



COMPREHENSIVE VOCATIONAL PROFILE

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MANAGERIAL: VOCATIONAL CHARACTERISTICS

Because of their personality and behavioral characteristics, as well as their vocational and professional orientations, individuals belonging to this category of vocational interests, aptitudes and competencies are often perceived and described by others as having leadership qualities, ascendant, helpful, cooperative, responsible, idealistic, sociable, sensitive, insightful, tactful, and persuasive. They prefer jobs with responsibility and at work and they like to be in charge.

They are not accepting of the substandard performance by others, and go to great lengths to correct it through personal intervention, assistance, and help. Many firmly believe that leadership is the best form of management, they seek orderly work environment, and place emphasis on work discipline, productivity, and compliance with company goals and timelines.

Their method of reaching goals is most frequently a matter of planning and discipline. They may be innovative, and be capable of finding many different types of solutions to work-related problems. They place company's goals before their own, and expect the same of coworkers. They believe that on-the-job training should be an ongoing thing. If such programs are not available within the corporate structure, they often provide close supervision, advice, training, and refreshment of the work job skills through personal interaction with their subordinates, relying on their training and work experience.

Most of the individuals with this type of profile do not feel that work problems are beyond their control, and are not afraid to roll up their sleeves and commit themselves to finding and implementing successful solutions.

MANAGERIAL: DESIRABLE PERSONALITY TRAITS, INTERPERSONAL SKILLS, AND DOMAINS OF VOCATIONAL EFFICACY

- ability to influence people;
- strong sense of work ethics;
- a record of occupational commitment;
- a good record of work performance;
- self-discipline;
- acceptance of and compliance with the lines of supervision;
- excellent comprehension of company goals, job routines and procedures;
- people management skills;
- making competent judgments and decisions;

- expressing personal feelings and encourage others to do so;
- manifested effectiveness in directing, controlling, planning;
- ability and patience to correctly understand problems of others with empathy and helpful suggestions;
- acceptance of responsibility for enforcing company's policies;
- patterns of consistency and orderliness;
- ability to put strangers at ease during initial contact(s);
- participate as a member of a team;
- ability to quickly and effectively master new job skills and teach those to others;
- ability to teach others and accept their input;
- ability to solve problems by getting a clear understanding of the problem and choosing appropriate methods and approaches toward solution.
- willingness to serve clients/customers;
- exercise leadership without intimidation of subordinates or coworkers;
- ability to negotiate in order to arrive at a decision;
- bias-free approach to culturally diversified environment;
- demonstrate personal responsibility and motivation in accomplishing goals;
- efficiency in identifying problems and their possible causes;
- devise and implement a solution to an identified problem;
- evaluate the outcome of an implemented solution and suggest modifications to the solution as needed;
- utilize problem solving strategies, such as breaking down the problem into component parts and generating alternative or creative solutions;
- identify personal values, qualities, interests, abilities, and aptitudes;
- identify or use strategies to develop a positive attitude and self-image, and self-esteem;
- identify and use effective strategies to cope with negative feedback;
- identify sources of stress, and resources for stress reduction;
- identify personal, family, and work responsibilities, and ways to accommodate them and deal with related problems;

- identify or use strategies for communicating more successfully;
- identify constructive ways of dealing with change, including showing flexibility and adaptability, and update skills;
- ability to earn support from coworkers and upper management;
- ability and skills to separate issues from personal life from those relevant to work environment;
- willingness to work overtime without extra pay when needed.

MANAGERIAL: COMMON TASKS WHICH MAY BE REQUIRED TO BE PERFORMED

With Data:

- coordinating: determining time, place, and sequence of operations or action to be taken on the basis of analysis of data; executing determinations and/or reporting on events;
- compiling: gathering, collating, or classifying information about data, people, or things. Reporting and/or carrying out a prescribed action in relation to the information is frequently involved;

With People:

- mentoring: dealing with individuals in terms of their total personality in order to advise, counsel, and/or guide them with regard to problems that may be resolved by legal, scientific, clinical, spiritual, and/or other professional principles;
- speaking-signaling: talking with and/or signaling people to convey or exchange information; includes giving assignments and/or directions to helpers or assistants;

With Things:

- handling: using body members, hand tools, and/or special devices to work, move, or carry objects or materials; involves little or no latitude for judgment with regard to attainment of standards or in selecting appropriate tool, object, or materials.

