

## Step-by-Step Instructions for Case Study Evaluation

### Creating the Key Factors List

*Suggested Timeframe: 2 – 3 hours*

**Key factors** are the attributes of an organization or its environment that influence the way the organization operates and the key challenges it faces. Examiners will use key factors to focus their assessments on what is important to the applicant.

- Click on the “2019 LifeBridge Pre-Work Group \_\_\_\_” to access your scorebook. Then, click on “Key Factors” in the menu bar to access the “Key Factors” screen.
- Read the Criteria questions for **Items P.1 and P.2**
- In the LifeBridge Case Study, review the Organizational Profile, which responds to these item questions, and use the information to identify the organization’s key factors.
- Enter identified key factors in Scorebook Navigator.
  - Use the drop-down menu on the “Key Factors” screen to select the appropriate item reference (i.e., P.1a, P.1b, etc.).
  - Click on a numbered row to select the field and begin typing. Enter your entire key factor, including a title/heading, in the box provided.
    - Example: Service Offerings: LifeBridge’s main service offerings are...
  - Click the “Save” icon (  ) you enter **each** key factor.
  - **Pro Tip:** A link to a sample list of key factors from Item P.1a is included on the examiner resources webpage under the “Pre-Work” header. You may cut and paste these into your list in Scorebook Navigator or use them to develop your own key factors for P.1a.
  - **Pro Tip:** You may identify key factors in sections of the organization’s application besides the Organizational Profile. For example, you may determine that the organization’s strategic objectives, described in Category 2.1, should be included in the list of key factors. In this case, document the key factor under the item reference you determine to be most appropriate.

## Evaluating the Case Study – Process Items

*Suggested Timeframe: 2 – 3 hours per item*

*Use the following approach to evaluate the four process-related items (Items 1.1, 2.2, 3.1, and 6.1) assigned for pre-work and record your observations in Scorebook Navigator.*

### 1. **Read the Criteria questions for the item you are evaluating.**

- For example, before you evaluate Item 1.1, read the Criteria questions for item 1.1 to refresh your memory as to the processes you are trying to identify.
- Click on “Item Evaluation” in the menu bar and use the drop-down menu to select the item you are evaluating.

### 2. **Assign key factors to the item.**

- The drop-down menu in each row of the “Key Factor References” panel includes the master list of key factors you documented on the Key Factors” screen.
- Select the 4 – 6 most relevant key factors for the item based on the Criteria questions.
- Click the “Save” icon after each selection.

### 3. **Analyze the section of the LifeBridge Case Study application relevant to the Criteria item you are evaluating.**

- Read the relevant section of the application and identify processes described by the organization in response to the Criteria questions, as well as gaps between the Criteria and the organization’s response.
  - Also, consider what processes you would expect to see based on the key factors identified for the item.
- Evaluate the processes and gaps you have identified using the **Approach, Deployment, Learning, and Integration (A-D-L-I)** evaluation factors.
  - **Pro Tip:** *The A-D-L-I Process Evaluation Factors resource sheet is available on the examiner resources webpage under the “Pre-Work” header.*
  - Identify areas of strength (evidence of a systematic approach (A); evidence of appropriate deployment across the organization (D); evidence that the approach has undergone cycles of learning (L); and evidence that the approach is integrated in the organization (I)).
  - Identify areas of opportunity (lack of a systematic approach (A); incomplete or inconsistent deployment across the organization (D); lack of cycles of learning (L); and lack of integration (I)).

### 4. **Identify and document the 6 – 10 (combined) most critical strengths and opportunities for improvement (OFIs) for the item you are evaluating.**

- Using the identified key factors, determine which areas of strength and opportunity noted above are most critical to the organization.
- Document the strengths in the “Strengths” panel and the OFIs in the “Gaps & OFIs” panel on the “Item Evaluation” screen in Scorebook Navigator. You should have a total of 6 – 10 combined strengths and OFIs **for each item you evaluate** (for example, 5 strengths and 3 OFIs).
  - Click on an empty row in the appropriate panel to enter a strength or OFI.

- Select the key factor(s) most relevant to the strength or OFI comment you are entering, using the provided checkboxes. These are the 4 – 6 key factors you identified as being most relevant the Criteria item you are evaluating.
- Select the (++) checkbox to flag high priority strengths and the (- -) checkbox to flag OFIs you believe are most critical to the organization.
- In the empty box under “Strengths” or “Gaps & OFIs”, write a topic sentence or main point for your strength or OFI comment, as appropriate.

*Strength Example: LifeBridge has a systematic, well-deployed strategic planning process.*

*OFI Example: LifeBridge lacks a systematic approach for tracking organizational performance data.*

- In the empty box under “As Evidenced By”, list the specific evidence you observed in the application (or, in the case of OFIs, the evidence lacking) for each comment.
- **Pro Tip:** *Include figure and page numbers in your list of evidence for easy reference.*
- Using the provided checkboxes, indicate the evaluation factors (A-D-L-I) that are relevant to your comment. For the strength example listed above, you would check the boxes for “A” and “D”; you would check the “A” box for the OFI example.
- Using the provided checkboxes, indicate the item reference(s) the comment addresses, such as 1.1a, 1.2b, etc.
- Click the “Save” icon after entering each strength and OFI.
- **Pro Tip:** *Scorebook Navigator does not have an auto-save feature, so it is critical that you click the “Save” icon frequently after every entry. Scorebook Navigator will time-out after a period of inactivity. Your work will not be saved if your session times out and you have not clicked the “Save” icon.*
- Repeat these steps for each of your 6 – 10 strength and OFI comments.

