

### Ensuring an Effective Unit Review

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**Utilize strengths.** The review team is comprised of individuals with varied backgrounds and experience. Every team member should appropriately participate by asking questions, sharing perspectives, and evaluating relevant information. Appropriate professional deference should be extended to the external reviewers to ask questions and solicit information, but each member should play an active role in the process.

**Focus on the future.** The final report will serve as a guide for the unit's future strategic planning efforts. Focus questions on where the unit is trending over the next three to five years. Evaluate whether a plan is in place that will enable the unit to reach its desired outcomes within that time.

**Preserve confidentiality.** Participants should feel they can safely share potentially sensitive information. All comments are considered confidential and should not be referenced in the other interviews nor cited in the report.

**Maintain perspective.** Listen carefully and respectfully to all interviewees and attempt to discern themes. Seek clarification where necessary. Avoid assumptions and ensure interviews are conducted from an objective perspective. Avoid giving too much weight to comments from individuals with extremely passionate, isolated points of view.

**Keep to the schedule.** The two-day interview schedule is coordinated to be an effective use of time for both the interviewees and the members of the review team. Manage time efficiently and remain on schedule. Accordingly, avoid asking last-minute questions that could unnecessarily prolong the interview.

**Gather data.** Focus on gathering information that you will later include in your report. Avoid intervening in the organization or making recommendations to the participants. Save recommendations for the report.

**Ensure accuracy.** The closing session with the unit leader should allow you to clarify issues, policies, or procedures about the unit and to gather additional information for your report. Avoid giving a summary of your conclusions and findings at that time. The unit leader will receive your written report after you have had time to consider specific content and which commendations and recommendations to include.

**Have fun.** This is a unique opportunity to work closely as a team, dedicated to assisting your assigned unit to engage in continuous improvement. It is much more enjoyable to accomplish this in a vibrant and engaging environment. As feasible, attempt to make each interview its own constructive experience.