

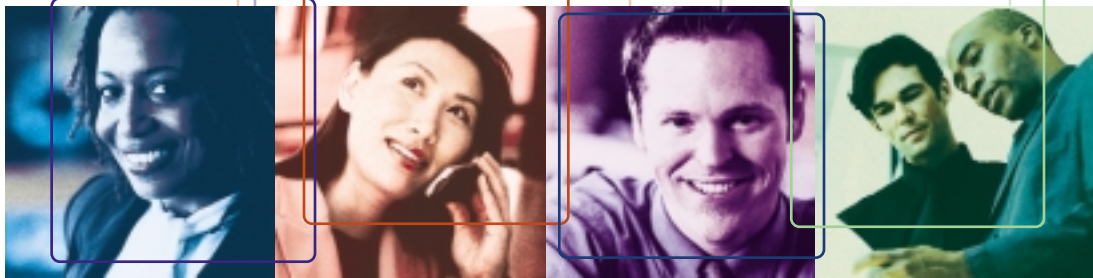
making people successful



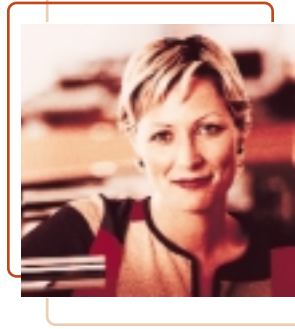
our story

Thomas International is the leading global provider of objective management systems and assessment tools that help organizations to recruit, retain, develop and manage their people.

The Thomas Systems provide accurate, valid and objective assessments that enable employers to understand and develop the full potential of their people. We supply HR professionals, managers and leaders with the tools and training to motivate, engage, and coach individuals in the work environment by raising people's self-awareness and capitalizing on their strengths.



making people successful



Through the use of the Thomas Systems, companies reduce turnover and increase profitability due to more effective and productive people. Thomas is an essential component of many successful organizations... why not yours?

Thomas' behavioral and aptitude assessments analyze people's behavioral style at work, identify their strengths and possible limitations and help measure their mental agility. These tools have many applications including recruitment and retention, personal and organizational development, succession planning, coaching, team building, career planning, performance management and training.

Thomas generates over one million assessments every year.

With a presence in over 55 countries, our behavioral assessments are available in over 50 different languages. We offer global expertise with local support.

Our simple yet sophisticated software and Internet applications enable you to apply these business tools at all levels of your organization. In addition, our experienced consultants give you the support and advice you need to use the systems optimally within your organization.

Certification training in our systems ensures effective and responsible use and adherence to the EEOC Guidelines and Privacy Laws.

The Thomas Systems assess:

Individual Behavior

Personal Profile Analysis (PPA)

Behavioral Job Requirements

Human Job Analysis (HJA)

Job Profiling

Team Behavior

Team Culture Analysis (TCA)

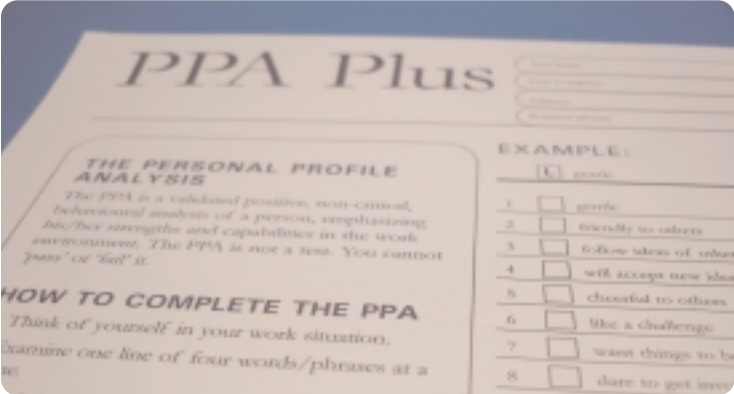
Aptitude and Ability

Tests for Selection and Training (TST)

These tools help to align people, jobs, and teams with business strategy, which contributes to productivity and profitability.

personal profile analysis

The Personal Profile Analysis (PPA) provides insights into people's behavioral style at work, answering questions such as – What are their strengths and limitations? Are they self-starters? How do they communicate? What motivates them?



