

UNDERSTANDING AND USING THE PROFILE XT®

THE PROFILE XT

In the business world, where it is so easy to duplicate products and undercut prices, the key strategic advantage for most companies is the performance of their employees. Employees who are well matched to their position have higher attendance records, less turnover, higher job satisfaction, and superior job performance. Both the employee and the employer share the benefits of enhanced person to job fit.

As part of the Profiles International, Inc. line of products for employers, the ProfileXT, is designed to facilitate achieving the best possible job fit. Our clients use ProfileXT in numerous ways. They develop effective work teams, design optimal training programs based on the trainees' style of learning, help supervisors determine which approach will work best when working with a particular employee, and help develop succession plans.

The ProfileXT is a psychometric instrument with roots extending over the past thirty years. At least 400,000 job applicants and incumbents have participated in its development. These sample groups represent a diverse cross section of ages, ethnic groups, income levels, education levels, job titles, companies, and industries. ProfileXT is the product of collaboration between several test development psychologists and specialists coordinated by Profiles International, Inc.

The ProfileXT investigates three key areas (Behavioral Traits, Occupational Interests, and Thinking Style) as a part of evaluating how an individual fits into a particular job. All of the areas, however, are not always required to differentiate between those who will do well in a position, and those who may be overly challenged by the same position. All three areas may be important for some Job Match Patterns, though only one or two may stand out for a given job match situation. By reviewing broad areas of Occupational Interests, Behavioral Traits, and Thinking Style, we expand our ability to discover which areas will be most effective in determining job fit for a given position.

DEVELOPING A JOB MATCH PATTERN

The job match process represents an effective approach that minimizes the time required to efficiently describe jobs, people, and good matches. Once we have identified what is necessary for success in a position, we can build a Job Match Pattern for each factor. The pattern consists of a range for each scale where the scores of the most effective performers tend to fall. Because they are not absolute, the typical pattern will be three to five units wide. The farther outside this range (job pattern) a score falls, the less likely there will be a good fit of the individual to the job, in regard to that particular factor. In the reports, job match is reported as a percent match to a specific Job Match Pattern. This will be discussed in more detail shortly.

By using a Job Match Pattern, it is easier to quickly identify when individuals fit well in job positions, and when they may have to make adjustments. This information is important for both job placement and job training.

We have been asked, "Can we use small samples to build patterns, or do we need very large samples?" The answer is, in the real world, you use what you have available. While it would be great to have large numbers of workers representing each level of competency within each job that is not always possible. Even a small sample will give you a good place to start the process and allows you to further refine the job pattern with ongoing evaluation.

Once a Job Match Pattern is developed and placed into use, it is appropriate to continue to improve/modify the pattern as more empirical data become available. Each Job Match Pattern is reviewed in light of the most recent data on a regular basis. As the composition of the top performers is reviewed and adjusted, the Job Match Pattern may be adjusted accordingly. It is important for a business to continually maintain the job relevance of the process by which employees are placed.

The score for each scale is reported as a STEN scale starting with one at the low end, and ten at the high end. The raw scores have been normed so the distribution of scores, for the typical working population, will fall on each scale with a normal distribution. In other words, on each scale, about two-thirds of the scores will be 4, 5, 6, or 7, and as you move toward either end of the scale, the frequency of scores will taper off.

The following instruments use Job Match Patterns: ProfileXT®, Profiles Sales Indicator™, Customer Service Perspective™, and the Call Center Survey.

USING JOB MATCH PATTERNS

Once a good Job Match Pattern has been created, it may be used to match that job position to anyone who has taken the ProfileXT®. The Job Match Pattern is composed of a range of scores for each scale. The farther outside this range (pattern) a score falls, the less likely there will be a good fit for the individual to the job, in regard to that particular factor. As mentioned earlier, job match is reported as a percent match to a specific job pattern.

The range of reported job matches will be from 25% to 95%. A match will be provided for each of the three sections, Thinking Style, Occupational Interests, and Behavioral Traits, and for the overall match. The higher the match percent reported, the higher the expectancy the individual will fit well into the job under consideration.

