


ARIZONA QUALITY ALLIANCE



2006 Examiner Training

State Quality Award (SQA)

Scoring, Consensus, Site Visit & Final Report

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Examiner Process

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    graph TD
      A[Examiners prepare individual comments] --> B[Participate on Consensus Team]
      B --> C[Prepare for Site Visit]
      C --> D[Participate on Site Visit]
      D --> E[Complete Feedback Report & Score Worksheet]
      E --> F{Judges Select Recipients}
      F -- No --> G[Feedback Report]
      F -- Yes --> H[Due Diligence Conducted]
      H --> I{Problems Found?}
      I -- No --> G
      I -- Yes --> J[Feedback Report]
  
```

By August 29th
8/29 or 8/30 – Scoring, Consensus & SV Trng

By Sept. 15th

Prior to Site Visit

Sept. 24th to Oct. 6th

By October 13th

Don't Forget SQA Improvement Day ---
December 5, 2006

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Please Remember All Day:

- Do NOT discuss your applicant
(until this afternoon's exercise with team)
- Do NOT use applicant's name any time
- Do NOT let anyone see ANY of your independent review materials
(until this afternoon's exercise with team)

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Agenda

9:30	Examiner Breakfast	12:45	Scoring (continued)
10:00	Intros, Expectations, Session Overview	2:00	Site Visit Exercise 5 Exercise 6
10:20	Consensus Meeting Overview		
10:35	Synthesizing Comments Exercise 2	4:00	Final Report Overview & Wrap up
11:45	Scoring Exercise 3 Exercise 4	4:15	Team Meetings
12:00	Lunch	???	Adjourn


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Performance Objectives

Given your application and using a consensus process, you will be able to:

- Identify roles & responsibilities
- Write the team's Consensus Report
- Conduct an effective, efficient and professional site visit
- Write the team's Final Report



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Team Meeting Outcomes

- Key themes lead selected
- Category Leads & Backups selected
- Category Leads have copy of all individual scorebooks section for their category
- Consensus meeting details
 - Agenda
 - Location-time
 - What to bring to the meeting
 - Meeting roles
- Finish (or start) Key Factors consensus list
- All Team members know plan

Resource - Team Roles Worksheet

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Team

- Lead Examiner (Team leader)
- Lead-Assist
- Category/Item/Key Theme leads
- Back-ups
- Scorebook editor
- Lead Examiner Mentor/Site Visit Monitor
- AQA mentors


Resource - Lead Examiner Roles & Responsibilities *
 Resource - Team Mentor-SV Monitor Roles & Responsibilities *
 * See 2-Day Training Material

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4 Criteria for Consensus

- I have heard you
- I believe you have heard me
- The decision does not compromise my values or ethics
- I can actively support the proposed decision



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Exercise 1:

Sticky Consensus & Site Visit Situations

1. Take a minute to read the assigned vignette(s) and brainstorm with your assigned group to determine how you would resolve the issue.
2. Join the class for a discussion of possible solutions.

10 minutes

Note: We will do additional vignettes throughout the day.

Exercise 1 - Sticky Consensus & Site Visit Situations

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Consensus Phases

- ✓ Pre-Consensus Meeting Work
- ✓ Consensus Meeting
- ✓ Post Consensus Work

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ARIZONA QUALITY ALLIANCE Pre-Consensus Meeting Work

Key Factors for Consensus Meeting

Best Approach

Have team consensus key factors **BEFORE** synthesizing comments

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ARIZONA QUALITY ALLIANCE Pre-Consensus Meeting Work

Pre-Consensus Assignments

- ❖ Category/Item Leads & Backups
 - For assigned category/item(s), synthesize:
 - Key factors (*select from consensus key factors*)
 - Comments
 - ✓ Area(s) to address (*can be multiple areas*)
 - ✓ ++/+ or --/–
 - ✓ ADLI (*process*) or LeTCLiG (*results*)
 - ✓ Site visit issues
 - Propose scores for your assigned category/item(s)
- ❖ Key Themes Lead – synthesize input

For each compiled comment:

- Put the initials of contributing examiners.
