



# Prep for Consensus Review

---

INSTRUCTORS: MARGOT HOFFMAN & LAUREN BROWNING

JANUARY 2023



Stage 2 - Consensus Review (CR)

# Examining Process

---



## Learning & Preparation

Training & Case Study (55-60 hrs.) – October/November

## 3 Main Stages of Examining

Stage 1: Independent Review (30-45 hrs.) – December/January

Stage 2: Consensus Review (10-15 hrs.) – January/February

Site Visit Preparation (8-10 hrs.) – February/March

Stage 3: Site Visit (30-50 hrs.) – March

## Feedback Report

Examiners, TLs & Judges (8-10 hrs.) – April/May

# IMPORTANT !!

---



You must complete your  
Independent Review **on time** in  
order for your team to move on to  
Consensus Review!

# What Is Consensus?

Consensus is when team members learn from one another, share knowledge & make decisions



Synergy

Agreement

Support

Discussion

Feedback

Collaboration

Change

*Can you support and live with the decision?*

# Why Consensus Review?

---



Create a more robust product than any one examiner could produce

Build on different perceptions & observations of examiners, resulting in diversity of Strengths & OFIs

Identify Strengths & OFIs examiners have in common & consider insightful observations that only one examiner might have caught

***Produce one scorebook for the site visit***

# Results of Consensus Review

---

- Consensus Review Scorebook, includes for each Item;
  - Around 6 well-developed, **feedback-ready comments**
    - Example: 4 Strengths, 2 OFI's
  - Scoring range
  - Percent score
- Synthesized comments to provide more valuable feedback for applicant
- Initial Site Visit & SVI planning

# Consensus Process – Major Steps

---



- TL assigns Item Leads & Item Backups
- Item Lead consolidates/synthesizes IR work of all team members, produces around 6 feedback ready comments & scores
- Item Backup reviews & provides feedback
- Item Lead revises comments, as appropriate, per Backup's feedback
- All team members provide feedback; Item Lead revises comments and prepares script
- Key Themes are written & linked to item comments
- Team meets to finalize consensus & start SV planning



# Item Lead Role

---



For each Item assigned, review IR observations/comments of all team members

- Sort & print out if it's easier to review

Identify a total of around 6 (Strengths & OFIs) comments that best represent the team's evaluation of each Item

- You may have 1-2 additional comments "below the line"

## **Write all comments in Feedback Ready format**

Review your initial set of comments & score with your Item Back-up and then revise

Review your set of comments & score with all team members and then revise & prepare script for meeting

Link comments to Key Themes if relevant

# Consensus in Stratex Apex



Apex - Eval - Question Group - Stratex Apex

apex.stratexsolutions.com/Eval/QuestionGroup

Stratex Apex Evaluation Team Lead Help

Margot Hoffman Log off

## The Partnership For Excellence

**NAVIGATION**

- Welcome
- Criteria
  - Preface EXECUTIVE SUMMARY AND APPLIC
  - P1 ORGANIZATIONAL DESCRIPTION
  - P2 ORGANIZATIONAL SITUATION
  - 1.1 LEADERSHIP**
    - 1.1a(1) VISION and VALUES-Setting VISI
    - 1.1a(2) VISION and VALUES-Promoting L
    - 1.1b Communication
    - 1.1c(1) MISSION and Organizational PER
    - 1.1c(2) MISSION and Organizational PER
  - 1.2 GOVERNANCE AND SOCIETAL CONTRIBL
  - 2.1 STRATEGY DEVELOPMENT
  - 2.2 STRATEGY IMPLEMENTATION
  - 3.1 CUSTOMER EXPECTATIONS
  - 3.2 CUSTOMER ENGAGEMENT
  - 4.1 MEASUREMENT, ANALYSIS AND IMPROV
  - 4.2 INFORMATION AND KNOWLEDGE MANA
  - 5.1 WORKFORCE ENVIRONMENT
  - 5.2 WORKFORCE ENGAGEMENT
  - 6.1 WORK PROCESSES

**The Partnership for Excellence-Governor's Award for Excellence-Business Criteria - TPE Case Study 1**  
Stage: Consensus

**1.1 - LEADERSHIP**

The Leadership category asks HOW SENIOR LEADERS' personal actions guide and sustain your organization. It also asks about your organization's GOVERNANCE system; HOW your organization fulfills its legal and ethical responsibilities; and HOW it makes societal contributions. How do your senior leaders lead the organization?