The PPA enables understanding of work style, to assist with identifying people's work strengths. This gives your leaders valuable insight into why people behave as they do, how to leverage their strengths for greatest success, and how to develop their potential. Managers can learn how to interact more effectively with their people, to engage them and promote productivity, thus increasing leadership effectiveness.

The PPA can be used to:

- > Improve your employee selection process
- > Increase retention of key staff
- > Enable more effective leadership

Insights gained from the PPA also enhance self-awareness, to help people develop their strengths and limit their challenges.

key benefits

- **Fast, accurate, and cost effective**
- **Takes only 8 -10 minutes to complete**
- **Adds objectivity to people issues**
- **Enables more effective people management**

Q&A

How does it work?

From a series of 24 forced-choice items, the individual identifies qualities that are most and least like them at work.

What about validity?

Validity indicates whether the PPA measures what it says it will measure. On a scale of -1 to +1, 0.5 is acceptable and 0.7 or more indicates high validity measures. The PPA is .75-.95 valid.

8 minutes? Is it accurate and reliable?

Yes. The PPA assessment is a reliable tool with a .86 reliability measure. It provides accurate and objective data about the individual, to use in conjunction with an interview or discussion.

Does it show 'good' or 'bad' qualities?

No. It provides an understanding of how a person behaves at work and the characteristics they will demonstrate. There are no 'right' or 'wrong' answers.

Why would you need to do a PPA?

It is an objective tool that helps you confirm and validate other information from the resume and the interview to make an informed decision.

Can it solve HR issues?

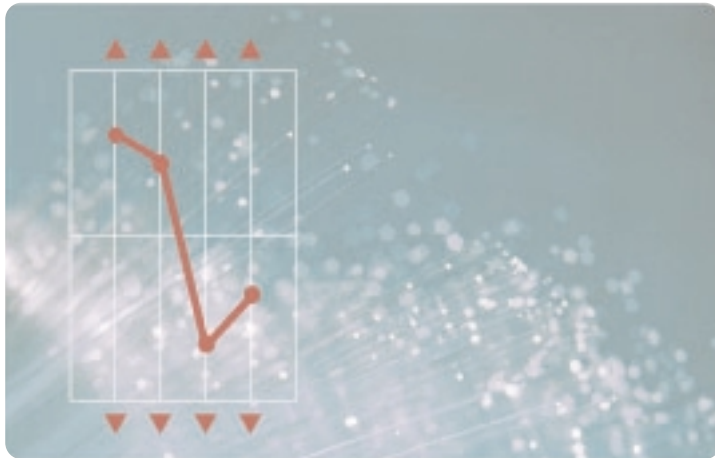
The PPA provides accurate behavioral information that you can use to address issues through 16 reports with various HR applications.

How will it help my business?

Your organization is only as good as the people you employ. The accuracy and objectivity of the system you use to recruit, train and develop the right people gives you a competitive edge.

human job analysis

The Human Job Analysis (HJA) and our interactive Job Profiling tool enables you to quickly and effectively identify work behaviors for the role, based on the demands of the job and the corporate culture. It provides a job standard against which you compare candidates' PPA results.



Job Profiling means you can define the behavioral requirements of your jobs to reflect the specifics of your organizational requirements, as opposed to generic job classifications. Job requirements will differ from company to company as the business strategy and corporate culture may be different even though the job title may be the same.

The software shows a graphic representation of the job requirements, enabling easy comparison of PPA graph results to analyze job “fit”. The Comparison report (person/job) includes a rating of “goodness of fit” to the job, for an objective ranking. There are five levels of “fit”, and the report indicates areas of strength and possible limitations relative to the role, to enhance your interview discussions. The “search and select” feature enables you to search your database and match people to jobs and jobs to people.

team culture analysis

The Team Culture Analysis allows an organization to analyze a team and its alignment in hours rather than weeks.