- Acknowledge **ALL** comments.

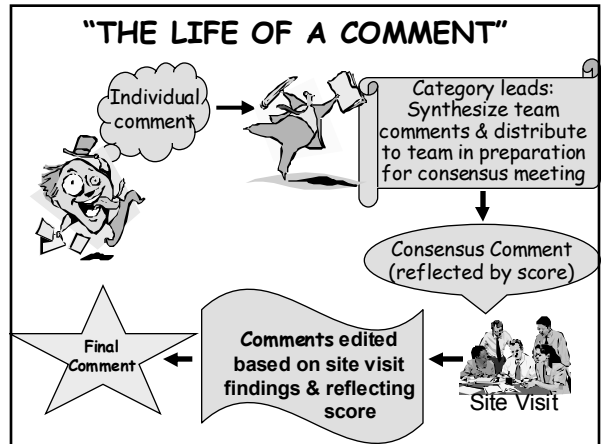
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Team Communication

- E-mails & files password protected
- Do not use applicant's name on materials or phone calls
- Hold meetings and phone calls where talk cannot be overheard
- Discussed problems/issues with your mentor and/or AQA Executive Director
- Cell phones used as last resort, except for the consensus meeting

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ARIZONA QUALITY ALLIANCE Pre-Consensus Meeting Work

Synthesizing Comments

- Review criteria requirements
- Isolate Items
- Combine key factors - noting similarities
- Identify core ideas - noting similarities
- Identify outliers
 - Outlier means a comment that doesn't seem to fit other comments or the criteria
- Craft comments (6 to 10 per item)
 - Use best comment as base
 - Can address multiple items
 - Use present tense
- Propose a resolution to differences

7/4/06 Resource - Scorebook Guidance 15

Sample: Isolating the comments

+/++	Item Ref	KF Ref	A/D /L/I	Strengths (Include figure references, as appropriate.)
+	C3	1,5	A/D	The Steering Team meets weekly to review organizational capabilities and performance regarding associate activities; supplier and partner technology capabilities; safety, health, environment, and community relations; and progress on strategy. Monthly Navigation Reviews are used to identify improvements and areas where strategy is at risk. Kaizen improvement project teams areas. CM
+	C1	1	A	The Steering Team made up of the senior leaders meets weekly to review and discuss the applicant's organizational performance and capabilities. Each meeting is convened around one of four topic areas: (1) Successful Associates/Successful Teams ; (2) Right Technology ; (3) Right Environment ; and (4) Navigation Reviews (progress to the Strategy Map) . MJ
+	C3	1	A/D	KAIZEN Improvement Project Teams are formed by the Steering Team when performance reviews indicate that a performance target is at risk. KAIZEN teams are directed at the level where the target is at risk, either at the department/team level or site-wide. Suppliers and partners are involved in KAIZEN teams when their performance is a contributing factor. JIG
+	C1	1	A	The Steering Team reviews performance weekly in one of four topic areas including three of the five values, and Navigation Reviews . The monthly Navigation Reviews focus on company-level measures, Course Coordinates and linked lower-level measures, to determine whether course corrections are needed to address changing organizational needs. BG

Synthesized Comments for Consensus Meeting

+/++	Item Ref	KF Ref	A/D /L/I	STRENGTH
+	C1-3	1,5	A, D	The Steering Team reviews performance weekly in one of four topic areas (1) Successful Associates/Successful Teams ; (2) Right Technology; (3) Right Environment; and (4) Navigation Reviews (progress to the Strategy Map), including three of the five values. The monthly Navigation Reviews, which focus on company level measures called Course Coordinates, are used to identify improvements and areas where strategy is at risk. Kaizen improvement project teams are chartered and deployed throughout the organization to address at risk areas. Suppliers and partners are involved in KAIZEN teams when their performance is a contributing factor. CM, MJ, CS, JIG, BC)
Sample Stage 2 Outlier				
+/++	Item Ref	KF Ref	A/D /L/I	STRENGTH
+	C1-3	1,5	A, D	The Kaizen teams present their findings at weekly Navigation Reviews where the focus is on individual contributions to the organization. This provides a good way to recognize employees (ZJ)

Sample Consensus Comment

The Steering Team reviews performance weekly in one of four topic areas: (1) Successful Associates /Successful Teams; (2) Right Technology; (3) Right Environment; and (4) Navigation Reviews (progress to the Strategy Map), including three of the five values. The monthly Navigation Reviews, which focus on company level measures called Course Coordinates, are used to identify improvements and areas where strategy is at risk. Kaizen improvement project teams are chartered and deployed throughout the organization to address at-risk areas. Suppliers and partners are involved in KAIZEN teams when their performance is a contributing factor.

