



# WORKFORCE ASSESSMENT

Selection Factor Guide

**Your Company**

**Production Welder**



Dennis W. Koerner, Ph.D.

Your Date

### Background

ITN met with Subject Matter Experts at Your Company on Monday, Month 2<sup>nd</sup> to create a summary of the attributes determined to be important to the position of “Production Welder”. The purpose of the meeting was to gather input that creates the criteria to be used in the evaluation of job applicants. The input and feedback provided was used in four applications:

1. Online Interview Questions
2. Skills Test Definition
3. Structured Interview Questions
4. Interview Scorecard Creation

This report also summarizes the results of questions answered by management and assessment survey analysis for:

1. An online, psychometric based job questionnaire (behaviors).
2. Basic job candidate required qualifications.

This summary of the work session is designed to facilitate the user understanding of the organization’s definition of the above position’s critical attributes and skill requirements. The insights provided are intended to help an interviewer identify a job applicant’s strengths and weaknesses. The direction provided in the report is in the context of the group discussion and does not necessarily represent all factors or attributes that may be required by the job or the company.

### Basic Requirements

Below is a list of requirements deemed essential for an applicant to be considered for the position.

- A High School Diploma or GED Equivalency
- At least one year of continuous employment in a commercial or industrial setting
- The ability to stand for an entire shift (8 hours) with breaks and lunch.
- Physical dexterity sufficient to climb, stoop and bend.
- The ability to lift weight up to 60 pounds.

## Job Attribute Report

### Behavior Profile

An online interview questionnaire was provided to assess the behavioural attributes required for the position. The questions asked considered multiple psychometric dimensions of the positions Behavior using a DISC profile. Responses were compared to a data base profile. Group feedback for the position was similar in profile to the benchmark used.

#### Production Welder: Benchmark Behavior Profile

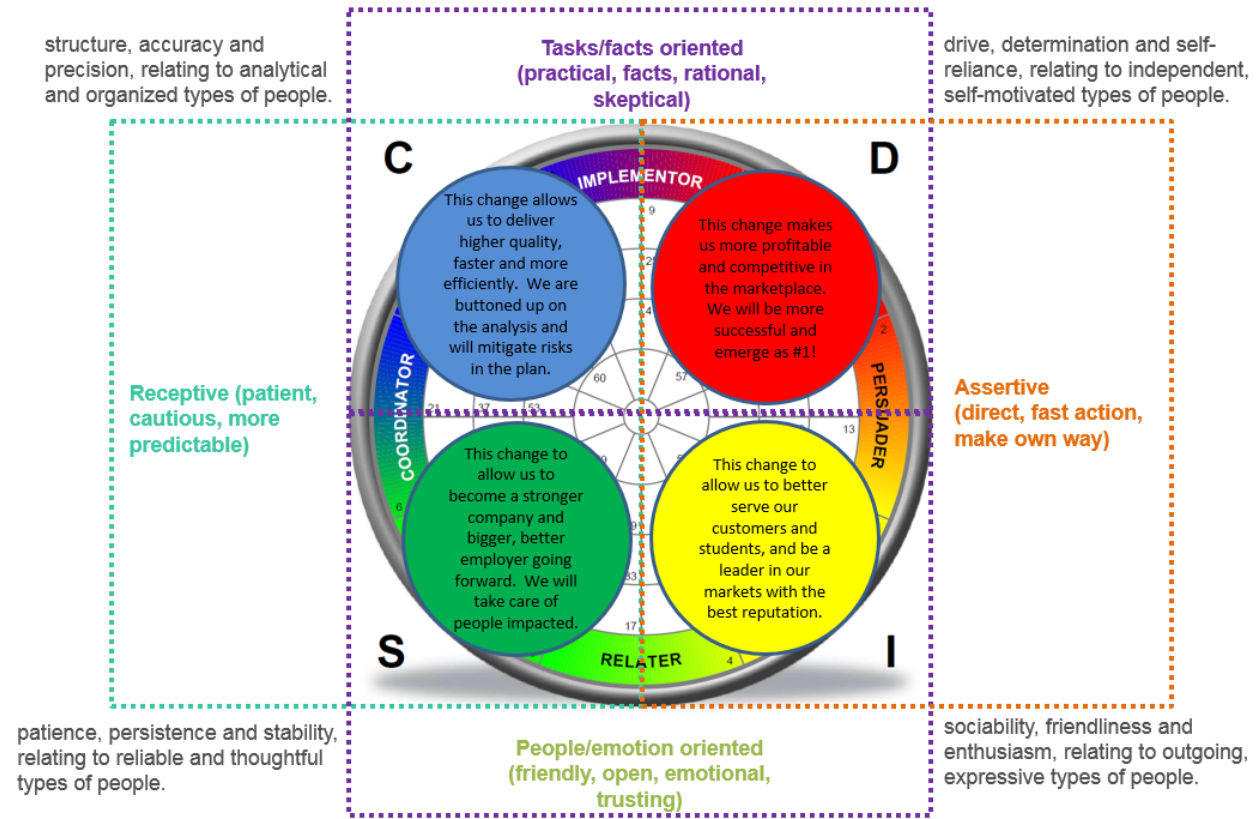


#### BEHAVIOR DESCRIPTORS OF EACH STYLE

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive	Charming	Understanding	Accurate
Competitive	Confident	Friendly	Precise
Daring	Convincing	Good Listener	Analytical
Direct	Enthusiastic	Patient	Compliant
Innovative	Inspiring	Relaxed	Courteous
Persistent	Optimistic	Sincere	Diplomatic
Adventurous	Persuasive	Stable	Detailed
Problem Solver	Sociable	Steady	Fact Finder
Results Oriented	Trusting	Team Player	Objective

## Production Welder: Key DISC Attributes Identified

- HIGH S - Active Listening: Takes time to listen and understand what others are saying.
- HIGH S – Concern for others. Aware of the feelings and needs of others.
- HIGH S – Team Oriented: Has a strong desire to be part of a great team and organization.
- HIGH S – Dependable: Is reliable and responsible. Able to fulfill obligations.
- HIGH C: Needs to be precise and accurate. High attention to detail.
- HIGH C: Uses logic and reasoning to evaluate situations.
- HIGH C: Is methodical, detailed and organized.



