


ARIZONA QUALITY ALLIANCE



2006 Examiner Training

Lead Examiner & Lead-Assist

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Objectives:

- Identify Role
- Identify Team Building Techniques
- Identify forms to submit & due dates
- Share "lessons learned"

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Agenda

8:00	Purpose, Agenda, Introductions
8:20	Team Lead Role and Team Building Discussion 1
8:40	Consensus Meeting outcomes Discussion 2
9:00	Site Visit Preparation to Final Report Discussion 3
9:20	Wrap up

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Team Lead Role


- Monitor team progress
- Coach team members as needed
- Assign roles
- Facilitate team to consensus decisions
- Remind Team -> meetings logistics (date-time-location-agenda-etc.)
- Communicate with Applicant Contact
- Keep AQA & Mentor/Monitor informed of progress

Resource - Lead Examiner Roles & Responsibilities
Resource - Team Mentor-Site Visit Monitor Roles & Responsibilities

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Managing Consensus Challenges



- ✓ Develop Team Norms at the First Meeting
- ✓ Recognize Stages of Team Development
- ✓ Apply Principles for Effective Teamwork
- ✓ Develop Conflict Resolution Skills
- ✓ Working Through Issues & Site Visit Challenges

Resource - Managing Consensus Challenges

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Effective Team Building

- Successful completion of project is top priority
- Strive for win-win solutions
- Expect difficulties ->
 - ✓ Develop work-around plans
 - ✓ Use proven conflict resolution methods
- Conflict Resolution can be an effective method to obtaining team consensus
- Consensus means that all team members can commit to and affirm the final resolution

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Typical conflicts:

- Schedules
- Workloads
- Wording of comments
- Points per Item
- Personalities
- Should applicant get award

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Confrontation & Problem Solving

- Separate people from problem
- Use objective criteria to evaluate options
- Seek to understand, not for rebuttal
 - Focus on interests, not positions
 - Ask “why” until interests are clear
- Appreciate & acknowledge others’ interests
- Brainstorm options for mutual gain
 - Do not insist on your own position or interest
 - Never downgrade or insult other party
 - Examine one’s own attitude, hostilities, etc.
- Allow others to yield without appearing weak

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Today's Team Meeting Outcomes (End of Consensus-SV Training)

- Introductions
- Team Assignments:
 - Synthesize and score category/Items
 - Synthesize Key Theme worksheet (SQA only)
- Consensus on Key Factors
 - *At meeting (preferred) or via e-mail*
 - **ASAP** so team can use “master list”
- Dates
 - Consensus meeting
 - Site visit(s)

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Stage 2 - Consensus

Before Consensus Meeting

- Verify & clarify weekly (**at minimum**) with each team member
 - Do they understand assignment?
 - Are they progressing (will they be done on time)?
- Coach as needed
- Ask mentors for help as needed

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Discussion 1

What questions do you have?

What tips can you share?

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Stage 2 - Consensus

Consensus Meeting

- Lead Examiner plans discussion and sets agenda
- Category owners/Application primary lead discussion on assigned items
- Team at meeting
 - review, discuss & finalize item comments and scores
 - finalizes key factors worksheet, key themes worksheet (SQA only), and site visit issues
- Team after meeting
 - revise assigned item worksheets to reflect meeting discussion. Forward to Team Lead when complete
 - complete strategy for each site visit issue assigned

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After Consensus Meeting (Team Lead Examiner or as Delegated)

- Review the consensus report for
 - Consistency in scores and comments
 - Site Visit issues
 - Consistency in Grammar and style
 - Linkages (SQA only)
 - Key Themes (SQA only)
- Complete consensus scorebook
- Make copies for each team member
(password protected electronic or hard copy)

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Consensus - Forms

Form	Task
Individual Scorebooks	Team members retain their own until the award process is complete
Consensus Scorebook	<ul style="list-style-type: none"> • Team members have copy to use during site visit • Lead retains until the award process is complete • AQA gets password protected electronic copy
Consensus & Final Score Worksheet	<ul style="list-style-type: none"> • Team Lead Examiner keeps to complete after site visit • AQA gets password protected electronic copy

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Consensus Meeting Discussion

What questions do you have?

What tips can you share?

