

JOB/CANDIDATE COMPARISON

Features

Uses the Human Job Analysis and compares the individual to the job. It provides the Job Definition and reports on the areas of compatibility and gaps. A “Goodness of Fit” rating categorizes job fit between Fit 1 to Fit 5 providing opinions on how close a candidate’s PPA profile is to the HJA profile.

Uses

Interview questions can be developed from the Personal Strengths (compatibility) and Possible Limitations (natural incompatibility) to probe how the person will meet your job requirements. With incompatibilities, this report highlights areas to develop for success.

JOB/CANDIDATE COMPARISON

CUSTOMER SERVICE REPRESENTATIVE

The results of the completed job profile suggest that the competencies required by the jobholder should include the ability to:

- Provide optimum levels of leadership, if required, encouragement, training and support in order to help others achieve their results and meet their budgets.
- Encourage others to communicate effectively and efficiently at a level that is understood by all thus developing a culture of participation and involvement.
- Create a positive and innovative atmosphere which encourages people to commit themselves to the task in hand and where necessary, go beyond the call of duty in order to achieve their key objectives.
- Smooth relationships when difficult circumstances prevail and develop a culture of trust both within and outside the team.
- Work to a high specification in order to improve and maintain quality.
- Gather facts and figures, monitor self and others and achieve goals in a timely and factual manner.
- Develop competence and expertise.
- Remain self-controlled and prepared to listen to what others think and feel.
- Seek direction and authority from others when and if appropriate, and achieve set goals in a non-assertive and efficient manner.

In summary, the person fulfilling the position should have the ability to adhere to rules, procedure and detail while maintaining quality and ensuring standards are met. Diplomacy and working within clearly defined parameters, in a predictable climate are other aspects which may be involved in the job.

JOB COMPARISON

Tom Sample versus the Human Job Analysis

When compared to the Human Job Analysis Tom Sample does not appear to have the necessary steadiness the role calls for. This would indicate that he may not be as methodical, dependable, organized or structured as the position demands.

He is likely to be more flexible, variety-orientated and active than required which could lead to him becoming bored with the routine and mundane aspects of the job.

There are also suggestions within the profile that Tom Sample may not allow sufficient time for the preparation of tasks or follow jobs through to a conclusion.

If, in discussion, this proves to be the case, then Tom Sample may fail to achieve and maintain the level of performance required.

PERSONAL STRENGTHS

- The strengths of Tom Sample when compared to the Human Job Analysis appear to be as follows:
- Leads, trains, supports and encourages others to meet their objectives.
- Can create a culture of participation and involvement and encourages people to communicate effectively.
- Provides a positive and innovative atmosphere which encourages people to achieve their key objectives.
- Has the competence to assist and advise others and generally smooth relationships.
- Improves and maintains standards and quality and tries to work to a high specification.
- Gathers factual information to assist him in achieving his goals and objectives.
- Being non-assertive he is likely to seek direction and authority when and if appropriate.

POSSIBLE LIMITATIONS

The job is calling for competencies in areas where Tom Sample may have possible limitations. These are as follows:

Being active by nature Tom Sample may fail to set aside time to develop the competencies required to deliver results.

He is likely to use "broad brush" rather than "practical" thinking and may not always listen to the thoughts, ideas and feelings of others.

GOODNESS OF FIT - FIT 2

Tom Sample's general characteristics indicate a fully acceptable fit for the job, though it should be noted that he is not a perfect match for the Human Job Analysis.

It is, however, very important that the interviewer debate and consider any weaknesses identified within the Job Comparison section of this report.

It is equally important to ensure that his level of education, knowledge and experience match the requirement of the role.

INTERVIEW PROCESS

Regardless of the Personal Strengths and Limitations identified, it is vital to conduct a structured interview to confirm the above comments. It is also important that Tom Sample's employment history is considered together with an assessment of his knowledge. Wherever possible some form of ability test, such as the Thomas TST, should be taken in order to ensure an acceptable level of fluid intelligence. Finally, it is recommended that penetrating questions are asked at the interview or appraisal session in order to establish his successes and limitations in previous occupations.

Please bear in mind that the full analysis and points to review report should be produced and taken into consideration when comparing a person's profile with the HJA. Equally, biographical data should also be evaluated.

INTERVIEWER'S GUIDE - JOB COMPARISON

Tom Sample compared with the Job Profile for Customer Service Representative

These probing questions are designed to assist the interviewer in gaining additional understanding of this person in terms of their natural, work-related, strengths and possible limitations as well as their compatibility with the requirements of the role of Customer Service Representative.

We recommend the following probing questions are used by the interviewer, when meeting with this person.

This exploratory approach is based on an analysis of the individual's PPA report, and a detailed comparison between their PPA report and the specific Job Profile identified for this role.

