



Job Plus Report

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## Data Processing Manager

4-25-2006



# INTRODUCTION

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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 TriMetrix job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area complete this report in Sections 7 through 9.

## SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job. Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

## SECTION 2: 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 3: 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 Sections 1 through 3 (above) 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

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## SECTION 4: JOB ATTRIBUTES FEEDBACK

This section will assist in understanding the type and kind of attributes (people skills) that are needed for superior job performance. Read the feedback on each of the top seven attributes thoroughly to understand the job's requirements.

## SECTION 5: 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 6: BEHAVIORAL FEEDBACK

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

## SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the attributes of the job.

## SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

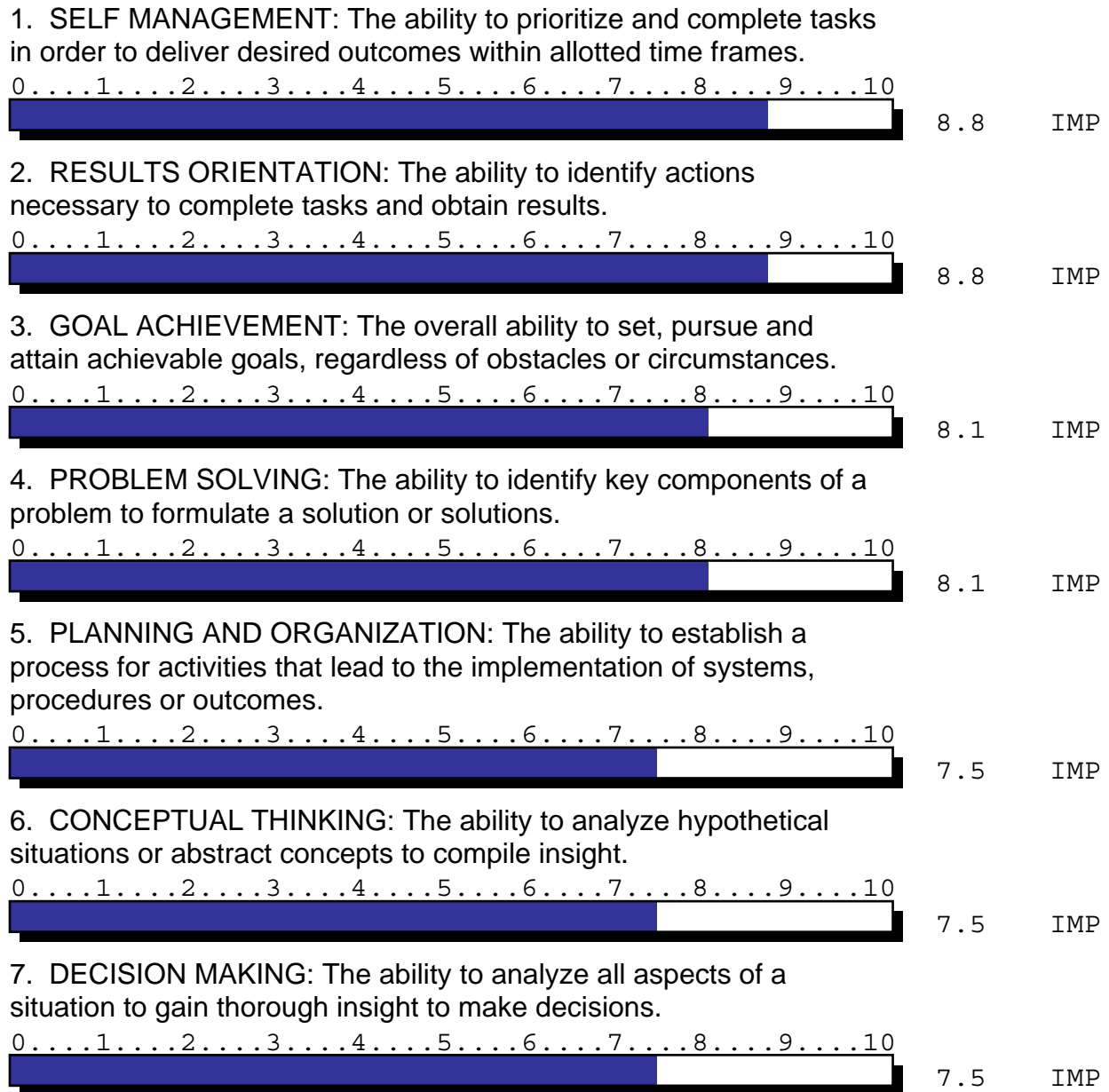
This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

## SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

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

# JOB ATTRIBUTES HIERARCHY

All human jobs require certain people attributes. This section of the report identifies those human attributes that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated attributes required by the job to the lowest.