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Preparing for Site Visit

- Communication with Applicant contact
 - (SQA only) Communicate with Mentor/Site Monitor
- Setting up agenda
 - Detailed for team
 - General for applicant
- Use site visit worksheets (or equivalent)


Resource - How to Develop Site Visit Issue Strategies
Resource - Site Visit Preparation

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Phone Call Agenda

1. Introduction – Roles & Responsibilities
2. Key dates and timing
3. Interview and Document Requests
4. Sites – any restrictions
5. Site Visit Agenda
6. Logistics
7. Summary



Note: AQA will contact all applicants to provide site visit purpose & guidelines, along with names/org affiliations of Examiner team

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Document & Interview Requests

- ❖ Interview Requests
 - ✓ ID availability of key personnel for site visit
 - ✓ Let applicant know whom but not the specifics of why
- ❖ Needed Documents On-site
 - ✓ Provide manageable list of documents to applicant contact that you will need to assist in clarifying/verifying info
 - ✓ Access it the way an employee would.
 - ✓ Hard copy is NOT required

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Sites -- any restrictions


- ✓ Identify site(s) to visit (personnel, activities)
- ✓ Determine need to visit alternate work shifts
- ✓ Identify any restricted areas ("off limits" or require security clearance)
 - ✓ Make sure to understand why
- ✓ Determine any attire/clothing requirements (i.e. – safety glasses, closed-toe shoes, etc)

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Site Visit Agenda

- Define when you will provide an initial agenda
 - ❖ Modify Team agenda to provide general outline for the applicant
 - Ensure agenda can be accommodated
- Describe to applicant their beginning (30 min. max) & ending (15 minutes max.) session
 - Showcase site visits will be less



Resource – SQA Site Visit Agenda Samples
 Resource - Site Visit Opening Session Comments A
 Resource – Site Visit Opening Session Comments B

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Logistics


- Ask applicant to reserve a room that can be secured for team to use as a "home base"
 - Must be secured "around the clock" for team only
- Request map of facility
- Confirm applicant organization has not changed since submission of application
- Agree on procedure for future calls with applicant contact before site visit

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Summarize points


- Reiterate action items discussed
- Agree on timing for next phone call (does not need to be formal)



Resource – Site Visit Confirmation Letter

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Applicant Communication

- ❖ **What NOT to provide in initial phone call**
 - Identification of key areas site visit team will focus on
 - Identification of specifics the applicant should prepare

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Final Report

Feedback to the Applicant

1. Accurately portrays the data and information provided by the applicant
2. Focuses on what is significant
3. Findings that are related to perceptions are clearly distinguished from those that are facts (i.e., can be documented)
4. Replace "the applicant" with the applicant's name – audience is the applicant
5. Team members have a strong consensus for the report and key recommendations.

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Final Feedback Report Format

- Introduction
- Background
- Application review process
- Scoring Band
 - Description of band
 - Score Distribution of all Applicants

*Boiler Plate
(by AQA)*

- Executive Summary
- Item specific Strengths and OFIs

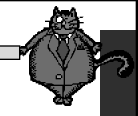
*Applicant Specific
(by Team)*

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ARIZONA QUALITY ALLIANCE Post-site phase

Final Report

- ❖ Comments at **Item Level**
 - Without +/++ or -/--
 - No statements of "it is unclear"
 - No reference to Site Visit Issues
 - **Revise consensus score as appropriate**
 - At least 5 comments per item
- ❖ Executive Summary
- ❖ Band Descriptor reflects comments
 - ✓ Balancing Strengths vs. OFIs
- ❖ Useful & actionable feedback
- ❖ Final Scoring & Recommendation Form

 **New**

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ARIZONA QUALITY ALLIANCE Post-site phase

Executive Summary

- Based on major Strengths & OFIs
- Audience is the applicant - Use applicant's name
- Use present tense
- Avoid abbreviations (Figure – not Fig.)
- Be as positive as possible for the applicant
- Words used reflect the scoring band
- Sections – Intro, Strengths, Opportunities for Improvement, Summary
- SQA max 2 pages, Showcase 1 page

Resource – Sample Showcase Executive Summary
Resource – Sample SQA Executive Summary

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Final Report - Forms

Form	Task
Final Report	<ul style="list-style-type: none"> • Lead Examiner retains until the award process is complete • AQA gets password protected electronic copy
Consensus & Final Score Worksheet	<ul style="list-style-type: none"> • Lead Examiner completes & retains until the award process is complete • AQA gets password protected electronic copy
Application	<ul style="list-style-type: none"> • Lead Examiner retains until the award process is complete – then shreds or returns to AQA
2006 Training Survey	<ul style="list-style-type: none"> • All team members should complete and return to AQA within 2 weeks of final feedback report submission

SURVEY - 2006 Training Survey

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Judges' Meeting - November 2

- Team Lead Examiner
 - Must be available via phone to clarify issues for judges
 - Work with a judge after meeting to make final edits on report (as necessary)
- Judges make recommendations to AQA
(working with Lead Examiner if there are questions about the team's recommendation)
- AQA conducts due diligence

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Site Visit - Final Report Discussion

What questions do you have?

What tips can you share?