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The Job Expectation (JE) Process

Often, we find that AVA is being utilized in employee hiring situations only, which tends to limit the potential benefits from the system. We hope to provide our users with some “food for thought” regarding expanded uses of AVA within your organization to further optimize your return on investment from the program.

The Job Expectation (JE) is the most recent instrument added to the AVA system. It was originated in 1994 to harness the “want to do” aspect of an individual. As we look at a person’s suitability for work assignments, we are evaluating one’s technical competencies (cognitive abilities) — “*know-how to*” in conjunction with one’s emotional composition (non-cognitive abilities) — “*want to.*” Often, the “want to” aspect is critical to ultimate success within a position.

Beginning in the early 1990’s, concerns arose around the fact that a significant number of applicants who had recently accepted new positions were experiencing displeasure with their new assignments. Studies conducted on this subject by universities and others revealed that the primary reason for the dissatisfaction was that the candidate’s impression of the job expectations were drastically different from what the job actually required.

With this information, we introduced the Job Expectations (JE) instrument as a further assist to AVA users in helping businesses align their organization for “peak” performance. This instrument is intended to discern “*what an applicant is expecting from the position.*” These expectations are expressed in AVA behavioral terms via a pattern shape (PS).

How Is The Job Expectation Instrument Used?

Ideally, the JE is given to applicants for completion along with the Individual Analysis (Form F) instrument prior to any interviews or discussions about the position. The JE consists of 85 job-related statements addressing the question, “On my job I would like to....” The applicant selects the appropriate statements for the question posed. On Page 3 of the instrument, the applicant selects the twelve most descriptive items from the 85 statements. The 12 items selected above are then scored via the AVA 2000 scoring software and a PS is produced for interpretation by the Analyst. Page 4 contains general categories related to working conditions that could impact an applicant’s dissatisfaction with a position, or could represent an immediate “knockout factor” for the applicant. The items contained on Page 4 represent information reported to us as concerns by our clients. However, there may be other information a client may want to include, or a client may elect to not have the applicant complete Page 4 of the instrument.

individual behavior. organizational success.

How Is The Information Applied?

The information obtained through the JE process can be used in several ways. Assuming there exists a completed Individual Analysis (Form F) and a completed JAR for the position, the following information is available:

- Comparing the JE pattern shape to the Individual's pattern shape, we can say:

SELF — *to what extent does this applicant's natural tendencies correlate to what s/he wants to do?* If the correlation coefficient of the JE pattern shape to the Self pattern shape is positive, we can assume that what the person wants to do is compatible with whom s/he is. However, if the correlation is negative, then there is concern that what the person wants to do is incompatible with whom s/he is. From a reality check perspective, one must assess the degree of stress and difficulty imposed upon the individual if s/he were placed in a position that the JE indicates they "want to do."

ROLE — *to what extent does this applicant's perception of the behavior approach currently required for success correlate to what s/he wants to do?* If the correlation coefficient of the JE pattern shape to the Role pattern shape is positive, we can assume that what the person wants to do is compatible with the behaviors s/he perceives is currently needed to succeed.

IMAGE — *to what extent does this applicant's observable behavior correlate to what s/he wants to do?* If the correlation coefficient of the JE pattern shape to the Image pattern shape is positive, we can assume that what the person wants to do is compatible with the behaviors observed by others.

- Comparing the JE pattern shape to the JAR pattern shape addresses the question as to what extent does "what I want to do" correlate to "what the environmental demands of the position will require of me?" If the correlation is positive, there exists a degree of compatibility comparing "what I want to do" versus "what I will be asked to do." However, if the correlation is negative, it is an indication that "what I want to do" versus "what I will be asked to do" is incongruent which could cause dissatisfaction and adversely impact my desire to succeed.

The JE instrument provides a third means of comparison in the employee selection assessment process of the AVA system. Until this new instrument was introduced, only comparisons of the applicant's style to the JAR were possible. Now, the JE provides the opportunity to assess another critical element — the "want to" aspect of the applicant.

Another application of JE lies in its ability to provide excellent coaching information for career counseling. Understanding the potential problems for individuals whose expectations of what they "want to do" is not in keeping with whom they are, have an objective basis for deliberation. For example, in the outplacement division of *Bizet Human Asset Management*, we have candidates complete the JE along with the Individual Analysis and correlate the resultant pattern shapes as indicated above. This approach has provided valuable insights to those in search of a new position, especially when trying to decide — "Is what I want to do in keeping with what I am capable of doing and enjoying success in my career endeavors?"

Example of Job Expectation (JE) Usage

Let's assume that we are recruiting for a "key" management position with a JAR PS of 8912-8. Several candidates are being considered for the position. All applicants completed the Form F Individual Analysis and a series of interviews with the selection committee. Of all the applicants interviewed, the one of greatest interest (Applicant A) had these Form F Individual Analysis results to the JAR PS 8912-8.

<u>PS (Applicant A)</u>		<u>CO to JAR PS 8912-8</u>	<u>Statistical Fit</u>
Self	9173-9	-0.13	Poor
Role	5393-9	-0.52	Poor
Image	8183-9	-0.30	Poor

Obviously, there would be some discomfort among the selection committee to proceeding ahead with (A), based on the negative compatibilities produced on the Individual Analysis. However, there is keen interest in Applicant A based on job related experience, references received and other background checks made specific to the position. It is decided to proceed further by having Applicant A complete the JE. From the JE, assessments could be made addressing these questions:

- Is "who I am" compatible with "what I want to do in this job?" (correlate Applicant Self PS to JE PS)
- Is this job compatible with "what I want to do?" (correlate JAR PS to JE PS)

The JE completed by Applicant A produced PS 8561-8. This correlates to the Applicant's and JAR pattern shapes as follows:

<u>PS (Applicant A)</u>		<u>CO to JE PS 8561-8</u>	<u>Statistical Fit</u>
Self	9173-9	0.68	Very Good
Role	5393-9	0.48	Good
Image	8183-9	0.64	Very Good
JAR PS 8912-8		0.47	Good

From these results, we can see that the answer to both of the JE questions is "YES" as evidenced by the strong positive correlations. The applicant's responses indicate a clear understanding of the behavioral adjustments needed to make in order to be satisfied, as well as a clear understanding of the environmental behavioral demands of the position. These are both in keeping with "what I want to do." Therefore, the applicant should be capable of making the adjustments to the 8561-8 JE PS without much stress and perform successfully in the 8912-8 JAR environment. This, combined with the knowledge that the applicant has the critical skills, knowledge and related experience required for this position increases our comfort level significantly in offering Applicant A the position.

This example also serves to illustrate another point—the JAR is not "a scared cow." Sometimes, we have to alter the demands of a position to accommodate available "special expertise" required of the position.

ABOUT THE AUTHOR

Bob joined Bizet Human Asset Management in 1984. As Vice President, he has worked a multitude of well-established, highly successful companies developing, implementing, and conducting customized programs, techniques, and processes that support the Activity Vector Analysis system. The major emphasis of his work has focused on integrating business strategy with operations, process improvements, people development, and culture change.



Prior to 1984, Bob held key managerial positions for a number of Fortune 500 companies including Bethlehem Steel Corporation, International Paper Company, and the Black & Decker Corporation. He has extensive human resources experience in non-unionized and unionized businesses at both the corporate and operational levels. Bob holds degrees in Psychology and Economics, plus various marketing and business planning certificates.