

Drake P3 Job Analysis

presented by

Drake International

Just what will this Job Analysis Self-Study Guide do for me?



The Drake Job Analysis System

The Drake Job Analysis System is the only job analysis method that links Key Behaviors and Core Competencies with Personality Traits. Our experience conducting job analyses for a multitude of positions, in a variety of industries and countries, over the past twelve years has enabled us to develop this unique approach. The Drake Job Analysis Process stands out from others in the field because it is a practical approach that can be carried out with a minimum of resources.

The Drake Job Analysis System will enhance your selection process, regardless of the size of your incumbent pool, or the nature of the position. We have taken care to ensure that our method meets the requirements of federal guidelines and legislation and provides the practical information needed to develop selection procedures, training programs, performance appraisal systems, and more.

KEY POINT
Job Analysis is a method for discovering how high performing employees are accomplishing their jobs.



What is the design behind your approach?



Design Philosophy

The Drake Job Analysis System is designed as a step-by-step approach. We have attempted to minimize the number of “judgment calls” your Job Experts must make. Our recommendations are based on practical experience and on established job analysis research. We have designed our approach to ensure that our clients gain measurable value from the Drake Job Analysis Process.

Just what
is a
Job
Analysis?



Job Analysis

The Drake Job Analysis is a detailed investigation and documentation of the Core Competencies, Key Behaviors, Personality Traits and other characteristics that define a job. The actual process of job analysis, however, can be complex, uncertain, tedious, and time-consuming. We have created the Drake Job Analysis System for people who need to conduct a thorough, accurate, reliable, and valid job analysis, but who wish to avoid the development, research, complexity, uncertainty, and tedium. We produce a result through the Drake Job Analysis System that integrates the latest in behavioral research and helps you and your organization produce measurable results.

TIP
Turn to
page 13 to
see the
steps of a
Drake Job
Analysis.



“What do you do?”

Job analysis provides a structured way to answer the “What do you do?” question. But the Drake Job Analysis yields more than a mere job description. Most high performers operate on a level of “unconscious competence.” In other words, when asked how they do their jobs so well, they reply almost universally: “I don’t know.” Naturally, knowing precisely what characteristics and behaviors separate high performers from average performers will dramatically enhance both your selection and coaching processes. The Drake Job Analysis process examines the values, attitudes, personality, competencies, and behaviors of your top performers in order to help you create a high performance culture.

KEY POINT

The Drake Job Analysis Process helps companies answer the “What do you do?” for each job or job family in the organization.



Why conduct a Job Analysis?



Starting Point

A job analysis can be used as a starting point for developing a variety of human resource programs, including interviewing, performance evaluations, and more. A job analysis is an efficient, cost-effective way to gather a large amount of information about a job. Once this information has been collected, it can be used over and over again for many different purposes.

Most organizations select generic or “off-the-shelf” products (e.g. training programs, performance evaluation forms, etc.) that apply to a variety of jobs in different organizations. However, if you conduct a job analysis, you will have specific information that will allow you to create programs that are custom-tailored to the unique demands of the jobs in your organization. Research shows that programs based on job analysis results are more effective and more readily accepted by employees than generic programs.

What’s in it for me?

Drake Job Analysis can also improve your performance management systems. Too many managers and employees complain that “off-the-shelf” coaching and evaluation systems are difficult to implement, unfair, and often irrelevant. Knowing the actual behavioral requirements for ideal performance in a particular position enables managers to effectively coach and improve results.

Suppose you need to hire a number of sales professionals. You need to identify your top performers, their skills, behaviors, personality traits and attitudes. This will enable you to develop a Success Template for the position. Having a well-constructed target will enhance your efforts in recruiting, interviewing and evaluating candidates.

KEY POINT
Even if you choose a generic human resource program, Drake Job Analysis will help you select the most appropriate products.



Tell me again
what this is all
about.



Apprenticeship

The need to fully understand the particular requirements of a specific job is not new. For centuries, the apprenticeship programs of European trade guilds used an time-consuming job analysis approach to produce skilled craftsmen. The typical apprentice would spend many hours each day with an experienced craftsman learning the secrets of the trade. This arrangement would go on for many months, and sometimes years, as the apprentice learned the skills of his mentor. Critical to the acquisition of these new skills was the fact the apprentice would not only watch, listen, and practice under the craftsman's tutelage, but would actually *begin to adopt the behaviors* of the craftsman. This is the "critical mass" of skill acquisition; learning how to think and behave like a top performer is a fundamental requirement for excellence in any position.

In the case of top performers, a full understanding of what makes them excel exists largely beyond their own awareness. In other words, they exhibit *unconscious competence*. Fortunately, by implementing a thorough Job Analysis, we can identify top performers' "secrets of success."

KEY POINT

"Unconscious competence" means that someone can be an ideal performer - without consciously knowing exactly what he or she is doing so well.



Why is the Drake Job Analysis Process a superior method of transferring skills and modeling excellence?



Modeling Excellence

In the modern workforce, apprenticeships are no longer an economically viable method for transferring skills. The modeling of top performers' excellence must be accomplished in a much shorter time. Drake International has developed an effective program for the modeling of the personality traits, Key Behaviors and Core Competencies of top performers.

The purpose of modeling talent in business is to reproduce excellence. If you want to reproduce the success of an outstanding salesperson, manager or presenter, fully understanding your current top performers is essential. Top performers achieve the results they do through the behaviors they demonstrate. The Drake Job Analysis System codes these behaviors and links them to core competencies and personality traits.

The Drake Job Analysis System makes job analysis easy. We provide a systematic, step-by-step approach that uncovers the often overlooked behaviors and characteristics which result in high performance. Our proprietary surveys link the core competencies, key behaviors and personality traits of your top performers. This knowledge will enable you to replicate their success throughout your organization - by selecting the best candidates, and by more effectively coaching your employees.

KEY POINT

Drake Job Analysis is a faster, easier, and more effective method of modelling excellence.



Are there any legal implications to conducting a job analysis?



Legal Requirements

There are two compelling legal reasons to conduct job analyses. Landmark legislation intended to reduce discrimination in the workplace has been passed in all major industrial nations. These laws cover nearly all companies that have 15 or more employees. They emphasize that an organization's human resource programs should be job-related - in other words, based on the actual content and requirements of the jobs. A properly performed job analysis can (1) define the actual content of jobs, and (2) help to ensure that human resource programs based on the job analysis are legally defensible.

Other laws are aimed at reducing workplace discrimination against people with disabilities. These law also covers nearly all companies that have 15 or more employees. The Drake Job Analysis can be used to define the essential elements of the job, including the physical demands that the work requires.

The Drake Job Analysis, along with a review of the selection and promotion systems that you use, can help ensure that your hiring practices are fair and legally defensible. While a job analysis alone does not provide insurance against legal challenges, it is a key element in designing human resource systems that can stand up to legal challenges.

How do we protect ourselves?



What are some of the common uses for Drake Job Analysis Information?



Ways to use the Drake Job Analysis

Drake Job Analysis systematically defines a particular position in terms of the core competencies, key behaviors, and personality traits necessary for optimal performance. The job analysis provides in-depth understanding of any position. Following is a discussion of some of the ways that job analysis information can be used when developing human resource programs.

Document Physical Requirements - In order to comply with recent A.D.A. legislation, existing job descriptions or job analysis reports may need to be updated to include information about the physical requirements of the job. If there is no existing documentation, job analysis can be used to collect the necessary information.

