

2010 Award Assessor Brochure

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Accompanying this Brochure is a copy of :

- **2010 Award Assessor Application Form**

North of England Excellence is a not for profit company focused on enhancing the business performance and competitiveness of organisations by inspiring, supporting and recognising Excellence.

The North of England Excellence Awards are supported by the British Quality Foundation and the Chartered Quality Institute.

Business Link Yorkshire is the Principal Sponsor of the 2010 Awards.

The North of England Excellence Awards are administered by North of England Excellence, a not for profit company limited by guarantee. (Registered in England & Wales No: 5879525)

2010 Award Assessor Brochure

Introduction

Each year North of England Excellence creates and trains the teams needed to assess Applicants for the **North of England Excellence Awards** (formerly the North West Business Excellence Awards). Award Applications come from a wide range of north of England based organisations. Sector coverage and a variety of backgrounds are therefore important considerations when selecting Award Assessors. In addition Award Assessors need a balanced approach, a reputation for integrity and good business improvement expertise and experience.

The use of a Submission Workbook based around the nine criteria of the EFQM Excellence Model has proved very successful in encouraging organisations to apply for the Awards. The workbook approach has therefore been retained for 2010, but with a format which has been adjusted to take account the 2010 edition of the EFQM Model launched at the end of September 2009.

Please note that all Assessors for the 2010 North of England Excellence Awards will be trained in the detail of the EFQM Excellence Model 2010[®].

The Award Assessor Role

Once trained Award Assessors are formed into Teams of four or six, each led by a Lead Assessor, and are assigned to a specific Award Applicant. Each Assessor reviews the Submission provided by their allocated Applicant, assessing it against the EFQM Excellence Model 2010[®]. The Team then agrees a consensus view of the organisation and a pre-site visit RADAR score, and develops a site visit plan. These activities are normally completed during the three day Assessor Team consensus session.

All Award Applicants are visited to clarify and validate key aspects of their Submission. The site visit also helps Award Assessors obtain information confirming the applicant organisation's strengths and improvement potential.

Once the site visit is complete the Team reviews their findings and develops their final consensus view of the strengths, opportunities for improvement and score for their assigned organisation; and reviews and finalises their Assessment Report. This Report forms the basis both of the information used by the Awards Jury and of the full Applicant Feedback Report. The latter is sent to the Applicant immediately following the Awards Ceremony.

"I'd fully recommend getting involved in the award assessment process to anyone who has the time available to commit. The assessor training is superb, providing all the knowledge, understanding and tools required to completed a comprehensive assessment of a business against the EFQM Excellence Model. The Lead Assessors are very supportive, coaching the novice assessors throughout the assessment. Completion of the assessment itself is enlightening, giving a detailed insight into the management operating systems of an organisation. Overall I'd say it was challenging, interesting, educational, stimulating and a thoroughly enjoyable experience!"

*Alison Sykes, Communications Manager,
Stourton Dairy, Arla Foods, Leeds*

Applicants are also sent a copy of all the key issues identified by the Team as soon as possible after the site visit. Care is taken to ensure that this initial feedback does not include any scores, or any information which might indicate whether the Applicant is a potential finalist or award winner.

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Benefits of Being an Award Assessor

Undertaking the award assessor training and taking part in the Awards process as an Assessor Team member brings a number of significant benefits both to the individual and to his or her employer. These include :

- Gaining an detailed understanding of the EFQM Excellence Model 2010[®].
- Learning about how organisations apply and use the EFQM Model to good effect.
- Developing enhanced interpersonal skills such as leadership, teamwork, and communication.
- Acquiring an improved ability to identify key improvement opportunities.
- Getting experience of good practice, and of the way organisations manage improvement.
- Reaching an improved understanding of how organisations work.

Award Assessors also benefit from meeting and working with other Assessors, and from the consequent extended network of their “excellence” contacts.

Key Competencies, Skills and Experience required

There are a number of competencies that are central to the role of an Awards Assessor, and these are a significant feature of the award assessor training programme. They are :

- practical experience of the content and use of the EFQM Excellence Model 2010[®];
- an understanding of organisational dynamics;
- analytical and questioning skills;
- leadership and teamwork;
- verbal and written communication.

Award Assessors should have relevant knowledge and experience. Ideally they will have :

- a broad understanding and experience of management practice;
- experience of achieving, or being involved in, business improvement initiatives;
- some previous involvement in self-assessment.

Award Assessors should have good operational skills. These will include the ability to :

- analyse complex situations;
- take a high level overview;
- identify and analyse processes;
- maintain confidentiality.

