



The Personal Reference (PR) Process

Like the OBSERVED BEHAVIOR REVIEW (OBR) instrument, the PERSONAL REFERENCE (PR) instrument is used as part of the *performance evaluation component* of the AVA system. The PR evaluates how an individual is perceived on a personal level using an adjective checklist. As its name implies, the PR was intended for use in obtaining personality (behavioral) information about job applicants from current and former employers.

PICTURE OF PERSONAL REFERENCE (PR) FORM)

The current PR instrument consists of 2 pages:

- √ Page 1- Information about the rater (reference source) and ratee (applicant) and instructions for completing the analysis.
- √ Page 2- A list of 91 adjectives in which the reference source is asked to select those adjectives describing the applicant.

The PR instrument takes approximately 10 minutes to complete and 3-5 minutes to score via a computer. An Analyst can interpret those scored PR results within several minutes.

How has the PR instrument been used?

Today, we hear the term “360 degree” approach in evaluating employees’ performance. This approach generally utilizes performance evaluation information provided by 4 sources (SELF (Employee), BOSS, PEERS, SUBORDINATES) to gain a composite view of that employee’s overall contribution to the business. For years, that same “360” approach has been available to our clients through assessing the results of the Individual Analysis, JAR, OBR and PR instruments working in concert with each other.

Other uses specific to the PR are:

We conveyed a marketing and training application whereby a client had its sales distributors complete the OBR to determine a sales representative's typical job behaviors (tasks) required to ideally service the needs of their accounts. A second phase of that study involved the use of the PR instrument. Participating distributors were asked to complete the PR addressing this statement: "Put an "X" next to very word that you feel describes the ideal person to service your account". From this information, the client derived the specific individual behavioral style reported by each sales distributor to best service the needs of its account. Again, there were likenesses within a sales distribution channel, but some significant differences between distribution channels. Like the OBR information obtained, the PR information gathered was very useful in developing valuable in-house training programs for sales representatives calling on various sales distribution channels. These in-house training programs aided the sales representatives in precisely depicting "key" behavioral attributes reported back by the sales distributors via the PR instrument.

Similar to the sales distributor study above, we have a banking client who used the PR instrument to survey customers entering the bank. Customers were give the equivalent of the PR to voluntarily complete addressing this statement: "Put an "X" next to every word that you feel describes the desired relationship you would like to experience with our bank". From this study, a significant number of PR instruments were completed, and their results tended to cluster around high Vector 3 (V-3) behavior. With this information, the bank reduced the size of its annual report to provide clear, but concise information to which the high V-3 tendency strongly relates. Additionally, the bank emphasized the concepts of "team" and "family" much stronger in their promotional materials. The bank considers this AVA based application to be an example of how AVA has helped contribute to the success of its business.

ABOUT THE AUTHOR

Bob joined Bizet Human Asset Management in 1984. As 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.

