wpi
job match

■ Work ■ Personality Index

Job Match Guide

Important:
Read this guide thoroughly
before using WPI Job Match

Purpose of WPI Job Match

WPI Job Match was designed to meet the needs of professionals who focus on employee selection. The job match process enables the WPI to be customized for different occupations, providing clearer guidance during the selection of candidates. Every job has different requirements for successful performance, and WPI Job Match allows organizations to specify the importance of the 17 WPI traits and the ideal scores that candidates should receive. These ratings are then used to assess the fit of candidates' personality traits to the requirements for the job. For each candidate, the organization receives a Job Match Report outlining how closely the candidate meets the requirements.

Enclosed with this WPI Job Match Guide are the materials needed to customize the WPI for a specific occupation. You can find 5 WPI Trait Surveys, and 1 WPI Trait Specification Form in this package. This guide provides in-depth instructions on how to use WPI Job Match to create a customized job profile that can guide future personnel selection for the position.

Steps for using WPI Job Match

There are four main steps to create a customized job profile and use WPI Job Match for selecting candidates. Each of these steps is illustrated below and reviewed in-depth in the following sections of this guide.

Step One – Select Job Raters

Step Two – Identify the personality traits required for success

> **Part A** – Job Raters Complete the WPI Trait Survey

> **Part B** – Fill in the WPI Trait Specification Form

Step Three – Submit WPI Trait Specification Form to Psychometrics Canada

Step Four – Psychometrics Canada sends organization Confirmation Report and Job Code

Begin Assessing Candidates

Step One – Select Job Raters

In order to use WPI Job Match effectively, it is necessary to accurately identify the ideal score range and level of importance for each of the 17 WPI traits. Research has shown that one effective way to identify these requirements is to gather information from experts who know the job well.* Experts are those individuals who are very familiar with the job and can speak about the knowledge, skills and characteristics necessary to be successful in the position. These individuals usually include people currently working in the position (incumbents), immediate supervisors, subordinates, and managers.

*Other effective job analysis methods include work requirement surveys, interviews, testing successful employees, and criterion-related validity studies

You have been given 5 copies of the WPI Trait Survey. For the position you are examining, find a minimum of three experts (maximum of five) who are very knowledgeable about the job and can rate the requirements by completing the WPI Trait Survey. Select at least two job incumbents and one manager or supervisor who directly oversees the position. The job incumbents should have worked in their position for at least one year. As well, managers/supervisors should have worked in a supervisory role for the position for at least one year. Having individuals with intimate knowledge of the job complete the Trait Survey will ensure the development of an accurate and reliable job profile.

Step Two – Identify the personality traits required for success

Step two is the critical part of effectively implementing WPI Job Match. It is during this step that the personality traits required for success are identified. These requirements will be used to customize scoring benchmarks which future candidates will be compared to. Since this part of the process is so important, this step is divided into two parts. The first part describes how the job experts selected in Step One should go about completing the WPI Trait Survey. The second part discusses how the information from the completed surveys can be compiled onto the WPI Trait Specification Form.

Part A – Completing the WPI Trait Survey

The WPI Trait Survey is designed to help job experts identify the personal characteristics that are important for successful performance of a specific job. The Survey defines each of the 17 WPI personality traits and describes how different scores influence a person's work performance. For each of the 17 traits, job experts are required to identify the optimal range of scores and rate the importance of each trait.

Identifying the optimal range of scores

The 17 WPI traits are rated using scores that range from 1 to 10. Each trait is bipolar, so scores at either end of the scale have meaning. Therefore, one should not assume that low scores are "bad" and high scores are "good." Rather, a score should be thought of as descriptive of an individual's personality style, and selected according to how well that style fits the requirements of the position.

The dimension meanings are best captured by reading the descriptions of people whose scores fall at opposite ends of each dimension. Descriptions of both high and low scoring individuals for each WPI traits are provided in the WPI Trait Survey. When determining the optimal range of scores for a position, job raters should pay careful attention to the behaviors required for success. When selecting scores that fall in the 1-3 range or 8-10 range, the descriptions listed at that end of the scale should be strongly characteristic of successful workers. Selecting scores that fall in the 4-7 range suggest that the best workers show a few of the tendencies and behaviors found at both ends of the scale. Job raters completing the WPI Trait Survey identify the optimal range of scores by circling the numbers that correspond to the ideal range. When selecting these scores, job raters should circle at least 2 consecutive numbers. For example, if the job requires candidates who are very driven, ambitious, and competitive, job raters should circle 9-10, not only 10.

