Prioritising and weighting – a worksheet

In the cut-down example below, the clusters under consideration are:

A. Information handling
B. Behaviour
C. Communication
D. Decision making
E. Planning and scheduling
F. Finance and budgets.

The letters 'H' and 'V' before each reference letter stand for 'Horizontal' and 'Vertical' respectively, for ease of reference.

Steps:

1. Decide whether you are comparing clusters or competencies.

2. Write this decision in the space allocated to remind you of your purpose.

3. The letters in the grid below represent the individual clusters or competencies – decide which cluster or competency will be represented by each letter (write which is which, in pencil, on the cluster/competency sheet).

4. Work through the grid, asking 'Is *this item* more important than *that one*?'
   a. If 'Yes', write '2' in the box.
   b. If 'No', write '0' in the box.
   c. If you feel that the two are of equal importance, write '1' in the box.

5. Example: In the grid below, HA (Information handling) is considered to be more important than VB (Behaviour), of equal importance with VC (Communications) and less important than VD (Decision making), VE and VF.

6. When the grid is complete, add up each vertical column to give an overall score for that particular cluster/competency.

Continued …

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7. You should now be able to see from the scores the relative importance that you have awarded to each cluster/competency.

8. You can now give a weighting that suits your needs – perhaps a weighting of '1' to the lower priorities, '1.25' to mid-range and '1.5' to the higher priorities. As discussed before, you should think very carefully before giving any weighting that is too high; more than a '2' (doubling) is often too coarse to be of practical use.

9. Having decided, in theory, the weightings you would like to apply, you should then have a desk-based test run to try out some sample assessments, using the weightings, to ensure that a fair and reasonable overall rating can result. Try using a 'high-flier', an 'average', a 'weak' and an 'unbalanced' performance (excellent at some things, poor at others).

Worksheet to prioritise: CLUSTERS

	HA Inf Hdl	HB Behavr	HC Comm	HD Decision	HE Plan	HF Budget
VA Inf Hdl		0	1	2	2	2
VB Behavr	2		0	2	2	2
VC Comm	1	2		2	1	2
VD Decision	0	0	0		0	2
VE Plan	0	0	1	2		2
VF Budget	0	0	0	0	0	
Total	3	2	2	8	5	10

continued …

Prioritising and weighting – a worksheet

In the example, HD and HF are clearly the highest priority, and you could consider trying a weighting of 1.25. HA, HB, HC and HE are all broadly similar, so the weighting to be used would probably be 1.

This is not intended to be an exact mathematical exercise. The object is to help you to look for trends. The example does not contain any inconsistencies, but, particularly if you are working with a large number of clusters or competencies, there may be occasions when the figures do not 'balance'. If such apparent inconsistencies arise, reconsider the pairs in question, but remember that you are only looking for those areas which are clearly more important, and where weighting could therefore be considered.
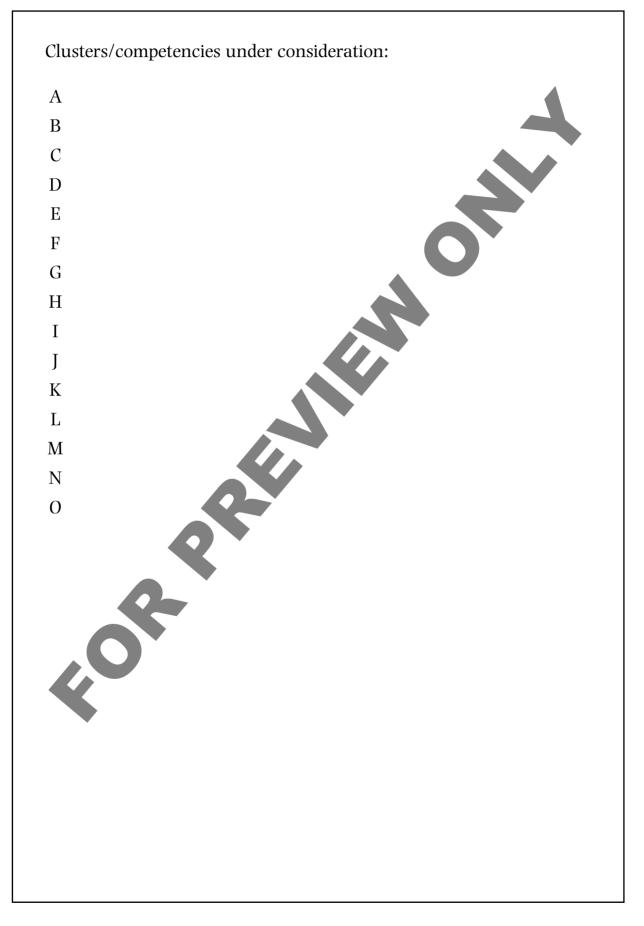
Worksheet to prioritise: ....

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
A															
B															
C															
D															
E															
F															
G															
H															
I															
J															
K															
L															
M															
N															
O															
Total															

continued …

Prioritising and weighting – a worksheet

Clusters/competencies under consideration:

A

B

C

D

E

F

G

H

I

J

K

L

M

N

O

FOR PREVIEW ONLY

Action plan

4J

Use the list below to summarise necessary actions arising from this unit:

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Issue	Action	When (or by when)	Supported by	Success criteria

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