## 5. Score the item.

- Review the Criteria questions.
- Review the strength and OFI comments you entered for the item and consider:
  - Do your comments respond to the questions at the basic, overall, or multiple level of the Criteria item?
  - What is your ratio of strengths to OFIs?
  - Do you have any ++ strengths or - - OFIs?
- In the “Scoring” panel at the bottom of each “Item Evaluation” screen, select the scoring range that is most appropriate based on your balance of strengths and OFIs.
  - Review the descriptions provided for the scoring ranges in the “Scoring” panel.
  - **Pro Tip:** *Begin by reading the 50-65% scoring range described in the displayed scoring guidelines. Consider whether this accurately describes the organization’s A-D-L-I for the item. Move up or down the ranges until you find the “best fit”.*

- The organization does not need to demonstrate all of the characteristics in the selected range; rather, the score should be based on a holistic view of the four evaluation factors in aggregate.
- Below the selected scoring range, select a percentage score (shown in multiples of 5) for the item.
- Click the “Save” icon.

**6. Draft one feedback-ready OFI comment per item.**

- Select one of your OFI comments for the Criteria item and draft a feedback-ready comment that will provide value-added feedback, including why the comment is relevant or important to the organization.
  - Your comment should be based on the questions in the Criteria.
  - Use the topic sentence or main point that you documented for the comment in the “Gaps & OFIs” box.

*Topic Sentence Example: LifeBridge lacks a systematic strategic planning process.*

- Use the information you entered in the “As Evidenced By” box to provide one or two supporting examples. If your OFI refers to a gap, or something missing from the application, describe what is missing.

*Supporting Evidence Example: LifeBridge states that the organization develops a strategic plan every year; however, there is not a repeatable process described for how the organization creates the strategic plan and deploys it to its workforce and partners.*

- Finish with a “so what” statement to indicate why this comment is important to the organization. The “so what” is usually based on the organization’s key factors.

*“So What” Example: Using a systematic approach to develop the organization’s annual strategic plan may help LifeBridge ensure it is meeting the requirements of its key customers, collaborators, partners, and workforce groups.*

- Enter your comment, using a paragraph format, in the OFI comment box in the “Feedback-Ready Comments” panel (above the “Scoring” panel).
  - Use the checkbox on the left to indicate if the comment is a double-OFI (- -).
  - Use the checkbox on the right to indicate the comment’s item reference number.
- **Pro Tip:** A sample evaluation of Item 5.1 for the LifeBridge Case Study, including sample comments, is available on the examiner resources webpage under the “Pre-Work” header. A catalogue of Sample Strength and OFI Feedback-Ready Comments is also provided.

**Repeat the steps above for each process item assigned for pre-work (Items 1.1, 2.2, 3.1, and 6.1).**

## Evaluating the Case Study – Results Items

*Suggested Timeframe: 2-3 hours per item*

Use the following approach to evaluate the two results-related items (**Items 7.1 and 7.2**) assigned for pre-work and record your observations in Scorebook Navigator.

### 1. **Read the Criteria questions for the item you are evaluating.**

- For example, before you evaluate Item 7.1, read the Criteria questions for item 7.1 to refresh your memory as to the processes you are trying to identify.
- Click on “Item Evaluation” in the menu bar and use the drop-down menu to select the item you are evaluating.

### 2. **Assign key factors to the item.**

- The drop-down menu in each row of the “Key Factor References” panel includes the master list of key factors you documented on the Key Factors” screen.
- Select the 4 – 6 most relevant key factors for the item based on the Criteria questions.
- Click the “Save” icon after each selection.

### 3. **Analyze the section of the LifeBridge Case Study application relevant to the Criteria item you are evaluating.**

- Read the relevant section of the application and identify results provided by the organization in response to the Criteria questions, as well as gaps between the Criteria and the organization’s response.
  - Consider what results you would expect to see based on the organization’s key factors and the approaches identified during your evaluation of the process items. Are there any results “missing”?
- Review all responses, graphs, and figures individually, and then **group** them as appropriate in your comments. For example, consider grouping all results related to customer surveys or grouping all results showing comparisons against the same benchmark or competitor.
- Evaluate the results and gaps you have identified using the **Levels, Trends, Comparisons, and Integration (Le-T-C-I)** evaluation factors.
  - **Pro Tip:** The *Le-T-C-I Results Evaluation Factors resource sheet* is available on the examiner resources webpage under the “Pre-Work” header.
  - Identify areas of strength (evidence of high performance levels (Le); positive performance trends (T); favorable performance against comparative data sources (C); and results that are important to the organization (I)).
  - Identify areas of opportunity (evidence of low performance levels (Le); negative performance trends (T); unfavorable comparisons (C); and results missing in areas of important to the organization (I)).