Award Assessors should have good interpersonal skills and be able to :

- communicate effectively and in a style suited to those with whom they are communicating;
- give constructive and balanced feedback;
- approach situations of potential conflict positively, and work well in a team context;
- work effectively and deliver to tight time constraints.

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Potential Sources of Award Assessors

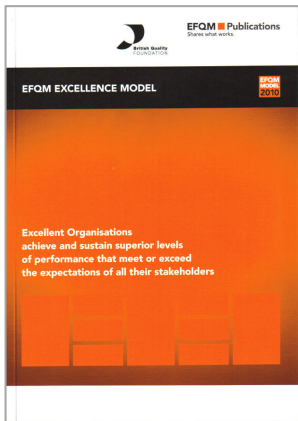
The pool of Assessors for the North of England Excellence Awards is drawn from a wide range of sources including (but not limited to) :

- Managers and leaders who are conversant with the principles of Business Excellence and/or Continual Improvement, and who are currently working with first class organisations.
- Business Excellence, Quality or Change Management specialists with line management experience.
- Academics who have recent experience of Business Excellence or Continual Improvement.
- UK or regional Award Assessors with experience of the EFQM Excellence Model.

Training and Time Commitment

See the **2010 Timetable** on page 5 for the dates of the following process elements :

Training for Novice Award Assessors : Those who did not assess for the North of England Excellence Awards (or other similar) in 2007, 2008 or 2009 are required to attend a two day case study based course on the EFQM Excellence Model 2010[®]. This includes the Fundamental Concepts and the RADAR Assessment and Management Tool, as well as the nine criterion Model itself. *This requirement may be waived if the potential Award Assessor has completed a licensed two or three day EFQM Model 2010 based Assessor course.*

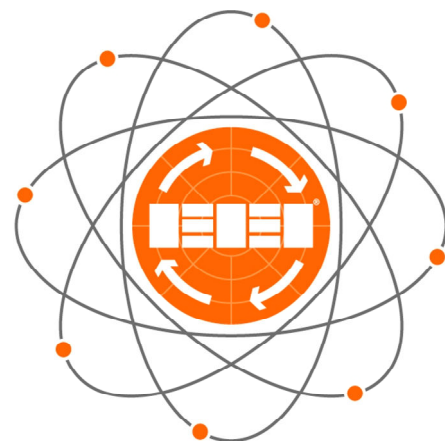


Prior to attending the Novice Assessor training candidates will be required to attempt a partial case study. This will should take 5 to 8 hours to complete, and forms a key part of the training.

All those attending a Novice Assessor training event will be provided with a copy of the 2010 edition of the EFQM Excellence Model.

EFQM Model 2010 Update Workshops for Experienced Assessors : All Experienced Award Assessors (that is, those who were Assessors in 2007, 2008 or 2009) must have attended one of the 2010 EFQM Model Update Workshops prior to joining their team. For those who did not attend one of the November or December 2009 sessions, further workshops have been scheduled. All attendees are also receiving copies of the 2010 EFQM Model

The EFQM Excellence Model 2010



Lead Assessor Briefing : Those identified as **Lead Assessors** will be expected to attend a half day briefing and master class.

Team Consensus Sessions : All Award Assessors attend one of the Assessor Team three day events held at Haydock Park Racecourse during which the initial assessment of each Applicant Submission is undertaken. **When completing the 2010 Award Assessor Application Form at least two, and preferably three, choices of Team Session dates must be given.**

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Award Assessor and Lead Award Assessor Licences will be presented to all those successfully completing the required training and team session. In addition records of attendance can be provided on request for an individual's continuing professional development (CPD) records.

Assessment of Applicant Submissions : Each Assessor Team will undertake an initial assessment of its assigned Submission document during the three day Assessor Team event, reach consensus on a pre-site visit score, and generate a site visit plan. However it is possible that teams may agree to reconvene ahead of the site visit to finalise and/or review their assessment, site visit plans and lists of issues.

Please note that individuals applying to be an Award Assessor are by implication making a commitment to fully participate in the assessment process and should ensure that they are able to do so.

Site Visits : All Award Applicants receive a site visit, and a minimum of two but preferably three days should be allowed for this. A longer visit may be required for very large Applicants, or for those occupying several sites. Site visit dates will be agreed with the Applicant by the Lead Assessor – and will take due account of both Assessor Team member availabilities and Applicant requirements. Site visits should take place within six weeks of a team's consensus session.

2010 Award Assessor Fees and Event Dates

All Award Assessors are charged a fee to cover the costs of the training and/or team sessions, and to reflect the developmental nature of the role.

