

THOMAS INTERNATIONAL
COMPUTER GENERATED BENCHMARK
ANALYSIS REPORT
FOR
SAMPLE UK
ON
SAMPLE
16/11/2004

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FOREWORD

This study seeks to identify if it is possible to create a validated benchmark that allows Sample UK to predict candidates who are likely to succeed in the position of Sample.

A sample of 72 current employees was identified by Sample UK and the performance of each individual was ranked as follows:

Top Performers	20
Fully Acceptable Performers	28
Poor Performers	24
TOTAL SAMPLE	72

Behavioural characteristics and ability levels for each individual was assessed using the Personal Profile Analysis (PPA) behavioural questionnaire and the Tests for Selection and Training (TST) ability test.

The information thus provided was then analysed, conclusions were drawn and a detailed report was generated all as follows.

B. CONCLUSIONS AND RECOMMENDATIONS

The following conclusions and recommendations can be drawn from the completed analysis as detailed later.

BENCHMARK SUMMARY

By combining the PPA and TST assessments with current levels of performance it is possible to:

- Identify those most likely to be top and acceptable performers.
- Select out up to 100% of those identified as poor performers. Such value, added to the recruitment process, would reduce costs, save time and improve both performance and retention.
- Provide ability levels that would allow new starters to respond more quickly to the training and learning process and reduce the need for management control and intervention.

It is therefore recommended that the Thomas International Benchmark shown on the next page should become a major building block within the Sample UK recruiting process. It should however be stressed that all those involved in the process should be effectively briefed in the Thomas Systems and the Benchmark process before allowing them to use the benchmark standards.

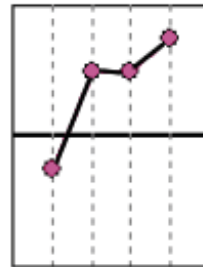
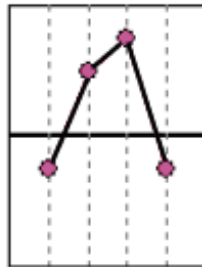
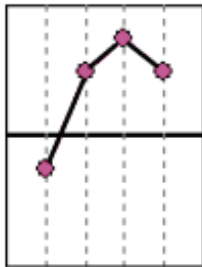
NOTES:

- It should be noted that in all instances and regardless of these compelling conclusions, that Thomas International would always recommend a professional and in depth interview at the initial selection stage.
- Thomas International do recommend that all benchmarks are updated each two years in order to take into account the effect of internal and external changes as well as maintaining an internal culture of continuous improvement.

SAMPLE UK BENCHMARK FOR SAMPLE

Date of issue: 16/11/2004

Company Analyst: Tracy Howard



PERSONAL PROFILE ANALYSIS

The candidates PPA graphs should be compared With those shown above.

IDEAL CANDIDATES 84% plus - are those with graphs I, II & III similar to the above.

GOOD CANDIDATES 70% plus - are those with graphs II & III similar to the above.

FAIR CANDIDATES 55% plus - are those with graph III only similar to the above.

Candidates with no similar graphs are not likely to succeed in this role and would be much better suited to other more appropriate roles.

TESTS FOR SELECTION & TRAINING

Besides the PPA profiles we recommend the following TST minimum standards:

WORKING MEMORY

50th Percentile

The Thomas benchmark analysis completed at the same time as the setting of these standards clearly indicated:

1. High levels of predictability in **SELECTING OUT** poor performers
2. Improved selection and retention rates
3. Better ability to accept training, learn and understand
4. A reduction in the need for management control

INTERVIEW BIAS

The profile factor most prominent within the top performers is **STEADINESS**.

This indicates that the top performers have a desire to achieve results by developing specialist skills, concentrating on the job in hand and completing work thoroughly. They are likely to perform work in a consistent manner and produce predictable results.

The profile factor most prominent within the acceptable performers is also **STEADINESS**.

From the analysis it can be concluded that current interviewers and selectors are competent

to select people that will work hard and achieve results in a thorough and dependable manner.

TRAINING NEEDS

While they show **NO INTERVIEW BIAS** we recommend that the interviewers and selectors are given the facts from this benchmark, it can only improve their knowledge and interview techniques.

In general terms, they do not appear to need additional training.

