

2015 RSVP PANEL COORDINATOR SUPPLEMENT



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NOTE: Please email PeerReviewers@cns.gov with any questions or suggestions about this Handbook or any of the training materials. Emails to this address are received by GARP support staff and every effort is made to respond within one business day.



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Section 1.0: Supplement for Panel Coordinators

All Panel Coordinators are responsible for reading the **2015 RSVP Blended Review Handbook** and completing the required orientation sessions. It is also important to carefully read the Selection Criteria as laid out in the **2015 RSVP Notice of Federal Funding Opportunity** (see Reviewer Webpage for the *Notice of Federal Funding Opportunity*). Understanding these criteria is critical to being able to provide guidance to the panel members and ensure that the Selection Criteria are adequately considered and discussed in the Blended Review. To be an effective Panel Coordinator, one must be knowledgeable not only about the RSVP review process, but also about the Review Participants’ role and activities.

This section outlines the Panel Coordinator responsibilities as the Corporation for National and Community Service (CNCS) Staff member on the panel in addition to their role as a Staff Reviewer.

1.1 Overview of the Panel Coordinator Role

The Panel Coordinator plays a key role in the successful implementation of the Blended Review, particularly in ensuring the timely delivery of quality review products to CNCS. Key aspects of the Panel Coordinator’s role in the Blended Review process include:

- ◆ Managing the Panel’s activities in order to meet the review schedule
- ◆ Serving as the primary link between panel members and Grant Application Review Process (GARP) Staff
- ◆ Helping to foster a climate of respect within panel discussions
- ◆ Providing the panel with constructive and effective guidance in both the Blended Review process and the technical aspects of the review
- ◆ Ensuring Review Participants address the Selection Criteria in their Individual Reviewer Form (IRF) and panel discussions adequately
- ◆ Keeping GARP Staff apprised of the review panel’s progress

1.2 Preparing for the 2015 RSVP Grant Application Review

1.2.1 Panel Coordinator Timeline and Milestones

The Blended Review process (including orientation sessions and other preliminary steps) spans approximately 19 days. Table 1 specifies the timeline and key milestones for Panel Coordinators. A Review Participant schedule is provided in The RSVP Reviewer Handbook Section 4.1 – Reviewer Timeline and Milestones.

Panel Coordinators should use this timeline as a guide to complete their responsibilities in addition to their Staff Reviewer responsibilities outlined in Section 4.1. Your Panel agrees upon its own specific dates and details.

Table 1: RSVP 2015 Timeline and Milestones for Panel Coordinators

Date	Tasks	Milestones
Mon 9/29	<ul style="list-style-type: none"> • Receive panel assignments • Receive applications from GARP Staff • Review all applications for Conflicts of Interest (COI) • Download COI Statement from Reviewer Webpage 	
Tue 9/30	<ul style="list-style-type: none"> • Submit COI Statement to GARP Liaison • Read first group of applications 	<ul style="list-style-type: none"> • Submit COI Statement
Wed 10/1	<ul style="list-style-type: none"> • Panel Coordinator Check-in (I) Wednesday, October 1, at 1:00 p.m. Eastern 	



