Nanotechnology Case Study:

Includes:
Opportunity Marketing Piece
Skills Survey
Candidate Scorecard

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COMPANY
TSI
POSITION
Director of Nanotechnology Products
LOCATION
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TSI Incorporated serves a global market by investigating, identifying and solving measurement problems. As an industry leader in the design and production of precision measurement instruments, TSI partners with research institutions and customers around the world to set the standard for measurements relating to aerosol science, air flow, indoor air quality, fluid dynamics and biohazard detection. With headquarters based in the U.S. and field offices throughout Europe and Asia, TSI has established a worldwide presence in the markets they serve. Every day TSI’s dedicated employees turn research into reality.

TSI has a worldwide presence with over 400 dedicated employees working in facilities in North America, Europe and Asia. Their corporate sales and service offices (St. Paul, Minnesota, USA; Aachen, Germany; Marseille, France; High Wycombe, United Kingdom; Beijing, China, and Bangalore, India) provide regional customer support. They also maintain a network of knowledgeable manufacturers’ representatives and distributors to provide local support worldwide.

TSI researchers and engineers have been granted more than 50 patents and have a proven record of developing instruments that are the first, the only, and the best of their kind. Participation in societies and standards committees has long been a TSI priority. The engineers of TSI have chaired or sat on a variety of committees in organizations such as ASHRAE (American Society of Heating, Refrigerating, and Air Conditioning Engineers), ANSI (American National Standards Institute), and many others.

More Information:
www.tsi.com
TSI’s Key Principles

Trust
Since 1961, customers have depended on TSI for their product quality and technical expertise. To build customer trust and meet critical requirements, their more than 400 employees generate research driven, value-added and field-tested solutions that simplify measurement processes without sacrificing precision, accuracy or reliability.

Science
Developing more than 200 precision instruments is the byproduct of technology partnerships with scientists from leading research universities. This cooperation has resulted in more than 25 technology licenses spanning scientific to industrial manufacturing applications. From monitoring classroom air to measuring Martian wind velocity, TSI instruments contribute to the design and optimization of production procedures, verifying problem resolution and generating process improvement.

Innovation
TSI has more than 50 patents in the field of particle and flow measurement. Innovation is not only reflected in their new technologies and products, but also in their highly trained and motivated staff of problem solvers. These field testers, researchers, engineers and measurement scientists serve on and chair international product standards committees and immerse themselves in solving such pressing global issues as engine exhaust emissions, indoor air quality and homeland security. As they strive for excellence in innovation, the customer’s success and satisfaction remain TSI’s ultimate goal.

Mission
Our mission is to continuously develop new products by applying technology to solve measurement problems in a variety of environments. Our products improve the health, safety and productivity of individuals, businesses, research organizations and government agencies worldwide.

Corporate Values
- Conduct business with Integrity
- Drive Growth with Global Orientation
  - Lead in all served markets
- Foster Passion for Customers
Be the voice of the customer
- Provide Quality and Innovation
- Embrace Change
- Purposely driven
- Create an Intense Performance Culture
- Deliver on commitments
- Maximize effort
- Maintain Accountability
- Control the Initiative Against Competitors
- Encourage Innovation and speed
- Take Measured risk
- Scale and resources
- Energize employees
- Provide a Positive work environment
- Be a catalyst for Professional development
- Respect diversity & embrace individuality

**Nanoparticle Measurements**
Responsibility for worker health and safety is a tough job that demands full knowledge of the facts. Studies are conducted to evaluate workplace health and safety conditions as they relate to workers’ exposure to chemical, physical and biological hazards during the normal work day. TSI monitoring equipment helps to select and implement effective workplace engineering controls, use of administrative controls and the selection, use and limitations of personal protective equipment.
TSI assists the occupational health and safety professional by supplying a variety of instruments for personal exposure monitoring, work zone monitoring, and for perimeter monitoring. They measure airborne dust and aerosol mass concentrations along with gas concentrations in various workplace settings.

