



Job Plus Report

Data Processing Manager

Acme Pharmaceutical Company

4-25-2007

INTRODUCTION

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TriMetrix job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area complete this report in Sections 7 through 9.

SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job. Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

SECTION 2: REWARDS/CULTURE HIERARCHY (6 AREAS)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

SECTION 3: BEHAVIORAL HIERARCHY (8 AREAS)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of Sections 1 through 3 (above) are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.

INTRODUCTION

SECTION 4: JOB ATTRIBUTES FEEDBACK

This section will assist in understanding the type and kind of attributes (people skills) that are needed for superior job performance. Read the feedback on each of the top seven attributes thoroughly to understand the job's requirements.

SECTION 5: REWARDS/CULTURE FEEDBACK

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

SECTION 6: BEHAVIORAL FEEDBACK

This section clarifies the nature of the behavioral traits demanded by the job.

SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the attributes of the job.

SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

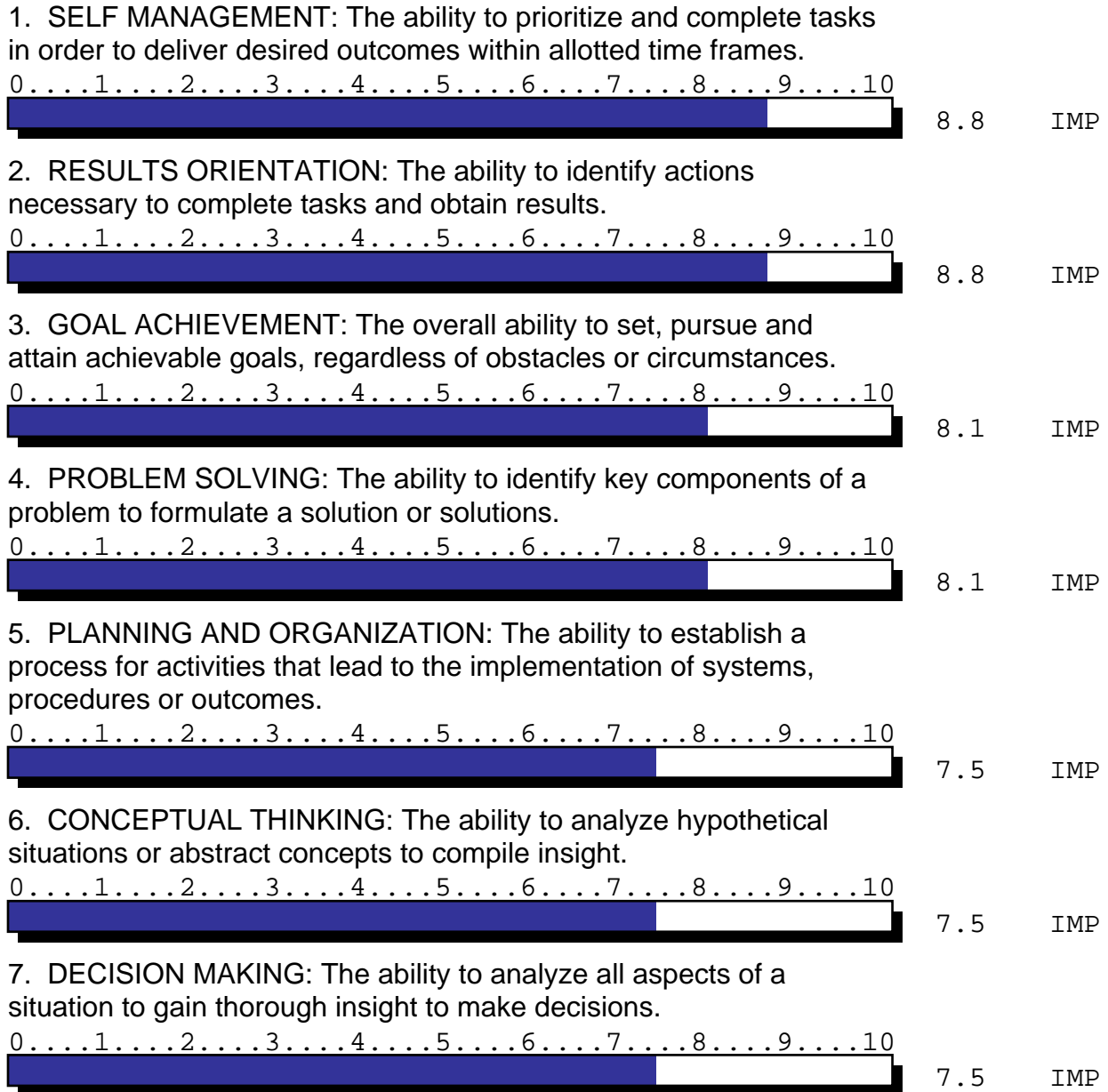
This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.

