

"Profiling" for Success -Benchmarking-

Within the *Achiever Assessment System* on our software-scoring disks, approximately one hundred forty "hiring patterns" are standard and available for comparison when any individual's results are scored. They are generic in nature and developed over time to allow a client to "measure" the success potential of their candidates. In addition, there are over 1200 hiring patterns in twenty-one different categories on the Virtual HR Center's Job Families listing. Most often, a company will find a generic hiring pattern that aligns with the needs of the job, for which they are testing.

However, the most successful predictor is job-specific profiling. After introducing the Achiever into a company's selection procedure, the next logical step is to "profile" the people in the job category in which there is most concern or interest. By identifying the standards that make people successful in a respective category, we will be able to separate the individuals by level, based on those standards and do individual group analysis as follows:

We will set specific standards, based on the company's top performers, against which future applicants will be compared. This ensures that the company will select people with the same talents and characteristics as their top performers, not the average or below average employees. Further, they will know and understand why their top producers are so successful, which will dramatically enhance their selection techniques, as well as provided info for use in compensation and training needs.

The company will receive vital information as to why the individuals in the average group are not the top producers and what can be done, and how to go about doing it, to increase production.

The employer will learn why the bottom group is below standard, how to avoid hiring people in the future who do not possess the required characteristics and what, if anything, other than replacing them, can be done to enhance the effectiveness of the present employees who are not achieving the desired standards.

Although this technique is used in all different job categories, many of our clients who have utilized this approach in the sales area, have often said that their sales were increased by 25% or more without hiring additional salespeople or increasing their sales cost.

Absent this ability to create a benchmark due to lack of successful people within a job or other limitations, a Job Function Questionnaire can be used to establish the needs of the position, as defined by the job description or the company's 'expert' for that specific job.

PERSONNEL PROFILES/*Candidate Resources*

Company_____

Job Title_____

Consider the Mental Aptitudes and Personality Dimensions required for a specific job within your company. Review the job description or interview a current employee who is knowledgeable of that job, and based on that, and the following questions, create a PROJECTIVE HIRING GUIDE. Results from this questionnaire can be entered into the Version 7.5, or greater, Achiever Software System, or into the CUSTOM Job Family on the Internet in your company's site. This will enable you to assess existing employees and ultimately derive a specific hiring pattern for that job in your organization. Please contact your Achievement Tec / Candidate Resources representative to assess you in installing your new pattern.

- ☞ Review the series of questions in each dimension and select the description that most closely parallels the job's needs and functions. *Remember*, the Stanine scale of 1 to 9 encompasses the broad general population, including **all** levels of ability and temperament.
- ☞ If the job-needs bridge two of the descriptions, check both and a compromise score can be obtained.
- ☞ If the job description does not indicate a need for a particular attribute, then leave all questions blank in that aptitude or dimension.

JOB FUNCTION REQUIREMENTS

MENTAL APTITUDES

Aptitude	Stanine Range 1 – 3	Stanine Range 4 - 6	Stanine Range 7 – 9
A-1 MENTAL ACUITY	<input type="checkbox"/> Job involves routine, repetitive and standardized tasks that do not require a great deal of mental capacity to complete. Job is mundane; often entry level, with limited growth potential.	<input type="checkbox"/> Job has specific guidelines and procedures but also requires an individual with capable thinking and decision-making ability to handle situations not covered by the guidelines.	<input type="checkbox"/> Job requires an individual with quick comprehension; quick decision making ability; mental astuteness; mental agility, with the ability to forecast. The individual will have an analytical, systematic mind and require a job that will continue to challenge a perceptive person.
A-2 BUSINESS TERMS	<input type="checkbox"/> Job requires limited knowledge of business words to communicate with sub/super-ordinates and others, utilizing business terminology sparingly.	<input type="checkbox"/> Job requires communication with sub/super-ordinates in every day business terminology on an average basis.	<input type="checkbox"/> Job requires excellent knowledge & understanding of business words, most frequently in reference to legal, financial or executive level terms.
A-3 MEMORY RECALL	<input type="checkbox"/> Job requires little attention and understanding as to what is happening in national and current events; is not required to utilize acquired information on a continuing basis.	<input type="checkbox"/> Job requires ability to communicate and be knowledgeable of what is happening in the outside world and to stay abreast of the immediate work place developments.	<input type="checkbox"/> Job requires the ability to stay abreast of current events and the factors that impact the status of the overall organization. Individual will have a desire to read job-related periodicals and other newsworthy publications.

A-4 VOCABULARY	<input type="checkbox"/> The job requires limited comprehensive and communication ability of the English language.	<input type="checkbox"/> The job requires average comprehensive and communication ability of the English language.	<input type="checkbox"/> The job requires strong comprehensive ability and use of English words at an outstanding executive or professional level. Position may require strong presentation skills and the ability to convey ideas in a convincing and persuasive manner.
A-5 NUMERICAL PERCEPTION	<input type="checkbox"/> Accuracy in working with facts, figures, symbols and details is not required for the job.	<input type="checkbox"/> Job requires an average ability to accurately and quickly work with figures, symbols and numbers. Some detail work is involved, but not the major function of the job.	<input type="checkbox"/> Job requires strong ability to work accurately and quickly with facts, figures, symbols, and details.
A-6 MECHANICAL INTEREST	<input type="checkbox"/> Job does not require any mechanical aptitude to read and understand mechanical or technical information.	<input type="checkbox"/> Job requires an average level of interest in reading; understanding and applying information learned about mechanical / technical equipment. Willing to operate office equipment, but not willing to make minor adjustments or repair.	<input type="checkbox"/> Job requires a strong level of interest in reading, understanding, comprehending and using information provided about mechanical/technological equipment; will utilize manual, if necessary, to assist in office equipment maintenance.