The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT

# JOB ATTRIBUTES HIERARCHY

8. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



7.5 IMP

9. DIPLOMACY AND TACT: The ability to treat others fairly, regardless of personal biases or beliefs.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.9 SWI

10. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.9 SWI

11. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.9 SWI

12. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.2 SWI

13. RESILIENCY: The ability to quickly recover from adversity.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.2 SWI

14. TEAMWORK: The ability to cooperate with others to meet objectives.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.2 SWI

15. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



5.6 SWI

16. INFLUENCING OTHERS: The ability to personally affect others' actions, decisions, opinions or thinking.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



5.6 SWI

# JOB ATTRIBUTES HIERARCHY

17. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



5.6 SWI

18. CUSTOMER FOCUS: A commitment to customer satisfaction.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



5.0 SWI

19. SELF STARTING: The ability to initiate and sustain momentum without external stimulation.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



5.0 SWI

20. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



5.0 SWI

21. INTERPERSONAL SKILLS: The ability to interact with others in a positive manner.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



4.4 NI

22. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

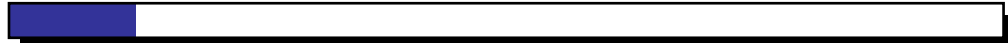
0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



4.4 NI

23. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10

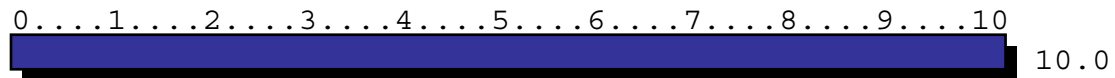


1.2 NI

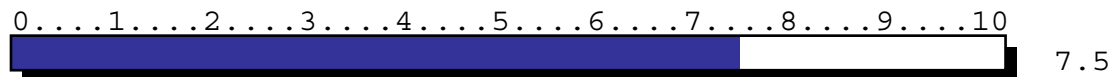
# REWARDS/CULTURE HIERARCHY

*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.*

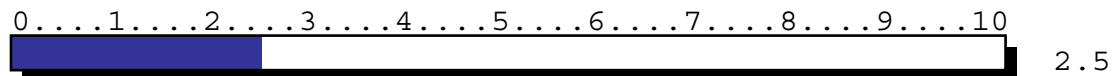
1. THEORETICAL



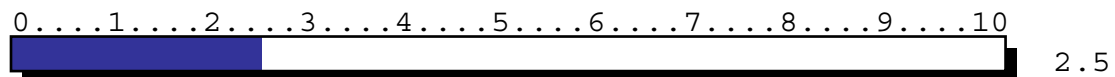
2. UTILITARIAN/ECONOMIC



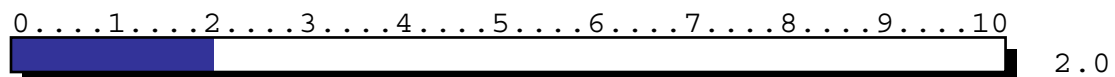
3. INDIVIDUALISTIC/POLITICAL



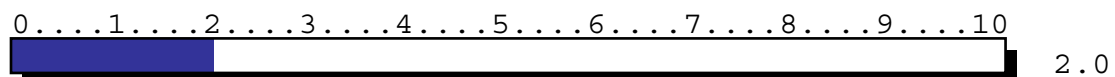
4. TRADITIONAL/REGULATORY



5. AESTHETIC



6. SOCIAL

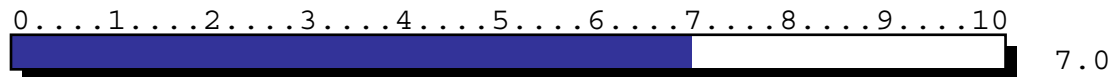


Section 3

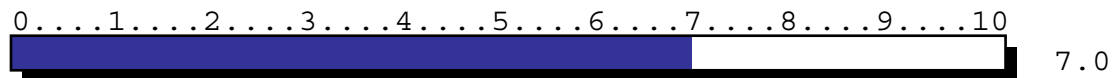
# BEHAVIORAL HIERARCHY

*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.*

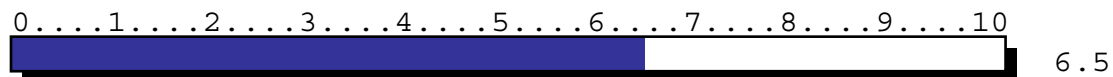
1. ORGANIZED WORKPLACE



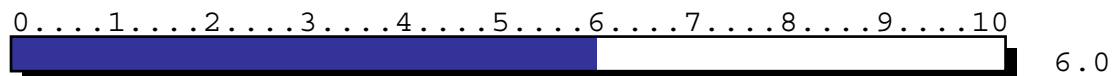
2. COMPETITIVENESS



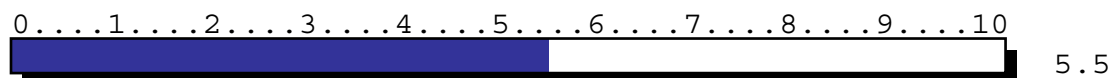
3. ANALYSIS OF DATA



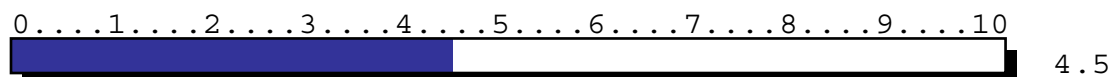
4. URGENCY



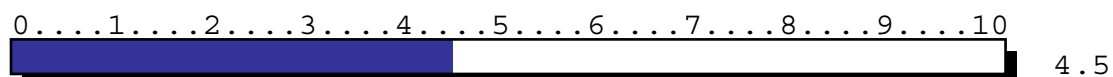
5. FREQUENT CHANGE



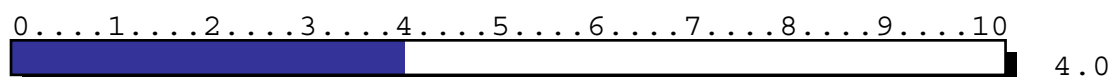
6. VERSATILITY



7. CUSTOMER ORIENTED



8. FREQUENT INTERACTION WITH OTHERS



## JOB ATTRIBUTES FEEDBACK

*This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.*

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1. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
