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## MODULE FIVE

### Grading Guidelines

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#### PAF 101 EXERCISES - MODULE FIVE BASED ON CHAPTERS 9, 10, & 11

**\*\* Whenever you use a source in your answer, including all quotes, you must provide an APA-style internal citation and a full APA-style reference in the References page exercise, except for personal communications. HINT: Most of these exercises require citations.**

**\*\* Whenever you attach an article, it must be directly behind the exercise in which it first appears, and it must be clearly labeled with the exercise numbers and letters to which it pertains. Attach only the first page of the article unless otherwise stated.**

Exercise 9.1: Describing the Policy to be Implemented

Your Total Score: \_\_\_\_\_ (Maximum: 8 points)

A. Briefly describe the public policy you want to implement. Be clear about what level of government -- local, state, or federal -- will implement your policy. You can choose to analyze any policy at any level. (2 points)

Part A score: \_\_\_\_\_

- **Describe the public policy here, including the geographic location where it will be implemented:**
  - *Deduct 2 points for each of the following:*
    - *If it is not a public policy.*
    - *If the policy is stated and not described.*
    - *If the goal of the policy is stated instead of the government action.*
    - *Do not deduct points if the student describes the goal in addition to describing the government action.*
  - *Deduct 1 point if the geographic location is not specified or is incorrect.*
  - *Deduct up to 2 points if the policy is unclear.*

- **State the level of government that will implement the policy here:**

- *Deduct 1 point if the level of government is missing or incorrect (check to see if the geographic level is appropriate for the location chosen).*

B. Describe what legislative actions including the specific body, if any, are required to implement the proposed policy. If none are required, explain why. (2 points)

Part B score: \_\_\_\_\_

- **Describe the legislative actions required here:**

- *Deduct 1 point if the actions listed are unclear.*
- *Deduct 2 points if the actions listed are incorrect or if the student incorrectly stated that none are required. If the student states that no actions are required, do not mark it wrong unless you can think of specific actions that could be taken.*
- *Deduct 1 point for each action that is stated but not described. This includes any measures needed to approve a program by local, state, or national legislatures.*

C. Describe what administrative actions including the specific agency, if any, are required to implement the proposed policy. If none are required, explain why. (2 points)

Part C score: \_\_\_\_\_

- **Describe the administrative actions required here:**

- *Deduct 1 point if the actions listed are unclear.*
- *Deduct 2 points if the actions listed are incorrect or if the student incorrectly stated that none are required. If the student states that no actions are required, do not mark it wrong unless you can think of specific actions that could be taken.*
- *Deduct 1 point for each administrative action necessary to carry out the policy that is stated but not described. This includes distribution of funds and administration of programs. Although some of the funding requirements listed by the students may actually be legislative actions, do not mark them wrong.*

D. Describe any actions that are required to provide funding for your policy. If none are required, explain why. (2 points)

Part D score: \_\_\_\_\_

- **Describe the actions required for funding here:**

- *Deduct 1 point if the actions listed are unclear.*
- *Keep in mind that if there is a legislative action (as specified in Part A), there is almost always funding required.*
- *Deduct 2 points if the student incorrectly stated that none are required. If the student states that no actions are required, do not mark it wrong unless you can think of specific actions that could be taken.*
- *Any actions necessary to fund the program should be mentioned. This may include allocation of funds by local, state, or national legislatures.*
- *The student need only mention one like Congress authorizes a bill to fund x even though the President would also have to sign the bill.*

Exercise 9.2: Identifying Players

Your Total Score: \_\_\_\_\_ (Maximum: 15 points)

List five players that have the most influence on your policy by filling out the chart below. Briefly justify each selection, using a source for each justification. Do not use an individual player if they are a part of a larger group, such as the Senate or the House of Representatives. Up to 3 points will be deducted for each obvious player omitted.

PLAYER AND TITLE	JUSTIFICATION
1.)	
2.)	
3.)	
4.)	
5.)	