PERSONALITY DIMENSIONS

Dimensions	Stanine Range 1 - 3	Stanine Range 4 - 6	Stanine Range 7 – 9
D-1 ENERGY LEVEL	<input type="checkbox"/> Job requires continuous mobility; being physically active; able to take quick action. Job should not be high-stress. (NOTE: Extremely low score could be an area of concern.)	<input type="checkbox"/> Job requires considerable mobility, as well as the ability to concentrate on a continuing project, for a given length of time.	<input type="checkbox"/> Job requires an individual who can stay in a basic location for long periods of time without considerable activity; sedentary in nature.
D-2 FLEXIBILITY	<input type="checkbox"/> Job requires an individual who does not like to work in a structured environment, with instructions and guidelines, but prefers a job where high flexibility is essential; entrepreneurial in nature. (NOTE: Extremely low score could be an area of concern.)	<input type="checkbox"/> Job requires an individual to work in an environment where guidelines are set and will strive to fulfill those guidelines, as well as using own code of ethics in decision making.	<input type="checkbox"/> Job requires an individual to work in a highly structured manner; to adhere to rules and regulations without question, exhibiting a strong moral code.
D-3 ORGANIZATION	<input type="checkbox"/> Job functions include an erratic schedule where improvising and spontaneity are expected; does not require an overly neat environment.	<input type="checkbox"/> Job requires a reasonable amount of time in planning but also requires the ability to react to emergencies; orderly environment is preferred but not demanded.	<input type="checkbox"/> Job requires an individual who is highly planful, very methodical, orderly and neat, and prefers to work on a pre-defined schedule.

Dimensions	Stanine Range 1 - 3	Stanine Range 4 - 6	Stanine Range 7 – 9
D-4 COMMUNICATION	<input type="checkbox"/> Job involves working alone, with limited interaction with other people. Job may require some telecommunication, but no personal contact.	<input type="checkbox"/> Job requires someone who can work either alone, when necessary, or interact comfortably with other people. Job needs a balance in listening and communication skills.	<input type="checkbox"/> Job requires an individual who is very outgoing and gregarious, who enjoys meeting with other people and is very comfortable doing so.
D-5 EMOTIONAL DEVELOPMENT	<input type="checkbox"/> Job does not require patience or tolerance, but encourages use of and relies on the emotional nature of highly driven person; individual will exhibit youthful over-eagerness. (NOTE: Extremely low score could be an area of concern.)	<input type="checkbox"/> Job requires an individual with a good ego strength, patience and tolerance when needed, with a good level of urgency; healthy drive.	<input type="checkbox"/> Job requires someone with a strong ego and considerable patience and tolerance to deal with the circumstances of the job; does not expect more than the job offers.
D-6 ASSERTIVENESS	<input type="checkbox"/> Job requires someone who prefers to be supervised, given instructions and not expected to take responsibility or assert themselves over others.	<input type="checkbox"/> Job requires the ability to take instructions or directions from others, as well as give them; be able to express one's own thoughts and ideas to and through others.	<input type="checkbox"/> Job requires someone who is very assertive and dominates; who will be aggressive and will want things done their way; desire for leadership and to make things happen through others.
D-7 COMPETITIVENESS	<input type="checkbox"/> Job requires an individual to work in a team environment, without any desire to be in a one-on-one competitive situation or excel at the expense of others.	<input type="checkbox"/> Job requires someone who can work and contribute as part of a team on an interactive basis but also have the desire to personally excel.	<input type="checkbox"/> Job requires an individual who has a strong desire to be the winner, enjoys the competitive arena, and strives for individual acclaim.
D-8 MENTAL TOUGHNESS	<input type="checkbox"/> Job requires an individual who is creative, sensitive and empathetic; job does not involve much pressure, stress or rejection. (NOTE: Extremely low score could be an area of concern.)	<input type="checkbox"/> Job requires an individual with some sensitivity and understanding of others, and who can handle average stress, tension, pressure, criticism and rejection.	<input type="checkbox"/> Job requires an individual who can handle an enormous amount of stress, tension, difficult work conditions and pressure; job does not require overt sensitivity.
D-9 QUESTIONING / PROBING SKILLS	<input type="checkbox"/> Job requires an individual who will be accepting of what is told them, seldom probing or asking a great deal of questions; believes in the ultimate good of each situation; very trusting.	<input type="checkbox"/> Job requires someone who will not accept things at face value, will do a moderate amount of probing and questioning in order to evaluate a situation.	<input type="checkbox"/> Job requires a very skeptical, questioning, motive-driven individual. Job requires an individual who will exhibit a need to evaluate circumstances based on all the facts, leaving no stone unturned.
D-10 MOTIVATION	<input type="checkbox"/> Job requires someone who prefers a regular day-to-day job; does not seek attention or promotions and is satisfied with the status quo.	<input type="checkbox"/> Job requires an individual who wants some degree of security but also wants opportunities to earn recognition, additional compensation, as long as it does not entail great risk.	<input type="checkbox"/> Job requires an individual who is highly recognition and incentive oriented, who seeks challenge and change, enjoys a level of status, and wants to be recognized as an achiever.

