



2017-2018
APPRAISER
Guide

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Destination Imagination

Our Vision: To be the global leader in teaching the creative process from imagination to innovation.

Our Mission: To develop opportunities that inspire the global community of learners to utilize diverse approaches in applying 21st century skills and creativity.

The Destination Imagination program is a fun, hands-on system of learning that fosters students' creativity, courage, and curiosity through open-ended academic Challenges in the fields of STEM (science, technology, engineering and mathematics), fine arts, and service learning. Our participants learn patience, flexibility, persistence, ethics, respect for others and their ideas, and the collaborative problem-solving process. Teams may showcase their solutions at a tournament.

The Creative Process: Destination Imagination participants experience these components of the creative process while solving our Challenges:

Recognize

- Becoming aware of the Challenge
- Gaining an in-depth understanding of the Challenge

Imagine

- Generating ideas with team members
- Focusing on promising ideas
- Creating a project timeline

Initiate & Collaborate

- Researching, exploring, and experimenting
- Committing to options; building and completing all requirements

Assess

- Assessing progress; reworking or reimagining ideas
- Practicing presenting the solution

Evaluate & Celebrate

- Presenting at a tournament
- Reflecting on and celebrating the experience

Appraiser Guide

THANK YOU for volunteering to participate in Destination Imagination (DI) as a tournament Appraiser. As a Destination Imagination Appraiser, you are part of a larger team of educators who are dedicated to helping our participants learn and engage with the creative process. You are also an important part of a smaller team - the Appraisal Team for a Team Challenge or an Instant Challenge at a DI tournament. This guide has been prepared to help you understand and prepare for your very critical role at the tournament.

What is Destination Imagination?

Destination Imagination fosters the development of creative and critical thinking, project management, teamwork, and problem-solving skills. The emphasis of DI is on learning and implementing the creative process as teams prepare their Team Challenge solutions and practice Instant Challenges.

Every state, province, or country affiliated with Destination Imagination is known as an Affiliate organization. The director is known as an Affiliate Director (AD). Very often, the Affiliate organization is large enough to have Regional Tournaments prior to their Affiliate Tournament. The number of Regions within each Affiliate varies widely from 0 (Affiliate Tournament only) to 20. Each Region has a Regional Director (RD) or Co-Directors. In most Affiliates, the Regional and Affiliate Tournaments are held in late winter and early spring of each year. The Destination Imagination season concludes with Global Finals, which takes place in May of each year.

The Two Components of the Destination Imagination

Destination Imagination asks teams to creatively solve two different kinds of Challenges, each with its own purpose and educational focus. The two Challenges, or components, are called the **Team Challenge** and the **Instant Challenge**. Teams present their solutions to both Challenges at a tournament where the solutions are evaluated by Appraisers.

Team Challenge

Teams work on the Destination Imagination Team Challenge over a long period of time, usually several months. Each year, Destination Imagination presents seven Team Challenges (six competitive Challenges and one Rising Stars! noncompetitive Challenge), and each team generally chooses one Challenge to solve during that year's DI season. The Team Challenge is made up of two parts, the **Central Challenge** and **Team Choice Elements** (except for the Improvisational Challenge, which does not include Team Choice Elements).

Central Challenge

- Purpose: To encourage development of creative problem-solving techniques, teamwork, project management, and a deep understanding and use of the creative process over a sustained period of time (usually several months).
- Educational Focus of the Central Challenge: The project undertaken by the team is academically based and focuses on one or more of the following areas: technical/mechanical design; engineering/structural design; science; theatrical/literary/fine arts; improvisational techniques; and service learning/social entrepreneurship.
- Each of the six competitive Central Challenges involves a research component.
- One or more of the six competitive Central Challenges involves an improvisational component.
- One or more of the Central Challenges could involve an international or intercultural theme.

Team Choice Elements

- Purpose: To encourage participants to discover and showcase their collective interests, strengths, and abilities as a team and as individuals, and to allow participants to develop chosen skills and prepare their showcase over a long period of time.
- Educational Focus of Team Choice Elements: Based on the educational theory of Multiple Intelligences, Team Choice Elements allow participants to find their own best ways to present what they have learned.
- Allows each team total freedom to develop elements of their own choosing.
- Allows each team to highlight areas of strength that are not brought forth in the Central Challenge requirements.
- Allows and encourages the team to recognize and make the most of each individual's abilities/interests.

Instant Challenge

In the Destination Imagination Instant Challenge, teams are asked to solve a Challenge at their tournament in a very short period of time, without knowing ahead of time what Challenge they will be asked to solve.

- Purpose: To put the team's creative process skills, collaborative problem-solving abilities, creativity, and teamwork to the test in a short, time-driven Challenge.
- Educational Focus of Instant Challenge: The team will fine tune its use of the creative process, collaborative problem-solving strategies, teamwork, and assessment and use of available materials to solve an Instant Challenge under tight time constraints.
- Encourages teams to develop a deep understanding of the creative process, collaborative problem-solving skills, and time management strategies, as well as performance and improvisational techniques.
- Develops the ability to quickly assess the properties of provided materials and learn how to creatively manipulate materials for a unique solution.

The Destination Imagination Tournament

The DI tournament is a culminating celebration of what the teams have learned throughout the year. It celebrates the teamwork, project management, and creative skills they have learned on their journey through Destination Imagination.

A DI tournament is not separate from the creative process; it is a part of the creative process.

A tournament:

- Is the celebration of every team's solution, regardless of score
- Is fair and consistent
- Has officials who understand and honor the creative process
- Considers every team a winner

How is "every team a winner"?

Regardless of scoring, the teams have learned the creative process. They have gained the ability to:

- Take focused risks
- Make decisions with efficiency
- Take action with a positive outlook

The creative process is not just for kids! One of the greatest benefits for adults who are participating in DI as an Appraiser is the opportunity to learn the same skills DI teaches the young people on teams.

Appraiser Basics

The DI Philosophy of Awarding Points

Every person on every Appraisal Team must be aware of the Destination Imagination philosophy of awarding points. In Destination Imagination, it is the job of the Ap**PRAISE**rs and officials to award each team as many points as the team has earned. The emphasis should be on what the team members *did* produce, not on what they did not produce.

Those who have volunteered to be Appraisers have the privilege of being an integral part of the process for each team. Appraisers who understand the goals of Destination Imagination, and who can elevate and celebrate the accomplishments of each team through conversation, gestures, interest and supportive appraising, will give the teams and themselves the best experience possible at the tournament.

