



PANEL OF JUDGES

2007

GUIDELINES

**Texas Award for Performance Excellence
Panel of Judges
2007 Guidelines**

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A. Role of the Panel of Judges

The Panel of Judges (“Judges”) is the body that evaluates Examiners’ reports to determine applicants that should advance to the site visit assessment stage. After the site visit assessment stage, the Judges evaluate Examiners’ reports to determine applicants that will be recommended to the Board of Directors as recipients of the Texas Award for Performance Excellence. In addition to these specific roles in the assessment processes of the award and recognition program, the Judges are also responsible for ensuring the integrity and effectiveness of the evaluation process within the award and recognition program. The Judges are expected to participate in the annual Examiner training program (Texas Award for Performance Excellence or Malcolm Baldrige National Quality Award) as an observer or training facilitator. Also, Judges are expected to serve as volunteer ambassadors for the Quality Texas Foundation.

The Judges’ responsibilities include, but are not limited to, the following:

1. Annual review and revision, as needed, of the Judges Process
2. Annual review and revision, as needed, of the Judges Guidelines
3. Participation, as requested by the Board of Overseers, in the assignment, training, and review of Examiners and Team Leaders
4. Application scoring review – all stages – per Judges Process
5. Providing recommended improvements to Team Leaders for team Feedback Reports
6. Participation in special projects or committees, as requested by the Quality Texas Foundation
7. Participation of the Chair or designee of the POJ in Board of Directors and Board of Overseers meetings to ensure open communication between the Boards and the Judges
8. Participation in the new judge selection process

B. Membership

1. The Panel will consist of up to nine Judges. The Judges are appointed to a term of three years with the option (if in “good standing” as determined by fellow judges and QTF) of continuing on the Panel for a second term of three years. When new judges are needed, the POJ Chair will ask for a call for nominations from the QTF Program Manager. The nomination process uses a form that requests information from nominees about their experience related to specific criteria. The Judges criteria are defined by the Judges and approved by the Chief Executive Officer (CEO) of the Quality Texas Foundation. The Judges criteria are designed to identify qualified candidates with substantial experience in organizational improvement and contributions to the Texas Award program and/or the Baldrige National Quality Award program. Nominations may be submitted by anyone involved (past or present) in the Texas Award for Performance Excellence Program. New judges are selected by the full Panel of Judges. A minimum of 50 percent plus one (1) represents a quorum required for the selection process. In addition to qualifications

based on the Judges criteria, the Judges consider geographic regions, sector representation, and diversity in the make-up of the Panel of Judges. The primary considerations will be the experience and expertise of the nominee(s) and their demonstrated team participation skills.

2. The QTF Program Manager is not a member of the Panel of Judges. The QTF Program Manager attends all Judges meetings and provides data to the Judges within the guidelines of the Judges process.
3. The CEO of the Quality Texas Foundation is not a member of the Panel of Judges and is not actively involved in Judges meetings. The CEO may attend a Judges meeting as an observer only.
4. Members of the Panel of Judges may attend meetings of the Board of Overseers when invited/requested. When in attendance, the Judge(s) may participate as requested by the Board; however, the Judge must use sound judgment and discretion to avoid compromising the Judges Process or the integrity of the award.
5. A judge may not serve concurrently as a member of any other QTF Board.

C. Terms of Service

1. Members of the Panel of Judges are appointed to a term of three years. Terms of participation will be reviewed and confirmed annually. Judges in “good standing” may continue each year until they reach the end of a three-year term. If in “good standing” at the end of the first three-year term, a Judge may be appointed to continue for a second term of three years. At the end of six consecutive years, a member of the Panel of Judges must remain off the Panel of Judges for one year before returning to eligible status for nomination.
2. “Good standing” is defined as active participation in Judges meetings, adherence to established Judges Processes, completion of annual update of personal knowledge of the criteria, effective interaction with other Judges, and demonstrated compliance with Section E, Item 4 of the Judges Guidelines document. Judges must attend the February and May meetings to determine those applicants to receive site visits and to recommend Award recipients, and at least one additional meeting (conference call or face-to-face). Attendance and participation of Judges who fail to attend mandatory meetings will be reviewed by the Chair of the POJ, CEO and QTF Program Manager for determination of “good standing” status.
3. Terms begin on September 1st and end three years later on August 31st.