JOB ATTRIBUTES HIERARCHY

All human jobs require certain people attributes. This section of the report identifies those human attributes that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated attributes required by the job to the lowest.



The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

JOB ATTRIBUTES HIERARCHY

8. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.	0 1 2 3 4 5 6 7 8 9 10		7.5	IMP
9. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.	0 1 2 3 4 5 6 7 8 9 10		6.9	SWI
10. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.	0 1 2 3 4 5 6 7 8 9 10		6.9	SWI
11. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.	0 1 2 3 4 5 6 7 8 9 10		6.9	SWI
12. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.	0 1 2 3 4 5 6 7 8 9 10		6.2	SWI
13. RESILIENCY: The ability to quickly recover from adversity.	0 1 2 3 4 5 6 7 8 9 10		6.2	SWI
14. TEAMWORK: The ability to cooperate with others to meet objectives.	0 1 2 3 4 5 6 7 8 9 10		6.2	SWI
15. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.	0 1 2 3 4 5 6 7 8 9 10		5.6	SWI
16. INFLUENCING OTHERS: The ability to personally affect others' actions, decisions, opinions or thinking.	0 1 2 3 4 5 6 7 8 9 10		5.6	SWI

JOB ATTRIBUTES HIERARCHY

17. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.

0 1 2 3 4 5 6 7 8 9 10



5.6 SWI

18. CUSTOMER FOCUS: A commitment to customer satisfaction.

0 1 2 3 4 5 6 7 8 9 10



5.0 SWI

19. SELF STARTING: The ability to initiate and sustain momentum without external stimulation.

0 1 2 3 4 5 6 7 8 9 10



5.0 SWI

20. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance.

0 1 2 3 4 5 6 7 8 9 10



5.0 SWI

21. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.

0 1 2 3 4 5 6 7 8 9 10



4.4 NI

22. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

0 1 2 3 4 5 6 7 8 9 10



4.4 NI

23. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.

0 1 2 3 4 5 6 7 8 9 10

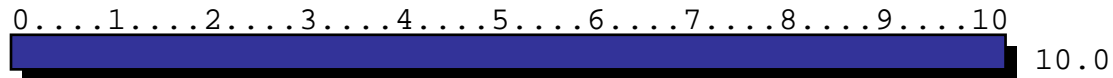


1.2 NI

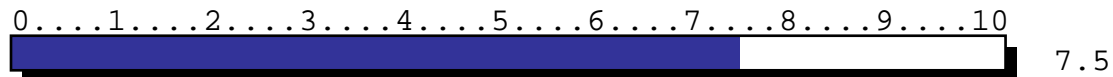
REWARDS/CULTURE HIERARCHY

This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.