- *Deduct 3 points for each of the following:*
  - *Each missing player if the student names less than 5.*
  - *Each person named that is not a player.*
  - *If the student names several trivial players or leaves out a vitally important player.*
  - *If a player is incorrectly grouped with other players.*
  - *If the media is listed as a player—they are not.*
- *Deduct 2 points each if a student did not use a source in their justification.*
- *Deduct 1 point for each incorrect or unclear justification.*
- *Deduct 1 point if the title of the player is missing (for each player).*
- *Deduct 1 WRT point for each incorrect internal citation. Deduct 2 points from the exercise if the internal citation is missing. Each justification should have an internal citation.*
- *Deduct 2 points from the References page for each missing reference.*

**Exercise 9.3: Estimating Issue Position, Power, and Priority for Each Player**  
 Your Total Score: \_\_\_\_\_ (Maximum: 30 points)

Estimate and provide justification for the issue position, power, and priority for each player listed in Exercise 9.2. Each of the 15 reasonable and well-justified estimates is worth 2 points. At least one of the 15 justifications must be quoted from a player, expert, or stakeholder you interviewed during the course or you will lose 10 points.

- *Deduct 6 points for any table not filled out.*
- *Deduct 2 points for each cell not filled in.*
- *Deduct 1 point if the player’s title is missing or is different from 9.2.*
- *Deduct 2 points for any justification that is a tautology or is clearly unreasonable.*
- *Deduct 1 WRT point if the internal citation is incorrect.*
- *In general:*
  - *Issue Position = Firmness. Power = Influence. Priority = Importance relevant to the players other issues.*
  - *Veto players will have a power of 4 or 5.*
  - *Legislators will usually have a low to medium power and priority, and medium to high position.*
  - *Lobbyists or special interest groups will usually have low power and high position and priority.*
  - *Administrators will usually have high power and low position and priority.*
- *Deduct 5 points if the format is not kept as follows for each player:*

<b>PLAYER 1 -</b>	<b>Name and Title:</b>
<b>Issue Position:</b>	<b>Justification:</b>
<b>Power:</b>	<b>Justification:</b>
<b>Priority:</b>	<b>Justification:</b>

Player 1 score: \_\_\_\_\_ (leave blank for the grader)

<b>PLAYER 2 -</b>	<b>Name and Title:</b>
<b>Issue Position:</b>	<b>Justification:</b>
<b>Power:</b>	<b>Justification:</b>
<b>Priority:</b>	<b>Justification:</b>

Player 2 score: \_\_\_\_\_ (leave blank for the grader)

<b>PLAYER 3 -</b>	<b>Name and Title:</b>
<b>Issue Position:</b>	<b>Justification:</b>
<b>Power:</b>	<b>Justification:</b>
<b>Priority:</b>	<b>Justification:</b>

Player 3 score: \_\_\_\_\_ (leave blank for the grader)

<b>PLAYER 4 -</b>	<b>Name and Title:</b>
<b>Issue Position:</b>	<b>Justification:</b>
<b>Power:</b>	<b>Justification:</b>
<b>Priority:</b>	<b>Justification:</b>

Player 4 score: \_\_\_\_\_ (leave blank for the grader)

<b>PLAYER 5 -</b>	<b>Name and Title:</b>
<b>Issue Position:</b>	<b>Justification:</b>
<b>Power:</b>	<b>Justification:</b>
<b>Priority:</b>	<b>Justification:</b>

Player 5 score: \_\_\_\_\_ (leave blank for the grader)



Exercise 9.4: Completing the Prince Chart and Calculating the Probability of the Policy Being Accepted

Your Total Score: \_\_\_\_\_ (Maximum: 8 points)

A. Using the policy identified in 9.1 and the information in Exercise 9.3, complete a Prince Chart in the form below. Make sure to restate your policy and recopy the numbers from 9.3 correctly. Calculate each player's Prince Score according to the directions. (6 points)