The ideal team culture is identified using the Team Culture Analysis (TCA) questionnaire and is based on the business strategy. The resulting Team Audit provides a gap analysis between the Ideal team behaviors and the Actual team, to fast-track identification of ways to ensure the team meets its targets. It is an effective diagnostic tool when a team is not performing, or to validate and enhance a successful team.

Q&A

In order to select the right person for the job, you need to understand the behavioral requirements of the job. It is not enough to know only the candidates' behaviors.

What does the job profile look like?

The job profile provides you with a detailed behavioral description of the job, and a graph that is compared to candidates' PPA graph results. It will not tell you whether to hire or not hire, but will highlight areas for discussion to help you make an informed decision.

key benefits

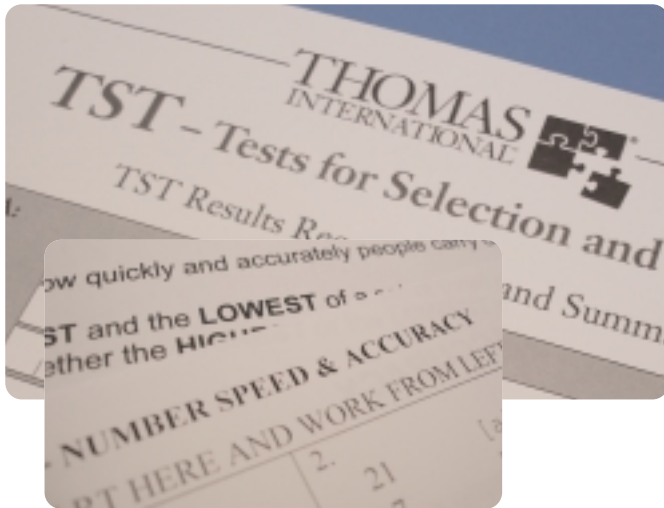
- Clarifies behavioral job requirements
- Provides a standard to which all candidates are compared
- Indicates areas where the candidate may need development and coaching

key benefits

- Analyzes alignment of the team relative to your business strategy
- Shows contributions of each member
- Fast and objective; detailed report to assist with identifying development needs

tests for selection and training

Thomas Tests for Selection and Training (TST) measure a person's aptitude, trainability and speed of learning.



The TST provides a reliable, accurate, and valid means of identifying how quickly a person can learn and retain new skills and information.

While academic achievement plays a large part in selection decisions, it is not an effective measure of a person's mental ability and potential. The TST measures a person's ability to learn and how they will respond to training programs and is applicable at all levels of the organization. The TST is an 'ability' test not an 'intelligence' test. It includes five timed tests: perceptual speed, reasoning, working memory, number speed and accuracy, and spatial visualization.

The TST can provide answers to questions such as:

- Can this person think on their feet?
- Can this person cope with the mental demands of the job?
- Could this person be a high performer?
- Is this person a problem solver?

Q&A

What is TST?

TST is an independently validated battery of normative ability tests.

What do the tests do?

The tests measure a person's mental processing speed, current ability level, and their fast track potential.

Why would I need it?

TST accurately identifies a person's speed and accuracy of completing tasks that require mental agility. It provides insights into speed of learning and ability to cope with complex concepts.

What are the benefits to the business of using TST?

Accurately identifying an individual's ability level will enable you to match them more effectively with job demands. It also means you can benchmark your current work force so that continuous improvement can be achieved.

key benefits

- **Quick to administer – total testing time is 45 minutes**
- **Reports are available in graphic and written format**
- **Is an excellent complement to the PPA**
- **Identifies fast track potential**
- **Reduces training and development costs**

reports available

Once a behavioral assessment is completed, you select the relevant reports to help guide understanding of individuals, job fit, and teams.



PPA Profile

The PPA Profile provides a comprehensive assessment of an individual, including working strengths, fears, motivators, and their value to an organization. It also includes how they are likely to behave under pressure, how they modify their behavior in their current job, and any frustrations or problems they may currently be facing.

Executive Summary

Similar to the PPA Profile, this report is in point form for a quick read. It highlights modifications at work and under pressure, as well as appropriate responsibilities and how to maximize the individual's strengths.

Management/Sales/General Interview Questionnaires

These provide questions to probe the individual's behavioral preferences, with a focus on management or sales functions, or general roles. They assist you to "get behind the candidate's mask" and understand their behavioral style.

