Quantum Services

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About Quantum

Assessments

HR Consulting

HR Software

Training
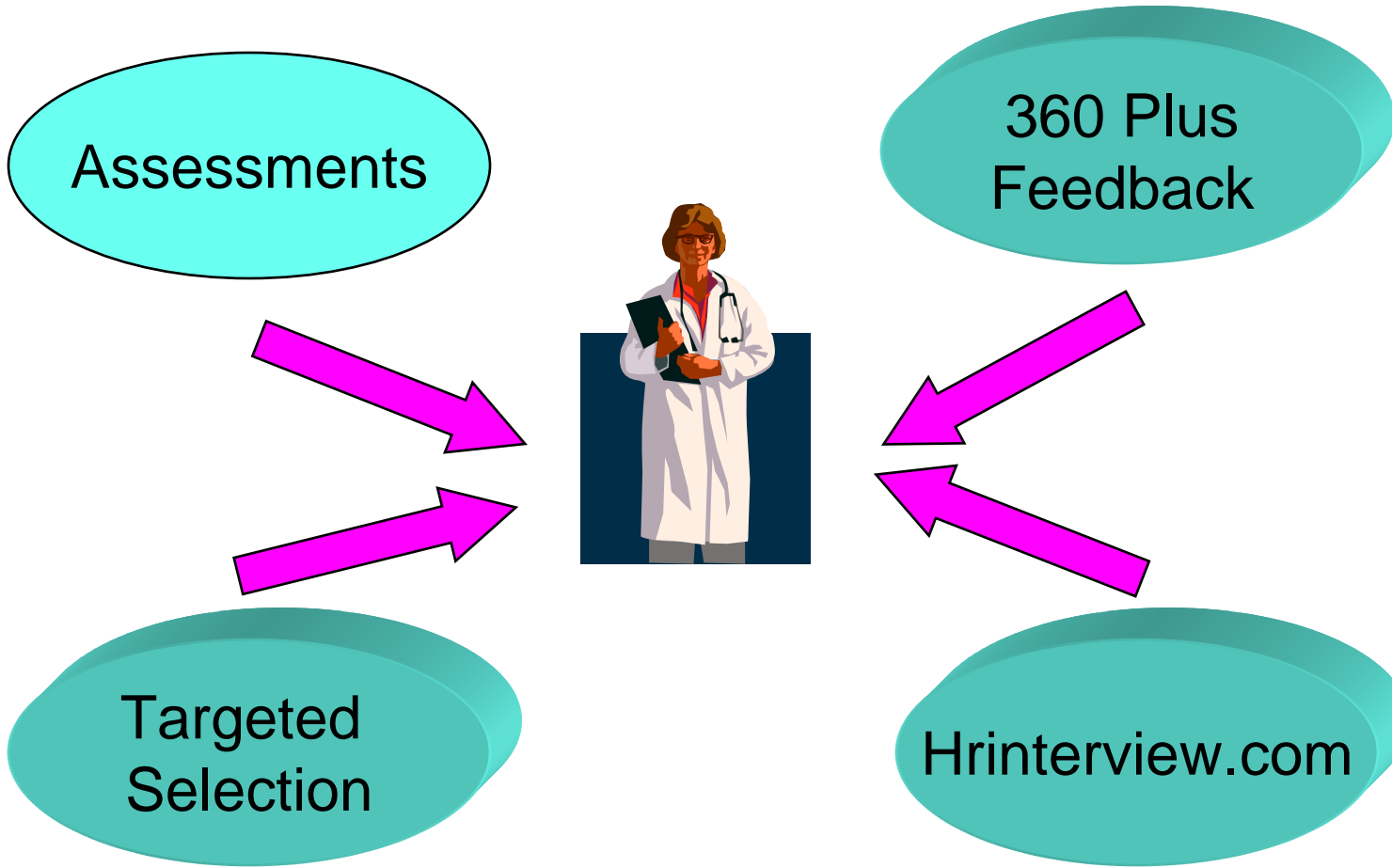

2

Career
Development
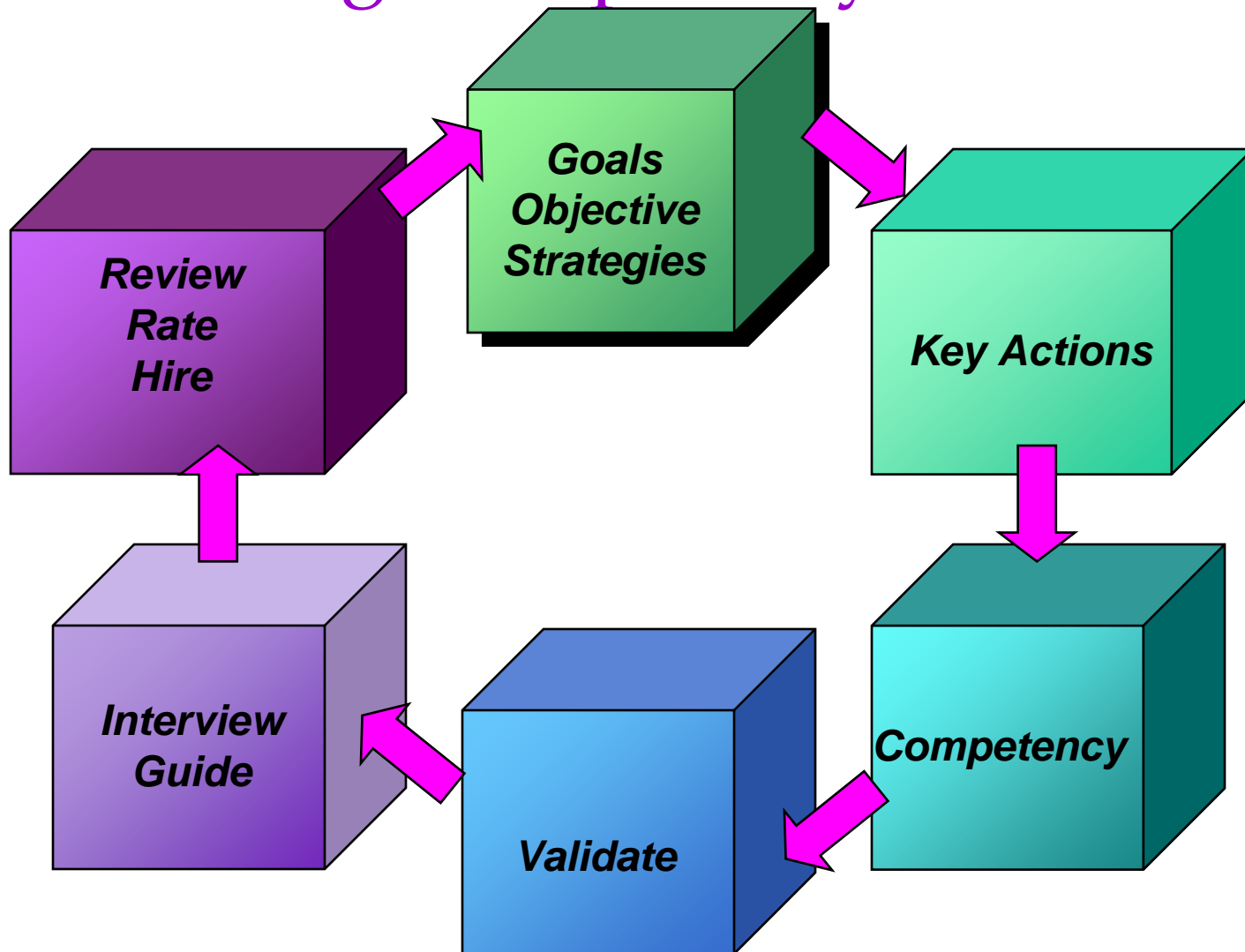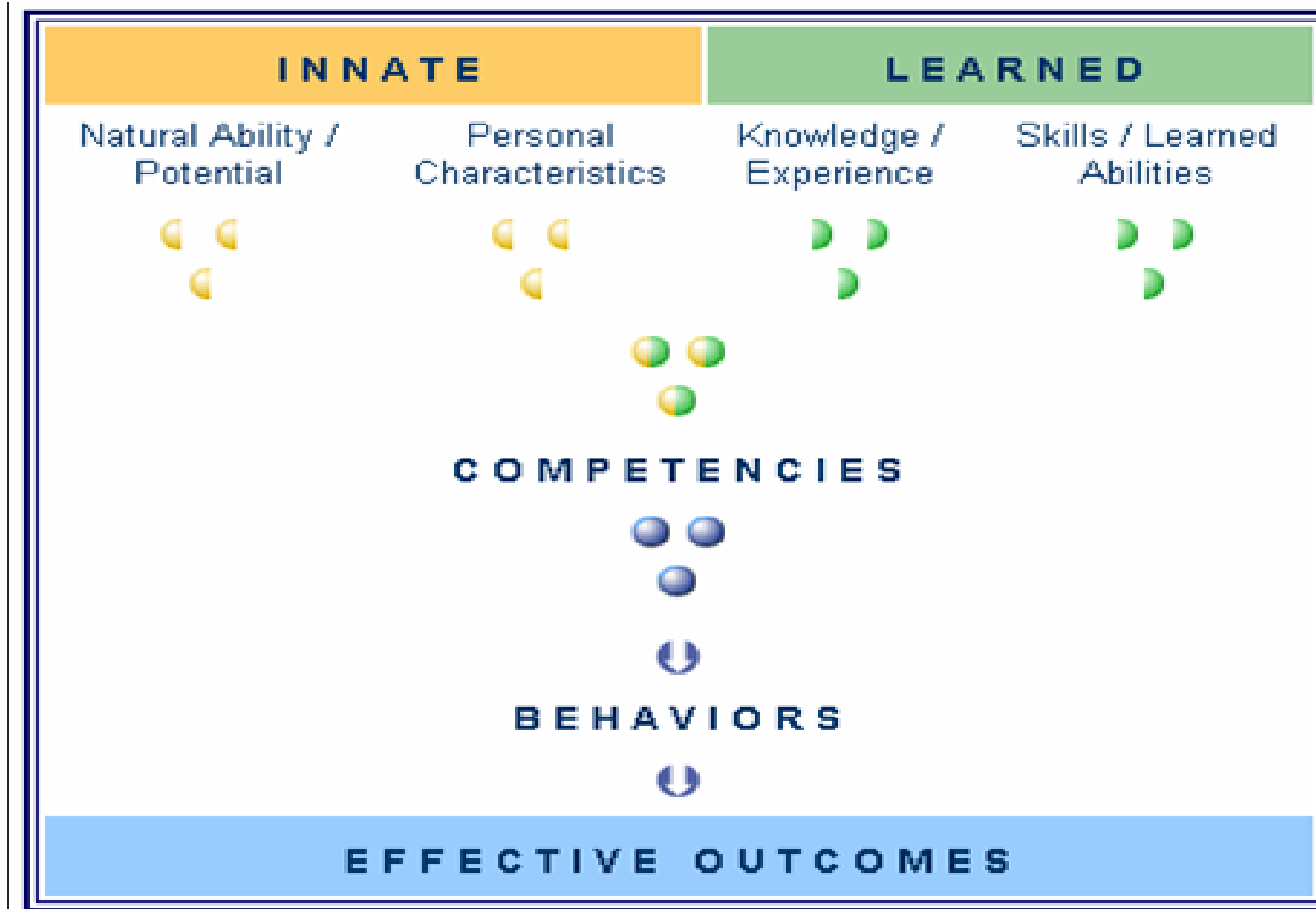
Targeted
Recruiting

Succession
Planning

Selection
Criteria

Rewards and
Recognition

Orientation

Performance
Assessments

Training

Coaching

3

Career
Development

Targeted
Recruiting

Succession
Planning

Selection
Criteria

Rewards and
Recognition

Orientation

Performance
Assessments

Training

Coaching

4

People Evaluating People

Assessments

360 Plus Feedback

Targeted Selection

Hrinterview.com

Hiring Competency Model

Review Rate Hire → Goals Objective Strategies → Key Actions → Competency → Validate → Interview Guide → Review Rate Hire