COACHING AND MANAGING SUMMARY

The full analysis clearly indicates that the top performers identified within this benchmark are steady influencers with compliance in their personalities and that management should be striving to select similar individuals in order to maximise organisational potential and performance for the future.

We therefore recommend that the following information be provided to all those who manage any person included within this Benchmark. Training should be given to managers to ensure they understand the implications of the Benchmark as well as in the use of and with regard to the value that the information herein provides.

MANAGING

The most important aspect of managing the top performers identified responds well to an interactive, democratic management style that provides guidance through established working procedures. Their friendly, helpful demeanour makes them well suited to working as part of a team. They will seek to relate to their manager, colleagues and contemporaries on a personal as well as work basis.

They normally enjoy roles that require them to support, persuade, advise or offer a service to others. Where possible, their manager should provide them with the opportunity to gain the appreciation of colleagues and contemporaries. They will look to their manager for support as well as guidance and focus. The key to effectively managing these people is personal attention and involvement.

TOP PERFORMERS

The top performers identified within the Benchmark:

Are motivated by:

- Retention of the status quo
- Clear explanation and understanding of organisational needs
- Being involved with and in the motivation of others
- High standards in others

Work best for a Manager that:

- Is supportive of others
- Allows tasks to be fully completed
- Supports the dreams and intentions of others
- Listens to the ideas of others

Expect and want:

- To be part of an effective team
- Patience in others
- To be given time to interact with others
- Clear objectives and timescales

THE CHALLENGE

Self awareness and the ability to modify behaviour are vital factors in coaching fully acceptable performers to top performance levels. The real management challenge is to allow these people, especially the younger ones, not just to learn new skills, but also to understand the importance of modifying their own behaviour in order to maximise their potential as well as that of others.

In short these people should be encouraged to continuously strive:

- Not to get bogged down in detail
- To learn to get things started without waiting for instruction
- To project more sense of urgency in the tasks they are required to complete

BENCHMARK SCREENING OF CANDIDATES

As a direct result of the information provided in the [BENCHMARK SUMMARY](#) we recommend that the following screening process is incorporated within the Sample UK recruitment process for Samples.

PPA SCREENING

Benchmark standards are specifically designed to assist you to match people to your specific job requirements, each job having differing benchmarks.

There are two aspects to screening and the whole process is aimed at reducing management costs and minimising time and effort spent on candidates who do not match your requirements, so that you can maximise your attention to potential candidates

SCREENING OUT

The first stage is to "screen out" candidates who do not fit your requirement.

When a candidate has completed a PPA and you have charted the graphs, you should compare them with your Benchmark Standard for the relevant job. The Top & Acceptable Profiles are the best standard for the job. However, Acceptable Profiles are good options.

If the graph III does not compare favourably with any of your Benchmark Standards as shown in the report, then there is a good reason to assume that the person will not match your job requirements in terms of personal characteristics. In such instances, it is usually best for both the individual and the company not to place him/her in the position being filled.

SCREENING IN

Ideal candidates

Where graphs I, II and III of your candidate's PPA match your Benchmark Standard and providing that the person has the knowledge and experience you require for the position to be filled, then the chances of the person succeeding are maximised. In such instances we recommend that you use Interview Questionnaire and Written Analysis from the Thomas software as an aid to selection interviewing.

Good candidates

Where a candidate's PPA graph III matches your benchmark standard, but only graph I or II are the same as graph III, we recommend you are particularly careful at interview to ascertain if the inconsistency is likely to prove particularly detrimental to the job being filled. Usually the Written Assessment or Interview Questionnaire will lead you to weak areas that then require professional management judgement to assess if the weaknesses are likely to lead to failure. Naturally, this depends heavily on your exact needs. Again the candidate's knowledge and intellect should be carefully considered.

Fair candidates

Where a candidate's graph III only matches your benchmark standard, whilst the candidate is still likely to have a fair chance of success, the causes for graph I and II being different need careful examination at interview.

Again we suggest Interview Questionnaire and a Written Analysis from Thomas software will help, but the interviewer should be far more rigorous in assessing such people for the position in question. In such instances intellect, knowledge and experience are often also found to be wanting.

