



Multiple Respondent Job Insights Report

Certified Nursing Assistant
Behavior and Motivation Benchmark for Success

A service of Office Automation Consultants, Inc.

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INTRODUCTION

Where Talent Meets Opportunity™

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 Job Insights benchmarking process. The result is an evaluative report that analyzes a total of 14 separate areas in Sections 1 and 2. Additional feedback on each area is presented in Sections 3 and 4. Suggested interview questions that pertain to each area complete this report in Sections 5 and 6. Finally, Section 7 contains composite rankings in all areas.

SECTION 1: 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 2: 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 each area 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 3: 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 4: BEHAVIORAL FEEDBACK

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

SECTION 5: REWARDS/CULTURE INTERVIEW QUESTIONS

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

SECTION 6: BEHAVIORAL INTERVIEW QUESTIONS

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

SECTION 7: COMPOSITE RANKINGS

This last section details the individual input contributed by each respondent and shows the final composite rankings (averages of all responses) in Rewards/Culture and Behaviors.

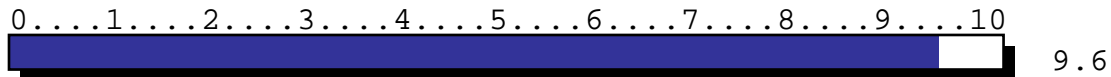


Section 1

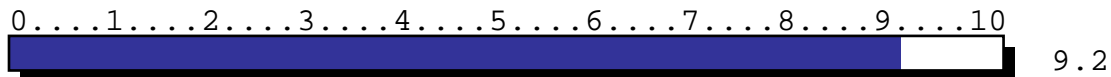
REWARDS/CULTURE HIERARCHY

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.

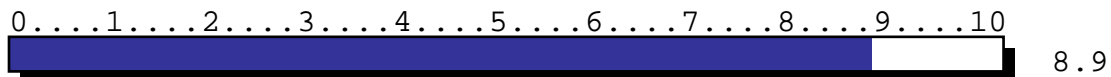
1. AESTHETIC



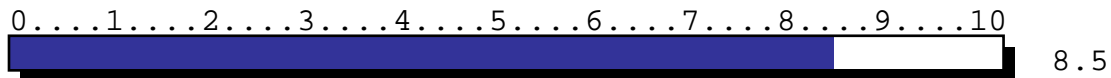
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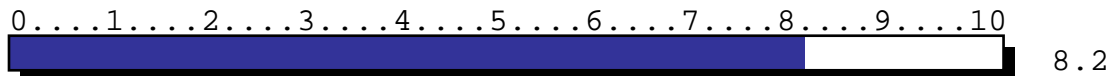
3. SOCIAL



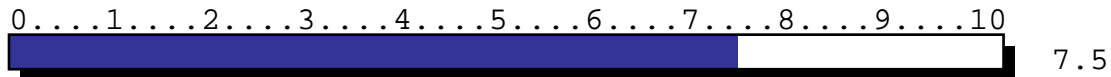
4. INDIVIDUALISTIC/POLITICAL



5. THEORETICAL



6. UTILITARIAN/ECONOMIC



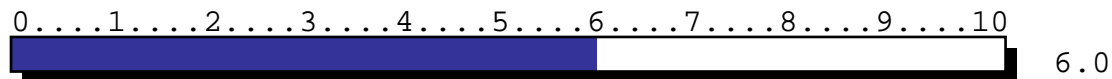


Section 2

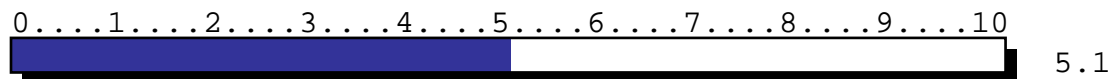
BEHAVIORAL HIERARCHY

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.