6

Job Success Model

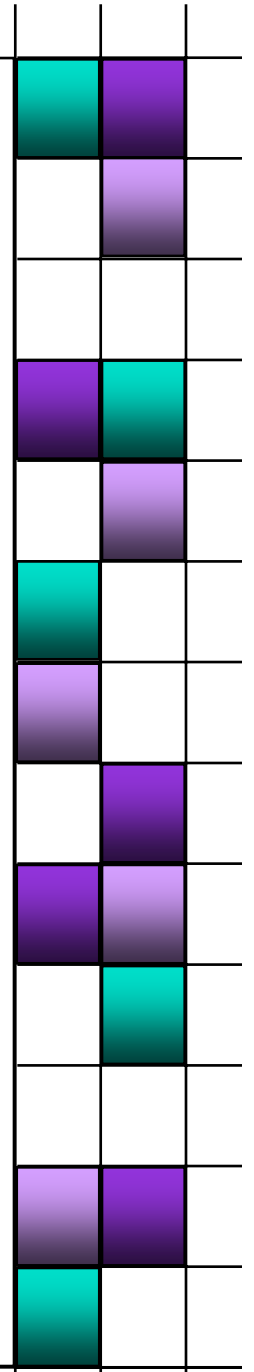| INNATE		LEARNED	
Natural Ability / Potential	Personal Characteristics	Knowledge / Experience	Skills / Learned Abilities

