Job Assessment and Job Target Overview

The job target describes behavioural and cognitive requirements for a job. It is the end result of the **PI Job Assessment** process. Once you set a job target, you unlock additional actions within the PI platform, allowing your organisation to gain a ton of insight for:

- Hiring
- Interviewing
- Setting expectations
- Managing
- Coaching
- Team planning
- Succession planning
- And more

Job Assessment and Job Target Steps:

It's clear the job target has a lot of value and impact, so it's important to get alignment on the final job target from the start. Here are some steps to help you get started on the job target process:

- ☐ Identify 3-5 key stakeholders with knowledge and relevant perspective of the job, who can be contributors to the Job Assessment and job target, such as:
  - Hiring manager
  - Top performer currently in job
  - Top performer in an identical role
  - HR representative
- ☐ Email the contributors the job description and confirm key performance indicators (KPIs) and expectations of the job.
- ☐ Send the Job Assessment to the contributors or set up a meeting with the contributors to go through the guided job targeting process.
- ☐ Review suggested behavioural and cognitive results.
- ☐ Adjust job target results as needed.
- ☐ Accept the job target.
- ☐ Celebrate! You've just gained alignment on the job. Now you can use it to hire candidates, promote employees, have development conversations, and more.

Facilitate the Job Target Conversation:

The job target conversation is a critical conversation between contributors to ensure that everyone is aligned on the expectations of the job. The conversation allows stakeholders to align on the job description, key performance indicators (KPIs) and the behavioural and cognitive requirements of the job. The facilitator of this conversation should be PI certified.

- **Remind contributors:**
  - The goal of the conversation is to agree on the behavioural and cognitive requirements for a job.
  - The job target can be used through different stages of the people process in your organisation (coaching, performance management, succession planning, etc.)

- **Review results:**
  - Review the resulting Reference Profiles and descriptions. Do they seem right for your organisation and for this role? If not, the job target may need to be adjusted.
  - Look at the combined job target results for the behavioural piece.
  - Wider ranges are where there was the least alignment between contributors, and where you should probably focus your conversation. It could also mean that there is just more flexibility in expectations, which will allow for more candidates to match the drive.
  - Narrow ranges show that the drive is more specific in need, but it may also limit the number of candidates that match the drive.
  - Hover over contributor names to view their individual Job Assessment inputs

- **Discuss how much of each drive is needed for the job.**
  - If you need some guidance, take a look at your **People Data Toolkit**, or attend our free **Focus Webinar** 'Profile the Job like a Pro'.
  - Here are some suggested questions:
    - Is this behaviour important and frequent for the job?
    - How independent does this person need to be? How often will they need to collaborate with other people?
    - How outgoing and persuasive do they need to be? Is this a more reserved or analytical role?
    - Will this job be fast-paced or handle multiple priorities? Will this job need someone who is more methodical or able to handle repetitive tasks?
    - Does the job require attention to detail or following rules and guidelines?

- **Adjust the ranges in the result as needed.**
  - As you widen or narrow the ranges, different Reference Profiles will appear that are represented by the results.
  - Make sure that the factor combinations for your non-negotiable behaviours do not overlap. For example: If the role requires risk orientation, the A and D factor should not overlap, as you will get false matches for the role; the overlap will include matches for both risk-averse and risk-oriented behaviours.

- **Review the cognitive results**
  - The job page will display the average of the stakeholders' input to the cognitive Job Target on the scaled score.
  - Review the results of each stakeholder's input below; are they similar or are there notable differences in the target scores?
  - If the stakeholders have very different target scores, facilitate a discussion around the expected complexity of the role.

- Here are some suggested questions:
  - How complex is the job?
  - How much new knowledge needs to be acquired on a continuous basis after the new hire is onboarded?
  - How stable is the work environment?
  - How often will changes occur that require adaptability?
  - What level of data analysis or strategic planning is required?
  - Is it a managerial position? People management responsibilities add complexity to any role.

- **Adjust the cognitive target score accordingly.**

- **Accept the Job Target when the Contributors are aligned.**

- **Congratulations! You have a Job Target.**
  - Review the Job Report and matching Reference Profiles to help verify if you've accurately captured the needs and expectations of the job.
  - The matching Reference Profiles are a suggestion. It does not mean that candidates who do not match the Reference Profile will be poor candidates.
  - Remember to look at the whole person - assessment results, experience, and values.

- **Connect your candidates to the job**
  - When candidates are connected to the role they are applying for, you will be able to see how they compare to your job target, both visually and in the form of **Match Scores**. These help you sort your candidates based on their behavioural and cognitive fit with the role.
  - Generate an **Interview Guide** for each candidate to get inspiration on what questions to ask, especially if their behavioural profile is not a perfect match with the job target. The answers to these questions will help you determine whether the candidate will be comfortable adapting to meet the behavioural requirements of the role.
  - Once you have hired your new employee, generate a **Coaching Guide** from their person page. The manager can use this guide to coach the employee on how they can utilise their natural fit with the role, and how they can become better at adapting where needed.

Questions? Reach out to your Humanostics Consultant!

We're here to help you get the most value from the PI solutions.

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