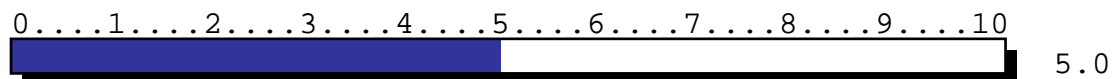
1. CUSTOMER ORIENTED



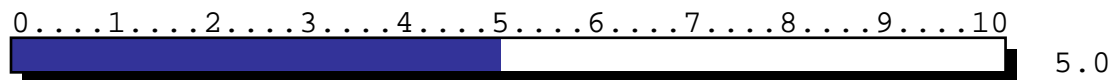
2. FREQUENT INTERACTION WITH OTHERS



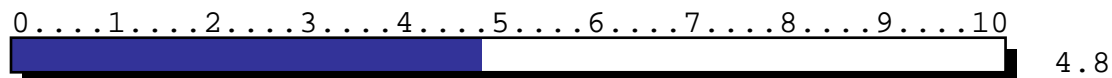
3. ORGANIZED WORKPLACE



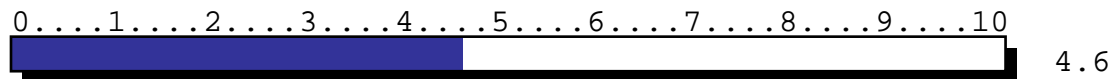
4. ANALYSIS OF DATA



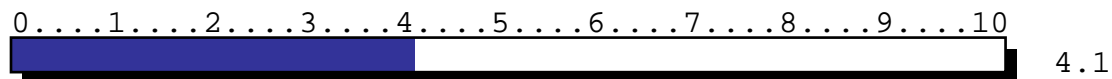
5. FREQUENT CHANGE



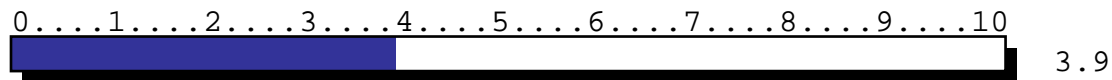
6. VERSATILITY



7. COMPETITIVENESS



8. URGENCY



WE: 37-55-62-46 (17)

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Section 3

REWARDS/CULTURE FEEDBACK

1. AESTHETIC

- Rewards those who value balance in their lives, creative self-expression, beauty and nature.

2. TRADITIONAL/REGULATORY

- Rewards those who value traditions inherent in social structure, rules, regulations and principles.

3. SOCIAL

- Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



BEHAVIORAL FEEDBACK

1. CUSTOMER ORIENTED

- The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

2. FREQUENT INTERACTION WITH OTHERS

- The job requires a strong "people orientation," versus a task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

3. 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.



Section 5

REWARDS/CULTURE QUESTIONS

Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. AESTHETIC

- How would you rank the importance of creativity and self-expression in your work? How do you personally express your unique creative side?
- Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off balance more than anything else?
- Describe how you would feel if you were to discover that an organization you worked for was misusing the earth's natural resources. How would you show your feelings?
- Describe your strategy for achieving and maintaining a comfortable level of balance and harmony in your life. What would you say you are most sensitive to in your work environment and/or in general?

2. TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.



3. SOCIAL

- Is there such a thing as "too much" service to others? Explain your answer to me, please.
- Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
- Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
- What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take corrective action? What would that action be?



Section 6

BEHAVIORAL QUESTIONS

Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.

1. CUSTOMER ORIENTED

- How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
- Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

2. FREQUENT INTERACTION WITH OTHERS

- How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
- Are you more comfortable with details or people with the big picture or with bits of data?

3. ORGANIZED WORKPLACE

- How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
- How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success.



Section 7

REWARDS/CULTURE COMPOSITE

	REWARDS/CULTURE	C	R1	R2	R3	R4	R5	R6	R7
1	AESTHETIC	9.6	10.0	10.0	10.0	10.0	10.0	10.0	7.5
2	TRADITIONAL/REGULATORY	9.2	5.0	10.0	10.0	10.0	10.0	10.0	10.0
3	SOCIAL	8.9	7.5	7.5	10.0	7.5	10.0	10.0	10.0
4	INDIVIDUALISTIC/POLITICAL	8.5	7.5	10.0	10.0	5.0	7.5	10.0	10.0
5	THEORETICAL	8.2	7.5	7.5	10.0	7.5	7.5	10.0	7.5
6	UTILITARIAN/ECONOMIC	7.5	10.0	5.0	5.0	10.0	5.0	10.0	7.5



Section 7

BEHAVIORS COMPOSITE

	BEHAVIORS	C	R1	R2	R3	R4	R5	R6	R7
1	CUSTOMER ORIENTED	6.0	7.0	5.5	5.5	6.0	6.5	6.5	5.5
2	FREQUENT INTERACTION WITH OTHERS	5.1	5.0	5.0	5.0	5.0	4.0	7.0	5.0
3	ORGANIZED WORKPLACE	5.0	5.0	5.0	5.0	5.5	6.5	3.5	5.0
4	ANALYSIS OF DATA	5.0	4.5	5.0	5.0	5.0	6.5	4.0	5.0
5	FREQUENT CHANGE	4.8	4.8	5.0	5.2	4.2	3.5	6.5	5.0
6	VERSATILITY	4.6	4.0	5.0	5.0	4.5	3.0	6.0	5.0
7	COMPETITIVENESS	4.1	4.0	4.0	5.0	3.0	4.0	5.0	4.0
8	URGENCY	3.9	3.0	4.5	5.0	3.0	2.5	5.0	4.5



Section 7

RESPONDENT KEY - Key people who know the job well

- R1: Key Employee Respondant #1
- R2: Key Employee Respondant #2
- R3: Key Employee Respondant #3
- R4: Key Employee Respondant #4
- R5: Key Management Respondant #5
- R6: Key Management Respondant #6
- R7: Key Management Respondant #7