COMPETENCIES

BEHAVIORS

EFFECTIVE OUTCOMES

Sales Person
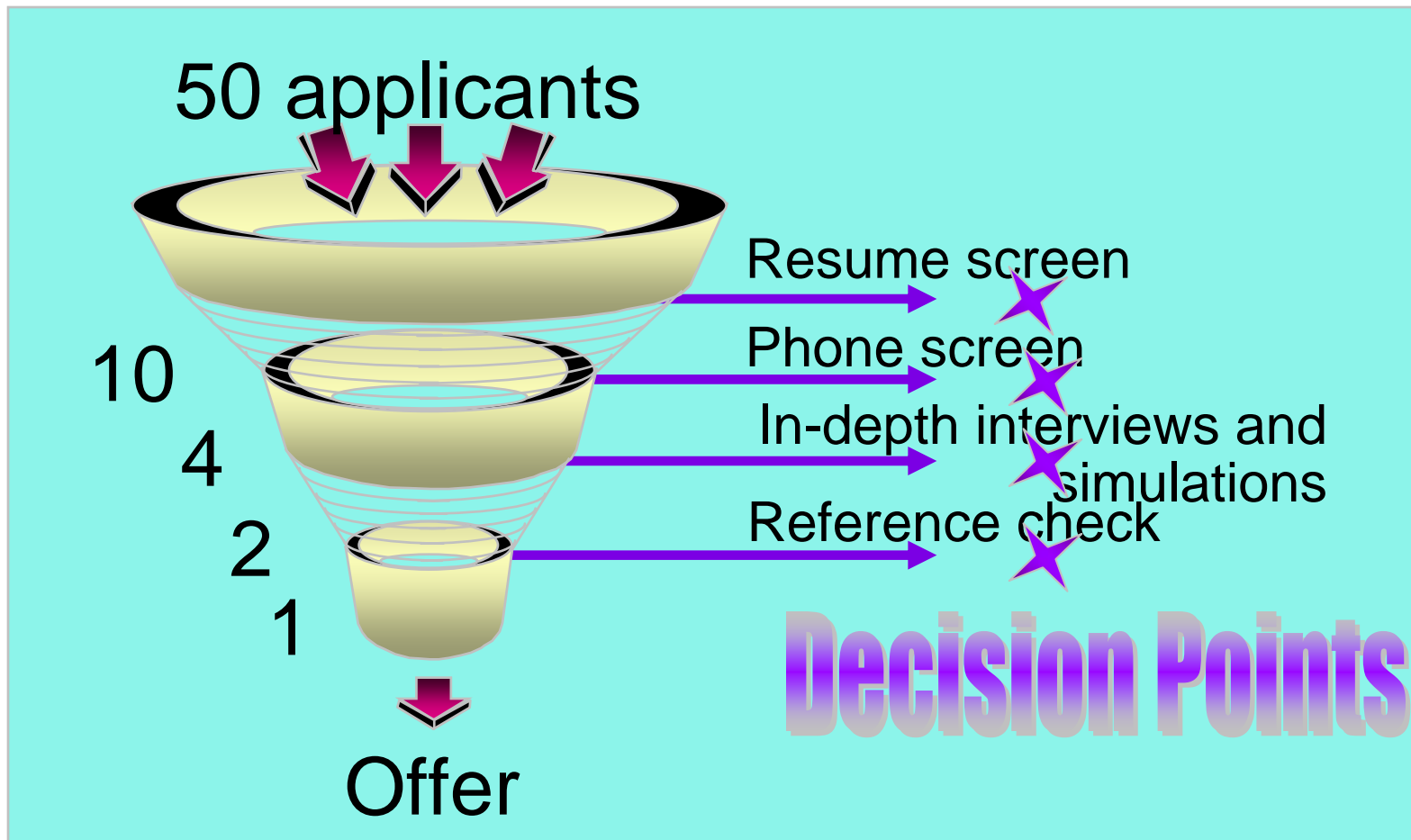
How Often…. How Important

- Learning On Fly
- Communication
- Organization
- Negotiation

8

Selection Process

50 applicants

Resume screen

10

Phone screen

4

In-depth interviews and simulations

2

Reference check

1

Decision Points

Offer
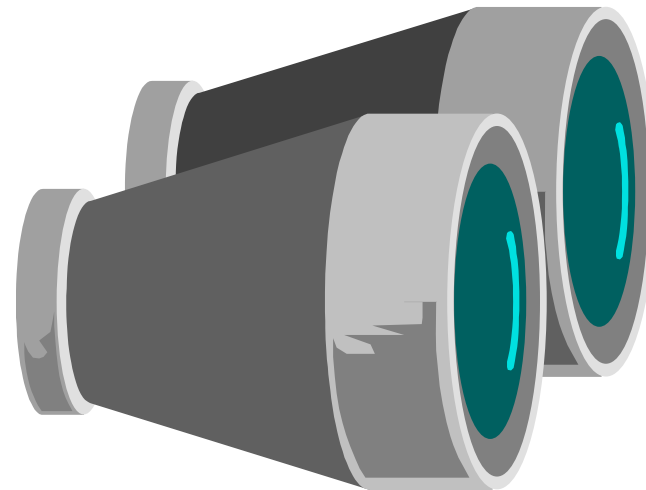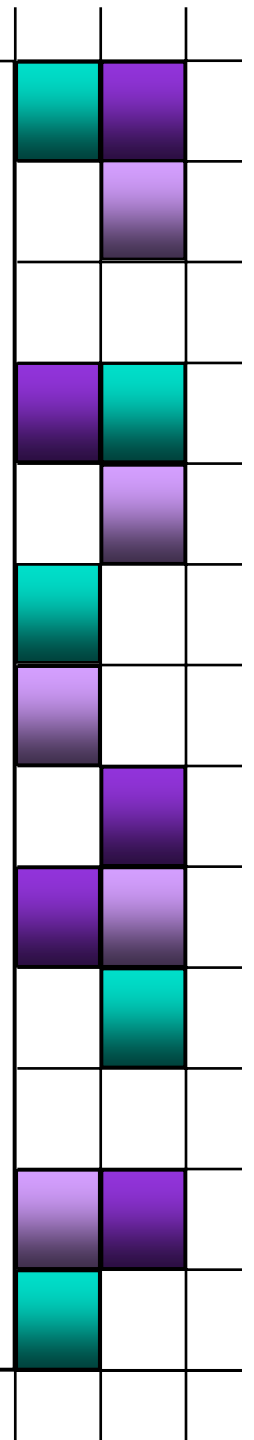
Yields most qualified candidates after each step in the system

Inter Rater Reliability

A method of measuring the agreement among coders in their analysis of unstructured data.
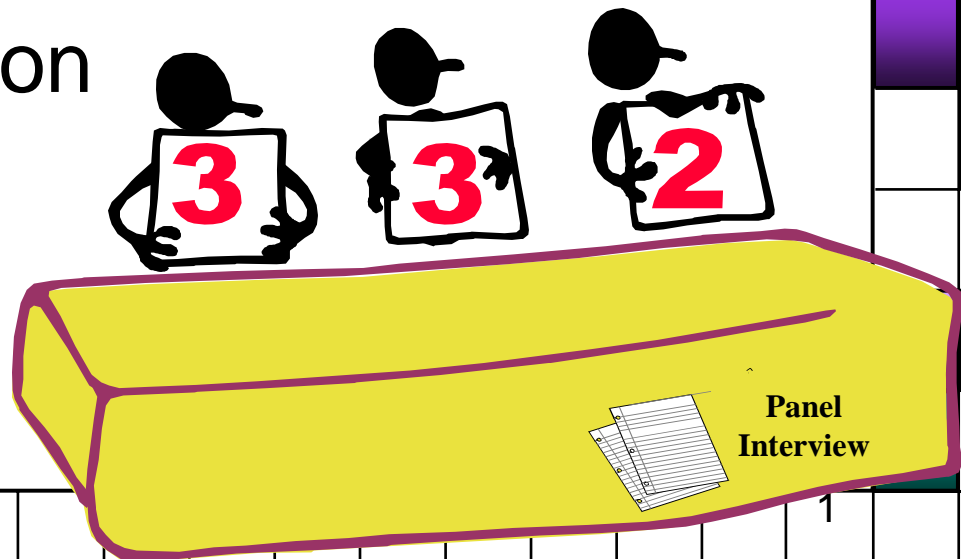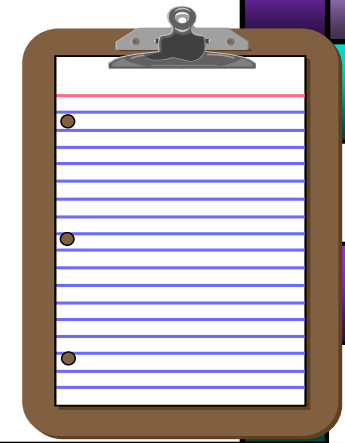
Steps to I.R.R

1. Standardized Collection
2. Individual Analysis
    1. Behavior Categorization
    2. Ratings
3. Data Integration

Panel Interview

1

Step 1. Collection

- **Interview Guide**
  - ❑ Preparation Checklist
  - ❑ Outline for Opening the Interview
  - ❑ Key Background Review
  - ❑ **Planned Behavioral Questions**
  - ❑ Interview Close
 - ❑ Post-interview Instructions

Benefits of Interview Guide

- Provides clearly worded, proven questions built around the target dimension's
- Helps you focus the interview on relevant areas
- Develops interviewer confidence
- Creates a professional, positive impression because the interviewer is prepared.

In Search of Behavior

The key to finding out how someone will perform in a job is to collect and analyze examples of how he or she has performed in similar situations in the past--in other words, to look for examples of the candidate's actual behavior.

14
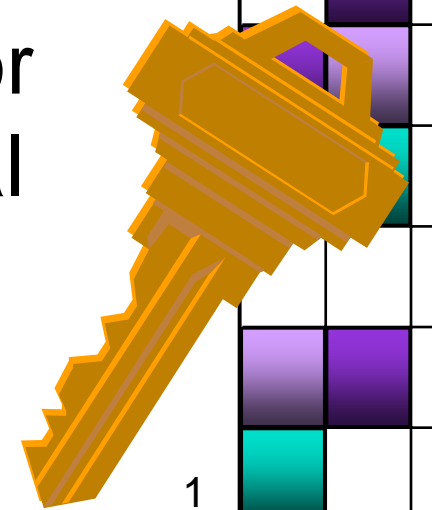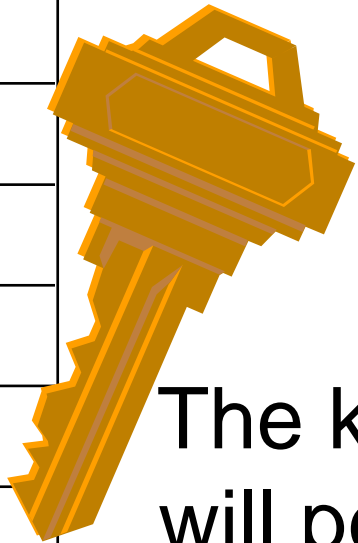
STARs

- **S/T:** The Situation or Task facing the candidate--the "why" of the example.

