

“In This Issue: “Why You Don’t See High ‘Job Match’ Ratings On Performance Profile Reports”

Test for Success
Tools, Tips, & Techniques for Avoiding
Hiring Mistakes and Developing People
From Helm and Associates, Inc.
And Kurt Helm

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A client called me recently to ask, “Why is it that I never seem to see ‘Job Match’ ratings above a ‘7’ on the Performance Profile Report?” I got the feeling that the unasked question might have something to do with the mistaken concern that I didn’t think very highly of most of his applicants.

The reason I seldom use ratings above a “7” is not a reflection on the overall quality of candidates. It has everything to do, instead, with two things: first, the range of suitability for the job among applicants and, second, the amount of information I have (and the information I don’t have) about an applicant.

First, to state the obvious, people vary in their suitability for the job in question. Some

are poorly qualified, which means that “Job Match” rating would likely be a 1, 2 or 3. I see very few Performance Profiles that I would rate a 1, 2, or 3 because you screen out these applicants before they reach the point in your selection process where they would take the Performance Profile.

Most Performance Profiles I see come from applicants who are, at the worst, marginally qualified for the job and, at the best, very well qualified. As a result, most of the Job Match ratings you see will be in the middle ranges (the 4 through 7 range on the Performance Profile.) Among this group, as well, there are likely a few applicants who, if I had had the opportunity to meet with them, would have received a Job Match rating of 8, 9, or 10. However, I’m reluctant to indicate the enthusiastic endorsement of a candidate that would be suggested by a rating of 8 or above when I don’t have the complete picture about an applicant that would be provided by verified background information and work history, and my own in-depth interview.

The information I have about an applicant that comes only from the Performance Profile questionnaires at our web site is limited. When I evaluate an individual’s suitability for a job, I have in front of me his or her Performance Profile results, the job title of the position being applied for, and a brief sketch of the person’s background (last three jobs, job title and length of employment; education; and military service, if any.) All of this information was supplied by the applicant at the time he or she completed the Performance Profile and none of it has been verified.

I have a great deal of confidence in the power of the Performance Profile to provide me with a picture of the individual's basic personality characteristics that will drive his or her behavior on the job. But I have almost no information about other factors that affect performance, such as quality of relevant experience, the applicant's motivation, or his or her ambition and drive.

The Performance Profile is very good at identifying underlying personality preferences (characteristics) that affect behavior on the job, including those that are easy for an applicant to hide during interviews. But evaluating an applicant's suitability for the job requires an in-depth evaluation of all aspects of the applicant that could affect his or her work performance.

That is why the golden rule for evaluating applicants is, "The more information you have about the applicant, the better judgment you can make about his or her suitability for the job in question." Ideally, that information should include all relevant work experience (verified as accurate), background checks that include education verification (if job-relevant), and interviews with more than one person in the company, in addition to information from the Performance Profile. And that is why my ratings for Job Match (as well as for the Potential For Growth and Recommendation) are intentionally conservative.

Here's how I recommend that you look at the rating for Job Match:

Rating	What It Means
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- 7 A strong candidate for the position
- 6 A good candidate for the position
- 5 A satisfactory candidate for the position
- 4 A marginal candidate for the position

The Performance Profile gives you a good measure of the person's practical intelligence, his preferred management and work style, and his attitudes toward appropriate work behavior. Add that to what you learn and verify about the person from all the other sources of information that you can obtain, and each piece of information should fit together like a jigsaw puzzle, providing you with a much better understanding of the applicant's suitability for hire.

As always, if you have any questions about any part of an applicant's Performance Profile, give me a call. Between the two of us, we can figure out what is going on with your applicant.

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Remember, People ARE your most important asset!

To Hire the Best, Test!

To Reveal Management Potential, Test!

To Diagnose Problem Behavior, Test!

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