Candidate Feedback

This short, positive report is designed to simplify feedback to a candidate. It provides descriptive words, general characteristics, motivators, and values to the organization.

Training Needs Analysis

This report identifies likely training needs and competencies for development.

Strengths and Limitations

This powerful report provides a list of likely work strengths and possible limitations. This is an excellent report for appraisals and identification of development needs.

Personal Review

Excellent for self-awareness and positive appraisals, this report covers personal style, descriptors and general characteristics. It includes how to maximize on the individual's potential, and appropriate types of responsibilities.

Compatibility (two people)

This report highlights the work strengths of two individuals, details how they perceive each other and communicate, then gives advice on how to improve their working relationship.

How to Manage

This report provides guidance on how to manage the person, including the best form of support, best type of motivation, and the communication style best suited to that person.

Customer Service Audit

Intended for in-person service roles, this report outlines how the individual is likely to handle client needs and criticism, and describes their responsiveness, communication skills, problem solving style, and goal orientation.

Management Audit

This reports on a person's strengths and possible limitations in relation to six key management competencies: managing and motivating; decision making; planning and problem solving; communication style; administrative ability; and how they develop others.

Sales Audit

The Sales Audit details a person's likely sales ability in relation to opening, presenting, closing, administration, and servicing.

Admin / Technical Audit

For those in a technical or administrative role, this report explores how one would function in: organizing workflow, meeting deadlines, problem solving and ensuring quality.

Call Center Audit

This audit identifies how a person responds to client needs, how they impart information, their problem solving skills, their likely persistence and sensitivity, as well as how they will promote products and services.

Career Guide

The Career Guide is used to identify opportunities and stimulate conversation in the area of career guidance. It enables you to target three career levels: entry, supervisory or middle management, and executive.

Job Profile

Completion of the HJA questionnaire or use of our interactive job profiling tool results in a behavioral job description based on your specific requirements. This will help focus your behavioral questions and forms the basis for objective comparison of people to jobs.

Comparison (person/job)

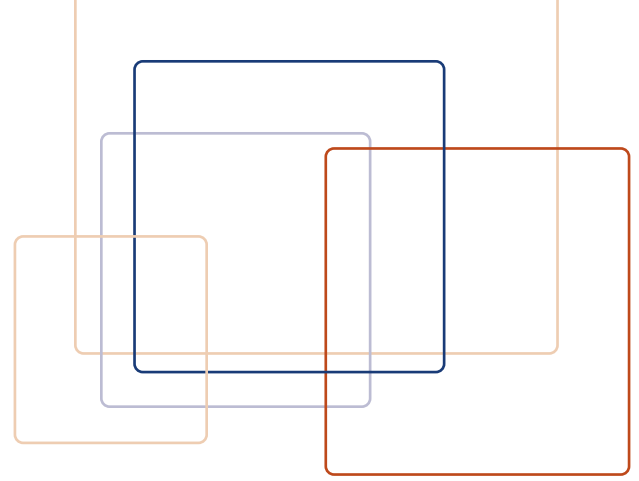
Individuals' PPA results are compared to your Job Profile to evaluate "goodness of fit" of the person to the job. This report lists strengths and possible limitations against the job demands, to further focus the interview.

Team Audit

This in-depth report assesses the Actual team and its members against the Ideal team culture for your organization.

thomas training

All users must be certified to use and apply the Thomas Systems and assessment tools responsibly and effectively within legal guidelines. Our experienced consultants provide facilitation and support. We offer regular training in various locations across North America. Training is also available internationally in over 50 other countries.



PPA Certification Training

This is a two-day course that will teach you the mechanics of the system, what it can do for your people, and how it can help your business. It explains the background and theory of the system and the terminology used.

The PPA Certification Training equips you with practical skills such as how to read a PPA profile, how to give feedback, and how you can modify your behavior to manage your team. You will also learn how to administer the assessments, when to use the reports, and how to apply the system to benefit your organization.