D. Nomination and Selection

Each year the Chair of the Panel of Judges and the QTF Program Manager will determine the need for new judges. If new Judges are needed, the Chair will appoint a Nominating Team.

1. The Nominating Team will be appointed by the Chair and will include the Vice Chair and a minimum of one other member of the Panel of Judges.

2. The QTF Program Manager is responsible for recruiting nominations of qualified persons to fill vacancies on the Panel of Judges. Vacancies will be filled on an annual basis, as existing terms expire. Vacancies may also be filled immediately for an unexpired term, as recommended by the Chair of the POJ and the QTF Program Manager.
3. The Program Manger will use the Judges Nomination Form to collect information and qualifications of nominee(s). The Nomination Form specifies criteria that will be the basis of evaluating nominee(s). See Attachment 1 for criteria.
4. The QTF Program Manager will collect nominations, verify qualifications, and forward to the Nominating Team. The Nominating Team will send out Evaluation Grids to the full panel. Panel members will complete the grid for candidates based on qualifications and experience and return the grids to the Nominating Team. The Nominating Team conducts interviews with all of the nominees using the POJ Interview script. The Nominating Team uses the Nomination Form, Evaluation Grid, and the interview results to review qualifications and make recommendations to the full Panel of Judges.
5. New judges are selected by the full Panel. A minimum quorum of 50 percent of the Judges, plus one (1) is required to select new Judges.
6. The new judge selection process should consider judge nominee status and current Panel of Judges status as consultants that may result in a significant inability to participate in Panel of Judges processes due to conflict of interest. Consideration should be given to limit consultant participation on the Panel of Judges to 25% of Panel of Judges membership.
7. The POJ Chair will facilitate the selection meeting, which may be a face-to-face meeting (preferred) or conference call. All Judges receive a copy of nomination forms and a summary of the evaluations for all qualified nominees for review prior to the selection meeting. The meeting begins with a high-level review and discussion on each nominee and how they address the Judges criteria requirements on the nomination form. After discussion concludes, the Panel of Judges accepts or rejects the Nominating Team's recommendation. If the Team's recommendation is rejected, the POJ must discuss all nominees and make final selections.
8. The QTF Program Manager will notify all nominees and submitters of nomination forms of the selection decisions (appointed or not appointed).
9. Qualified Nominees not selected may be considered in future "Call for Nominees." They will be contacted by the QTF Program Manager to determine continued interest and the need for maintaining up-to-date nomination forms. It is the responsibility of nominees to update their contact information with the QTF Program Manager if they wish to remain under consideration for future "Call for Nominees."

E. Guidelines for Panel of Judges Membership

1. The Panel of Judges is a working Panel. Judges are expected to contribute to the work of the Judges and to participate in two mandatory meetings plus at least one other meeting each year.

