



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, on two separate positions, 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 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.	<i>For both reviews</i> Performance Review 1:	
	Established review criteria Was it conducted privately? What was the interval between reviews? How was the atmosphere conducive to the job performance review? What standard information was discussed? i.e.; job description, progress to achieve goals, setting new goals, etc.)	3 of next 4 needed 1 <input type="checkbox"/> 1 <input type="checkbox"/> 1 <input type="checkbox"/> 1 <input type="checkbox"/>
	The ACTION PLAN or OUTCOMES that resulted from the review are described.	1 of 1 <input type="checkbox"/> required
	Performance Review 2:	
	Established review criteria Was it conducted privately? What was the interval between reviews? How was the atmosphere conducive to the job performance review? What standard information was discussed? i.e.; job description, progress to achieve goals, setting new goals, etc.)	3 of next 4 needed 1 <input type="checkbox"/> 1 <input type="checkbox"/> 1 <input type="checkbox"/> 1 <input type="checkbox"/>
	The ACTION PLAN or OUTCOMES that resulted from the review are described.	1 of 1 <input type="checkbox"/> 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 (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 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:	<p><i>For both descriptions</i></p> <p>Job Description 1: reporting structure</p>	4 of next 5 needed
	requirements/qualifications: i.e., education, experience, certifications	1 <input type="checkbox"/>
	summary/purpose of position	1 <input type="checkbox"/>
	specific duties	1 <input type="checkbox"/>
	physical requirements (if applicable)	1 <input type="checkbox"/>
	<p>Job Description 2: reporting structure</p>	4 of next 5 needed
	requirements/qualifications: i.e., education, experience, certifications	1 <input type="checkbox"/>
	summary/purpose of position	1 <input type="checkbox"/>
	physical requirements (if applicable)	1 <input type="checkbox"/>
	specific duties	1 <input type="checkbox"/>
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 documentation of an 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 <input type="checkbox"/>
	training on hazardous materials	1 <input type="checkbox"/>
	training on environmental practices	1 <input type="checkbox"/>
	training on equipment	1 <input type="checkbox"/>
	training on Train the Trainer	1 <input type="checkbox"/>
	workplace safety training	1 <input type="checkbox"/>
	existing employee development	1 <input type="checkbox"/>
	Critique of current program	1 of 1 <input type="checkbox"/> (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. "Meetings with subordinate staff are not acceptable."	The Work Sample contains both the agenda and minutes = PASS 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 <input type="checkbox"/>
	Minutes/outcomes from the meeting contain decisions that were made and an action plan, if required.	1 <input type="checkbox"/>
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 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 <input type="checkbox"/>
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 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 a communication with the public written and/or conducted by Applicant, emphasizing the importance of environmental issues	1 <input type="checkbox"/>
	A brief explanation of the Applicant's actions.	1 <input type="checkbox"/>
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	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 communication (i.e.; report, article, or newsletter) disseminating up-to-date golf course information.	1 <input type="checkbox"/>
	Brief explanation and justification of Applicant's action.	1 <input type="checkbox"/>
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	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 <input type="checkbox"/>
	If no survey tool is included, is there a description of an approach the Applicant would use to gather feedback from golfers?	1 <input type="checkbox"/>
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	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 <input type="checkbox"/>
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:

10. Emergency Response Plan for Maintenance Facility Fire

Work Sample contains an Emergency Response Plan (ERP).	The Work Sample contains an ERP for a fire in the maintenance facility. = PASS.	If acceptable, move to next scoring area. If not, stop and send Work Sample back.
	Work Sample contains a section on each of the following:	
	Communication Plan	1 <input type="checkbox"/>
	Emergency Response Team and assignments/responsibilities	1 <input type="checkbox"/>
	Evacuation Plans/Procedures	1 <input type="checkbox"/>
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 = 3 of 3	Score:

Skill Statements

1. Hiring Policy

Skill Statement is typewritten	Typewritten = PASS 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:	5 of next 6 needed
	developing and/or utilizing a hiring policy	1 <input type="checkbox"/>
	developing and/or utilizing a termination policy	1 <input type="checkbox"/>
	defining the conditions of employment during the hiring process	1 <input type="checkbox"/>
	defining the job requirements before employment	1 <input type="checkbox"/>
	outlining job expectations before employment	1 <input type="checkbox"/>
	outlining the beginning and any potential wages	1 <input type="checkbox"/>
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 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 <input type="checkbox"/>
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 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 <input type="checkbox"/>
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 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 <input type="checkbox"/>
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 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.	Points Available	Points Earned
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.	0 - 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 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, evapotranspiration 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 <input type="checkbox"/>
	other elements of the irrigation system	1 <input type="checkbox"/>
	variations in weather/temperature	1 <input type="checkbox"/>
	seasonal changes (spring, summer, etc.)	1 <input type="checkbox"/>
	microenvironments	1 <input type="checkbox"/>
	evapotranspiration rates	1 <input type="checkbox"/>
	soil profile moisture levels	1 <input type="checkbox"/>
	cultural practices	1 <input type="checkbox"/>
	playing conditions (for example: cutting height, compaction, amount of play, etc.)	1 <input type="checkbox"/>
	irrigation water quality issues	1 <input type="checkbox"/>
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 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 Best Management Practices for protecting and improving water quality when handling runoff.	In separate paragraphs, the Skill Statement describes two different practices, at his or her facility, for protecting and improving water quality when handling runoff, such as equipment washing, nutrient use, pesticide use, erosion control, irrigation, water quality samples, etc.	
	BMP #1	1 <input type="checkbox"/>
	BMP #1	1 <input type="checkbox"/>
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:

8. Nutritional Requirements

Skill Statement is typewritten	Typewritten = pass 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 <input type="checkbox"/>
	Release timing	1 <input type="checkbox"/>
	Application timing	1 <input type="checkbox"/>
	Nitrogen sources	1 <input type="checkbox"/>
	Application rates	1 <input type="checkbox"/>
		For Fairways
	Nutrient ratios	1 <input type="checkbox"/>
	Release timing	1 <input type="checkbox"/>
	Application timing	1 <input type="checkbox"/>
	Nitrogen sources	1 <input type="checkbox"/>
	Application rates	1 <input type="checkbox"/>
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 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.	<p>Skill Statement contains at least one paragraph each on appropriate pest control methods for two different pests in each of the following areas:</p> <p>For greens:</p> <ul style="list-style-type: none"> Pest 1 <input type="checkbox"/> Pest 2 <input type="checkbox"/> <p>For fairways :</p> <ul style="list-style-type: none"> Pest 1 <input type="checkbox"/> Pest 2 <input type="checkbox"/> 	
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 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 <input type="checkbox"/>
	Skill Statement describes how the Applicant could use the Internet to enhance job performance.	1 <input type="checkbox"/>
	Skill Statement addresses how the Applicant could or does use technology in obtaining weather information.	1 <input type="checkbox"/>
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 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 identifying and tracking stock that should be ordered how inventory control impacts daily golf course maintenance practices.	
	keeping current inventory lists	1 <input type="checkbox"/>
	identifying and tracking stock that should be ordered	1 <input type="checkbox"/>
	how inventory control impacts daily golf course maintenance practices.	1 <input type="checkbox"/>
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. Teamwork

Skill Statement is typewritten	Typewritten = PASS 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 or resolve conflict within the staff.	Skill Statement contains a paragraph describing appropriate approaches the Applicant uses to promote effective teamwork.	1 <input type="checkbox"/>
	Skill Statement contains a paragraph describing appropriate approaches the Applicant uses to reduce or resolve conflict within the staff.	1 <input type="checkbox"/>
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 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 <input type="checkbox"/>
	Skill Statement contains a paragraph describing the process used to resolve the situation.	1 <input type="checkbox"/>
	Skill Statement contains a paragraph detailing the outcome of the situation.	1 <input type="checkbox"/>
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 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 facility or department's mission statement and why their involvement is important.	1 <input type="checkbox"/>
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 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 <input type="checkbox"/>
	Description of the factors used to draw these conclusions.	1 <input type="checkbox"/>
	Identifies competition and what impact they have on the facility.	1 <input type="checkbox"/>
	Discusses anticipated changes in the marketplace and determines how they will affect the facility's competitive position.	1 <input type="checkbox"/>
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