Discovered OFI

The process by which senior leaders systematically translate performance review findings into priorities for improvement is unclear, as is what the recent review findings are. Additionally, it is not clear how the priorities or opportunities are deployed throughout the organization or to suppliers and partners to ensure organizational alignment. Without such a process, it may be difficult for the applicant to focus on the future.

Exercise 2: Synthesizing Comments

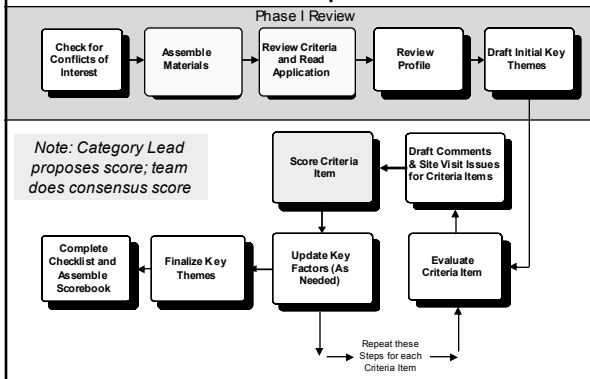
Using the Individual Scorebook comments for 3.1 and Consensus Key Factors:

1. Synthesize comments -- 1 Strength & 1 OFI
2. Identify outlier(s)

30 minutes

Exercise 2 – Item 3.1 A, B, C, & D
Exercise 2 – Consensus Key Factors (Case Study)

Scorebook Development Process



SCORE	PROCESS (Factors, Approach, Deployment, Learning and Integration)
•0% or 5%	<ul style="list-style-type: none"> • No systematic approach is evident; information is anecdotal. (A) • Little or no deployment of an approach is evident. (D) • An improvement orientation is not evident; improvement is achieved through reacting to problems. (L) • No organizational alignment is evident; individual areas or work units operate independently. (I)
•10% , 15% , 20% , or 25%	<ul style="list-style-type: none"> • The beginning of a systematic approach to the basic requirements of the Item is evident. (A) • The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the basic requirements of the Item. (D) • Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) • The approach is aligned with other areas or work units largely through joint problem solving. (I)
•30% , 35% , 40% , or 45%	<ul style="list-style-type: none"> • An effective systematic approach, responsive to the basic requirements of the Item is evident. (A) • The approach is deployed, although some areas or work units are in early stages of deployment. (D) • The beginning of a systematic approach to evaluation and improvement of key processes is evident. (L) • The approach is in early stages of alignment with your basic organizational needs identified in response to the other Criteria Categories. (I)
•50% , 55% , 60% , or 65%	<ul style="list-style-type: none"> • An effective systematic approach, responsive to the overall requirements of the Item, is evident. (A) • The approach is well deployed, although deployment may vary in some areas or work units. (D) • A fact-based, systematic evaluation and improvement process and some organizational learning are in place for improving the efficiency and effectiveness of key processes. (L) • The approach is aligned with your organizational needs identified in response to the other Criteria Categories. (I)
•70% , 75% , 80% , or 85%	<ul style="list-style-type: none"> • An effective, systematic approach, responsive to the multiple requirements of the Item, is evident. (A) • The approach is well deployed, with no significant gaps. (D) • Fact-based, systematic evaluation and improvement and organizational learning are key management tools; there is clear evidence of refinement and innovation as a result of organizational-level analysis and sharing. (L) • The approach is integrated with your organizational needs identified in response to the other Criteria Items. (I)
