Examiner Development Model

On-Ramp

Onward

On-Boarding

On-Site (at NIST)

On-the-Team

On-going

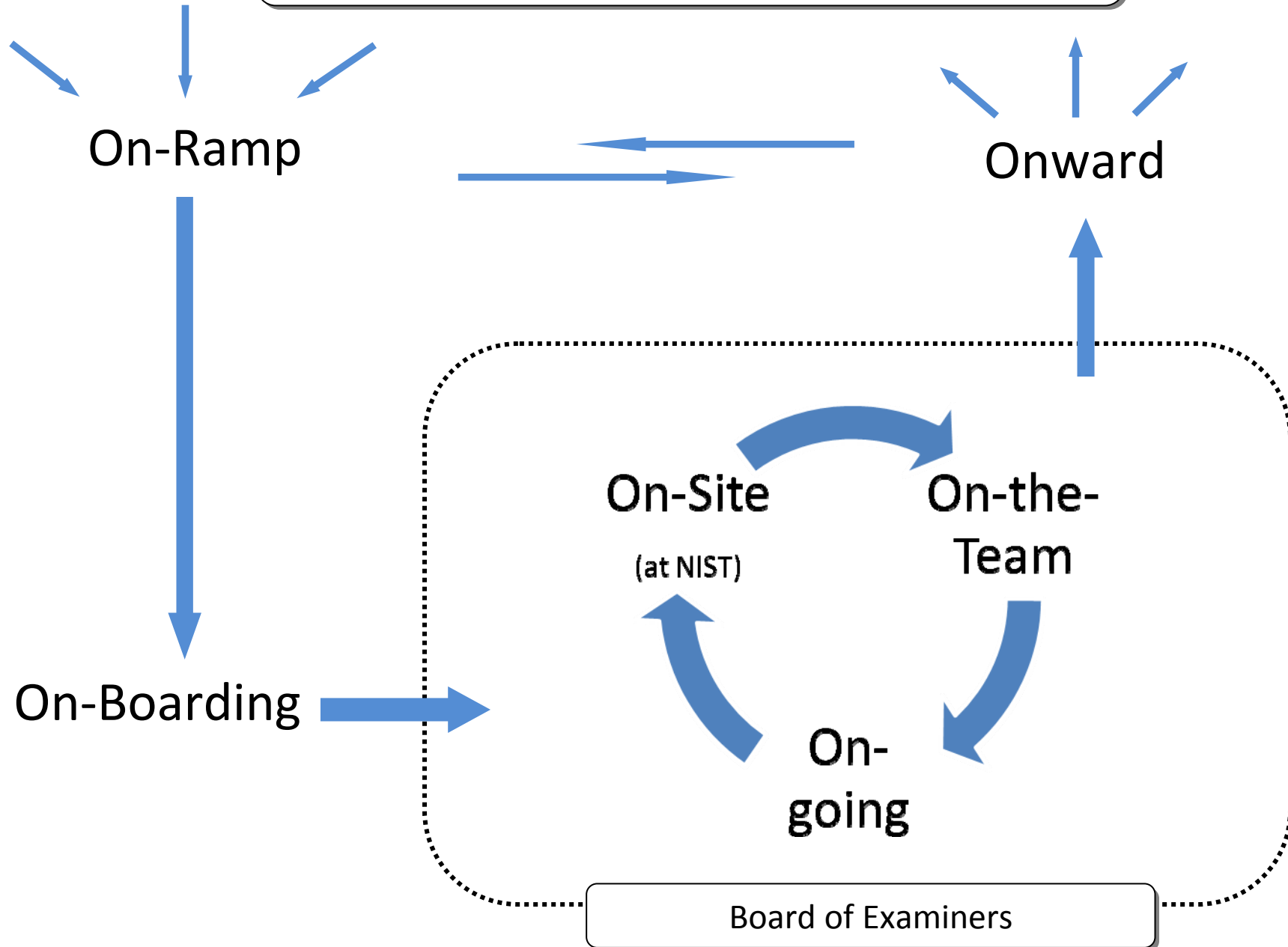Board of Examiners

Elements of the Examiner Development Model

On-Ramp (potential Baldrige examiners):
- Online interaction provides a realistic view of what is involved in serving on the Board of Examiners (BOE) and incorporates self-assessment using Baldrige-like evaluation materials.
- Based on online interaction, the individual makes a more informed decision on whether or not to apply.
- If individuals choose not to apply, they can move to the Onward phase and participate in Baldrige-related activities other than the BOE. These activities may contribute to professional development that will be the basis for applying to the BOE in later years.

On-Boarding (new- and second-year examiners):
- It realistically requires one to two years to learn the role of the examiner and become proficient in managing the associated responsibilities.
- On-Boarding includes
    - orientation e-learning modules,
    - guidance from a coach prior to attending classroom training, and
    - a New Examiner Orientation classroom session.
- For the Independent Review of their first award application, new examiners have the option of completing a partial scorebook to allow more time for coaching and deeper understanding of the Criteria.
- Multiple opportunities for feedback and assessment are provided.
- Development planning for the second year is included.

On-site (NIST), On-the-Team, On-going (while serving on the BOE):
- Examiner development occurs through engaging with the evaluation process and the Criteria in different ways: in the classroom, on a team, and through other Baldrige-related assignments.
- The on-site component refers to the examiner's experience during the 2½-day Examiner Preparation course traditionally held at NIST. All BOE members attend. This course draws on a peer-to-peer/adult learning model where "all teach, all learn."
- Once assigned to an evaluation team, development and learning continues through the mix of team experience and peer feedback provided throughout the evaluation process. A significant learning opportunity occurs during the consensus calls, where all examiners on the team share rationales behind their evaluations.
- In coming years, the Baldrige Program intends to provide developmental opportunities, in addition to traditional training and award process participation, to enhance examiners' development. These may include online and asynchronous opportunities that would be guided by an individual's identified needs.
- While serving on the BOE, examiners may be asked to perform a variety of tasks for the program that also serve as development opportunities. They may present at conferences, serve on case study teams, and assist in reviews or design teams.

Onward (while not on the BOE):
- This element includes individuals who no longer serve on the BOE or who have chosen not to apply.
- These individuals engage in Baldrige-related events and/or activities that enable them to continue their development journey.
- It also allows all members of the Baldrige community to maintain currency with the Criteria and the program, and to continue to contribute to the Mission: "To improve the competitiveness and performance of U.S. organizations."