Nanotechnology has emerged and been hailed as the next industrial revolution. However, the occupational health risks of using or manufacturing nanoparticles are not clearly understood. Subsequently, workers may be exposed to these nanoparticles through means of inhalation at levels that greatly exceed ambient concentrations. TSI makes a variety of instruments for toxicologists and industrial hygienists to measure the total concentration and surface area of nanoparticles.

**TSI’s Nanotechnology Monitoring Solutions**

**Condensation Particle Counters** - TSI’s CPCs detect nanoparticles in the range from 2.5 to >3000 nm. CPCs use a condensation technique to enlarge nanometer-sized particles to a size that can be easily detected. Three of TSI’s CPCs use water as the condensing fluid; the remaining CPCs use alcohol.

**Nanoparticle Surface Area Monitor** - The Model 3550 is an important instrument for research in the fields of inhalation toxicology, health effects and epidemiology, and for measuring and monitoring workplace exposure.

**Aerosol Electrometer** - The Aerosol Electrometer provides accurate measurements of electrical current and flow rate. It measures total net charge on aerosol particles from 0.002 to 5 µm.

**Nanometer Aerosol Sampler** - The Nanometer Aerosol Sampler (NAS) allows you to sample charged particles, like those from the output of a Differential Mobility Analyzer (DMA) or SMPS system, onto sample substrates for further analysis.

**Scanning Mobility Particle Sizers** - Scanning Mobility Particle Sizer™ (SMPS) spectrometers are the standard by which all nanometer particle sizers are compared. Capable of detecting and sizing nanoparticles as small as 2.5nm, they employ a continuous, fast-scanning technique to quickly provide the highest resolution and precision measurements available.

**Fast Mobility Particle Sizer™ Spectrometer** - The Fast Mobility Particle Sizer (FMPS™) spectrometer measures particles in the range from 5.6 to
560 nm, offering a total of 32 channels of resolution (16 channels per decade). As its name suggests, the FMPS produces nanoparticle-size-distribution measurements with one-second resolution, providing the ability to visualize changes in particle size distribution in real time.

**Submicrometer Monodisperse Aerosol Generation System** - The Submicrometer Monodisperse Aerosol Generation System includes everything needed to produce monodisperse particles as small as 10 nm.

**Electrospray Aerosol Generator** - The Electrospray Aerosol Generator (EAG) produces high concentrations of monodisperse nanoparticles particles from 2 to 100 nm.

**Electrostatic Classifiers** - Electrostatic Classifiers coupled with a TSI DMA enable monodisperse nanoparticles to be generated from polydisperse sources. TSI offers a choice of DMAs to effectively generate monodispers nanoparticles in the range from 2 to 1000 nm.

**Corporate Culture**
TSI has historically been an engineering-driven company but recently they’ve focused on moving towards a market-driven approach. The upper management is fairly conservative and tends toward a balanced risk portfolio. They encourage honest debate especially amongst the Product Management team where innovation is treated as a team sport. Employees are encouraged to socialize after work and a committee has been formed to help organize social events. The Product Management team is in charge of organizing a team building event around the holidays. TSI also supports a United Fund Drive, and many other social causes are supported by employees on a voluntary informal basis.
Jerry Bark

VP of Product Development

Jerry received his BS in Electrical Engineering from the University of Wisconsin-Madison. Prior to joining TSI, Jerry worked in the automotive and medical imaging industry. He is a strong believer in collaborative efforts and works hard with his team to help them achieve success. Jerry is married and his wife is involved in volunteer work. They have a 14 year old daughter.

Tom Kennedy

President
Director of Nanotechnology Products

Summary
This position is responsible for analyzing the broad nanotechnology market and charting an overall corporate strategy. This analysis must be expansive, looking well beyond the technologies and markets already familiar to TSI. The Director of Nanotechnology Products will guide the activities of supporting market research personnel, analyze market opportunities, and identify product development programs and services that address unmet needs.