Date	Tasks	Milestones
Thur 10/2	<ul style="list-style-type: none"> • Provide panel discussion agenda to all panel members • Prepare for panel discussion • Rotate Lead Reviewer role and participate in panel discussion of first group of applications (ensure that every Reviewer takes the Lead Reviewer position at least once in the first call. • Revise IRF after panel discussion and send to Program Officer Liaison (POL) • Lead Reviewers write and submit draft PDRs for first group of applications and send to GARP Liaison 	<ul style="list-style-type: none"> • Panel discussion of first group • Submit Panel Discussion Reports (PDR) for first group • Submit one IRF to POL (to gain initial feedback from POL)
Fri 10/3	<ul style="list-style-type: none"> • Begin review of second group of applications 	<ul style="list-style-type: none"> • Receive Feedback from POL on first IRF
Mon 10/6	<ul style="list-style-type: none"> • Make any edits from POL to IRF and send final IRF to POL 	<ul style="list-style-type: none"> • Submit all IRFs based on 1st IRF feedback
Tues 10/7	<ul style="list-style-type: none"> • Continue review of second group of applications • Panel Coordinator Check-in (II) Tuesday, October 7, 1:00 p.m. Eastern 	
Wed 10/8	<ul style="list-style-type: none"> • Panel discussion of second group of applications • Provide panel discussion agenda to all panel members • Rotate Lead Reviewer role and participate in panel discussion of second group of applications 	<ul style="list-style-type: none"> • Panel discussion of second group
Thurs 10/9	<ul style="list-style-type: none"> • Revise IRF after panel discussion and send to POL • Lead Reviewers write and submit draft PDRs for second group of applications and send to GARP Liaison 	<ul style="list-style-type: none"> • Submit PDRs for second group to GARP Liaison
Fri 10/10	<ul style="list-style-type: none"> • Make any edits from POL to IRF and submit final IRF to POL • When final IRF is approved, POL will send to GL 	
Mon 10/13	<ul style="list-style-type: none"> • Columbus Day Holiday 	
Tues 10/14	<ul style="list-style-type: none"> • Panel Coordinator Check-in (III) ,Tuesday, October 14 at 1:00 p.m. Eastern • Panel discussion of third group of applications • Provide panel discussion agenda to all panel members • Rotate Lead Reviewer role and participate in panel discussion of third group of applications • Revise IRF after panel discussion and send to POL • Lead Reviewers write and submit draft PDRs for third group of applications and send to GARP Liaison 	<ul style="list-style-type: none"> • Panel discussion of third group • Submit PDR for third group to GL and POL
Wed 10/15	<ul style="list-style-type: none"> • Perform Quality Control on all work products (Word and Excel electronic form submissions) • Make any edits from POL to IRF and submit final IRF to POL • When final IRF is approved, POL will send to GL 	
Thur 10/16	<ul style="list-style-type: none"> • Complete check-out process 	
Fri– Mon 10/17-20	<ul style="list-style-type: none"> • GARP Staff will identify any applications with wide ranging scores and may contact panel to resolve any anomalies 	



September/October 2014

SUN	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT
	SEPT 29 Receive Panel Assignments	30 Submit COI	1 OCT 1 st PC-Check In Call, 1:00 p.m. EST	2 1 st Panel Discussion Revise and send 1 st IRF to POL	3 Receive Feedback from POL on 1 st IRF	4
5	6 Revise and send 1st set of IRFs to POL	7 2 nd PC-Check In Call, 1:00 p.m. EST	8	9 2 nd Panel Discussion Revise and send 2nd set of IRFs to POL	10 Receive Feedback from POL on 2nd set of IRFs	11
12	13 Columbus Day CNCS Closed	14 3 rd PC-Check In Call, 1:00 p.m. EST 3 rd Panel Discussion Revise and send 3 rd set of IRFs to POL	15 Receive Feedback from POL on 3rd IRF	16 Perform QA Check-out	17	18

1.2.2 Conflict of Interest and Confidentiality

Panel Coordinators, as CNCS Staff Reviewers, are subject to the confidentiality and Conflict of Interest (COI) considerations outlined in the CNCS Staff Reviewer COI form. Panel Coordinators should complete the CNCS Staff Reviewer COI form and not the External Reviewer COI form.

CNCS Staff members should access the COI training provided by the Office of General Counsel in the Learning Management System (LMS). They can contact the ethics team within the Office of General Counsel with questions. If anyone has trouble accessing the training, contact the GARP Liaison.

As soon as the applications assigned to a panel are available, the panel will receive an email introducing the panel members with their contact information and listing the applications to be reviewed. This email will be sent from the PeerReviewers@cns.gov email box. When the Panel Coordinator receives the panel email, access and examine each of the assigned applications for potential conflicts. If the Panel Coordinator suspects a conflict or has a question, they should contact their GARP Liaison immediately and let the staff determine whether a conflict does indeed exist. If CNCS determines that there is a conflict, GARP Staff will provide appropriate guidance. Complete and submit the COI Statement in advance of the start of the review.

NOTE: This form should be completed whether a Panel Coordinator has or has not identified potential conflicts—as it represents their understanding of their responsibility regarding COIs, and Confidentiality, and their agreement to adhere to the guidelines in the instance that a COI circumstance arises.



