



Chief Jaren's Brown Bag Lessons(Part IV)

Awards Scoring & Tie-breaking Concepts

ERIC R. JAREN
Chief Master Sergeant (retired)
United States Air Force

Fair and consistent tie breaking and dispute resolution



Chief Jaren's Brown Bag Lessons(Part IV)

**“Build a better mousetrap, and the world will
beat a path to your door”**

~ Ralph Waldo Emerson

Fair and consistent tie breaking and dispute resolution



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Overview

- **Board Convenes**
- **Three Possible Outcomes**
- **Line-by-line Scoring**
- **Tie-breaking Process**
- **Post Board Actions**

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Board Convenes

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Board Convenes

- ***Entire Board must Score Packages Line-by-Line**
 - **President leads discussion to clarify ambiguous bullets**
 - **Board Members identify problems before winner is identified**
 - **Members tally scores and submit order of merit**
 - **Board Members must not submit ties**
 - **President tallies order of merit**
 - **Three possible outcomes**
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- **Board President must not reveal scores or merit of order**

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Three Possible Outcomes

- Uncontested**
- Tied**
- Scrambled**

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Uncontested Outcome

- 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
- This example should be considered uncontested

	Board Member	Board Member	Board Member	Board Member	Total Score	Order of Merit
Candidate A	1st	1st	1st	2nd	5	First place
Candidate B	2nd	2nd	2nd	1st	7	Second place
Candidate C	3rd	3rd	3rd	4th	13	Third place
Candidate D	4th	4th	4th	3rd	15	Fourth place

- The Board President should certify the winner

Counting the merit of order is the first of three steps to assuring a fair and consistent board



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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
- This example should be considered a tie
- Board President should initiate Tie-breaking procedures

	Board Member	Board Member	Board Member	Board Member	Total Score	Order of Merit
Candidate A	1st	1st	2nd	2nd	6	First place
Candidate B	2nd	2nd	1st	1st	6	First place
Candidate C	3rd	3rd	3rd	4th	13	Third place
Candidate D	4th	4th	4th	3rd	15	Fourth place

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Scrambled Outcome

- A scrambled board occurs when there is no outright winner
- Board scores are distributed, such as each candidate receives a first-place vote and no candidate earns a clear merit of order
- A scrambled board often occurs when board members are inexperienced or when candidates are extremely competitive
- Board President should initiate Tie-breaking procedures

	Board Member	Board Member	Board Member	Board Member	Total Score	Order of Merit
Candidate A	1st	3rd	2nd	3rd	9	First place
Candidate B	2nd	4th	1st	4th	11	Fourth place
Candidate C	3rd	1st	3rd	2nd	9	First place
Candidate D	4th	2nd	4th	1st	11	Fourth place