- Persuading, motivating and influencing others are critical requirements of the job. Confirm this by asking the candidate: Describe a situation where you were able to persuade someone to your point of view, where at first they were strongly against you?
- Give me some examples of situations where you have been involved with promoting concepts, services and products.
- Tell me about a situation where you have actively participated in a team or group and been called on to make presentations or be verbally convincing.
- Describe a project or assignment where risk minimization was critical to success. What was your role and what was your contribution?
- The role requires a logical approach and conforming to important regulations. Assess this by asking: Tell me about an emotionally charged situation with a co-worker. What was the situation? What did you do to resolve the issue and what was the outcome?
- Tell me about an assignment where you achieved a successful outcome through monitoring and assessing the performance of others in an environment which required high work standards. What was the situation? What were you monitoring and assessing? What did you accomplish?
- Tell me about your approach and reaction if you are required to take a tough, unpopular disciplinary actions with those who work closely with you?
- Do you prefer roles where you are actively directing others; or roles where you provide support, coaching or service to others? Tell me about a role where you had to fulfil both options?
- Give me a situation where you had to deal with sub-standard performance within your own team or department and how you did this?
- Tell me about a situation that has required you to be a patient, attentive and sensitive listener. What were the results and is this a natural or modified behavior for you?
- Tell me about a project or assignment that required you to be patient and perceiving in order to get a positive result?
- Tell me about an experience where you met a person or team who seemed to be conservative, serious and aloof. What did you do, how did it work and what was their reaction?

Caution: Marginally High 'S' Job Profile

The 'Steadiness (S)' for this Job Profile has been established marginally above the mid-line which separates High from Low behavioral requirements.

If the role requires an even more deliberate, self-controlled and persistent behavioral style than the Job Profile suggests, the Steadiness factor may have been understated and could be adjusted to an even higher position above the mid-line.

If the role requires a more mobile, restless and demonstrative approach than the Job Profile suggests, the Steadiness factor may have been overstated and could be adjusted to a position below the mid-line.

It is recommended that the requirements of the role are reviewed, the position of the Steadiness factor is evaluated and the Job Profile is adjusted and confirmed.

Major Movements Graph I

Tom Sample likely perceives the need, either consciously or sub-consciously, to make certain important modifications to his preferred behavioral style within the current work environment. It is recommended that the underlying causes for these work-related changes be probed and discussed to gain further understanding.

Stability, Dependability and Persistence

- Your report indicates that you may be making some behavioral modifications .How easily have you adapted and what is the impact on you?
- There are indications that you may be slowing down the pace at which you operate while at the same time becoming more persistent and self-reliant. What is contributing to this?
- What three things in your current role would you like to change and why?

Major Movements Graph II

When under pressure this person is likely to make some important modifications to his preferred behavioral style. It is recommended that the underlying causes and the possible consequences of these changes are recognized and discussed. There may be an impact on his performance, the organization and on his interpersonal relationships at work. Discuss these with a view to helping him cope with work pressure.

Logical and Objective Reflection

- Your report indicates that when you are under pressure you may adapt your normally outgoing, friendly and participative work style and become more reserved and reflective. Give me some examples of when this has occurred and why.
- Tell me about a project or assignment when the level of your responsibilities increased and you had to contend with many complex problems and challenges. How did you cope and how did it work out? (Answer should indicate the ability to be more logical and serious.)
- When do you change from a positive, confident and communicative work style and why?

The following series of questions can be used to confirm the profile and the extent to which Tom Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behavior to meet the needs of work associates.

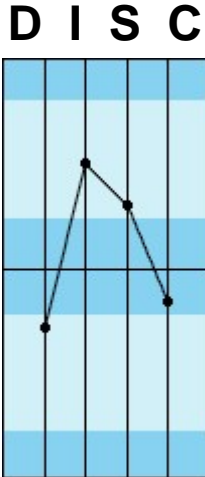
- In your current role how do you use: technical expertise, diplomacy, friendliness and a sense of urgency to get results?
- Tell me about a team you worked on where you overcame a significant difficulty. What contributed to the success of the team and what was your specific role?
- Would work associates describe you as detailed and meticulous? Provide some examples of situations where these qualities are important in your current role.
- What behavioral attributes do you think are most important for leadership? To what extent do your behavioral attributes match these?

Thomas International – System Overview & Sample Reports

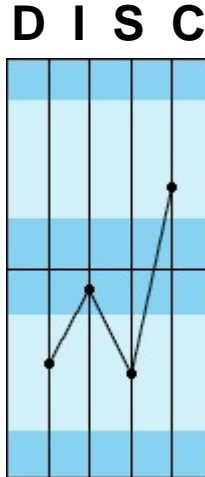
- Describe a situation with a work peer where your self-confidence and positive attitude has helped them overcome a problem.
- Have you held a leadership role? What were your most significant achievements and your most disappointing moments?
- In your current role what are the relevant benefits of being conventional or unconventional? Which are you most comfortable with and why?
- Tell me about a situation where you have conducted a performance review or been required to give feedback to a work associate. How did you prepare for this and what work strengths did you draw on to be successful? (Answer should reflect a systematic, detailed and open-minded approach)

And finally, is there anything else you would like to tell me that I have not asked?

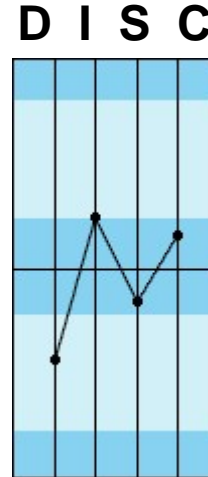
I
Work Mask



II
Behavior under pressure



III
Self Image



Job