Job Responsibilities
- Survey all aspects of the nanotechnology market including:
  - Established and Emerging Applications
  - Product Research & Development
  - Production Process and Control
  - Product and Environmental Safety Compliance
  - Ultrafine Monitoring in Ambient and Indoor Air
- Work with Marketing Management to develop a marketing strategy that effectively positions current products within identified markets. Identify market segments which are not sufficiently aware of TSI products for targeted marketing campaigns.
- Identify new product opportunities based on high-growth market drivers. Oversee Voice of Customer projects to understand unmet customer needs. Generate supporting business cases and financial models.
- Maintain a collaboration portal that organizes the activities and information for a nanotechnology support team. Work with other Product Managers, Marketing Managers, and Engineers to assign tasks and review progress. Encourage free thinking and strong collaboration, while ensuring that the team remains focused on primary business objectives.
- Identify the important regulatory activities that TSI must closely monitor. Recommend standards and working groups which TSI should participate in to help drive acceptance of their products.
Work closely with Business Development team to define strategic product/technology gaps. Evaluate potential partners and acquisitions to fill identified gaps.

Work with downstream Marketing Managers on product launch plans and pricing models.

Travel extensively in support of marketing efforts (25%+). Attend international conferences and make customer visits. Coordinate an annual TSI nanotechnology conference that brings together key opinion leaders within the industry.

Complete other assignments and special projects as requested.

**Supervisory Responsibilities**
This position supervises a market research analyst and a regulatory affairs liaison.

**Requirements**

**Education**
- Required BS degree in Business, Marketing, Engineering, or a Science discipline.
- MBA Desired

**Experience**
- Minimum of 10 years experience in Product Management, Product Development, or Marketing.
- Comprehensive understanding of nanomaterial production processes.
- Familiarity with current and emerging nanotechnology applications.
- Knowledge of workplace safety standards, consumer safety, and environmental regulations related to nanotechnology.

**Skills and Abilities:**
- International experience and demonstrated understanding of the global marketplace.
- Ability to foster strong cross-functional collaboration, especially between engineering and sales/marketing personnel.
- Possesses the discipline, judgment, and courage to insure that the business focuses only on projects that have a reasonable chance of success. The successful candidate will ask tough questions and decisively terminates projects that are destined for failure.
• Ability to prioritize and select highest return projects from amongst numerous, divergent opportunities and ideas

• Knowledge of Voice of Customer analysis tools and techniques, such as Six Sigma and Outcome Driven Innovation. Experienced in managing focus groups, authoring product surveys, and ethnographic studies.

• Display insight into customer needs, both stated and unstated. Possesses ability to see connections and patterns in disparate data.

• Actively searches for new ideas and inspires others to be creative and curious

• Strong social skills, including self-awareness, self-control, empathy, and internal motivation

• Strong written and oral communication skills.
Shoreview, MN

Shoreview is a distinctive and vibrant community located in Ramsey County, just 10 miles northwest of St. Paul. Recognized for our abundant lakes, wetlands and open spaces, our quality parks and trails system offers splendid recreational and leisure opportunities. We are proud of the way we protect this natural environment of 11 lakes, over 1,400 acres of parkland and open spaces and our extensive park system that now includes 10 parks. Shoreview encompasses an area of 7,800 acres or 12.2 square miles.

Almost 27,000 residents enjoy Shoreview’s natural-setting, quiet and safe neighborhoods and excellent employment opportunities. The variety and quality of housing choices and close proximity to downtown Minneapolis and St. Paul makes Shoreview an easily accessible and desirable place to live.

Consistently ranking among the best places to live in the region, Shoreview also boasts one of the lowest crime rates in the region. Shoreview students receive some of the highest ranked scores of any school districts in Minnesota – a true testimony to the exceptional educational opportunities available in our schools.

Shoreview is a financially sound city with a strong tax base and well-respected local business community. The City of Shoreview holds a Aa2 bond rating, one of the highest ratings that can be achieved for a city of our size. We have received numerous national honors for our fiscal management and long-range financial planning.

Shoreview is a community respected throughout the Twin Cities metropolitan area for its high quality of life, neighborly values, active and caring citizenry and civic stewardship.
Saint Paul, MN

Saint Paul is the capital of Minnesota a city that lies mostly on the north bank of the Mississippi River. Saint Paul serves as the county seat of Ramsey County, the smallest and most densely populated county in Minnesota. With a population of over 200,000, Saint Paul offers plenty of opportunities for any field of interest.