The Level Playing Field

The term “level playing field” describes the way we would like all Appraisers and volunteers to approach the competitive aspects of the tournament. It means that every team is accorded the same interest, respect, and enthusiasm from the Appraisers who evaluate their efforts, but it also means no team can be given an advantage over any other.

Sometimes a problem or glitch occurs during the team’s Presentation that costs a team some points. This is often heartbreaking for members of the Appraisal Team, and sometimes certain Appraisers find it difficult to not award the team more points than they have, in fact, earned. It is very important that Appraisal Teams understand that to ‘look the other way’ in order to allow the team to keep unearned points is, in effect, *removing points from every other team*. When this happens, the playing field is no longer level, but tipped in favor of the team that had the problem.

At the same time, it also occasionally happens that, because of a scoring ambiguity, a team must be awarded points that one or more Appraisers feel the team doesn’t deserve. In this situation, an Appraiser might feel that he or she should *artificially* level the playing field by withholding points from that team in other areas. Just as it is unacceptable for an Appraiser to award points a team does not deserve, it is equally unacceptable for an Appraiser to withhold points a team legitimately earned.

It is up to Challenge Masters and Head Appraisers to be sure the Appraisal Team keeps the playing field level. Award all the points that a team has legitimately earned. Never award sympathy or hard luck points and never withhold points that a team has earned.

When awarding points, teams should not be compared to each other. They should only be evaluated against the scoring criteria outlined in the Challenge.

Difficult Decisions

Sometimes there is more than one way to understand a Challenge requirement. Destination Imagination urges Appraisers to always interpret Challenge requirements in the broadest way possible. DI truly subscribes to the notion that “if it doesn’t say you can’t, then you can.” Team members, Appraisers, and other officials only have the written materials (Rules of the Road, the Challenge, and Published Clarifications) in common. For some solutions, there is sufficient uncertainty in the wording of the Challenge that may make it unclear whether a team’s solution meets the requirements of the Challenge. In these situations, the team should receive the benefit of the doubt, and an appropriate number of points should be awarded by the Appraisal Team.

The Appraisal Team

The Destination Imagination Team Challenge Appraisal Team consists of many people: A Challenge Master and/or Head Appraiser, at least three Appraisers who evaluate the entire Team Challenge (Central Challenge PLUS Team Choice Elements), a Prep Area Appraiser, and at least one Support Official (On-Site Scorer/Appraisal Team Organizer and Timekeeper/Announcer). The Instant Challenge Appraisal Team consists of at least 2 Appraisers in each Instant Challenge room, supported by many support Officials. Please see this year's Instant Challenge Appraisal Packet for details about appraising Instant Challenge at a DI tournament.

Basic Requirements for Appraisers and Officials

Exceptions to these requirements shall be at the discretion of the Affiliate, Regional, or Tournament Director.

1. Destination Imagination Appraisers and officials must be at least 18 years of age or older.
2. Destination Imagination Appraisers and officials are no longer enrolled in high school.
3. Destination Imagination Appraisers may not appraise the Presentation of a team for which they have served as Team Manager.
4. Destination Imagination Appraisers may not appraise the Presentation of a team that includes their own family member(s).
5. All Destination Imagination Appraisers and officials must attend an official Appraiser Training and be certified to appraise or officiate.
6. All Destination Imagination volunteers must sign the Volunteer Code of Conduct (DestinationImagination.org).
7. Many Destination Imagination volunteers will be required to pass an advanced background check to participate at the Regional or Affiliate level. All volunteers participating in Global Finals will be required to pass a complete background check.

The Qualities of an Effective Appraiser

An effective Appraiser:

- Understands and values the mission and vision of DI.
- Understands and values the creative process as it relates to Destination Imagination.
- Knows the rules in the Challenge and the Rules of the Road.
- Enjoys working with young people and has a good sense of humor.
- Is committed to learning as much as possible about the assigned Challenge and is not afraid to ask questions if she or he doesn't understand something.
- Is punctual and honors the commitment to attend training and the tournament.
- Is comfortable working as part of a team.
- Doesn't mind getting down on the floor, if necessary, to examine a creation or to get a better view of a Presentation.
- Is able to appraise without bias towards, or against, specific teams and/or themes.
- Appreciates creativity in all its forms.
- Is able to go long intervals without breaks.

Number of Appraisers at Each Team Challenge Presentation Site

Each Team Challenge Presentation Site needs:

- | | |
|-------------|---|
| 1 | Challenge Master: Trains the Appraisal Team and oversees all Presentation Sites for the specific Team Challenge during the day of the tournament. |
| 1 | Head Appraiser: Supervises the Appraisal Team for one specific site. (The Challenge Master may also fill this role in addition to being Challenge Master.) |
| 1 (or more) | Prep Area Appraiser: Checks teams and prepares them to present. |

- 4 (or more) **Team Challenge Appraisers:** Evaluate required elements in Team Challenge solutions.
- 1 **Timekeeper/Announcer:** Enthusiastically and consistently introduces the teams to the audience and the Appraisers. (This role could be filled, if necessary, by someone who is also appraising.)
- 1 (or more) **On-Site Scorer or Appraisal Team Organizer:** Sorts and organizes all team-related score sheets and paperwork; may enter scores into computer at Presentation Site or may send score sheets to the Score Room for tabulation.

Engineering Challenge-Specific Appraiser Role:

- 2 **Structure Check-In Appraisers:** Checks Structures for compliance with Challenge requirements; may appraise specified elements of the Structure, as required in Challenge.

Number of Appraisers at Each Instant Challenge Site

- 1-3 **Check-In Officials:** Check in each team as they arrive for the Instant Challenge part of the tournament. If no Holding Room is used, these officials are also responsible for overseeing waiting teams.
- 1-3 **Holding Room Officials:** Oversee teams waiting to enter their Instant Challenge room, if a Holding Room is used at the tournament.
- 2 **Instant Challenge Appraisers in each Instant Challenge room:** Appraise each team's Instant Challenge Presentation.
- 1 **Timekeeper in each Instant Challenge room:** Times the Instant Challenge Presentations. (For most Instant Challenges that do not have timing complications, a scoring Appraiser can also be the Timekeeper.)
- 1-3 **Chill Out Room Officials:** Oversee teams as they privately discuss their experience after they have completed their Instant Challenge, if a Chill Out Room is used at the tournament.