Job Descriptions - A typical job description summarizes the major areas of responsibility (duties and responsibilities), the behaviors and competencies needed to perform the job, the salary level of the job, and any background or educational requirements. Drake Job Analysis can provide most or all of the information required to develop an effective job description, including the most important duties and behaviors of the job.

Recruiting - A true understanding of the nature and requirements of the open position enables recruiters to focus their talent search on the most suitable candidates. By giving detailed descriptions of the job in advertisements and during interviews, hiring authorities ensure that they are matching the right person for the right job. The Drake Job Analysis System also produces behaviorally descriptive adjectives for use in ad copy which actually encourage candidates to “self-select” themselves according to their own personal characteristics.

What are some additional uses for the Job Analysis System?



More Applications for Job Analysis

Employment Interviews - More and more companies are using personality assessment instruments to augment their interviewing systems. The Drake Job Analysis results can produce Behavior-Based structured interview questions that allow interviewers to probe potential challenges for each candidate. The Drake Job Analysis information can also be used to ensure that candidate evaluations are job related, because job analysis results clearly specify the core competencies, key behaviors, and personality traits needed to perform a specific job.

Orientation - After employees are hired, organizations want them to get “up to speed” as quickly as possible. The Drake Job Analysis System can accelerate this orientation process, and help each new hire become a productive, contributing employee. The system identifies potential challenges for the new hire and allows managers to design a personalized training program for that individual.

Re-engineering - Many companies are currently engaged in efforts to streamline their work processes, improve productivity and efficiency, and make them more responsive to customers. “Re-engineering” work flow, job responsibilities, and processes can be accomplished more efficiently with the accurate information gathered from the Drake Job Analysis.

There sure
are a lot of
applications
for the Drake
Job Analysis
System!



More Applications for Job Analysis

Compensation/Classification Systems - Ensuring that employees are paid fairly and equitably for the jobs they do is a critical function of management. Salary and compensation is usually tied to the difficulty and range of behaviors required by the position. Because job analysis results provide in-depth, detailed job descriptions, these results are an excellent starting point when constructing or updating a compensation system.

Training - The Drake Job Analysis System enables managers to customize training programs for individual employees. The core competencies, key behaviors, and personality traits required for ideal performance are compared and contrasted to an employee's profile. This "gap analysis" identifies potential challenges, allowing the employee to engage a proactive development plan.

Feedback and Coaching - The Drake Job Analysis results provide a useful tool for sharing performance feedback. Knowing the precise requirements of ideal performance enable managers and employees to productively discuss current performance and to design effective development plans.

360 Degree Processes - A well-designed custom 360 degree feedback system serves the needs of organizations substantially better than the traditional hierarchical assessments. The Drake Job Analysis System provides a valid, researched template as a foundation for multisource feedback. The collective wisdom of those who work closely with the employee improves the quality of performance measurement. Integrated into the Drake P3 technology is both a custom 360 evaluation process and a personality assessment 360 process. Both evaluations provide any employee with the feedback and motivation to develop and improve in job relevant business categories.

How will the Drake Job Analysis help me create a high performance culture?



Creating a High Performance Culture

The creation of a high performance culture demands an integrated human resource solution. The Drake Job Analysis Process models your existing talent pool and develops an accurate and detailed Success Template. The Drake P3 Success Template incorporates the duties, responsibilities, and Core Competencies critical to peak performance, the Key Behaviors necessary for extraordinary results, and the Behavioral Traits which correspond to those requirements.

What's the Big Picture?



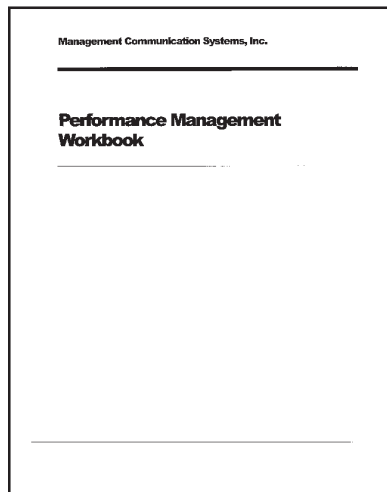
The Job Analysis Process determines exactly how your current top performers are achieving their success – and will help you replicate their success throughout your organization. By determining just what your top performers are doing right, you can more skillfully select and coach others to match their exceptional results.

How would the Job Analysis System be used in Performance Management?



Performance Management

It is extremely important for an organization to have an effective performance management system in place to tell employees how they are doing, to motivate them, and to reward them. However, a poorly constructed performance evaluation system can do more harm than good. The Drake Job Analysis results provide the foundation for the E.C.H.O.S. job-related performance management system. The Drake Job Analysis can also be used to customize an existing performance management system. A performance management system based on Drake Job Analysis is easy-to-use, insightful, and legally defensible.



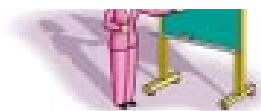
TIP

Call Drake to find out more about their E.C.H.O.S. performance management process.



KEY POINT

Drake Job Analysis can make a good performance management system even better.



What steps constitute the Drake Job Analysis?



1. Choose Drake Job Analysis Process



2. Identify Your Job Experts



3. Survey Job Experts with Drake Job Analysis Surveys



4. Drake will analyze the data and produce a preliminary "Success Profile"



5. Drake will interview Job Experts to validate and customize the Success Profile



6. The Success Profile links competencies to behaviors and behaviors to Drake P3 personality traits



7. Success Profile generates Drake P3 Behavior-Based Interview questions and additional features

Step One is to assess your needs. You can choose to implement a system to increase hiring effectiveness or a system to increase management effectiveness - or choose an integrated system to do both.

Step Two is to identify your top performing Job Experts. The Drake Job Analysis Process is founded on a solid understanding of the effective behaviors of highly successful incumbents.

Step Three is to Survey the Job Experts. The state-of-the-art Drake P3 Assessment Technologies identify the key behaviors, core competencies, and essential values, attitudes, and personality traits are unique to your Job Expert population.

Step Four. Using established behavioral science research methods, Drake will analyze the collected data. Our Job Analysis experts will produce a preliminary draft of the Success Template for your target position. Drake will also identify the key values and attitudes of your top performers.

Step Five is a Job Experts Teleconference. Drake Job Analysts will facilitate a teleconference with a group of Job Experts. Drake will gather concrete examples of effective and ineffective performance, in the context of the target position's key skills.

Step Six is the completion of the Drake P3 Success Profile. The Success Profile identifies the personality patterns which most naturally support the behaviors that contribute to effective performance.

Step Seven is to apply the insights gained from the Success Profile to increase selection effectiveness and productivity. The Drake P3 system produces customized Behavior-Based Interview Questions, customized Performance Management processes, and customized 360 Degree Feedback.

Step One.

What jobs should I select for a Drake Job Analysis?



1. Choose Drake Job Analysis Process

Selecting the Right Jobs

Once you choose to implement the Drake Job Analysis Process, you'll need to decide which jobs you want to analyze and, in particular, which job you should analyze first. If someone in your organization has requested a job analysis for a specific job, the decision has already been made for you. On the other hand, if you will be making the decision, there are several factors to consider:

Outcomes - Because job analysis forms the foundation for so many human resource programs, you need to consider the long-range human resource needs and goals of the organization. Review the list of common uses for job analysis information. Will you be recruiting candidates for a specific job? Have you received complaints about your compensation program? Do you want to develop training programs that will meet the organization's needs? Are you concerned about having a selection system that is fair and legally defensible?

