

## 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**

### **TECHNICAL SPECIALIST**

#### **JOB DESCRIPTION**

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

- Generate and provide specialist and/or administrative services which benefit the organization and whether they are "thing" or "people" related lead to a high level of both internal or external customer satisfaction.
- Establish, build and stabilize relationships by listening to what others have to say thus digesting and absorbing the facts in order to respond and take action.
- Remain self-controlled when things go wrong and people get agitated or aggressive, be prepared to listen to what others say and feel, deal with conflict in an accommodating manner and use practicality as a method for reaching a solution.
- Develop competences and expertise in both self and others in order to gain a satisfactory standard and deliver results within agreed timescales.
- Be systematic and logical in the approach to decision making, ensuring that all the necessary facts and information are available and accurate and the decision taken and acted upon is astute and carefully considered.
- Search out errors, rectify omissions, perfect systems and procedures which will ultimately raise the quality and standards of all tasks undertaken.
- Be non-confrontational when handling or involved in conflict situations and in order to achieve agreed and acceptable standards and timescales adopt a passive and non-demanding working ethic.
- Retain a formal and professional manner, reflect on difficult situations and stand back from people and remain unemotional in order to resolve problems.

In summary, the person fulfilling this role should be approachable, thorough, methodical, predictable, self-disciplined, patient, logical, careful, diplomatic and conventional in approach. Moderation, consistency and the ability to tie up all the loose ends and finish a job will be of importance. Unrealistic time pressures should not be placed upon the incumbent, as maintaining quality and standards will be priority.

#### **JOB COMPARISON**

Tom Sample versus the Human Job Analysis

There appears to be some shortfall in Tom Sample's profile when compared against the Human Job Analysis. This should be investigated as being a friendly, people orientated individual he could become uncomfortable if he is required to deal with the questioning, deliberate, thorough and serious aspects of the job.

Additionally, Tom Sample may not have the persistence to follow a job through to conclusion and being an active individual he could find it difficult to work within a highly structured environment. He prefers a variety of tasks and could become easily bored with the routine aspects of the function.

If in discussion this proves to be the case, then consideration should be given as to whether Tom Sample could 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:

- Systematic and logical by nature he has a desire to get things right.
- Tries to raise standards by perfecting things, reducing errors and rectifying omissions.
- Has a passive and non-demanding work ethic and endeavours to be non-confrontational when handling or is involved in conflict situations.

### **POSSIBLE LIMITATIONS**

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

- While Tom Sample may have the ability to generate specialist or technical services there could be a tendency for him to run into problems controlling his time.
- Being active and alert this person prefers to be involved in continuous improvement rather than stability. As such he may not always devote the necessary time to absorb and digest information, preferring to get on with the job.
- He is likely to use "broad brush" rather than "practical" thinking and may not always listen to the thoughts, ideas and feelings of others.
- Being active by nature Tom Sample may fail to set aside time to develop the competencies required to deliver results.
- Tom Sample may allow emotions and feelings to effect his decision making process rather than listening to others and quantifying what they have to say.

### **GOODNESS OF FIT - FIT 4**

Tom Sample's profile is not a natural fit for the role. However, if he has a marked degree of self-awareness and can modify his behavior he should not be ruled out. A supportive manager would increase the probability of success in the role.

The interviewer should recognize that in this instance it is absolutely vital to debate and consider the weaknesses identified within the "Possible Limitations" and "Job Comparison" sections of this report.

It is equally important to be sure that This Person's knowledge, education and experience fully meet the needs of the job. If they do, and if the interviewer feels that the weaknesses are manageable, then there is a good possibility of success.

### **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 Technical Specialist

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 Technical Specialist.

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.

- 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?
- Tell me about a time when you were face with an emotionally charged situation at work and you were being challenged? What did you do, did you resolve it effectively and what did you learn?
- In your understanding of this role, identify some requirements where an outgoing, positive and motivating approach would work effectively?
- Describe a project or assignment where you were required to work for long periods of time utilizing facts and analysis with minimal people contact? What did you do? How did it work? Tell me about some other roles where you have been required to do this?

### **Caution: Marginally Low 'D' Job Profile**

The 'Dominance (D)' factor for this Job Profile is marginally below the mid-line which separates High from Low behavioral requirements.

If the role requires a more proactive and direct behavioral style than the Job Profile suggests, the Dominance factor may have been understated and could be adjusted to a position above the mid-line.

If the role requires an even more cautious and conservative approach than the Job Profile suggests, the Dominance factor may have been overstated and could be adjusted to an even lower position below the mid-line.

It is recommended that the requirements of the role are reviewed, the position of the Dominance 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**

- Do you find that your work environment is influencing you become more patient and well-organized currently rather than being impatient and restless? What is driving this change?
- Are you seeing evidence in your work based activities for the need to use a much firmer and more tenacious style? Please provide some examples to support this. What is the impact on you?
- What are the changes that have taken place in your role recently to cause you to modify your preferred way of doing things?

### **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**

- There are indications currently that your role may be requiring you to work in a manner not entirely consistent with your usual optimistic and out-going style. Do you agree and why do you think this is the case?
- What are some of the major challenges that you have had to accept and deal with in your current role?
- Tell me about a project or assignment when you adopted a logical, objective and reflective approach to be successful. How did you feel about this?

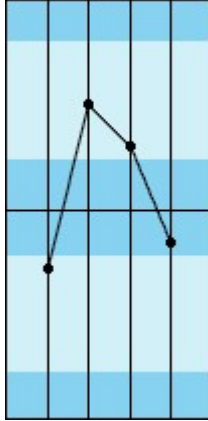
The following series of questions can be used to confirm the profile and the extent to which Tom Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behavior to meet the needs of work associates.

- Tell me about a situation where you had to confidently and proactively promote a product, an idea or a service. What was the situation, what did you do and how did it work?
- Provide an example at work where your natural trust of others let you down?
- Describe a situation where a disciplined attention to detail impacted your ability to complete a project on time? What happened, what were the outcomes and how did others feel about this?
- Provide some work examples where you have shown strengths in influencing and communicating with others.
- How would others describe your style of communication?
- What do you think are the three most critical factors for effective leadership? Have you been required to demonstrate these in your role?
- How do you approach tasks which call for a very careful assessment of both quality and risk?
- Tell me about a project that you were involved where there was a strong focus on quality and assessing risk. How did you contribute to the project?

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

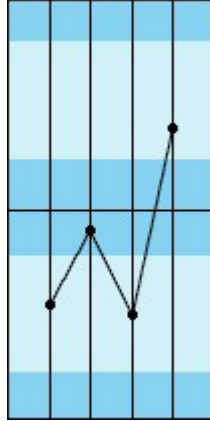
**I**  
Work Mask

**D I S C**



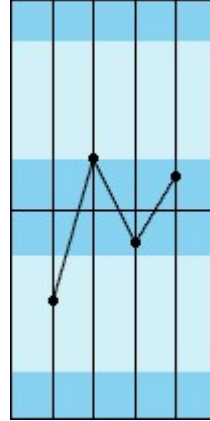
**II**  
Behavior under pressure

**D I S C**



**III**  
Self Image

**D I S C**



**Job**

**D I S C**