CUSTOMER SERVICE: VOCATIONAL CHARACTERISTICS

These individuals develop competencies in the area of human relations such as interpersonal and educational skills and efficacy, and less in manual and technical areas. They are usually characterized by their preference for social occupations and situations in which they can engage in their preferred activities and areas of strong competencies and efficiency, and on the other hand, avoid the activities which are normally demanded by realistic occupations and situations. They may perform well hiring new employees for the company, provide employee assistance services, and do volunteer work. They may exhibit a preference for a team-oriented work culture. However, being comfortable interacting with people, they may also manifest excellent people skills in one-to-one situations solving problems and diffusing interpersonal conflicts. They tend to be supportive of others, methodical in their approaches, and are successful in reaching designated goals through careful planning, consistency, and discipline.

CUSTOMER SERVICE: DESIRABLE TRAITS, INTERPERSONAL SKILLS, AND DOMAINS OF VOCATIONAL EFFICACY

- dealing with people;
- good memory for customer- and product- specific details
- language proficiency;
- openness and communication;
- courtesy and politeness even in stressful situations;
- consistency, orderliness and predictability;
- conscientiousness;
- perseverance;
- making judgments and decisions within specific time frames;;
- use of creativity in solving problems;
- performing a variety of duties;
- willingness to perform repetitive, short cycle work when needed;
- demonstrate effectiveness in working with other people;
- participate as a member of a team;
- teach others;
- willingness to serve clients/customers;

- exercise leadership when required;
- negotiate to arrive at a decision;
- bias-free approach to work with culturally diversified customer base;
- understand how social, organizational, and technological systems work and operate effectively within them;
- understand systems;
- monitor and correct own performance;
- improve and design systems;
- creative thinking;
- decision making;
- identify a problem and its possible causes;
- devise and implement a solution to an identified problem;
- evaluate the outcome of an implemented solution and suggest modifications to the solution as needed;
- utilize problem solving strategies, such as breaking down the problem into component parts and generating alternative or creative solutions;

CUSTOMER SERVICE: COMMON TASKS WHICH MAY BE REQUIRED TO BE PERFORMED

With People:

- attending to the needs or requests of people or animals or the expressed or implicit wishes of people; immediate response is usually required;

With Data:

- examining and evaluating data and situations; presenting alternative actions in relation to the evaluation;
- judging the readily observable functional, structural, or compositional characteristics of data, people, or things;

JOB-PERSON FIT PROFILING

The following is a dichotomous spectrum of behavioral patterns which may be characteristic of this profile type. Their manifestations may be contingent upon intrinsic factors such as subjective perceptions of self and others, motivational levels, vocational interests and goals, vocational maturity, etc., or extrinsic factors such as type and nature of the work environment, conditions, type of work performed, vocational suitability, experience, skills, aptitudes, on-the-job training, interpersonal and social interactions, or both. They may have positive or negative effects on an individual's vocational effectiveness depending on a situation, a combination of ecological triggers and conditions, their nature, intensity, duration, and a variety of other factors arising from a degree of a person-job fit.

Positive job-person-fit (**+JPF**) is indicative of behavioral patterns characteristic for this profile type when a high degree of congruence between an individual and a job is achieved and maintained. Negative job-person-fit (**-JPF**) may signal a low degree of congruence, job dissatisfaction, or a reduction in the level of vocational efficacy.

It should be emphasized that in order to provide a high degree of accuracy, this profile type is a result of a three-dimensional approach to assessment of each job applicant:

1. Applicant's self-report,
2. Standards of job performance set by the corporate senior management,
3. Normative data from assessments of employees designated by the corporate management as having consistently high quality of work performance and vocational effectiveness.

Job-Person-Fit (**JPF**) profiling is provided for two hierarchical domains of vocational performance and work environment behavioral patterns characteristic of this profile type. Both domains are dynamic, complimentary, and contingent upon bilateral causation between applicants vocational interests, skills, aptitudes, abilities, education, training, experience, motivation, degree of lateral and/or vertical vocational mobility, type and nature of work, characteristics of a corporate structure, work environment and its dynamics, quality, relevance, extent and continuity of on-the-job training, effectiveness of supervision and guidance, nature, extent and quality of social and interpersonal efficacy and competencies, applicant's vocational maturity, suitability and adaptability to specific work contingencies, and a variety of factors constituting possible deterrents to optimal performance or even employability. Positive or negative Job-Person-Fit (**+/- JPF**) should be viewed as a dynamic and interactive process between an individual, nature of work performed, and characteristics of an employer.

