



The TriMetrix Job Report

7.15.03

Introduction

Instructions for Completing the TriMetrix™ Job Report

The TriMetrix Job Report is designed to analyze skills, behavior, culture and rewards necessary for superior performance in the defined key accountabilities* (see below) of any given job. Like all other assessments, the quality of the report will be directly proportional to the quality of your responses to the questions that produce it. Because of this, it is absolutely necessary for you to maintain objectivity when responding to each question, and maintain your focus on the job's key accountabilities.

Avoid basing your responses on how you think that the job "should" be performed, or how any other person has performed it in the past. Instead, imagine that the job can "talk" to you. In doing so, it will give you a completely unbiased summary of the soft skills necessary for superior performance in its defined key accountabilities. If you keep the key accountabilities in mind as you go through the assessment, you will have a much greater chance of gaining an accurate understanding of what skills are necessary for this job's superior performance.

**Key Accountabilities are a unique set of goals and key successes the job is held accountable to achieve for the business. Typically, a job has 3-5 major key accountabilities, which must be defined by the stakeholders of the job (managers and/or staff) before this questionnaire is completed.*

PLEASE REMEMBER TO RESPOND TO EACH QUESTION AS IF THE JOB IS TELLING YOU HOW IT WOULD ANSWER IT!

Responding Instructions:

The TriMetrix Job Report is made up of 3 different sections:

Section 1 - *Personal Attributes*

Section 2 - *Rewards/Culture*

Section 3 - *Behavior*

Remember, when you answer each question, ask yourself how the job would answer if it could, "talk". Carefully consider the job's response when answering every single question to get the most accurate and objective analysis of the job.

All jobs have different responsibilities. Think of the job – let the job "talk".

Section I

In this section, you will be asked to read a series of questions about the job. Each question is focused on asking you how important a variety of different soft skills are to the superior performance of the job. You will be asked to respond on the following scale:

- Very Important
- Important
- Somewhat Important
- Not Important

Please circle your choice.

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

1. Self-management?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

2. Staying on target, regardless of circumstances?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

3. Focusing on key issues?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

4. Analyzing all data related to a problem to formulate a solution?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

5. Establishing key alliances with customers?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

6. Following a plan?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

7. Interaction with customers and co-workers?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

8. Treating all people fairly?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

9. Identifying and evaluating all possible outcomes of a hypothetical situation?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

Remember to let the “job talk.”

10. Analyzing data to make a decision?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

11. Sensitivity to the feelings of others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

12. Taking responsibility for personal actions?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

13. Counseling and coaching others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

14. Actively inviting solutions from others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

15. Influencing others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

16. Inspiring others with a compelling vision?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

17. Persistence and resiliency?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

18. Setting aside own agenda and cooperating with others to meet objectives?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

19. Establishing performance standards for others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

20. Staying abreast of current job-related knowledge?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

21. Initiating projects and activities without outside stimulus?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

22. Dealing with conflict?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

23. Reacting quickly to changes in activity?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

Remember to let the “job talk.”

24. Completing high-quality work within a specified time frame?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

25. Setting realistic goals?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

26. Following through on action plans?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

27. Using all available resources to solve complex problems?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

28. Going to great lengths to satisfy customers?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

29. Being organized?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

30. Developing and maintaining business relationships?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

31. Understanding differences between people?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

32. Making predictions in terms of long-range outcomes?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

33. Making unpopular and difficult decisions?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

34. Compassion for others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

35. Being answerable for the consequences of actions?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

36. Effective and timely feedback on others' performance?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

37. Listening to people in a way they feel understood?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

Remember to let the "job talk."

38. Getting others to act?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

39. Organizing and motivating others to accomplish a common goal?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

40. Handling rejection or criticism?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

41. Teamwork?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

42. Personal accountability for others' performance?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

43. Broad learning opportunities?

Very Important	Important	Somewhat	Important	Not Important
----------------	-----------	----------	-----------	---------------

44. Using internal motivation for accomplishing a task?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

45. Resolving volatile situations?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

46. Handling multiple tasks?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

47. Prioritizing tasks to meet responsibilities?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

48. Meeting or exceeding short-term objectives?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

49. Overcoming obstacles?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

50. Choosing the best options to solve problems?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

51. Meeting and exceeding customer satisfaction?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

Remember to let the “job talk.”

52. Following an organized set of activities?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

53. Developing rapport with people?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

54. Treating people with respect?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

55. Analyzing complex situations and projecting possible outcomes?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

56. Making timely decisions?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

57. Listening with empathy?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

58. Taking responsibility for the consequences of actions?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

59. Contributing to the growth and development of others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

60. Valuing others’ point of view?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

61. Winning support from others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

62. Setting an example for others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

63. Quick recovery from set backs?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

64. Building and sustaining trust relationships?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

65. Holding people accountable?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

Remember to let the "job talk."

