

## 2015 Roles and Responsibilities Matrix (Week-by-Week)

Week #/ Activity	NIST Staff	Team Leader (TL)	Team Member and <i>Process Facilitator</i>	Internal Coach
<p><b><u>Week 1</u></b></p> <p>ASQ sends FedEx packages and e-mails to team members.</p> <p>Team conducts 1st planning call.</p> <p>Independent Review (IR) begins.</p>	<p>Provide support through the Award Process Hotline, which is available by toll-free phone at (877) 237-9064, option 3, or via e-mail at <a href="mailto:bossmail@nist.gov">bossmail@nist.gov</a> as scheduled:  Monday through Friday, 9 a.m. to 5 p.m., ET;  Saturday from 11 a.m. to 1 p.m., ET and from Sunday, 4 p.m. to 6 p.m., ET.  Hotline will only be open from 11 a.m. to 1 p.m. on July 3<sup>rd</sup> and will be closed on July 4<sup>th</sup>.</p>	<ul style="list-style-type: none"> <li>• Receive assignment e-mail from ASQ.</li> <li>• If assigned an internal coach, set up a call to discuss the support you need. Also, ask the coach to review the proposed timeline you develop based on samples provided on the Team Leader Resources Web page.</li> <li>• Set up and conduct a call with the process facilitator(s) to discuss the support you need and developmental opportunities for them. <i>Refer to the roles identified in the next column.</i></li> <li>• Contact other team members individually to welcome them to the team.</li> <li>• Download the Introduction Email and 1<sup>st</sup> Planning Call Template from the TL Web page on the Examiner Resource Center and revise/send e-mail correspondence and proposed timeline to your team.</li> <li>• Receive copy from ASQ of correspondence that is e-mailed to team members.</li> <li>• Receive evaluation materials by FedEx from ASQ.</li> <li>• <b>Check for conflicts of interest with applicant. Contact NIST ASAP if you think you may have a conflict. Begin your IR evaluation following step-by-step instructions.</b></li> <li>• Conduct the team’s 1st planning call. <b>Have personal and work calendars available during call.</b></li> <li>• If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline.</li> </ul>	<ul style="list-style-type: none"> <li>• Receive assignment e-mail from ASQ.</li> <li>• Review e-mail from TL with the proposed 1st planning call date and time and proposed evaluation timeline.</li> <li>• Check proposed timeline against personal and work calendars.</li> <li>• Receive evaluation materials by FedEx from ASQ.</li> <li>• <b>Check for conflicts of interest with applicant; then begin your IR evaluation following step-by-step instructions. Contact NIST ASAP if you think you may have a conflict.</b></li> <li>• Participate in the 1st planning call. <b>Have personal and work calendars available during call.</b></li> <li>• Contact TL or the Award Process Hotline if process or Criteria questions arise.</li> </ul> <p><i>Process Facilitator:</i> Talk with the TL about providing support as needed for the team, in one or more of the following roles: serving as another back-up for <i>each</i> item during the initial reviews [R-1], serving as the Criteria cop throughout virtual consensus, checking comment and scoring alignment during virtual consensus, helping the TL mentor the newer examiners, checking comment accuracy during virtual consensus, serving as the team’s scorebook editor, and/or writing Key Themes.</p> <ul style="list-style-type: none"> <li>• Participate in a call with the TL and internal coach to determine specific expectations.</li> <li>• Complete all activities delineated above for team members.</li> </ul>	<ul style="list-style-type: none"> <li>• Receive assignment e-mail from ASQ.</li> <li>• Contact and determine tasks to support your TL.</li> <li>• Review and provide feedback on TL correspondence to team.</li> <li>• Receive evaluation materials for your assigned team.</li> <li>• <b>Check for conflicts of interest with applicant; then begin your IR evaluation following step-by-step instructions.</b></li> <li>• Participate in leadership call with the TL and process checker(s).</li> </ul>
