

2011 New Examiner Development Planning

1. Feedback For the Program: Your First-year Experience

Congratulations on completing your first year as a national Baldrige examiner! The following development planning questions provide a systematic approach to help you look forward in your examiner journey. You will be asked to respond to reflective questions, identify your strengths and opportunities, and consider how you might best leverage your strengths or address your opportunities.

The Baldrige Program will also use this data in aggregate for assessing our on-boarding process, making improvements, and identifying additional learning opportunities for new examiners.

Completing this survey is a self-directed, optional activity and could take 5 - 20 minutes to complete. You do not need to complete it in one sitting as the program will save your entries.

The result of your completing this survey will be a personal plan that can help guide you in developing your examiner skill set.

If you are asked to participate on a Site Visit, we suggest you update your responses to this survey based on that experience.

1. Please enter your Team number (i.e., Team 099).

2. This was your first year as a national examiner. Did you have prior experience in a state program or an internal organizational program?

Yes

No

3. First-year examiners have the option of completing a full or partial Independent Review (IR) Scorebook. Which did you choose and why? What is your level of satisfaction with this choice now that you reflect on the experience?

	Very dissatisfied (1)	Dissatisfied (2)	Satisfied (3)	Very satisfied (4)	N/A
Full IR Scorebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partial IR Scorebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why did you make the choice you did?

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4. What level of confidence do you have that you delivered value-added comments and feedback to the applicant?

	Absolutely No Confidence (1)	Very Little Confidence (2)	Some Confidence (3)	A Lot of Confidence (4)	Complete Confidence (5)
Level of Confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments (optional):

5. Based on your experience as a new examiner this year, how unlikely/likely is it that you will apply to be an examiner in the future? Please provide your rationale in the box below.

- Very Unlikely Unlikely Unsure Likely Very Likely

Why? (please provide your rationale)

6. How could we improve our approach to preparing new examiners to effectively participate in the award application evaluation process?

7. If you knew then what you know now regarding an examiner's responsibilities, what would you tell potential examiner applicants to help them determine if this is the right volunteer opportunity for them?

8. May we contact you for additional feedback on your on-boarding experience? If so, please provide your name and contact information below.

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2. New Examiner Development Planning: Self Assessment

Recall that you provided a self-assessment in your examiner application when you applied to serve on the board. These self-assessments included Criteria categories, your sector experience, and areas of expertise. Given your experience now, please complete this exercise again, but in more detail.

9. Rate your ability to interpret key Criteria concepts when evaluating award applications using the following four-point scale.

	Significant Opportunity for Improvement	Opportunity for Improvement (OFI)	Strength	Significant Strength
Core Competencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic Advantages/Challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Systems/Processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other significant OFIs (please specify)	<input type="text"/>			

10. Rate your ability to evaluate an award application against Criteria process and results categories using the following four-point scale.

	Significant Opportunity for Improvement	Opportunity for Improvement	Strength	Significant Strength
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measurement, Analysis, and Knowledge Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce Focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operations Focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product (Health Care, Student Learning) and Process Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer-Focused Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce-Focused Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership and Governance Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial and Market Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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11. Rate your sector expertise in assisting you to evaluate award applications using the following four-point scale.

	Significant Opportunity for Improvement	Opportunity for Improvement	Strength	Significant Strength
Manufacturing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Small business (500 or fewer employees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health care organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Early childhood through secondary education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Postsecondary education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonprofit organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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3. New Examiner Development Planning: Strengths & OFIs

In addition to completing the self-assessment, think back over the award application evaluation process and your experience this year. Consider the following resources on the [Examiner Resource Center](#): Skills Matrix, Performance Expectations for IR, Step-by-Step Instructions for IR and CR, and peer feedback from your team leader & back-up.

If you haven't received peer feedback, you may do so now (your choice) and complete this portion of the plan later. The peer evaluation form can be downloaded from the Examiner Resource Center.

In submitting your responses to the following questions, please know that we will use this information in aggregate to assess our on-boarding process and identify new learning opportunities for new examiners.

12. Strengths: Given your thoughtful self-reflection, what are two strengths you contribute as a Baldrige examiner?

When finished, print and/or save this page for your reference before selecting the NEXT button.

1.
2.

13. Opportunities: What are two areas that, if you could improve your capabilities, would have the greatest impact on your performance as a Baldrige examiner?

When finished, print and/or save this page for your reference before selecting the NEXT button.

1.
2.

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4. New Examiner Development Plan: Action Planning

How will you leverage your strengths? How will you address your opportunities for improvement? For example, new examiners in the past have indicated they would:

- Stay connected with the community (check Baldrige Web site, read blogs, review Examiner as Ambassador Web resources, such as Key Excellence Indicator slide sets)
- Build Criteria knowledge by using it on their job or with their community volunteer activities
- Become a category champion in their organization
- Participate in writing their company's award application
- Seek feedback from other examiners
- Review all the training (online and classroom)
- Read former award recipient applications or re-read the case study, practice writing comments and scoring (and get feedback from peers!)
- Complete a full Independent Review Scorebook next year
- Participate in their state program

For more ideas, refer to the skills matrix on the Examiner Resource Center and/or seek guidance from your team leader or other experienced examiners.

14. Plan for moving forward:

When finished, print and/or save this page for your reference before selecting the NEXT button.

5. Thank you!

We hope you have found this experience worthwhile. Please know that your efforts have contributed to helping a U.S. organization improve its competitiveness.

Thank you for all of your time and effort. We look forward to seeing your examiner application for the 2012 Board of Examiners in January. The examiner application will open at the end of November 2011.