Part A score: \_\_\_\_\_

- **Restate your policy here:**

- *Deduct 1 point if the policy is not restated the same as in 9.1.*
- *Deduct 1 point for each issue position, power, or priority not copied the same from 9.3. If it is incorrect, take a point off and then grade it as if it were correct. Do not take off points for a rating that is unreasonable.*
- *Deduct 1 point if the players' issue positions or prince scores do not have the correct sign (+/-) each time.*
- *Deduct 1 point for each incorrect calculation. Check the calculations.*
- *Deduct 1 point for each format error. The format should be as follows:*

Players	Issue Position	x	Power	x	Priority	=	Prince Score
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	

B. Calculate the probability of the policy being implemented following the directions on pp. 112-114 in the *Maxwell Manual*. (2 points)

Part B score: \_\_\_\_\_

- **Show your calculations here:**

- *Deduct 1 point if the calculations are incorrect. Check them.*
- *The formula is:  $\frac{\text{Sum of all positive scores} + \frac{1}{2} \text{ neutral scores}}{\text{Sum of all scores ignoring signs and parenthesis}} \times 100$*

- **Interpret the probability according to Figure 9.2 in the *Maxwell Manual* here:**

- *Deduct 1 point for probability if calculations are not shown.*
- *Deduct 1 point if the interpretation is incorrect or unclear. It should match the table below, from p. 113 of the Maxwell Manual.*

**Figure 9.2: Interpretation of Probability**

100%	Certain to be implemented. In the case of 100% agreement on a policy, there is no public policy issue.
60% - 99%	Likely to be implemented
40% - 59%	Uncertain. Likely to be disputed without resolution.
1% - 39%	Unlikely to be implemented. Likely to be killed as a proposal.
0%	Never will be implemented. In case of 0% support of a proposal, there is no public policy issue.

Exercise 10.1: Selecting a Player for Developing a Strategy  
Your Total Score: \_\_\_\_\_ (Maximum: 4 points)

Select a player for which to develop a strategy that aims to increase the probability of your policy being implemented. Justify your selection in terms of the player's issue position, priority, and power.

- **State the player you selected here:**
- **Justify your selection here:**

- *Deduct 1 point for each (issue position, priority, and power) that are mislabeled or clearly misunderstood.*
- *Deduct 2 points if the student does not mention issue position, priority, and power in the justification.*
- *Deduct up to 2 points for an unclear or incorrect justification.*
- *As general guidelines, the issue position of the chosen player should be 4 or 5 (or the highest of all their players), the priority should be 3 or greater, and it would be best to have as high power as possible.*
- *Deduct all 4 points if the student chooses a player without a firm issue position (and has better options).*
- *If it is a new player (one that is first mentioned here) then deduct 20 points from 10.1 – 10.3.*

Exercise 10.2: Describing a Political Strategy

Your Total Score: \_\_\_\_\_ (Maximum: 4 points)

Describe **one** strategy that might be pursued by the player selected in Exercise 10.1. The strategy should attempt to increase the likelihood of your policy being implemented. The strategy must be within the capabilities of the player. Do NOT use “making an argument” in any way as your strategy. Use one of the methods discussed on pp. 118-121 of the *Maxwell Manual* to formulate your strategy.

- **Clearly state the strategy including specific actions the player might take here:**
  - *The targeted player should have the lowest issue position.*
  - *If no player is targeted, deduct 2 points.*
  - *Deduct 4 points for each of the following:*
    - *If the strategy is not a specific action that the player in 10.1 will do to try to increase the chance of the outcome the player favors, or if it is vague.*
    - *If the strategy does not include one of the methods discussed on pp. 118-121 of the Maxwell Manual. These strategies are:*
      - *Add new players or delete existing players*
      - *Change the issue position of players*
      - *Change the power of yourself and other players*
      - *Change the priority of other players*
    - *If the strategy is not within the capabilities of the player.*
    - *If the strategy is illogical, unclear, or incorrect (good strategies are to compromise, offer something or support another policy). Lobbying is NOT a good strategy.*
    - *If the student uses an argument for their strategy. If an argument is used, deduct 2 points on this exercise only and accept this strategy on future exercises.*

Exercise 10.3: Assessing the Impact of the Proposed Strategy  
 Your Total Score: \_\_\_\_\_ (Maximum: 12 points)

A. Show the impact of the strategy you developed in Exercise 10.2 using the chart below. For each player, list the original issue position, power, and priority scores. Then list the new scores produced by your strategy. You will lose 3 points for incorrectly estimating the change or lack of change in the issue position, priority, and power of each player for a loss of up to 9 points. If the scores remain the same, write an "S".