<p><b><u>Weeks 1, 2, 3, and part of 4</u></b></p> <p>TL provides</p>	<p>Operate the hotline as scheduled (see above).</p>	<ul style="list-style-type: none"> <li>• Monitor team’s progress on IR via e-mail, telephone, and/or Baldrige Online Scorebook Solution (BOSS).</li> <li>• Provide process or Criteria guidance to team members as needed. <b>Do not discuss applicant-specific</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continue with IR evaluation. <b>Do not discuss applicant-specific information with team members.</b></li> <li>• Post your bio to the Team Files on</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with IR evaluation.</li> <li>• Complete IR Scorebook by</li> </ul>

<p><b>feedback on initial items.</b></p> <p><b>Team members complete IR Scorebooks.</b></p>	<p><b>Hotline will only be open from 11 a.m. to 1 p.m. on July 3<sup>rd</sup> and will be closed on July 4<sup>th</sup>.</b></p>	<p><b>information with team members.</b></p> <ul style="list-style-type: none"> <li>Download the Weekly Team Email Packet from the TL Web page on the Examiner Resource Center and send weekly e-mail reminders to team on deadlines.</li> <li>Review and provide feedback on team members' initial drafts of at least one item, and also review their Key Factors (KFs) Worksheets.</li> <li>Complete IR Scorebook by team's agreed-upon deadline. Mark as "Complete" in BOSS.</li> <li>If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline.</li> </ul>	<p>BOSS.</p> <ul style="list-style-type: none"> <li>Complete draft KFs and at least one item by team's agreed-upon deadline.</li> <li>Complete IR Scorebook by team's agreed-upon deadline. Mark as "Complete" in BOSS.</li> <li>Contact the TL or the Award Process Hotline if process or Criteria questions arise.</li> </ul> <p><b><i>Process Facilitator:</i></b> Complete the same activities delineated above for team members.</p>	<p>team's agreed-upon deadline. Mark as Complete in BOSS.</p> <ul style="list-style-type: none"> <li>Contact the Award Process Hotline if process questions arise.</li> <li>Assist the TL with team member issues, as needed.</li> </ul>
<p><b>Week #/Activity</b></p> <p><b>Week 4</b></p> <p><b>Team conducts 2nd planning call.</b></p> <p><b>Consensus Review (CR) begins.</b></p>	<p><b>NIST Staff</b></p> <p>Operate hotline as scheduled (see above). <b>Hotline will only be open from 11 a.m. to 1 p.m. on July 3<sup>rd</sup> and will be closed on July 4<sup>th</sup>.</b></p>	<p><b>Team Leader (TL)</b></p> <ul style="list-style-type: none"> <li>Download 2<sup>nd</sup> Planning Call Communication and Template from the TL Web page on the Examiner Resource Center and establish item assignments and team roles based on biographical information, and review process timeline and agenda for 2nd planning call.</li> <li>If assigned an internal coach, discuss item assignments, team roles, timeline, and agenda for 2nd planning call.</li> <li>Send e-mail to team with 2nd planning call correspondence and agenda.</li> <li>Develop consolidated KFs for discussion on 2nd planning call.</li> <li>Conduct the 2nd planning call.</li> <li>If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline.</li> </ul>	<p><b>Team Member and <i>Process Facilitator</i></b></p> <ul style="list-style-type: none"> <li>Review draft KFs Worksheet before 2nd planning call.</li> <li>Participate in the 2nd planning call.</li> <li>Contact the TL or the Award Process Hotline if process or Criteria questions arise.</li> </ul> <p><b><i>Process Facilitator:</i></b> Support the team and the TL, as assigned.</p>	<p><b>Internal Coach</b></p> <ul style="list-style-type: none"> <li>Assist the TL with team roles, examiner assignments, process timeline, and agenda for the 2nd planning call.</li> <li>Be prepared. In case of emergency, you might be asked to lead a team through the CR process.</li> </ul>