### Ideal Motivators

Knowledge of an individual's values help to tell us WHY they do things. The Motivators Overview provides insight into understanding the reasons a that drive an individual to utilize their talent and energy. They are the why behind our behaviors. Below are the Motivators most closely associated with the position.

- **High Economic**
  - Seek – Has a high drive for return on effort. Is financially motivated and efficient in their approach to work.
  - Avoid – does not place a high priority on personal accomplishment. Seeks to have a steady job and not focused on measured results.
  
- **High Regulatory**
  - Seek - Influences actions that follow rules. Wants and needs a structured path. Values order and routine. Prefers proven methods.
  - Avoid – Values independent thought, change and non-traditional methods. Seeks personal autonomy and expression.

### Online Questionnaire Construct

ITN question construct uses two types of questions for evaluation of applicants as follows:

#### 1. Basic Qualifying Questions

Candidates are asked basic questions that must have a positive answer, or the applicant is disqualified from primary considerations.

#### 2. Applicant Online Interview Questions

Scoring used for prioritization of job applicants will be based on a point total score. Generally, the higher the score the higher the probability of a job fit. Scores can be rank ordered in the ITN Hiring Platform. Scores and question responses do not select or eliminate applicants. Rather they are used to identify an applicant's potential strengths and weaknesses.

### Online Interview Questions

1. What is the highest level of education you have achieved?
  - a. Less than a high school degree or equivalent.
  - b. High school degree or equivalent. (10)**
  - c. Associate degree (10)**
  - d. Bachelor's degree (10)**
  - e. Graduate degree
  
2. How long have you been working in your current job(s)?
  - a. Less than 2 years
  - b. More than 2 years (10)**
  
3. Please select the statement that best describes your work experience as a welder.
  - a. No prior experience
  - b. 1 to 3 years (10)
  - c. More than 3 years (20)**
  
4. Please describe the nature of work that is most appealing to you.
  - a. Having personal control
  - b. Influencing others
  - c. Being part of a team effort (10)**
  - d. Having an opportunity to lead
  - e. Demonstrating my unique abilities
  
5. You have a choice to follow rules or get results. Which do you choose?
  - a. Follow rules (10)**
  - b. Get results
  
6. How would your friends describe you?
  - a. Creative
  - b. Adventurous
  - c. Persuasive
  - d. Determined
  - e. Helpful (10)**
  - f. Unique

## Job Attribute Report

7. You are required to build a tank that is 320 inches long. How many pieces of the following types of steel sheets do you need?
  - a. **5 sheets of 64-inch-long sheets (10)**
  - b. 4 sheets of 72-inch-long sheets
  - c. 5 sheets of 60-inch-long sheets
  - d. 4.5 sheets of 64-inch-long sheets
  - e. 3.5 sheets of 72-inch-long-sheets
  
8. Most employees need to bend the rules to get a good result.
  - a. Agree
  - b. Mostly agree
  - c. Neutral
  - d. Mostly disagree
  - e. **Disagree (10)**
  
9. Which description is most like you?
  - a. Outgoing and influential
  - b. **Precise and Accurate (10)**
  - c. Comfortable taking risks to achieve
  - d. Unique and creative
  - e. Determined and impatient
  
10. Are you able to stick weld a moving part?
  - a. **Yes (10)**
  - b. No
  
11. Are you able to weld while on a scaffold?
  - a. Yes
  - b. No
  
12. When faced with a problem, I like to
  - a. Be creative
  - b. **Get more information (10)**
  - c. Make a decision
  - d. Go with the flow

## Job Attribute Report

13. You are to cut three, one-foot diameter holes into the top of a tank that is 9 feet long. How many feet of equal space should be on each side of the holes?

- a. 2.5
- b. 1.5 (10)**
- c. 1.0
- d. 3.0

14. Which statement best describes you?

- a. Determined and persevering
- b. Candid and to the point
- c. Methodical and organized (10)**
- d. Independent and open minded

15. Accidents at work cannot be avoided and will happen

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree (10)**

16. Please tell us the types of welding you have demonstrated experience with.



### Skills Testing Modules

These are the tests that will be used to assess skills and aptitudes.

- Safety
- Basic Mathematics
- Measurement
- Attention to Detail
- Drive for Achievement

### Structured Interview Questions

- Please tell me about your prior work experience.
- What type of welding have you done in the past? Please describe.
- How do you feel about working on your own?
- Are you comfortable being paid based on your work output?
- Can you weld a moving part?
- Have you operated an overhead crane? Please describe.
- Please tell me about an unsafe condition you experienced in your last job. How did you handle it?
- Please tell me about a problem you faced on the job and how did you solve the problem?

**Job Applicant Scorecard**

Criteria	Score (1 to 10 For Each Criteria)	Comment
Education		
Direct Work Experience		
Technical Qualifications		
Drive to Achieve		
Attention to Detail		
Welding Problems		
Safety Attitude		
Physical Dexterity		
Ability to Work Alone		
Pay Structure Fit		
<b>TOTAL (100 Possible)</b>		