

JOB/CANDIDATE - COMPARISON

This is a report that compares a candidate franchisee to your franchisee requirements or benchmark. It provides a description of the areas of fit and the areas that may present challenges for the franchisee. It is Thomas International's position that any information we provide be used as a part of a process and not in isolation as the definitive decision making piece. This particularly applies to the use of our system in recruitment where strict adherence to Canadian laws and the EEOC, and mandated hiring legislation in the 50 countries in which we operate, must be maintained. Because of the unique relationship between the Personal Profile Analysis and the Human Job Analysis, the standardized nature of our process, the lack of any adverse impact, and the multilingual and multinational scope of our services, the Thomas system complies with all appropriate guidelines.

JOB COMPATIBILITY

Private &

04/28/2004

Confidential

(Your Organization) Franchisee/

Sally Sample

		PPA		HJA
D	12	3	9	6
I	3	5	-2	10
S	2	9	-7	-4
C	5	6	-1	-3

HJA (FRANCHISEE) REQUIREMENT

The results of the completed Human Job Analysis suggests 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.
- Smooth relationships when difficult circumstances prevail and develop a culture of trust both within and outside the team.
- 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.
- Create a network of contacts across various disciplines that provide advice on what resources are available both within or outside the organization.
- Focus and push both self and others if required to achieve targets, budgets and results despite any opposition or antagonism on route.
- Take decisions in a timely and appropriate manner while at the same time ensuring others follow similar principles.
- Be firm and persistent when expressing views and provide thoughts and ideas to overcome problems once the situation has been properly debated.
- Bring a sense of urgency to situations, demonstrate an active approach, be willing to get involved in order to increase the pace and achieve goals and objectives.

In summary the person fulfilling the job should be self-confident, enthusiastic, friendly, positive, self-starting, competitive, venturesome, mobile, active, alert and independent. The achievement of results through people is important to the function.

JOB COMPARISON

Sally Sample versus the Human Job Analysis

There appears to be a shortfall in Sally Sample's profile when compared against the Human Job Analysis. This should be investigated as the indicators suggest that she may place too much emphasis on analysis, logic and precision which in turn could inhibit her from achieving the firm and independent outlook required by the position.

Sally Sample's characteristics also suggest that she may not be sufficiently influential, persuasive or communicative as the job demands as she tends to stand back from people and can be seen by others as reserved, reflective and serious.

If the above comments are identified then Sally Sample may have difficulty achieving an acceptable level of performance in the job.

PERSONAL STRENGTHS

The strengths of Sally Sample when compared to the Human Job Analysis appear to be as follows:

- Focus and drive to achieve targets.
- A good decision taker.
- Demonstrates an active approach and increases the pace in order to achieve goals, thus bringing a sense of urgency to situations.

POSSIBLE LIMITATIONS

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

- Sally Sample may not have the necessary leadership skills and thus could fail to encourage, influence or motivate others to achieve their results.
- Being a person who can take or leave people there may be a tendency for her to stand back and observe what is going on around her rather than jumping in and getting involved.
- She may not always find it easy to verbally communicate with others and as such she could have difficulty persuading them to her point of view.

- Sally Sample may not have either the skills, abilities or desire to create a network of contacts and is therefore likely to have to source these resources if and when they are required.
- Being fairly cautious Sally Sample could sometimes have difficulty finding unique solutions to problems and venturing into unknown areas.

GOODNESS OF FIT - FIT 5

Sally Sample's profile falls outside the normal range of fit. The indicators suggest that she would be more suited to, and therefore happier, in some other role. The chances of Sally Sample succeeding in the role are likely to be limited.

Before bypassing the above indicators, the interviewer should have a high level of confidence, obtained from interview and other evidence, that Sally Sample will succeed in the role.

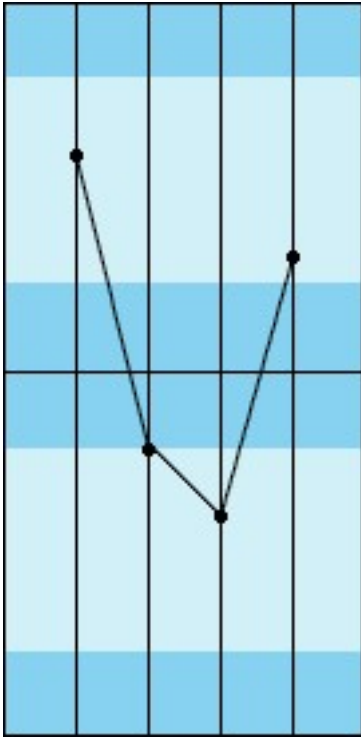
INTERVIEW PROCESS

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 Sally Sample's employment history is considered together with an assessment of her knowledge. Wherever possible some form of ability test, such as 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 her 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.

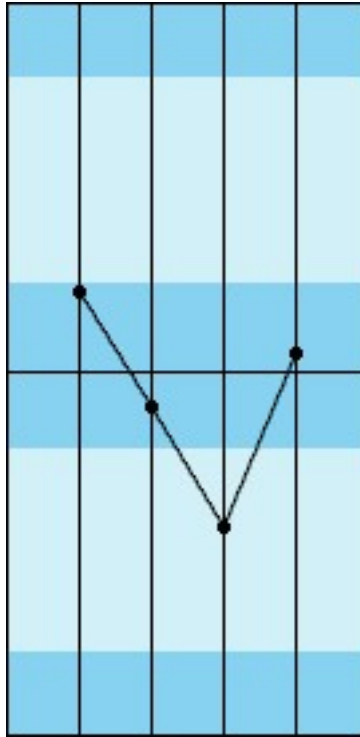
I
Work Mask

D I S C



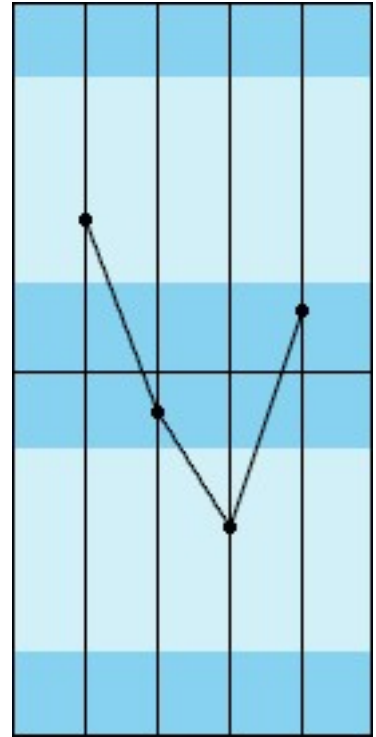
II
Behaviour under pressure

D I S C



III
Self Image

D I S C



HJA

D I S C