1.2.3 Panel Introduction Call

The Panel Coordinator’s role in the Panel Introduction Call is to organize and lead the panel in preparation for the review. **This call should take place within 24 hours of receiving the panel assignments.** It is important to contact the assigned Reviewers and create the review schedule as early as possible. Panel Coordinators are part of a panel of three total Review Participants with varying experience and levels of expertise. Once the Panel Coordinator has the contact information for their panel’s Review Participants, they should reach out to introduce themselves and initiate the planning process for the Panel Introduction Call and subsequent panel discussions. Suggested agenda topics for the Panel Introduction Call include:

- ◆ Allowing each Review Participant to give his/her background and level of experience with Blended Reviews
- ◆ Establishing optimal means of communication for each Review Participant (e.g., preferred email address, phone number)
- ◆ Reviewing the expectations and schedule, and working together to set the dates and times of the panel discussions
- ◆ Encouraging flexibility and a commitment to the review schedule and needs
- ◆ Discussing and considering time zones for each person, and general “ideal times” for availability and responsiveness
- ◆ Ensuring that everyone is reading the applications in the same order (any order is fine: alphabetically, as they appear in your panel assignment email, etc.)
- ◆ Identifying who will play the Lead Reviewer Role for each application (ensure that everyone takes the Lead Reviewer role for one of applications to be discussed in the first Panel Discussion Call)

See the “Panel Coordinator Tips for Introduction Call” document for a detailed reference of what to cover on this important call.

1.3 Setting up your Panel for Success

Ensuring that Reviewers complete work on time

Setting up for success:

- ◆ Create group agreements that include completing the work on time.
 - Be sure all Reviewers voice their perspective in creating shared group agreements, expectations and schedule. If there are differing expectations, this is the best time to address the standard and expectations of CNCS and the peer review.
- ◆ Monitor and check in with panel members via email.
 - Send out updates of information and reminders of agreed upon milestones. (“Remember, by the end of today, everyone should have read their first three applications and written at least one IRF!”)
- ◆ As a group, create a realistic schedule for completion that attempts to consider everyone’s needs.
 - Remind the Reviewers to keep their timetable handy, refer to it frequently.
- ◆ Remind Reviewers of time commitment and encourage them to set aside or otherwise minimize major distractions (e.g., postpone activities that can be done another time).
- ◆ Check in periodically to see if the agreed schedule is still realistic and achievable (and modify if needed).



Interventions:

- ◆ Remind the group of agreed-upon schedule, emphasizing that the reasoning behind pacing themselves is to prevent them from becoming overwhelmed and ensuring that each application has received the fairest quality review from the panel.
- ◆ *Next step:* speak with each Reviewer to see how to help them get work done on time. Give heads up to the GARP Liaison.
- ◆ *Final action:* remind each Reviewer that the Panel Coordinator needs to notify the GARP Liaison if the work is not done satisfactorily and send IRFs the POL by the deadline.

Ensuring that Individual Reviewer Forms are quality products

Setting up for success:

- ◆ Create group agreements that include preparing thoughtful and thorough IRFs (refer to the *Example IRF*).
- ◆ Review the Selection Criteria by which each application should be evaluated.
- ◆ Acknowledge that “details” may be harder for some work styles than others; but again, a certain level of detail is necessary for this review.

Ensuring Review Participant responsiveness to phone calls and/or emails

Setting up for success:

- ◆ Talk with panels to establish a response time norm (e.g., all emails will be responded to within eight hours, excluding weekends).
- ◆ Set precedent of asking Reviewers to “reply to confirm” they have received an email.
- ◆ Confirm contact lists in the beginning with agreements that they must be available to:
 - Iterate that most communication will be via email and requires response
 - Confirm location of listed phone number (work/home/cell)
 - Confirm general hours of group availability (day and evening hours)
 - Communicate single days or hours that a Reviewer is not available
 - Discuss time zones and general conflicting obligations (should not be numerous or extensive)
- ◆ Respond promptly when contacted by Reviewers.
- ◆ **Interventions:**
- ◆ If Review Participant is non-responsive to one means of contact, try an alternative format (e.g., if first contact was through email, try the phone).
- ◆ Contact GARP Liaison to give a heads up if a Reviewer has been non-responsive to attempts.

Ensuring that Reviewers have read the Notice and key documents

Setting up for success:

- ◆ Emphasize the need for familiarity with *the Notice* and related documents to review the proposals effectively.
- ◆ Revisit the roles and responsibilities and Selection Criteria by which each application should be evaluated.