•90% , 95% , or 100%	<ul style="list-style-type: none"> • An effective, systematic approach, fully responsive to the multiple requirements of the Item, is evident. (A) • The approach is fully deployed without significant weaknesses or gaps in any areas or work units. (D) • Fact-based, systematic evaluation and improvement and organizational learning are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization. (L) • The approach is well integrated with your organizational needs identified in response to the other Criteria Items. (I)

Resource: 2006 SQA Application, page 56

SCORE	RESULTS (For Use With Category 7)
•0% or 5%	<ul style="list-style-type: none"> • There are no organizational performance results or poor results in areas reported. • Trend data are either not reported or show mainly adverse trends. • Little or no comparative information is reported. • Results are not reported for any area as of importance to your organization's key mission or business requirements.
•10% , 15% , 20% , or 25%	<ul style="list-style-type: none"> • A few organizational performance results are reported; there are some improvements and/or early good performance levels in a few areas. • Little or no trend data are reported. • Little or no comparative information is reported. • Results are reported for a few areas of importance to your organization's key mission or business requirements.
•30% , 35% , 40% , or 45%	<ul style="list-style-type: none"> • Improvements and/or good performance levels are reported in many areas addressed in the Item requirements. • Early stages of developing trends are evident. • Early stages of obtaining comparative information are evident. • Results are reported for many areas of importance to your organization's key mission or business requirements.
•50% , 55% , 60% , or 65%	<ul style="list-style-type: none"> • Improvement trends and/or good performance levels are reported for most areas addressed in the Item requirements. • No pattern of adverse trends and no poor performance levels are evident in areas of importance to your organization's key mission or business requirements. • Some trends and/or current performance levels—evaluated against relevant comparisons and/or benchmarks—show areas of good to very good relative performance. • Organizational performance results address most key customer, market, and process requirements.
•70% , 75% , 80% , or 85%	<ul style="list-style-type: none"> • Current performance is good to excellent in most areas of importance to the Item requirements. • Most improvement trends and/or current performance levels are sustained. • Many to most reported trends and/or current performance levels—evaluated against relevant comparisons and/or benchmarks—show a areas of leadership and very good relative performance. • Organizational performance results address most key customer, market, process, and action plan requirements.
•90% , 95% , or 100%	<ul style="list-style-type: none"> • Current performance is excellent in most areas of importance to the Item requirements. • Excellent improvement trends and/or sustained excellent performance levels are reported in most areas. • Evidence of industry and benchmark leadership is demonstrated in many areas. • Organizational performance results fully address key customer, market, process, and action plan requirements.