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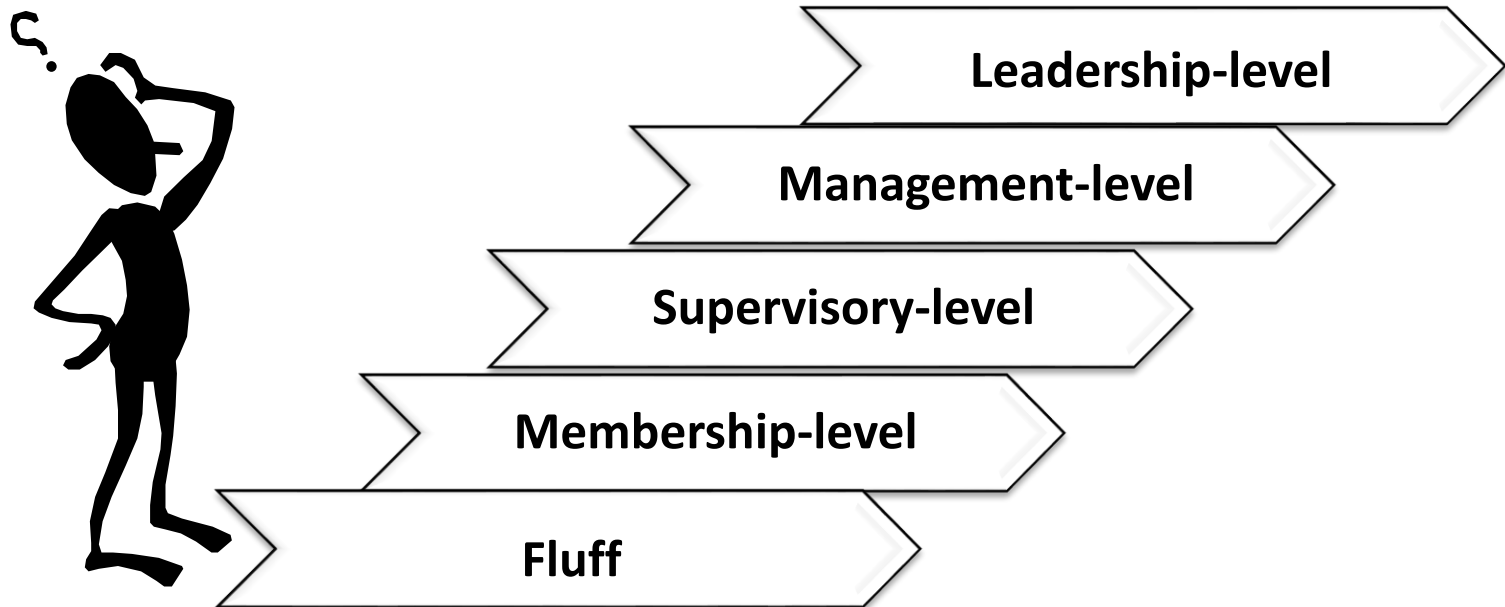
Line-by-Line Scoring

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Apply Performance Levels



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Score every line from “0” to “2” points

- Leadership-level 2 Points**
- Management-level 1 1/2 Points**
- Supervisory-level 1 Point**
- Membership-level 1/2 Point**
- Fluff 0 Point**

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Scoring

- **Start by reading the bullet from left to right**
- **Identify components: action, impact, result**
- **Underline tangible components**
- **Circle ambiguous, weak or unclear components**
- **Identify the performance level that describes each component**
- **Consider the overall performance level that best describes the accomplishment**
- **Place a score from “0” to “2” points in the right margin that corresponds to the overall level of performance**

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Scoring Practice

- Led fundraiser; organized volunteers/equip--raised \$200 for unit party

Action	Impact	Result	
Leadership	-	-	
Management	-	-	
Supervisory	-	-	1 point
Membership	-	-	
Fluff	-	-	

“Management-type” but small scope

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✓ Line-by-Line Scoring (Primary Duties):

- R2d tire on REDBALL; last jet avail for mission--GBUs hit insurgents 1.5 pts
 - Rewrote tech data; corrected safety errors--avoided \$20M damage! 1.5 pts
 - LEAN-minded; process-mapped tool issue; cut 10 steps--more efficient 1.5 pt
 - Changed aircraft tire; returned to service--enabled 12-ship exercise 1.0 pt
 - Prepped BCA; secured MAJCOM/CV approval for new 5-Center design 0.5 pt
 - Changed aircraft tire; 1/2 normal time--returned to service 0.5 pt
 - Serviced tires in backshop; stock 100%--next day GBU hit insurgents 0.5 pt
 - Dedication helped the unit win the Air Force level Verne Orr Award 0.0 pt
-
- 7.0 pts

✓ **Underline strengths, circle weaknesses, summarize in the right margin**

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✓ Line-by-Line Scoring (Self Improvement):

- Finished final requirements for Org Behav bach deg; sustained 3.8 gpa **1.5 pts**
 - Knocked out 2 college classes; awarded Associates degree **1.0 pts**
 - Finished 2-year License! Scored 90+ on FAA A&P practical exams **1.0 pts**
 - Awarded LVN License! Passed oral/written/practical exams **1.0 pt**
 - Attended 2-wk safety course; earned Safety Investigator Certificate **1.0 pt**
 - Finished Safety Course! Licensed Investigator; 1 of only 3 certified **1.0 pt**
 - Completed CLEP exam; gained 6 semester hours towards CCAF **0.5 pt**
- 7.0 pts**

- ✓ **Underline strengths, circle weaknesses, summarize in the right margin**

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✓ Line-by-Line Scoring (Base Involvement):

