



**TTI TriMetrix<sup>®</sup>**

Job Report

---

Christopher Birch  
**Department Manager**

City of Peoria

7-31-2008



## INTRODUCTION

---

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TTI TriMetrix Job benchmarking process. The result is an evaluative report that analyzes a total of 37 separate areas in Sections 1 through 3. Additional feedback on each area is presented in Sections 4 through 6. Suggested interview questions that pertain to each area complete this report in Sections 7 through 9.

### SECTION 1: JOB ATTRIBUTES HIERARCHY (23 AREAS)

This section presents 23 key job attributes and quantifies their importance to this specific job. Each job has a unique ranking of attributes, reflecting different levels of capacities required by different jobs for superior performance.

### SECTION 2: REWARDS/CULTURE HIERARCHY (6 AREAS)

This section clearly identifies the rewards/culture of the job, which defines its sources of motivation. It clarifies "why" and "in what kind of environment" this job will produce success.

### SECTION 3: BEHAVIORAL HIERARCHY (8 AREAS)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of Sections 1 through 3 (above) are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.



## INTRODUCTION

---

### SECTION 4: JOB ATTRIBUTES FEEDBACK

This section will assist in understanding the type and kind of attributes (people skills) that are needed for superior job performance. Read the feedback on each of the top seven attributes thoroughly to understand the job's requirements.

### SECTION 5: REWARDS/CULTURE FEEDBACK

This section expands on the fact that every job in every organization has its own culture. The culture of any job is clearly defined by how it rewards superior performance.

### SECTION 6: BEHAVIORAL FEEDBACK

This section clarifies the nature of the behavioral traits demanded by the job.

### SECTION 7: ATTRIBUTE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the attributes of the job.

### SECTION 8: REWARDS/CULTURE INTERVIEW QUESTIONS

This section contains suggested interview questions that pertain specifically to the rewards/culture of the job.

### SECTION 9: BEHAVIORAL INTERVIEW QUESTIONS

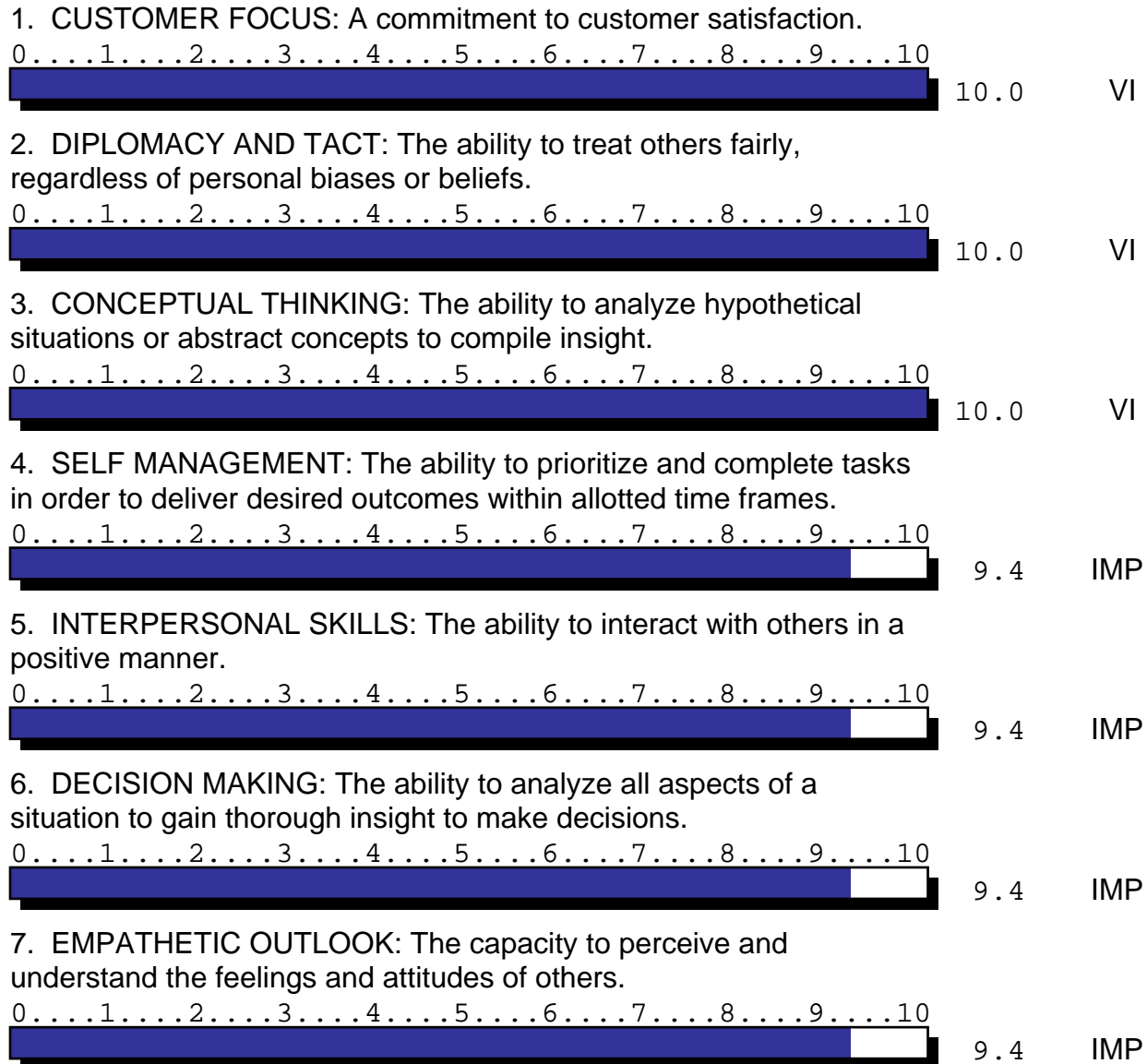
This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