Needs - Once you have created a "wish list" of the issues that a job analysis can address, you can prioritize your needs and decide which jobs to analyze to meet those needs.

Job Families - Many organizations are looking for the competencies that encompass many job descriptions. The Drake Job Analysis Process will help companies find the core competencies across a department or inside of a "family of positions" (e.g. "all administration functions").

KEY POINT

Drake uses proprietary questionnaires and processes that make it easy to evaluate any position within your organization.



Step Two.

How many Job Experts should I select and who should I select as Job Experts?



2. Identify Your Job Experts

Job Expert Research

Research suggests that high performing incumbents provide the most accurate information about the job. The Job Experts you survey should be knowledgeable and experienced in the target job. They should be top performers in areas that you currently measure.

The following chart will give you a good idea on the ratios needed for a successful Job Analysis Process.

Total Target Job Population	Number of Incumbent Job Experts Surveyed
1-5	Survey all incumbents.
6-12	Top 5 expert incumbents.
13-20	Top 7-8 expert incumbents.
20-50	Top 8-10 expert incumbents.
51-500	Top 10-15 expert incumbents.

If a company is creating a success template for a newly created position, management and human resource personnel can complete a portion of the survey process. Drake's extensive network of resources enables us to survey Job Experts in similar positions in other companies to create an accurate success template for the new position.

Selecting Job Experts that encompass a cross section of gender, race, and age ranges is helpful in addressing equal employment opportunity related issues.

Identifying exactly why a Job Analysis is needed enables Drake to focus their research and produce even more practical results. Do you need to develop a selection test or interview, re-engineer a job, construct a performance evaluation system, or bring on board a new sales team? Providing Drake with this information will help us help you better.

How do I enroll my team in nominating Job Experts?



Criteria

We suggest that managers use the following criteria when nominating Job Experts:

- Availability
- Exceptional Job Performance
- On-the-job more than 6 months
- Ethnic and gender diversity

ABCTECHOLOGIES

Dear Manager,

In an effort to help our human resource and training personnel deliver maximum value to our employees, we have acquired the Drake Job Analysis Process. The Drake P3 system will enable us to accurately measure performance of our top Account Executives. Our team will use these performance measurements to impact both recruiting and performance management.

Please note that Drake will hold the results from the Job Analysis Process in strict confidence. Results will not be available for performance appraisal purposes, and copies will not be kept in employee personnel files. The outcome is to build a Success Template of our top performers so that we can build more effective recruiting models, training initiatives and performance management processes

Ensuring the success of this program depends on developing valid performance criteria and building a positive perception of our efforts in the minds of our employees. And I need your help to achieve both of these objectives. To kickoff this System, we must build a focus group of high performing employees to identify the core competencies and key behaviors necessary for performing effectively in our first target position – Account Executive.

Creating a complete picture of the Account Executives core competencies and success behaviors requires focus group participants that you feel excel in their positions. You should select individuals for the focus group that are excellent but new to the position, Account Executive that are excellent that have been in the position for a while. You want to factor in consistent, year in year out performance. You want to look at intangible results

At your first opportunity, please consider which of your high performing employees you think would positively contribute to identifying the core competencies and key behaviors for our Account Executive position. Please forward your list of names to me, for confirmation. From your district, we need:

1. Two high performing new Account Executive's.
2. Two high performing tenured Account Executives.

From start to finish, we will need three to four hours of time from the Account Executives. Here are the responsibilities for each of these participants.

Step One: Complete and return the Drake P3 Core Competencies Questionnaire (60-75 minutes)
 Step Two: Review Conference Call Workbook (15-20 minutes)
 Step Three: Participate in a conference call with a Job Analysts from Drake (90-120 min..)

Because the Drake Job Analysis System can be used as multi-rater based measurement system, it is crucial that we garner and maintain the support of our employees. And it is possible that some employees may feel slighted if not asked to participate in the focus group. We can manage this situation by emphasizing that this is a pilot program, and that they will have future opportunities to participate in focus groups or evaluation teams.

We want you to feel confident answering basic questions about the System and its objectives. To build your knowledge about the System and its objectives, we will be scheduling a conference call with Drake. The purpose of the call will be for you to meet our partners at Drake, learn more about the Drake System, and ask any questions you may have.

For now, please send me a list of those employees you think would positively contribute in a focus group to identify the core competencies and key behaviors necessary to perform effectively in our Account Executive position. I will be in touch with you shortly regarding your availability to participate in the conference call with Drake.

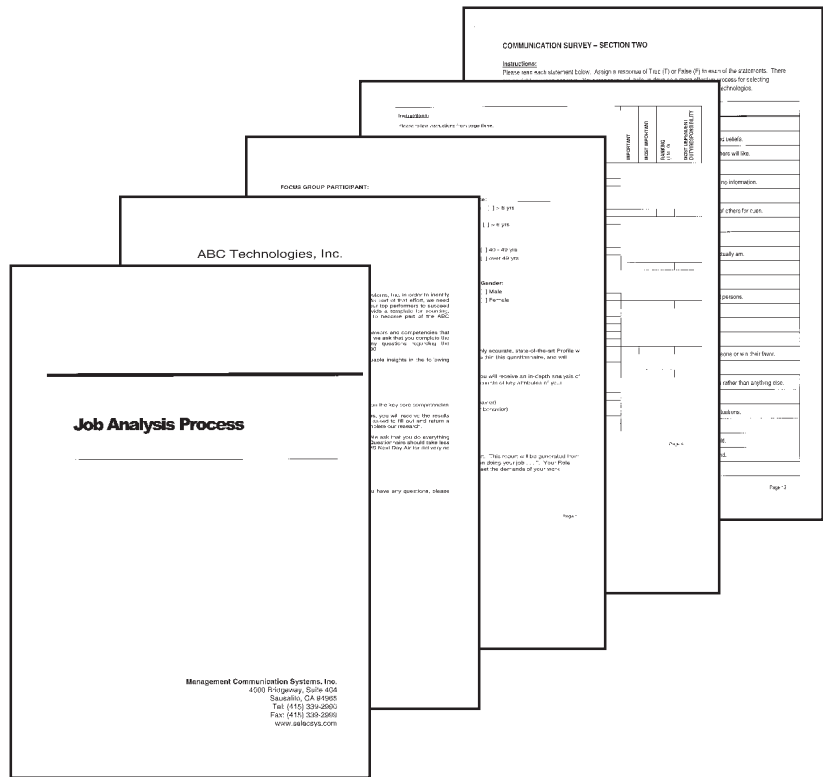
Best Regards,
 Joe Manager

Step Three.
What kinds of surveys do you use?



Job Analysis Questionnaires

The Drake Team utilizes proprietary booklets and questionnaires, which are completed by your Job Experts. The Drake team will partner with your Team Leader to ensure effective completion of the Job Analysis questionnaires. Your Team Leader will distribute the Drake Job Analysis questionnaires to the Job Experts, collect them, and forward them to the Drake Team for analysis.



KEY POINT
Job Experts should plan on scheduling between 60 to 75 minutes to complete the various surveys which comprise the Job Analysis Questionnaire.



Step Five.
What happens during the Conference Call?