Appraiser Roles

The Head Appraiser

The Job: Every Destination Imagination Team Challenge Appraisal Team must have a Head Appraiser. The Head Appraiser is the site facilitator, who helps ensure the smooth running of one Presentation Site. The Head Appraiser is responsible for supervising the entire Appraisal Team at the site, and must be thoroughly familiar with the Destination Imagination Rules of the Road, as well as the specifics of the Team Challenge and any Clarifications. In most cases, the Head Appraiser, rather than the Challenge Master, is the person who presents and explains the Raw Scores and possible deductions to the Team Manager and one team member. Depending upon the tournament, the Challenge Master may also serve as the Head Appraiser.

Qualities of an Effective Head Appraiser:

- Exhibits all qualities of an effective Appraiser (as listed previously)
- Has experience working on an Appraisal Team
- Has great leadership qualities
- Is diplomatic
- Is well-organized
- Is a great listener
- Has a positive attitude, even when dealing with difficult situations

Principal Duties: The Head Appraiser will:

1. Check the Presentation Site, making sure all conditions for the site have been met.
2. Make an effort to keep spectators from interfering with or getting in the way of the teams, their creations, and the Appraisers' area.
3. Make sure no Appraiser or support official who is part of the Appraisal Team will be evaluating any team that contains a family member, or for which he or she has served as Team Manager.
4. Check the Appraisal Packet for Challenge Masters for guidelines on how to divide up scoring elements among Appraisers. Ensure that every scored element is appraised or scored by more than one person. Reassign or 'double up' some members of the Appraisal Team in the event that there are not enough Appraisers.
5. Return the Raw Scores to the Team Manager and one team representative. See Rules of the Road for information on this procedure.
6. Receive all appeals or questions of concern at the Presentation Site. See Rules of the Road for information on this procedure.

The Prep Area Appraiser

The Job: The Prep Area Appraiser is responsible for greeting the team members and Team Managers at the Presentation Site, relaxing them, and checking that required elements of the solution such as props, paperwork, etc., are in order and in compliance with rules. This Appraiser is the first tournament official the team meets, usually just before the team's Presentation. It is very important that the Prep Area Appraiser is able to set teams at ease.

Qualities of an Effective Prep Area Appraiser:

- Exhibits all qualities of an effective Appraiser (as listed previously)
- Has experience working in the Prep Area OR has demonstrated experience and competence as an Appraiser
- Is level headed and calm
- Is gentle and patient
- Is well organized
- Is a great listener

Principal Duties:

1. Set up the Prep Area. Guidelines are in the following section.
2. Be prepared and at the site at least 40 minutes before a scheduled team. The Prep Area Appraiser must be fully aware of this during breaks and lunch, since he or she may have to return to the Presentation Site before the rest of the Appraisal Team.
3. Collect and check all paperwork, props, and other required items listed on the Prep Area Checklist for the Challenge. The Prep Area Appraiser will also check for potential safety issues and use of prohibited items (See "Safety" section of the Rules of the Road). When the Prep Area Appraiser reviews the team's paperwork and looks at the elements of the team's Challenge solution, familiarity with the rules and requirements is essential.
4. Inform the team about the layout of the site, including site boundaries, location of the Appraisers and officials, the electrical outlet, etc.
5. Point out the Timekeeper/Announcer and any other Appraiser or official assigned a specific function.
6. Inform the Team Managers and any non-presenting team members where their designated seats are located.
7. Indicate where and to whom the Team Manager and the designated team representative should return after the Presentation to receive the team's Raw Scores.
8. Be the advocate for the team! The team will probably have many questions, from "How much time before we present?" to "Are the Appraisers nice?" Expect the unexpected and understand that the most important part of the job is putting the team at ease and answering their questions.
9. Do not let a team know if it will be receiving a deduction in the Prep Area (such as for Interference). It might upset the team members and impact their Presentation. On the other hand, if the Prep Area Appraiser is aware of something that is not right with the team's materials or solution while the team is in the Prep Area (such as a prop that will obviously scratch the floor), the team should be given a short amount of time to bring the item into compliance. This is at the discretion of the Challenge Master and the Head Appraiser for the site.
10. Do not hesitate to ask for help from the Head Appraiser or Challenge Master, especially if there is confusion over something on one of the team's forms

Setting up the Prep Area:

The key to a successful Prep Area is the layout and the traffic flow. There are three places that need to be set up: The Prop Storage Area, the Prep Area, and the Launch Area.

- **Prop Storage Area:** The first place the team will come to is the Prop Storage Area. This is where the team can assemble props, fix costumes, have pictures taken with parents, and generally get everything ready for the Presentation. Ideally it should be an area large enough for several teams to set up at once, with a restroom and/or dressing area nearby, and with easy access to the Prep Area.

If there are two Prep Area Appraisers, the Prop Storage Area is an ideal place for one of them. The Appraiser can keep order, check in teams as they arrive, keep them quiet, and prepare them to enter the Prep Area.

- **Prep Area:** Approximately 20 minutes before its scheduled Presentation time, the Prep Area Appraiser will take the team and the Team Manager(s) to this area to officially check in. The Prep Area is, ideally, a space just outside the actual Presentation Site. The Prep Area should be a calm, quiet area where the Prep Area Appraiser can easily talk with the team. It should be away from crowds of spectators and the sounds of the current team presenting.

All of the work in the Prep Area should take place while the previous team is presenting. This would allow the Prep Area Appraiser about 20 minutes to talk with the team members, answer all their questions and take care of all the items on the Prep Area Checklist.

- **The Launch Area:** This is the space next to the Presentation Site in which the team will wait for its Presentation time to begin. After the previous team finishes its Presentation, the Appraisers will talk with the team members to learn more about their solution. During this time, the Prep Area Appraiser will lead the next team to the Launch Area. This is where the team will be when the Timekeeper/Announcer says, "You may begin."

The best place for the Launch Area is a taped-off space on the stage or Presentation Site floor. When the Prep Area Appraiser brings a team to the Launch Area, he or she should point out where the electrical outlets are, where the Appraisers will be located during the Presentation, where the audience is, where the team will exit when finished, and any other important information.

As the team is moving from the Prep Area to the Launch Area, the Prep Area Appraiser should give the paperwork to the other Appraisers to look over. He or she should then stay with the team until the Timekeeper/Announcer or other Appraisers are ready to take over and speak with the team.

