1st planning call on **(insert date and time ET)**. The 1st planning call is critical as we will finalize our Independent Review/Consensus Review timeline at this time. This will include establishing the dates and times for our other calls as well as finalizing deadlines for the IR/CR Worksheets. **For our 1st planning call, please have your business and personal calendars updated and available for your reference**. Also critical to our timeline discussion during the1st planning call are the following documents which are available on the Examiner Resource Center “Reference Shelf” and can be downloaded at <http://www.nist.gov/baldrige/examiners/resource_center/>.

* **2016 Award Process Wave Calendar (team leader indicate wave 1 or 2)**
* **2016 Roles and Responsibilities Matrix** (Week-by-Week Stakeholder)

Additionally, a **2016 Examiner** **Biography Form (bio form)** is also available on the Examiner Resource Center. I will use the information on these forms in planning our team’s Consensus Review assignments. Please fill out the bio form by **xx/xx** and post it to the “Team Files” area in BOSS. While we don’t have access to each other’s IR Scorebooks in BOSS, the “Team Files” area is a space where we can share information during the process.

Please review the **Team Roster** sent by ASQ to make sure your information is correct. We will update our contact information on this call as well.

**Call-In Time**

You received the call-in number and passcode for our team’s conference call line with your correspondence from ASQ. I have found it is a good idea to dial in for team conference calls 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, so your promptness will be appreciated by all. By now you have received the dial-in instructions from ASQ.

**Award Process Hotline**

The Baldrige Award Process Hotlinewill serve as the key resource for the team during the award process. If you have any questions concerning the award process or the Criteria, please feel free to contact me by e-mail or call me at xxx-xxx-xxxx, or you can contact the hotline. The hours of the hotline 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. The Award Process Hotline will be closed on the following federal holidays: Monday, May 30th and Monday, July 4th.Please note the Award Process Hotline contact information below.

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

Award Process Hotline E-Mail: [bossmail@nist.gov](mailto:bossmail@nist.gov)

**Draft 1st Planning-Call Agenda**

* Roll call
* Welcome and team introductions
* Reconnection instructions
* Agenda review
* Review of materials received and needed for this call
  + From ASQ: Via FedEx -- Application, **Conflict of Interest Determination Worksheet (green),** and the Baldrige Excellence Framework booklet.

Via Email -- Team Roster

* + From the Examiner Resource Center (Independent Review Webpage): 2016 Award Process Wave Calendar, 2016 Roles and Responsibilities Matrix, bio form, and the 2016 Step-by-Step Instructions for Independent Review.
  + From the Team Leader (TL): agenda for this call, proposed timeline, proposed ground rules
  + From the Baldrige Program: e-mails with BOSS instructions and your user ID
  + From Examiners: business and personal calendars for June, July, and August
* Conflicts of interest. We will make sure that all members have determined they have no such conflicts with the applicant (**green sheet provided**) and also will remind all that the electronic Conflict of Interest Determination Worksheet is part of the Independent Review (IR) Scorebook in BOSS*.*
* Review of the Award Process Hotline support
* Verification of team contact information
* Review of ground rules for the process and any issues related to access on BOSS (see below in memo)
* Specific areas of Items: When completing your scorebook in BOSS, provide the specific areas of the item that the processes or methods address (e.g., a[1], b[1,3], or c[1–3]). BOSS will provide consistency to better aggregate evidence for consensus.
* Review of the IR Worksheets and the IR Step-by-Step instructions
* Bio form: TL will use these to determine item lead and backup assignments during Consensus Review.
* Discuss IR call I will be having with the applicant and NIST monitor to better understand our applicant’s strategic situation and business model
* Review of transition from Independent Review to Consensus Review
* Review Timeline and adjust if needed (see proposed timeline below)
* Review of the process for the development of the draft consensus key factors. Key factors will be discussed during the 2nd planning call.
* Any questions?

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

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

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

* Use BOSS, secure fax, flash drives, or telephone for any and all information transfer regarding the applicant.
* Use e-mail only for logistics, process information, and general communication.
* Use e-mail to alert the team when work is complete in BOSS*.* Alert the team leader during IR, and alert the whole team during CR.
* 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 you have been instructed to do so by ASQ.
* *Have**fun!*
* Any others to add?

**Independent Review Ground Rules (discuss during the 1st planning call)**

* No applicant-specific team discussion is allowed between the 1st and 2nd planning calls, unless you have a process or Criteria question. If you have a process or Criteria question, contact the TL or the Award Process Hotline.
* The TL will provide feedback on team members’ work for the early assigned items in order to ensure that all meet the requirements of the evaluation process.
* Perform a thorough analysis of key processes. In other words, ask yourself, “If I were to receive this evidence from a team member, would I understand how mature the applicant’s processes are, and would it help me write a comment?”
* **All members of the team are required to complete an Independent Review Scorebook.**
* Provide one feedback-ready strength and one feedback-ready opportunity for improvement (OFI) comment for each item. \*Team Leader *may* make this step optional for new examiners only
* Meet our date of completing the IR Worksheets (see timeline).
* Any others to add?

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

Below is a draft of this team’s proposed IR/CR timeline. This is the starting point for our discussion for next week’s planning call. It is very important that you have your business and personal calendars on hand so we can agree to the timeline dates.

MO/DAY/TIME All team members post completed bio forms at BOSS Team Files.

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

MO/DAY/TIME Each team member completes a Key Factors Worksheet and at least one draft **item #** IR Worksheet for TL feedback. Team members each continue with their independent evaluations.

MO/DAY/TIME TL provides feedback on draft of item **#** via phone or posted in BOSS Team Files.

MO/DAY/TIME TL e-mails 2nd planning call correspondence one week before the call.

MO/DAY/TIME Team members each complete IR Scorebooks and mark as “complete” in BOSS.

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 open feedback pane in BOSS for item backups’ and process facilitators’ Review 1 (R-1).

MO/DAY/TIME Item backups and process facilitator(s) provide feedback to item leads in BOSS. Item leads begin 2nd drafts of CR Worksheets based on the feedback

MO/DAY/TIME Item leads complete 2nd drafts of CR Worksheets 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 (R-2) 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 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 shares the consensus call agenda.

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 of CR Worksheets 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 final CR Scorebook “Final” in BOSS**.**TL informs the Award Process Hotline that the CR Scorebook is final.

From: 8/18/16 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 on the Examiner Resource Center at <http://www.nist.gov/baldrige/examiners/resource_center/>.

Please do not hesitate to call me (see contact info below). 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 and talking with each of you.

Cell: xxx-xxx-xxxx

Work: xxx-xxx-xxxx