5. Drake will interview Job Experts to validate and customize the Success Profile

Job Expert Conference Call

Drake Job Analysts will facilitate a teleconference with your group of Job Experts. Working from the Job Analysis Questionnaires received from the Job Experts, Drake will gather examples of effective and ineffective performance, in the context of the job's most important basic skills. The purpose of the interview is to verify the information Drake obtained in the surveys. The Job Experts will share recent stories illustrating what successful performers do, and how they do it. We will also be linking the core competencies and key behaviors to the specific duties and responsibilities at which the Job Experts excel.

One and one-half hours is usually adequate for interviewing job experts. If the target job requires a large number of technical skills, the interview may last as long as two hours. Jobs in upper management that have far reaching and varied responsibilities also may require a two hour interview. Plan to have your Job Experts participate in the teleconferences in groups of 4-5.

ABC TECHNOLOGIES, ACCOUNT EXECUTIVE CONFERENCE CALL WORKBOOK

Duty - Consistently achieves planned sales goals.

Customer Service
Do you report consistently achieving planned sales goals?
Experiences to demonstrate your goals.

Personal Toughness

ABC TECHNOLOGIES, ACCOUNT EXECUTIVE CONFERENCE CALL WORKBOOK

OPPORTUNITIES AND OBSTACLES

ABC Technologies, Inc.
Account Executive

Briefly list the greatest OBSTACLES encountered by people in this position:

1. _____

2. _____

3. _____

4. _____

5. _____

Briefly list the greatest OPPORTUNITIES presented by this position:

1. _____

2. _____

3. _____

4. _____

5. _____

ABC TECHNOLOGIES, ACCOUNT EXECUTIVE CONFERENCE CALL WORKBOOK

Welcome!

Date: March 8, 1998
From: "Joanne Facilitator"
Human Resources Project Manager
ABC Technologies, Inc.
Kerneth J. Field
Conference Call Facilitator
Management Communication Systems, Inc.
To: Account Executive Job Expert, ABC Technologies, Inc.

Thank you for completing and returning the Core Competencies and Key Behaviors Questionnaires!

In preparation for our upcoming conference call, please invest thirty minutes to:

1. Read your personal Communication Profile and complete the Verification Report.
2. Fax the Verification Report to MCS at (415) 339-2990.
3. Read the Job Profile for Account Executive.
4. Complete the following page on "Obstacles and Opportunities."
5. Review pages 3 through 7 and think about your responses.

During the conference call, we will refer to the Account Executive Job Profile, your Communication Profile and the Conference Call Workbook. Please have these documents at hand, and a pen or pencil.

Here are the details for joining us in the Conference Call on Monday:

Date of Call: Monday, April 6, 1998
Time of Call: 11:00 AM Eastern Standard Time
Call-In Number: 1-800-375-8787
Passcode: "ABC Technologies"

The conference call will include six Account Executives and myself. Ken Field will be the Conference Call facilitator. The call will take less than two hours.

If you have questions please call MCS at (415) 339-2990, or Joanne Facilitator with ABC Technologies at (817) 465-8200. We look forward to talking with you soon. Thank you again for helping us improve methods for selecting high performing Account Executives.

Step 6.
What results will I get from a finished Job Analysis process?

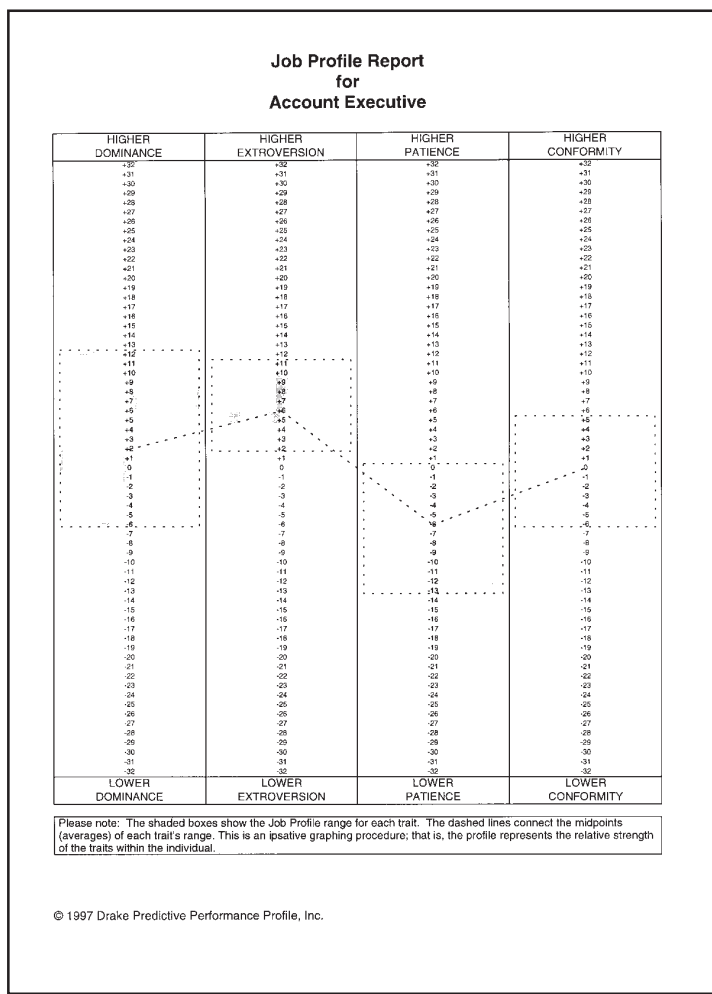


6. The Success Profile links competencies to behaviors and behaviors to Drake P3 personality traits

Graphical Representation

The "Success Template" gives your managers a baseline for effectively questioning job candidates, and even generates advertising copy for writing effective recruiting advertisements. This baseline also provides the foundation for all of the applications of a Drake Job Analysis.

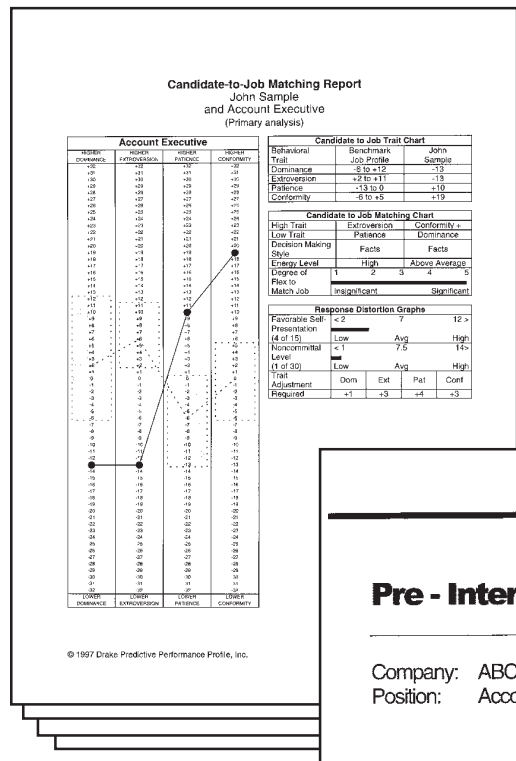
TIP
Use the Communicating with Style Self Study guide to learn more about Drake P3 technology.



What are some of the applications generated by the Job Analysis System?