Team Managers and supporters may help the team move its props from the Prep Area to the Launch Area. Once that is finished, Team Managers should be directed to special seats set aside for them. Team members who have chosen not to present should join the Team Managers in their reserved seats.

The Team Challenge Appraiser

The Job: A Team Challenge Appraiser is a person who evaluates some of the required elements of a team's Presentation. This may also include evaluating Team Choice Elements. Every item on the score sheet must be evaluated by at least two Appraisers, but no Appraiser should appraise all elements. Prior to the start of the tournament, the Challenge Master and/or Head Appraiser will determine which elements will be evaluated by each Appraiser.

Qualities of an Effective Team Challenge Appraiser:

- Exhibits all qualities of an effective Appraiser (as listed previously)
- Knows the rules in the Challenge and the Rules of the Road
- Is a great listener
- Is sincerely interested in the creative process and in understanding the efforts of the team members
- Can maintain a consistent level of enthusiasm throughout a long day of Presentations

Principal Duties:

1. Observe the team's Presentation, moving around if necessary, in order to see all of the intended elements of the Presentation.
2. Appraise the assigned items using criteria listed on the Team Challenge score sheet. Some elements are objective and the team can earn points only if a requirement is fulfilled during the Presentation. Other elements are subjective and will require evaluation. An example of a subjective element is one in which an Appraiser may need to evaluate the creativity of an item. All Team Choice Elements are subjective. Scoring rubrics have been developed to assist Appraisers in the subjective evaluation of some types of scoring areas. They can be found later in this guide.
3. Interact with the members of the team following their Presentation in order to learn as much as possible about the elements of the team's solution they are assigned to appraise.
4. Ask questions and seek additional information in a positive and friendly way. See "Appraiser Questions for Teams" later in this guide for information on questioning teams, as well as examples of good questions.
5. Write positive comments about the team's Presentation on 'sticky' notes provided at the work table. These comments, along with the team's Raw Scores, will be passed on to the team representative and the Team Manager by the Head Appraiser. Some sticky note suggestions are provided later in this guide.
6. Participate in decisions about potential special awards (DaVinci, Renaissance, Spirit of DI, Project Outreach Torchbearer Award) to be given to teams. Please see the Special Awards section of this guide for more information about special awards.

APPRAISING SUBJECTIVE ITEMS

- For subjective items, it is critical that the Appraisers learn as much as possible about elements of the team's solution from team members following the Presentation.
- Appraisers must not discuss their evaluations with one another. This is to ensure that each Appraiser's opinions are his or hers alone, free of anyone else's influence, perspectives, or persuasion.
- Appraisers should evaluate similar elements consistently throughout the day. The rule of thumb is: "If something seems unusually creative in the morning, you must continue to appraise it the same way in the afternoon, even if you have seen many such items by that time."
- Appraisers must not evaluate by comparing team to team, but rather they must award points based on where the team's efforts are in terms of the Appraiser's own internal criteria for that element.
- Appraisers should not be looking for what isn't there, but for what is.

The On-Site Scorer or Appraisal Team Organizer

The Job: An On-Site Scorer (OSS) or Appraisal Team Organizer (ATO) should be assigned to every Team Challenge Appraisal Team. The job of the On-Site Scorer is to collect, organize, and scrutinize all paperwork from each team's Presentation and prepare the paperwork for the Score Room. The On-Site Scorer will compile and enter Raw Scores into the Scoring Program on a computer at the site. All On-Site Scorers must attend training in both their Challenge and in Score Room procedures.

An Appraisal Team Organizer is used instead of an On-Site Scorer when all scores are computed and input into the Scoring Program in the Score Room. The ATO collects, checks, and organizes all paperwork from each team's Presentation and prepares it for the Score Room. The ATO does not have a computer at the Presentation Site. This paperwork is delivered to the Score Room where the scores are then entered into the Scoring Program by the Score Room officials.

Qualities of an Effective On-Site Scorer or ATO:

- Exhibits all qualities of an effective Appraiser (as listed previously)
- Must be committed to accuracy
- Is well organized
- Is thorough
- Is not afraid to ask questions if he or she doesn't understand a procedure, a scoring category, or the legibility of an Appraiser's handwriting or numbers
- Must be comfortable working with computers and with the Scoring Program

Principal Duties:

1. Collect and sort all paperwork for each team's Presentation.
2. Enter all scores into the computerized Scoring Program before paperwork is transferred to the Score Room.
3. If an ATO is used, prepare all paperwork for transfer to the Score Room, where it will be tabulated.

The Structure Check-In Appraiser (Engineering Challenge Only)

The Job: This special Appraiser is in charge of checking all Structures for compliance with the Team Challenge requirements. This usually involves weighing and measuring the Structure and sometimes evaluating the design. Specific instructions for this role can be found in the Appraisal Packet for Appraisers for the Engineering Challenge. Please note that if the Challenge includes a subjective scoring item that is to be appraised in Structure Check-In there should be at least two Appraisers assigned to this role.

Qualities of an Effective Structure Check-In Appraiser:

- Is calm
- Is patient
- Should NEVER touch the team's Structure
- Is detail oriented

Support Officials:

Destination Imagination Team Challenge Appraisal Teams run more smoothly if there are enough volunteers to staff non-evaluative support positions. Whenever possible, it is recommended that Appraisal Teams also include the following officials:

Timekeeper/Announcer

The Job: The Timekeeper/Announcer must keep accurate times according to the specifications in the Team Challenge. He or she should attempt to keep the Appraisal Team on schedule. The Timekeeper/Announcer introduces each team to the Appraisers and the audience. The Timekeeper/Announcer does not appraise any aspect of a team's Presentation.

Qualities of an Effective Timekeeper/Announcer:

- Clearly understands the time limitations of the Team Challenge being appraised
- Is able to focus on keeping time without being distracted by the entertaining aspects of the Presentation
- Is comfortable using a stopwatch, countdown timer, or other timing device
- Is upbeat, enthusiastic, and personable
- Is not afraid to speak loudly in front of an audience
- Has a loud, clear voice that carries across large spaces if there is no microphone
- Is able to maintain energy and enthusiasm throughout the tournament day
- Is entertaining but never forgets that it is the team, not the Timekeeper/Announcer, that should be the center of the audience's attention

Principal Duties:

1. Should set the tone for the Presentation with enthusiasm and personality.
2. Must be careful to use the same general introduction for all teams. It is NOT necessary that the Timekeeper/Announcer follows exactly the same script for each team. The Timekeeper/Announcer may personalize the introductions for each team, but every team must be introduced with the same spirit and attention.
3. Must introduce the Team Manager(s) and any non-presenting team members to the audience prior to the Presentation.
4. Should ask all members of the team to take a bow at the conclusion of the Presentation.
5. May amuse the audience between Presentations, but should never overshadow the teams.

