# Scoring Rubric

# GCSAA Certification Portfolio

**Applicant**_____     **Portfolio Judge #**_____ **Date**____/____/____

# Work Samples – *Can be legibly handwritten or typewritten*

## 1. Job Performance Reviews

| | | |
|---|---|---|
| Work Sample contains two job performance reviews conducted by Applicant. Two fictional samples may be submitted if conducting reviews is not part of applicant's responsibilities. | Two Samples of reviews conducted by Applicant = PASS<br>The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| Work Sample contains a brief description of how the Applicant conducted, or would conduct these two reviews and describes the action plan or outcomes that resulted from this review. | *For both reviews*<br>**Performance Review 1:** | |
| | Established review criteria<br>    Was it conducted privately?<br>    What was the interval between reviews?<br>    How was the atmosphere conducive to the job performance review?<br>    What standard information was discussed? i.e.; job description, progress to achieve goals, setting new goals, etc.) | **3 of next 4 needed**<br>1<br>1<br><br>1<br><br>1 |
| | The ACTION PLAN or OUTCOMES that resulted from the review are described. | 1 of 1                     required |
| | Performance Review 2: | |
| | Established review criteria<br>    Was it conducted privately?<br>    What was the interval between reviews?<br>    How was the atmosphere conducive to the job performance review?<br>    What standard information was discussed? i.e.; job description, progress to achieve goals, setting new goals, etc.) | **3 of next 4 needed**<br>1<br>1<br><br>1<br><br>1 |
| | The ACTION PLAN or OUTCOMES that resulted from the review are described. | 1 of 1                     required |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 8 of 10<br>(Two of the minimum 8 points must be from Action Plans or Outcomes.) | Score: |

## 2    Job Descriptions

| | | |
|---|---|---|
| Work Sample contains two typewritten job descriptions – at least one having been written by Applicant. | Two Samples of job descriptions, one written by Applicant  = PASS<br>The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| Job description includes, but is not limited to: | *For both descriptions*<br><br>**Job Description 1**:<br>reporting structure | **4 of next 5 needed**<br><br><br>1 |
| | requirements/qualifications:<br>  i.e., education, experience, certifications | 1 |
| | summary/purpose of position | 1 |
| | specific duties | 1 |
| | physical requirements | 1 |
| | | |
| | **Job Description 2**:<br>reporting structure | **4 of next 5 needed**<br><br>1 |
| | requirements/qualifications<br>  i.e., education, experience, certifications | 1 |
| | summary/purpose of position | 1 |
| | physical requirements | 1 |
| | specific duties | 1 |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 8 of 10 | Score: |

### 3. Employee Training Plan Outline

| | | |
|---|---|---|
| Work Sample contains the employee training plan. | The employee training plan is listed = PASS The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| Work Sample contains the employee training plan that demonstrates through samples, or describes in separate paragraphs, how the applicant trains employees in each of the following areas. Work Sample also includes a paragraph with a critique of the program. | | **5 of next 7 needed** |
| | new employee orientation | 1 |
| | training on hazardous materials | 1 |
| | training on environmental practices | 1 |
| | training on equipment | 1 |
| | training on Train the Trainer | 1 |
| | workplace safety training | 1 |
| | existing employee development | 1 |
| | Critique of current program | 1 of 1                      (required) |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 6 of 8 (One of the minimum 6 points must be from critique of current program.) | Score: |

### 4. Informational Planning Meeting

| | | |
|---|---|---|
| | | |
| Work Sample contains a copy of an agenda and minutes from an informational planning meeting organized and conducted by Applicant. "Staff meeting not acceptable." | The Work Sample contains both the agenda and minutes = PASS<br>The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| | Agenda includes start time, place and topics for discussion. | 1 |
| | Minutes/outcomes from the meeting contain decisions that were made and an action plan, if required. | 1 |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 2 of 2 | Score: |

### 5. Your Staff Plan

| | | |
|---|---|---|
| | | |
| Work Sample contains a staffing plan. | The Work Sample contains a weekly staffing schedule = PASS<br>The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| | Work Sample is of a weekly, in season, staffing work schedule including duties. | 1 |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 1 of 1 | Score: |

## 6. Communication with Public on Environmental Issues

| | | |
|---|---|---|
| | | |
| Work Sample contains documentation of a communication with the public (users of facility or general public) on environmental issues. | The Work Sample contains documentation of communication by the Applicant with the public = PASS<br>The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| Copy of a communication with the public emphasizing the importance of environmental issues (i.e., copy of an article, outline from a presentation, or summary of an interview.) Includes brief explanation of Applicant's actions. | Copy of communication with the public emphasizing the importance of environmental issues | 1 |
| | A brief explanation of the Applicant's actions. | 1 |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 2 of 2 | Score: |

