Site Visit Prep

INSTRUCTORS: MARGOT HOFFMAN & LAUREN BROWNING

FEBRUARY 2023

Stage 3 – Site Visit (SV)

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

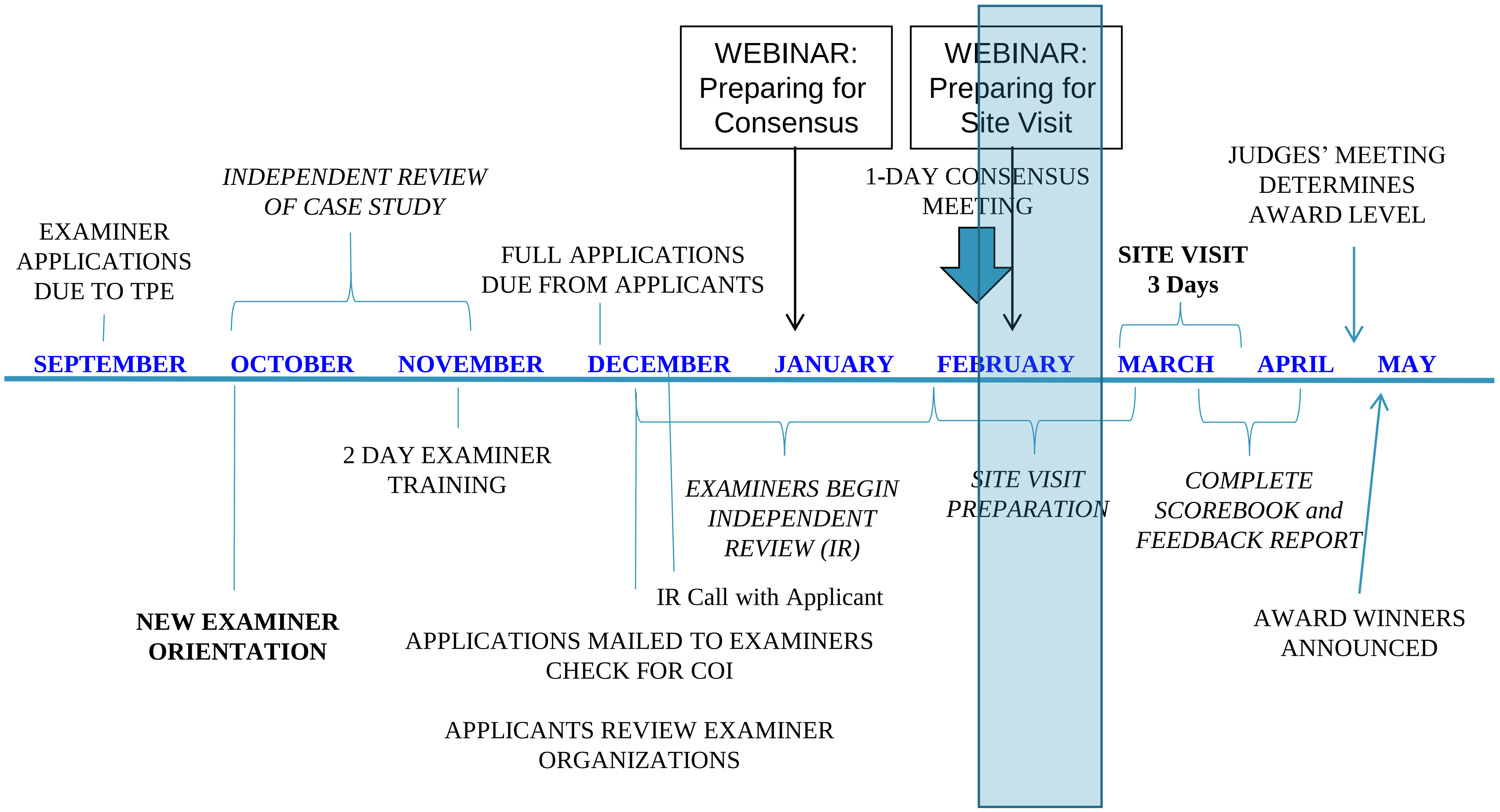
Stage 2: Consensus Review (10-15 hrs.) – January/February
Site Visit Preparation (8-10 hrs.) – February/March