Section 1

# JOB ATTRIBUTES HIERARCHY

All human jobs require certain people attributes. This section of the report identifies those human attributes that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated attributes required by the job to the lowest.



The following scale is used throughout the report.

- 0 - 4.9 = NOT IMPORTANT TO JOB
- 5.0 - 7.4 = SOMEWHAT IMPORTANT
- 7.5 - 9.9 = IMPORTANT
- 10 = VERY IMPORTANT



Section 1

# JOB ATTRIBUTES HIERARCHY

8. PERSONAL ACCOUNTABILITY: A measure of the capacity to be answerable for personal actions.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



9.4 IMP

9. OBJECTIVE LISTENING: The ability to listen to many points of view without bias.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



9.4 IMP

10. PROBLEM SOLVING: The ability to identify key components of a problem to formulate a solution or solutions.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



8.8 IMP

11. ACCOUNTABILITY FOR OTHERS: The ability to take responsibility for others' actions.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



8.8 IMP

12. CONFLICT MANAGEMENT: The ability to resolve different points of view constructively.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



8.8 IMP

13. GOAL ACHIEVEMENT: The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



8.1 IMP

14. FLEXIBILITY: The ability to readily modify, respond to and integrate change with minimal personal resistance.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



8.1 IMP

15. RESULTS ORIENTATION: The ability to identify actions necessary to complete tasks and obtain results.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



7.5 IMP



Section 1

# JOB ATTRIBUTES HIERARCHY

16. INFLUENCING OTHERS: The ability to personally affect others' actions, decisions, opinions or thinking.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



7.5 IMP

17. LEADING OTHERS: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



7.5 IMP

18. RESILIENCY: The ability to quickly recover from adversity.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



7.5 IMP

19. TEAMWORK: The ability to cooperate with others to meet objectives.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



7.5 IMP

20. PLANNING AND ORGANIZATION: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.9 SWI

21. DEVELOPING OTHERS: The ability to contribute to the growth and development of others.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.9 SWI