## 7. Communication within Your Golf Course

| | | |
|---|---|---|
| | | |
| Work Sample contains documentation of disseminating up-to-date information on the construction, renovation, operations, and/or maintenance of the golf course. (non-environmental) | The Work Sample contains documentation. written by Applicant, of disseminating up-to-date information on the construction, renovation, operations, and/or maintenance of the golf course.= PASS<br>The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| Work Sample contains documentation of disseminating up-to-date information on the construction, renovation, operations, and/or maintenance of the golf course; i.e. reports, article, or newsletter, and a brief explanation and justification of Applicant's action. | Copy of a communication (i.e.; report, article, or newsletter) disseminating up-to-date golf course information. | 1 |
| | Brief explanation and justification of Applicant's action. | 1 |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 2 of 2 | Score: |

### 8. Obtaining Feedback from Golfers or Members

| | | |
|---|---|---|
| | | |
| Work Sample contains evidence of a golf course satisfaction survey tool or describes an approach the supervisor has used or could use to obtain feedback from golfers or members. | The Work Sample contains evidence of a golf course satisfaction survey tool or a description of an approach to obtain feedback.= PASS The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| . | Is a survey tool used?  If yes, is it included? | 1 |
| | If no survey tool is included, is there a description of an approach the Applicant would use to gather feedback from golfers? | 1 |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 1 of 2 | Score: |

### 9. Oral Presentation

| | | |
|---|---|---|
| | | |
| Work Sample contains an outline or transcript of an oral presentation the Applicant has developed and delivered to a professional group, golfers, municipal group, or other stakeholders and interested parties. (Media interviews do not qualify.) , Work Sample must include date and time given and name of group to whom it was presented. | The Work Sample contains documentation of an oral presentation (outline or transcript) developed and delivered by Applicant = PASS The Work Sample is incomplete = STOP | If complete, move to next scoring area, if not complete, stop and send Work Sample back. |
| | | |
| | The documentation is an outline or transcript of an oral presentation. Date, time and name of group to whom it was presented are provided. | 1 |
| | | |
| Work Sample is legible and contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Work Sample back. |
| Total | Minimum score required to pass = 1 of 1 | Score: |

## Skill Statements

### 1. Hiring Policy

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement demonstrates the benefits of developing hiring & termination policies and discusses conditions, job requirements, job expectations and wages. | In separate paragraphs, the Skill Statement discusses the benefits of: | |
| | developing and/or utilizing a hiring policy | 1 |
| | developing and/or utilizing a termination policy | 1 |
| | defining the conditions of employment during the hiring process | 1 |
| | defining the job requirements before employment | 1 |
| | outlining job expectations before employment | 1 |
| | outlining the beginning and any potential wages | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 5 of 6 | Score: |

## 2. Employee Recognition

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement contains information about the Applicant's employee recognition and reward system.  This could include information about the staff incentive system and how initiative, creativity, and innovation are rewarded. | The statement contains one or more paragraphs about the Applicant's employee recognition and reward system.  If no system is in place, statement describes what should be included in such a system. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 1 of 1 | Score: |

## 3. Staffing Decisions

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement discusses how the Applicant should involve staff members in staffing decisions (i.e. recruitment, hiring, performance reviews, termination, etc.) | Skill Statement discusses in one or more paragraphs about how the Applicant should involve staff members in staffing decisions. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 1 of 1 | Score: |

### 4. Staff Leadership Roles

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement discusses how the Applicant selects and develops staff to take on leadership roles. | The Skill Statement discusses in one or more paragraphs how the Applicant selects and develops staff to take on leadership roles. | 1 |
| | | |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 1 of 1 | Score: |

### 5. Course Soils

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement considers the soil make-up of the Applicant's current course and describes in individual paragraphs how the following impact management practices on the courses' greens, tees and fairways. | Including, but not limited to soil texture, drainage, water repellency, and compaction. | 1 |
| | Basic soil chemistry, including, but not limited to CEC, nutrient levels, pH, and testing programs presently used. | 2 |
| | Describes the various techniques and any special considerations given (including cultural practices and amendments) when determining how these soils are managed. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 3 of 4 | Score: |