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

Feedback Report

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

The Examination Cycle & Awards Process Timeline



Italics - Independent Work
Bold- In Person Requirements

Awards Presented at TPE's Annual Conference in September

Purpose of the Site Visit (SV)

- See the REAL Applicant vs Application Report
- Clarify all Item OFIs
- Verify all important Strengths
- Verify/Clarify all areas of Key Themes
- Finish the Site Visit Scorebook!

Site Visit is where information presented in application & conclusions reached during Consensus Review are Clarified & Verified

Exhibit TPE's Values at All Times

Excellence – Diversity, Equity & Inclusion – Integrity – Visionary Leadership – Professionalism – Agility

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- Examiners are often the primary face of TPE
  - Adhere to code of conduct
  - Respect team members and applicants
  - During Site Visit
    - Appropriate business attire (attire of organization, no jeans)
    - Appropriate language (no cussing or inappropriate slang)
    - If Virtual
      - Adhere to guidelines for virtual meetings
    - If On-Site
      - Leave facility as you found it
      - Keep doors to war room closed at all time & locked when away

Safety Briefing – In person Site Visit

To be conducted on 1st day of Site Visit by Team Leader

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The Safety of our Examiners is a Top Priority!

- Evacuation route in case of a fire or similar situation
- Shelter in place in the event of tornado or similar disaster
- In the event of an accident
  - If critical injury, first call 911
  - Alert your Team Leader
  - Team Leader notifies contact at host facility

SV Responsibilities – Team Leader

Oversees all aspects of Site Visit (SV)

Only person to contact & coordinate with applicant Point of Contact

Develops the SV schedule

Manages selection of Site Visit Issues (SVIs)

Request documents to review and people to interview on site

Manages progress of the team while on site

Worries a lot

SV Responsibilities - Team Members

<u>Before</u> Site Visit

Participate in planning calls

Perform team assignments

Continues as Item Lead for 2-3 Items

Develop & Prioritize Site Visit Issues (SVIs)

Identify documents to be reviewed

Identify who to interview

SV Responsibilities - Team Members

<u>During/After</u> Site Visit

Conduct interviews

Review documents

“Work” SVIs, Update Comments

Act professionally per the Code of Conduct

Smile, try not to frown or look surprised

Finalize feedback-ready comments

Walk-the-Wall

Site Visit – How to Prepare!

Refresh your understanding of the applicant

Review:

- Code of Ethical Conduct
- Quick read of Application
- Key Factors
- Organizational Chart
- Key Themes draft
- Consensus comments for your Items
- **ALL** SVIs, noting questions to be asked & documents to be reviewed

What Each Examiner Does

Before Site Visit

- Develop 1 Site Visit Issue per OFI
- Develop 1-3 Site Visit Issues ***per item*** for the most important Strengths (Important or KT)

During Site Visit

- Conduct interviews & review documents related to your/ others' Site Visit Issue & update SVIs
- May find new SVIs to document
- Help each other out – Go Examiner Team!!!

Typical Planning & SV Schedule

Before Site Visit

- (Consensus Meeting) Identify Site Visit Issues for every Item
- (3-4 Weeks Before) Prepare Site Visit Issues
- (3 Weeks Before) Identify to Team Leader WHO to Interview and WHAT Documents you need to See

On Site Visit

- (Day 1 – Day 3) Conduct interviews and review documents
- (Day 2 – Day 3) Update the SVIs with your findings, conclusions & changes to COMMENTS **(can be handwritten)**
- (Day 3) Update COMMENTS for your Items in Team's SV Scorebook

Typical Site Visit Schedule

Plan at least 3+ full days for the site visit

Participate in Opening & Closing meetings, led by Team Leader, with applicant's senior leaders attending