Doorkeeper

The Job: The Doorkeeper serves the important function of securing the audience entrance to 'limited access' sites such as auditoriums or classrooms. The audience may come and go only between Presentations at these sites. Some sites, such as large gyms, are considered 'open access' sites in which audience members are free to come and go quietly throughout Presentations. Doorkeepers are not essential for 'open access' sites.

Qualities of an Effective Doorkeeper:

- Understands the importance of securing the doors of Presentation Sites with limited access
- Is not intimidated easily
- Is diplomatic and confident in this role
- Has a sense of humor

Appraising at the Tournament

Team Choice Elements

1. What is the purpose for having teams produce Team Choice Elements?

Team Choice Elements provide teams with an opportunity to showcase some of their strengths other than those that may be required in order to solve the Central Challenge. It is the one area of the Team Challenge in which teams have complete creative control. The team members will determine what areas of specialty/strength they would like to select and highlight during their Presentation. These showcased creations represent what teams consider to be their best work.

2. Is it possible for a team to present both Team Choice Elements simultaneously?

Yes – as long as each Team Choice Element is a stand-alone item that could be evaluated on its own, separate from the other item. For example, a team could present two Team Choice Elements, a song and a dance, simultaneously. It would be relatively easy to identify each part and score them separately. However, if a team wants the words of the song and the melody scored as two separate Team Choice Elements, the team must realize that it will be difficult for the Appraisers to thoroughly appreciate each item. That is a risk the team takes. If, and when, this situation arises, Appraisers should do their best to award the team the points they deserve!

3. Could a Team Choice Element include more than one specific item?

Yes. According to the Rules of the Road, a Team Choice Element could include more than one specific item. For example, the team has written Flamenco music, choreographed a Flamenco dance and designed and created a Flamenco dance costume for a character. The team wants all of these items (original Flamenco music, dance and costume) evaluated as one Team Choice Element. As long as these items are not being specifically scored elsewhere in the Team Challenge, the team can list these items on its Tournament Data Form to be scored as a Team Choice Element. In this example, the team would need to determine the best way to write the Team Choice Element to incorporate all three items in a way that is understandable for the Appraisers. The team must also be aware that, if one of the aspects of the Flamenco items is not as strong as the other parts, this could affect the Team Choice Element score for that element.

4. Can a team's Team Choice Element be something that is attached to or a part of a required prop or item?

Yes. According to the Rules of the Road, a Team Choice Element may not be a specific item that is required in the Central Challenge that is already being evaluated. A Team Choice Element may be a single unique part of a required item, as long as an Appraiser can identify it by itself. Or, the Team Choice Element may be a larger item that includes a required element, as long as the Appraisers can clearly identify the required element as a single unique part of the Team Choice Element. Here are four examples:

- a. A 'vehicle' is a required scoring item in the Central Challenge. The team may not list the entire vehicle as a Team Choice Element. However, the side of the vehicle might feature artwork painted by the team. The team may ask that the artwork on the vehicle be evaluated separately as a Team Choice Element. The artwork is part of the vehicle and is evaluated as part of the vehicle, and it can also be easily identified and evaluated as a stand-alone item for a Team Choice Element.
- b. The same vehicle is being scored for overall technical design. A team may ask that a specific design element, such as the vehicle's braking or steering system, be evaluated separately as a Team Choice Element. In this case, the braking or steering system would be appraised as a Team Choice Element and for its contribution to the overall design of the vehicle. This can be done just as in a Challenge that is scored for Overall Effect, where everything in the Presentation is evaluated as a whole, despite individual items being evaluated.

- c. The vehicle is being scored for its braking or steering system specifically, and not for its overall technical design. A team may ask that the vehicle's overall technical design be evaluated as a Team Choice Element. In this case, the overall technical design would be appraised as a Team Choice Element and would include the contributions of the braking or steering system to the overall technical design of the vehicle.
- d. A Challenge may require a piece of scenery. The team creates a backdrop of a kitchen to fulfill its scenery requirement. For one of its Team Choice Elements, the team creates a working mechanical clock on the wall of the kitchen scenery. The clock is part of the scenery and is evaluated as part of the scenery, and it can also be easily identified and evaluated as a stand-alone item for a Team Choice Element.

Special Awards

In Destination Imagination, there are awards given that are related to high scores and others that are given because someone noticed something outstanding and special. Appraisal Teams may nominate a team or an individual for the following special awards.

Da Vinci

This award is given for having a unique approach to a solution, for risk taking and/or for outstanding creativity (not skill or talent).

Renaissance

This award is given for outstanding skill in the areas of design, engineering, execution, or performance.

Spirit of DI

This award is given in recognition of those who act as superior role models in the areas of spirit, teamwork, sportsmanship or volunteerism.

Torchbearer

This award honors teams and/or individuals whose solutions have had extraordinary impact in and beyond their local communities. This award is only for the Service Learning Challenge.

Team Clarifications at the Tournament

When a team has a question about something in the Team Challenge or in the Rules of the Road, it may ask the Team Manager to write for a Team Clarification. The team's Clarification questions are answered by the International Challenge Masters and these answers are sent to the team. Team Clarifications are not shared with any other team, because the questions often contain details about a team's planned Challenge solution.

The answers to all Team Clarification questions come from the Team Challenge, the Rules of the Road, and the Published Clarifications. The ICMs always cite the specific sections of the Team Challenge or Rules of the Road in their answers. Because the Team Challenge and Rules of the Road do not change from team to team, a Clarification answer to one team applies to all teams participating in the Team Challenge at a tournament. The following two scenarios are provided to help guide Appraisers:

1. A team asks a Clarification question about whether they are allowed to use a fog machine in their Presentation. The ICMs' answer indicates that the team may not use a fog machine. The team has brought a copy of this Team Clarification to the tournament and has presented it to the Prep Area Appraiser. At the same tournament another team plans to use a fog machine in its Challenge solution, but has not asked for a Team Clarification. Does the first team's Team Clarification apply to the second team?