<p><b>Weeks 5-7</b></p> <p><b>Item leads complete 1<sup>st</sup> draft of CR Worksheets for assigned items.</b></p> <p><b>Item backups/process facilitator(s) provide feedback. (R-1)</b></p> <p><b>Item leads complete</b></p>	<p>Operate hotline as scheduled (see above).</p>	<ul style="list-style-type: none"> <li>Monitor team's progress against schedule via e-mail, telephone, and/or BOSS.</li> <li>Provide guidance to team members, if needed.</li> <li>Send weekly e-mail reminders to team about the deadlines for Reviews 1, 2, and 3 (R-1, R-2, and R-3).</li> <li>Complete your item lead and item backup duties by the team's agreed-upon deadline.</li> <li>If questions or problems arise, contact your internal coach, if assigned, or the Award Process Hotline.</li> <li>Provide feedback on R-2s early as samples for team.</li> <li>Download the 3<sup>rd</sup> Planning Call Communication and Template from the TL Web page on the Examiner Resource Center, revise, and send e-mail to team with 3rd planning call correspondence and agenda.</li> <li>Conduct the 3rd planning call.</li> </ul>	<ul style="list-style-type: none"> <li>As item lead, synthesize IR Worksheets for assigned items and complete 1st draft of CR Worksheets by team's agreed-upon deadline.</li> <li>As item backup, provide R-1 feedback on by team's deadline.</li> <li>As item lead, incorporate feedback and complete 2<sup>nd</sup> draft by team's deadline.</li> <li>E-mail team when your drafts are completed.</li> <li>Provide feedback on all CR Worksheets Review 2 (R-2).</li> <li>Participate in 3rd planning call.</li> <li>Contact the TL or call the Award Process Hotline if process or Criteria</li> </ul>	<ul style="list-style-type: none"> <li>Each week, contact the TL to lend support.</li> </ul>

<p>revisions to CR Worksheets.</p> <p>Team members provide feedback on all items for which they are not a lead. (R-2)</p> <p>Team conducts 3rd planning call.</p>			<p>questions arise.</p> <p><b><i>Process Facilitator:</i></b> If not assigned as a lead or back-up for specific items, serve as an additional backup for each item, using the Comment Guidelines:</p> <ul style="list-style-type: none"> <li>• Check accuracy of facts: figures, references, abbreviations, etc.</li> <li>• Watch for alignment of scores with balance/content of comments</li> <li>• Watch for comment conflicts, especially across categories</li> <li>• Consider whether comments are actionable and ensure they are Criteria based.</li> <li>• Suggest bolding and priority of comments, where appropriate.</li> </ul>	
<p><b>Week #/Activity</b></p>	<p><b>NIST Staff</b></p>	<p><b>Team Leader (TL)</b></p>	<p><b>Team Member and <i>Process Facilitator</i></b></p>	<p><b>Internal Coach</b></p>
<p><b><u>Weeks 7–10</u></b></p> <p>Item leads complete 3<sup>rd</sup> draft of assigned items.</p> <p>KT lead completes 1st draft of Key Themes (KTs) Worksheet.</p> <p>Team members and tech editor provide feedback on all items and KT's. (R-3)</p> <p>KT lead completes 2nd draft; item leads integrate changes in worksheets.</p>	<p>Operate hotline as scheduled (see above).</p>	<ul style="list-style-type: none"> <li>• Ensure that the team's KT's Worksheet draft is completed (by the TL or assigned team member).</li> <li>• Monitor team's progress by e-mail, telephone, and/or BOSS during the preparation period before the consensus calls.</li> <li>• Provide guidance to team members as needed.</li> <li>• Send weekly e-mail reminders to team about preparing for the consensus calls.</li> <li>• If assigned an internal coach, discuss feedback in developing correspondence and agenda for the consensus calls.</li> <li>• Contact assigned Tech Editor to obtain R-3 feedback</li> <li>• Download the Consensus Call Agenda Communication and Template from the TL Web page on the Examiner Resource Center, revise, and send your correspondence and agenda for consensus calls to the team.</li> <li>• Facilitate consensus calls. Contact assigned NIST On-Call Assistant, if needed, during consensus calls.