- **A:** The Actions the candidate took-- what was done and how it was done.

- **R:** The Results or changes caused by these actions--the effects
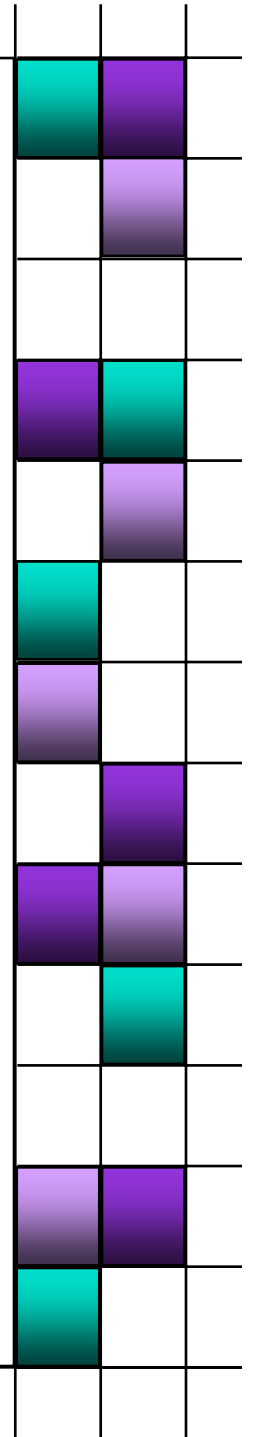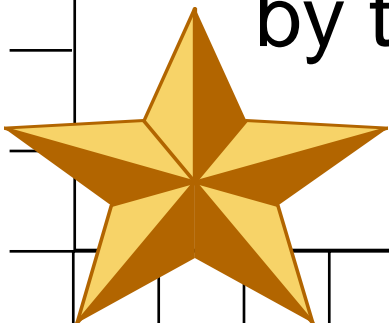
False STARs

Statements with lots of glitter but no substance

- Vague Statement
- Opinions
- Theoretical/Future Oriented
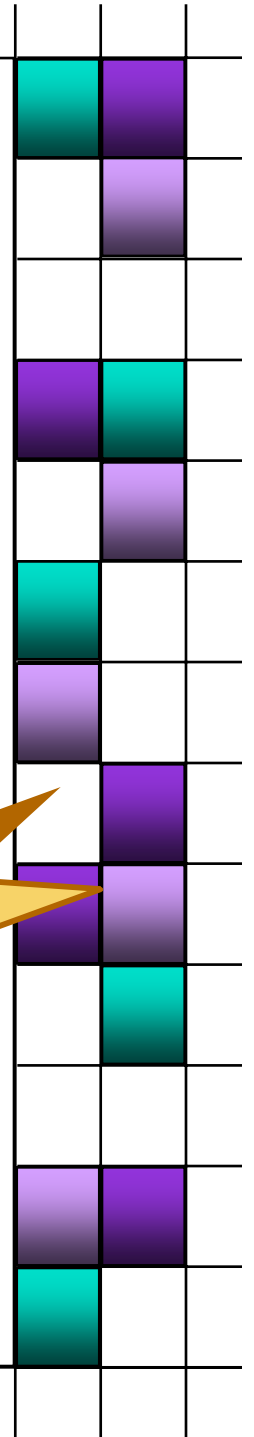
Partial STARs

When candidates fail to describe all the parts of the STAR you have a partial STAR

Situation/Task

ST

A   **R**
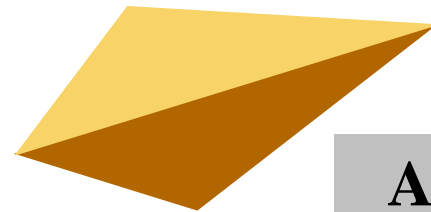
Action

Result
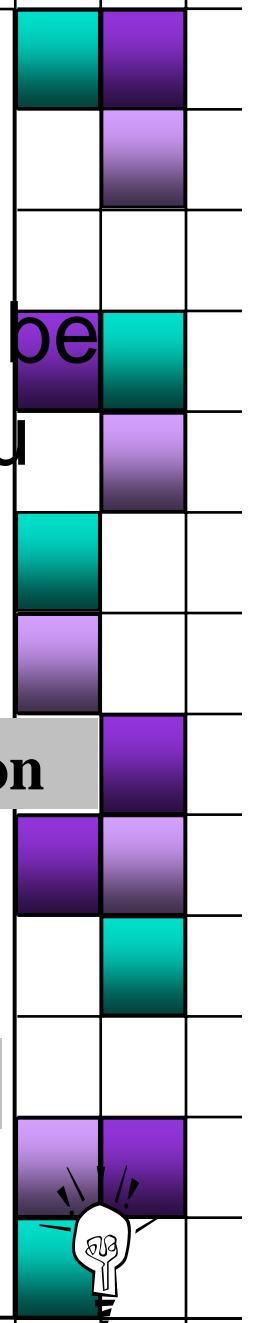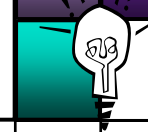
Step 2. Independent Analysis

- Identify complete STARs
- Categorize all STARs into the appropriate dimension
- Identify effective and ineffective STARs
- Weigh the significance of each STAR
- Rate each competency using the most significant STARs.

