

ES7: THE DECISION MATRIX: PURPOSE, TEMPLATE, AND COMPLETED EXAMPLE

Purpose of the Decision Matrix:

This **Decision Matrix** captures key attributes or criteria for the position and provides a summary of all interviews. The leader/peer interview team will then use this matrix during the interview process. Each person will complete independently.

The matrix is important because it:

- Makes evaluation of all candidates more objective and consistent,
- Ensures the interview team selects the right questions for the attributes that are identified, and
- Facilitates the decision-making process and avoids emotional decisions (*Hardwiring Excellence*, 170-71).

Scoring a Candidate's Answer:

The Decision Matrix affords the opportunity to score each candidate's answer to the behavioral-based question to verify desired competencies on a 1-5 scale. The numbers scored on 1-5 scale should represent the following:

1	2	3	4	5
Poor	Fair	Average	Good	Excellent

These raw scores can be transferred from the Interview Matrix.

To calculate the weighted score, multiply the candidate's raw score by the weight of the question's competency.

Establishing a Minimum Threshold:

In many cases, one would assume that the candidate with the highest score should automatically be the one who is hired. In many cases, this assumption is correct; however, in some cases it may not be. Following are scenarios in which the candidate with the highest 'score' might not be hired.

1. The leader ranks their skills/competencies highest among other candidates, but the peers did not pass/did not rank the highest.
2. The candidate did not meet a minimum scoring threshold.
 - a. It is important to determine a minimum 'score' that a candidate must earn based on their answers/interview in order to be hired. Establishing this threshold before the interviewing process begins ensures that the hire meets minimum criteria to be successful on the job.

DECISION MATRIX: TEMPLATE

DECISION MATRIX				
DESIRED COMPETENCIES	WEIGHT	CANDIDATE 1:	CANDIDATE 2:	CANDIDATE 3 :
<i>Competency:</i>				
<i>Competency:</i>				
<i>Competency:</i>				
<i>Competency:</i>				
<i>Competency:</i>				
<i>Competency:</i>				
TOTALS				

WEIGHTS: 1 Preferred, but not necessary
2 Moderately necessary
3 Essential

SCORE: 1-5, with 1 being Very Poor and 5 being Excellent

DECISION MATRIX: COMPLETED EXAMPLE

In this sample, candidates 1 and 3 both met the minimum scoring threshold, but candidate 1 outscored candidate 3 and was either moved to peer interviews or offered the position (based on their position in the hiring process).

DECISION MATRIX				
DESIRED COMPETENCIES	WT 1-3	CANDIDATE 1 SCORE: EXAMPLE A	CANDIDATE 2 SCORE: EXAMPLE B	CANDIDATE 3 SCORE: EXAMPLE C
<i>Competency: Adaptability</i>	3	4 (raw) 12 (weighted)	2 (raw) 6 (weighted)	4 (raw) 12 (weighted)
<i>Competency: Communication (oral/written)</i>	2	2 (raw) 4 (weighted)	4 (raw) 8 (weighted)	4 (raw) 8 (weighted)
<i>Competency: Continuous Learning</i>	2	3 (raw) 6 (weighted)	1 (raw) 2 (weighted)	5 (raw) 10 (weighted)
<i>Competency: Critical Thinking Skills</i>	2	5 (raw) 10 (weighted)	4 (raw) 8 (weighted)	3 (raw) 6 (weighted)
<i>Competency: Planning, Organizing, and Prioritizing</i>	3	3 (raw) 9 (weighted)	3 (raw) 9 (weighted)	2 (raw) 6 (weighted)
<i>Competency: Time Management</i>	2	2 (raw) 4 (weighted)	3 (raw) 6 (weighted)	1 (raw) 2 (weighted)
	TOTALS	45	39	44

Total Potential Score: 70 Minimum Threshold: 40

WEIGHTS: 1 Preferred, but not necessary
2 Moderately necessary
3 Essential

SCORE: 1-5, with 1 being Very Poor and 5 being
Excellent