Resource: 2006 SQA Application, page 56

Category/Item Scoring

1. Review the Criteria & Item requirements
2. Review all comments
3. Weigh the importance of comments (+, -, ++, --)

Resource: Scorebook Guidance
Resource - How to Score Process and Results Items
Resource – Scoring Pitfalls and Notations

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Category/Item Scoring (continued)

4. For a Process Item, start with **Approach**
 - a) Read description for 50 - 65% range
 - b) Read descriptions above/below
 - c) Select range most descriptive of achievement level
5. Repeat a, b, & c for D, L, & I
6. Consider the outcomes of Steps #4 and #5
Select range for Item that best describes the achievement level

Applicant does NOT need to satisfy all 4 process factors (A-D-L-I) in the selected range

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Category/Item Scoring (continued)

7. Verify balance & substance of comments
8. Eliminate conflicts between strengths & OFIs
9. Adjust comments or score as needed
10. Repeat steps for all Process Items in Category
11. Result items – same steps using Le, T, C, Li, and Gaps
12. Next - eliminate conflicts between strengths & OFIs across all Items

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ARIZONA QUALITY ALLIANCE Pre-Consensus Meeting Work

Exercise 3: Item/Category Scoring

- ❖ For your assigned items:
 - ❖ Review Consensus Comments
 - ❖ Record score Flipchart

Assignments

TEAM	ITEMS
Team 1	1.2 and 7.6
Team 2	3.2 and 7.1
Team 3	4.1 and 7.5
Team 4	5.1 and 7.4
Team 5	6.2 and 7.3

20 minutes

- ❖ Explain score after lunch

Exercise 3 – SQA Consensus Comments for Scorings
Resource - How to Score Process and Results Items
Resource - Scoring Matrix & Band Descriptors - SQA

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Scoring Band

- Contains characteristics typically associated with the overall band score
- Provided to the applicant in the final report
- Part of consensus meeting agenda

Applicant does not get the specific score!!

7/4/06 Resource - Scoring Matrix & Band Descriptors - SQA 28

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Exercise 4: Band Class Discussion

1. Consider the case study consensus scores on the SQA **Score Summary Worksheet**
2. At the bottom, which would you select? Why?
 - The Band descriptor accurately reflects this applicant
 - The Band descriptor does NOT accurately reflect this applicant because:.....

20 minutes

Exercise 4 – SQA Score Summary Worksheet (case study) - HANDOUT
Resource - Scoring Matrix & Band Descriptors - SQA

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Important Scoring Concepts

- Balance of comments (+/++ and -/-) in relation to score
- “Most descriptive” based on holistic view of process or results evaluation factors
- Importance based on key factors

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Issues Leading to Scoring Variability

- Scores not adequately related to the key factors of Scoring Guidelines
- Comments not related to the criteria
- Acceptance of applicant statements without any additional evidence provided
- Fear of scoring above/below 50%
- Using the Areas to Address and Item Notes as a checklist
- Treatment of missing information

Site Visit Issues

- ❖ **VERIFY & CLARIFY** information contained in the application.
 - Verify information is correct
 - Clarify uncertain points
 - Test deployment of information in application
 - Assume applicant has told the truth
- ❖ **NOT "dig"** to find information that is missing in the application



What to Verify or Clarify

Process A-D-L-I Results → Le, T, C, Li, G

- | | |
|---|--|
| <ul style="list-style-type: none"> • Approaches systematic • Deployment extent • Learning
<i>(includes evaluation & improvement cycles)</i> • Integration • Focus • Consistency | <ul style="list-style-type: none"> • Le - Performance levels • Trends • Comparisons / benchmarks • Linkages • Gaps • Breadth & Importance • Segmentation • Areas of leadership |
|---|--|

Application Page 54 & 59

Selecting Site Visit Issues

A well-chosen site visit issue is:

- Tied to the Criteria
- Related to the key factors
- Linked to the comments
- Considers the Core Values
- Cross-cutting
- Part of the deployment determination
- Verifiable
- Essential component of the score

Site visit issues - limit to 3-4 per item

Resource - Sample Site Visit Issues
* See 2-Day Training Material

Sample Site Visit Issue

OFI

Clarify how senior leaders translate review findings into priorities for improvement, and how the priorities or opportunities are deployed. Also **clarify** recent review findings.

Sample Site Visit Issue **Strength**

Verify weekly Steering Team reviews, Navigation reviews, and the use of Kaizen Teams to address issues.