Dimension Rating Scale

5   Much More Than Acceptable
4   More Than Acceptable
3   Acceptable
2 Less Than Acceptable
1   Much Less Than Acceptable

An acceptable rating is the standard for successful job performance--it is not "average"

Clarifying Ratings

- **N**--*No Opportunity to observe or Demonstrate*

- **W**--*Weak/Want More Data*--always coupled with a number rating (Ex. 2W, 3W, tentative judgement)

- **5H**--*Candidate is Too High in this Dimension*

Overqualified would receive a 2 rating in Motivational Fit
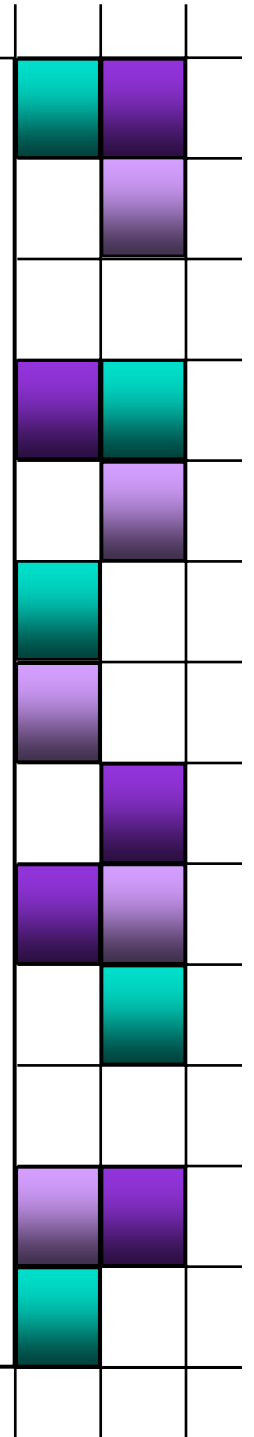
Weight of STARs
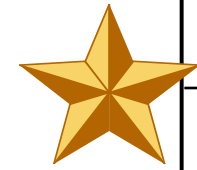
Weighed based on three factors

Similarity

Impact

Recency

Not all STARs are created equal

WEIGHT relates to ability

to predict future behavior
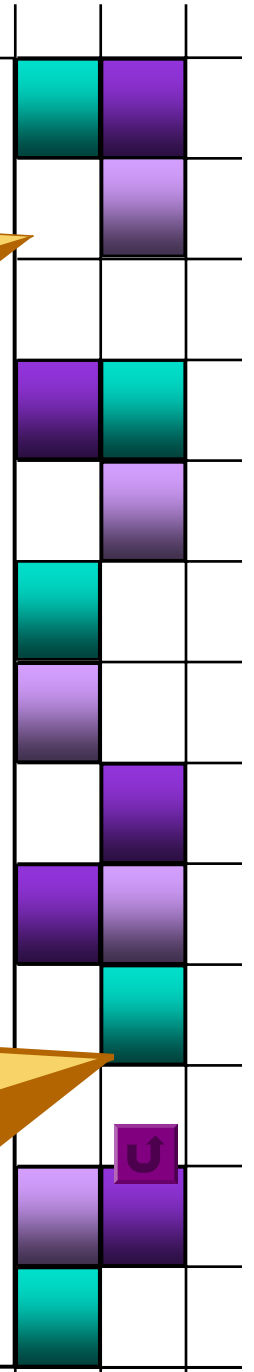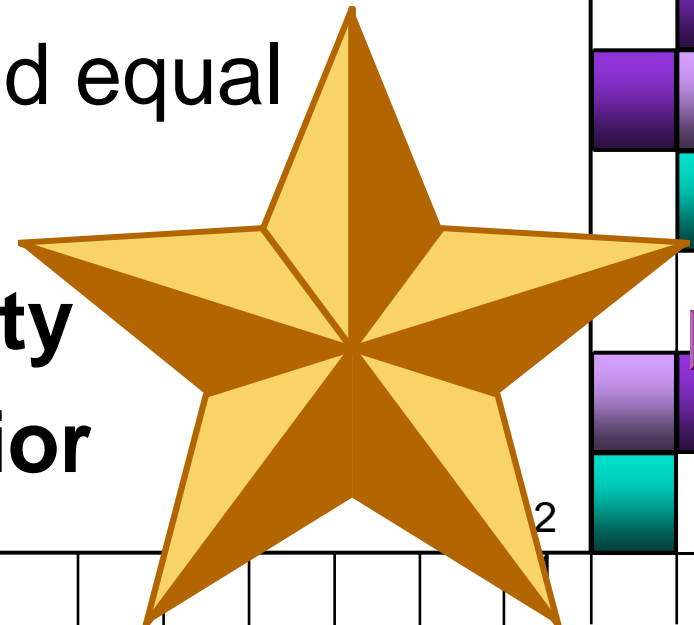
Benefits of Analysis

- You and other interviewers have a common language and rating scale
- The rating system and clarifying notations provide you with a convenient coding system
- Everyone has been doing the same kind of background work and knows what the team is looking for.

Step 3. Data Integration

- **Post ratings**
- **Reach Consensus**

  - Each interviewer describes STARs and rationale for the dimension rating

  - The other interviewers ask clarifying questions and verify if STAR is correctly classified

  - Interviewers use Key Actions as the standard to reach a consensus.