2010 Award Assessor Fees	
<p>Novice Assessors : Those who <u>did not</u> participate as Assessors for the 2007, 2008 and/or 2009 North of England Excellence Awards (or other similar).</p>	<ul style="list-style-type: none"> ➤ £ 535 plus VAT for employees of Joint NoEE/BQF Members ➤ £ 695 plus VAT for employees of other organisations
<p>Experienced Assessors : Those who <u>did</u> participate as Assessors for the 2007, 2008 and/or 2009 North of England Excellence Awards (or other similar).</p>	<ul style="list-style-type: none"> ➤ £ 185 plus VAT for employees of North of England Excellence Members. ➤ £ 245 plus VAT for employees of other organisations.
<p>EFQM Model 2010 Update Workshop : An additional fee is payable for this.</p>	<ul style="list-style-type: none"> ➤ £ 215 plus VAT for employees of Joint NoEE/BQF Members ➤ £ 275 plus VAT for employees of other organisations

Applications for two or more Novice Assessors from the same organisations will be subject to a 15% discount; and fees for Experienced Assessors will be reduced by 10% if it is their 3rd or 4th year assessing, and by 20% if it is the fifth or more.

Award Assessors will be invoiced for the appropriate amount on being accepted onto the 2009 North of England Excellence Award programme. Fees must be paid prior to the start of the training – and once paid are not refundable.

No payments are made to Award Assessors by North of England Excellence, nor can North of England Excellence refund any expenses incurred by Award Assessors. However all expenses reasonably incurred during the site visit will be paid by the Applicant, subject to these being agreed with the Applicant by the Lead Assessor ahead of time.

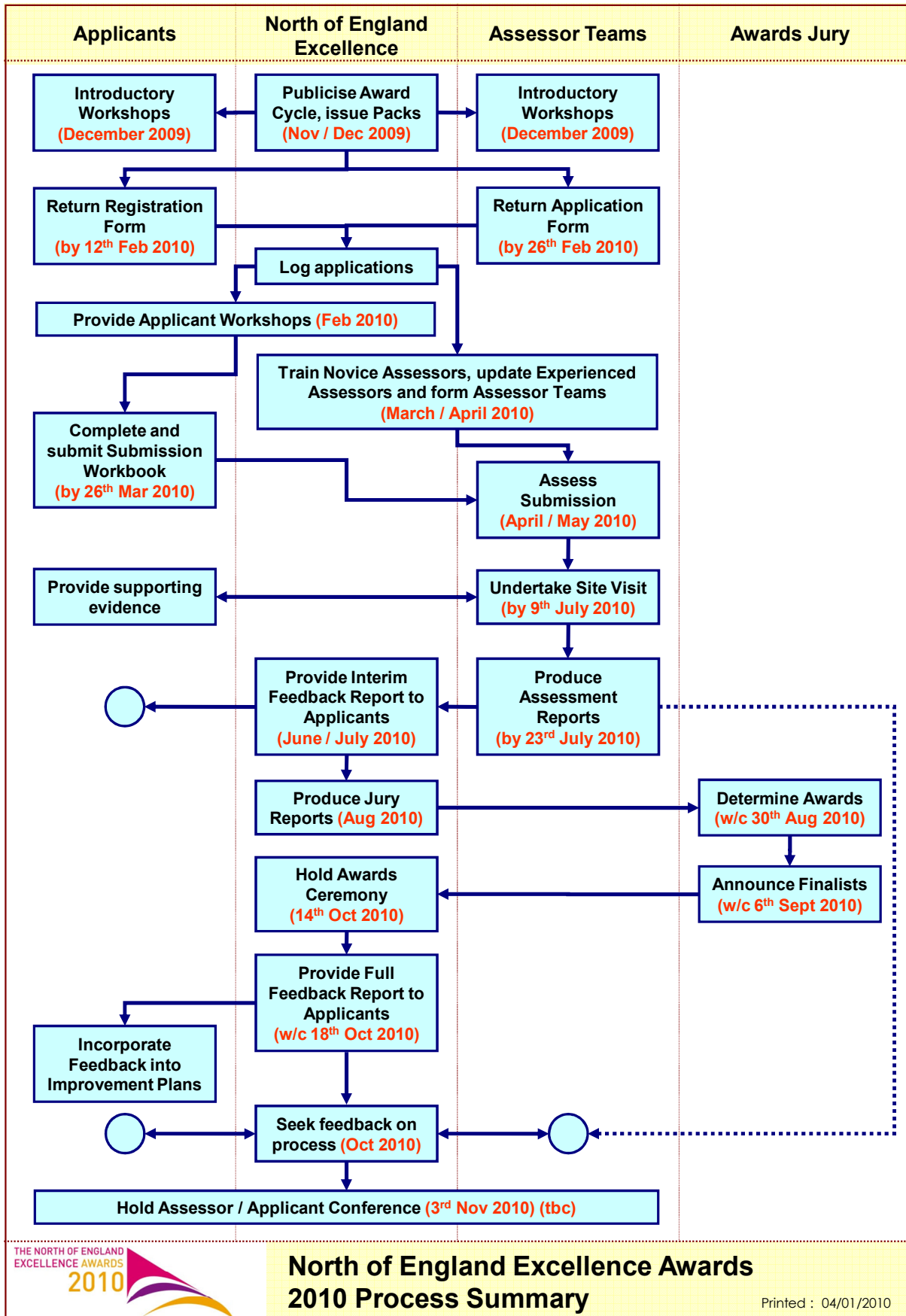
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Dates for Key 2010 Award Assessor Events	
Last date for 2010 Award Assessor Applications :	Friday 26th February 2010
Novice Assessor Courses (2 days) : Venues : International Business Centre, Warrington Leeds area – venue t.b.c.	<p>Wednesday and Thursday 3rd and 4th March 2010</p> <p>Wednesday and Thursday 10th and 11th March 2010</p> <p>Wednesday and Thursday 17th and 18th March 2010</p> <p>Wednesday and Thursday 24th and 25th March 2010</p>
Assessor Consensus session dates confirmed :	w/c 22 nd March 2009
EFQM Model 2010 Update Workshops (1 day) : Venues : International Business Centre, Warrington Leeds area – venue t.b.c.	<p>Tuesday 23rd March 2010</p> <p>Tuesday 30th March 2010</p> <p>Thursday 1st April 2010</p>
Lead Assessor Briefing (half day) : Venue : International Business Centre, Warrington	Wednesday 31st March 2010
Assessor Team Consensus Sessions (3 days) : Venue : Haydock Park Racecourse <i>Note that <u>at least two</u> choices of dates are required.</i>	<p>Tuesday, Wednesday and Thursday 13th, 14th and 15th April 2010</p> <p>Tuesday, Wednesday and Thursday 20th, 21st and 22nd April 2010</p> <p>Tuesday, Wednesday and Thursday 27th, 28th and 29th April 2010</p> <p>Wednesday, Thursday and Friday 5th, 6th and 7th May 2010</p> <p>Tuesday, Wednesday and Thursday 11th, 12th and 13th May 2010</p>
Site visits (normally two or three days) : Last date for completion of Site Visits :	<p>Late April to early July 2010 – but within six weeks of the team session</p> <p>Friday 9th July 2009</p>
Assessment Reports : To be with North of England Excellence : Last date for their submission :	<p>within 14 days of the Site Visit</p> <p>Friday 23rd July 2010</p>
Jury : Meets to decide finalists and Award winners :	Wednesday 1 st September 2010 (t.b.c.)
Awards Ceremony and Gala Dinner : <i>All Assessors are eligible for a complimentary ticket.</i>	Thursday 14 th October 2010 (venue to be confirmed)
Assessor Conference (full day) : Venue : International Business Centre, Warrington	Wednesday 3rd November 2010