A: The International Challenge Masters always cite the pertinent section of the Team Challenge or the Rules of the Road in their Clarification answers. The Rules of the Road, Safety Guidelines and Restrictions states: 'Smoke or fog machines are not allowed.' The rules do not change from team to team, so Team Clarifications apply to every team participating in the Team Challenge at the tournament. The Prep Area Appraiser must tell the team they cannot use the fog machine, but should not tell them that this is because another team had a Team Clarification that bans the use of fog machines. Instead, the Appraiser should use the Clarification as a guide to find the section in the Rules of the Road that prohibits the use of fog machines. The Appraiser should cite this section, and not the Team Clarification, when working with the team. It is the Rules of the Road, and not the Team Clarification, that bans fog machines.

2. Imagine that there is a Challenge called "Big Wheel," which requires teams to create a vehicle they can drive. A team submits a Team Clarification that asks if the vehicle they are required to create can have three wheels instead of the usual four. The Challenge does not say they may not do this, but it also doesn't say they may. The ICMs respond by citing the section of the Challenge that states that the team may do this since the Challenge does not say it can't. Because of the way the Challenge is written, the Appraisers expect to see a four-wheeled vehicle. The team brings the vehicle and the Clarification to the tournament, and the Appraisers, who had not imagined such a solution, evaluate it as highly creative.

Later in the day, another team at the same tournament brings a two-wheeled vehicle. They had not asked for a Clarification. However, because the other team had a Clarification that "allowed" their 3-wheeled vehicle and this team does not, the Appraisers assume that this team's vehicle is illegal because they did not have "permission" to do it via a Clarification. They issue the team a deduction for Illegal Procedure. Is this the correct thing to do?

A: No, a deduction is not the correct thing to do. All Team Clarification answers come from the Team Challenge and Rules of the Road and do not change from team to team. A Team Clarification applies to all teams at the tournament. In this case, since the Challenge does not require a specific number of wheels on the vehicle, "If it doesn't say they can't do something, then they can!" is the relevant rule. The team members should be told that they are allowed to have any number of wheels on their vehicle, not because there was a Team Clarification for another team that allows it, but because it is allowed in the Team Challenge.

Sticky Notes

Appraisers are expected to write brief, positive comments on sticky, Post-it® type notes for each team. These notes are then attached to a sheet specifically created for Post-it notes. They are returned to the team, with the scores for the team's Presentation, by the Head Appraiser or Challenge Master. The sticky notes are an important part of Appraiser feedback for teams. To many young people, words are often more meaningful and rewarding than score numbers. Appraisers must do their best, through their sticky notes, to let the teams know that the Appraisers were watching their Presentation closely and that they appreciate the team's effort. Appraisers must be sure, however, that their sticky notes are appropriate and do not mislead teams or offer advice.

Sticky Notes must not:

- **Give teams any expectation about their score.** "This is the best vehicle I've seen all day!"
- **Be critical.** "If you had put more effort into your vehicle, it would have probably worked."
- **Make suggestions.** "Your team should talk louder during your Presentation!"
- **Provide Interference.** "You should fix the vehicle's steering system before the next tournament."

Sticky Notes must:

- **Be positive.** "You should be proud of yourselves for all your hard work."
- **Be specific.** "You must have had fun making your costumes!"
- **Be kind.** "Thank you for sharing all your hard work with us!"
- **Let them know you were paying attention.** "Your use of backward rhyming was very interesting!"

Appraisers must be careful not to write sticky notes about items that are scored in the Team Challenge. If the Central Challenge has "Teamwork" as a scored element, or if a team asks the Appraisers to score its teamwork as a Team Choice Element, Appraisers should not write "Great teamwork!" or "I like how your team worked together!" as sticky note comments. In the same way, if the costumes are being scored in the Challenge, or if a team asks the Appraisers to score the costumes as a Team Choice Element, Appraisers must not write sticky notes that might lead the team members to have unrealistic expectations about their score for costumes.

Some Sticky Suggestions for Appraisers:

Appraisers can get sticky note ideas during the Presentation, when they are talking to the team after its Presentation, or even as the team is leaving!

- During the Presentation: Have a blank sticky note out and be ready to make a note during the Presentation - as long as making the note will not distract you from watching the rest of the team's Presentation.
- When talking to the team members after their Presentation: Pay attention to the elements the team is particularly proud of or excited about -- these might be the basis for a rewarding sticky note.
- As the team cleans up and leaves: If you do not yet have a sticky note written, look up at the team and the props, costumes, etc. to remind yourself of some specific detail from the team's solution on which you would like to comment.

Some Sticky Suggestions

<p>I really enjoyed your Presentation! Thank you for sharing it with us!</p>	<p>It looks like you really worked hard! You should be proud of yourselves!</p>
<p>I really liked how you made me _____! (laugh, think, etc.)</p>	<p>You must have had fun building the _____! Thanks for sharing it with us!</p>
<p>Great effort on the ___! I enjoyed it!</p>	<p>Good work! You surprised me with the _____!</p>
<p>Your use of _____ was very interesting! Good work!</p>	<p>It looks like you learned a lot when you made the ___! Good effort!</p>
<p>I learned a lot from your Presentation! Thanks for sharing!</p>	<p>Your team looks like you have a lot of fun together!</p>
<p>Your Presentation was fun to watch!</p>	<p>Great enthusiasm!!</p>
<p>This was a very thoughtful Presentation!</p>	<p>Woo hoo! You had my foot tapping to your music!</p>

A Sticky Vocabulary

The following words can be used to inspire Appraisers who may get stuck as they try to create good, positive sticky notes for teams.

funny

clever

thoughtful

striking

interesting

charming

witty

think

proud

building

creating

entertainment

difficult

original

passionate

unusual

amusing

enjoyable

enthusiastic

stimulating

lively

merry

thought-provoking

fun

worked hard

rhyming

energy

sewing

melodic

skillful

animated

out of the ordinary

delightful

exciting

pleasure

colorful

stirring

entertaining

laugh

sharing

effort

painting

interaction

constructing

beautiful

ingenious

pleasant

eye-catching

Appraiser Questions for Teams

After each team's Presentation, Appraisers must go to the Presentation Area to look closely at the team's creations and to talk with the team members about their props, devices, costumes, performance, and any other detail of the team's Presentation that would help the Appraisers to award points. The teams have worked for months on the details of their Presentation, and the Appraisers must honor this work and commitment by looking closely at all the elements of the Presentation.

