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*A monthly newsletter for our assessment product clients designed to assist and educate on key subjects related to human capital assessment technology and methodologies, and their effects on your organization.*

## Using "Job Match" As A Means To Reduce Human Capital Risk

**"The most culpable people seem to be the owners of the bar and the band,"** said attorney Mark Decof, also representing victims of the Rhode Island bar fire. **"But it would appear there is wholly inadequate coverage there. So you have to look elsewhere — starting with the products involved, the people who supplied them, the people who prepared them and maintained them, the manufacturers of the pyrotechnics or the soundproofing material that it ignited, concert promoters, even the architects of the building — constructed in the early 1940s — are potential defendants,"** Decof said.

*-ADAM GORLICK, Associated Press, March 2, 2003.*

A very significant challenge of being an employer is the risk of being falsely pursued by disconnected employees and plaintiff's attorneys simply because your organization is perceived by plaintiffs and their attorneys to have "deep pockets". As indicated within the above quote there frequently is no connection whatsoever between who has erred, if anyone, and who is pursued merely for financial purposes. Whether it is a civil (above) or employment (within your company) case, wise organizations preempt the false pursuits by individuals who have no compunction about damaging reputations and organizational success.

Many of our clients have found remarkably large benefits through the simple concept of *Job Match* within all jobs and organizational levels in their companies. When individuals are optimally matched with their positions, whether entry level or senior executive jobs, they are simply less able or willing to pursue objectives that oppose the interests of their employers. It is *Job Match*, usually more than anything else, that creates exceptionally positive employee relations, human capital productivity, personal commitment, and individual financial and performance contribution. In simple terms, individuals who are predisposed to contributing to your organization have a MUCH lesser likelihood of attempting to damage your organization while employed or after employment.

When an individual is measurably matched to their job in terms of the human attributes necessary for outstanding performance in that specific position, he or she has a significant tendency to appreciate the position and the organization that provides the position. That *person:position* connection preempts the willingness of the individual to do anything not in the best interest of the organization. *Job Match* is most of the reason why.

Utilizing our assessments, many of which provide remarkable assurance of *Job Match*, goes a very long way toward creating a work environment and culture that is generally unwilling to consider negative third party influences such as attorneys, government agency intervention, or union organizing

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attempts. The primary reason for that is that organizations with a tendency toward *Job Match* tend to have a remarkably lower frequency of disconnection between staff members and the organization's objectives.

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## **What Makes A Quality Assessment?**

Assuming you do not have an extensive background in psychology it is important that any assessment you use be self-interpretive and easy to understand. At the same time, it is crucial to be able to directly apply what is being measured by the assessment to the success and contribution of the potential position holder. Accomplishing this while deriving high quality information has until recently been one of the challenges of psychometrics. In the past the choice was simple: limit yourself to basic personality information that was typically inadequate, or hire an industrial psychologist to do an extensive evaluation of competencies, and then wait for the results to be processed and forwarded to you at great expense. It is very important that your assessments go beyond just personality measurements. Assessments should include measures of interests and mental capabilities that are compatible with the work required. For instance, there is no benefit to selecting someone whose personality fits with the job if their mental ability prevents the completion of training or if their interests result in near-term turnover. Harvard University studies prove that the two most important factors in predictability of success in a given job are appropriate mental abilities and interests, matched to the requirements of a given position.

It is also important that any assessment used in selection be valid and reliable while presenting candidate information in clearly quantifiable terms. Indeed, the ability to quantify personality traits, interests, behaviors and mental capabilities is what allows you to distinguish an excellent candidate from an average one. A quality assessment is one where, after reading an assessment report for a candidate, you are clear on whether the candidate is highly and measurably qualified for the specific position for which he or she is being considered. Additionally, it will provide you with information about the candidate that is not discernable through interviews, resumes and references.

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## **A Thought For Your Consideration**

It is much easier to reap rewards, individually and organizationally, when economies are growing. Perhaps one reason why many organizations and their leaders currently and recently have sensed lack of forward motion and organizational performance improvement is due to a perception at all levels that rewards are stagnant. As a result, more and more organizations are actively evaluating and changing the systems with which they reward people. Their motives are not to reduce pay, but to change and improve the way employees and executives are paid. For outstanding results, compensation at all levels must be directly connected to the strategic outcomes desired and pursued by the organization. We recommend that you do the same.

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## **For Further Information...**

Visit us on-line at <http://www.hrihouston.com>, email us at [haljay@hrihouston.com](mailto:haljay@hrihouston.com), or call us at 281-275-4180. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!