Read & Review ALL documents provided

Interview staff identified per SVIs

There is still 4-5 Hours of Work to be done after Closing Meeting

Important Note: Cannot get more info after Closing Meeting

Typical Site Visit Schedule – Day 1

(7 am) Team meeting

(8 am) OPENING Meeting

(9 am) Team Interview with Senior Leaders

(10-12) 1-2 Rounds of Interviews

(Noon) Team Caucus & Sharing during Lunch

(1-4) 2-3 Rounds of Interviews

(4 pm) Team Caucus & Sharing

(6-7 pm) Team Released for Dinner

Typical Site Visit Schedule – Day 2

(7:00 am) Team Caucus & Sharing

(8-12) 2-4 Rounds of Interviews

(Noon) Team Caucus during Lunch

(2-4) 2-3 Rounds of Interviews

(4 pm) Team Caucus & Action Planning

(6-7 pm) Team Released for Dinner

(Day 1 & 2 evenings/night) 1-4 Rounds of Interviews for 2nd & 3rd Shifts

Typical Site Visit Schedule – Day 3 morning

(7:00 am) Team Caucus & Planning

(8-10) 1-2 Rounds of Interviews

(10 am) Team Preps for Closing Meeting

(11 am) CLOSING Meeting

(11:30 am) END OF SITE VISIT – no more information can be collected or requested

(11:30 am) Team reaches final consensus & finalizes SV Scorebook

Typical Site Visit Schedule – Day 3 afternoon

(11:30) Review remaining actions & schedule for afternoon

(Noon) Working Lunch, Examiners updating COMMENTS & Scoring Range for their Items in Stratex Apex

(1 pm) Examiners finalize Consensus Item work sheet, all SVIs, SV Item Worksheets for WALK THE WALL

(1-4 pm) Virtual WALK THE WALL occurs

(1-4 pm) Examiners finalize COMMENTS

(4 pm) Team reviews/approves Key Themes

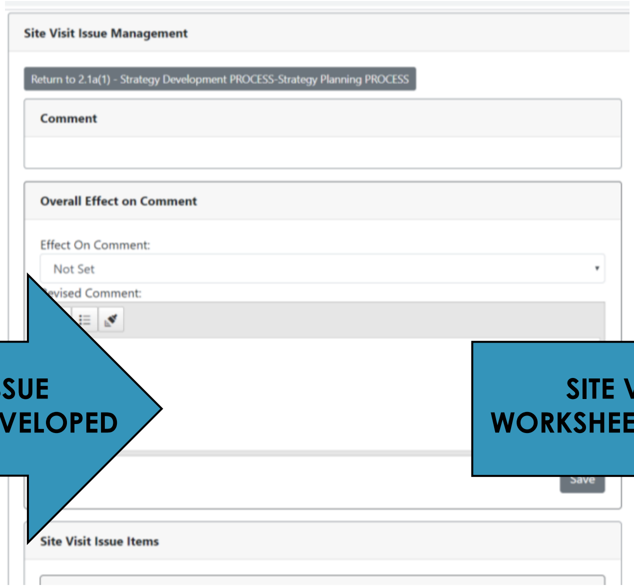
(4:30 pm) Team reviews all Item's Scoring & Signs Scoring Sheet

(5 pm) Turn in all SVIs to TL, Leave session

Why These Documents Are Important!

CONSENSUS SCOREBOOK

SITE VISIT ISSUE WORKSHEETS DEVELOPED



SITE VISIT ISSUE WORKSHEETS COMPLETED

SITE VISIT SCOREBOOK

How the Team Evaluated the Application before Site Visit based on Independent Review & Consensus

Site Visit Issue Worksheets (SVIWs) used to Document Issues during the Site Visit.

Judges want to see all three!

Final Scorebook based on our findings during the Site Visit
<u>Used to create the Feedback Report</u>

What do we need to Clarify & Verify? → ***What We Found!*** → ***How we changed the Consensus Scorebook Comments/Scores***

What is a Site Visit Issue (SVI)?