**Key Factors - Association (1 | 0 | 0)**

**Individual (1)**

Performance Improvement System: Leadership System (Figure 1.1-1), Communication Process (Figure 1.1-3). Continuous process improvement environment. Baldrige Criteria business model and foundation for performance improvement (PI). Operational improvements identified/implemented through SPP and Operational Management Process (Figure 6.1-1.) Performance improvement staff part of Quality/Regulatory department. PMS (Figure 4.1-1) used to monitor success. Plan, Do, Study, Act (PDSA) problem solving methodology embedded in

# Stratex Apex User's Guide - Consensus



Stratex Apex Evaluation Eval-Reports Team Lead Help Margot Hoffman

## Stage 3 Consensus

**Relevant Key Factors** To move individually selected key factors to consensus, click on the plus (+) sign next to the desired key factor. This will move the key factor from Individual to Consensus, and all key factors not moved to Consensus will remain in the Individual section. To put a key factor back to the Individual Section, simply click on the minus (-) sign. See Figure 3.1 – Consensus Key Factors.

Figure 3.1 – Consensus Key Factors

**Key Factors - Association (6 | 3 | 0)**

**Individual (9)**

**20. Strategic Challenges:**

- Business – Industry Changes
- Operational – Authorization
- Societal responsibility – Increase Registry
- Workforce – Retention

Associated By: Amielee Farrell

**Consensus (4)**

**2. Key Product and Service Offerings:**

- Facilitation of organ and tissue donation
- Accomplished through two work systems: Organ and Tissue

**Key delivery methods:**

Through coordination with partners, collaborators, and key suppliers via the Partnership Model (P.1-2)

# Consensus – Key Factors in Stratex Apex



**Key Factors - Association (6 | 3 | 0)** ▼

**Individual (9)** ▼

**20. Strategic Challenges:** +

- Business – Industry Changes
- Operational – Authorization
- Societal responsibility – Increase Registry
- Workforce – Retention

Associated By: Amielee Farrell

**Consensus (4)** ▼

**2. Key Product and Service Offerings:** -

- Facilitation of organ and tissue donation
- Accomplished through two work systems: Organ and Tissue

**Key delivery methods:**

Through coordination with partners, collaborators, and key suppliers via the Partnership Model (P.1-2)

Associated By: Amielee Farrell



# The Partnership For Excellence

- NAVIGATION
- Welcome
- Criteria
  - Preface EXECUTIVE SUMMARY AND APPLICA
  - P.1 ORGANIZATIONAL DESCRIPTION
  - P.2 ORGANIZATIONAL SITUATION
  - 1.1 LEADERSHIP
  - 1.2 GOVERNANCE AND SOCIETAL CONTRIBU
  - 2.1 STRATEGY DEVELOPMENT
    - 2.1a(1) Strategy Development PROCES
    - 2.1a(2) Strategy Development PROCESS-I
    - 2.1a(3) Strategy Development PROCESS-S
    - 2.1a(4) Strategy Development PROCESS-V
    - 2.1b(1) STRATEGIC OBJECTIVES-KEY STRA
    - 2.1b(2) STRATEGIC OBJECTIVES-STRATEG
  - 2.2 STRATEGY IMPLEMENTATION
  - 3.1 CUSTOMER EXPECTATIONS
  - 3.2 CUSTOMER ENGAGEMENT
  - 4.1 MEASUREMENT, ANALYSIS AND IMPROVI
  - 4.2 INFORMATION AND KNOWLEDGE MANA
  - 5.1 WORKFORCE ENVIRONMENT
  - 5.2 WORKFORCE ENGAGEMENT
  - 6.1 WORK PROCESSES
  - 6.2 OPERATIONAL EFFECTIVENESS
  - 7.1 PRODUCT AND PROCESS RESULTS
  - 7.3 WORKFORCE RESULTS
  - 7.2 CUSTOMER RESULTS

Return to 2.1a(1) - Strategy Development PROCESS-Strategy Planning PROCESS

### Feedback Comment

Type:  STR+  STR  OFI  OFI-

Important?  Key Theme Contributor (KTC)?