- Top 3 Pres; built teams/managed progress--executed 43 base events **2 pts**
- SecAF visit POC; chaired committee--org'd 5 major events/12 tours **2 pts**
- Base mentor; taught NCOPD, 2 FTAC, 3 ALS, ROTC--shaped 325 **2 pts**
- Taught performance writing course; trained 25 people quarterly **1 pt**
- Led fundraiser; organized people/logistics--raised \$200 for unit party **1 pt**
- Leader! Washed cars for Booster Club--raised \$200 for unit party **1/2 pt**

8.5 pts

- ## ✓ Underline strengths, circle weaknesses, summarize in the right margin

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A fair and consistent award scoring tie breaking processes are essential to any board process.

Be wary of the "personal experience" trap. When board members advocate for a particular candidate, impartiality is gone.

Certainly the added information is beneficial to the candidate being supported. The problems: who is advocating for the other candidates?

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Tie-breaking Process

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Tie-breaking Procedures

- 1. Board President leads line-by-line discussion**
- 2. Lines with scores outside 1/2 point must be discussed**
- 3. President introduces score if Members to reconcile line**
- 4. Members recount and submit an updated order of merit**
- 5. President determines if dispute resolution procedures broke the tie**
- 6. President introduces his/her order of merit to break tie**

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1) Board President leads line-by-line discussion

- **Starting on line 1 of Package A the Board President asks each Board Member to state their score for that line**
- **If scores within 1/2 point proceed to the next line**
- **Example:**

	Board Member	Board Member	Board Member	Board Member	Difference
Line 1	0.5	1.0	0.5	1.0	0.5

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1) Lines with scores outside 1/2 point must be discussed

	Board Member	Board Member	Board Member	Board Member	Difference
Line 1	0.5	1.0	0.5	1.0	0.5
Line 2	0.5	1.0	0.5	1.5	1.0

- The goal is for Board Members to discuss merits in an attempt to reconcile scores within 1/2 point
 - Members scoring 0.5 points could increase by 1/2 point
 - Members scoring 1.5 points could decrease by 1/2 point
- Board Members are not required to change scores

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3) President introduces score if Members to reconcile line

- When a disputed line cannot be reconciled, the Board President will introduce his/her score for that line, thus ending the dispute for that line
- Each Board Member involved in the dispute will change their score (for that line) to the board president's score

	Board Member	Board Member	Board Member	Board Member	Board President
Line 1	0.5	1.0	0.5	1.0	-
Line 2	0.5	1.0	0.5	1.0	0.5
	0.5	0.5		0.5	

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4) Members recount and submit an updated order of merit

- Board President continues the line-by-line review for every line on every package involved**
- After the review Board Members will re-tally scores and submit an updated order of merit**
- The line-by-line review may change scores consequentially impacting the overall merit of order**

Submitting an updated order of merit after the line by line review is the second of three steps to assuring a fair and consistent board



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5) President determines if dispute resolution procedures broke the tie

- Board President will then re-tally the combined order of merit to determine if the tie was broken**
- If the tie is not broken there is only one remaining step**

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6) President introduces order of merit to break tie

- If necessary, the last step of the process is to have the Board President introduce his/her merit of order**
- This will result in a winner**

Tip: After completing the first two steps ending the tie by including the Board President's merit of order ensured a fair and consistent process. One the very few occasions where a dispute continued through all three steps the Board Members agreed both packages warranted an award. The Board Members also agreed that the winner was deserving. Can you ask for more?

Introducing the Board presidents order of merit is the third step to assuring a fair and consistent board



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Post Board Actions

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After Winner is Selected Board President:

- **Reviews winning package with Board Members**
- **Discuss differences in Board Members scores**
- **Elicit from Board Member who gave low scores how to better describe accomplishment**
- **Capture input so winning organization can improve the package for competition at the next level**
- **Update 1206 accordingly**

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Structuring AF Form 1206 - Nomination of Award

**Leadership and Job Performance in Primary Duty (12 Points max)
(6 lines, 0-2 points per line)**

**Significant Self-Improvement (4 Points max)
(2 lines, 0-2 points per line)**

**Base and Community Involvement (4 Points max)
(2 lines, 0-2 points per line)**

Scoring 0-2 points per line allows leadership to shape what activities are valued in an award

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Summary

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