22. SELF STARTING: The ability to initiate and sustain momentum without external stimulation.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



6.9 SWI

23. CONTINUOUS LEARNING: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.

0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



5.0 SWI

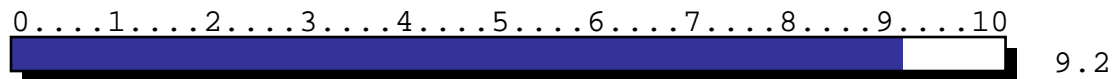


Section 2

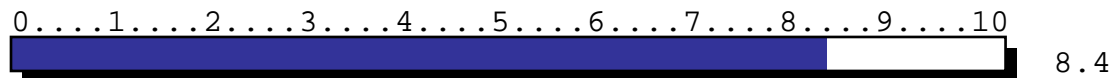
# JOB REWARDS/CULTURE HIERARCHY

*This section identifies the rewards/culture system of a specific job. Matching a person's passion to a job that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the job to the lowest.*

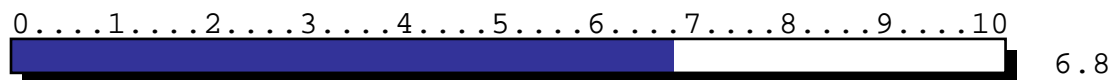
1. TRADITIONAL/REGULATORY



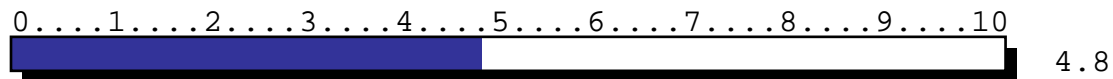
2. UTILITARIAN/ECONOMIC



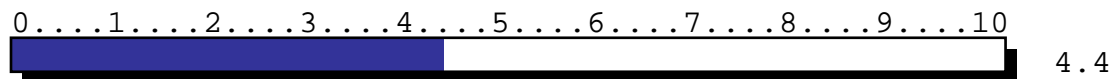
3. SOCIAL



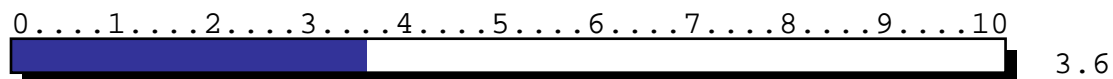
4. INDIVIDUALISTIC/POLITICAL



5. AESTHETIC



6. THEORETICAL



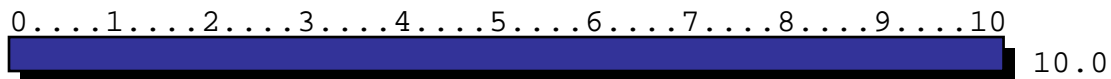


Section 2

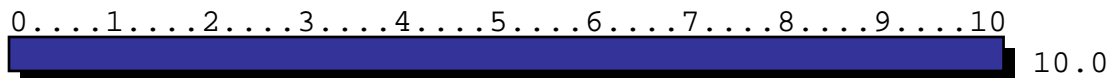
# ORGANIZATIONAL REWARDS/CULTURE HIERARCHY