Because of the tight tournament schedule, Appraisers must be efficient with their questioning and be sure they are able to glean as much information as possible from the team, while at the same time celebrating the process of discovery and learning that is embodied in the team's Presentation. Although sometimes the interview makes Appraisers aware of instances of Interference which must be dealt with according to the Rules of the Road and with the help of the Deduction Worksheet, the primary goal of questioning the team after the Presentation is NOT to try to catch Interference. The questioning process is designed to allow the team to share details that might otherwise be overlooked or to show how a Challenge element was supposed to work, even if it was not successful during the Presentation.

In order to be efficient and to get the best information from the most knowledgeable sources, Appraisers should ask specific team members questions about the elements they had a hand in designing or creating. It might be helpful to provide Appraisers with some questions they might use when talking with teams after their Presentations. Although different Team Challenges generate specific questions, some generic sample questions are:

- **Who designed (thought up, built, crafted) this item?**
- **What are you most proud of?**
- **How did you think of the theme for your Presentation?**
- **What steps did you go through to create the _____?**
- **Tell me more about this (costume, prop, device, background, music).**
- **How is this supposed to work? Can you show us?**
- **What kinds of tools did you learn to use?**
- **What was your favorite thing you did this year?**
- **How did you think up the interesting _____?**
- **How is this device powered (controlled, steered, etc.)?**
- **How did you get this background effect?**
- **Is there anything else you want to tell us about?**

Scoring: Rubrics

Rubric 1: Evaluating the Creativity of the Solution or Presentation

This rubric has been provided to help Appraisers determine into what point range an aspect of a solution or Presentation falls. Appraisers do not have to use this tool. However, Appraisers must appraise teams consistently throughout the tournament. If this rubric is used by a given Appraiser, it should be used throughout the tournament. If an Appraiser uses another evaluative method, that method and its standards should be employed throughout the tournament.

RUBRIC FOR EVALUATING CREATIVITY OF SOLUTION/PRESENTATION

Qualities	1-30 points
<ul style="list-style-type: none"> • Creativity is present and it is somewhat enhanced • The solution applies • Attempt at application • Solved with marginal addition 	1-8
<ul style="list-style-type: none"> • Creativity is present and it is relevant • There is a theme • The solution is complete • Solved with related elements 	9-16
<ul style="list-style-type: none"> • Creativity is present and it is integrated • There is synthesis • Chiefly original work • Solved with integration 	17-23
<ul style="list-style-type: none"> • Creativity is there and it is innovative • AHA! WOW! • Unrelated elements synthesized to create a new idea • Solved by innovation 	24-30

Rubric 2: Evaluating the Creative Use of Materials

This rubric has been provided to help Appraisers determine into what point range the creativity of the team's use of materials falls. Appraisers do not have to use this tool. However, Appraisers must appraise teams consistently throughout the tournament. If this rubric is used by a given Appraiser, it should be used throughout the tournament. If an Appraiser uses another evaluative method, that method and its standards should be employed throughout the tournament.

RUBRIC FOR EVALUATING THE CREATIVE USE OF MATERIALS

Qualities	1-30 points
<ul style="list-style-type: none">• Some materials are used in common ways• Minimal integration of materials into Presentation	1-8
<ul style="list-style-type: none">• Materials are used, but few in unusual ways• Materials are rarely combined• Some integration of materials into Presentation	9-16
<ul style="list-style-type: none">• Materials are used, several in unusual ways• Several materials are combined, but rarely more than once• Presentation is enhanced by one or more materials	17-23
<ul style="list-style-type: none">• Most materials are used in unusual ways• Many materials are used in combination, several more than once• Materials are integrated into Presentation in unusual ways. Presentation more exciting because of the creative use of materials.	24-30

Rubric 3: Evaluating Teamwork

This rubric has been provided to help Appraisers evaluate the teamwork exhibited by the team. Appraisers do not have to use this tool. However, Appraisers must appraise teams consistently throughout the tournament. If this rubric is used by a given Appraiser, it should be used throughout the tournament. If an Appraiser uses another evaluative method, that method and its standards should be employed throughout the tournament.

When observing **Teamwork**, the following elements become evident:

1. Cooperative Spirit:
 - Positive attitudes and reinforcement of all team members
 - Absence of negativism
2. Team-Identified Roles:
 - Tasks may be divided equally among the team
 - A leader's role is identified immediately or at some point in time
 - Roles may have been pre-assigned prior to arrival at Presentation Site
3. Acceptance of Ideas
 - Sharing of ideas
 - Acceptance of the ideas of others
4. Diversity of Ideas
 - Numerous ideas
 - Ideas discarded and implemented
5. Ability to work through disagreements in a constructive rather than destructive manner
6. Ability to work on a solution together utilizing the combined skills of all team members
7. Ability to come to consensus for the purpose of solving a problem

RUBRIC FOR EVALUATING TEAMWORK

Qualities	1-30 points
<ul style="list-style-type: none"> • Dominating individual who limits participation of others • Cooperation is minimal • Little sharing of ideas 	1-8
<ul style="list-style-type: none"> • Some evidence of individual team member roles • Some cooperation • Some evidence of accepting ideas of others 	9-16
<ul style="list-style-type: none"> • Acceptance of team roles above average • Good cooperation • Sharing and acceptance of ideas of others 	17-23
<ul style="list-style-type: none"> • Leadership and team roles are easily identified • Diversity of skills mutually respected and evident • Team dynamics are exemplary 	24-30

The Tale of the Invisible Appraiser

or

“Why Appraisers need to use the entire scoring range!”

Meet three Appraisers, Bob, Mary and Ted

They will be evaluating four teams today. For the purpose of this demonstration, they will be scoring only six subjective items. Each item is worth 1-30 points, using Uniform Subjective Scoring.

ITEM	Actual Value	USS 1-30 value	Bob USS scores: 1-30 scale				Mary USS scores: 1-30 scale				Ted USS scores: 1-30 scale			
			Team A	Team B	Team C	Team D	Team A	Team B	Team C	Team D	Team A	Team B	Team C	Team D
	Up to	Up to												
1	20	30	27	15	5	12	25	22	15	5	27	25	25	27
2	20	30	22	17	8	14	15	25	5	18	26	25	26	26
3	15	30	24	13	6	12	10	20	6	14	28	26	24	25
4	20	30	28	14	7	16	14	27	6	8	28	23	26	25
5	30	30	27	12	4	12	10	18	20	5	29	26	26	27
6	15	30	23	13	3	11	24	15	3	12	28	27	25	26

Notice that Bob and Mary use just about the entire 1-30 scoring range. It's not that they don't like what some teams have created. Rather, their internal criteria permit them to use the entire scoring range. Ted, on the other hand, doesn't want to hurt any of the teams' feelings by scoring them low. Ted prefers to keep the numbers high and only uses the 25-30 range.

