



Visit <http://ilpex.org/develop/examiner-information/> for the 2019 Examiner Application.

Serving as a member of the IMEC Recognition Program Board of Examiners provides unparalleled professional development supported by training in the Baldrige Excellence Framework™, our nation's standard of excellence. Examiners gain leadership skills and business acumen, while helping drive enterprise excellence in Illinois. Service as an examiner offers access to an extensive network of quality professionals, as well benchmarking and growth opportunities, and exposure to best practices across a wide range of industries.

The Board of Examiners is made up of leading quality, business, healthcare, manufacturing, and education experts from across Illinois. It includes individuals selected from industry, professional and trade organizations, government agencies, other non-profit groups, and the ranks of the retired.

All examiners must take part in a comprehensive 2.5-day training course covering the Recognition Program examination process and the Baldrige Excellence Framework™, which includes the Criteria for Performance Excellence, the Baldrige core values, and the scoring system. Preparation of case study pre-work is required before attending the training session. Those selected to be examiners must have time available to complete pre-work, attend the training course, conduct reviews and site visits, and complete final feedback reports for the applicants. In addition, new examiners must attend a 2-day orientation to become familiar with examiner expectations and to begin the training pre-work.

### **Selection of Examiners**

Every year, applications are solicited from individuals to serve as examiners. Examiners who served on the board in previous years are required to reapply if they wish to serve again in 2019.

Efforts are made to ensure broad representation and to minimize disproportionate involvement from one industry, sector, or single organization. Coverage and balance of all sectors are important considerations in selection because award applicants come from many types of organizations across the region.

### **Appointments**

Examiners are appointed by the Recognition Program to serve for one recognition cycle (April 2019 to December 2019). Appointments are subject to the Conditions of Involvement and the Code of Ethical Standards.

### **Notification Process**

The examiner application deadline is April 5, 2019. Notification will be sent to all Examiner candidates, indicating their selection status. Selected examiners will be notified of their confirmed training dates.

### **Examiner Training**

*All Examiners:* Attend a 2.5-day training; two sessions will be hosted in Bloomington and Peoria. On the application document, applicants must indicate their preference from the sessions offered.

*New Examiners:* In addition to the 2.5-day training, all first-year examiners must attend the mandatory 2-day New Examiner Orientation in Oak Brook.

*Second-Year Examiners:* Though not required, the New Examiner Orientation is recommended for second-year examiners. There is no additional fee to attend this 2-day training for second-year examiners.

### **Examiner Qualifications**

Applications for the Board of Examiners as well as assignment to examiner teams are evaluated on the basis of:

- › *Breadth of experience* – refers to the extent an examiner has in-depth experience in several industrial or service sectors, health care or educational settings, or government entities.
- › *Diversity of experience* – refers to having in-depth experience in multiple sectors, such as manufacturing, service, health care, education, or government. Given the conflict of interest restrictions in assigning examiners to evaluate applicants, the award program seeks candidates with broad experience.
- › *Knowledge of business, industry specialization, or quality practices* – refers to knowledge or skill in an area of high need for the program, such as experience in small business operations, senior management, statistical methods, health care, government, or financial results. Expertise may be demonstrated through relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.
- › *Examiner and team skills* – refers to the interpersonal skills to serve as a good team member and the team-based skills that have proven to be useful as an examiner. These skills include leadership ability, analytical ability (particularly as it applies to evaluating an organization), communication skills (both oral and written), collaboration, time-management skills, and the commitment to meet deadlines.
- › *Demonstrated performance during Examiner Training* – refers to the applicant's successful completion of Examiner Training. Factors include completion of training assignments, leadership and/or active participation in group exercises, ability to work with others, attitude, and skills improvement during the training course.

### **Duties of Examiners**

Examiners review, comment upon, and score written applications and prepare Feedback Reports for applicants. The role of an examiner includes mandatory participation in consensus meetings and site visits. Board members contribute significantly to the Recognition Program process by serving as representatives for the program.

### **Number of Examiners for 2019**

The number of Examiners required for the 2019 award cycle is dependent on several factors, the primary factor being the number of applying organizations. In general, all examiners whose applications are accepted and who successfully complete Examiner Training will receive an assignment on a Tier I (Interest in Excellence), Tier II (Focus on Excellence), or Award for Excellence application.

### **Terms and Conditions of Appointment**

#### *1. Completion of Application*

Examiner applications must be received in the IMEC office no later than Friday, April 5, 2019.

Application submission instructions are available on the Recognition Program website

(<https://ilpex.org/examiner-information>)

Each Examiner application must include approval for participation by the applicant manager.

