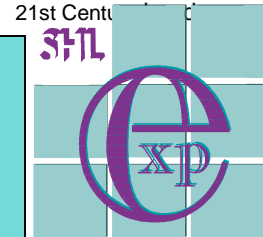


26-Feb-2002



SHL HUMAN RESOURCE MANAGEMENT SYSTEM
**ATTRIBUTE BASED PERSON-JOB
MATCH REPORT**

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Mrs. Sample Report
21st Century Leader
26-Feb-2002

This report shows the match between the skills and attributes of **Mrs. Sample Report** and those required by the job of **21st Century Leader**.

IHE

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Introduction

This Person-Job Match Report compares a person's assessed abilities, skills and personality attributes to those that are required by a job (i.e., Human Attribute Profile). The report is divided into four sections:

- Match on Ability Attributes
- Match on Personality Attributes
- Unassessed Attributes
- Report Documentation

Throughout the report the attributes required for a job are arranged in descending order of importance.

BASIS OF CALCULATION

The Work Profiling System (WPS) identifies the key requirements for a job and plots these as a Guideline Profile Chart. The Person's scores from aptitude tests and the personality questionnaire (OPQ, CCSQ or WSQ) are then plotted to assess the degree to which the individual matches this desired profile, relative to other people in a comparison group. Two Overall Match Scores are provided: one against the ability requirements and a second against the personality requirements.

HOW TO USE THIS REPORT

This report is most likely to be useful as a basis for discussion within Management or Career Development situations. When used for Selection the report should be cross-referenced to past performance, interview and other sources of information to assess the accuracy of the self-report.

ASSESSMENT METHODS AND NORMS USED

<i>Assessment Method</i>	<i>Norm Group</i>
OPQ32 Version n	US OPQ32n Managerial & Professional '01

IMPORTANT

When comparing the Person Job Match reports of different people, always ensure that the tests and questionnaires that they have taken are identical. Their reports will only be comparable if this is the case.

Match on Personality Attributes

The following table depicts the extent to which the individual matches the key personality requirements of this job. Their scores are plotted on the Profile Chart below. Desirable scores are identified by the shaded areas on the profile chart (see key below) and these may be high, low or medium scores depending upon the specific job content. Match scores are shown for each attribute category - essential, important and other relevant. The Overall Personality Match Score on the following page combines all of these together.

OPQ32 VERSION N GUIDELINE PROFILE CHART

Low										Average										High										AM	Essential Attributes	
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Code		
• • • • •										• • • • •										• • • • •										TS1	Data Rational	
• • • • •										• • • • •										• • • • •										TS2	Evaluative	
• • • • •										• • • • •										• • • • •										TS9	Forward Thinking	
Essential Attributes Sub Match Score																										7						
Low										Average										High										Important Attributes		
• • • • •										• • • • •										• • • • •										TS12	Rule Following	
• • • • •										• • • • •										• • • • •										TS4	Conventional	
Important Attributes Sub Match Score																										8						
Low										Average										High										Other Relevant Attributes		
• • • • •										• • • • •										• • • • •										RP7	Socially Confident	
• • • • •										• • • • •										• • • • •										TS3	Behavioral	
• • • • •										• • • • •										• • • • •										TS10	Detail Conscious	
• • • • •										• • • • •										• • • • •										TS8	Adaptable	
• • • • •										• • • • •										• • • • •										RP1	Persuasive	
• • • • •										• • • • •										• • • • •										RP2	Controlling	
• • • • •										• • • • •										• • • • •										FE9	Achieving	
• • • • •										• • • • •										• • • • •										RP9	Democratic	
• • • • •										• • • • •										• • • • •										FE1	Relaxed	
• • • • •										• • • • •										• • • • •										FE5	Trusting	
• • • • •										• • • • •										• • • • •										RP10	Caring	
• • • • •										• • • • •										• • • • •										TS5	Conceptual	
• • • • •										• • • • •										• • • • •										TS7	Variety Seeking	
• • • • •										• • • • •										• • • • •										RP6	Affiliative	
• • • • •										• • • • •										• • • • •										TS6	Innovative	
• • • • •										• • • • •										• • • • •										RP3	Outspoken	
• • • • •										• • • • •										• • • • •										RP4	Independent Minded	
• • • • •										• • • • •										• • • • •										FE4	Optimistic	
• • • • •										• • • • •										• • • • •										FE6	Emotionally Controlled	
Other Relevant Attributes Sub Match Score																										5						
• • • • •										• • • • •										• • • • •										SDE	Social Desirability	
Key to Shading:										Essential										Important										Other Relevant		

PERSONALITY MATCH SCORE

<i>Match Score</i>	<i>Band of Error</i>	<i>Meaning of Match Score</i>
6	1.0	Average on Assessed Attributes

The Overall Personality Match Score is a weighted score based upon the criticality of the attributes assessed and the person's scores on the personality questionnaire (OPQ, CCSQ or WSQ). A higher score denotes a better match in the most important areas. Range = 1 to 10, Mean = 5.5.