  - Independently pursues business objectives in an organized and efficient manner
  - Prioritizes activities as necessary to meet job responsibilities
  - Maintains required level of activity toward achieving goals without direct supervision
  - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame
  
2. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
  - Maintains focus on goals
  - Identifies and acts on removing potential obstacles to successful goal attainment
  - Implements thorough and effective plans and applies appropriate resources to produce desired results
  - Follows through on all commitments to achieve results
  
3. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
  - Establishes goals that are relevant, realistic and attainable
  - Identifies and implements required plans and milestones to achieve specific business goals
  - Initiates activity toward goals without unnecessary delay
  - Stays on target to complete goals regardless of obstacles or adverse circumstances
  
4. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.
  - Analyzes all data relative to a problem
  - Divides complex issues into simpler components in order to achieve clarity
  - Selects the best options available to solve specific problems
  - Applies all relevant resources to implement suitable solutions

## JOB ATTRIBUTES FEEDBACK

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5. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
  - Defines plans and organizes activities necessary to reach targeted goals
  - Organizes and utilizes resources in ways that maximize their effectiveness
  - Implements appropriate plans and adjusts them as necessary
  - Consistently demonstrates organization and detail orientation
  
6. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
  - Demonstrates ability to forecast long range outcomes and develop suitable business strategies
  - Identifies, evaluates and communicates potential impacts of hypothetical situations
  - Defines options to leverage opportunities in achieving business goals
  - Develops plans and strategies that lead to desired strategic outcomes
  
7. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
  - Analyzes data necessary for decision-making
  - Makes major decisions impacting strategic outcomes appropriately and effectively
  - Makes decisions in a timely manner
  - Demonstrates ability to make unpopular and difficult decisions when necessary

## REWARDS/CULTURE FEEDBACK

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1. THEORETICAL

- Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

2. UTILITARIAN/ECONOMIC

- Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

3. INDIVIDUALISTIC/POLITICAL

- Rewards those who value personal recognition, freedom and control over their own destiny and others.

# BEHAVIORAL FEEDBACK

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## 1. 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.

## 2. COMPETITIVENESS

- The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.