Exercise 5: Site Visit Issues for Consensus Meeting

1. Review:
 - a. Consensus Key Factors
 - b. Site visit issues from 3.1 Individual Scorebooks
 - c. Consensus comments for 3.1 (Exercise 2)
 - c. Consensus Score for 3.1 is 26 (65%)
2. Craft Site Visit issues
3. Post on Flip Chart

30 minutes

Exercise 2 - Scorebooks A, B, C, & D
Exercise 2 - Consensus Key Factors (case study)

Consensus Meeting Outcomes

- Consensus for:
 - Key Factors
 - Item/category
 - Comments
 - Scores
 - Site visit issues
 - Key themes
 - Scoring Range
- Start Consensus & Final Score Worksheet
- Plan for finalizing report to AQA
- Plan for preparing for site visit (*see Team Lead Examiner training session*)

Resource - Consensus Checklist
Resource - Consensus & Final Score Worksheet - SQA

Consensus Process

- Category Lead recommends comments, scores, & site visit issues
- Team members discuss recommendations
 - Work through changes as needed
 - In the end, reach consensus
- Team also reaches consensus on:
 - Key Themes
 - Initial Score

(overall scoring band description is appropriate)

Resource - Scoring Matrix & Band Descriptors - SQA
Resource - Scoring & Recommendation Guidance

Problem Solving Techniques

- Separate people from problem
- Use objective criteria to evaluate options
- Seek first 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 own position or interest
 - Never downgrade or insult other party
- Allow others to yield without appearing weak

Site Visit

- Roles & Responsibilities
- Planning Phase
- On Site Visit Phase
 - Small (2-3 days)
 - Medium (3-4 days)
 - Large (4-5 days)
- Post Site Visit Phase: Final Report

Lead Examiner


- Communicate with the Applicant & Mentor/Monitor
- Set meeting times, agendas, & expectations
- Make Assignments
- Ensure issues requiring clarification are addressed
- Coach team to write clear and concise comments for the feedback report
- Guide team to consolidate findings from site visit -- refine content and phrasing



Team Leader takes ownership for report going to judges & applicant; judges may suggest changes

ARIZONA QUALITY ALLIANCE **Roles & Responsibilities**

Category Lead




- ❖ Coordinate with partner for verifying & clarifying site visit issues
- ❖ Ensure appropriate notes & information are gathered to address category site visit issues
- ❖ Ensure linkages associated with category are coordinated with other category leads.

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ARIZONA QUALITY ALLIANCE **Roles & Responsibilities**

Site Visit Team

- Prep to do a comprehensive, professional site visit
- Complete well written feedback report to your applicant and judges
- Fulfill obligation as an examiner




Site Visit Time Commitment Reminder
 On site = 16-40 hours on site
 Post Site Visit = 8-20 hours

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ARIZONA QUALITY ALLIANCE **Roles & Responsibilities**

Mentor and/or Site Monitor

- Resolve integrity issues should they arise
- Provide advise to Lead Examiner
- Resolve any issues between Team & Applicant



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ARIZONA QUALITY ALLIANCE **Planning phase**

Planning Phase Overview


- ❖ Site visit issues to be addressed
 - ✓ **Strategy**
 - ✓ **Walk-around questions**
 - ✓ **Document List**
 - ✓ **Interview List**
- ❖ Applicant Communication (Team Lead)
- ❖ Finalize Agenda (Team Lead)

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ARIZONA QUALITY ALLIANCE **Planning phase**

Strategy

- ❖ Two people per category minimum
- ❖ Category lead submits to Team Lead:
 - ✓ Document Request List (*surveys, reports, etc.*)
 - ✓ Interview Names &/or Titles Request List (*names, questions, and estimated interview time*)
- ✓ Team Lead Examiner reviews lists – works with Category Leads to adjust as needed




7/4/06 Resource - Team Roles Worksheet 47

ARIZONA QUALITY ALLIANCE **Planning phase**

Standard Questions for All

- ❖ Develop a list of no more than 3 standard questions you could ask any applicant employee
- ❖ Develop questions that will reflect deployment of key items
- ❖ Ask questions of all employees you meet with and keep a tally of answers




7/4/06 Resource - Walk-around Questions
Resource - Guidelines for Site Visit Question 48

ARIZONA QUALITY ALLIANCE Planning phase

Document List

- ❖ Create manageable master list of documents needed for review
(Team has limited time to read!)