</li> <li>• After last consensus call, <b>call ASQ at (414) 765-7205 to inform them that the Score Summary Worksheet is complete and posted in Team Files on BOSS.</b></li> <li>• After team's last call, make adjustments to your assigned items.</li> <li>• If questions or problems arise, contact your internal</li> </ul>	<ul style="list-style-type: none"> <li>• Item leads revise worksheets.</li> <li>• KT lead creates draft KT's Worksheet.</li> <li>• All team members and assigned tech editor review all item worksheets and KT's and provide feedback in preparation for consensus calls. Review 3 (R-3)</li> <li>• Contact the TL or Award Process Hotline with process or Criteria questions as needed.</li> <li>• Fully participate in consensus calls.</li> <li>• After calls, revise comments for assigned items by due date and mark items as "Complete" in BOSS.</li> </ul> <p><b><i>Process Facilitator:</i></b> Complete the activities delineated above and ensure that the evaluation process is followed for each item during the consensus calls:</p> <ul style="list-style-type: none"> <li>• Ensure that everyone participates and is heard.</li> <li>• Ensure full and complete consideration of each item and across the scorebook as a whole.</li> <li>• Double check that the KT's are supported by comments.</li> <li>• Ensure alignment between comments</li> </ul>	<ul style="list-style-type: none"> <li>• Each week contact the TL to lend support.</li> <li>• Provide feedback on correspondence and agenda for consensus call, if the TL requests help.</li> </ul>

<p><b>Team prepares scripts for assigned items and reviews other scripts for consensus calls.</b></p> <p><b>Consensus calls and post-call activities occur.</b></p>		<p>coach, if assigned, or the Award Process Hotline.</p>	<p>and scores for each item and across all items.</p>	
<b>Week #/Activity</b>	<b>NIST Staff</b>	<b>Team Leader (TL)</b>	<b>Team Member and <i>Process Facilitator</i></b>	<b>Internal Coach</b>
<p><b><u>Week 11</u></b></p> <p><b>Complete final scorebook. (R-4)</b></p>	<p>Operate hotline as scheduled (see above).</p>	<ul style="list-style-type: none"> <li>• After all item leads have made their final edits and marked their items as “Complete” in BOSS, review (R-4) and edit the CR Scorebook to meet content and style guidelines. Work with scorebook editor to complete final edits to the scorebook. Ensure that the item scores match the Score Summary Worksheet posted in the Team Files.</li> <li>• Inform the Award Process Hotline at <b>(877) 237-9064, option 3</b> or via e-mail at <a href="mailto:bossmail@nist.gov">bossmail@nist.gov</a> that the final CR Scorebook is finished. Mark the scorebook “FINAL” in BOSS.</li> <li>• If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to your team members after the August 26 Judges’ meeting.</li> <li>• Provide feedback on team members’ skills and performance as part of examiner development.</li> </ul>	<ul style="list-style-type: none"> <li>• If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to team members after the August 26 Judges’ meeting.</li> <li>• Complete the process survey to provide feedback to NIST.</li> </ul> <p><b><i>Process Facilitator:</i></b> If assigned as Scorebook Editor, assist the TL in editing the final CR Scorebook:</p> <ul style="list-style-type: none"> <li>• Validate scores</li> <li>• Check that the balance of comments and their content supports scores</li> <li>• Perform a final detail check of accuracy of figures and facts</li> <li>• Verify that there are no conflicts among items or KTs.</li> </ul> <p>If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to team members after the August 26 Judges’ meeting.</p>	<ul style="list-style-type: none"> <li>• Assist the TL in editing the final CR Scorebook, if requested.</li> <li>• If your applicant will not receive a site visit, complete Peer Feedback Forms and send these to team members after the August 26 Judges’ meeting.</li> </ul>