## 6. Effects on Your Course's Turfgrass

| | | |
|---|---|---|
| | | |
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Based on the Applicant's chosen management practices, the Skill Statement describes the effects on the golf course's turfgrass from watering practices, other elements of the irrigation system, variations in temperature, seasonal changes, microenvironments, evapotransporation rates, soil moisture levels, cultural practices, playing conditions and irrigation water quality issues. | Skill Statement contains one paragraph on each of the following bullet points: | |
| | watering practices | 1 |
| | other elements of the irrigation system | 1 |
| | variations in weather/temperature | 1 |
| | seasonal changes (spring, summer, etc.) | 1 |
| | microenvironments | 1 |
| | evapotransporation rates | 1 |
| | soil profile moisture levels | 1 |
| | cultural practices | 1 |
| | playing conditions (for example: cutting height, compaction, amount of play, etc.) | 1 |
| | irrigation water quality issues | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 10 of 10 | Score: |

### 7. Water Runoff Issues

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement addresses two or more runoff issues such as regulations, mitigation, and non-point source pollution, as they may relate to their facility and addresses how these issues influence management practices. | In separate paragraphs, the Skill Statement addresses how the following run-off issues influence management practices at their facility: | |
| | Regulations | 1 |
| | Mitigation | 1 |
| | Non-point source pollution | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 2 of 3 | Score: |

## 8.  Nutritional Requirements

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = pass<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement describes the appropriate nutritional requirements in relation to greens and fairways (including, but not limited to nutrient ratios, release timing, application timing,  nitrogen sources, application rates, etc.) of the Applicant's course | Skill Statement describes in at least one paragraph, the appropriate nutritional requirements for the following areas: | **For Greens**: |
| | Nutrient ratios | 1 |
| | Release timing | 1 |
| | Application timing | 1 |
| | Nitrogen sources | 1 |
| | Application rates | 1 |
| | | **For Fairways** |
| | Nutrient ratios | 1 |
| | Release timing | 1 |
| | Application timing | 1 |
| | Nitrogen sources | 1 |
| | Application rates | 1 |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 10 of 10 | Score: |

## 9. Pest Control

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement describes the pest control methods for two pests identified on the greens and fairways at the Applicant's facility. "Pests" are defined as animals, or things injurious to plants; i.e., insects, weeds, or diseases. | Skill Statement contains at least one paragraph each on appropriate pest control methods for two different pests in each of the following areas:<br>**For greens**:<br>    Pest 1<br>    Pest 2<br>**For fairways** :<br>    Pest 1<br>    Pest 2 | <br><br><br><br><br>1<br>1<br><br>1<br>1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 4 of 4 | Score: |

## 10. Use of Technology

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement describes, in at least one paragraph, how the Applicant could use technology (i.e., golf course software, business software, irrigation control, etc.) and the Internet to enhance job performance. Statement also addresses how the Applicant might use technology for obtaining weather information. | Skill Statement describes how the Applicant could use technology to enhance job performance. | 1 |
| | Skill Statement describes how the Applicant could use the Internet to enhance job performance. | 1 |
| | Skill Statement addresses how the Applicant could or does use technology in obtaining weather information. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 3 of 3 | Score: |

## 11. Inventory Management

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement describes the Applicant's plan for inventory management of their course, including keeping current inventory lists, and identifying and tracking stock that should be ordered.  The Skill Statement also addresses how this plan affects the golf course. | In separate paragraphs, Skill Statement describes the Applicant's plan for inventory management in relation to: | |
| | keeping current inventory lists | 1 |
| | identifying and tracking stock that should be ordered | 1 |
| | how inventory control impacts daily golf course maintenance practices. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass  3 of 3 | Score: |

## 12.  Team Work

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement describes appropriate approaches to promote effective teamwork and to reduce conflict within the staff. | Skill Statement contains a paragraph describing appropriate approaches the Applicant uses to promote effective teamwork. | 1 |
| | Skill Statement contains a paragraph describing appropriate approaches the Applicant uses to reduce conflict within the staff. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 2 of 2 | Score: |

## 13.  Management Challenges

| | | |
|---|---|---|
| | | |
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| | | |
| Skill Statement describes a challenge (agronomic in nature or some other challenge) the Applicant has faced at their facility. | Skill Statement contains a paragraph describing the challenge/situation the Applicant has faced at their facility. | 1 |
| | Skill Statement contains a paragraph describing the process used to resolve the situation. | 1 |
| | Skill Statement contains a paragraph detailing the outcome of the situation. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 3 of 3 | Score: |

