



PAD 631 Module Six Memo Guidelines and Rubric

Overview: This activity will allow you to practice making recommendations, which is a skill needed for the final project.

Prompt: Making recommendations is an important component of the final project. This assignment allows you to practice making recommendations. In order to prepare for this assignment, view the video [How to Analyze a Case Study](#). Then, examine the case study [Artesanias de Colombia](#). What best practices led to program success? Use the provided Memo Template and format your submission as you would a memo to an organization.

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

- **Program Success:** Identify program outcomes and best practices, and, based on the measures used to evaluate them, explain which best practices decision makers could implement to enhance the likelihood of program success.
- **Overcoming Constraints:** How effective were the strategic management processes used to overcome the constraints they faced?
- **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.
- **Customer Service:** Recommend a strategy to mitigate the impact of the challenge of providing effective and efficient customer service. Justify your recommendation.

Guidelines for Submission: Your paper must be submitted using the [Memo Template](#) Microsoft Word document with double spacing, 12-point Times New Roman font, and sources cited in APA format.

| Critical Elements | Proficient (100%) | Needs Improvement (70%) | Not Evident (0%) | Value |
|-------------------------------|---|--|---|-------|
| 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 | 22 |
| Overcoming Constraints | Assesses effectiveness of strategic management processes used by three organizations to overcome constraints | Assesses effectiveness of strategic management processes used by three organizations to overcome constraints but assessment is cursory or inaccurate | Does not assess effectiveness of strategic management processes used by three organizations to overcome constraints | 23 |

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|---------------------------------|---|--|--|-------------|
| 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 | 23 |
| Customer Service | Recommends and justifies appropriate strategy to mitigate the impact of the challenge of providing effective and efficient customer service, based on analysis of the three organizations and additional research | Recommends and justifies strategy to mitigate the impact of the challenge of providing effective and efficient customer service 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 providing effective and efficient customer service | 22 |
| 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% |