Pages 24, 25 & 26 of this document contain three case studies and eight corresponding scenarios for each one. 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 the following:

Instructions to Applicants

1. Analysis: Identify relevant principles or factors of the situation.
2. Action Plan: Describe a detailed plan of action for each of the principles or factors you have 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.

Portfolio Graders

Four of a possible six points are required for passing a case study/scenario assessment. Consider the following chart when applying point values to an applicant's case study responses.

Points	2	1	0
Analysis	Provides clear, detailed analysis.	Analysis is on topic, but vague.	Analysis is weak or non-existent.
Action Plan	Provides clear, detailed action plan.	Action plan lacks clear connection to analysis, or requires more details.	Action plan is weak or non-existent.
Justification	Provides clear, detailed justification.	Justification lacks clear connection to action plan and/or analysis, or requires more details.	Justification is weak or non-existent.

Long Beach, 100 Oaks and Mountain High Case Studies

Mediate the Grievance Process –

Areas to Score	Available Points	Scenario
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:

Human relations problems –

Areas to Score	Available Points	Scenario
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:	

Case Study – 100 Oaks Country Club

The 100 Oaks Country Club is a private facility located in Stansbury, Connecticut. The club is the oldest in the state and one of the oldest in the entire Northeast. Tradition is alive and well here. Memberships, for the most part, are inherited rather than sold. Money for operations is not an issue, so long as the club management team provides superb playing conditions and caters to the whims of members.

The superintendent is “Doc” Jensen, who has been in place for 27 years. Doc is four years from retirement. Like Doc, most of the crewmembers have been with the facility for a number of years, although a handful of younger people have begun to fill replacement positions.

Scenario #1 - Doc has two employees who are disgruntled because they feel other members of the crew are given preferential treatment when there is the opportunity for overtime. (***Mediate the grievance process***)

Scenario #2 - Doc’s facility has just hired a new golf pro that wants to manage the playing conditions on the course. He is young, has some good ideas, but doesn’t seem to understand the separation between job functions. (***HR problem***)

Scenario #3 - An underground storage tank has begun to leak and has the potential for contaminating ground water. This will result in a major unbudgeted expense. (***Solution for unforeseen financial circumstances***)

Scenario #4 - Doc has members who object to the use of chemical pest management practices because of their concern for the environment. (***Safety problem***)

Scenario #5 - A member of the club appears to have experienced a heart attack on the course. (***Medical incident***)

Scenario #6 - The wife of the greens chairman is a feminist and is trying to enlist the support of the management team to change club rules to admit women as full-fledged members—not just associate members. (***Conflict situation***)

Scenario #7 - Due to a clubhouse fire at a neighboring course, the 100 Oaks Country Club has been asked to sponsor a U.S. Open qualifying event. The tournament starts in six weeks. (***Operating schedule & timeline***)

Scenario #8 - As one of the officials during the club championship tournament, Doc observes a major violation of the Rules of golf by a member who is in contention for the lead. The member does not call attention to his violation, which would cost him a penalty stroke. Doc seems to be the only other witness. (***Problem solving & decision making***)

Case Study – Long Beach Golf Course

The Long Beach Golf Course is a municipal facility located on the outskirts of Orangeville, Florida. The nine-hole facility has been in year-round operation since 1984. Most of the player traffic occurs from October through May with the transient “snowbird” players, but substantial local play still occurs even during the hot weather months. The course has salt-affected grass on the three holes that are exposed to the ocean on the east side. The course abuts a major wetlands and nature preserve on the north side.