2
3

Targeted Selection Summary

- Trained Process
- Requires Certification

Next Rating People On The Job

24
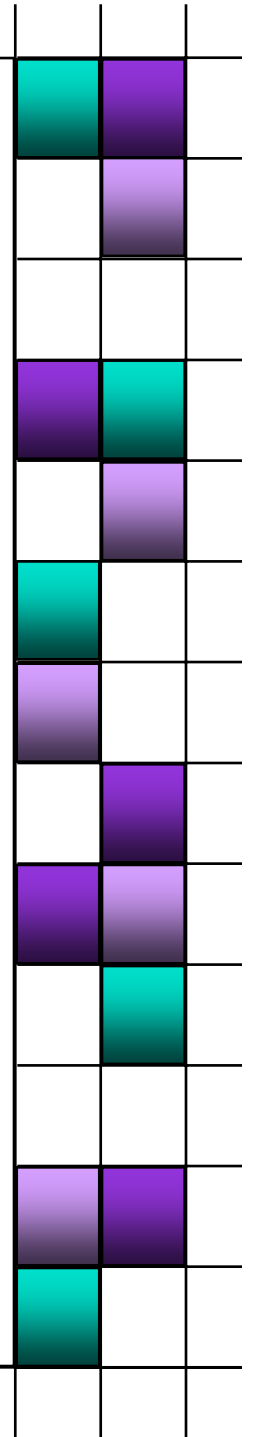
360 Competency Model
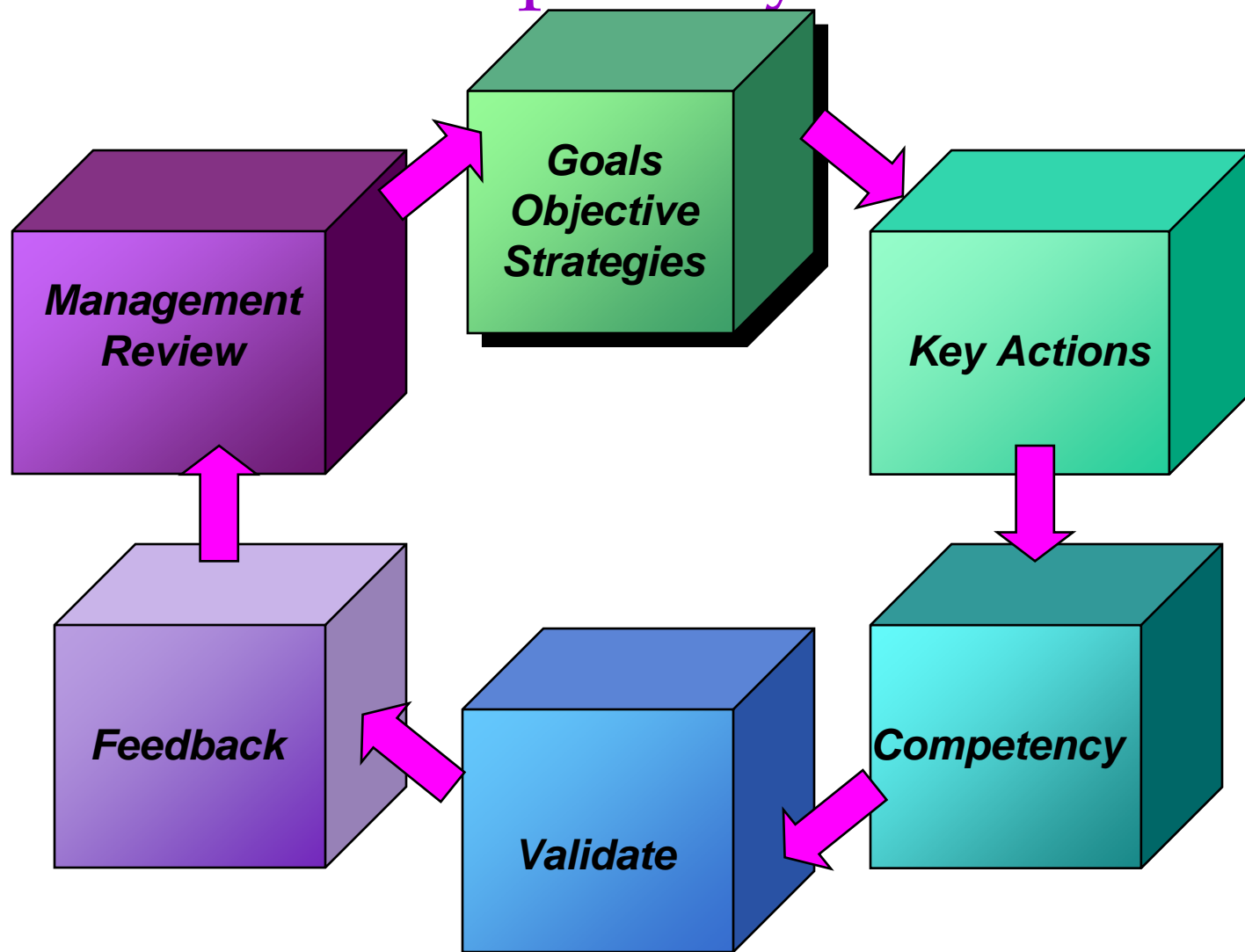
Three Main Levels

- **Admin User**
  - Creates Skills, Surveys, Participants
- **Participant Level**
  - Creates Respondents, Send Survey, Receive Feedback
- **Respondents**
  - Receive Survey, Provides Feedback.

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360plus Feedback.

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Training, HR Consulting & Software

Helping You Improve Your Human Capital

| Account Info | Create Respondent | Send/Receive Status | Logout | |

Welcome to the Participant Level of the 360plus Feedback system. To get started:

1. Create the respondents or people who fill out the survey by selecting **create respondents**. Please keep in mind that you will need a valid email for each person.
2. Once you have your list created select **Send/Receive Status**, and then select the survey assigned to you by your administrator. Click on all the people you want to provide you feedback and click send. You're all done.

Note: once in a while you may have to hit your refresh button if people you entered do not show up.

If you have any questions please contact your user administrator fbrown@qsiteam.com - Phone: 616.241.3122

Participant Screen

ne ⬤ Internet

File   Edit   View   Favorites   Tools   Help

Back | Search   Favorites   Media | W |

Address   http://www.hrinterview.com/360plusfeedback/user_default.asp?szparam=51200567200622112005   Go   Links

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Helping You Improve Your Human Capital
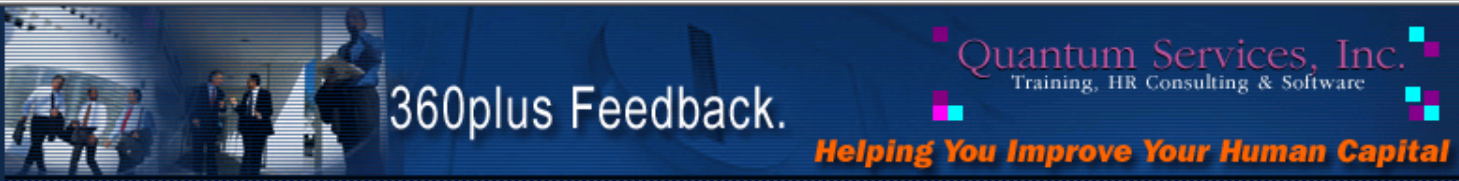
360plus Feedback.

Welcome to 360Plus Feedback!

You are about to take a survey and provide feedback for **Fred Brown**. This feedback is very important and we thank you in advance for your participation.

This system is fully automated which provides you with **complete confidentiality**. Your responses are averaged with other respondents taking the survey and only a final report is provided to the participant. Because of this, once your survey is submitted it cannot be changed. Please take your time reviewing and answering the questions.