BEHAVIORAL DOMAIN OF POSITIVE JOB-PERSON FIT (+JPF):

Individuals with this type of profile tend to be socially interactive, energetic, vigilant, outgoing, curious, and are like to keep active in a variety of social situations. They are usually in tune with what is socially acceptable and what is not, their orientation toward innovation and creativity is seen as refreshing by others and people enjoy having them around.

They may exhibit a lively sense of humor, somewhat a little dramatic, but they maintain their optimism and have a talent to easily inspire and energize their coworkers and almost any group of people. Their approaches to people and situations are perceived as motivational and inspirational to others.

This type of individuals is adaptable and resourceful and they effectively utilize their good communication skills. They tend to be very perceptive about the thoughts and motives of others and they relate to them in a warm, affectionate, and affirming manner.

In personal and professional situations they usually strive for "win-win" situations, and others enjoy having them around. They manifest a high degree of dedication to their work and loyal to employers and coworkers. Their work well in supportive environments, they are usually very perceptive about the thoughts and motives of others.

Although they prefer autonomy and may at times resist what they perceive as being controlled, most often they are tolerant and accepting of most people and can make excellent team members. With a preference for cooperative situations, they like to receive affirmation from others and in return, willingly give appropriate and timely appreciation and support to their team mates and other coworkers.

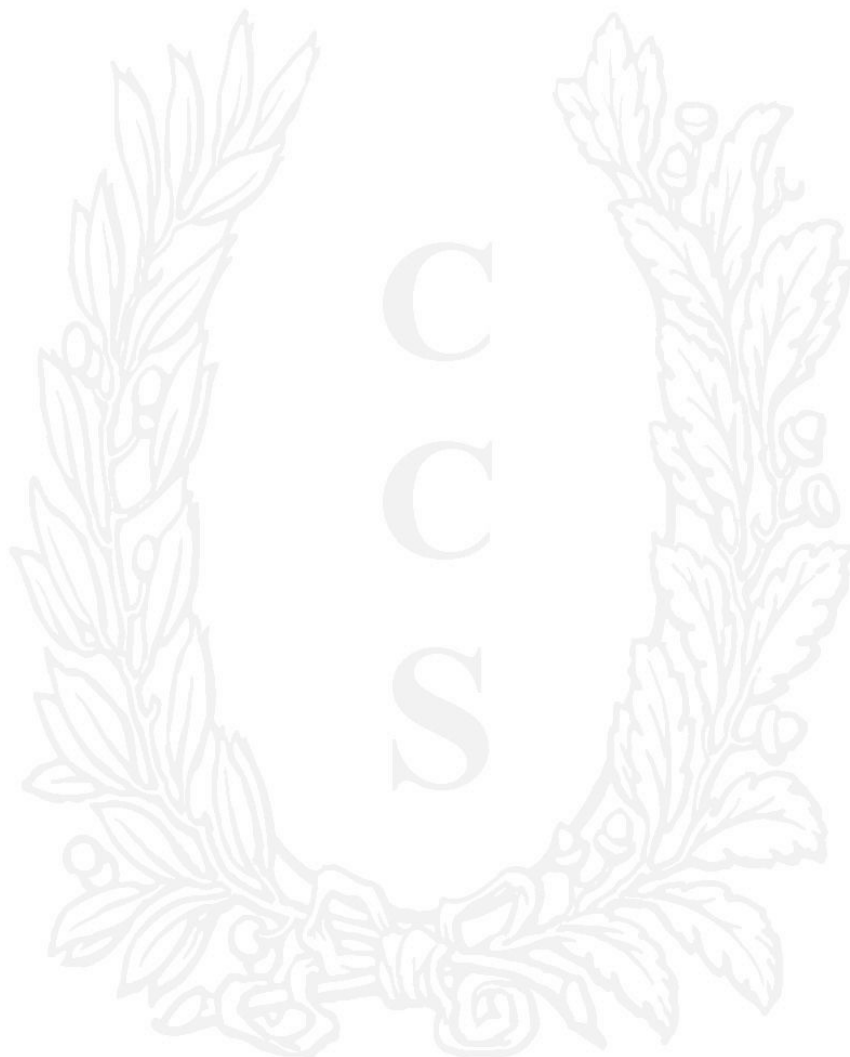
Their enthusiasm for new ways of doing things is often contagious. Being very innovative, they seldom tire of coming up with original possibilities which are usually insightful, productive, and often very creative. Most of the individuals with this type of profile can generally achieve a good degree of success at anything which has interested them. They are capable of quickly and accurately making connections between facts, events and information, and proceed based on the patterns they identify as being most effective.

