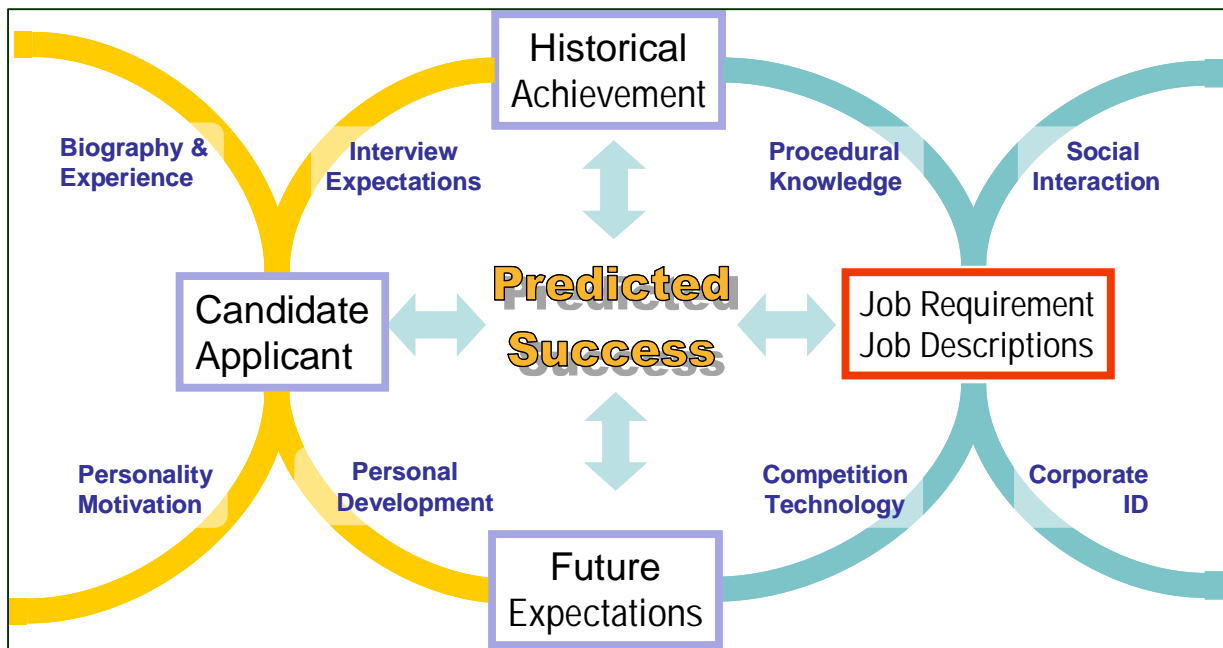


Job Descriptions and the use of Online Assessments

The most important goal of using Online Assessments with customized job templates is the valid and accurate PREDICTION of SUCCESS. Success is dependent on a number of factors that really determine the way HOW a person actually DOES a job. Structured Interviews and Workplace analysis helps us to identify the most important items, rank them and match them to an applicant in a very comprehensive and systematic way.



Picture 1: Einflussfaktoren

Candidates have some traits and preferences they bring along from previous experience and jobs. We have to determine what we are looking for exactly and rank the alternatives:

- Abilities
- Interest
- Motives
- Behavioral Tendencies / Preferences
- Attitudes towards people and work
- Qualification / Knowledge
- Experience
- Methodology / Skills

The position itself provides a distinct framework that resembles the work conditions of the future candidate.

- Tasks
- Activities
- Goals
- Organisational embedding
- Preferred behaviors as required by Peers
- Preferred behaviors as required by Co-workers and subordinates
- Values of the company
- Values of the regional culture
- General expectations of the general public of this position / function

This analysis is done by a structured INTERVIEW GUIDE (approx 90 min) and can be validated against a norming group / role models from the existing employee base.

Three answers are expected from this procedure:

1. Which criteria would produce an evidentiary, valid pre-selection?
 - a. Which criteria would describe the eligibility criteria best (Hard Skills)?
 - b. Which criteria would describe the suitability criteria best (Soft Skills)?

2. How to compare different candidates and rank them against each other consistently?
 - a. How to effectively rank and rate differences?
 - b. Which scales should be used for the different criteria?

3. What work-result can actually be expected from each of the applicants?
 - a. How to develop the candidate further and maximize the impact of his work on results?
 - b. How to manage and motivate the candidate to keep him/her happy? (Management of the candidate)

The answers to all these questions are forming the base for sound decision taking. If these answers cannot be given clearly with regard to the open position, mediocre results are very likely.

It is most important that the CRITERIA FOR PRESELECTION is not mixed with QUALIFICATION OF THE CANDIDATE. Of course the qualification will finally determine the result but it appears to be worth finding out about the true and valid indicators of such a qualification. These are different categories indeed and finding representative pre-selection criteria actually determines the speed and accuracy of your search.

Though this is the issue in a majority of customer accounts we are well aware of other areas that can be supported by online assessment systems. We help you find the most suitable (online) assessment solutions that may as well consider that normally do not appear on assessment solution maps.