*This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.*

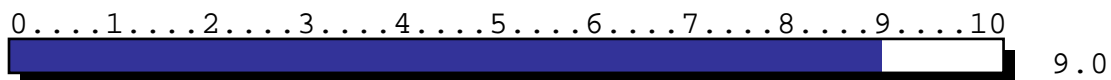
1. UTILITARIAN/ECONOMIC



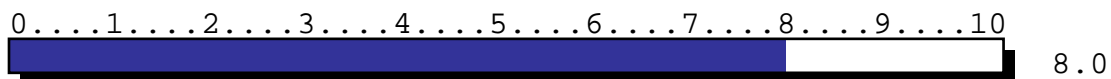
2. TRADITIONAL/REGULATORY



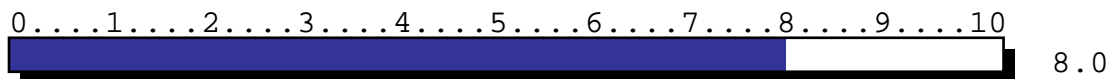
3. SOCIAL



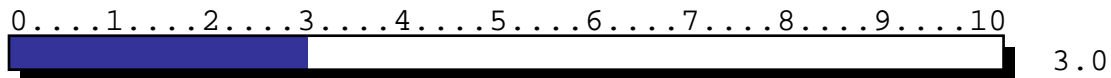
4. THEORETICAL



5. AESTHETIC



6. INDIVIDUALISTIC/POLITICAL



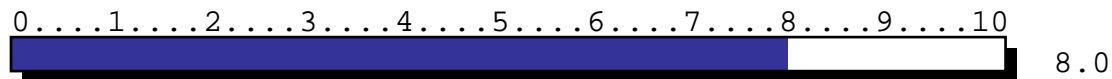


Section 3

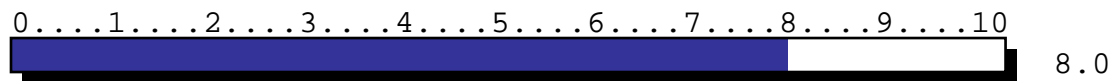
# BEHAVIORAL HIERARCHY

*This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.*

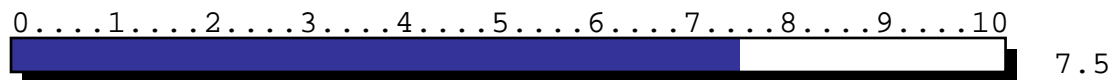
1. ORGANIZED WORKPLACE



2. COMPETITIVENESS



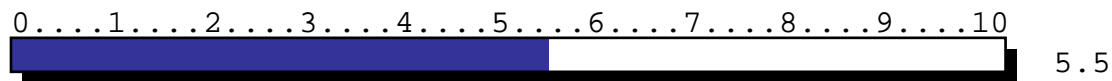
3. ANALYSIS OF DATA



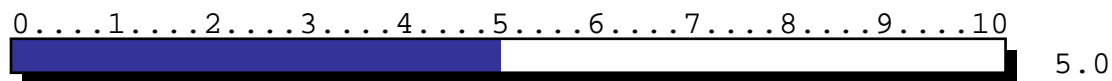
4. URGENCY



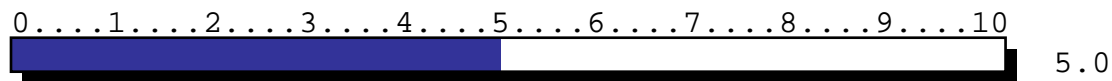
5. CUSTOMER ORIENTED



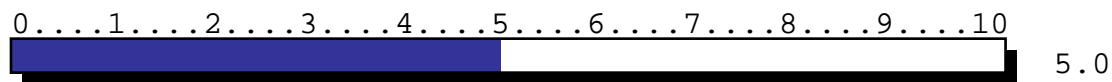
6. FREQUENT INTERACTION WITH OTHERS



7. VERSATILITY



8. FREQUENT CHANGE





Section 4

## JOB ATTRIBUTES FEEDBACK

*This section provides you with a better understanding of the job attributes required for superior performance. Feedback is provided on the seven most highly ranked attributes. Read each one to gain insights about the job. This information is designed to apply to coaching and other developmental activities for anyone selected to perform this job.*

---

1. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
  - Consistently places a high value on customers and all issues related to customers
  - Objectively listens to, understands and represents customer feedback
  - Anticipates customer needs and develops appropriate solutions
  - Meets all promises and commitments made to customers
  
2. **DIPLOMACY AND TACT:** The ability to treat others fairly, regardless of personal biases or beliefs.
  - Maintains positive relationships with others through treating them fairly
  - Demonstrates respect for others
  - Understands and values differences between people
  - Respects diversity in race, national origin, religion, gender, life style, age and disability.
  
3. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
  - Demonstrates ability to forecast long range outcomes and develop suitable business strategies
  - Identifies, evaluates and communicates potential impacts of hypothetical situations
  - Defines options to leverage opportunities in achieving business goals
  - Develops plans and strategies that lead to desired strategic outcomes
  
4. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
  - Independently pursues business objectives in an organized and efficient manner
  - Prioritizes activities as necessary to meet job responsibilities
  - Maintains required level of activity toward achieving goals without direct supervision
  - Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame



Section 4

## **JOB ATTRIBUTES FEEDBACK**

---

5. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.
  - Initiates and develops business relationships in positive ways
  - Successfully works with a wide range of people at varying levels of organizations
  - Communicates with others in ways that are clear, considerate and understandable
  - Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels
  
6. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
  - Analyzes data necessary for decision-making
  - Makes major decisions impacting strategic outcomes appropriately and effectively
  - Makes decisions in a timely manner
  - Demonstrates ability to make unpopular and difficult decisions when necessary
  
7. **EMPATHETIC OUTLOOK:** The capacity to perceive and understand the feelings and attitudes of others.
  - Demonstrates awareness of how actions will directly and indirectly impact others
  - Listens to others attentively
  - Demonstrates regard for and sensitivity to the feelings of others
  - Values and respects the diversity of others and their beliefs



Section 5

## **JOB REWARDS/CULTURE FEEDBACK**

---

1. TRADITIONAL/REGULATORY

- Rewards those who value traditions inherent in social structure, rules, regulations and principles.

2. UTILITARIAN/ECONOMIC

- Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

3. SOCIAL

- Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



Section 6

## **BEHAVIORAL FEEDBACK**

---

### 1. ORGANIZED WORKPLACE

- The job's success depends on systems and procedures. Its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.

### 2. COMPETITIVENESS

- The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.

### 3. ANALYSIS OF DATA

- The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



Section 7

## JOB ATTRIBUTES QUESTIONS

*Below are suggested interview questions on each of the top seven attributes. Use these as a guide to write questions that could be more job-specific. Once the list is completed, assure that all candidates respond to the same questions.*

---

1. **CUSTOMER FOCUS:** A commitment to customer satisfaction.
  - Give me an example of a time when you knew the customer was wrong but you had to accommodate their wishes. How did you handle it? What did you say? What did you do? How did you feel about it?
  - Tell me about a situation where you were able to anticipate a customer's needs before the customer even brought up what they wanted.
  - Describe a situation where you went over and above what was expected to exceed a customer's expectations. How did you feel about that? How comfortable would you feel about doing that regularly?
  - In your view, what makes some customers more valuable than others? Should all customers be treated the same?
  - Give me an example of when you had to go the extra mile to meet a commitment that someone else had made to a customer. What, specifically, did you do? How did you feel about having to meet a commitment made by someone else?
  - Is there ever a time when a customer who is in error should be confronted? If so, give me an example of when that would be and how you would do that.
  
2. **DIPLOMACY AND TACT:** The ability to treat others fairly, regardless of personal biases or beliefs.
  - Give me an example of a time when you had to exhibit diplomacy while under pressure on the job. How did you do that?
  - Give me an example of a time when you or someone you know set aside their personal agenda for the sake of larger, business-oriented issues? What did you think of that?
  - How do you identify key stakeholders in a relationship? Give me an example of a time when you not only identified them but also maintained a positive relationship with a diverse group of people at all levels of an organization.
  - Give me an example of a time when you overcame internal resistance or "politics" to an idea or project. How did you go about doing that?
  - Is there ever a time when your personal agenda should supersede the needs of your organization? If so, when?
  - Describe the most politically sensitive situation in which you ever found yourself. What were the three things you did to ensure that you maintained your position in that situation without offending anyone?