- ❖ Organize list around Process & Result
- ❖ Avoid duplication
- ❖ Review documents like the employees would access them

Note: Hard copy is NOT required




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ARIZONA QUALITY ALLIANCE Planning phase

Interview List

- ❖ Identify people to be interviewed
- ❖ Avoid duplication
(interview people once – ask all questions applicable to that person)
- ❖ Delineate responsibilities for interviews:
 - ✓ Who will do interviewing
 - ✓ Who will take notes
- ❖ Identify approximate interviews times.



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ARIZONA QUALITY ALLIANCE Planning phase

Exercise 6: Item Site Visit Issues Plan

Use site visit issues identified in Exercise 5:

- Select 1 site visit issue
- Complete # 1 – 5 on the Site Visit Issue Worksheet

30 minutes

Exercise 6 - Site Visit Worksheet
Resource - How to Develop Site Visit Issue Strategies

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ARIZONA QUALITY ALLIANCE Planning phase

Applicant Communication *(Team Lead with Applicant)*

1. Introduction – Roles & Responsibilities
2. Key dates and timing
3. Interview and Document Requests
4. Sites – any restrictions?
5. Timetable for visit
6. Logistics
7. Future contact plans




Resource - Applicant Communication Checklist

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ARIZONA QUALITY ALLIANCE Planning phase

Team Planning *(continued)* *(Team working together)*

- ❖ Create a detailed “team” agenda
 - Who is doing what & for how long
 - Expected outcomes
 - Time for Caucuses
 - Time for review of requested items
- ❖ Examine time allocated for each issue
 - Some need more time than others
 - Impact of shortening or extending the assigned time for the issue



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ARIZONA QUALITY ALLIANCE Planning phase

Team Planning *(continued)* *(Team working together)*

- ❖ Create a 5-15 minute team opening
 - ✓ Define purpose of Site Visit
 - ✓ Define for applicant where they are in the process and the next steps
 - ✓ Include introductions of team members
 - ✓ Set expectations for the visit
 - ✓ Allow for questions & feedback

Remind them that you can not give feedback or express positive or negative reactions, etc


Team Lead Examiners have examples as guide

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Team Planning *(continued)* *(Team working together)*

- ❖ Plan after site visit activity
 - Determine when & where the team will gather to prepare final feedback report
 - **12 to 20 hours** to modify Feedback Report for Final Report after site visit




Agenda

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Other Logistics

- ✓ Transportation arrangements & time
- ✓ Staying in a hotel
- ✓ Dress code
Meet applicant's dress requirements; if none, dress in business casual or better
- ✓ Wearing AQA badge
- ✓ Team questions/concerns



❖ **Involve site monitor (as needed)**


- Roles & responsibilities while on site
- Basic site visit approach
- Expectations are defined & understood

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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Conducting the Site Visit

- ❖ Initial Meeting
 - ✓ AQA Team Opening Presentation (15 minutes max.)
 - ✓ Applicant Presentation (20 minutes max.)
- ❖ Interview according to plan (minimum 2 examiners at each interview)
- ❖ Review documents according to plan



Refer all issues to Site Visit Monitor or contact AQA Exec. Dir.— **DO NOT** engage in any disputes with the applicant

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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Conducting the Site Visit

- ❖ Wrap up Site Visit: 10-15 minutes max
 - ✓ Applicant input or questions
 - ✓ Explain the next steps of AQA process
 - ✓ Express thanks for hosting visit
- ❖ Take nothing you did not bring to the site
- ❖ Make no comments about the Site Visit until you are completely out of hearing range of applicant personnel

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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Site Visit Confidentiality

- ❖ Do not give out business cards to applicant
Do not bring anything that displays your business affiliation
- ❖ Be prepared to appropriately respond if asked question "what are your qualifications/what is your background?"