A Site Visit Issue is a strategy to address comments in the Consensus Scorebook so that by the end of the site visit all **OFIs, important strengths**, and **all comments linked** to a **Key Theme** in the Consensus Scorebook have been verified or clarified.

Selecting SVIs

Begin with Key Themes and what is most important to verify/clarify - SVIs that may be common to more than one Category

1 SVI per Item OFI (*1.1 has three OFI Comments = 3 Site Visit Issues*)

1-3 SVIs for important Strengths per Item

Creating Site Visit Issue Worksheets (SVIW)

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Individual (2)

Consensus (0)

Site Visit (1)

[Original Comment] Key short and longer term action plans are shown in F2.1-3: Strategic Linkages. Action plans are developed through strategy discussions between the leadership team and employees. This has been a cycle of improvement from when action plans were pushed to the staff from the leadership team. Deployment of action plans may help the applicant achieve its strategic objectives.

SVI(1)

[Effect] Not Set

[Revised Comment] Not Set

Type: STR | Flag: Approach,Deployment,Learning,Integration_Process, | Important: False | By: Susan Frollo

New Comment

SVI Worksheet

Comment

Key short and longer term action plans are shown in F2.1-3: Strategic Linkages. Action plans are developed through strategy discussions between the leadership team and employees. This has been a cycle of improvement from when action plans were pushed to the staff from the leadership team. Deployment of action plans may help the applicant achieve its strategic objectives.

Overall Effect on Comment

Effect On Comment:

Continues to be a strength

Revised Comment:

The applicant develops key short and longer term action plans, as shown in F2.1-3: Strategic Linkages. Action plans are developed through strategy discussions between the leadership team and employees, which is a cycle of improvement from when action plans were pushed to the staff from the leadership team. Deployment of action plans may help the applicant achieve its strategic objective to maximize donation.

Save

- Pre-populated in Stratex
- Questions added in prep for Site Visit
- Responses during Site Visit
- Conclusions based on findings at Site Visit

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Site Visit Issue Items

Entries

Q: Request complete set of action plans.

R: Applicant provided actions plans developed in most recent strategy discussions.

Contact: Cat 2 champion | State: Open | Sort: 0 | Margot Hoffman on 2/6/2020 - 7:42 PM EST

Q: Ask focus group of employees how they contributed to development of action plans.

R: Interviewed 10 employees in focus group, who addressed how their input during strategy discussions were incorporated into action plans.

Contact: Category 2 Leader | State: Open | Sort: 0 | Margot Hoffman on 2/6/2020 - 7:42 PM EST

Add / Edit *(plain text, line returns will be saved as spaces.)*:

Have you provided input in the development of an action plan? What recommendations did you make that were included in an action plan?

Talked to 8 people when conducting walk around questions. Six of the 8 employees had engaged in development of action plans and provided examples of recommendations included in an action plan.

Contact: Walk Around Question State: Open Sort: 0

SVI Worksheet

Ask open-ended Questions

- Tell me how it works
- How often do you do it? Who participates?
- Walk me through…
- Show me how
- How has it changed? Have you always done it this way?
- How do you know? (vs. Do you know?)

(Be prepared to ask your questions more than one way)

Source: Tennessee Center for Performance Excellence

Site Visit – Interviews

Prepare questions in advance using SVIW – you may be conducting an interview of another Examiner's SVIW

Consolidate questions where possible

Interview senior leaders once! (usually at OPENING Meeting together and one other Interview)

Share evidence & conclusions with entire team

ALL INTERVIEWS - Team of ***2 Examiners****,*
one asks questions, one records answers

Items to take to interview: Application Report, SVIWs, Criteria, Paper for Notes
Do not take Consensus Scorebook or Scoring Sheet

Site Visit – Interviews

Leaders and workforce members are usually focused on the processes they have in place today. They often fail to show how they have been refined over time. *(cycles of learning)*

Therefore, after learning how the process works, consider asking the following questions: Have you always done it this way? How did you do it before? Why did you change? Do you have additional improvement in the works? What results have changed your process & why?