Each participant receives a pre- and post- course tutorial with their consultant so you can confidently use the software/website and the reports to start impacting your business positively. Our consultants work with clients on an ongoing basis to develop the application of the system to support your human resource and business strategy.

TST Certification

This one day course reviews the tests in depth, and teaches proper administration and interpretation of results. Use of the TST in conjunction with the PPA and job benchmarking is covered.

PPA System Advanced DISC Training

This one-day course uses case studies to review advanced applications of the PPA System, for benchmarking, performance management, team building, and employee development.

Behavioral Descriptive Interviewing

This is a one-day workshop for interviewers within an organization. The course provides information on the recruitment and selection process from start to finish with an emphasis on how to effectively conduct a behavioral interview and the use of the Thomas PPA/HJA System in the selection process.

Team Culture Analysis Training

Your Thomas consultant will provide this three-hour complimentary training as a tutorial after the PPA Certification Training. It teaches you how to complete the Ideal Team Culture Analysis questionnaire with a manager or team, and how to optimally use the Team Audit report.

You will learn how to use the Team Audit as a development and diagnostic report with the manager or the entire team. This training covers the nine team role factors found in the report and their application to team work. It enables the trained user to build on their knowledge and further apply behavioral analysis to team development, with a view to helping team members optimize on their strengths and respect their differences.

The Team Audit can be applied to:

- > Identify possible team members for succession planning
- > Manage, support, and motivate team members based on their Personal Profile and their role factors
- > Team discussion to align the actual team more closely with their ideal team culture

additional services

Thomas International offers a number of additional services that complement our assessment systems to help organizations in the recruitment, development, and management of their people.

Benchmarking

A benchmark enables a company to raise their performance bar. It tells the directors of a business what makes their best people the best. Identifying characteristics that make these people successful will enable a company to select more high performers and develop existing performers.

Benchmarking means you do not have to leave the selection of your top performers to chance.

Main benefits include:

- Reduction of selection, training and management costs
- Achievement of organizational objectives
- Encouragement of higher standards
- Motivation of the work force

Diagnostic Reviews

These one day reviews are available for general teams, management, and sales forces. The Diagnostic Review will align team members, provide a plan of action for the future, and increase team performance. The team identifies barriers, communicates openly, and works to resolve issues to become more productive.

Diagnostic Reviews are used to:

- Enhance the performance of a team
- Focus a team to overcome their challenges
- Provide a shared language and a common understanding
- Map out future training requirements to reach business goals

Personal Assessment Center (PAC)

The PAC provides a completely independent review and assessment of an individual and is especially useful when objectivity is required. A PAC can support employers in assessing candidates, counselling non-performers, appraising key members of staff, identifying training needs, and motivating individuals.

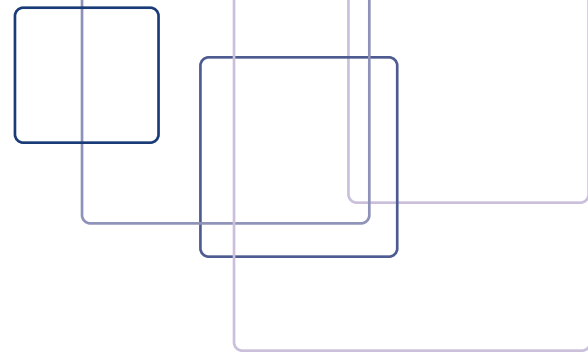
Conducted on a one-to-one basis, it is comprised of a two-hour series of tests, an in-depth interview by a Thomas senior consultant, and is followed up with a detailed report.

Development Workshops

Thomas offers a range of in-house solutions which are based on understanding behavioral style in the workplace. The objective of these workshops is to increase self-awareness and develop individuals as well as teams. Insight into behaviors allows individuals to enhance awareness of self and others, facilitating more effective interactions. We offer customized training in a range of key areas which include:

- > General Team Development Workshop
- > Sales Force Workshop
- > Executive/Leadership Team Workshop
- > Customer Relationship Management for Teams (General), Sales Teams, Customer Service, and Leadership
- > Coaching Your People Effectively
- > Leadership Agility

case studies



Management Selection

Allied-Barton Security

www.alliedsecurity.com

The challenge: AlliedBarton Security was looking to initiate a human capital management program for hiring prospective new management personnel.