While this Job Match Pattern approach to matching individuals to a job provides information of great value, and should be a major part of the placement decision, remember, the results from any assessment should never make up more than one-third of the final hiring decision. This is especially true when accurate job performance information is available on existing employees.

METHODS FOR BUILDING JOB MATCH PATTERNS

A. Concurrent Study – This approach is used when ProfileXT results for three or more top performers are available. When utilizing the software, use the Job Match Pattern submenu to indicate the top performers. The computer will then build the pattern from that information. The pattern should be carefully reviewed and fine tuned to fit your situation.

B. Existing Job Match Patterns – ProfileXT can be used with patterns available from our web site's Preliminary Pattern Library, or with a pattern transferred from another office and verified to apply to your work setting. Once built, a Job Match Pattern may be edited manually.

C. Combination – A Concurrent Study may be used with an Existing Job Match Pattern to build a new pattern.

D. Job Analysis Survey – One or more Job Analysis Surveys are completed by those who supervise the job position in question, and who are very familiar with what is required to perform successfully in that position. The Job Analysis Survey consists of 57 questions which identify activities on the job. Once completed, the Job Analysis Survey is entered into the software so it may be combined with input from other sources (e.g. existing patterns, concurrent studies, or both). A job pattern can be developed from these results.

PROFILE XT® REPORTS

A. **The Placement Report** is typically used to identify how well a person will fit into a given position. When they are outside the Job Match Pattern, interview questions are suggested.

B. **The Sales Placement Report** is typically used to identify how well a person will fit into a given sales position. When they are outside the Job Match Pattern, interview questions are suggested.

C. **The Sales Management Report** is similar to the Coaching Report because it matches an individual's results to a sales Job Match Pattern. Suggestions are provided for managing the employee when they score outside the Pattern.

D. **The Coaching Report** is similar to the Placement Report because it matches an individual's results to a Job Match Pattern. However, instead of interview questions, suggestions are provided for managing the employee when they score outside the Pattern.

E. **The Individual Report** is the report shared with the individual who took the assessment. This report does not provide the actual scores for each separate scale but instead includes a description of what the individual's scores suggest. There are no references to any specific Job Match Patterns.

F. **The Succession Planning Report** allows the matching of one individual to several Job Match Patterns in a single report. This facilitates an understanding of where the best job fit might be expected, now and in the future.

G. **The Candidate Matching Report** shows the results of comparing several candidates to an established Job Match Pattern. The given percentage score indicates how well each candidate matches the established pattern.

H. **The Job Profile Summary Report** is used to take a quick look at how well an individual fits into a particular Job Match Pattern. It reports the individual scores against the pattern and provides a brief statement for each one. There are no interview questions provided with this report.

I. **The Job Summary Graph Report** is a single page summary with the graph from the Placement Report. The report provides the individual's scores and a selected Job Match Pattern.

J. **The Job Analysis Report** may be produced for any established Job Match Pattern. The report includes a Job Pattern Graph and an optional Job Pattern Description which describes the individual who would be most effective in that position.

READING PROFILE XT® REPORTS

ProfileXT reports are presented clearly and do not require interpretation beyond the printed reports. The use of business language helps provide an easier understanding for the reader. All reports present the results in tables as well as in words. When a Job Match Pattern is utilized, the individual scores are presented in as they relate to that Job Match Pattern. The Individual Reports only provide the individual scores. The scores are shown for all three sections, Thinking Style, Occupational Interests, and Behavioral Traits. To truly understand the report it is necessary to read the words and review the graph.

The percentage match for each of the three sections indicates how well you can expect the individual to fit into the job in question. The overall job match reflects the cumulative scores for all three of the subsections. The reports are written in clear language and an attempt has been made for them to be as positive as possible. If the results of the assessment are going to be shared with the person after they complete it, only the Individual Report should be considered for this use.

To learn more information about the Profile XT reports, including samples, visit <http://www.redpointcoaching.com/services/assessments.aspx>, drop us an email at changeability@redpointcoaching.com, or call us at 206.427.2856.