- Provide justification for only the players whose scores have changed. You may leave the other justification cells blank.
- At least one justification must be based on information from one of the people you have contacted during the course or you will lose 9 points. (9 points)

Part A score: \_\_\_\_\_

- *Deduct 1 point for each player whose original scores are missing.*
- *Deduct 1 point for each player with a missing or poor justification. The justification should explain why the score changed, not just describe how it changed.*
- *Deduct 3 points each time the student makes a serious error in estimating how a player's scores will change. This can include saying a score will not change when it should.*
- *Deduct 9 points if none of the justifications are quoted from a player, expert, or stakeholder that the student interviewed during the course.*
- *Deduct 1 point for each formatting error. The format should be as follows:*

Player		Original Scores	New Scores	Justification
<b>Player 1 - Name:</b>	<b>Issue Position:</b>			
	<b>Power:</b>			
	<b>Priority:</b>			
<b>Player 2 – Name:</b>	<b>Issue Position:</b>			
	<b>Power:</b>			
	<b>Priority:</b>			
<b>Player 3 – Name:</b>	<b>Issue Position:</b>			
	<b>Power:</b>			
	<b>Priority:</b>			
<b>Player 4 – Name:</b>	<b>Issue Position:</b>			
	<b>Power:</b>			
	<b>Priority:</b>			
<b>Player 5 – Name:</b>	<b>Issue Position:</b>			

	<b>Power:</b>			
	<b>Priority:</b>			

- *Deduct 1 WRT point if the internal citation is incorrect. Deduct 2 points from the exercise if the internal citation is missing. The justifications using quotes must have citations, but not all justifications will necessarily require citations.*
- *Deduct 2 points from the References page for each missing reference (except for personal communications).*

B. Calculate the new probability of the policy being implemented and describe and assess the overall impact and success of your strategy. (3 points)

Part B score: \_\_\_\_\_

**• Show your calculations here:**

- *Deduct 1 point for each incorrect calculation. Check the calculations.*
- *If the change is high (20% or more), go back and check their Chart in Part A because it is likely they overestimated a change. In this case, take off 1-2 points in Part A where the student overestimated a change in power, issue position, and priority.*

**• Describe and assess the overall impact here:**

- *Deduct 1 point for incorrectly interpreting the new probability. The new interpretation should follow the same guidelines as the chart in 9.4B of the grading guidelines.*
- *Deduct 1 point if the student does not comment on how successful the strategy was.*



Exercise 10.4: Making a Difference

Your Total Score: \_\_\_\_\_ (Maximum: 3 points)

Find a person in *How You Can Help* whom you would most likely aspire to be like at some point in your life.

- **Write the person you have chosen here and include a direct quote from *How You Can Help* that describes something they have done:**
  - *Deduct 1 point if the person does not actually appear on the page, if there is no direct quote, or if the internal citation is incorrect.*
  - *Deduct 2 points if the internal citation is missing.*
  - *Deduct 2 points from the References page if the source is missing.*
- **Write the first reason why you have this aspiration here:**
- **Write the second reason why you have this aspiration here:**
- **Write the third reason why you have this aspiration here:**
  - *Deduct 1 point ONLY if there are less than three reasons listed.*

Exercise 11.1 Policy Memorandum Based on What You Have Learned this Semester  
Your Total Score: \_\_\_\_\_ (Maximum: 40 points)

Write a policy memo of no more than 350 words to a government official that reflects your latest thinking about the policy proposal process and demonstrates the concepts presented throughout the course. Your memo has to be about the policy you discussed in this module. Read the Policy Memo section of Chapter 11 and follow the guidelines closely. Every word over 350 words will result in a point deduction up to the entire 40 points for the exercise.