Raters should circle all the scores that they believe are related to successful performance. For example, if people with both average and high levels of a trait can be effective, raters should circle scores 5-6-7-8-9-10. If people with both average and low levels of a trait can be effective, raters should circle scores 1-2-3-4-5-6.

While some high or low scores sound more desirable, an extreme score on any given dimension includes both positive and negative elements. For example, while being flexible is generally considered positive, some jobs are performed better by people who value order

and predictability. Flexible people often have difficulty with routine, and may become bored and unmotivated in jobs with little variety. In some cases extreme scores are not effective. For example, while successful sales people tend to be ambitious, those with too high a level of ambition can be pushy and overly competitive. As a result, the most effective candidates may have scores that fall in the range of 6-7-8.

Figure 1 illustrates the optimal range of scores for a sample Customer Service position. In the diagram you will notice that the range of scores for some traits is small, and for other traits is large. Traits with a greater range of optimal scores indicate that people with quite different styles can be successful, while traits with a small range suggest that only people with similar styles tend to be effective.

Rating the Importance of the WPI Traits

After selecting the optimal range of scores for a trait, job raters need to specify the importance of each trait. The importance scale on the WPI Trait Survey requires raters to determine how important the attributes they specified are to successful performanceof the job. It is unlikely that all 17 personality traits are equally important for any given job. Instead, some of the 17 traits will be essential for success while others may not be applicable. The importance scale is anchored as follows:

0 – Not Applicable. This rating is used for traits that are not related to successful performance.

1 – Helpful. This rating is used for traits that have little importance but are helpful for successful completion of the job.

2 – Somewhat Important. This rating is used for traits that have some importance but are given low priority.

3 – Important. This rating is used for traits that are of average importance relative to other traits, but are not given high priority.

4. Very Important. This rating is used for traits that are important for successful completion of the work. These traits receive higher priority than other traits, but are not the most important traits.

5. Essential. This rating is used for traits that are essential for successful job performance.

Figure 1 illustrates the importance ratings for the same Customer Service position described in the previous section. You will notice that some of the traits are given an importance rating of 0, since scores on that trait are not related to effectiveness. Other traits have been given a rating of 5, indicating that the trait is essential for success. Some of the traits have also been given ratings that range from 1-4 indicating varying levels of importance.

Part B – Fill in the WPI Trait Specification Form

After the experts have completed the WPI Trait Survey, it is necessary to compile their ratings onto the WPI Trait Specification form. The best method is to conduct a focus group with all the job experts who completed the Survey. The meeting can be facilitated by one of the raters, or by the professional in charge of implementing the WPI Job Match. The facilitator's responsibility is to moderate the discussion among the experts and clarify the ideal score range and importance for each of the seventeen traits.

The facilitator should begin by completing the background information requested on the Trait Specification Form. This includes the job title, and contact information. Then have each job expert share their ratings (score range and importance) for the first scale, Ambition. If there are significant differences between the experts' ratings, have them discuss the reasons for their selections, and attempt to bring the group to agreement. When the experts have come to an agreement on the score range and level of importance, the facilitator marks the information on the Trait Specification Form. For each scale, circle a minimum of two neighboring scores to indicate the optimal range.

If raters cannot agree on a specific optimal score range or level of importance, it usually means that people with different styles can be effective at the job. In this situation, circle all the scores that the different experts believe are in the optimal range. For example, if two raters circle 2-3-4, other two others circle 5-6, you should circle 2-6 on Trait Specification Form. When experts are unable to agree on the importance ratings, write the average of their ratings on the form. For example, if two experts rate the trait importance as 5 and two experts rate the importance as 3, the average rating would be 4.