Examiner applicants will be informed of their status in the program by April 15, 2019. After submitting an application, if a candidate finds that s/he would be unable to accept an appointment if offered, s/he should immediately notify the IMEC Recognition Program office at [hbender@imec.org](mailto:hbender@imec.org).

## 2. Code of Ethical Standards

Board members are expected to carry out their duties and responsibilities in the award program in accordance with the Board of Examiners Code of Ethical Conduct Principles.

Members of the Board of Examiners for the IMEC Recognition Program pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the 2019 Examiner Application document.

Four principles are the foundation of the Code of Ethical Conduct. These principles empower examiners to make effective decisions with great confidence.

### Principle 1: Protect the Integrity of the Award Process

Examiners will make sound decisions related to conflicting or competing interests, as well as do their part to ensure that all applicants are evaluated consistently. Violations of this principle include, but are not limited to, the following examples:

- › Approaching an organization they have evaluated for personal gain or accepting employment from an organization they have evaluated within five years of the evaluation
- › Using information gained from sources other than the award applicant, such as information gathered from the press, websites, social media, examiners, or any other outside sources
- › Intentionally communicating false or misleading information that may compromise the integrity of the award process or decisions therein

### Principle 2: Exhibit Professional Conduct at All Times

Examiners will conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions. Violations of this principle include, but are not limited to, the following examples:

- › Sharing their number of years of service as an examiner or promoting/advertising their services while performing as an examiner
- › Independently giving feedback to applicants regarding scoring or overall performance
- › Using IMEC/Baldrige Program/Award logos in advertising or promotion.
- › Failing to respect the climate, culture, and values of organizations being evaluated when participating in site visits

### Principle 3: Protect the Promise of Confidentiality

Examiners will safeguard the confidences of all parties involved in the judging or examination of present or former applicants so that the integrity of the IMEC Award or award process is not compromised. Violations of this principle include, but are not limited to, the

following examples:

- › Disclosing information about the applicant to anyone other than the examiner's team, the judge involved in the examination, or the IMEC staff members involved in the examination during or at any time after the review process
- › Copying applicant information of any kind. Note: Copying information from inside the IMEC Program's encrypted, secure database to other documents within the database is permitted as necessary
- › Retaining applicant information beyond the Consensus Review (or Site Visit Review, if applicable)
- › Communicating applicant information through e-mail, social media, or any other electronic or written means outside of the IMEC Program's secure database
- › Communicating applicant information via cell phone, VOIP, or wireless devices unless authorized by the applicant
- › Using or adapting applicant information subsequent to the review process, unless the information is publicly released by the applicant
- › Communicating directly with the applicant during site visits about matters other than verifying and clarifying information in the consensus scorebook, unless the examiner is the team leader or backup team leader
- › Requesting/reviewing individual customer, stakeholder, or workforce member data and information during the Site Visit Review process

#### Principle 4: Protect the Program's Intellectual Property

Examiners will make sound decisions related to the use of IMEC Program materials, trademarks, logos, and information contained within the program's website. Violations of this principle include, but are not limited to, the following examples:

- Establishing links from their own website to the program website without making it clear that users will be taken to another websites
- Failing to acknowledge the use of trademarks,

Furthermore, Examiner board members enhance and advance the IMEC as it serves to stimulate Illinois organizations to improve quality, productivity, and overall performance. All board members pledge to abide by this Code of Ethical Conduct.

#### 3. *Disclosure of Conflict of Interest*

Those selected to serve on the Board of Examiners must provide information regarding conflicts of interest. Potential conflicts of interest includes, but is not limited to employers, significant ownership, financial interests, client relationships, and affiliations that may present or seem to present a conflict of interest to the examiner's ability to impartially fulfill his/her program duties. Such information will be kept confidential.

#### 4. *Term of Appointment*

The term of appointment to the Board is one Award cycle. This period extends from completion of the Examiner Training Course through December 2019.

#### 5. *Adherence to Award Process*

Examiners are expected to meet all requirements associated with a fair and competent evaluation, including use of the award Criteria and scoring system, adherence to the evaluation process,

fulfillment of site visit requirements, and avoidance of conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

#### 6. *Travel*

Examiners pay for their own travel – transportation and overnight accommodations – for Examiner training sessions. Examiners must pay their own travel costs to their team consensus meeting.

Travel costs to the site visit (if applicable) may be reimbursed by the Recognition Program by submitting an expense report to the IMEC Recognition Program office upon completion of the applicant site visit.