7. Success Profile generates Drake P3 Behavior-Based Interview questions and additional features

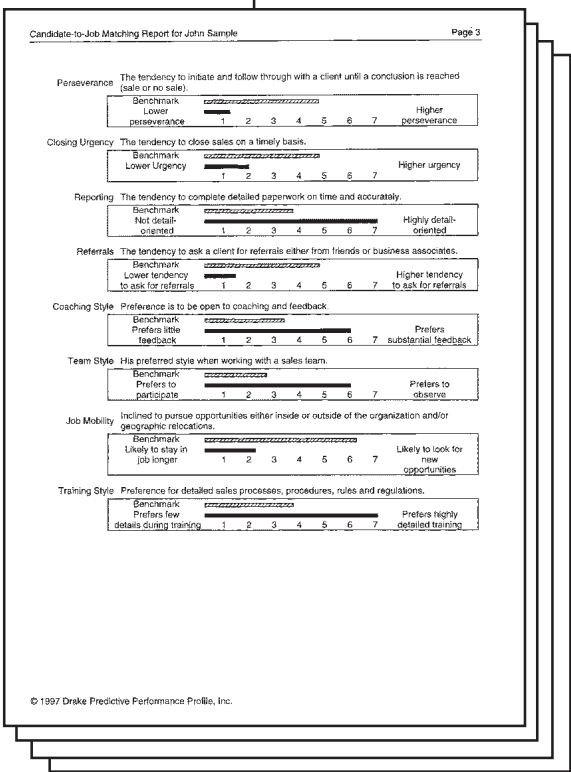


Candidate-to-Job Matching Report with Custom Interview Questions

Pre Interview Guide

Pre - Interview Guide

Company: ABC Technologies, Inc.
Position: Account Executive



Job Review
360 Degree Review
& other
Performance
Management tools.

How long does it take to complete the Seven Steps of the Drake Job Analysis Process?



Time Line

The Drake Job Analysis process has been designed to carry out each of the steps of a job analysis in an efficient and timely manner. Once you have a group of Job Experts selected, Drake will send the questionnaires. The key variable is the length of time it takes for all the job experts to return their completed questionnaires.

Steps 2 and 3:

1 Week: Send out introduction letter and Job Analysis Questionnaires:

60-75 Minutes: Job Experts fill out survey.

Variable: - Job Experts' response time.

Steps 4 and 5:

1 - 2 Weeks: Analyze data and schedule conference call interviews.

15-20 Minutes: Conference Call Workbook.

90 - 120 Minutes: Conference Call.

Variable: - Job Experts' availability.

Steps 6 & 7:

1 - 2 Weeks: Analyze conference call information, verify success template, write interview questions or performance management process and program the Drake P3 software accordingly.

KEY POINT
The expedited Drake Job Analysis System can produce a Success Profile in under two weeks depending upon the commitment of the Job Experts.

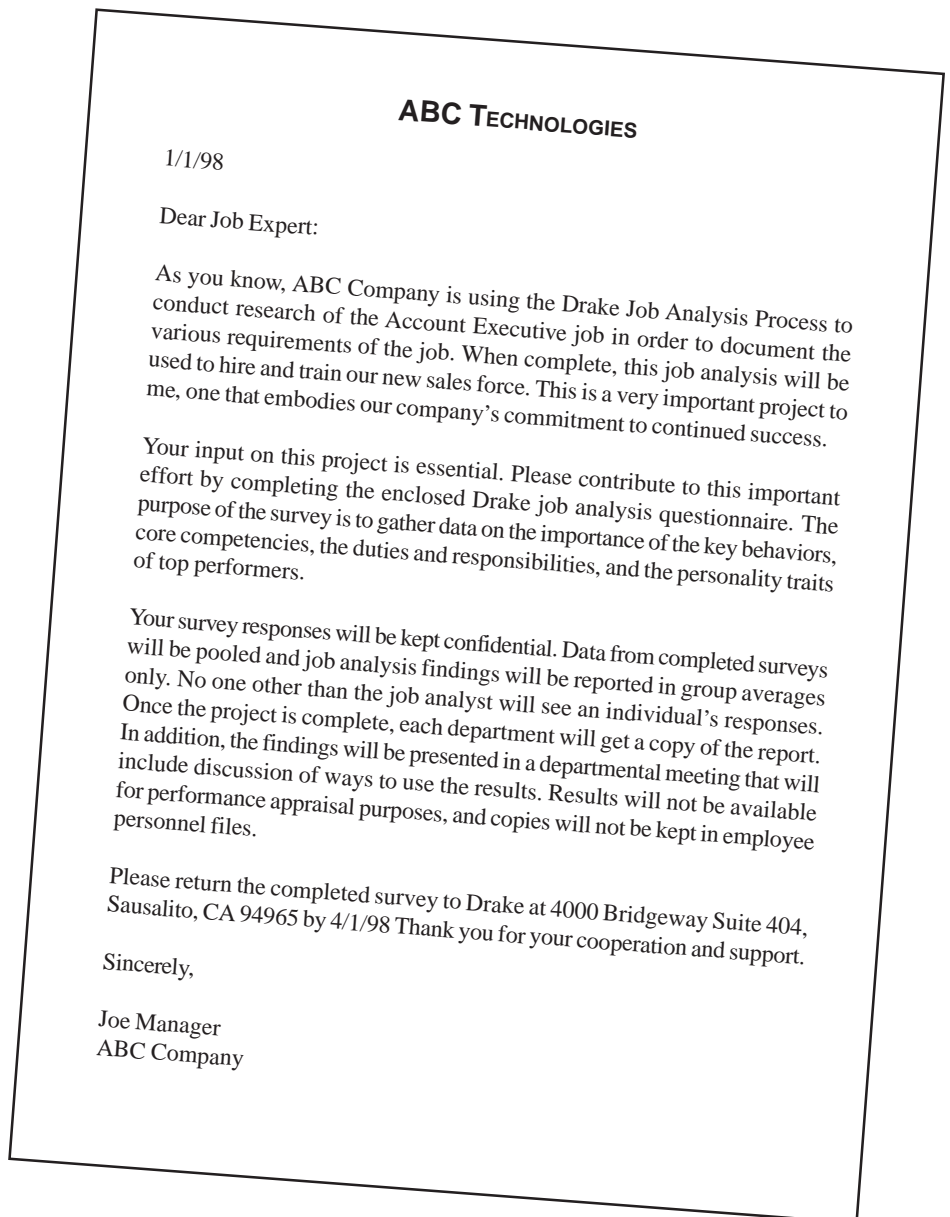


How do I introduce the questionnaires to the Job Experts?



Introduction Letter

Use the following letter to introduce both the position and the process to your Job Experts:



What are some tips to minimize the variable factors in completing a Job Analysis Process?



Helpful Hints to Enroll Your Job Experts

Notification of Job Experts - Nobody likes surprises when it comes to additional work. Get the word out, formally or informally, that the Drake Job Analysis Questionnaire will be coming.

Accountability - Let each Job Expert know that the project can only move ahead if all the questionnaires are returned. Hold them accountable for completing their Questionnaire by the due date.

Recognition - Let them know that they were selected because of their superior performance. Appeal to the fact that this is an elite group and will help define the culture for the future of the organization.

Explain Why It's Important - Whenever information about the job analysis project is being provided, win buy-in by answering the question people are thinking: "What's in this for the company and (more importantly) for me?" You will want to define the benefits for the company and for them personally. You may say that survey results will be used to:

"...improve the selection system to ensure that new hires can perform as part of the team right away!"

