



PAD 631 Milestone Three Guidelines and Rubric

Overview: This milestone will allow you to work on the Recommendations portion of your final project.

Prompt: In this milestone, you will begin crafting your recommendations. Your recommendations should be targeted toward the leadership and management of any public sector or nonprofit organization; you do not need to focus specifically on making recommendations for the three organizations you selected. Rather, they will be your basis for making recommendations for public and nonprofit organizations in general. Recommendations are an essential part of the strategic planning process, because they function as a communication tool, as a proposal for the utilization of scarce resources, and certainly as an action plan to accomplish the mission/vision of the organization.

Specifically, the following **critical elements** must be addressed:

I. Recommendations

- A. **Program Success:** Based on the measures used to evaluate the program outcomes and the best practices you identified, which best practices could decision makers implement to enhance the likelihood of program success?
- B. **Participation:** Recommend a participation best practice by contrasting the participation characteristics of the reengineering processes used in the three organizations.
- C. **Program Reengineering:** Recommend a best practice model for program reengineering based on your cost-benefit analysis for the three organizations and independent research.
- D. **Overcoming Constraints:** How effective were the strategic management processes used by the three organizations to overcome the constraints they faced?
- E. **Organizational Success:** Explain how governmental and nonprofit agencies can improve organizational success by best utilizing the principles of benchmarking, best practices, and comparative governmental performance.
- F. **Customer Service:** Recommend a strategy to mitigate the impact of the challenge of providing effective and efficient customer service. Justify your recommendation. Your response should be based on your analysis of the three organizations and additional research.
- G. **Boundary Limitations:** Recommend a strategy or tactic that governmental agencies and nonprofit organizations can implement to mitigate the impact of the challenge of territorial boundary limitations. Justify your recommendation. Your response should be based on your analysis of the three organizations and additional research.

Rubric

Guidelines for Submission: Your draft of the Recommendations portion of your final project should adhere to the following formatting requirements: 7–10 pages, double-spaced, using 12-point Times New Roman font and one-inch margins. You should use current APA-style guidelines for your citations and reference list, including a minimum of six sources.

Critical Elements	Proficient (100%)	Needs Improvement (90%)	Not Evident (0%)	Value
Recommendations: Program Success	Determines appropriate best practices decision makers could implement to enhance likelihood of program success, based on measures used to evaluate program outcomes and best practices identification	Determines best practices decision makers could implement, but practices are not appropriate for enhancing likelihood of program success or are not based on measures used to evaluate program outcomes and best practices identification	Does not determine best practices decision makers could implement	12
Recommendations: Participation	Recommends appropriate participation best practice by contrasting participation characteristics of reengineering processes used in the three organizations	Recommends participation best practice by contrasting participation characteristics of reengineering processes used in the three organizations, but best practice is not appropriate	Does not recommend participation best practice by contrasting participation characteristics of reengineering processes used in the three organizations	13
Recommendations: Program Reengineering	Recommends appropriate best practice model for program reengineering based on cost-benefit analysis for the three organizations and independent research	Recommends best practice model for program reengineering, but model is not appropriate or is not based on cost-benefit analysis for the three organizations and independent research	Does not recommend best practice model for program reengineering	13
Recommendations: Overcoming Constraints	Assesses effectiveness of strategic management processes used by the three organizations to overcome constraints	Assesses effectiveness of strategic management processes used by the three organizations to overcome constraints, but assessment is cursory or inaccurate	Does not assess effectiveness of strategic management processes used by the three organizations to overcome constraints	13
Recommendations: Organizational Success	Explains how governmental and nonprofit agencies can improve organizational success by best utilizing the principles of benchmarking, best practices, and comparative governmental performance	Explains how governmental and nonprofit agencies can improve organizational success by best utilizing the principles of benchmarking, best practices, and comparative governmental performance, but with gaps in clarity or detail	Does not explain how governmental and nonprofit agencies can improve organizational success by best utilizing the principles of benchmarking, best practices, and comparative governmental performance	13
Recommendations: Customer Service	Recommends and justifies appropriate strategy to mitigate the impact of the challenge of providing effective and	Recommends and justifies strategy to mitigate the impact of the challenge of providing effective and efficient	Does not recommend and justify strategy to mitigate the impact of the	13

	efficient customer service, based on analysis of the three organizations and additional research	customer service, but strategy is not appropriate or is not based on analysis of the three organizations and additional research	challenge of providing effective and efficient customer service	
Recommendations: Boundary Limitations	Recommends and justifies appropriate strategy to mitigate the impact of the challenge of territorial boundary limitations, based on analysis of the three organizations and additional research	Recommends and justifies strategy to mitigate the impact of the challenge of territorial boundary limitations, but strategy is not appropriate or is not based on analysis of the three organizations and additional research	Does not recommend and justify strategy to mitigate the impact of the challenge of territorial boundary limitations	13
Articulation of Response	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	10
Total				100%