Click next to proceed to the survey or close this window and remember to click your email link to take the survey at another time.

Thank You.

Next ▶

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Respondent Screen

Done   Internet

Start | GoToMyPC | Welcome to Qu... | Welcome to Qu... | Microsoft Powe... | Welcome 360... | 6:02 PM

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ess   🅮   http://www.hrinterview.com/360plusfeedback/user_rating.asp   ▾   🔗 Go   Lir

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Helping You Improve Your Human Capital

| ○ | ○ | ○ | ○ | ○ | Compliments others when they do something well. |

Motivating Others: Creates a climate in which people want to do their best, can assess each person's hot button and use it to get the best out of him/her, empowers others, is someone people like working for, empowers others.

Choose the appropriate score for each key action by clicking the option button.

1	2	3	4	5	Key Action
○	○	○	○	○	Creates an empowering climate.
○	○	○	○	○	Sets stretch goals and has high expectations.
○	○	○	○	○	Provides rationale for why work must be done.

Comments:

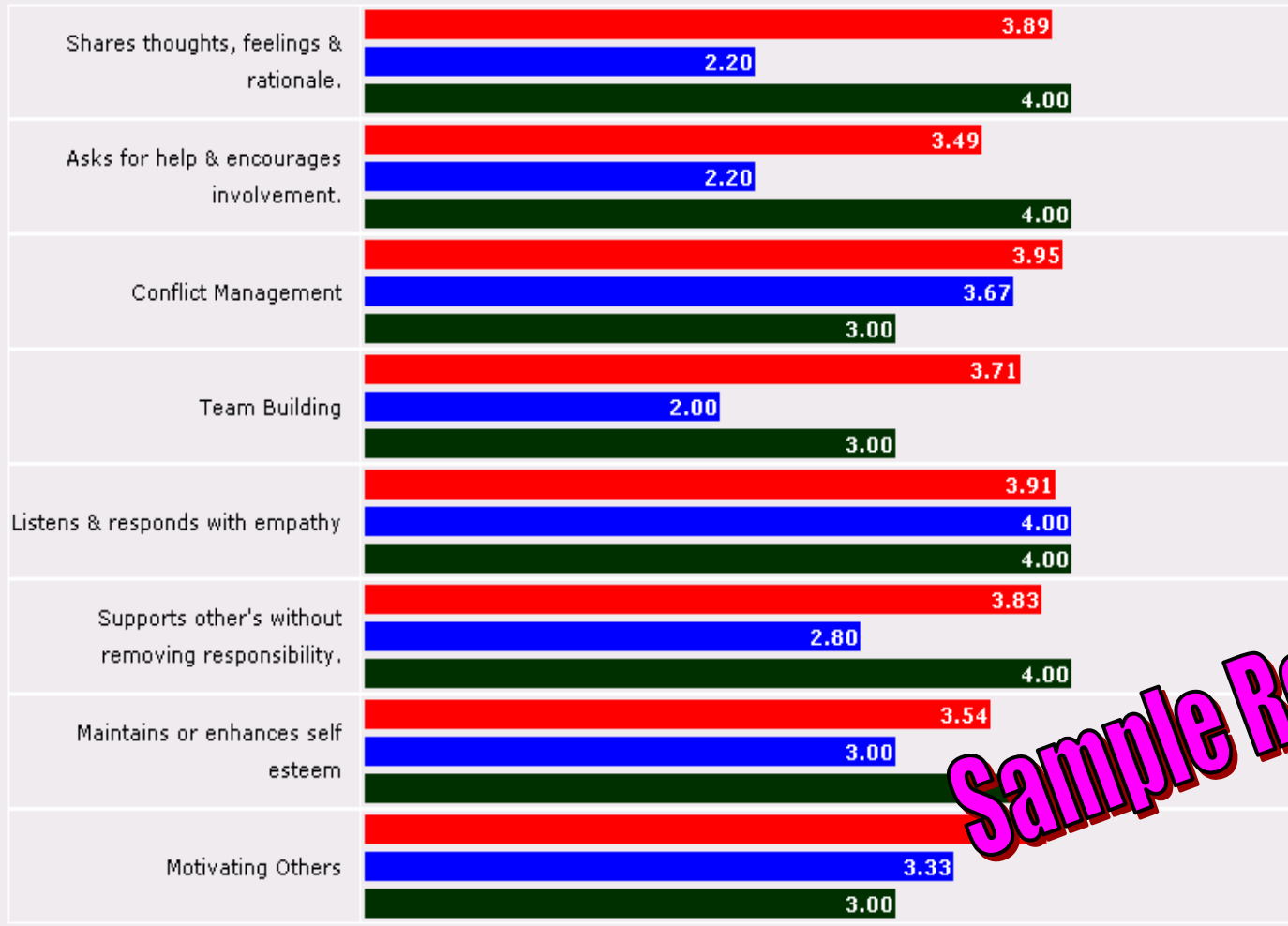[   ] ▲

[Finish]   [Clear All]   [Close]

Survey Screen

| Summary Report | Employee Gap Analysis | Company Gap Analysis | Development Guide | Print |

Company Gap Analysis Report

🟥 Fred Brown   🟦 ERIC TEST, Joe Singer, Phillip Nguyen   🟩 Target

Based on Score of 1-5

Shares thoughts, feelings & rationale.
- 🟥 3.89
- 🟦 2.20
- 🟩 4.00

Asks for help & encourages involvement.
- 🟥 3.49
- 🟦 2.20
- 🟩 4.00

Conflict Management
- 🟥 3.95
- 🟦 3.67
- 🟩 3.00

Team Building
- 🟥 3.71
- 🟦 2.00
- 🟩 3.00

Listens & responds with empathy
- 🟥 3.91
- 🟦 4.00
- 🟩 4.00

Supports other's without removing responsibility.
- 🟥 3.83
- 🟦 2.80
- 🟩 4.00

Maintains or enhances self esteem
- 🟥 3.54
- 🟦 3.00

Motivating Others
- 🟥
- 🟦 3.33
- 🟩 3.00

| Print Report | Home |

Sample Reports

Questions