"...update the classification and salary information, which could result in raises!"

Use VIP Clout - It never hurts to explain top management's interest in making this project a success and its concern with getting full cooperation. Have a Very Important Person, preferably one known for holding people accountable, sign the cover letter.

What else can I do to encourage the enthusiastic participation of my Job Experts?



More Helpful Hints to Enroll Your Job Experts

Return Deadline - We add a return deadline to help the Job Experts' motivation. We work with you to make sure survey will not go out during peak workload periods, such as during holidays or when quarterly reports are due. Give respondents enough time to complete the process, but not so much time that they will put it at the bottom of the pile and forget it.

Promise Feedback - People are curious about their Drake P3 Communication Profiles results. They will want to see their own personality traits. Explain how you plan to communicate the results and people will be more willing to spend their time on the survey. Some possible methods include sending each area a copy of the job analysis report or giving presentations on the data. Don't forget to follow up!

Ease of Return - We enclose a return address and stamped mail package. The expedited Drake Job Analysis Process uses an overnight mail service.

KEY POINT
The enthusiastic participation of the Job Experts depends on their understanding of the process and outcomes of the Job Analysis.



How do I calculate the real costs associated with employee turnover?



Cost of Turnover Analysis

Employee turnover costs money and the cost typically is a lot higher than most managers think. Many companies have identified employee-turnover costs as ranging from 35% to 100% of the employee's annual salary.

Stop for a moment and calculate your own costs associated with employee turnover.

Tangible Costs:

- _____ Lost Productivity while position is vacant or not filled
- _____ Recruiting costs: advertising and/or agency fees
- _____ Screening costs: resume review, responding to inquiries, providing information about the job
- _____ Interviewing costs: time spent in communication with the candidates, arranging interviews, phone interviews, conducting face to face interviews
- _____ Evaluating cost: time spent comparing candidates, evaluating the candidates and making a selection
- _____ Negotiating the job offer and start date. Expenses associated with starting over when a candidate refuses the offer
- _____ Integration costs associated with the new hire
- _____ Training Costs for both technical knowledge and behavioral skills (travel, hotel, seminars)
- _____ Costs associated with reduced efficiency
- _____ Salary and benefits during start up
- _____ Administrative overhead including equipment, lease space, stationary, telephone, desk
- _____ Opportunity cost associated with not making it
- _____ Other identified tangible costs
- _____ Total Tangible Costs
- _____ X 4 Intangible factor
- ===== Total Cost of Turn Over

KEY POINT
Intangible costs include missed opportunities, customer dissatisfaction, continuity breakdowns, damaged relationships, etc.

Research shows that intangible costs are 4x greater than tangible costs!



We have already done a Job Analysis, why should we do another?



Updating a Job Analysis

A job analysis is a “snapshot” of a job as it existed when the information was gathered, but the job may change over time. Using old information as the basis for your selection, promotion, or compensation systems is strategically unsound. To determine whether you should update or revise the job analysis, consider the following:

Quality/Completeness - Review your old job analysis report to evaluate the quality of the data. Are the core competencies and key behaviors well written? Are they linked to the jobs duties and responsibilities? Are the core competencies and key behaviors linked to behavioral traits? Are you actively using the information in hiring, performance management, or training? If the answer to any of these questions is “no,” plan to update the job analysis.

Job Changes - Many jobs evolve quickly while others remain essentially the same over time. If you suspect a job has changed, conduct a meeting and ask job experts to review the job analysis data. If the job duties or essential competencies / behaviors have changed, it’s time to update your data.

Time - Updating job analysis data every five years used to be a professional rule of thumb. However, in today’s rapidly changing world, job evolution has accelerated along with everything else.

Personality Traits - The Drake Job Analysis Process is the only instrument that links core competencies and key behaviors to personality traits. The additional information on personality traits will enable your organization to make better hiring, performance management, team building and training decisions.

Legal Changes - Outdated job analysis data may not contain all of the information that you need. In particular, the recently enacted A.D.A. legislation requires that the “essential” job elements be identified (key behaviors and core competencies) and that physical requirements also be documented. Past job analysis efforts rarely collected this data.

KEY POINT
Keep the information on your jobs up-to-date.



What are the legal ramifications of not having a Job Analysis on a particular job?



The Law

Drake Job Analysis results are an important tool in helping organizations ensure that all employees are treated fairly and equitably during the job selection process, regardless of race, religion, or gender. In addition, job analysis can play an important role in helping businesses to comply with laws protecting the disabled.

These laws protect “qualified individuals with a disability” from job discrimination. The term “qualified individual” means that the candidate has the necessary knowledge, skills, abilities, and other characteristics needed to perform the “essential” functions of the job, regardless of disability.

Note that even if the disability prevents the person from performing *some* functions of the job, the laws state that an employer must make “reasonable” efforts to accommodate the person and the disability. “Reasonable accommodation” means that employers must either restructure jobs to eliminate the elements that can’t be performed or provide disabled persons with assistance in performing those functions.

The Drake Job Analysis System defines the essential functions of a position, enabling employers to determine just which candidates are “qualified individuals.”

KEY POINT
Staffing practices must comply with legal requirements.



You've convinced me. How do I enroll others in the Drake Job Analysis System?



Talking About Drake

If you have read all the ideas and concepts up to this point, hopefully, you are convinced that the Drake Job Analysis is the right choice for your organization. However, others in your organization may not be quite so enthusiastic when you present the idea to them. They will need to be convinced of the merits of the process. The best way to “sell” the Drake Job Analysis System to others is to discover their needs and objectives and then determine how job analysis can be used to meet those needs.

For example, suppose that you would like to conduct a job analysis of several sales positions in your organization. You also know that senior management would like to introduce a new sales system to the sales force. You probably will have the greatest success in getting support from upper management by emphasizing how job analysis can boost the success of the new sales system. You can show them how job analysis will identify the skills required to use the new system and how you can ensure that the sales force is trained in those skills. Using this approach, you will receive support for your project while, at the same time, contributing to the success of someone else’s project!

TIP
Learn more about Drake P3 in the Drake Capabilities Guide.



The Right Choice is Drake!



We believe that the Drake Job Analysis System is the premier Job Analysis tool on the market. It is extensive and efficient, integrated and complete, accurate and easy-to-use. Above all, it produces results. We believe this process provides an exceptional value. Ask your account representative about how you can either pilot or implement the Drake Job Analysis System today.

What does a "Behavior Format" Interview Guide look like?



Candidate-to-Job Matching Report for John Sample Page 5

Mental Toughness

Key Behaviors
 Effectively persists through multiple disappointments.
 Maintains enthusiasm, sense of humor and positive attitude in face of adversity.
 Exhibits high tolerance for rejection.
 Bounces back quickly from rejection and/or criticism.

Duties Impacted by Mental Toughness
 Consistently achieves planned sales goals.
 Effective at communicating technical and business information.
 Cooperates with other team members across multiple levels of the organization.

How Personality Influences Key Behaviors
 Higher Extroversion and Lower Conformity support key behaviors related to Mental Toughness. Below is an illustration of John's rating for Extroversion and Conformity.

John	D	E	P	C
	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4

Pharmaceutical Sales Specialist

Potential Challenges for John:
 Because John's Extroversion is low:
 • Effectively persists through multiple disappointments.
 • Maintains enthusiasm, sense of humor and positive attitude in face of adversity.
 • Exhibits high tolerance for rejection.
 • Bounces back quickly from rejection and/or criticism.
 In your questioning, look for John's ability to overcome the challenges listed above.