Please note the above dates, and enter them into your diary where appropriate as a firm commitment to the North of England Excellence Awards process. If accepted as an Award Assessor you will be expected to meet all your obligations in a timely and effective way.

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North of England Excellence Awards – 2010 Process Summary



**North of England Excellence Awards
2010 Process Summary**

Printed : 04/01/2010

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Confidentiality Undertaking and Conflict of Interest

All Award Assessors are required to sign a confidentiality agreement in respect of the Award Submission they are asked to evaluate; and are required to destroy all related documentation held in any form at the end of the Awards process.

Assessors are also given the chance to identify any possible conflict of interest with the Applicant they are assigned to. Applicants are likewise given the opportunity to identify any conflict of interest with any of the assessor team members provisionally assigned to their Submission. If any conflict is suspected then the Assessor concerned is transferred to another team.

Award Assessor Applications and Queries

All Award Assessor applications must be made using the accompanying 2010 Award Assessor Application Form. Completed forms must be received by North of England Excellence before the close of business on Friday 26th February 2010.

North of England Excellence will aim to notify applicants of their acceptance onto the Award Assessor programme, and of their allocated Novice Assessor dates if appropriate, within ten working days of receipt of their Application Form.

Assessor Team Consensus Session dates will be confirmed during week commencing **Monday 22nd March 2010**.

Any queries or requests for further information should be directed to:

Pete Macartney, Director of Programmes, North of England Excellence
International Business Centre, Delta Crescent, Warrington, WA5 7WQ

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Email : pete@noee.co.uk

December 2009