2. A Judge unable to contribute or participate at the required level, or not having done so, will, as a matter of accountability, contact the POJ Chair and offer to relinquish his/her seat on the Panel. If he/she does not do so, the POJ Chair will initiate discussion with the judge and the QTF Program Manager and recommend action based upon the results of that discussion.
3. All Judges are expected to participate in the Texas Award Examiner training at least once during their three-year terms. All Judges are encouraged to attend training each year, either as an observer or trainer/facilitator of the training for the Texas Award Examiner Training or the National Baldrige Examiner Training. At a minimum, Panel of Judges members must review the examiner training materials prepared each year to keep current on training content.
4. Panel of Judge members should serve as role models for all of the Texas Award for Performance Excellence core values, processes, and codes of conduct. Specifically, Panel of Judges members shall:
 - Conduct themselves professionally and discharge their responsibilities with truth, accuracy, and fairness.
 - Not represent conflicting or competing interests, nor place themselves in such a position where a Panel of Judges member's interest may be in conflict with the purposes and administration of the award.
 - Safeguard the confidences of all parties involved in the judging or examination processes of present or former applicants, including such information disclosed in the context of communications relating to an anticipated professional relationship with potential applicants.
 - Not accept retainers, commissions, or valuable consideration from those past or present award applicants or interested parties in exchange for offering confidential information or disclosures that may in any way influence the award integrity or process currently or in the future.
 - Not serve any private or special interest in fulfillment of the duties of the Panel of Judges; therefore excluding, by definition, the examination of any company, division, or business unit of which he/she is employed or of which a consulting arrangement is in effect or anticipated.
 - Not intentionally communicate false or misleading information that may compromise the integrity of the award process or decisions therein.
 - Not communicate broad generalizations about applicants or teams that would bias the decision-making process.

F. Structure and Operations of the Panel of Judges

1. The Quality Texas CEO has the primary responsibility for carrying out the procedure of selecting the POJ Chair. (See Policies & Procedures, POJ Chair Selection)
2. The POJ Chair and Vice Chair will be selected following the procedures outlined in Policies & Procedures, POJ Chair Selection. Terms begin on September 1 and end on August 31. In absence of the Chair, the Vice-Chair will serve as leader for the Panel of Judges.

3. The Chair of the Panel of Judges is expected to attend/participate in Board of Director meetings. At those meetings the Chair, or the Chair's designee, is expected to represent the Panel of Judges and report key information back to the Judges. If the POJ Chair is not available to attend a Board meeting, the Vice-Chair or another designated Judge may represent the Panel of Judges.
4. Each Panel of Judges member is responsible for identifying potential conflicts that he/she may have that would impact the deliberations of the Panel of Judges on a particular matter where the conflict resides. Conflict of Interest should be reported to the QTF Program Manager and POJ Chair.

G. Meeting Guidelines

1. The Judges Processes serve as the rules of order followed during Judges meetings.
2. Meeting dates are determined by the QTF Program Manager as needed to follow the program timeline. Annual meeting schedules will be established with set dates and times, locations, or designations. The Quality Texas office will determine the location, which is usually in the Dallas, TX area. The Panel of Judges will hold face-to-face meetings for Stage 2 (February) and Stage 3 deliberations (May). Teleconference meetings may be called as needed to conduct Judge business outside of Stage 2 and Stage 3 deliberations. In addition, Judges will meet in summer or early fall to review progress and develop plans for the coming award cycle.
3. A preliminary meeting agenda will be set prior to Judges' meetings by the POJ Chair. Members should notify the POJ Chair no later than ten (10) days in advance of the meeting to request items be placed on the agenda. Other Judges will be called upon periodically to provide assistance to the Chair, functioning in roles such as scribe or timekeeper, usually for brief periods.
4. Minutes will be kept by the QTF Program Manager or designee of the POJ Chair, listing attendance and summarizing key decisions and action items, and published promptly.
5. A "silent parking lot" will be used during meetings to capture, for future consideration, issues not on the agenda. Disposition for all parking lot issues will be made at the conclusion of the meeting in which they are listed.
6. Members unable to participate in any meeting will be offered the opportunity to provide input prior to the meeting to the extent possible.
7. Decisions required by the Panel of Judges between meetings will be made by phone polling, e-mail, or conference call.

H. Panel of Judges Member Support

1. Quality Texas and the Panel of Judges will acknowledge the Panel of Judges members for their volunteer time and efforts.
2. New members will receive briefing information and orientation from the QTF Program Manager or Chair of the Panel of Judges. The briefing materials will include the Panel

of Judges Guidelines, Judges Processes document, annual meeting schedule, Texas Award for Performance Excellence Criteria Book(s), Panel of Judges Roster, Conflict of Interest forms and other information as appropriate.

