



Thomas Sample

JOB COMPARISON: Sample Job

15/06/2012

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 organisation 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 organisation 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 Thomas Sample 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 organisational 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 specialised experience he may still be worthy of further consideration.

The interviewer should recognise 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 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 COMPATIBILITY

Thomas Sample compared with the Job Profile for Sample Job

These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Thomas Sample in order to reveal his natural, work-related, strengths and limitations as well as his compatibility with the requirements of the role of Sample Job.

We recommend that the following questions be considered by the interviewer when meeting with Thomas Sample.

This exploratory approach has been prompted by an analysis of Thomas Sample's PPA report, and a detailed comparison between his PPA and the Job Profile established specifically for this position.

- The report indicates that you are likely to be both methodical and precise. As these are characteristics deemed important for satisfactory performance in this role, how can you support this perception?
- The ability to concentrate on detail is a key element of this position. What prompts you to believe that you will be able to comply with this core requirement?
- Being diplomatic and capable of operating consistently under controlled, often technically specific circumstances are called for in this role. Why do you believe that you will be able to relate to these requirements on a regular basis?
- There are indications in your report that you can be restless and, at times, irritably impatient. How would you confirm or counter these perceptions?
- How, when necessary, do you modify your own style when working with others who do not share the same values as you do especially regarding pace and flexibility?
- How would you describe your own overall work rate, patience and energy levels?
- What impact do you feel you have on others?
- Are you, in most instances, a careful, cautious and conservative decision taker? If not normally so, what is your preferred approach to decision taking?
- What work roles and responsibilities frustrate you the most?
- The ability to differentiate fact from fiction and to be unemotionally objective and analytical will support candidates' chances of success. Where and to what extent can you demonstrate your aptitude, capacity and earlier successes to meet these critical requirements?
- Making favourable impressions and motivating people to act are likely strengths of yours. Where, and how effectively, could you apply these beneficially in this position?
- Clearly, an objective, task-oriented approach is central to satisfactory performance in this job. In what way do you comply with these requirements?

The following series of questions can be used to verify 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 behaviour to meet the needs of colleagues.

- Influencing others to accept your point of view is seen to be a particular strength of yours. What examples of this talent can you relate?
- What would your plan of action be if you were called upon to challenge others, get them to accept your authority and take firm, sometimes harsh and unpopular strategic or disciplinary decisions?
- A logical and precise approach are observed to be important attributes of yours. Where have these values been of most use to you in your career to-date?
- What recent work-related examples can you recall illustrating how competitive and proactive you can be when necessary?
- Generally, would you elect to play an important and specialised role in your organisation, or assume responsibility for the overall performance and end-result of a team or work-group? Why would this be your preference? What personal work strengths would you be able to rely on?

- Have persuasiveness, charm, committed and loyal participation been important requirements of your job? How have you related to these fairly specialised demands?
- What factors or situations at work motivate you most positively, enthusiastically and spontaneously?
- In your view are there any negative aspects of perfectionism? What are these? Do you believe that you are inclined to be a perfectionist? Why?
- You appear, in many instances, to place emphasis on working within the organisation's rules and regulations? Why are you so committed to this? Has this style ever inhibited your level of performance?

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

Thomas Sample