## 14.  Mission Statement

| | | |
|---|---|---|
| | | |
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Work Sample. | If typewritten, move to next scoring area, if not typewritten, stop and send Work Sample back. |
| Skill Statement addresses the development of a mission statement. | Skill Statement describes who should be involved in the development of the Applicant's department's mission statement and why their involvement is important. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 1 of 1 | Score: |

**15. Market place**

| | | |
|---|---|---|
| Skill Statement is typewritten | Typewritten = PASS<br>Not typewritten = STOP, the Applicant needs to redo the Skill Statement. | If typewritten, move to next scoring area, if not typewritten, stop and send the Skill Statement back. |
| Skills statement documents the Applicant's knowledge of issues relating to the marketplace. | Skill Statement contains a paragraph each on the following: | |
| | Description of the facility's position in the market place (golfing/leisure/recreation dollar) | 1 |
| | Description of the factors used to draw these conclusions. | 1 |
| | Identifies competition and what impact they have on the facility. | 1 |
| | Discusses anticipated changes in the marketplace and determines how they will affect the facility's competitive position. | 1 |
| | | |
| Skill Statement contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send Skill Statement back. |
| Total | Minimum score required to pass = 4 of 4 | Score: |

# Case Studies with Scenarios - Instructions

Pages 21, 22 & 23 of this document contain three case studies and their corresponding scenarios. Please review those assigned to the Applicant prior to judging his or her responses. Answers for each scenario must be typewritten, at least 1/2 page in length and single-spaced For each scenario, Applicants are instructed to address in separate paragraphs the following three areas:

1. _Analysis_:  Identify relevant principles or factors of the situation.

2. _Action Plan_:  Describe a course of action for each of the principles or factors identified in your analysis that should be taken into account when resolving or improving the situation.

3. _Justification_:  For each course of action mentioned above, describe the reasoning that supports your action plan.

## Long Beach, 100 Oaks and Mountain High Case Studies

**Mediate the Grievance Process –**                               Case Study_____          Scenario_____

| Areas to Score | Available Points | Points Earned |
|---|---|---|
| Typewritten = pass; Not typewritten = STOP | 0 | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, case study response back. |
| Total | Minimum score required to pass = 4 of 6 | Score: |

**Human relations problems –**                               Case Study_____          Scenario_____

| Areas to Score | Available Points | Points Earned |
|---|---|---|
| Typewritten = pass; Not typewritten = STOP | 0 | |
| | | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send case study response back. |
| Total | Minimum 4 of 6 to pass | Score: |

**Solutions for unforeseen financial circumstances –        Case Study_____              Scenario_____**

| Areas to Score | Points Available | Points Earned |
|---|---|---|
| Typewritten = pass; Not typewritten = STOP | 0 | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the  action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send case study response back. |
| Total | Minimum score required to pass = 4 of 6 | Score: |

**Safety problem –                                             Case Study_____              Scenario_____**

| Scoring Areas | Points Available | Points Earned |
|---|---|---|
| Typewritten = pass; Not typewritten = STOP | 0 | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the  action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send case study response back. |
| Total | Minimum score required to pass = 4 of 6 | Score: |

**Medical incident –                                             Case Study_____              Scenario_____**

| Areas to Score | Points Available | Points Earned |
|---|---|---|
| Typewritten = pass; Not typewritten = STOP | 0 | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send case study response back. |
| Total | Minimum score required to pass = 4 of 6 | Score: |

**Conflict situation –** Case Study_____ Scenario_____

| Areas to Score | Points Available | Points Earned |
|---|---|---|
| Typewritten = Pass; Not typewritten = STOP | 0 | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send case study response back. |
| Total | Minimum score required to pass = 4 of 6 | Score: |

**Operating Schedule and timeline –** Case Study_____ Scenario_____

| Areas to Score | Points Available | Points Earned |
|---|---|---|
| Typewritten = Pass; Not Typewritten = STOP | 0 | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send case study response back. |
| Total | Minimum score required to pass = 4 of 6 | Score: |

**Problem solving and decision-making –** Case Study_____ Scenario_____

| Areas to Score | Points Available | Points Earned |
|---|---|---|
| Typewritten = Pass; Not Typewritten = STOP | 0 | |
| Analysis of the problem and identification of relevant issues. | 0-2 | |
| Action Plan | 0-2 | |
| Justification in support of the action plan. | 0-2 | |
| | | |
| Case study response contains correct usage of punctuation and grammar, with few if any misspelled words = PASS. | Excessive misspelled words and/or incorrect use of punctuation and grammar = STOP. | If acceptable, fill in score. If not, send case study response back. |
| Total | Minimum score required to pass = 4 of 6 | Score: |