Approved:

Chair, Panel of Judges

Date

Chief Executive Officer

Date

JUDGE CHARACTERISTICS/CRITERIA

Business/Sector Experience

- 10 years working experience as part of a business/sector
- 5 years experience in key leadership position(s)
- Cross-functional or multiple disciplines experience

Education

- Minimum bachelor's degree
- Training in organizational improvement related management development concepts
- Completed annual Examiner training for Baldrige or Texas Award program (or participate as an observer or training facilitator for the program)

Award/Assessment Related Experience

- 3+ years as Examiner in Baldrige-based criteria program at state or national level (Minimum 1 yr. Texas)
- Participated in the Evaluation process and served on a site visit

Interaction/Communication Skills

- Demonstrated proficiency in verbal communication and effective listening skills
- Demonstrated effective analytical skills (understands linkages and “big-picture” analysis)
- Ability to work effectively with others, including conflict resolution and collaboration

Group Participation Skills

- Effective Team Member - responds in a timely manner to deadlines and completes all assigned responsibilities
- Effective Discussion Leader – involves group as appropriate, manages group discussion to agenda, and presents information clearly

Commitment to the Program

- Demonstrates commitment to performance improvement philosophy
- Ability to participate in Judges and other related Texas Award for Performance Excellence meetings
- Ability to travel, as required, to meetings
- Available to participate in Ambassador activities
- Participate in annual Examiner training (or serve as training facilitator)



POLICIES & PROCEDURES

Policy No.

Title	POJ Chair Selection
Person Responsible	Program Chair
Resources	POJ Chair Selection Matrix
Process Timing	Target After Public Announcement of Recipients and before September 1
Approval Required	CEO
Revision Level	NEW
Revision Date	07/12/05

1.0 SCOPE

1.1 This procedure describes the process of selecting the Chair for the Panel of Judges.

2.0 POLICY

2.1 The CEO has the primary responsibility for carrying out the procedure of selecting the POJ chair.

3.0 PROCEDURE

3.1 Eligibility

3.1.1 Current Panel of Judge members having served at least one full year are eligible to serve as Chair.

3.1.1 Term limits for Chair of Panel of Judges is three years, renewed by CEO each year

3.2 Process

3.2.1 The Program Manager will initiate the call to the current POJ Chair to communicate the invitation to renew (if eligible and in good standing) or the decision to not renew as the POJ Chair.

3.2.2 Should the current POJ Chair not be eligible or interested in fulfilling the role as Chair for another year, the Program Manager will send the POJ Chair Selection Matrix (see appendix A) to the current POJ Chair and CEO. Should the current POJ Chair not be in good standing with Quality Texas, the POJ Chair Selection Matrix is to be completed by the Program Manager and the CEO.

3.2.3 The current POJ Chair will follow up with potential candidate(s) for level of interest of assuming the role as POJ Chair.

3.2.4 The CEO, Program Manager, and current POJ Chair will individually complete the matrix for all eligible judges.

- 3.2.5 The completed matrix forms are submitted to the CEO. A conference call with CEO, Program Manager, and current POJ Chair to reach consensus on potential candidate(s). The CEO selects the most qualified candidate.
- 3.2.6 The CEO and current POJ Chair will present the recommendation to the BoD Chairman by September 1. The current POJ Chair answers any questions by the BoD Chairman.
- 3.2.7 The CEO contacts the qualified candidate to offer the position. Should the candidate not accept the position, the process begins with step 3.2.2.
- 3.2.8 The current POJ Chair, Program Manager, or CEO notifies the Panel of Judges of the new Chair.