Use this same procedure to go through each of the 17 WPI scales. Generally this process can be completed in approximately one hour. An example of a completed form for a Customer Service job is shown in Figure #. When you have completed the WPI Trait Specification Form, collect the WPI Trait Surveys from the expert raters and place them in a secure location.

Step Three – Submit WPI Trait Specification Form to Psychometrics Canada

When the experts ratings have been translated onto on the Trait Specification Form, it needs to be mailed to Psychometrics Canada or faxed to the number listed on the form. The trait specifications will be entered into the WPI Job Match database, and the system will assign a unique job code.

Step Four – Psychometrics Canada sends organization Confirmation Report and Job Code

When Psychometrics Canada has received the WPI Trait Specification form, a Confirmation report will be generated and sent back to you for verification. This report highlights the optimal score range and weight for each of the 17 WPI traits, and provides a unique job code. After verifying the information in the report, the person responsible must sign the confirmation report to indicate that the specifications are correct, and return it to Psychometrics Canada. In order to maintain the security

of your selection system, it is important to keep any copies of the Confirmation report in a secure location that can only be accessed by appropriate staff.

Assessing Candidates

You can now begin to use WPI Job Match and send in answer sheets for processing. In order to produce Job Match reports that take your specifications into account, you need to purchase Job Match Answer Sheets from Psychometrics Canada. When candidates have completed the WPI, you need to fill in the Job Code for the relevant position and send the answer sheet to Psychometrics either by fax or mail. Psychometrics will then produce a Job Match Report for the candidate which indicates how well the individual's personality traits match with the requirements of the job.

Trait Specification Form

WPI
job match
™ Work ■ Personality Index

The WPI Trait Specification Form is designed to help organizations identify the personal characteristics that are important for effective performance in a specific job. It is described in the WPI Job Match Guidance booklet. If you have questions that are not covered in the guidance booklet please call Psychometrics Canada at 1-800-661-5158.

Name: __John Sample__   Customer Number: __800000__
Please print or type.

Organization: __ABC Corporation__

Title of Profiled Occupation: __Customer Service Representative__

Phone Number: (__780__) __469-2268__   Fax Number: (__780__) __469-2283__

Email Address: __info@psychometrics.com__

Identify the desired range of scores by circling the corresponding numbers for each trait on the graph below. Then rate the importance of each trait with 0 as the lowest to 5 as the highest. The WPI Job Match Guidance Booklet describes how the optimal score ranges and important ratings can be determined.

Trait	Circle the ideal range of scores	Trait Importance Rating (0 to 5)
Ambition	1 2 ③ ④ ⑤ 6 7 8 9 10	2
Initiative	① ② ③ 4 5 6 7 8 9 10	4
Flexibility	1 ② ③ ④ 5 6 7 8 9 10	4
Energy	1 2 ③ ④ ⑤ ⑥ ⑦ 8 9 10	2
Leadership	1 ② ③ 4 5 6 7 8 9 10	1
Persistence	1 2 3 ④ ⑤ ⑥ ⑦ ⑧ 9 10	5
Attention to Detail	1 2 3 4 5 6 7 ⑧ ⑨ ⑩	4
Rule-Following	1 2 3 4 5 6 ⑦ ⑧ ⑨ ⑩	4
Dependability	1 2 3 4 ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	5
Teamwork	1 2 ③ ④ ⑤ ⑥ ⑦ 8 9 10	2
Concern for Others	1 2 3 4 ⑤ ⑥ ⑦ ⑧ 9 10	4
Outgoing	1 2 3 4 ⑤ ⑥ ⑦ 8 9 10	3
Democratic	1 2 3 4 5 6 ⑦ ⑧ ⑨ ⑩	3
Innovation	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩	0
Analytical Thinking	1 2 3 ④ ⑤ ⑥ 7 8 9 10	2
Self-Control	1 2 3 4 5 6 7 ⑧ ⑨ ⑩	4
Stress Tolerance	1 2 3 4 5 6 ⑦ ⑧ ⑨ ⑩	5

Mail this form to Psychometrics Canada, 7125 77 Ave, Edmonton AB T6B 0B5 or fax it to 780-469-2283. Your specifications will processed and a confirmation report will be sent to you. We will be able to process your WPI Job Match reports the day after we receive the signed confirmation report.