- Cultural awareness trainings prior to an assignment abroad
- Preparation of international negotiations
- Team analysis of international teams and globally distributed team members

myEmployee HR CONSULTING structures recruiting & selection processes and helps defining job descriptions and criteria templates for the purpose of global use. These reengineered processes reduce the time and efforts needed to screen large numbers of heterogeneous applicants. Even for recruiting drives with more than 2000 applicants a pre-screening can be concluded within 2 hours.

Harrison Assessments allows customizing your job requirement templates directly within the system and compare all candidates that answer the HA online questionnaire.

Saville Consulting allows you to compare all your candidates in all functions to a predetermined competency- and trait model that may be used in a second step for selecting the right candidates.

Send your Requests to: info@my-employee.com

myEmployee Personalberatung GFCI GmbH, Postfach 13. 68532 Edingen-Neckarhausen T: 06203 181 207

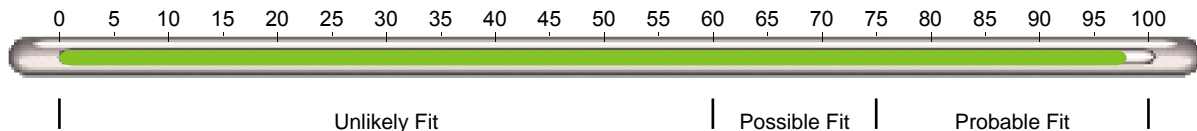
Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor show the applicant's score as calculated for each trait.

The green or red ball in each graph indicates the degree of positive (green) or negative (red) impact that the trait is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the trait can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars and determined by the weightings you have given to each trait in the Job Success Formula setup.





The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. ULI 's consistency score is 69 which indicates that ULI is 93% consistent in answering the questionnaire. This indicates a high likelihood that ULI was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Overall Percentage Job Fit = 98%



Essential traits (in order of importance)

Essential traits are traits in which, in general, the higher the better the predicted performance.

	ULI 's Score	Negative Impact					Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own Narrative: ULI very often tends to take initiative. This initiative will help him to achieve objectives. It is very important that the employer provide opportunities for initiative and guidelines regarding the type of initiative that can be taken. Otherwise, the initiative could be contrary to expectations. ULI 's initiative will probably have a positive impact on job satisfaction and/or performance.	9.3											
Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: ULI tends to be enthusiastic about his goals. If ULI 's goals are in alignment with the organization's objectives, he will probably have a drive to achieve those objectives. ULI 's enthusiasm for his goals will probably have a slightly positive impact on job satisfaction and/or performance.	7.8											
Finance / business: The interest in commerce or fiscal management Narrative: ULI is extremely interested in business or finance. ULI 's interest in business or finance will probably have a very positive impact on job satisfaction and/or performance.	10.0											
Wants To Lead: The desire to be in a position to direct or guide others Narrative: ULI has an extremely strong desire to be in a leadership position. He has a very strong drive to take charge. ULI 's willingness to be in a leadership position will probably have a positive impact on job satisfaction and/or performance.	9.7											

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Essential traits (in order of importance)	Negative Impact						Positive Impact					
	ULI's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Analytical: The tendency to logically examine facts and situations (not necessarily analytical ability) Narrative: ULI tends to very often logically analyze difficulties, facts, and situations and enjoys it. ULI 's tendency to analyze will probably have a somewhat positive impact on job satisfaction and/or performance.</p>	8.6											
<p>Wants Challenge: The willingness to attempt difficult tasks or goals Narrative: ULI is highly motivated by difficult tasks or projects and has a strong need for challenging work. ULI will probably only remain with an employer who is able to offer challenging work. His strong drive for achievement will probably be a good example for others. ULI 's drive to achieve challenging objectives will probably have a positive impact on job satisfaction and/or performance.</p>	9.8											
<p>Handles Autonomy: The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge) Narrative: Assuming he has sufficient job-related knowledge, ULI is very likely to take appropriate actions when given a significant amount of independence from supervision. ULI 's ability to handle autonomy will probably have a somewhat positive impact on job satisfaction and/or performance.</p>	9.2											
Desirable traits (in order of importance)	Negative Impact											
Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.	ULI's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact					
<p>Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: ULI has a strong desire to have decision-making authority and is very willing to accept responsibility. ULI 's degree of comfort with decision-making authority is sufficient.</p>	9.4											
<p>Optimistic: The tendency to believe the future will be positive Narrative: ULI tends to be generally optimistic and cheerful. ULI 's positive attitude will be somewhat beneficial when dealing with staff and co-workers. His positive attitude will also be of some help the sales process. ULI 's degree of optimism is sufficient.</p>	6.6											
<p>Organized: The tendency to place and maintain order in an environment or situation Narrative: ULI tends to be very well organized. ULI 's tendency to be organized is sufficient.</p>	8.7											