Flags:  Approach  Deployment  Learning  Integration\_Process  Innovation

Levels  Trends  Comparisons  Integration\_Results

Secondary Question Association:  
 2.1a(1)  2.1a(2)  2.1a(3)  2.1a(4)  2.1b(1)  
 2.1b(2)

This is where you will enter each of the approximately 6 comments, a combination of Strengths and OFIs. The comments should be full feedback ready comments synthesized from the comments of team members. Below the comment, you should also include an explanation of why you selected the comment to be in the consensus feedback report.

Apex - Review

apex.stratexsolutions.com/(S(fxnbhq5amzjib4n2otmizpv))/Eval/Review

Stratex Apex Evaluation Team Lead Help Margot Hoffman Log off

Missing Figure FC(0)

Feedback (20 | 1 | 0) Finalize Consensus Feedback Sort All Area Comments

Individual Comment List (20)

Consensus Comment List (1)

[STR+] This is where you will enter each of the approximately 6 comments, a combination of Strengths and OFIs. The comments should be full feedback ready comments synthesized from the comments of team members. Below the comment, you should also include an explanation of why you selected the comment to be in the consensus feedback report. SVI(0) [edit] [delete]

Sort: 5160 | Flag: Approach, | Important: False | Key Theme Contributor: True | By: Margot Hoffman

+ New Comment

Notes (1)

In this section address the most significant Strengths or OFIs that were not included in your "around 6 comments" - these are the "below the line" comments you may need to go to if you "lose" comments during site visit. (Open) Margot Hoffman last updated: 1/4/2022 - 5:47 PM EST [edit] [delete]

+ Note



# Consensus – Notes in Stratex Apex

# Feedback Ready Comments

---

## Actionable

- Main Idea – “Nugget”
- Relevance to Applicant
- 1 – 2 Examples

## Aligned

## Accurate

## Appropriate

**Actionable**  
 The applicant can take action based on the comment and understand the potential benefit.

- Include these elements in your comments. Arrange them in the way that is the most readable for the applicant.
- A concise opening statement of the main idea (the “nugget”). Include only one main idea per comment. If you have several, either choose one, or combine them into a higher-level, more general nugget. If something “is not clear,” describe what is missing.
  - The relevance of this main idea to the applicant. Use a key factor to show the relevance—why the comment is important to the applicant. Include just one point of relevance per comment.
  - One or two examples to support and clarify the main idea. Choose examples from the application that clarify the strength or opportunity for improvement. If you have many, choose the most important ones, or group them.

**Aligned**  
 The comment reflects the Criteria and reflects the scoring range you have chosen.

- Write comments on the basic, overall, or multiple Criteria requirements that are most important to the applicant. Use language from the Criteria.
- Use only enough Criteria language to add clarity. Seek to add value rather than restate information.
- Point out areas of strength or opportunities for improvement based on the evaluation factors (ADLI or LeTCI). Use language from the Scoring Guidelines. In each comment, focus on just one or two evaluation factors.
- Ensure that the comment does not contradict other comments in the same item or other items.

**Accurate**  
 The facts and data are correct.

- Use the applicant’s terminology.
- Use the correct names and terms (e.g., for the applicant’s processes and for figure names).
- Check the facts and data in your comment. For example, if you state that “there is no evidence,” check the text and figures to ensure that this is true; if you note adverse trends or a lack of comparative data, make sure this is true.
- Don’t “parrot” the application; seek to add value rather than restate information.

**Appropriate**  
 The tone is professional and polite.

- Don’t comment on the applicant’s style of writing or data presentation.
- Don’t use jargon or acronyms unless they are the applicant’s terms.
- Don’t be judgmental by using terms such as “bad” or “inadequate.”
- Don’t be prescriptive by telling the applicant what it “should” do.
- Don’t go beyond the Criteria requirements or assert your personal opinions.

**Baldrige Comment Guidelines**

The applicant is the customer for your feedback comments.  
 Your goal is to meet the customer requirements above.