General Guidelines for Asking Questions
Interview Tips and Techniques

- Be prompt in starting the interview.
- Introduce yourself: "Hello, I'm ________ from the TPE Examiner team." Ask the person's name if it is not offered. Ask the person some questions about his or her background to help put him or her at ease.
- Begin the interview by telling the applicant that examiners are not looking for right answers but, rather, that they are trying to fully understand processes and results.
- Ask if anyone else from the examiner team has spoken to the interviewee.
- Let him or her know you will be taking notes.
- Keep a separate page for each person with whom you talk. Note his or her name, department or unit, and other pertinent information. Keep a separate page for each SVI. This permits easier sharing of information among the examiners.
- Ask simple, straightforward questions using the applicant's language. Avoid Baldrige or other types of jargon.
- Do not ask leading questions, and be careful not to inadvertently prompt answers. For example, you should ask, "How often does the planning team meet?" rather than "Does the planning team meet every week?"
- Ask the person if he or she would like to add anything. You may have missed something the applicant feels is vital.
- Thank the interviewee for his/her time, and communicate appreciation for the applicant's effort.
- Record materials requested and received.

Applicants are typically interested in assessing their progress on a site visit, and they may ask you how their site visit is going. While this is a simple question, it is one that is premature to answer while the site visit is ongoing and the team is gathering information on its SVIs. Accordingly, if the applicant asks you, "How are we doing?" you should simply tell the applicant that the team is still in the process of gathering information on its site visit issues and, as such, it is premature to answer the question. However, you can compliment the applicant on its hospitality, flexibility, and cooperation in helping the team obtain the information needed to close out the SVIs.

Site Visit – Interviews

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Site Visit – Interviews

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Site Visit – Interviews

Applicants are typically interested in assessing their progress during a site visit and may ask you how their site visit is going.

- It is premature to answer while the site visit is ongoing & team is still gathering information on SVIs
- If applicant asks you, "How are we doing?"
  - Tell them the team is still in the process of gathering information and it is premature to answer the question
  - Compliment them on their hospitality, flexibility and cooperation in helping the team obtain the information needed to close out the SVIs

Walk Around Questions

Questions to employees checking to see how well the approaches are deployed

- *Example – if application says employees participate in department-level action planning, the team could ask several employees to check for deployment*

4-6 Questions developed by Team before SV

Asked while going to/from Interviews

First ask if the employee has time for some ??

Spend about 2-5 minutes with employee

Thank the employee for their time

If asked, their response is anonymous

May be done in focus groups or via iPad when virtual

Generic Walk Around Questions

- In what part of the organization do you work? How long have you been with the organization? How long have you been in your current position?
- What are the most significant changes that you have personally experienced in the last two to three years? Why?
- Do you have direct interactions with your customers and/or stakeholders? How often? Could you describe a couple of examples of these interactions? In general, do you know what your customers and/or stakeholders expect from you?
- What departments or groups do you depend on to do your job? How is the work allocated to you? Do you provide these groups feedback on what improvements could be made? How often? How (formal/informal feedback)?
- Are you involved in community activities? Do these involve time off from work? Does the organization allow you time or pay you while you volunteer?
- Are you currently participating on any work teams? How long have you been a member? What is the team's mission/role? Are your team activities worth the time you spend? Why?
- How do you share information with others or receive information from others to help you do your job?
- When was the last time you attended a formal training class? Topic? Length? What knowledge from the training were you able to use back on your job?

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.

