Job Target Guide

WHAT is the Job Target?

The Job Target describes the MOST desirable Behavioral and Cognitive requirements for a specific Job. It is the result of the Job Assessment process.

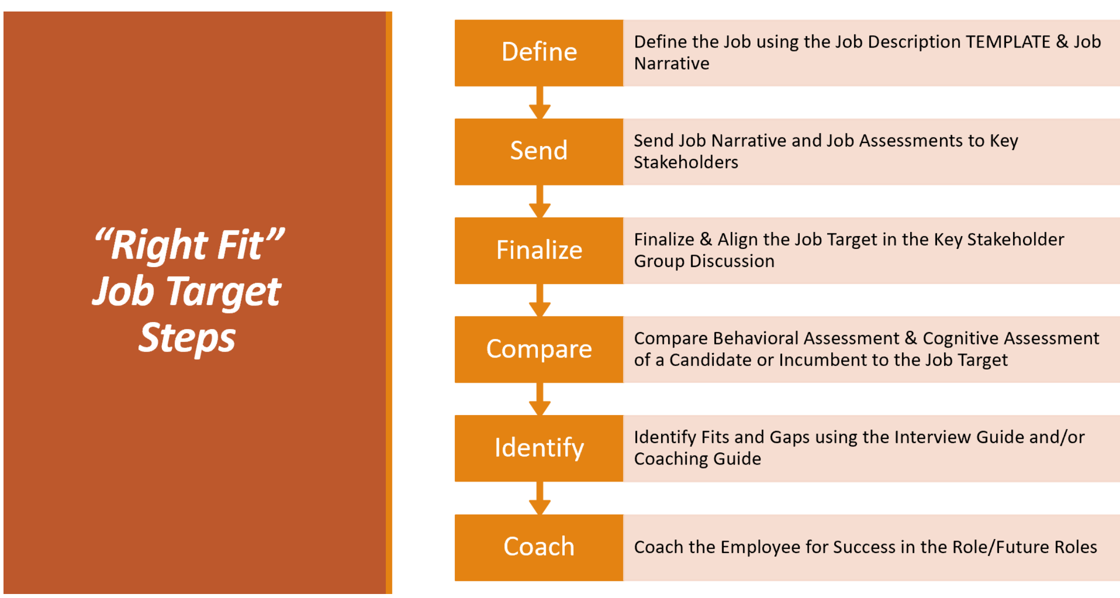
WHY is the Job Target Essential and Valuable?

Once the Job Target is set, existing leaders, managers, and employees in each role and new candidates for a role have a direct line of sight relating to the role's expectations. The Job Target is a compass along the employment and promotion journey. It enhances precise interviewing, accurate hiring, inspiring leadership, more informed managing/mentoring/ coaching, self-coaching engagement, pinpoints strengths and blind spots, informs right fit promotion and strategic succession planning and more. The Job Target has great value and impact. ***Think of the Job Target as the best form of "Business Risk Insurance" to protect the company!*** It is important to get alignment on the final Job Target by following an easily understood step by step approach from the start that guarantees the benefits just described.

HOW is the Job Target Created and Applied?

Once the Job Description is properly prepared and accurate, the aggregate investment of time to create the Job Target for any role is less than 75 minutes. Compare this investment of time to the investment of time made by each person involved in the interviewing process and the lapsed time to complete the interviewing effort. Also consider the amount of the role's salary and benefit cash expenditures. Done right and well, the Job Target process earns a multiplied return on the investment in EACH role and employee in that role. This results in some of the highest ROI's the organization can generate. *Here are the simple steps for the Talent Optimizer to guide colleagues through:*