The superintendent, Jean Grosscup, is 25 years old and has just celebrated the first anniversary of her appointment as superintendent. Jean is challenged by the fact that some influential members of the city council still have doubts about her ability because of her age and gender. This is despite the fact that she has a four-year degree in turf and has managed the course for a year under some tough environmental conditions. Jean has a small crew consisting of a mechanic/equipment operator and three others. One crewmember is retired and works for minimum wage and golfing privileges.

Scenario #1 - Jean has an employee who is a Druid and wants to take October 31 off as a religious holiday. Employees with more seniority have already requested this day off because it is the beginning of the deer hunting season. Letting all of them take the day off would leave Jean short-handed. (**Mediate the grievance process**)

Scenario #2 - Jean has a retired man on her crew who is old enough to be her father and sometimes acts as though he is, offering unsolicited advice about her turf management practices. (**HR problem**)

Scenario #3 - Jean has a limited budget for equipment maintenance and replacement. Her fairway mower has been destroyed in a fire and must be replaced. This will result in a major unbudgeted expense. (**Solution for unforeseen financial circumstances**)

Scenario #4 - Jean needs a hazardous chemicals handling course for her employees. She is undecided on whether or not to develop her own course, or seek a turnkey solution. (**Safety problem**)

Scenario #5 - An errant ball from the driving range has struck a player who is now unconscious on the third tee box. (**Medical incident**)

Scenario #6 - A young man who is one of Jean’s crewmembers has asked to see her socially after work hours. (**Conflict situation**)

Scenario #7 - Jean has an upcoming double shotgun tournament and a 7 a.m. noise ordinance. (**Operating schedule & timeline**)

Scenario #8 - For more than a year, tools and small pieces of equipment have been disappearing from the maintenance facility. The costs are adding up and the work is sometimes delayed while replacement items are being purchased. (**Problem solving & decision making**)

Case Study – Mountain High Golf Course

The Mountain High Golf Course, located in Taos, New Mexico, is a single owner, daily-fee operation that first opened in 1963. Currently at 18 holes, the facility is developing another nine holes to meet rising demand. The operations budget is currently at \$750,000 and has increased at about the cost of living for the past five years.

The superintendent is Ben Hill, an 11-year veteran, who has another three years of experience as an assistant superintendent at a nine-hole operation in Midland, Texas. About 75 percent of Ben's 18-person crew is Latino, with the balance a mix of Anglos and Native Americans. Only six members of the crew are full-time. The other members of the crew are seasonal, working from March through mid-October.

Scenario #1 - Ben has two long-term employees who are very productive, but do not get along well with one another. One has filed a grievance against the other for threatening physical violence. (**Mediate the grievance process**)

Scenario #2 - Ben's assistant has told him that the documentation for two new employees appears to have been falsified and they are working in this country illegally (**HR problem**)

Scenario #3 - The construction and grow-in costs of the new nine holes have been budgeted. However, Ben has just learned that after grow-in, maintenance of the new area must be accomplished with only a 25 percent increase in the current budget for the existing 18 holes. (**Solution for unforeseen financial circumstances**)

Scenario #4 - State regulations require that operators of agricultural equipment wear hardhats. Some hard-working and productive members of Ben's crew do not wear their hardhats on a regular basis. (**Safety problem**)

Scenario #5 - A lightning strike has injured a player who is not breathing. (**Medical incident**)

Scenario #6 - Maria Sanchez, an 18-year-old sister of one of the crew team leaders, has applied to work as a crewmember. Ben is concerned about whether she can handle the heavy lifting and the effect of an attractive young woman on an otherwise all-male crew. (**Conflict situation**)

Scenario #7 - The new nine-hole development is occupying more and more of Ben's time as he oversees the construction work. The ongoing maintenance of the existing 18 holes is also important and requires significant commitment. (**Operating schedule & timeline**)

Scenario #8 - Ben is developing nine new holes on the course that will involve considerable disruption of play. He has a number of golfers who will be upset by the disruptions. (**Problem solving & decision making**)