The Band of Error is based upon the median standard error of measurement across the different scales in the personality questionnaire (OPQ, CCSQ or WSQ).

When assessing a person's personality (OPQ, CCSQ or WSQ) profile - the meaning of a low consistency score (sten 1 - 4) or a high social desirability score (sten 7 - 10) should be considered.

The Overall Personality Match Score is calculated for a person based on their scores on the personality questionnaire (OPQ, CCSQ or WSQ). When comparing different people it would be too simplistic to argue that the person with the highest match will invariably be best for the job. The areas of match and mismatch must be examined individually. It is important also to consider the scope for development in the poorer areas, the support from the rest of the team and the potential for job redesign. In many cases, areas of mismatch may be ameliorated through these means.

Structure of the OPQ32 Model

<i>OPQ32 Model Attribute</i>	<i>Low Level of Attribute</i>	<i>High Level of Attribute</i>
RELATIONSHIPS WITH OTHERS		
<i>RP1 - Persuasive</i>	Dislikes persuading/negotiating	Enjoys selling & negotiating
<i>RP2 - Controlling</i>	Happy to let others take charge	Likes to be in charge
<i>RP3 - Outspoken</i>	Unprepared to put forward own opinions	Freely expresses opinions
<i>RP4 - Independent Minded</i>	Accepts majority decisions	Prefers to follow own approach
<i>RP5 - Outgoing</i>	Quiet and reserved in groups	Lively and talkative in groups
<i>RP6 - Affiliative</i>	Seldom misses the company of others	Likes to be around people
<i>RP7 - Socially Confident</i>	(no lower level for this attribute)	Feels comfortable when first meeting people
<i>RP8 - Modest</i>	Talks about personal success	Keeps quiet about personal success
<i>RP9 - Democratic</i>	Prefers to make decisions alone	Involves others in decision making
<i>RP10 - Caring</i>	Selective with sympathy and support	Sympathetic & considerate towards others
THINKING STYLES		
<i>TS1 - Data Rational</i>	Prefers dealing with opinions and feelings	Likes working with numbers
<i>TS2 - Evaluative</i>	Dislikes critically analyzing information	Critically evaluates information
<i>TS3 - Behavioral</i>	Tends not to analyze others' behavior	Enjoys analyzing others' behavior
<i>TS4 - Conventional</i>	Favors changes to work methods	Follows conventional approach
<i>TS5 - Conceptual</i>	Dislikes dealing with abstract concepts	Interested in theories
<i>TS6 - Innovative</i>	Less inclined to be creative and inventive	Enjoys being creative
<i>TS7 - Variety Seeking</i>	Is prepared to do repetitive work	Seeks change/variety in work
<i>TS8 - Adaptable</i>	Behaves consistently across situations	Changes behavior to suit the situation/people
<i>TS9 - Forward Thinking</i>	Operates without pre-planning	Enjoys forming long term plans
<i>TS10 - Detail Conscious</i>	Dislikes tasks involving detail	Is concerned about details
<i>TS11 - Conscientious</i>	Sees deadlines as flexible	Focuses on getting things finished
<i>TS12 - Rule Following</i>	Not restricted by rules and procedures	Follows rules and regulations
FEELINGS AND EMOTIONS		
<i>FE1 - Relaxed</i>	Finds it difficult to relax	Generally calm and untroubled
<i>FE2 - Worrying</i>	Feels calm before important occasions	Feels nervous before important occasions
<i>FE3 - Tough Minded</i>	Easily hurt by criticism	Not easily offended
<i>FE4 - Optimistic</i>	Expects the worst to happen	Keeps an optimistic outlook
<i>FE5 - Trusting</i>	Finds it difficult to trust others	Sees others as reliable & honest
<i>FE6 - Emotionally Controlled</i>	Openly expresses emotion	Rarely displays emotion
<i>FE7 - Vigorous</i>	Dislikes excessive work demands	Enjoys having a lot to do
<i>FE8 - Competitive</i>	Dislikes competing with others	Enjoys competitive activities
<i>FE9 - Achieving</i>	Sees career progression as less important	Ambitious and career-centered
<i>FE10 - Decisive</i>	Prepared to compromise & keeps views to self	Makes fast decisions