Harrison Assessments Suitability

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact



	ULI 's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Persistent: The tendency to be tenacious despite encountering significant obstacles Narrative: ULI generally tends to persevere with a task when obstacles occur. This will probably be beneficial for overcoming the obstacles that he will encounter in his position. ULI 's persistence can also pay off when influencing others as he will tend to be quite tenacious. ULI 's degree of persistence is sufficient.	6.9						
Experimenting: The tendency to try new things and new ways of doing things Narrative: ULI generally enjoys trying new things and sometimes experiments with new ways of doing things. ULI 's degree of enjoyment of experimentation is sufficient.	7.1						
Handles Conflict: The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively Narrative: ULI 's preferences indicate that he is probably moderately effective at handling conflict. ULI 's level of ability to deal with conflict is sufficient.	6.9						
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: ULI enjoys planning and probably tends to do it reasonably often. ULI 's degree of planning is sufficient.	7.1						
Research / learning: The enjoyment of gathering and comprehending new information Narrative: ULI generally enjoys researching and learning new information. ULI 's degree of enjoyment of researching and learning is sufficient.	7.3						
Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: ULI moderately enjoys work that requires being systematic and tends to be moderately systematic. ULI 's degree of being systematic is sufficient.	6.0						
Frank: The tendency to be straightforward, direct, to the point, and forthright Narrative: ULI is capable of being frank and tends to state things in a direct manner. ULI 's degree of frankness is sufficient.	8.3						
Self-improvement: The tendency to attempt to develop or better oneself Narrative: ULI has an intention to improve himself. ULI 's degree of interest in self-improvement is sufficient.	6.5						

Harrison Assessments Suitability

Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.

Negative Impact



	ULI 's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Effective Enforcing: The tendency to skillfully correct others when they are violating rules or performing poorly Narrative: Given ULI 's interpersonal preferences and tendencies indicate he is reasonably likely to skillfully enforce rules. ULI 's degree of skill when enforcing rules is sufficient.	7.1						
Intuitive: The tendency to use hunches to help make decisions (not necessarily intuitive capabilities) Narrative: ULI may occasionally use intuition to help make decisions. ULI 's degree of using intuition is sufficient.	4.5						
Tolerance Of Bluntness: The level of comfort related to receiving abrupt or frank communications from others Narrative: ULI is reasonably tolerant of people who are blunt. ULI 's degree of tolerance of bluntness is sufficient.	6.6						
Travel: The interest in work that involves frequently taking a journey Narrative: ULI is interested in work that involves travel. ULI 's level of interest in work that involves travel is sufficient.	8.0						
Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs Narrative: ULI is able to manage stress. ULI 's level of ability to manage stress is sufficient.	7.9						
Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: ULI is very self-accepting. This positive self-regard will probably translate to better interactions with subordinates, co-workers, and clients. ULI 's degree of self-acceptance is sufficient.	8.5						

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact



	ULI 's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Defensive: The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") Narrative: ULI probably has only a slight tendency to be defensive. ULI may place a little too much emphasis on being right, making him less receptive to feedback from others. Thus, ULI may have more difficulty learning important interpersonal skills that are essential for co-operative interaction and effective communication. ULI 's lack of defensiveness will support job satisfaction and will not hinder performance.	2.0						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact



	ULI's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
<p>Rebellious Autonomy: The tendency to attempt to gain freedom from authority without taking sufficient and appropriate initiative Narrative: ULI probably does not have a significant degree of rebellious autonomy. ULI 's lack of rebellious autonomy will support job satisfaction and will not hinder performance.</p>	0.3						
<p>Impulsive: The tendency to take risks without sufficient analysis of the potential difficulties Narrative: ULI probably does not have a significant degree of being impulsive with risks. ULI 's lack of being impulsive when making decisions will support job satisfaction and will not hinder performance.</p>	0.0						
<p>Rigidly Meticulous: The tendency to focus so strongly on details that one tends to have difficulty adapting to changes Narrative: ULI probably does not have a significant degree of being rigid related to details and precision. ULI 's lack of being rigidly meticulous will support job satisfaction and will not hinder performance.</p>	0.0						
<p>Rigidly Organized: The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes Narrative: ULI probably has only a very slight tendency to be rigid when organizing. ULI 's lack of being rigidly organized will support job satisfaction and will not hinder performance.</p>	2.3						
<p>Evasive: The tendency to be tactful without being sufficiently direct Narrative: ULI probably does not have a significant degree of being evasive. ULI 's lack of being evasive will support job satisfaction and will not hinder performance.</p>	0.0						
<p>Fast But Imprecise: The tendency to be productive but not paying sufficient attention to detail Narrative: ULI probably has a moderate tendency to be fast but imprecise. ULI may create problems with quality of output unless monitoring is applied. ULI 's lack of being fast but imprecise will support job satisfaction and will not hinder performance.</p>	4.2						
<p>Dogmatic: The tendency to be certain of one's own opinions while at the same time not open to different ideas Narrative: ULI probably does not have a significant degree of being dogmatic. ULI 's lack of being dogmatic will support job satisfaction and will not hinder performance.</p>	1.4						

Harrison Assessments Suitability

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact



ULI 's Score Very strong Strong Substantial Moderate Slight no impact

Harsh:

The tendency to be overly strict or punitive when enforcing rules and procedures

Narrative: ULI probably has a strong tendency to be harsh or overly strict. This tendency may unnecessarily cause resentment. ULI 's lack of harshness will support job satisfaction and will not hinder performance.

6.3



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