At work, they are often able to quickly and accurately comprehend and assess what is expected of them and they tend to be service and project oriented. Although they may not prefer performing routine and repetitive tasks, they tend to work logically and rationally. They grasp concepts easily. They will do best in professions which allow them to creatively generate new ideas and deal closely with people.

These individuals are most often very are innovative and easily generate ideas and new ways of thinking. When faced with a problem, they use their

intuition to understand the goal and work backwards towards it. They will seek for the most successful and timely solutions, and are likely to provide very effective customer support services.

They also do well in professions such as human resource personnel, sales representatives, marketing consultants, merchandise planners, advertising account management, and journalism.



BEHAVIORAL DOMAIN OF NEGATIVE JOB-PERSON FIT (-JPF):

In situations in which they perceive themselves as being too closely controlled, they may fear loss of own autonomy and begin to question loyalty and trustworthiness of others around them. In non-supportive environments they may feel a loss of security, feel defenseless and vulnerable, and seek out a stronger authority or belief to resolve problems. They may become argumentative and exaggerate their own difficulties. They also may act on impulse, lash-out and be perceived by others as acting upon their fears rather than reason and acting somewhat irrationally.

In reaction to unresolved conflict and stress, they may develop unwarranted pessimism, unfounded somatic concerns, difficulty maintaining self-discipline, loss of social and personal elasticity, rigidity of own coping skills, and a degree of dependence on others for emotional support and decision making.

Their perfectionist demands on self and others may increase causing tension in interpersonal and professional relationships; they may become rigid and unwilling to compromise and may begin to exhibit a degree of occupational aimlessness.

They may become resentful towards people who criticize them or try to control them, but will be unable or unwilling to express the anger. They may start projects but be unable to finish them, and may even become unable to stick to a career or job for any length of time.

EMPLOYABILITY DETERRENTS

JOB STABILITY:	Below Par
WORK ETHICS:	Average
WORK CONSISTENCY:	Good
SITUATIONAL CONTROL:	Below Par
WORK ENVIRONMENT RESILIENCE:	Low
GENERAL CONDUCT:	Below Par
INTERPERSONAL BEHAVIOR:	Marginal
LOCUS OF CONTROL:	External
EMOTIONAL STABILITY:	Marginal
SUBSTANCE USE:	Indicated
LEGAL INVOLVEMENTS:	Indicated

CRITICAL ITEMS

- True - My moods often go up and down.
- False - Repetitive jobs do not bother me.
- False - I usually keep the same job at least five years.
- True - I do not like my authority challenged at work, nor in my personal life.
- True - I had a few confrontations with coworkers.
- True - I seldom expect things to go right.
- True - I resigned once instead of getting fired.
- True - When the job becomes too boring, it is time for me to move on.
- True - People always expect too much from me.
- True - I pursued many different careers in my life.
- True - I had many dead end jobs.
- True - I quit a job several times without a notice.
- True - Being polite toward angry people means giving to them.
- True - Ends justify the means.
- False - If I do not have an immediate answer, I always call a person back when I do.
- False - I never had conflicts with coworkers.
- False - I am willing to work without benefits.
- True - Time spent with a customer on the phone should never exceed 10 minutes.
- True - It is my life and I do what I want.
- True - I am right most of the time.
- True - Low level jobs are only stepping stones for something better.
- True - I am OK when people leave me alone.
- True - My moods are a problem at times.
- True - Most things are beyond my control.
- True - I do not tolerate dull and boring jobs for very long.
- False - I have a history of steady and successful employment.
- True - I prefer not to deal with angry and rude customers.
- False - I have never offended my supervisors.
- True - I get easily distracted when people are talking around me.
- True - When I am upset, I cannot concentrate very well.
- True - Sometimes I make decisions too quickly.
- True - At times, my temper gets out of control.
- False - I have never tried, experimented with, or used cocaine.
- True - I avoid unpleasant situations at all costs.
- False - I do not have a criminal record.