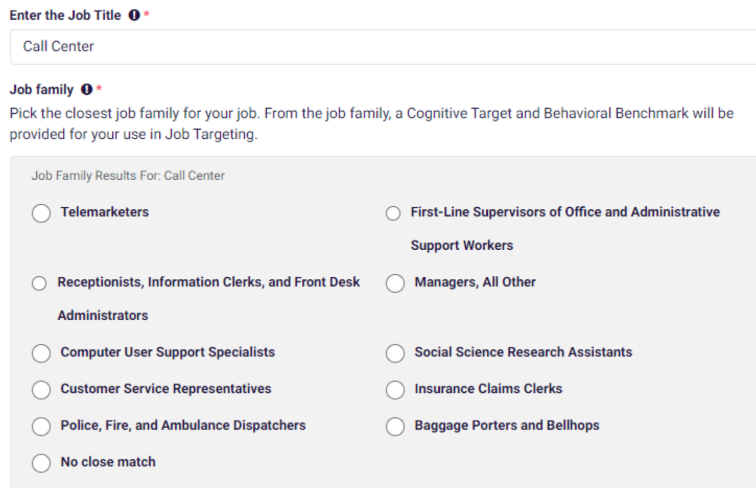
*[**IMPORTANT NOTE:** Typically, prior to sending the link for the Job Assessment described below to the Key Stakeholders, send an internal communication notifying the Job Assessment Takers or Key Stakeholders to be on the lookout for an email from Predictive Index with the link to the Job Assessment. The Job Description should be attached to the email notification. **See COMMUNICATION NOTE after Step #11 below**.]*



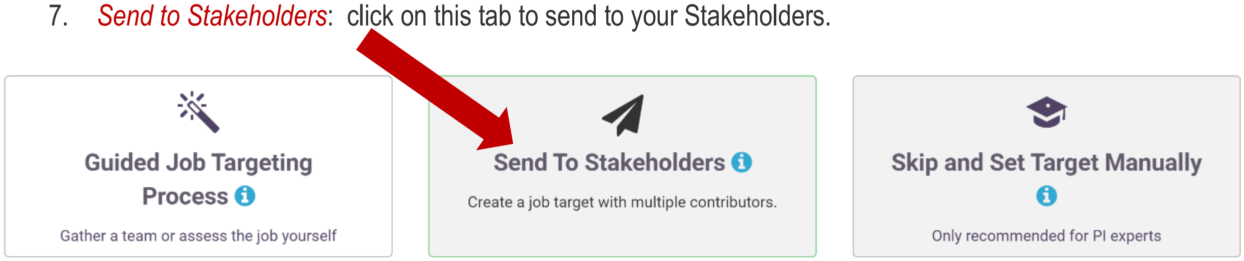
1. *Job Description*: confirm that the Job Description is updated for the position you are seeking to create a Job Target for. If you do NOT have a Job Description for a role, we can provide you with a **"Job Description Template"** that can be helpful to you in creating your needed Job Description.

Job Target Guide

2. *Create a New Job* - once the Job Description is current and the Stakeholders identified, it is time to create a new job in the software. Click the purple box **"Create a New Job"** in the top right of your **PI System Dashboard** or under your **HIRE** tab.
3. *Enter the Job Title:* the software will automatically populate **Job Families** if they are available.
4. *Job Family:* **The Job Family lookup is very useful. It is based on the Job Title you entered. By choosing a Job Family you can leverage the wisdom across the PI community for the most common Job Target Profile behaviors closest to the role you seek. Carefully consider if these benchmark Job Targets can apply to your position.**
    a. **IMPORTANT NOTE:** Select "**No close match"** if you want to create your own Job Target with strictly the input from your people.



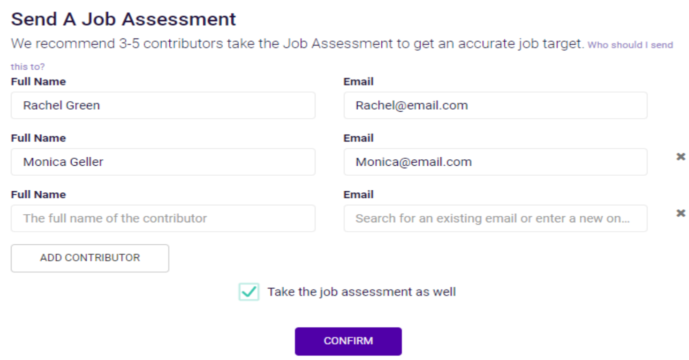
5. *Job Description Text*: copy and paste your company's Job Description summary in the text box provided.
6. *Choose Folder*: choose or create the appropriate **PI System Folder** where you would like the position to be saved. Folder Management is very important as they are shared with others. Then, select **Create Job.**
7. *Send to Stakeholders*: click on this tab to send to your Stakeholders.



