

HOW THE MATRIX IS USED FOR PROMOTION SELECTION BOARDS.

The Matrix is a tool used by the Officer Personnel Board (OPB) to aid in the selection board process. Per NOAA Corps Directive Chapter 10, Part 1, Section 10008, the OPB membership will consist of at least five active-duty NOAA Corps officers, not below the permanent grade of commander, appointed by the Director, NOAA Corps. The Director will also appoint one member to serve as Chair of the OPB. The OPB is given access to the Official Personnel Folder of each officer within the zone and is instructed to complete the matrix according to his/her own judgment. In all OPB deliberations, each member swears that he/she will perform the duties imposed upon him/her without prejudice or partiality, and having in view both the special fitness of officers and the needs of the NOAA Corps.

There are three basic phases in completing the matrix:

1. Prioritize and assign weights to the list of criteria.
2. Prioritize the list of officers based on each criterion.
3. Prioritize and select the best officers across all criteria.

The OPB’s responsibility is to make selections and recommendations to the Secretary and Director for appointments and promotions of NOAA Corps officers.

Step One. Assign a weight to each criterion using the table Criterion vs. Criterion shown below:

Criterion vs. Criterion							
Criterion	Performance	Leadership Ability	Management Ability	Professional Development	Breadth of Experience	Raw total	Relative Decimal Value
Performance						0.0	#DIV/0!
Leadership Ability						0.0	#DIV/0!
Management Ability						0.0	#DIV/0!
Professional Development						0.0	#DIV/0!
Breadth of Experience						0.0	#DIV/0!
Column Totals	0.0	0.0	0.0	0.0	0.0	0.0	#DIV/0!

Using the following values the board member rates the criteria:

- 1 = Equally Important
- 5 = More Important
- 10 = Much More Important
- 1/5 (.2) = Less Important
- 1/10 (.1) = Much Less important

Note: Responses are placed in the white boxes not the blue or black boxes. The Excel spreadsheet automatically places the appropriate score in the blue areas, and performs all calculations.

For example:

Criterion vs. Criterion							
Criterion	Performance	Leadership Ability	Management Ability	Professional Development	Breadth of Experience	Raw total	Relative Decimal Value
Performance		0.2				0.2	0.04
Leadership Ability	5.0					5.0	0.96
Management Ability						0.0	0.00
Professional Development						0.0	0.00
Breadth of Experience						0.0	0.00
Column Totals	5.0	0.2	0.0	0.0	0.0	5.2	1.00

When interpreting the above matrix, the comparison is read: the row criterion is more, less or equal in weight to the column criterion. In this example column 2, row 1 should be interpreted as “Performance is less important (0.2) than Leadership Ability”. The ratings automatically filled in blue box, compares Leadership Ability to Performance (column 1, row 2), and not Performance to Leadership (column 2, row 1) The 5.0 rating means that Leadership Ability is more important than Performance.

Step Two. Once the relative importance of each criterion has been established, each officer must be judged based on how completely they meet each of the criteria. To accomplish this, the criteria and list of officers are recorded in the Overall Score table:

Each officer is rated on each criterion in the respective column using the below values:

- 1 = Poor
- 2 = Fair
- 3 = Average
- 4 = Above Average
- 5 = Best

Officers are rated base on their accomplishments and performance compared to their peers.

OFFICER SELECTION					
Officer's Overall Scores					
	C1	C2	C3	C4	C5
	Performance	Leadership Ability	Management Ability	Professional Development	Breadth of Experience
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					

Step Three: Once all officers have been evaluated against the criteria, the results are automatically placed in the below summary matrix.

OFFICER SELECTION							
Summary Matrix							
	Performance	Leadership Ability	Management Ability	Professional Development	Breadth of Experience	Row Total	Relative Decimal value
	%	%	%	%	%		
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							

Ranking table		
Name	Score	Ranking
		1
		2
		3
		4
		5
		6
		7
		8
		9
		10
		11
		12
		13
		14

The summary matrix multiplies the rating received for each criterion against the weighted value of each criterion. These overall results (scores) are automatically displayed in the Relative Decimal Value column. The results are then automatically filled into the Ranking Table. Using a Macro, the results are ranked according to the calculated value of the scores.

The Board member then submits his/her completed Matrix to CPC for consolidation. The Board then meets and discusses the combined results of the matrix. Once the OPB decides on the final list of selectees, the list is sent to the Director for clearance.