REVISION	REVISION	REVISION COMMENTS
NEW		

APPROVALS:

Approved By CEO

Date 07/12/05

Latest Revision
Approved By _____

Date _____

POJ CHAIR SELECTION MATRIX

Selection Attributes	Eligible Judges										
	Rank	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Demonstrated Effective Leadership Skills	3		0		0		0		0		0
Demonstrated Effective Communication Skills	3		0		0		0		0		0
History of Willingness to Make and Fulfill Time Commitments	3		0		0		0		0		0
History of Valuing Honesty and Integrity	3		0		0		0		0		0
Demonstrated Effective Facilitation Skills	3		0		0		0		0		0
Experience Level in State/National Programs	2		0		0		0		0		0
Respected by Peers	2		0		0		0		0		0
Respect for Diversity	2		0		0		0		0		0
Demonstrated Effective Project Management Skills	1		0		0		0		0		0
Experience in Applying Criteria	1		0		0		0		0		0
Totals			0		0		0		0		0

Ranking of importance: 1 = somewhat important; 2 = important; 3 = critically important

Rating of skills: 1 = low; 5 = medium; 10 = high

Score = Ranking of importance X rating of skills

**Texas Award for Performance Excellence
Panel of Judges
Application Form**

Applicant Name	Job Title	Employer/Organization
Work Address	Phone: Fax: Cell:	Email Address:
Sector Experience (Please indicate years experience for all that apply) Education _____ Health Care _____ Manufacturing _____ Public _____ Service _____ Small Business _____		
LEADERSHIP EXPERIENCE: TITLE / ROLE / ORGANIZATION	Primary Leadership Responsibilities:	
Education: Highest level of Education: Special Certification(s): Training organizational management development concepts: Texas, Baldrige or other state Examiner training (most recent):	Institution, Location	Date
AWARD/ASSESSMENT RELATED EXPERIENCE: Quality Texas Examiner Baldrige Examiner Local Quality Award Program Internal Assessment	# Years on Team Visit?	Site Role(s) (Team Leader, Back-up, Feedback Writer, Observer, Editor)

INTERACTION/COMMUNICATION SKILLS:		
Cite examples to demonstrate proficiency in verbal communication and effective listening skills.	Cite examples to demonstrate effective analytical skills.	Cite examples to demonstrate the ability to work effectively with others.
GROUP PARTICIPATION SKILLS	TEAM	Role
Give examples of 3-5 teams in which you have been involved (Work related or volunteer groups) and describe your role as a team member.	1) 2) 3) 4) 5)	1) 2) 3) 4) 5)
Professional Recognition/Association Participation	Name of Organization	Dates
Affiliation and active participation in a professional organization related to Quality and/or Performance Excellence (Specify role-officer, Board Member, etc.)		
Professional Awards or recognitions (Give name of award)		
Presenter on Quality and/or Performance Excellence concepts	Organization	Date
Commitment to the Quality Texas Award for Performance Excellence Program		
Available to participate in Judges and other related Quality Texas meetings	Meetings to be held in Sept/Oct, February, April/May, June/July (Feb & May face-to-face meetings required)	Yes _____ No _____
Available to travel as required to meetings	Meetings typically in Dallas	Yes _____ No _____
Available to participate in Ambassador activities	As requested	Yes _____ No _____

➤ **Briefly state your philosophy regarding performance improvement**

➤ **Why do you want to join the TAPE Panel of Judges?**

JUDGE SELECTION MATRIX

Selection Attributes	ELIGIBLE APPLICANTS										
	Rank	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Demonstrated Effective Leadership Skills	3		0		0		0		0		0
Demonstrated Effective Communication Skills	3		0		0		0		0		0
History of Willingness to Make and Fulfill Time Commitments	3		0		0		0		0		0
History of Valuing Honesty and Integrity	3		0		0		0		0		0
Demonstrated Effective Facilitation Skills	3		0		0		0		0		0
Experience Level in Texas/National Programs	2		0		0		0		0		0
Respected by Peers	2		0		0		0		0		0
Respect for Diversity	2		0		0		0		0		0
Demonstrated Effective Project Management Skills	1		0		0		0		0		0
Experience in Applying Criteria	1		0		0		0		0		0
Totals			0		0		0		0		0

Ranking of importance: 1 = somewhat important; 2 = important; 3 = critically important

Rating of skills: 1 = low; 5 = medium; 10 = high

Score = Ranking of importance X rating of skills