# Feedback-ready comments

---



are complete thoughts

make explicit the relationship among the Criteria, the Key Factors, the applicant's response (*use language and examples from the application*), and your analysis

include a clear main point/topic sentence and are concise & precise

are meaningful to the applicant

use correct grammatical sentence structure

# Writing Process Comments with the Applicant in mind

---



**Strengths** – think about what actionable message you are giving the applicant. Applicants read process strengths as *what they should continue to do and why*

**OFls** – have you convinced the applicant that it should invest in a new process and why that investment is important

# Writing Results Comments with the Applicant in mind

---



**Strengths** - Have you convinced the applicant to continue to invest in achieving and tracking these results? *Have you captured the applicant's proudest results?*

**OFIs** - Have you convinced the applicant to invest in improving these results? Have you related the comment KFs that are most critical? Without beneficial results, what might happen to the applicant?

# Comments should not ...

---



Go beyond the requirements of the Framework

Assert an examiner's personal opinions

Be prescriptive by using *could, should/should not, would*

Be judgmental by using terms such as *good, bad, inadequate, etc.*

# Use Comments to Move the Applicant to the Next Level



- If an applicant is in the early stages of development, and it appears their scores will be in the lower scoring ranges, provide comments that focus on the next higher scoring range rather than the highest
- Less mature organizations may benefit from fewer, well-focused comments where they will get more “bang for their buck”

# How to Write a Comment

---

1. Include a topic sentence to express the main point of the comment ... **NUGGET**
2. Provide concisely written **EVIDENCE** that supports the statement: one or two examples taken directly from the application, (*but not an exhaustive list*) ... Include figure numbers in the comment as appropriate... **EVIDENCE** and/or use one or more of the evaluation factors (A, D, L, I / Le, T, C, or I) to help in clearly articulating the focus of the comment **MORE EVIDENCE** ... and
3. Draw linkages across Items and/or to the applicant's Key Factors or Core Values as appropriate. **RELEVANCE**

# Consensus Scoring



As Item Lead, use the same process for scoring that you used for IR, **However...**

- Base your proposed score on the synthesized consensus comments, not simply averaging IR scores
- During consensus, team should reach agreement on appropriate scoring range first, then percent score based on final set of consensus comments

# Consensus – Scoring in Stratex Apex



**Scoring: 55** ▼

**Individual Scores** ▼

Amielee Farrell: 50% - 65% (55)      Nilda Blanco: 30% - 45% (45)



Score Range: 50% - 65%

Consensus Score: 55

*Click here to open the Baldrige Process Scoring Guideline in a new tab.*

**Notes (1)** ▼

N/A

Amielee Farrell created: 7/23/2019 - 4:47 PM CST, last updated: 7/23/2019 - 4:47 PM CST  



# Item Backup Role

---

Read team members' IR worksheets for Items you are back-up

Read the ~6 well-developed comments & scoring developed by Item Lead

Use the **Comment and Scoring Checklist** to assure you have covered all critical aspects

Provide constructive feedback – by phone or Stratex Apex – to Item Lead on comments & scoring for each Item

# Comment & Scoring Checklist

---

## **Comment includes Criteria requirements**

- Contains clear & correct reference(s) to Criteria requirements being addressed
  - i.e., it includes pivotal Criteria words without parroting

## **Comment provides meaningful feedback**

- Addresses what is important not only with regard to Criteria, but with regard to the organization, based on relevant key factors

## **Comment addresses relevant evaluation factors (ADLI or LeTCI)**

- Provides insight on organization's level of maturity or on specific areas in which maturity may be enhanced
  - e.g., deployment to most critical groups, lack of cycles of refinement of processes critical to a key factor, integration of a process throughout functional areas of an organization, lack of results in key areas, lack of segmentation in results for critical groups, etc.

# Team Member Role

---

Review strengths, OFIs, and scoring for all items for which you were not the item lead or back up