Saint Paul is the Arts and Culture Capital of the Midwest, with over 52,000 theater seats, three world class museums, and a vibrant grass roots arts community. Each year 7 million visitors come to see world renowned groups like the Saint Paul Chamber Orchestra, national treasures like Penumbra Theatre Company, and a music scene ranging from Mint Condition to Tapes and Tapes. A cluster of warehouse renovations created the country’s largest concentration of live/work space for studio artists. Saint Paul has a literary history as rich as any, with giants from Fitzgerald to Keillor.

From Specialty stores to the Maplewood Mall Saint Paul's shopping scene offers a variety for all tastes. Maplewood Mall has an impressive collection of stores, family-friendly features, and a Food Court all within its warm community setting. In addition you may find in Saint Paul there is also plenty of specialty stores, antique shops and the Farmers Market.

Saint Paul offers three different professional sports teams; the Saint Paul Saints, the Minnesota Wild and the Minnesota Swarm. Known for their “Fun is Good” motto, affordable family fun, and outlandish promotions, the St. Paul Saints are in their 16th season of outdoor professional baseball at Midway Stadium. The Minnesota Wild, a National Hockey League (NHL) team found in the heart of the city at Saint Paul’s Xcel Energy Center. The Swarm is Minnesota's newest pro sports team, joining the National Lacrosse League in 2005.

Saint Paul is second in the United States in the number of higher education institutions per capita. Higher education institutions that call Saint Paul home include three public and eight private colleges and universities, and five post-secondary institutions. Well-known colleges and universities include: the College of Saint Catherine, Concordia University, Hamline University, Macalester College, and the University of St. Thomas. Metropolitan State University and Saint Paul College, which focus on non-traditional students, are based in Saint Paul, as well as two law schools, William Mitchell College of Law and Hamline University School of Law.
Minneapolis, MN

Minneapolis is the largest city in Minnesota, named America’s most literate city. Minneapolis has cultural organizations that draw creative people and audiences to the city for theater, visual art, writing, and music. The community’s diverse population has a long tradition of charitable support through progressive public social programs and through private and corporate philanthropy.

Boasting amazing buildings and engaging exhibits, Minneapolis area museums inspire art lovers, history buffs and science hounds alike. The Walker Art Center is a must-see; Newsweek calls it “possibly the best contemporary art museum in the U.S.” The adjoining Minneapolis Sculpture Garden is home to more than 40 large-scale works, including Claes Oldenburg’s iconic Spoonbridge and Cherry. A visit to the Mill City Museum provides a portal to Minneapolis’s flour-milling past. Thanks to an in-house Baking Lab, this interactive gem is billed as “the best-smelling museum ever created.” The Science Museum of Minnesota welcomes more than a million visitors a year, hosting a laundry list of stunning, nationally-touring exhibits.

The park system in Minneapolis has been called the best-designed, best-financed, and best-maintained in America. The city’s Chain of Lakes is connected by bike, running, and walking paths and used for swimming, fishing, picnics, boating, and ice skating. A parkway for cars, a bikeway for riders, and a walkway for pedestrians runs parallel along the 52 miles route of the Grand Rounds Scenic Byway. Runner’s World ranks the Twin Cities as America’s sixth best city for runners as it hosts the Minneapolis Marathon, Half Marathon and 5K which began in May 2009 with more than 1,500 starters.

Minneapolis offers seven professional sports teams, 3 incredible venues and some of the most enthusiastic fans on the planet. Minneapolis truly is a major-league town. The teams included are NFL’s Minnesota Vikings, Major League Baseball’s Minnesota Twins, NBA’s Timberwolves, WNBA’s Lynx, both male and female soccer teams thunder and lightning, and National Women’s football Association’s Minnesota Vixens.