Question #1 - High Priority
 Effective sales people have to persist through multiple disappointments.
 Tell me about a time when making a sale meant persisting through multiple disappointments.
 When did this occur?
 What were you selling?
 What were five disappointments?
 How did you handle each one?
 Over what period of time did the disappointments occur?
 What was the situation?
 What action did you take?
 What was the result?
 Who else would be familiar with this event?

Strength of John's Responses:

1. Situation Specifics	1	2	3	4	5
2. Behavioral Detail	1	2	3	4	5
3. Recent Examples	1	2	3	4	5
4. Occurrence Frequency	1	2	3	4	5
5. Reference Support	1	2	3	4	5

Rating Scale: 1 = Very Weak, 2 = Weak, 3 = Neither Weak Nor Strong, 4 = Strong, 5 = Very Strong

Total Score (add your five ratings above): _____

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Advantages of the Behavior Format

- Comprehensive.
- Looks at each behavior.
- Highlights Low medium and high priority questions.
- Clearly links duties and responsibilities to each question.
- Shows potential challenges for the job.
- Each candidate has the same interview questions.
- Give the interviewer the probes to each question.
- Good format for first time Behavior-Based Interviewers

Disadvantages of the "Behavior Format"

- Long.
- Provides a tremendous amount of information.

KEY POINT
 The "Behavior Format" focuses questions on the key behaviors for a specific job.



Candidate-to-Job Matching Report for John Sample Page 6

Question #2 - Low Priority
 Maintaining positive relationships with colleagues and clients sometimes means keeping certain information confidential.
 Tell me about a time someone came to you with a sensitive issue and asked you not to share the information with others.
 What was the situation?
 When did this occur?
 Who was the other person?
 Why did they want you to keep the information confidential?
 Did you share the information with anyone else?
 Could you imagine any circumstances that would cause you to share the information with someone else?
 What was the situation?
 What action did you take?
 What was the result?
 Who else would be familiar with this event?

Strength of John's Responses:

1. Situation Specifics	1	2	3	4	5
2. Behavioral Detail	1	2	3	4	5
3. Recent Examples	1	2	3	4	5
4. Occurrence Frequency	1	2	3	4	5
5. Reference Support	1	2	3	4	5

Rating Scale: 1 = Very Weak, 2 = Weak, 3 = Neither Weak Nor Strong, 4 = Strong, 5 = Very Strong

Total Score (add your five ratings above): _____

Question #3 - Low Priority
 Building trust with physicians often means respecting the privacy of their practice and patients.
 Tell me about a time when respecting the privacy of a prospect or client meant making a personal sacrifice yourself.
 When did this occur?
 Whose privacy were you protecting?
 Why did respecting the person's privacy mean making a personal sacrifice?
 Whose sacrifice did you have to make?
 Did the person whose privacy you were protecting learn of your sacrifice?
 If yes, what did he/she say?
 What was the situation?
 What action did you take?
 What was the result?
 Who else would be familiar with this event?

Strength of John's Responses:

1. Situation Specifics	1	2	3	4	5
2. Behavioral Detail	1	2	3	4	5
3. Recent Examples	1	2	3	4	5
4. Occurrence Frequency	1	2	3	4	5
5. Reference Support	1	2	3	4	5

Rating Scale: 1 = Very Weak, 2 = Weak, 3 = Neither Weak Nor Strong, 4 = Strong, 5 = Very Strong

Total Score (add your five ratings above): _____

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What does the "Competency Format" Interview Guide look like?



Candidate-to-Job Matching Report for Judy Sample Page 3

Core Competency: Probing and Questioning

Judy

C	E	E	C
1	2	3	4
2	3	4	5
3	4	5	6
4	5	6	7

Potential Challenges for Judy:

- Observing non-verbal cues
- In role questioning and role-plays, look for Judy's ability to overcome the challenges listed above.

Question #1

Role-play: Our most effective TEC Chairs are exceptionally skilled at probing members to reach underlying needs.

I have a business issue I would like you to understand as completely as you can. Using good questions and your facilitation skills, see how much you can uncover about my important business issue.

(Interviewer: Make up an issue from your identified company.)

Strength of Judy's Response:

Probing & followed and challenged my thinking	1	2	3	4	5
Looking for with the surface of what is being said	1	2	3	4	5
Spotting inconsistencies in what is being said	1	2	3	4	5
Quoting member through the self-discovery process	1	2	3	4	5
Observed subtle non-verbal cues	1	2	3	4	5
Overall Score	1	2	3	4	5

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Advantages of the Competency Format

- Easy to follow.
- Looks at each competency.
- Shows potential challenges for each candidate.
- Each candidate has the same interview and role play questions.
- Easy to place optional role plays (Behavior-Based Situational Interviews)
- More time to probe in-depth on each question.

Disadvantages of the "Competency Format"

- Probes are not provided.
- If you choose to use role plays they are difficult for new interviewers to conduct well.
- Duties and responsibilities are not linked into the interview guide.

KEY POINT
The "Competency Format" focuses questions and role plays on specific competencies for an individual job.



Candidate-to-Job Matching Report for Judy Sample Page 3

Core Competency: Marketing

Judy

C	E	E	C
1	2	3	4
2	3	4	5
3	4	5	6
4	5	6	7

Potential Challenges for Judy:

- Taking advantage of opportunities to meet new people
- Maintaining regular contact with client with all strategic partners
- Converting the volume of activity necessary for success as a TEC Chair

In your questioning and role-plays, look for Judy's ability to overcome the challenges listed above.

Question #1

Keeping groups at peak membership is a key responsibility of TEC Chairs, and it requires continuous marketing efforts.

Although you get marketing support from TEC to start your group, in the long run, how would you go about building and maintaining your group?

Note to interviewer: Follow this question up with...

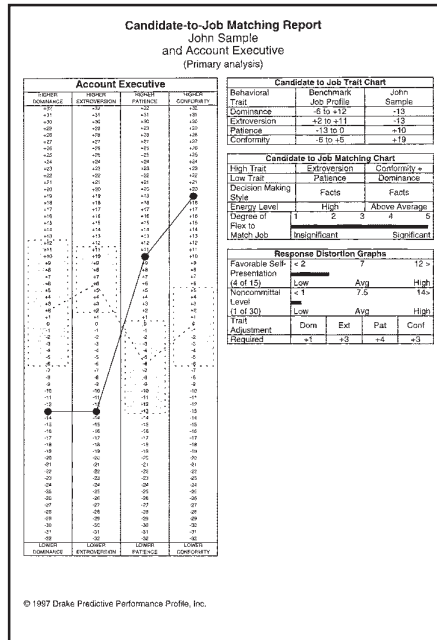
Tell me about some time in your past when you had to develop a large and ongoing group of strategic contacts?

Strength of Judy's Response:

Situation Specific	1	2	3	4	5
Behavioral Detail	1	2	3	4	5
Organization	1	2	3	4	5
Rating					

© 1997 Drake Predictive Performance Profile, Inc. **DRAKE P3**

What does the "Personality Format" Interview Guide look like?



Advantages of the "Personality Format"

- Looks at each personality trait.
- Focuses each questions on the challenges for each candidate.
- Frames each question for the interviewer.
- Give the interviewer the probes to each question.
- Good format for first time Behavior-Based Interviewers.
- Short format.