Interventions:

- ◆ Speak with Review Participant of concern individually to see if they understand *the Notice*, potentially highlighting a comment that was made in contradiction with a Notice Requirement.
- ◆ If sensing difficulties that might benefit from this assistance, offer to review them together, etc.
- ◆ Final step: Contact GARP Liaison to notify them of the issue.

Creating equal “air” time for all Reviewers in the panel discussion

Setting up for success:

- ◆ Begin with discussion on the general aspects of the application, moving toward the specific aspects to encourage a structured objective discussion of the facts.
- ◆ Take note of how each Reviewer reacts to conflict or disagreements.
- ◆ Work to include the entire panel in the discussion for 100% participation.
- ◆ At the outset of each discussion remind the panel of the group agreements.
- ◆ Set the tone during the first discussion and the expectation for participation; call on each Reviewer to state his/her opinions to set the precedent.
- ◆ Acknowledge and state that different work styles may participate differently but that all must have an equal opportunity and equal contribution to the discussion.

Interventions:

- ◆ Step in when panel members are not able to keep each other engaged. Help structure and discussion so that each Reviewer takes turn to state his/her comments on the application.
- ◆ Draw in any Reviewer who seems withdrawn and find out what they would like to contribute.
- ◆ Step in when the group is not able to maintain balanced participation.
- ◆ Help facilitate the conversation flow as needed (e.g., gently deflect a dominating person’s input by encouraging others to speak).

Preventing difficult interactions among panel member(s) due to personality conflict

Setting up for success:

- ◆ Address the application’s strengths or weaknesses more than the Reviewer’s opinions.
- ◆ Ask Reviewers to provide specific reference from application to encourage objectivity.
- ◆ Keep the discussion moving. If a point of strong disagreement occurs, encourage productive discussion about the Selection Criteria, and then move to another point once the various assessments have been stated.
- ◆ Significant conflicts should be recorded in the Panel Discussion Report.

Interventions:

- ◆ Acknowledge the issue and provide guidance; remind panel to focus on what is in the proposal and the relevant points.
- ◆ Use humor, if appropriate, to break tension. Encourage humor from others.
- ◆ Talk with Review Participant privately and ask if something is bothering them, then let him/her express it. Ask what the panel member would like to do about it.



- ◆ Remind the panel to do what is best for the sake of the applicant.

Preventing Review bias

Setting up for success:

- ◆ Reiterate Reviewer roles and responsibilities, and remind each panel member about his/her responsibility to give each application a fair and objective review.

Interventions:

- ◆ Remind the group that there is that fine line between contributing their expertise and crossing into bias, so step back and ask them to see if the point they are making may be coming from a bias. Still value their perspective but let them decide.
- ◆ Ask Reviewers to provide evidence or elaboration to substantiate their point.
- ◆ Refer to the IRF details and the Selection Criteria when asking Reviewer to reconsider the point.
- ◆ Use humor, when appropriate, to bring about awareness of bias.

Assisting Reviewers who appear to struggle with the technical or other requirements of the review

Setting up for success:

- ◆ Check in regularly with panel members both as a group and individually.
- ◆ Monitor their progress in writing their IRFs.
- ◆ Ask: “How can I assist you?”

Interventions:

- ◆ Set up a time to work individually with a panel member to access applications to make sure no one is held back.
- ◆ Refer Reviewer to the reference material on the Web site.
- ◆ Contact the GARP Liaison.
- ◆ Remember that the Panel Coordinator’s responsibility is to the panel as a whole. If one panel member’s needs are taking away from the panel as a whole, the Panel Coordinator needs to seek help from the GARP Liaison. Do not hesitate to ask the GARP Liaison for individualized support for the panel member.



1.4 Coordinating the Panel

As the Panel Coordinator, monitor the Reviewers to ensure engaging discussions. Both points of agreement and disagreement should be considered in the panel discussion.

Reaching consensus or agreement on comments and ratings in the application is not the purpose of the panel discussion. Reviewers should discuss their ratings and assessments in full consideration of other opinions and experience levels without the pressure of aligning their results. Based on the discussion, Reviewers need to return to their IRFs to revise (if necessary) and finalize their assessments to reflect their final opinion.