- Identify the name and office of a current elected or appointed official who is a player for your policy and write a policy memo using the following form:

TO: Bob Smith  
President of ABC Club  
FROM: Your Name

SUBJECT: Your policy proposal in 10 words or less

- Write a 350 word memo with the following sub-headings:
  1. Societal problem
  2. Proposed Policy
  3. Benchmarks
  4. Political Feasibility
- In parentheses at the end of the memo, provide the word count of the text of the memo. To obtain this, highlight the text of your memo, go to the “Tools” menu, and click on “Word Count.”

- *Deduct 3 points if the word count is missing or if it is above 350 words.*

- In addition to submitting this exercise with the rest of your Module, go to the PAF 101 website - Downloads - 10.5 Final Memo - Submit your completed memo - PRINT OUT the receipt and attach behind this exercise, or lose ALL 40 points. Also attach behind this exercise the receipt of completion for your Post-Test. Failure to attach the Post-Test receipt will result in a loss of 5 points from this exercise.

- *Follow guidelines in the prompt.*

- **Place your memo here:**

- *Deduct 2 points if there are not 4 distinct sections stating the societal problem, policy, benchmarks, and feasibility. Make sure they are indicated by subtitles (if they indent, don't take off points).*

- *Deduct up to 10 points for each section if the answer is unclear or inadequate. You should be able to understand their policy from this exercise without having read the rest of the module!*
- *Deduct 2 points if the address heading is not in the correct format.*
- *Deduct 1 point if they do not follow the heading format or end it as if it were a letter.*

### **1. Societal problem**

- *Deduct up to 10 points if the societal problem is not clearly stated or if more than one problem is stated.*
- *Deduct no more than 5 points for missing or poorly stated geographical location.*
- *Deduct 5 points if they just state the societal category (for example, “crime”) instead of the societal problem. Too much or too little should be stated or clearly implied but those words are not necessary. “Growing crime rate” for example would be okay.*
- *Deduct up to 5 points if at least one piece of clear and credible evidence is not provided.*
- *Deduct up to 5 points if at least one major cause is not mentioned.*

### **2. Proposed Policy**

- *Deduct up to 10 points if a concrete policy action is not stated or if the policy already exists and no revision is suggested.*
- *Deduct up to 5 points if more than one policy is proposed.*
- *Deduct up to 5 points if the agency implementing the policy is unclear, missing or wrong.*

### **3. Benchmarks**

- *Deduct up to 10 points if at least one year and one numerical benchmark is not provided.*
- *Deduct up to 5 points if there is no discussion on how the policy will help achieve the benchmark and what the value of achieving the benchmark would be.*

### **4. Political Feasibility**

- *Deduct up to 10 point if there is not a clear discussion of the likelihood that the policy will be implemented.*
- *Deduct up to 5 points if there is weak justification of the likelihood that includes who would support and oppose the policy and why. Students do not need to use the words low, medium or high but should give some indication of level.*

Exercise 11.2: References

Your Total Score: \_\_\_\_\_ (Maximum: 6 points)

- Prepare a list of references that includes all sources for this module.
- Follow the APA format.
- Include all sources used in the exercises.

- **Start References on the next line or on the next page:**

- *Deduct 2 points for each missing reference.*
- *Deduct 1 point for each reference error, but do not take off points more than once for the same mistake.*
- *Deduct 1 point for each format error, but do not take off points more than once for the same mistake.*
- *If any of the following are missing, one formatting error point should be deducted:*
  - *The word “References” should be centered at the top of the References page, with no underline, quotes, etc.*
  - *The page should be double spaced.*
  - *The entries should be in alphabetical order.*
  - *The first line of each entry should begin at the left margin, and each successive line should be indented.*