Disadvantages of the "Personality Format"

- Each candidate will receive a potentially different interview.
- May have a harder time linking the questions to competencies and behaviors as the links are not presented.

Candidate to Job Matching Report for Jeff Sample Page 8

EXTROVERSION - Candidate's Sales Experience

Jeff's Extroversion trait is within an acceptable range for the Account Sales Representative position. However, we recommend that you ask at least one of the following questions to determine if he has demonstrated past behavioral tendencies that will help ensure success in this position. Also, Jeff's answer to the questions will be helpful when developing behavioral challenge questions.

Tell me about a time when your client was initially reluctant to make a purchasing decision and you verbally persuaded the client to buy. **LISTEN** for effective behavior examples of when Jeff demonstrated the ability to become more extroverted in order to:

Why was the client initially reluctant? **Focus** on features/benefits to convince the client to purchase.

What did you say to encourage the client to buy? **Describe** sales that are accomplished in this area during the past 6 months.

How many times has this happened to you in the last 6 months? **Empire** verbal persuasion skills.

Reference Name: **Rating:** 0 - Not Enough Information to Rate; 1 - Poor; 2 - Fair; 3 - Good; 4 - Very Good; 5 - Excellent
Company: **Tel:**
Circle one number: 0 1 2 3 4 5

Tell me about the time you worked through a disagreement with your sales entity and became successful again. **LISTEN** for effective behavior examples of when Jeff demonstrated the ability to become more extroverted in order to:

What happened that you were in a "dry period"? **Not** become dependent for any length of time.

What did you do to get out of the "dry period"? **Develop** a strategy for working through potential "dry periods".

How do you motivate yourself to get going again? **Develop** a strategy for working through potential "dry periods".

Did you ever seek help from others? If YES, who did you get help from? **Develop** a strategy for working through potential "dry periods".

Reference Name: **Rating:** 0 - Not Enough Information to Rate; 1 - Poor; 2 - Fair; 3 - Good; 4 - Very Good; 5 - Excellent
Company: **Tel:**
Circle one number: 0 1 2 3 4 5

Notes:

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KEY POINT
The "Personality Format" probes potential challenges based on a candidate's personality traits.



Since we will also have use of the Drake P3 software, what are some of the other capabilities of this technology?



TIP

Read the Drake P3 Capabilities Guide to further understand the power of Drake P3.



The Drake P3 Toolbox

The **Drake P3.expert** software is a multifaceted Human Resources and Management instrument. The following map will give you an outline of the capabilities of Drake P3.

Selection.expert

- Job Profile Survey (Simplified 20 minute job Analysis Process)
- Job Profile Report (Job Analysis result from above survey)
- Job Trait Graph (Graphical representation of the Success Profile)
- Suggested Advertising Copy (Advertising report)
- Candidate Survey (Validated survey based on adjectives)
- Candidate Profile (Candidate Personality traits and Challenges)
- Trait Graph (Graphical representation of the Candidate)
- Profile Verification (Built in validity for Personality Trait Report)
- Candidate Ranking Reports (Compare all interviewed candidates)
- Job to Candidate Matching Reports (Produces interview questions)
- Candidate Scoring Sheet (Statistically rates all candidates)
- First Interview Ranking Report (Reports on possible "Hires/No Hires")
- 2nd Interview work sheet (Statistically rates all candidates)
- 2nd Interview Ranking Report (Reports on possible "Hires/No Hires")

Management.expert

- Communication Survey (Validated survey based on adjectives)
- Communication Profile (Employee personality traits and challenges)
- Trait Graph (Graphical representation of the employee)
- Profile Verification (Built in validity for Personality Trait Report)
- Manager to Staff Comparison (Highlights communication challenges)
- Peer to Peer Comparison (Highlights communication challenges)
- Motivation Review Survey (Discover how staff is flexing traits)
- Motivation Review Report (Facilitates job satisfaction)
- Job Profile Report (Job expert traits)
- Staff Performance Overview (Performance work sheet)

Team.expert

- Team Scatter Graphs (Appreciate behavioral strengths and weakness)
- Team Development Graphs (Develop an ideal team)
- Team Communication Report (Team learns how to flex traits)
- New Hire Integration (Have new employees get a fast start)

Performance.expert

- 360 Survey (Use Job Analysis Data for 360 analysis)
- 360 Report (Graphical report with performance suggestions)
- Personal Perception Survey (Survey for team members perceptions)
- Personal Perception Report (Comparison team vs. own perceptions)
- Coaching Report (Interactive coaching format for development)

Take a moment to review your skills.

Answer these True/False statements...

...and then check your answers to find out how much you've learned.



Skill Review



1. A Job Analysis Process is a tool to discover the core competencies, key behaviors and personality traits associated with a job.
() True () False
2. A Job Analysis provides a structured way to answer the question "What do you do?".
() True () False
3. The most successful way to conduct a Job Analysis is to have only the manager fill out the questionnaire on a given job.
() True () False
4. A core competencies is a broad category that includes the knowledge and skills of a Job Expert.
() True () False
5. Key behaviors detail the actual functions, abilities and actions that a person will take when doing their job.
() True () False
6. Personality Traits let us know if the candidate has any personality of not.
() True () False
7. Legal requirements makes it a good idea to collect information on the gender, race and age of the Job Experts.
() True () False
8. All Job Analysis processes have a time consuming, complicated and difficult set of procedures in order to obtain accurate results.
() True () False

TIP
Page 34 has the answers.



Check to see how well you have done.

Remember:

Please call Drake at 1-800-GO-DRAKE to learn more about the Drake Job Analysis System.



Answers



1. **True.** A Job Analysis Process is specifically designed to discover the core competencies, key behaviors and personality traits associated with a specific job or with a family of jobs.
2. **True.** A Job Analysis is a seven step sequence that can truly answer the question: "What do you do?".
3. **False.** Research shows the most successful way to conduct a Job Analysis is to have high performing job incumbents fill out the surveys for a specific job.
4. **True.** Core competencies are a broad category that includes the knowledge and skills of a Job Expert. They also are the category that includes a job's key behaviors.
5. **True.** Key behaviors do detail the actual functions, abilities and actions that a person will take when doing their job. The key behaviors are the action statements that describes what specifically a person does when excelling in a given position.
6. **False.** Personality Traits let us know specific potential challenges a candidate might have when demonstrating a specific core competency or demonstrating a key behavior. The Drake P3 personality traits measured are Dominance, Extroversion, Patience, Conformity, Energy Level, Decision Making Preference and Stress Levels. Each category has positive attributes and challenges for any position. Personality Trait knowledge will help guide both interview and management functions.
7. **True.** Legal requirements specifically want to make sure that any process used to hire promote or manage employees does not discriminate or put at a disadvantage any individual on the basis of gender, race and age.
8. **False.** With the Drake Job Analysis Process, never before has it been easier to collect relevant data on a specify job or on a family of jobs.

If you looking for additional Drake educational offerings you can find them at www.drakep3.com, including:

Communicating with Style Self Study Guide	\$17.95
Selecting the Best Self Study Guide	\$17.95

Selecting the Best Video	\$595.00
Communicating with Style Video	\$595.00

Behavior Based Interviewing & Behavior Based Coaching 2 Day Public Seminar	\$595.00
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Drake P3 CD-ROM	\$895.00
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Please call Drake if have any questions regarding these products:

1-800-GO-DRAKE