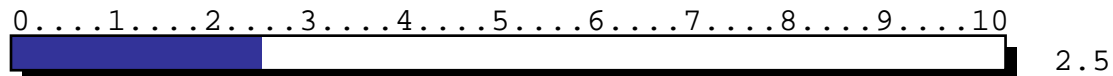
1. THEORETICAL



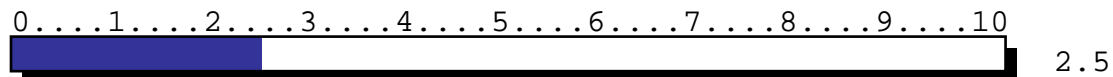
2. UTILITARIAN/ECONOMIC



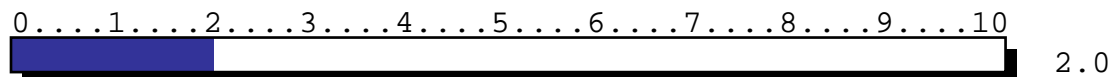
3. INDIVIDUALISTIC/POLITICAL



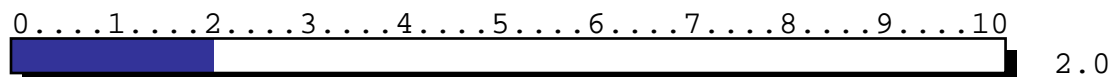
4. TRADITIONAL/REGULATORY



5. AESTHETIC



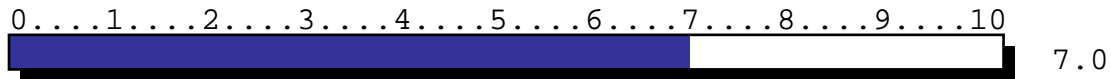
6. SOCIAL



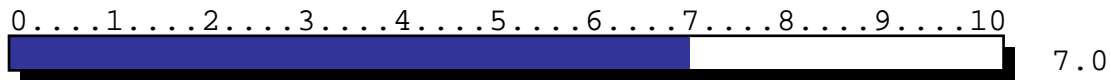
BEHAVIORAL HIERARCHY

This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.

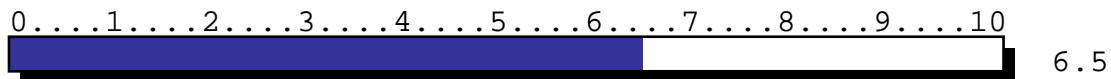
1. ORGANIZED WORKPLACE



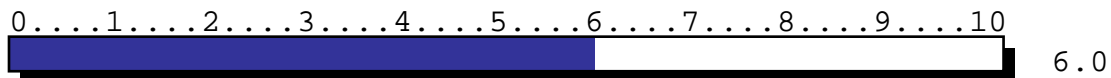
2. COMPETITIVENESS



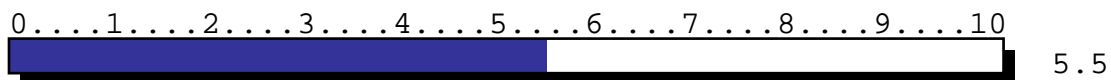
3. ANALYSIS OF DATA



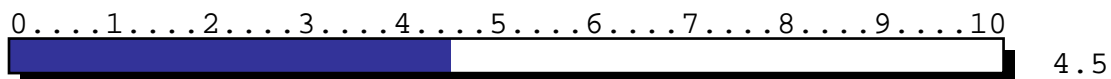
4. URGENCY



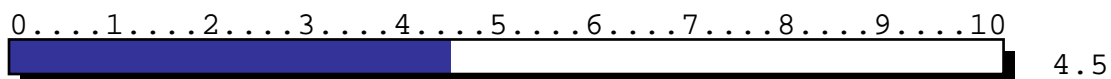
5. FREQUENT CHANGE



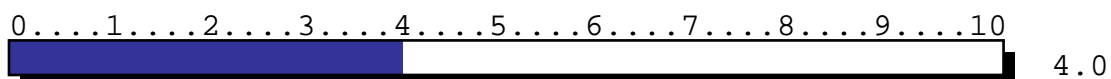
6. VERSATILITY



7. CUSTOMER ORIENTED



8. FREQUENT INTERACTION WITH OTHERS



JOB ATTRIBUTES FEEDBACK

This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.

1. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
 - Independently pursues business objectives in an organized and efficient manner
 - Prioritizes activities as necessary to meet job responsibilities
 - Maintains required level of activity toward achieving goals without direct supervision
 - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

2. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
 - Maintains focus on goals
 - Identifies and acts on removing potential obstacles to successful goal attainment
 - Implements thorough and effective plans and applies appropriate resources to produce desired results
 - Follows through on all commitments to achieve results

3. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
 - Establishes goals that are relevant, realistic and attainable
 - Identifies and implements required plans and milestones to achieve specific business goals
 - Initiates activity toward goals without unnecessary delay
 - Stays on target to complete goals regardless of obstacles or adverse circumstances

4. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.
 - Analyzes all data relative to a problem
 - Divides complex issues into simpler components in order to achieve clarity
 - Selects the best options available to solve specific problems
 - Applies all relevant resources to implement suitable solutions

JOB ATTRIBUTES FEEDBACK

5. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
 - Defines plans and organizes activities necessary to reach targeted goals
 - Organizes and utilizes resources in ways that maximize their effectiveness
 - Implements appropriate plans and adjusts them as necessary
 - Consistently demonstrates organization and detail orientation

6. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
 - Demonstrates ability to forecast long range outcomes and develop suitable business strategies
 - Identifies, evaluates and communicates potential impacts of hypothetical situations
 - Defines options to leverage opportunities in achieving business goals
 - Develops plans and strategies that lead to desired strategic outcomes

7. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
 - Analyzes data necessary for decision-making
 - Makes major decisions impacting strategic outcomes appropriately and effectively
 - Makes decisions in a timely manner
 - Demonstrates ability to make unpopular and difficult decisions when necessary

REWARDS/CULTURE FEEDBACK

1. THEORETICAL

- Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

2. UTILITARIAN/ECONOMIC

- Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

3. INDIVIDUALISTIC/POLITICAL

- Rewards those who value personal recognition, freedom and control over their own destiny and others.

BEHAVIORAL FEEDBACK

1. ORGANIZED WORKPLACE

- The job's success depends on systems and procedures. Its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.

2. COMPETITIVENESS

- The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.

3. ANALYSIS OF DATA

- The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.

Section 7

JOB ATTRIBUTES QUESTIONS

Below are suggested interview questions on each of the top seven attributes. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.

1. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

QUESTIONS: Utilize the following questions to understand the job fit of candidates for the position. Adapt the questions, as desired, to fit your business and the specific job.

- Give me a specific example of a project that you were responsible for organizing from beginning to end.
 - ◆ How did you go about it?
 - ◆ How did you deal with changes that arose?
 - ◆ How did you ensure that the project stayed on track?
 - ◆ What was the final outcome?
 - ◆ What did you learn from this experience?
- Have you ever faced a day in which you just couldn't get everything done that you had planned?
 - ◆ How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
- Do you consider yourself to be a good time manager?
 - ◆ Share with me the planning system you use and show me how you use it.
- We have all had times where it was necessary to balance work and personal or family time.
 - ◆ Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.

SAMPLE QUESTIONS – DO NOT REPRODUCE
WITHOUT PERMISSION

(See next page)

NOTE: There are multiple questions included with each job benchmarked. They are customized to each competency you rate as important in the job's benchmark and candidate success in the job. What you see here is a small sample of questions we make available. For competitive reasons we do not show all questions for the competencies, motivators and behaviors for this sample's benchmark.

Why do we customize questions in each job's benchmark for your use in interviewing job candidates?

Research has shown that many people who conduct interviews are not comfortable with the interviewing process or are not prepared. Key to success in deciding which candidates are the most qualified from a soft skills standpoint is asking the right questions in the early stages of interviewing. The questions should match the job's needs. Often these are difficult to compose or there just isn't enough time. Each job benchmark assures that you will be asking the right questions before a candidate even completes the *TriMetrix® Assessments*.

For more information or to place an order:

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