Minneapolis literally invented shopping as it is known today: The first enclosed mall and the country’s trendiest discount retailer. The Mall of America is the largest U.S. retail and entertainment complex featuring 520 stores, 50 restaurants, the nation’s largest indoor theme park. However if strolling the storefronts is your favorite way to spend an afternoon, you’re in good company in Downtown Minneapolis which offers several districts for unbeatable shopping; Nicollet Mall, the Riverfront, Uptown as well as the warehouse District.
Links

Area Links
City of Saint Paul
www.stpaul.gov
Saint Paul Convention & Visitors Authority
www.stpaulcvb.org
Saint Paul Chamber Orchestra
www.thesplice.org
City of Minneapolis
www.ci.minneapolis.mn.us/index.asp
Meet Minneapolis
www.minneapolis.org

Museums
Marjorie McNeely Conservatory
www.comozooconservatory.org/cons/index.shtml
Minnesota Children’s Museum
www.mcm.org
Minnesota History Museum
www.mnh.org/index.htm
Minnesota Museum of American Art
mmaa.org
Minnesota Science Museum
www.smm.org
Ramsey County History Museum
www.rchs.com
American Swedish Institute
www.americanswedishinst.org
Weisman Art Museum
www.weisman.umn.edu
Wells Fargo History Museum
www.wellsfargohistory.com
Minneapolis Institute of Arts
www.artsmia.org

Shopping
Maplewood Mall
www.simon.com/mall/default.asp?ID=787
Mall of Saint Paul
www.mallofstpaul.com
Saint Paul Farmers Market
www.stpaulfarmersmarket.com
Mall of America
www.mallofamerica.com

Sports
Minnesota Swarm
www.mnswarm.com/index2.asp
Saint Paul Saints
saintsbaseball.com
Minnesota Wild
wild.nhl.com
Minnesota Vikings
www.vikings.com
Minnesota Twins
minnesota.twins.mlb.com/index.jsp?c_id=min
Links

Minnesota Timberwolves
www.nba.com/timberwolves

Minnesota Lynx
www.mnthsunder.com

Minnesota Thunder and Lightning
www.mnthsunder.com

Minnesota Vixens
www.minnesotavixen.com/team1.htm

Local News
Saint Paul Pioneer Press
www.twincities.com

East Side Review
www.eastsidereviewnews.com

City Pages
www.citypages.com

Education
Saint Paul Public Schools
www.spps.org

St. Catherine University
www.stkate.edu

Concordia University
www.csp.edu

Hamline University
www.hamline.edu

Macalester College
www.macalester.edu

University of St. Thomas
www.stthomas.edu

Metropolitan State University
www.metrostate.edu

Saint Paul College
www.saintpaul.edu/Pages/default.aspx

William Mitchell College of Law
www.wmitchell.edu

University of Minnesota
www.umn.edu
If you have open positions in your organization, give us a call and put our people and our process to work for you.
Skill Survey for: Director of Nanotechnology Products

Please type your answers in blue.

Name: ___________________________ Date: ___________________________

1. Outline University Degree(s) with date(s):
   (Please provide the Name, the Location and the Phone # of each Institution & YOUR BIRTHDATE – so we can conduct degree confirmation check.)

2. Describe your experience either in a Product Management, Product Development, or Marketing role in the nanotechnology industry.

3. Describe your understanding of nanomaterial production processes.

4. Describe your familiarity with future/emerging nanotechnology applications.

5. Describe your knowledge of workplace safety standards, environmental regulations and consumer safety as it relates to nanotechnology.

6. Outline your experience identifying restrictive substances or managing toxicology issues related to making products.

7. Describe your knowledge of Voice of Customer and/or other analysis tools and techniques like six sigma and Outcome Driven Innovation. Please provide examples.

8. Describe your experience working closely with business development teams to define strategic product/technology gaps and identifying partners and/or acquisition targets to fill those gaps.

9. Describe your experience managing focus groups, authoring product surveys, and conducting ethnographic studies.

10. What are your circumstances regarding relocation to the St. Paul, MN area? Are there any special issues we should be aware of?
11. If asked one of the following questions during an interview, how would you answer?

   Why are you considering this opportunity? (or)

   What’s motivated you to consider a job change at this time?

References
Please provide three to six references. The first priority is customers, past bosses, then employees, then peers.

Example: Bob Smith, currently – President at ABC Nanotechnology 412-123-4567, Email: bob.smith@abcnano.com.
Was VP of Sales & Marketing, my direct boss, while I was Director of Sales at ABC Chemical.