Section 7

## JOB ATTRIBUTES QUESTIONS

---

3. **CONCEPTUAL THINKING:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
  - Describe a situation where you formulated a hypothetical outcome of a situation and developed a tangible plan to make that outcome a reality.
  - Give me an example of a conceptual idea you had. Walk me through how you implemented it.
  - What will your industry look like in five years? Who will your biggest competitors be and why? Describe our competition as you see it. Point out strengths and weaknesses of the competitors.
  - What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
  - Give me an example of a specific plan you developed that was deemed successful or improved a situation.
  - How have your career plans changed over the past few years?
  
4. **SELF MANAGEMENT:** The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
  - Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
  - Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement).
  - Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.
  - We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
  - How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
  - What is the difference between activity and results? How do you personally define this difference?



Section 7

## JOB ATTRIBUTES QUESTIONS

---

5. **INTERPERSONAL SKILLS:** The ability to interact with others in a positive manner.
- Describe for me the most difficult business relationship you have ever had to deal with. Why was it so difficult? What did you do to make the relationship go more smoothly?
  - What is the most stressful or difficult situation where you had to maintain your composure at work? What did you do to maintain the composure? How do you think you did? If you had it to do over, what would you do the same? Differently?
  - What is your single biggest communication strength? How do you know? What is your greatest business success acquired as a result of this strength?
  - Describe the most difficult, demanding person you have ever encountered. What made them so difficult? What did you do to better understand and relate to them?
  - Give me an example of a situation when a personal relationship you had or developed was helpful in a business situation. How did you cultivate that relationship without appearing to be patronizing?
  - Give me a specific example of a situation where you had to develop a productive relationship with someone whose point of view was different from your own. How did you go about sustaining the relationship?
6. **DECISION MAKING:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
- How much of your decision making is based strictly on data? What other input do you use for making decisions? What role does "gut instinct" play?
  - What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
  - Give me an example of a decision you made quickly? Why were you able to make it so quickly? Give me an example of a decision that took a very long time to make. How long did it take and why?
  - Describe a decision you had to make where you put the needs of the organization before your personal preferences.
  - What decision have you made that had the most strategic impact on others or an organization? What were those implications? Which were good? Bad?
  - Describe a situation when you had to explain the rationale for a decision you made to other people? How did you communicate your rationale? What were the reactions of others? How did you handle any negative reactions?



Section 7

## JOB ATTRIBUTES QUESTIONS

---

7. EMPATHETIC OUTLOOK: The capacity to perceive and understand the feelings and attitudes of others.
- Describe ways you are able to show others you care about them, yet do not compromise the needs and requirements of the overall organization.
  - How would you communicate to a co-worker that they are not fulfilling their professional obligations because they are spending an excessive amount of time on a personal issue at the expense of the organization?
  - Give me a concrete example of how one person's actions have impacted another person negatively and you have gone about correcting the first person's activity.
  - What do you do to ensure that you are accurately listening to what another person is really saying and meaning? When have you dealt with cross-cultural issues of a sensitive nature?
  - When have your skills in empathy been put to the test? Describe how you handled the situation.
  - Do you consider yourself to be more emotional or rational in your thinking? What is the difference? Please give me an example where either or both would be necessary in resolving an issue at work.



Section 8

## JOB REWARDS/CULTURE QUESTIONS

*Read the following suggested interview questions as they relate to the rewards/culture environment of the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.*

---

### 1. TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about "rules." Give me an example of a rule that you follow relative to managing or leading others. Where did you learn that rule? How flexible is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? Please elaborate.

### 2. UTILITARIAN/ECONOMIC

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?

### 3. SOCIAL

- Is there such a thing as "too much" service to others? Explain your answer to me, please.
- Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
- Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
- What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take corrective action? What would that action be?



Section 9

## BEHAVIORAL QUESTIONS

*Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.*

---

### 1. ORGANIZED WORKPLACE

- How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
- How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success.

### 2. COMPETITIVENESS

- How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

### 3. ANALYSIS OF DATA

- How do you organize details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
- What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.