The score sheets next go to the On-Site Scorer, who enters the scores into the Scoring Program. The Scoring Program scales the USS scores back to the actual values.

ITEM	Actual Value	Bob Raw scores: Actual Values				Mary Raw scores: Actual Values				Ted Raw scores: Actual Values			
		Team A	Team B	Team C	Team D	Team A	Team B	Team C	Team D	Team A	Team B	Team C	Team D
	Up to												
1	20	18.00	10.00	3.33	8.00	16.67	14.67	10.00	3.33	18.00	16.67	16.67	18.00
2	20	14.67	11.33	5.33	9.33	10.00	16.67	3.33	12.00	17.33	16.67	17.33	17.33
3	15	12.00	6.50	3.00	6.00	5.00	10.00	3.00	7.00	14.00	13.00	12.00	12.50
4	20	18.67	9.33	4.67	10.67	9.33	18.00	4.00	5.33	18.67	15.33	17.33	16.67
5	30	27.00	12.00	4.00	12.00	10.00	18.00	20.00	5.00	29.00	26.00	26.00	27.00
6	15	11.50	6.50	1.50	5.50	12.00	7.50	1.50	6.00	14.00	13.50	12.50	13.00

In the Score Room, the scores of all three Appraisers are compiled to arrive at a final ranking.

ITEM	Actual Value	All Appraisers Compiled Scaled Scores				Without Ted Compiled Scaled Scores				Without Bob Compiled Scaled Scores			
		Team A	Team B	Team C	Team D	Team A	Team B	Team C	Team D	Team A	Team B	Team C	Team D
	Up to												
1	20	17.56	13.78	10.00	9.78	17.33	12.33	6.67	5.67	17.33	15.67	13.33	10.67
2	20	14.00	14.89	8.67	12.89	12.33	14.00	4.33	10.67	13.67	16.67	10.33	14.67
3	15	10.33	9.83	6.00	8.50	8.50	8.25	3.00	6.50	9.50	11.50	7.50	9.75
4	20	15.56	14.22	8.67	10.89	14.00	13.67	4.33	8.00	14.00	16.67	10.67	11.00
5	30	22.00	18.67	16.67	14.67	18.50	15.00	12.00	8.50	19.50	22.00	23.00	16.00
6	15	12.50	9.17	5.17	8.17	11.75	7.00	1.50	5.75	13.00	10.50	7.00	9.50
Final Ranking		91.95	80.56	55.18	64.90	82.41	70.25	31.83	45.09	87.00	93.01	71.83	71.59
Place		1	2	4	3	1	2	4	3	2	1	3	4

Now, watch Appraiser Ted DISAPPEAR!

When you remove Ted's scores, notice that the final ranking does not change. It was not impacted by him because he used such a small scoring range. He may as well have been invisible. However, if you remove the scores of Bob, who used the entire scoring range, the final rankings change significantly for two teams. *Note: In real tournament conditions, with more Appraisers and more scoring items, this phenomenon is much more pronounced.*

The moral of this story is: Use the entire scoring range or you will become an invisible Appraiser, too!

How to Use the Deduction Worksheet

A Deduction Worksheet is included in every set of Team Challenge score sheets. The Deduction Worksheet must be used in order to ensure that deductions are assessed fairly, that they accurately reflect the Appraisers' intentions, and that they are input correctly in the Score Room.

Interference and Illegal Procedure deductions are subtracted from a team's Raw Scores. Unsportsmanlike Conduct deductions are taken from the team's score after it has been scaled with scores of all the other teams that have competed in the same competition level and Team Challenge.

For Interference and Illegal Procedure, the Appraisers must use the Deduction Worksheet in order to pinpoint the reason for the deduction and to help figure out the amount of the deduction. **If there are deductions assessed by the Appraisers for a team, a completed Deduction Worksheet must accompany the score sheets to the Score Room at the tournament.**

The Deduction Worksheet lists each item to be scored and provides a space to write the average score for the item, based on the USS 30-point scale. Then it asks the Appraisers to indicate what percentage of the total averaged score should be deducted. At most tournaments, that is all that must be done by the Appraisers; the Scoring Program will convert the percentage into points. It is also possible to do a point deduction rather than a percentage-based deduction. The Appraisal Team must indicate the deduction in the "Points" column on the Deduction Worksheet, and should notify the Score Room if they choose to do the deduction in this way.

The Deduction Process for assessing Interference or Illegal Procedure deductions:

1. **Appraisers score the items in the normal way:** Appraisers should first score every item on their score sheet as they normally would, without taking any possible Interference or Illegal Procedure into consideration. This score should be expressed as a 1-30 point USS score.
2. **Determine if a deduction is needed:** Destination Imagination requires that a level playing field be available to every team. Therefore, following the team's Presentation, Appraisal teams must assess a deduction if a part of a team's Challenge solution involved Interference or an Illegal Procedure that gives the team an unfair advantage over other teams.
3. **How much should be deducted?** The Appraisal Team must agree on the reason for the deduction and on the severity of the infraction. One or two Appraisers cannot levy a deduction; the entire Appraisal Team must agree. The level playing field should be reestablished by taking away any advantage the team may have gotten from the Interference or Illegal Procedure. So the Appraisal Team must decide what percent the illegal things contributed to the points awarded for the specific items. If the offense affects different areas of the team's solution, these points could span several scores.
4. **Put the deduction on the Deduction Worksheet:** After the Appraisers decide what percentage of the score came from the unfair advantage of the Interference or Illegal Procedure, they must take that portion away with a deduction. The Appraisal Team must just indicate the percentage of deduction that is being taken from the points awarded. The Scoring Program will automatically deduct that percentage of the score for that item.
5. **How does the team find out they have received a deduction?** The deduction will be listed on the Master score sheet produced by the Scoring Program and the Head Appraiser will inform the team about the deduction when the Raw Scores are given to them. A deduction can be appealed by the team. This is a reason it is better to assess a deduction than to give a hidden deduction by lowering a score.