Lead Reviewers should take note of the discussion points and document the general considerations, including potential areas of concern, in the Panel Discussion Report for each application discussed.

The entire Blended Review is conducted remotely using a Field Review model. Several aspects of the Field Review model can make the Panel Coordinator's role somewhat challenging:

- ◆ The overlap of review tasks in a condensed timeframe
- ◆ The absence of face-to-face interaction for communication and discussions
- ◆ The necessity to discuss among all panel members for a common goal
- ◆ Coordinating schedules of all panel members (including the Panel Coordinator) to performing review functions while also carrying on their lives (in different time zones)

The Panel Coordinator's responsibility is to the panel as a whole. If one panel member's needs are taking away from the panel as a whole, seek help from the GARP Liaison.

1.4.1 Interacting with the Program Officer Liaison (POL)

The POL is the Panel Coordinator's resource for programmatic (RSVP specific) inquiries. POLs will review, provide feedback, and give final approval of IRFs. Panel Coordinators are encouraged to initiate or request a meeting with the POL (with the panel, or with just the Panel Coordinator on the panel's behalf) if they are receiving multiple questions from the panelists about particular criteria, or the same application.

Panel Coordinators can also expect that a POL may proactively check in with them during the actual review. Panel members should copy the Panel Coordinator on emails they send to the POL if they are having issues.

Ensure that all correspondence with the POL takes place through the POLRSVP@cns.gov email address. Include the Panel# in the Subject line, and CC: the assigned GARP Liaison.

1.4.2 Facilitating the Panel Discussion

The panel discussions should revolve around the Selection Criteria; utilize the IRF and other guidance as needed to keep panel members focused on the appropriate elements and weights. It is important to constructively communicate observations and expectations, while encouraging the panel members to do the same. The expectation is a smooth, timely and organized process that results in a fair, objective and quality assessment of applicants' proposals. Reviewers may agree, disagree, clarify individual assessments and misunderstandings, and ask questions while collectively discussing an application. Reviewers may have the same rating for applications, but different rationale for their ratings, and/or Reviewers may take note of the same issues but apply or weigh them differently. Therefore, it is important to encourage discussion among panel members to ensure application strengths and weaknesses are viewed considering the same criteria. The diverse level of panel members' expertise and backgrounds will lend itself to valuable panel discussions. However, it is important to keep in mind that the discussion should extend beyond *areas of disagreement* or *differing ratings*.

CNCS does not provide specific requirements for the panel discussions, and the following are offered only as suggestions (see the Appendices for *Panel Coordinator Tips for Panel Introduction Calls* for additional information on questions and guiding discussions):



- ◆ Utilize online scheduling tools (such as Doodle, ScheduleOnce, etc., according to the panel’s preference) to coordinate schedules for arranging the calls
- ◆ Provide an agenda prior to the call and begin the call by reviewing the agenda to ensure everyone has the same expectations
- ◆ Begin the discussion of the application by providing a summary of the proposed project
- ◆ Identify a specific order for each Review Participant to summarize his/her individual evaluation
- ◆ Specify set time limits for each Review Participant and/or each application

Facilitating panel discussions from a distance, via telephone, has some unique challenges. Some of these challenges include: background noise (or conversely, muted phones and sparse participation); competing distractions (driving, multi-tasking or other persons nearby); not being able to observe body language; technology barriers; and possible confusion about scheduled times due to time zone differences. Pay close attention to human dynamics and signals from panel members to facilitate effectively. Be extra rigorous in ensuring that panel communications are clear and understood by all.

Table 2: Panel Coordinator Challenges and Possible Solutions

Challenge	Possible Solutions
Starting calls on time	<ul style="list-style-type: none"> • Send email reminders in advance of call • Panelists should have a call-in number, application(s) being discussed, and relevant notes from the Panel Coordinator available before the call start time
Panel members speaking over each other	<ul style="list-style-type: none"> • Reach agreement on how panel members will be recognized to speak • If a particular Reviewer is especially experiencing this problem, a private conversation may be in order
Not having a visual that everyone can see (e.g., an evolving list of significant strengths and weaknesses for the application)	<ul style="list-style-type: none"> • Suggest that everyone is at a computer or has printed documents on hand during discussion • Repeat/restate a comment made to be sure everyone is discussing the same topic • Make specific page/paragraph/topic references for each application (“for the Kansas app, at the bottom of page 5 ...”)
One Reviewer is especially quiet during a call	<ul style="list-style-type: none"> • Directly engage the Reviewer by asking what he/she thinks about the point being discussed

1.4.3 Ensuring the Individual Review Forms are Completed on Schedule

Two primary aspects of the Panel Coordinator’s role are to monitor Reviewers’ progress and to guide Reviewers to produce high-quality IRFs by the established deadlines.