8. *Benchmarking (Role Model in position)* - you have the option to leverage the profile of existing employees that are high performers (role models) to set the Job Target. Simply use the **"Pick a Role Model" section (see below).**

9. *Email Job Assessments* - to email the Job Assessment to Stakeholders, **fill in their full name and email address**.

Sending Assessments



10. Hiring Manager - if you want to complete the Job Assessment when you finish sending the assessments and before exiting the software, check off the box that says, **"Take the Job Assessment as well".** By clicking this button you will automatically be put into the job assessment to complete it.

11. *Click Confirm* to send the assessments out.

IMPORTANT NOTE: Software access is not required to participate in the Job Assessment.

12. Job Assessment Consolidation – this PI Platform automatically consolidates the Key Stakeholders (Job Assessment Takers) contributions. Once all Key Stakeholders have submitted their input, it is time to facilitate the **Job Target Conversation.**

COMMUNICATION NOTE: Typically, prior to sending the link for the Job Assessment to the Stakeholders, send an internal communication notifying the Job Assessment Takers or Key Stakeholders to be on the lookout for an email from Predictive Index with the link to the Job Assessment. The Job Description is attached to this email notification. Below is a generic email TEMPLATE that you can easily edit. Please note the need to send BOTH items:

JOB ASSESSMENT EMAIL EXAMPLE:

Please look for a link to a Job Assessment for the position of [Role]. The link will come in an email from **noreply@mailer.piworldwide.com** (Subject: Job Assessment Login Information). It will take approximately 10 – 12 uninterrupted minutes to complete. This will help you independently define the behavioral requirements for someone to be successful in this role. Please select items from the list that you believe would be **performed frequently** and are **important** to the success of the role.

Next Steps:

1. Please read the attached Job Description **before** completing the Job Assessment
2. Complete the Job Assessment **immediately** thereafter.

Thank you in advance for taking the time to complete this survey. If you have any questions, please do not hesitate to reach out.

Job Target Guide

WHO Needs to be Involved in the Job Target Creation and Conversation?

Stakeholders: *identify 3-5 key stakeholders with specific knowledge and relevant perspective of the job, who can be the most meaningful contributors to the Job Target process.* These contributors include:

1. *Incumbent* – a person currently in the role that is knocking the cover off the ball
2. *Hiring Manager* – the person the candidate or Incumbent is or will be reporting to
3. *Manager Once Removed* – another manager that knows of and depends on this role
4. *HR Business Partner*
5. *Executive* – the executive responsible for the functional area of the role

WHEN is the Job Target Created?

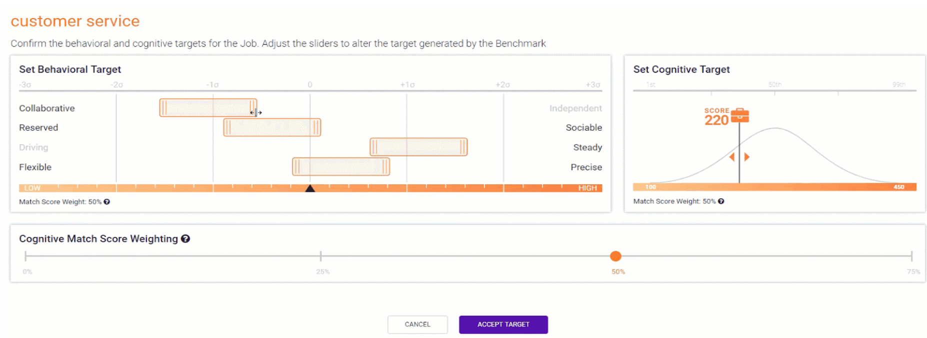
The Job Target Conversation takes place whenever a role is being revised, developed for recruitment, promotion and/or succession planning. The Job Target Conversation is an essential discussion between contributing Key Stakeholders to ensure that everyone is aligned on the expectations of the Job. The conversation ensures the key aspects, key performance indicators and the behavioral and cognitive requirements of the job are accurately captured.