- ❖ Do not inform anyone of the location of the site visit/identity of your applicant
 - ✓ Not your spouse/significant other
 - ✓ Not your employer
 - ✓ Not your family

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ARIZONA QUALITY ALLIANCE On Site Visit Phase


Site Visit: Representing AQA & the Award

- ❖ Your every action, expression, and conversation will be watched and reported
- ❖ You represent AQA - make the site visit experience positive for the applicant

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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Interview Questions




Remember:
You are mobile - seek out dialogue & data for verifying and clarifying site visit issues!

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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Team Caucuses - Purposes




- ❖ Ensure timeline for assessment is being met
- ❖ Compare information for verification
- ❖ Re-direct questions or focus into specific areas

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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Caucuses - Types




- ❖ **Planned**
 - Scheduled time to discuss interviews and information from parallel sessions
 - Allows for re-direction of questions & probing into specific areas for corroboration
- ❖ **Unplanned**
 - Called when faced with a situation that needs to be handled immediately (code of conduct violation, unforeseen circumstance)

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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Caucuses - Typical Questions

- ✓ Finished a specific site visit issue?
 - Have a record of interviews conducted?
 - Have record for source of documents?
- ✓ Need to continue a specific issue?
- ✓ Identified a new site visit issue?
- ✓ ALSO ... covered all that is needed??



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ARIZONA QUALITY ALLIANCE On Site Visit Phase

Debrief - End of Site Visit

- ✓ Summarize findings from all site visit issues
- ✓ Match response information with site visit issue evaluated
- ✓ Complete Score Summary Sheet
- ✓ Complete Executive Summary


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ARIZONA QUALITY ALLIANCE Post-site visit phase

Final Report

Revise Consensus Report

- Strength & OFIs without +/++ or -/--
- No statements of "it is unclear" in OFIs
- No reference to Site Visit Issues
- At least 5 comments for each item
- Consensus score revised (if appropriate)
- Use applicant's name
- Use present tense
- Avoid abbreviations (Figure – not Fig.)
- Be consistent with style
- Use proper grammar



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ARIZONA QUALITY ALLIANCE

Final Report - More Notes

- ❖ Balance score to reflect Strengths & OFIs
- ❖ Recommend – No Award, Governor, Pioneer
- ❖ Be sure Scoring Band reflects comments
- ❖ Give useful & actionable feedback
- ❖ Create Executive Summary using key themes


7/4/06 Resource - Scoring & Recommendation Guidance 67

ARIZONA QUALITY ALLIANCE Post-site visit phase

Finished Work to AQA

- ❖ Completed Feedback Report:
 - Executive Summary
 - Comments – Strengths & OFIs
- ❖ Completed Score Worksheet
 - Item, Category, & Overall scores
- ❖ Completed Team Recommendation Form
- ❖ 2006 Training Survey (overall process)

All applications, notes, worksheets, & other materials should be returned to AQA or destroyed/shredded.



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ARIZONA QUALITY ALLIANCE

ARIZONA QUALITY ALLIANCE Site Visit Reimbursement Form

Name: _____ Today's Date: _____


Applicant Number: _____ (provide separate sheets for multiple applicants)

Date	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	TOTAL
Date									
Airfare									
Hotel									
Breakfast									
Lunch									
Dinner									
Car Rental									
Parking									
Transportation									
Mileage (\$.37/M)									
TOTAL									

*Please be sure to attach all corresponding receipts.

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Today's Wrap-Up



Please fill out Evaluation Form

Team Exercise:

Prepare for Consensus Meeting

- Determine assignments
- Ensure Key Themes Lead and Category Leads have all copies of individual comments for their sections
- Decide on schedules
- Consensus on Key Factors.
- List potential problems & work-around.

Remainder of Afternoon