**4. Identify and document the 6 – 10 (combined) most critical strengths and opportunities for improvement (OFIs) for the item you are evaluating.**

- **Pro Tip:** *You don't need to provide comments on every figure in the application. Instead, focus on figures that are responsive to the Criteria questions and address important performance requirements identified in the Organizational Profile and the process items—or identify results that are missing in these areas.*
- Using the identified key factors, determine which areas of strength and opportunity noted above are most critical to the organization.
- Document the strengths in the “Strengths” panel and the OFIs in the “Gaps & OFIs” panel on the “Item Evaluation” screen in Scorebook Navigator. You should have a total of 6 – 10 combined strengths and OFIs **for each item you evaluate** (for example, 5 strengths and 3 OFIs).
  - Click on an empty row in the appropriate panel to enter a strength or OFI.
  - Select the key factor(s) most relevant to the strength or OFI comment you are entering, using the provided checkboxes. These are the 4 – 6 key factors you identified as being most relevant the Criteria item you are evaluating.
  - Select the (++) checkbox to flag high priority strengths and the (- -) checkbox to flag OFIs you believe are most critical to the organization.
  - In the empty box under “Strengths” or “Gaps & OFIs”, write a topic sentence or main point for your strength or OFI comment, as appropriate.

*Strength Example: LifeBridge demonstrates favorable levels and trends for results related to the organization's legal and regulatory requirements.*

*OFI Example: LifeBridge demonstrates unfavorable comparisons for its results related to workforce engagement.*

- In the empty box under “As Evidenced By”, list the specific evidence you observed in the application for each comment. For “missing” results, identify the results you expected to see based on the organization's processes and key factors.
- **Pro Tip:** *Document the figure numbers and titles of results charts and graphs for easy reference.*
- Using the provided checkboxes, indicate the evaluation factors (Le-T-C-I) that are relevant to your comment. For the strength example listed above, you would check the boxes for “Le” and “T”; you would check the “C” box for the OFI example.
- Using the provided checkboxes, indicate the item reference(s) the comment addresses, such as 7.1a, 7.2a, etc.
- Click the “Save” icon after entering each strength and OFI.

**5. Score the item.**

- Review the Criteria questions.
- Review the strength and OFI comments you entered for the item and consider:
  - Do your comments respond to questions at the basic, overall, or multiple level of the Criteria item?
  - What is your ratio of strengths to OFIs?
  - Do you have any ++ strengths or - - OFIs?

- In the “Scoring” panel at the bottom of each “Item Evaluation” screen, select the scoring range that is most appropriate based on your balance of strengths and OFIs.
  - Review the descriptions provided for the scoring ranges in the “Scoring” panel.
  - **Pro Tip:** *Begin by reading the 50-65% scoring range described in the displayed scoring guidelines. Consider whether this accurately describes the organization’s **Le-T-C-I** for the item. Move up or down the ranges until you find the “best fit”.*
  - The organization does not need to demonstrate all of the characteristics in the selected range; rather, the score should be based on a holistic view of the four evaluation factors in aggregate.
- Below the selected scoring range, select a percentage score (shown in multiples of 5) for the item.
- Click the “Save” icon.

**6. Draft one feedback-ready OFI comment per item.**

- Select one of your OFI comments for the Criteria item and draft a feedback-ready comment that will provide value-added feedback, including why the comment is relevant or important to the organization.
  - Your comment should be based on the questions in the Criteria.
  - Use the topic sentence or main point that you documented for the comment in the “Gaps & OFIs” box.

*Topic Sentence Example: LifeBridge demonstrates unfavorable comparisons for its results related to workforce engagement.*

- Use the information you entered in the “As Evidenced By” box to provide one or two supporting examples. If your OFI refers to a gap, or something missing from the application, describe what is missing.

*Supporting Evidence Example: As shown in Figure X-XX, LifeBridge’s overall workforce engagement score is 10% lower than Organization B and 7% lower than Organization C.*

- Finish with a “so what” statement to indicate why this comment is important to the organization. The “so what” is usually based on the organization’s key factors.

*“So What” Example: Favorable comparisons to similar organizations for results related to workforce engagement may assist LifeBridge in demonstrating a commitment to its value of teamwork.*

- Enter your comment, using a paragraph format, in the OFI comment box in the “Feedback-Ready Comments” panel (above the “Scoring” panel).
  - Use the checkbox on the left to indicate if the comment is a double-OFI (- -).
  - Use the checkbox on the right to indicate the comment’s item reference number.
- **Pro Tip:** *A sample evaluation of Item 7.3 for the LifeBridge Case Study, including sample comments, is available on the examiner resources webpage under the “Pre-Work” header. A catalogue of Sample Strength and OFI Feedback-Ready Comments is also provided.*

**Repeat the steps above for each results item assigned for pre-work (Items 7.1 and 7.2).**