## 3. ANALYSIS OF DATA

- The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.

## JOB ATTRIBUTES QUESTIONS

*Below are suggested interview questions on each of the top seven attributes. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.*

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1. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
  - Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
  - Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
  - Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
  - We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
  - How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
  - What is the difference between activity and results? How do you personally define this difference?
  
2. **RESULTS ORIENTATION:** The ability to identify actions necessary to complete tasks and obtain results.
  - Give me an example of one thing in your life that you have worked on for what you consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long a time did you work it?
  - Give me an example of a time when someone didn't follow-through on a commitment to you. What did you do about it? How do you make sure that others around you follow through on their commitments? How do you ensure that you do?
  - Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
  - Describe a plan you've developed for something you are currently working on. What are the most essential components of that plan...the things that must be accomplished or the plan won't work?
  - Tell me about a time when you missed a deadline. What were the consequences? What did you do differently the next time you faced a deadline?
  - Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?

## JOB ATTRIBUTES QUESTIONS

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3. **GOAL ACHIEVEMENT:** The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.
  - Describe the most complex project you ever worked on. How did you establish action steps and milestones for that project? What was the most difficult part of that project for you?
  - Share with me 5 goals you have previously set for yourself in in your career. How many have you accomplished? What have been the reasons for your successful completion of them? How about those you have not completed?
  - Give me an example of a time when you really procrastinated before getting started on something. How did you get started? Did you complete that goal or project?
  - Is there one thing in your life that you have accomplished that gives you the most satisfaction? What is it? How tough was it to accomplish?
  - What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration? Why didn't you complete it? How could you complete it?
  - Give me an example of a time when you were really able to focus your efforts on a single goal. How were you able to do that?
  
4. **PROBLEM SOLVING:** The ability to identify key components of a problem to formulate a solution or solutions.
  - Give me an example of a difficult problem you solved at work and describe how you went about solving it.
  - What problem have you solved in your career that has provided you the greatest sense of fulfillment?
  - Give me an example of a problem at work that you just couldn't solve. What did you do?
  - Give me an example of how you approach a complex or difficult problem.
  - How do you identify resources and data and go about organizing them when working on a project or problem?
  - When confronted with a difficult or complex issue how do you prepare yourself with the right attitude and expectation?

## JOB ATTRIBUTES QUESTIONS

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5. **PLANNING AND ORGANIZATION:** The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.
  - How much time do you normally spend planning on a weekly basis? Daily basis? Specifically, when do you plan for a specific week? For a day? How does your weekly planning differ from your daily planning?
  - Tell me about your personal organization system. How do you organize your work area?
  - What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set?
  - When you find yourself losing focus on a project, how do you get back on track?
  - Give me an example of a specific plan that you personally had established and then had to totally restructure it. How did you do it? Was it done on time?
  - Give me an example of how you planned a specific event, project or activity.
  
6. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
  - Describe a situation where you formulated a hypothetical outcome of a situation and developed a tangible plan to make that outcome a reality.
  - Give me an example of a conceptual idea you had. Walk me through how you implemented it.
  - What will your industry look like in five years? Who will your biggest competitors be and why? Describe our competition as you see it. Point out strengths and weaknesses of the competitors.
  - What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
  - Give me an example of a specific plan you developed that was deemed successful or improved a situation.
  - How have your career plans changed over the past few years?

## JOB ATTRIBUTES QUESTIONS

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7. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
- How much of your decision making is based strictly on data? What other input do you use for making decisions? What role does "gut instinct" play?
  - What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
  - Give me an example of a decision you made quickly? Why were you able to make it so quickly? Give me an example of a decision that took a very long time to make. How long did it take and why?
  - Describe a decision you had to make where you put the needs of the organization before your personal preferences.
  - What decision have you made that had the most strategic impact on others or an organization? What were those implications? Which were good? Bad?
  - Describe a situation when you had to explain the rationale for a decision you made to other people? How did you communicate your rationale? What were the reactions of others? How did you handle any negative reactions?

## 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.*

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### 1. THEORETICAL

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

### 2. UTILITARIAN/ECONOMIC

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?

### 3. INDIVIDUALISTIC/POLITICAL

- What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How good are you in taking directions from others? How much do you like doing so?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.

## 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.*

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### 1. 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.

### 2. COMPETITIVENESS

- How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

### 3. ANALYSIS OF DATA

- How do you organize details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
- What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.

