

*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.*

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## **The Power Of Job Patterns**

A very significant advantage of utilizing most *Profiles International* assessments is your ability to validly construct what are referred to as **Job Patterns** for purposes of comparing candidates to the attributes proven to be necessary for outstanding performance in a given job, from entry to senior executive levels within all industries.

The *ProfileXT*, *Profile*, *Sales Indicator*, *Call Center Survey*, *Customer Service Survey* and *Customer Service Perspective* assessments all utilize **Job Pattern** technology allowing you and your organization to properly compare internal and external candidates for hire or promotion to structured attributes of success on multiple scales within each assessment. These **Job Patterns** may generally be constructed either Manually, through a Job Analysis Survey, through a Concurrent Study of the assessment results provided by several outstanding performers within a given position, or through a combination of these methods.

You should remember that it is crucial to revisit each of your existing **Job Patterns** at least every six months for purposes of ensuring that the patterns still accurately reflect the necessary human attributes for success in each position. Our clients generally find that between 40% and 50% of their **Job Patterns** require editing and improvement on a six-month cycle. If you have developed skill at manually editing **Job Patterns** based on observation of, or input regarding incumbent position performance, this approach is easiest. Another outstanding approach to utilize occurs when additional outstanding position performers arise from within the ranks and when those position performers show themselves to have even greater position performance than those incumbents whose assessment data was originally used to structure the **Job Pattern**. As you undertake this editing process, it is wise to utilize a new **Job Pattern** name so that the original **Job Pattern** is not over-written on your assessment server. Once you have updated the **Job Pattern**, you can then delete the original pattern if desired.

Because your primary assessment usage objectives are most likely to be candidate screening and improvement of individual and organizational performance, your reasons for editing your **Job Patterns** are many and include:

- Competitive marketplace changes
- Organizational structure adjustments
- Job scope or span of control changes
- Financial performance improvement mandates
  - Senior leadership changes
- Mergers, acquisitions or divestitures
- Incumbent and/or customer input

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As you are most likely aware, there is no additional charge to your organization for comparing previously completed assessment results to additional **Job Patterns** as long as those results have not been deleted from your **POTW** site. Once an incumbent or external candidate has completed an assessment, there is no additional charge to your organization unless that incumbent or candidate completes another assessment. Our system provides limitless reporting after any assessment has been completed. This approach to assessment reporting, when combined with accurately edited **Job Patterns** provides your organization with the availability of newly derived Coaching Reports within the *ProfileXT*, *Profile* and *Customer Service Perspective* assessments.

You will find this simple and no-cost approach to organizational performance improvement to be very effective. If you have questions or desire assistance while ensuring that your **Job Patterns** accurately reflect the performance expectations of your organization, please give us a call at any time!

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### **The Downsizing Challenge**

During the last three years many organizations have grappled with financial performance challenges through the use of downsizings, in many cases repetitively. Organizations large and small have frequently thought that shrinking the size of their organization might lead to financial performance improvement, yet in over 70% of cases revenue and profitability have not shown marked improvement.

Organizational expense excesses and inefficiencies manifest themselves in many ways other than headcount. As a result, it is very important to change the things that are causing the problems rather than simply changing things that appear easy to change. Excess expense most frequently manifests itself through *mistaken organizational structure, ineffective leadership, lack of proper market focus, mismatches between people and their jobs, flawed reward systems, excess headcount, and lack of proper expense controls...* in that order. As a result it is no wonder that, while downsizings are positioned as a solution, they very seldom have the projected results.

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### **A Thought For Your Consideration**

According to most economists, the economic turnaround within the United States began in February 2003. Like all turnarounds since 1962, this one will be accompanied by a labor market tidal wave whereby employees from senior executive to entry-level positions will seek new employment, and this has already begun. Resumes on the street now number approximately twice the number that existed twelve months ago. Now is the time to ensure that your greatest contributors, at all levels, are re-recruited within your organization. If they aren't, you can be assured that another organization will do just that.

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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 713-840-6350. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!