Provide constructive feedback in Stratex Apex

- Agreement/disagreement

- Order of comments

- Suggestions for comment improvement

- Scoring calibration

# Consensus Tools

---



Comment & Scoring Checklist

Consensus Script Template/Sample

Consensus Script Flow Chart

# Consensus Script



**Consensus Script: Applicant \_\_\_\_**

**Item \_\_\_\_\_**

**Criteria Summary—item covers \_\_\_\_\_.**

**Key Factors Summary—included here are \_\_\_\_\_.**

**Strengths proposed for the consensus report:**

**Strengths not included:**

**OFIs proposed for the consensus report:**

**OFIs not included:**

**Item \_\_\_\_\_ scoring discussion:**

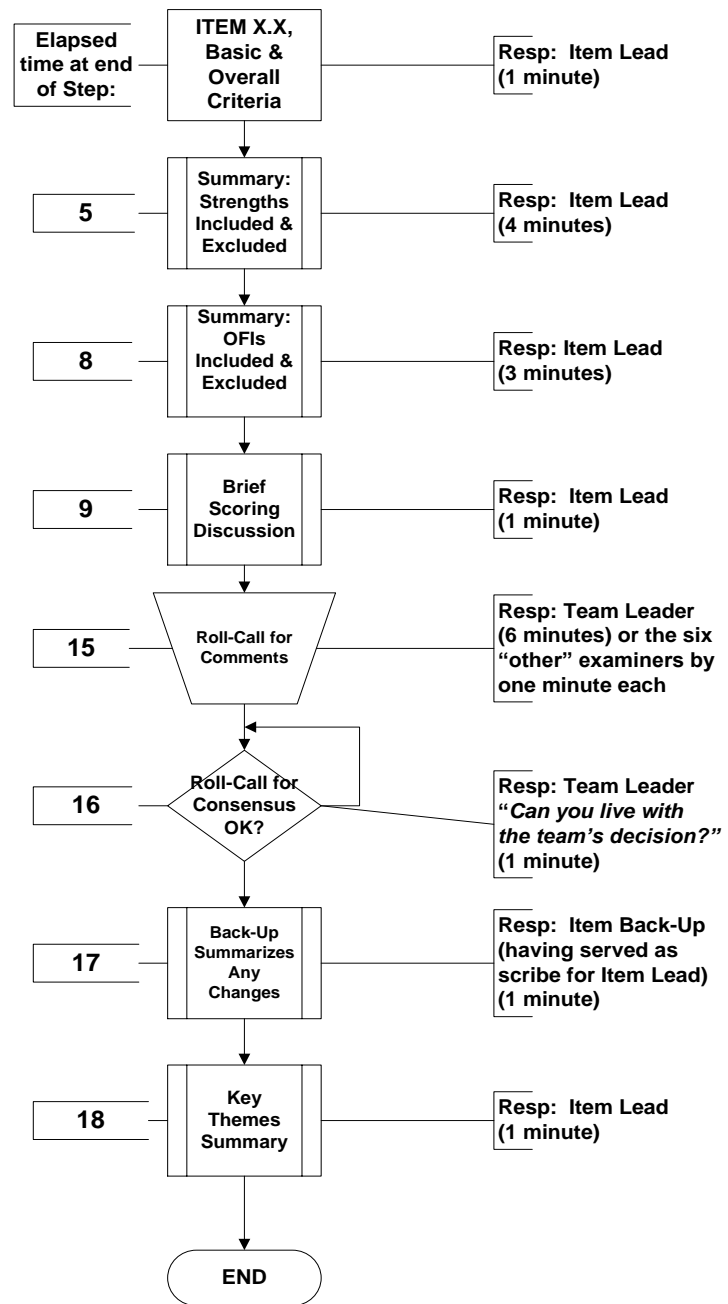
And a score of \_\_\_\_\_ (based on the scoring range description)

# Consensus Meeting – What to Expect

---



- TL creates an agenda based on feedback from team members & Item Leads
- Generally, an all-day meeting (or 2 consecutive ½ days)
- Being conducted virtually this year
- Meeting date set late December/early January for late January or February meeting



# Consensus Script Flow Chart



# Demo: Consensus Stage Stratex Apex Software

---

Lauren Browning



# Other Resources

---



Stratex Users Manual for Consensus Review

***Help>User's Guide – Stage 3 Consensus***

Video on doing Consensus in Stratex Apex

***Help>Training - Apex Examiner - Consensus Training Video***

TPE Examiner Resource Center

[http://www.thepartnershipforexcellence.org/resources\\_training.html](http://www.thepartnershipforexcellence.org/resources_training.html)



# Next TPE Training Webinar

---

## *Preparing for Site Visit*

FEBRUARY 9, 2023 at 2:00 PM EST

OR

FEBRUARY 11, 2023 at 9:00 AM EST

OR

FEBRUARY 13, 2023 at 6:30 PM EST



# Questions on Stage 2 Consensus Review

Margot Hoffman, President & CEO  
margot.hoffman@partnershipohio.org  
(614) 425-7157  
[www.thepartnershipforexcellence.org](http://www.thepartnershipforexcellence.org)