If a panel member is not completing his/her reviews as scheduled, Panel Coordinators should contact that Reviewer to understand what the problems are and ensure that he/she can get back on schedule. If this issue recurs, the GARP Liaison should be made aware of the efforts and the possible lack of compliance from that Reviewer. This proactive guidance will prevent major challenges for everyone (especially the panel) as the review advances.

Reviewers will complete the draft IRFs by downloading the Excel document from the Reviewer Resource Webpage, filling it out, discussing it and sending it to their POL.



**Thank you for being a Panel Coordinator in the
2015 RSVP Blended Review!**





Appendices



Appendix A – Panel Coordinators Only: Introductory Panel Call Tips

Panel Intro Call (Guidance for Panel Coordinator)

Introductions and Agreements

- Allow each Reviewer to give their background and level of experience with grant reviews
- Establish optimal means of communication for each Reviewer (e.g., preferred email address, phone number)
- Review the expectations and schedule, and set the dates and times of the Panel Discussions

1. Welcome and Introductions

Background

- a. What s/he brings to review process:
 - i. Job experience
 - ii. Past participation in grant reviews
 - iii. Personal information
 - iv. Work style
- b. Review Process and Responsibilities
 - i. Ensure everyone understands where they are (Orientations)
 - ii. Ensure everyone understands the tasks required during the review (Timeline)
 - iii. Assign lead reviewers to each application to help with discussion
- c. Expectations
 - i. Create agreements in preparation for a smooth review
 - ii. Reminder that applications should be read in order by established Sets
- d. Correct/Gather Additional Reviewer Contact information
 - i. Allows Reviewers to contact each other at most convenient numbers, or on particular days
 - ii. Encourage Reviewers to keep each other's information handy

2. Reminder to check for Conflict of Interest

- a. Ask Reviewers to review the applications and form briefly after call to flag any potential Conflicts of Interest early

3. Other Miscellaneous Points and Agreements

- a. Reminder to use the Example IRF
- b. Share tips and helpful hints (anyone can contribute)
- c. After the Panel Coordinator Check-ins, the PC will send out updated information regarding IRF submissions, etc.
- d. Method of communication
 - i. Email preferred, phone as follow-up or time-sensitive?
 - ii. Reminders will/will not be sent
 - iii. How to label documents?
 - iv. Dates/times for Panel Check-In calls

4. IV. Working with CNCS Staff Liaisons

- a. GARP Liaisons will be assisting everyone through the Review
- b. Program Officer Liaison will provide feedback on the IRFs.



Post-Panel Introduction Call email (Template for follow up with panel)

Hello RSVP Panel #____! Below is the information that we discussed and agreed on for this Blended Review.

Name of Reviewer:

City & Time Zone:

Notes about Contact/Schedule:

Name of Reviewer:

City & Time Zone:

Notes about Contact/Schedule:

Name of Reviewer:

City & Time Zone:

Notes about Contact/Schedule:

Order for Reviewing Applications

	Set	Legal Applicant	Panel Discussion Date	Lead Reviewer	IRF to POL by (Date)
1	A				
2	A				
3	B				
4	B				
5	C				
6	C				

Administrative Forms

- SIGNED Conflict of Interest Form
- SIGNED Participation Agreement

Preparing for the Review Process

- Read NOFO
- Read applications
- Take notes/comments responding to Selection Criteria
- Submit IRF to POL after discussion
- Incorporate POL feedback
- Resubmit IRF to POL
- POL will send final IRF to GL



Schedule Panel Discussion Calls

Panel Discussion Calls (3) – _____, _____, at _____
(Day) (Date) (Time, Time Zone)

_____, _____, at _____ _____, _____, at _____
(Day) (Date) (Time, Time Zone) (Day) (Date) (Time, Time Zone)

Panel may also wish to schedule a final time for discussion toward the end of the review to tie up any loose ends.