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Baldrige Comment Guidelines

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

SVIs Resolved – No OFIs in Item

Technically – no OFIs in an Item = 100%

Notify your Team Leader about this **before Closing Meeting**

Look at comments that were “below the line” before Consensus or not included in Item’s 6 Consensus Comments

- Develop new SVIs and SVIWs for these
- Interview Applicant’s staff or review documents, update SVIWs, and create new OFI comments

Using Stratex Apex during Site Visit

	Stratex Apex SV PATH: Used if all Team Members bring laptops and have access to SBN on-site from Work Room.
At SV, and after Closing Meeting	After closing out all SVIs for a given Item, the Item Lead will log on to Apex, and update Strength and OFI Comments. Comments must be written in NERD format and be feedback ready. The Item Lead will recommend the SV Scoring Range for the item. This document, plus each SVIW, will be posted on the wall for team review (Walk the Wall process).
After Closing Meeting	Based upon Walk the Wall process, the Item Lead will update any comments in Apex as appropriate and finalize scoring for each item.
After Closing Meeting	The Team Leader will have someone update the Key Theme comments in Apex. They will be in NERD format and be feedback ready comments. They have to be reviewed by the entire team in the Walk the Wall process.

Typical Site Visit Schedule – Day 3 afternoon

(11:30) Review remaining actions & schedule for afternoon

(Noon) Working Lunch, Examiners updating COMMENTS & Scoring Range for their Items in Stratex Apex

(1 pm) Examiners finalize Consensus Item work sheet, all SVIs, SV Item Worksheets for WALK THE WALL

(1-4 pm) Virtual WALK THE WALL occurs

(1-4 pm) Examiners finalize COMMENTS

(4 pm) Team reviews/approves Key Themes

(4:30 pm) Team reviews all Item's Scoring & Signs Scoring Sheet

(5 pm) Turn in all SVIs to TL, Leave session

“Walking-the-Wall” during Site Visit

- A process tool for organizing & synthesizing large amounts of data
- A way to achieve consensus when there are a lot of variables to consider
- If conducted physically, allows multiple activities to be conducted

Walking-the-Wall in-brief

When Item Lead completes revised Item Worksheet & Scoring Range:

- Post revised Item worksheet on the wall, with CR Item & SVIWs
- Each team member "walks-the-wall" & provides feedback & initials – via post it notes - on all worksheets
- Item Lead may discuss with poster
- Item Lead revises Item worksheets per notes/discussion & posts AGAIN *(repeat until done)*
- Process can be done virtually with Stratex Apex projected on screen

When You Walk-the-Wall …

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View comments through applicant's eyes

- Are comments clear and actionable?
- Are there holes or missing data?
- Are there conflicts between comments in different Items?
- Are there conflicts between process comments and results comments?

Score Summary Worksheet

Application Number:

SCORE SUMMARY WORKSHEET

Summary of Criteria Items	Total Points Possible **Column A**	Percentage Score 0–100% **Column B**	Score (A x B) **Column C**	Scoring Band **Column D**
Category 1 (Process)				
1.1	70		0	
1.2	50		0	
Category Total	**120**		**0**	
Category 2 (Process)				
2.1	45		0	
2.2	40		0	
Category Total	**85**		**0**	
Category 3 (Process)				
3.1	40		0	
3.2	45		0	
Category Total	**85**		**0**	
Category 4 (Process)				
4.1	45		0	

3 Products of the Site Visit

1. Final Site Visit Scorebook
2. SVI Worksheets COMPLETED!
3. Score Summary Worksheet – signed off by all Examiners

These combine to provide Judges with an audit trail of findings from SV for use in making award recipient recommendations

What Happens Next?

- Team Leader submits Final Scorebook to Judge
- Judges meeting – **Early May**
- Board of Trustees meet to ratify award levels determined by Judges – **May**
- TPE notifies applicants of award level – **May**
- Judge & TL send Final Feedback Report to TPE - **May**
- Feedback Reports sent to applicants – **June**
- Awards Presented in September at *Quest for Success* Conference
- ***Examiner Recognition at Quest for Success Conference***

Writing the Feedback Report

The Team Leader & Examiners will use the SV Scorebook to complete a first draft of Feedback Report

Team Leader will consult/discuss Feedback Report with Judge assigned to applicant

Examiners, Team Scorebook Editor, Team Leader & assigned Judge all contribute to final Feedback Report

Feedback Report

The Feedback Report is the product the applicant receives from TPE in June

The Feedback Report is the result of Examiner Team's efforts over the course of 3 months