We will NOT contact any references until after completing the interview process and not without notifying you first.

1)

2)

3)
Our scorecard is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate’s are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The scorecard will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the scorecard process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

### Candidate Comparison - Scorecard

<table>
<thead>
<tr>
<th>Grade:</th>
<th>Grader’s Name:</th>
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**Candidate Name:**

**Client Name:** TSI, Inc  
**Hiring Manager’s Name:** Jerry Bark  
**Position:** Director of Nanotech Products  
**HR Rep’s Name:** Molly Bergren

<table>
<thead>
<tr>
<th>Attribute</th>
<th>A/B/C</th>
<th>Comment</th>
</tr>
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</table>
| 1. Education  
A = BS in Marketing/Eng/Tech plus an MBA  
B = Just a BS in the above disciplines  
C = BS in something else other than the above | | |
| 2. Exp either in a Product Management, Product Development, or Marketing role in the nanotechnology industry.  
A = 10 yrs exp or more  
B = 5-10 yrs exp  
C = < 5 yrs exp | | |
| 3. Knowledge of nanomaterial production processes  
A = Yes  
B = Somewhat  
C = No | | |
| 4. Familiarity with future/emerging nanotechnology applications  
A = Yes  
B = Somewhat  
C = No | | |
| 5. Knowledge of workplace safety standards, environmental regulations and consumer safety as it relates to nanotechnology.  
A = Yes  
B = Somewhat  
C = No | | |
| 6. Exp. identifying restrictive substances or managing toxicology issues  
A = Yes  
B = Somewhat  
C = No | | |
Our scorecard is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidates are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The scorecard will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the scorecard process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

<table>
<thead>
<tr>
<th>7. Knowledge of “Voice of Customer” tools and techniques like “6-sigma” or “Outcome Driven Innovation”</th>
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<tbody>
<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
<td></td>
</tr>
<tr>
<td>C = No</td>
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<thead>
<tr>
<th>8. Exp. working closely with Bus. Dev teams to define product/technology gaps and identifying partners and/or acquisition targets to fill those gaps.</th>
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<tbody>
<tr>
<td>A = Yes</td>
<td></td>
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<tr>
<td>B = Somewhat</td>
<td></td>
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<tr>
<td>C = No</td>
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<thead>
<tr>
<th>9. Exp. managing focus groups, authoring product surveys, &amp; conducting ethnographic studies</th>
<th></th>
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<tbody>
<tr>
<td>A = Yes</td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
<td></td>
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<tr>
<td>C = No</td>
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<table>
<thead>
<tr>
<th>10. Ability to relocate to St. Paul, MN</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>A = Excited and ready to go</td>
<td></td>
</tr>
<tr>
<td>B = Can relocate but a few questions</td>
<td></td>
</tr>
<tr>
<td>C = Some red flags that need to be addressed.</td>
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<thead>
<tr>
<th>11. Compensation: 125K to 150K with bonus TBD</th>
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<tbody>
<tr>
<td>A = 125K to 150K</td>
<td></td>
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<tr>
<td>B = 100K to 120K or 160K to 175K</td>
<td></td>
</tr>
<tr>
<td>C = below 100K or over 175K</td>
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<tr>
<th>12. Job Changes/Stability</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total Number of Job changes:</td>
<td></td>
</tr>
<tr>
<td>Total number of yrs working:</td>
<td></td>
</tr>
<tr>
<td>Average number of yrs at each job:</td>
<td></td>
</tr>
<tr>
<td>A=Avg. yrs = 5-10</td>
<td></td>
</tr>
<tr>
<td>B=Avg. yrs = 3-5</td>
<td></td>
</tr>
<tr>
<td>C=Avg. yrs &lt;3</td>
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<thead>
<tr>
<th>Grading Point System:</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A’s = 4</td>
<td>Divided by ___ grades =</td>
</tr>
<tr>
<td>B’s = 3</td>
<td>Avg. Grade</td>
</tr>
<tr>
<td>C’s = 2</td>
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<tr>
<td>Bonus Points = 1</td>
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<tr>
<td>Now add up the numerical value of each grade and then divide by the total number of grades</td>
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</tbody>
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