The result: Thomas designed an employee selection system to help AlliedBarton Security attain better levels of service, higher levels of quality and accuracy, and a total commitment to customer-centric relationships. AlliedBarton's recruiters and trainers are trained in the PPA System and have implemented the talent acquisition guidelines in their selection process for Account Managers, District Managers, Business Development Managers, Vice Presidents of Business Development, and Vice Presidents/General Managers. AlliedBarton Security has enhanced its leadership position in the security industry by initiating this human capital management program for hiring prospective new management personnel.



PPA

Athens 2004 Olympic Games

The challenge: The 2004 Games saw the Olympics return to Greece after an absence of over 2000 years. A vast amount of careful planning and coordination went into ensuring the Games were a big success. Great emphasis was placed on recruiting enthusiastic and dedicated individuals to be responsible for areas such as ticketing, spectator services, media and ceremonies. The challenge was to quickly and effectively recruit the right people to staff the event.

The result: Athanassia Vlachaki, Athens Olympic Committee comments, "We were looking for very specific requirements in the people we wanted to recruit and the PPA and Job Profiling tools defined the ideal employees. The PPA could be completed by candidates in their native language, which in most cases was Greek, with the results and reports also in the relevant language. It is truly an international tool."



PPA/HJA

Fednav Limited

www.fednav.com

The challenge: Fednav was looking for a tool to help in the recruitment process, to hire not just the right person, but to hire the right person for the right job.

The result: Fednav completes the HJA to define the behavioral requirements of the job and compares it to the PPA of an individual to assess the level of fit of each candidate to a job. Christine Mack, Human Resources Specialist, comments, "the most significant single value that I can extract from this tool is in helping our internal clients think about the human element of a position. The old adage states that companies often hire on technical merit and dismiss candidates on people skills. Administering these tests has supported us in making the right hiring decision every single time. This creates an added-value activity that HR can deliver to our business leaders."



Benchmarking

Permanent Search Group (PSG)

www.permanentsearch.com

The challenge: Lisa Price, Managing Partner of PSG, said, "We have been Thomas clients since 2001. We initially selected the Thomas PPA System for internal benchmarking of our consultant role."

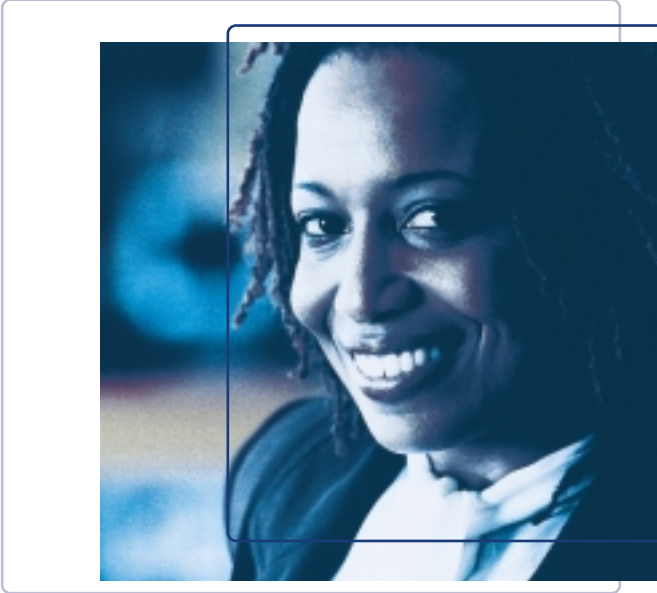
The result: "Thomas is a competitive differentiator for PSG. We have been able to recruit and retain high-level consultants, which has been a key attribute in building our progress business model. Profiling team members and sharing profiles has helped us understand individual styles and how to communicate and work effectively with other team members and clients. Having tested the PPA System for validity and reliability internally, we decided to offer the PPA assessment to our clients. This has enhanced our client offering and added rigor to the process we use to ensure optimum, long-term job fit with candidates and clients."



See sample brochure for pocket folder and card holder to be placed here.



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