The Feedback Report includes:

- Key Themes – 4 sections
- Strengths & OFIs Item by Item
- Scoring Range for each Item, and
- 2 Scoring Bands - *1 for Process*
  - *1 for Results*

Examiner Learning Resource Center (ELRC)

http://thepartnershipforexcellence.org/resources_training.html

Overall Process

Independent Review

Consensus Review

Before Site Visit

Site Visit

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Demo:
Site Visit Stage
Stratex Apex Software

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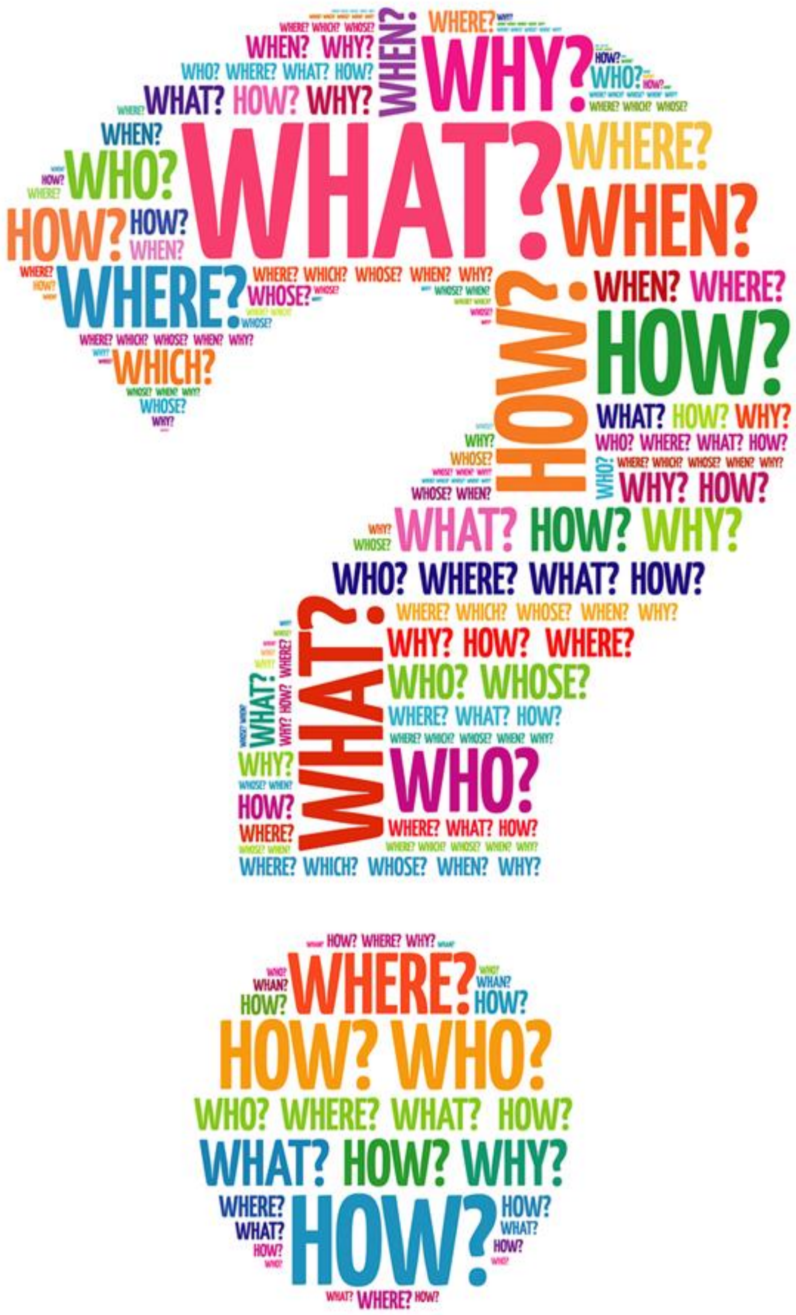
Questions on Stage 3 Site Visit



Any questions or comments, contact:

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