66. Continuous learning?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

67. Maintaining momentum in the face of opposition?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

68. Settling differences between people?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

69. Willingness to adapt or modify to newly evolving circumstances?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

70. Maintaining consistent level of activity without direct supervision?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

71. Consistently moving towards goals, regardless of obstacles?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

72. Identifying key issues that affect results?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

73. Successfully resolving complex problems?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

74. Anticipating customer needs?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

75. Attention to detail?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

76. Recognizing and appreciating others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

77. Sensitivity to different people, regardless of gender, age, nationality or disability?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

78. Seeing the big picture and determining direction?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

79. Making major decisions?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

Remember to let the “job talk.”

80. Maintaining an open mind to others’ beliefs?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

81. Staying committed to objectives?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

82. Identifying the developmental needs of others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

83. Listening to an others’ point of view without bias?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

84. Persuading others to a point of view?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

85. Instilling a sense of order and direction?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

86. Forging ahead in the face of adversity?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

87. Contributing to group efforts?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

88. Clarifying priorities for others?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

89. Personal initiative for learning?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

90. Persistence, focus, and initiative?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

91. Negotiating different points of view and reaching mutually acceptable solutions?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

92. Dealing with ambiguity?

Very Important	Important	Somewhat Important	Not Important
----------------	-----------	--------------------	---------------

2

Section 2

You will be asked to consider whether or not a variety of personal attributes and functions are critical to superior performance. You will record your responses on the following scale:

- Yes
- No
- Not Applicable

Please circle your answers.

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:

Remember to let the “job talk.”

1. Adherence to established approaches and/or procedures?

Yes No Not Applicable

2. Application of knowledge and/or theories?

Yes No Not Applicable

3. Creative self-expression?

Yes No Not Applicable

4. Contributions to company revenue?

Yes No Not Applicable

5. Controlling others?

Yes No Not Applicable

6. Promoting humanitarian efforts?

Yes No Not Applicable

7. Disciplined adherence to rules?

Yes No Not Applicable

8. Research?

Yes No Not Applicable

9. Concern for public image?

Yes No Not Applicable

10. Finding business opportunities?

Yes No Not Applicable

HOW IMPORTANT TO SUPERIOR PERFORMANCE IN THIS POSITION IS:
Remember to let the “job talk.”

11. Ambition?

Yes No Not Applicable

12. Improve society?

Yes No Not Applicable

13. Compliance to a set of principles?

Yes No Not Applicable

14. Continuous learning?

Yes No Not Applicable

15. Concern for environmental issues?

Yes No Not Applicable

16. Practical thinking and results?

Yes No Not Applicable

17. Achievement?

Yes No Not Applicable

18. Social justice?

Yes No Not Applicable

19. Trusting rules and authority?

Yes No Not Applicable

20. Keeping abreast of current knowledge?

Yes No Not Applicable

21. Appreciation of an attractive work place?

Yes No Not Applicable

22. Rewards based on performance?

Yes No Not Applicable

23. Competitiveness?

Yes No Not Applicable

24. Alleviate pain and suffering?

Yes No Not Applicable

3

SECTION 3

Work Environment

In this section, you will be asked to rank the behaviors needed for SUPERIOR PERFORMANCE for the job you are analyzing. There are 14 categories, each with 4 items for you to consider.

Respond by ranking each of the statements in order of importance and relevance to the job. A ranking of one, being most important to the job and a ranking of four, being least important to the job.

Remember to let the “job talk” as you are selecting your responses.

Rank each of the following 4 statements in order of importance or relevance to the job. Each number (1-4) must be used only once, and every line must have a number on it. Remember, let the “job talk” as you are selecting the responses.

1. This job calls for:

- Analysis of data and facts before acting.
- Tactful decisions.
- Quick and forceful decisions.
- Logical thinking before making decision.

2. This job calls for:

- Few changes.
- Some change.
- Many changes.
- No change.

3. This job calls for:

- Clean, tidy and organized work station.
- Freedom to act independently.
- Consistent performance.
- Conveying confidence in others.

4. This job calls for:

- Work to be completed accurately the first time.
- Being flexible.
- Planning ahead on a large scale.
- Identification with the team.

5. This job calls for:

- A systematic way to do things.
- Contact with many people.
- Making quick decisions.
- Being diplomatic and cooperative.

6. This job calls for:

- Avoiding trouble.
- Solving problems.
- Verbalizing thoughts and ideas.
- Working with things.

7. This job calls for:

- Staying at one work station.
- Expediting action.
- Adhering to procedures.
- Generating enthusiasm.

8. This job calls for:

- Influencing others to a common goal.
- Concentrating on details.
- Challenging assignments.
- Exhibiting patience.

9. This job calls for:

- Contacting people.
- Following directions.
- Getting results.
- Performing to standards.

10. This job calls for:

- Following procedures to perfection.
- Solving people problems.
- Bold, aggressive actions.
- Routine work.

11. This job calls for:

- High quality controls.
- Creative and original thinking.
- Optimistic outlook.
- Working within the system.

12. This job calls for:

- Complete authority to carry out responsibilities.
- Analysis of facts and data.
- Many people interactions.
- Patience.

13. This job calls for:

- Freedom from excessive detailed work.
- Task oriented concentration.
- Balanced judgment.
- Friendly work environment.

14. This job calls for:

- More emphasis on quality than efficiency.
- Freedom from conflict and confrontation.
- Highly persuasive communications.
- Accepting and initiating change.