JOB TARGET CONVERSATION STEPS: DO's and DON'Ts

1. *Remind Stakeholder Contributors*
   - The goal of the conversation is to agree on the Behavioral and/or Cognitive requirements for a Job.
   - The Job Target can be used through different stages of the people process in your organization (*coaching, performance management, succession planning, etc.)*
2. *Review Results*
   - Look at the combined Job Target results in making a conclusion/decision.
   - **Wider Ranges** in Stakeholder Job Assessments are where there was the least alignment between contributors and where you should focus your conversation.
   - **Narrow Ranges** show that the drive is more specific in need. Narrow ranges at conclusion of the Job Target limit the number of candidates that match the drive.
3. *Stakeholder Contributions* – hover over Stakeholder names to view their individual Job Assessment results noted in the black lines that show up in each orange Factor or Drive bar (A, B, C and D).
4. *Discuss how much of each Drive is needed for the job*
   - For more precise guidance, take a look at your Data Toolkit or watch the Four Factors Power up.
   - Ensure the **"non-negotiable" behaviors** are agreed to by all Stakeholders. Here are some suggested questions for the Job Target Facilitator to help define the required **"non-negotiable" behaviors**:
     - Is this behavior *important and frequent* for the Job?
     - How *independent* does this person need to be? Alternatively, how often will they need to *collaborate* with other people?
     - How *outgoing and persuasive* do they need to be? Alternatively, is this a more *reserved or analytical* role?
     - Will this job be *fast-paced* or *handle multiple priorities*? Alternatively, will this Job need someone who is more *stabilized* and able to *handle repetitive tasks*?
     - Does the job require *attention to detail* or *following rules and guidelines* or alternatively, is the job more *flexible*?

Job Target Guide

5. *Adjust the Ranges in the Job Target Result as needed*
   - As you widen or narrow the ranges, note that different *Reference Profiles* will appear that are representative of the more optimal *Reference Profiles* for the role.
   - Click, drag, and adjust the behavioral target, cognitive score and cognitive match score to your desired spots based on your discussions. You typically DO NOT want each Factor to exceed 1 sigma wide (5 tick marks). **The example is to demonstrate range movement discussion only**.



6. *Situational or Stacked Factor Combinations* - make sure the factor combinations for your <u>non-negotiable behaviors</u> are NOT stacked or situational.
   - **Stacked Example:** If the role requires risk orientation, the A and D factors should NOT be stacked or on top of each other as you will get false matches for the role. Stacking will trigger matches for both risk-averse and risk-oriented behaviors in an A/D situation.
   - **Situational Example:** you do not want any of the 4 factors ranges to **"straddle the midpoint"** as the algorithms will read both high and low and give you results that would provide higher job matches than are appropriate.
7. *Set the <u>Match Score Weight</u> in the Job Target results.*
   - This will determine which assessment results (Behavior or Cognitive) you want to weight more heavily during the Match Score process, which tells you how well a candidate matches your Job Target.
   - The weight defaults to 50% Behavioral and 50% Cognitive unless adjusted or if only the Behavioral portion of the Job Assessment is used.
   - Here's a quick overview of **Match Scores** and what we can learn from them.
8. *Accept Job Target when the Stakeholders are aligned.*
9. *Congratulations! You have a Job Target!*
   - Review the **Job Report** Tab of the Job Target (upper left) to help verify if you've accurately captured the needs and expectations of the job.
   - Review the resulting three **Reference Profiles** options and descriptions. Do they seem right for your organization for this role? If not, the Job Target may need to be adjusted.
   - **IMPORTANT NOTE** - The three matching Reference Profiles that emerge below the Job Target are strong suggestions. However, it does not mean that candidates/incumbents Behavioral Profile that do NOT match the Job Target of any of the three Reference Profiles will be poor candidates. *Remember to look at the whole person - assessment results, values, and experience (Head, Heart and Briefcase)*

VERY MPORTANT: review the **SUMMARY** and **JOB CHARACTERISTICS** sections at the bottom of the **Job Report**. As the facilitator, reading this aloud to the Key Stakeholders will confirm (or not) if they have properly captured the Job Target. The facilitator can take the resulting **SUMMARY** findings that are more precisely descriptive than the **Job Description** at the top of the **Job Report** and edit/amend the current Job Description. This would better ensure a more accurately stated Job Description based on Job Target accuracy. This refreshed Job Description would be the one used for recruiting or existing employee role change. By using the **SUMMARY** to edit the initial Job Description, more "stimulated response words" that emerged from the algorithms will flavor the refreshed Job Description. This will result in more of the "right fit" candidates applying for the role as they will be most attracted to the "stimulated response words."