



Appendix A

Rubric – Training Partner Application

This rubric provides a general overview of the criteria on which applicants are assessed. Other considerations may apply.

Assessment	Sample Indicators	Next step
<p>Weak</p> <p>Application is incomplete and does not demonstrate high potential.</p>	<ul style="list-style-type: none"> • Credit risk assessment rated in the red category (score of 1) • Sparse/incomplete information in business plan • Market analysis is missing key considerations, opportunities, or audiences. • Some gaps evident in operational, financial, or customer service planning and support. • Lacks demonstration/framework of how business will address a unique gap/opportunity for target audience or geography. 	Application declined
<p>Good</p> <p>Application is complete and meets minimum requirements. Demonstration of potential for long-term partnership with Red Cross, and moderate to high growth potential.</p>	<ul style="list-style-type: none"> • Credit risk assessment rated in the yellow category (score of 2) • Market analysis identifies key gaps/opportunities and how they can be served by the applicant. • Financial plan illustrates realistic cost analysis, start-up costs, profit and loss model. • Demonstration of planning and support for operations, equipment/facilities, registration etc. • Alignment to Red Cross fundamental principles, mission, and programs. 	Additional information requested from applicant and/or move to interview stage.
<p>Excellent</p> <p>Application is complete, comprehensive, and demonstrates extensive market analysis and research, with a clear outline of target market and illustration of high growth potential.</p>	<ul style="list-style-type: none"> • Credit risk assessment rated in the green category (score of 3) • Established customer base or employee base with proven record of delivering training programs/services. • Demonstrated links to niche markets, under-served geographies, customers, or communities. • Clear, realistic, and viable plan for growth and/or sustainable delivery of internal training program. • Tailored / well-developed marketing strategy. • Demonstration of well-developed policies and infrastructure to support operations, training equipment/facilities, registration, and customer service levels. • Alignment to Red Cross fundamental principles, mission, and programs. 	Move to interview stage.