#### 7. *Assignment of Examiners*

The award program seeks to provide the fairest, most competent evaluation of each application. Accordingly, examiners are assigned to applications on the basis of their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon schedules.

#### 8. *Training Sessions*

Participation by Board members in Examiner Training courses is critical to the success of the program because these courses include a detailed review of the Baldrige Performance Excellence Framework, the evaluation process, the scoring system, consensus development, site visit requirements, and the Code of Ethical Standards.

##### Training Expectations

- › All new/first-year Examiners must complete an 2-day Framework training class
- › All Examiners, both new and returning, must attend one of the 2.5-day preparation classes. Individuals who cannot attend one of the scheduled sessions may not serve as examiners.
- › Individuals invited to serve as a Senior Examiner will attend a 1-day training to outline their additional responsibilities.
- › Examiners may be required to complete a 5- to 10-hour case study evaluation prior to attending the class.
- › No special classes can be provided for those who cannot attend one of the scheduled classes.

#### 9. *Time Commitment*

Applicants for the Board of Examiners should give careful consideration to the time commitment required to meet the award review schedule. Average of 150 hours is required from April to November 2019.

The actual commitment will depend on the number and levels of applications reviewed. Although the program seeks to accommodate varying schedules, service on the Board of Examiners is a one-year commitment. Examiners must be able to participate in the program's critical review periods detailed in the award program calendar.

Because Interest in Excellence and Focus on Excellence applications are accepted throughout the year, examiners may be asked to serve on a team any time throughout the year. These applications take significantly less time than full award applications.



Review of written award applications may be conducted at the examiner's work location or home. Business is also conducted via email, mail, and telephone.

Event/Stage	2019 Dates	ESTIMATED TIME* FOR BOARD OF EXAMINER ROLES				
		New/First Year Examiner	Examiner	Work Group Lead Examiner	Lead Senior Examiner	Judge
Senior Examiner Training	April 12				8*	8*
New Examiner Training	May 8 - 9	16*				
Examiner Training Case Study Prep** Class	One of the following: May 21 – 23 –or– May 29 - 31	5-8 20*	4 20*	5 20*	5 20*	5 20*
Stage 1 – Individual Application Review	June 12 – July 7	20-30+	15-25	15-20	15-20	8-12
Stage 2 – Consolidation	July 8 - 21	5	5	10	10	
Stage 3 – Consensus	July 22 – August 9	8*	8*	10-15*	15*	4-8*
Stage 4 – Feedback Preparation	August 9 - 15			8	12	8
Initial Judges Meeting	August 16					20***
Site Visit Preparation	August 16 – September 8	8-10	8	10	16	
Site Visits	September 9 – September 27	32-48+*	32-48+*	32-48+*	32-48*	4-8*
Feedback preparation for Judge's meeting	September 27 – October 11			4-8	8-16	8-16
Final Judges Meeting	October 14				4-5	20***
2019 Conference on Enterprise Excellence	March 2019	8	8	8	8	8
<b>Total Hours (estimation of hours)</b>		<b>122-153+</b>	<b>100-126+</b>	<b>122-152+</b>	<b>153-183+</b>	<b>113-133+</b>

\* Time estimates do not include travel.

\*\* The Examiner Training class pre-work is less rigorous for Examiners with 2+ years of experience.

\*\*\* Includes preparation and Judge's meeting time.

10. Examiner Training Fees

Registration fees are assessed to offset the cost of training facilitators and materials.

	<b>Fee</b>	<b>Included Training</b>
First year examiner	\$1075.00	New Examiner Training (2 days) Examiner Training (2.5 days)
Second year examiner	\$500.00	Examiner Training (2.5 days) <i>Optional:</i> New Examiner Training (2 days)
Three+ year examiner	\$0.00	Examiner Training (2.5 days) Senior Examiner Training (1 day) (by invitation)
Examiner training only – no application review	\$1500.00	New Examiner Training (2 days) Examiner Training (2.5 days)

Examiner registration fees cover the cost of materials and training site expenses. Payment of training fees is due prior to the 2.5-day training session.

Submit payment by check: IMEC – Recognition Program  
1501 W. Bradley Ave, Peoria, IL 61625

To request an Invoice, email: [elee@imec.org](mailto:elee@imec.org)

Examiners are expected to fulfill their commitment to the Recognition Program. If an examiner withdraws from the examiner program, a fee of \$600.00 will be charged to new and returning examiners who do not finish the 2019 Award Cycle. An invoice will be sent directly to your manager.

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Direct questions to:

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888.806.4632

<http://ilpex.org/> and [www.imec.org](http://www.imec.org)