PERFORMANCE EXPECTATIONS for an EXAMINER'S INDEPENDENT REVIEW (IR)

Performance Along the Development Continuum →

Examiner's Performance Level

	Entry **With guidance**	**Competent** **Independently**	**Expert** **Independently**
Job Aids	Uses the award evaluation tools and Step-by-Step for Independent Review. Knows the resources available on the Baldrige Web site Uses the help line. Makes a plan that includes an estimated time schedule Works with the guidance of a coach and/or team leader	Uses the current award evaluation tools Has adapted the step-by-step instructions to his/her personal work style Works independently Based on experience, accurately assesses the time required	Provides guidance Demonstrates cycles of improvement in adapting the step-by-step instructions
Criteria	Applies knowledge of the Criteria (e.g., categories; items; areas to address; and basic, overall, and multiple requirements)	Sequentially relates the applicant's item responses to the Criteria, key factors, other items, and core values Utilizes an in-depth understanding of the Criteria's intent	When reading an application, simultaneously makes connections within the application and to linkages in the Criteria, key factors, and key themes Demonstrates how the Criteria offer value to the specific applicant

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Award Application	Identifies the elements of an application Matches the response to the Criteria requirement(s) Describes the organization	Recognizes and, as appropriate, gives credit for misplaced responses Recognizes evidence to support strengths and opportunities Appropriately applies the "benefit of the doubt" concept	While reading the application, concurrently makes initial assessments and evaluates the applicant's maturity levels Identifies value creation and leveraging opportunities for the applicant Builds support for cross-cutting and other key themes
Key Factors	Selects key factors related to item requirements	Selects key factors within the context of the application	Applies business acumen and sector knowledge when selecting relevant key factors Develops key factors that combine data from the Organizational Profile and Eligibility Certification/ Application Forms to highlight areas of potential leverage
Strengths and Opportunities for Improvement	Interprets facts, including comparing and contrasting them within individual items Drafts opportunity statements that may focus on a lack of response and poor trends. Provides enough information to enable the writing of a comment.	Sees patterns and makes connections Identifies strengths and opportunities Prioritizes the most relevant, important feedback Assesses the vulnerability or risk to the applicant of not meeting Criteria requirements	Develops a new thought by relating knowledge from different areas Develops statements that demonstrate the systems perspective of the performance excellence framework. Develops statements that support anticipated key themes

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Feedback-Ready Comments	Identifies the elements of a well-written comment Writes a concise, fact-based comment with the guidance of a coach and/or team leader Follows all writing guidelines, avoiding the introduction of personal criteria or operational standards	Drafts a full comment without a detailed rewrite of the applicant's response Demonstrates relevance to the applicant Generalizes from item-level comments to key themes Modifies comments based on consensus feedback Prioritizes, combines, and separates comments as needed Includes appropriate key factors in comments	Develops concise comments that add value and provide insight Identifies well-written comments, assesses the value of comments, and revises them as needed Links comments to other items, as appropriate Develops key themes that diagnose and reflect critical strengths and vulnerabilities
Score	With the guidance of a coach and/or team leader, identifies the "most descriptive" range in the Scoring Guidelines	Selects the "most descriptive" scoring range and appropriate score Ensures score is aligned with the comment Independently modifies scoring based on consensus comments	Assesses appropriate score and provides constructive feedback