

## Three Possible Outcomes

### Uncontested Outcome

An uncontested board occurs when the total score produces a unanimous or indisputable merit of order  
Such as one candidate receives all first-place votes or three first-place votes and one second-place vote

### Tied Outcome

A tied board occurs when and the total score for two or more candidates results in a tied merit of order  
Such as when two candidates receive two first-place votes and both receive two second-place votes

### Scrambled Outcome

A scrambled board occurs when there is no outright winner  
Board scores are spread across packages, such as each candidate receives a first-place vote and no single candidate earns a clear merit of order

A scrambled board often occurs when board members are inexperienced or when candidates are extremely competitive

## Useful Links

### [BrownbagLessons.com](http://BrownbagLessons.com)

Free downloads to a variety of materials.

### [The Murder Board](#)

Post your bullets on Facebook for "friends" to comment.

### Part IV – Awards Scoring Concepts

A fair and consistent tie breaking and dispute resolution process is essential to any board process. Through countless awards boards I have identified three common outcomes of a board: uncontested, tied, and scrambled.

Be wary of the "personal experience" trap. Using the fair and consistent process, the right person will emerge as the winner. When board members advocate for a particular candidate, impartiality is gone. Certainly, the added information would be beneficial for the candidate being advocated, but what about the other candidates?

"It is much more difficult to measure nonperformance than performance" ~ Harold S. Geneen

## Chief Jaren's Brown Bag Lessons Part IV

### Awards Scoring Concepts



***A fair and consistent tie breaking and dispute resolution process is essential to any board process.***

"Build a better mousetrap, and the world will beat a path to your door"  
~ Ralph Waldo Emerson

# Line-by-line Scoring

## Line-by-line Scoring

Scan bullets to assess the action, impact, and result. Underline the strong components and circle the weak components.

- Acting operations manager; resolved issues during 8 month vaca
- Rewrote technical data to correct assembly errors; avoided \$1.6k
- Rewrote dorm instruction; updated schedule; raised dorm conditi
- Hard charging attitude culminated in unit winning USAF Verne Or
- Changed aircraft tire; repaired in 1 hour; aircraft fully missi on cap

In the right margin, write a score between “0” and ”2” points that best summarizes the overall level of performance for that bullet.

Leadership	2.0 Points
Management	1.5 Points
Supervisory	1.0 Points
Membership	0.5 Point
Fluff	0.0 Point

Tally scores and develop a merit of order. You must not submit a merit of order with tied packages. Find a way to separate them.

Line-by-line scoring is essential to remove bias and ensure an objective, fair, and consistent process.

# Three Outcomes of an Award Board

## Uncontested Outcome

	Board Member	Board Member	Board Member	Board Member	Total Score
<b>Candidate A</b>	<b>1st</b>	<b>1st</b>	<b>1st</b>	<b>2nd</b>	<b>5</b>
Candidate B	2nd	2nd	2nd	1st	7
Candidate C	3rd	3rd	3rd	4th	13
Candidate D	4th	4th	4th	3rd	15

## Tied Outcome

	Board Member	Board Member	Board Member	Board Member	Total Score
<b>Candidate A</b>	<b>1st</b>	<b>1st</b>	<b>2nd</b>	<b>2nd</b>	<b>6</b>
<b>Candidate B</b>	<b>2nd</b>	<b>2nd</b>	<b>1st</b>	<b>1st</b>	<b>6</b>
Candidate C	3rd	3rd	3rd	4th	13
Candidate D	4th	4th	4th	3rd	15

## Scrambled Outcome

	Board Member	Board Member	Board Member	Board Member	Total Score
Candidate A	<b>1st</b>	3rd	2nd	3rd	<b>9</b>
Candidate B	2nd	4th	<b>1st</b>	4th	11
Candidate C	3rd	<b>1st</b>	3rd	2nd	<b>9</b>
Candidate D	4th	2nd	4th	<b>1st</b>	11

In the event of a tie or scrambled outcome, only the tied or scrambled packages should be included in the process.

A scrambled board often occurs when board members are inexperienced or when candidates are extremely competitive.

# Tie-breaking Process

## Ground Rules

Before convening the board must Line-by-line Scoring procedures. Members submit merit of order to President. Important note: The president must not reveal scores or merit of order.

## Dispute Resolution Procedures

1. President leads discussion for lines outside 1/2 point
2. Members discuss merits in an attempt to reconcile scores
3. If Members cannot reconcile President introduces score
4. Members submit updated merit of order
5. President determines if procedures broke resolved tie
6. If not, President introduces merit of order and tie is broken

Process offers three levels of reconciliation. If President introduces merit of order then both candidates must be deserving.