



Thomas Sample

JOB COMPARISON: Sample Job

8/23/2012

Private & Confidential

JOB DESCRIPTION

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

- 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.
- Generate monitoring systems that identify whether self, others or the organization are achieving their objectives and also any variances there may be in terms of goals and timescales. Ensure that corrective action plans are formulated and implemented.
- Develop and comply with the systems, procedures, rules, objectives and timescales set by the organization and take a disciplined approach when undertaking tasks.
- 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.
- Be alert to changing situations, show flexibility in approach, adaptability in difficult circumstances and continuously strive to achieve a result.

In summary the job incumbent should be analytical, self-disciplined, conventional, non-assertive, reserved, reflective, questioning and have the added ability of being able to concentrate on facts, figures and information. The need to meet unrealistic deadlines or make impulsive decisions should not be part of the function.

JOB COMPARISON - Thomas Sample versus the Job Profile

There seems to be a shortfall in Thomas Sample's profile when considered against the Job Profile. This should be investigated as he may not be as probing, reserved, mild, unassuming or non-demanding as the function describes, preferring to take a more direct and assertive approach to situations. There are also suggestions that Thomas Sample may want to take control of situations or people, which could lead to him pushing others too hard in order to achieve results.

Additionally, he may have difficulty working in the serious, reflective and unobtrusive manner the position calls for as he is a natural communicator and likes to place emphasis on the use of interpersonal skills.

If this is the case then there is a likelihood that Thomas Sample may not achieve an acceptable level of performance in the job.

PERSONAL STRENGTHS

The strengths of this person when compared to the Job Profile 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.
- Gathers factual information to assist him in achieving his goals and objectives.
- Has a disciplined approach and can develop organizational systems, procedures, rules and norms.
- Can be flexible in his approach, alert to changing situations and adaptable in difficult circumstances.

POSSIBLE LIMITATIONS

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

- Thomas Sample does not fear antagonistic situations. As such rather than taking a calming and non-confrontational approach he is likely to be over direct and work towards polarising such situations.
- Thomas Sample may allow emotions and feelings to effect his decision making process rather than listening to others and quantifying what they have to say.

STAR RATING 2

Thomas Sample's profile is not a natural fit for the role. However, if he has the necessary competence and skills needed within the job or specialized experience he may still be worthy of further consideration.

The interviewer should recognize that in this instance it is absolutely vital to identify whether Thomas Sample has adequate self-awareness.

Equally the interviewer should not neglect to evaluate weaknesses identified within the "Possible Limitations" and "Job Comparison" sections of this report.

It is also 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 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 Thomas 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

Thomas Sample compared with the Job Profile for Sample Job

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 Sample Job.

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 recent work success where you were required to be methodical and precise. How do you manage push back from work peers who are less methodical and detailed?
- Provide some situation where concentrating on detail has been critical to success?
- The role requires a diplomatic approach and the capability of operating consistently under controlled, often technically specific circumstances. Tell me about a volatile situation which involved risk for your team or company. What was your role in this situation and what was the outcome?
- Tell me about the kinds of situations that cause you to feel restless and possibly impatient. How do you manage this?
- Give me an example of a time when you have worked on a team where some team members have enjoyed working at a different pace to you. What did you do to ensure overall team success?
- Tell me about how you manage multiple task or projects when you have very tight time deadlines?
- What impact do you feel you have on others? Give me an example to support this.
- Tell me about a decision you made where you used a careful, cautious and conservative approach. How did it work? Is this your preferred approach to decision making?
- What work roles and responsibilities frustrate you the most and why?
- 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?

The following series of questions can be used to confirm the profile and the extent to which Thomas 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 were able to get others to accept your point of view when at first they were opposed to you. What did you do to get them on side?
- What would your plan of action be if you were called on to challenge others, take charge and make firm and possibly tough decisions?
- Describe how a logical, systematic and precise approach has positively impacted your career to-date?
- What recent work-related examples can you provide to demonstrate how competitive and proactive you can be when necessary?
- Is your preference to assume an important and specialized role in your team or organization, or to have overall responsibility for performance and end-result of a team or work-group? Why is this your preference? What personal work strengths would you use?
- Tell me about a situation where you have demonstrated loyalty and commitment at work.
- What factors or situations at work motivate you the most?

- Describe some situations in your role where perfectionism can have both a positive and negative outcomes?
- Tell me about a situation when your level of performance was positively impacted by your emphasis on working within the organization's rules and regulations? Has this style ever negatively impacted your performance? Please explain.

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

Thomas Sample