TST SCREENING

TST benchmark standards are specifically set at levels, which will maximise the chances of your candidate:

- Meeting the job standards
- Being trainable and quicker to gain acceptable levels of performance

We would point out that:

If you select at levels below the minimums we recommend, your candidates are likely to be:

- Slow to accept change
- Slow to learn and understand
- Slow to act and react
- Unable to spot things that matter
- Performance, accuracy and quality are therefore likely to be sub-standard

Equally, if you select people with very high level TST scores (95% plus) then your candidates are likely to become:

- Bored and disillusioned
- Intolerant of others
- Overly assertive and take shortcuts (risks)
- Irritated by others due to the intellectual gap between them
- Again all these things lead to sub-standard performance despite the fact that the person is of higher intellect

SCREENING IN

Once the TST is scored, screen in candidates who are within the ideal range.

INTERVIEWING

We cannot over emphasise that “screening in” is only the first part of the selection process. The interview is vital to both organisation and candidate and should be used as an opportunity to confirm the benchmark screening. In addition it is vital not only to discuss and probe education, experience, track record and competencies, but also to take a more indepth look at the person.

STATISTICAL & DETAILED ANALYSIS

The following pages provide all the base information used in the analysis.

PPA DATA ANALYSIS

The analysis on the following page(s) identifies the self image profile and performance for each person in the benchmark sample.

The profiles are ranked in order of best performance using the following criteria:

- Most top performers
- Most fully acceptable performers
- Least to most poor performers

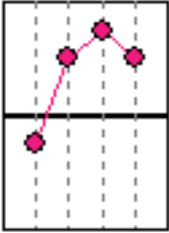
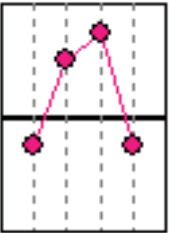
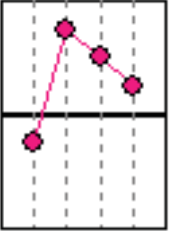
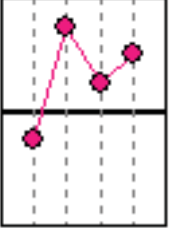
In addition we analyse the total population for each profile by:

- Actual numbers of people
- % of the total sample population

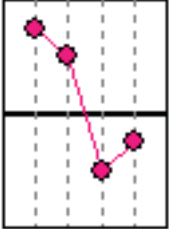
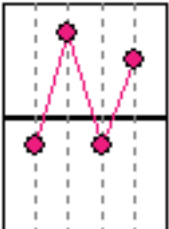
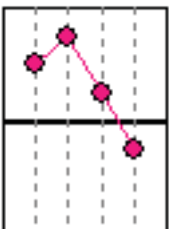
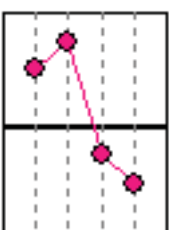
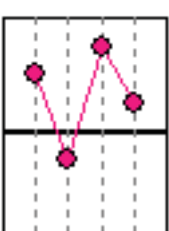
Finally the % of poor performers is calculated for each profile.

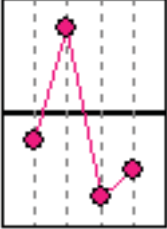
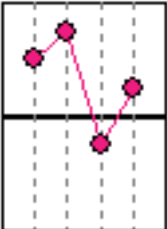
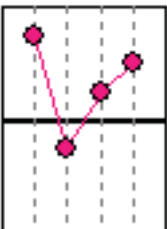
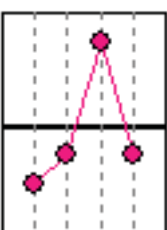
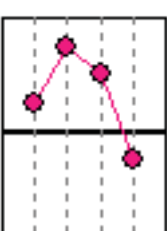
BENCHMARK SELECTION

All the profiles that have more than one person in the sample and have 80% or greater chance of success (20% or less poor performers) are then included within the benchmark profiles.

Family Profile	Top Performers	Fully Acceptable	Poor Performers	Total No	%	Poor %
	6 Dane Barton Amanda Drinkal Sylvia Long Hazel Reed Terrie Shonk Lillian Stewart	9 Janet Campbell Dan Faith Lisa Johnston Robert Jones Kirsty Lyon Debbie Parslow Tina Perkins Melanie Smith Rebecca Louise	2 Helen Robinson Emma Tapsell	17	24	12
	3 Pauline Crawley Liz Farr Jacqueline Newton	1 Hazel Smith	0	4	6	0
	2 Andy Jordan Judith Keutenius	1 James Pennicott	2 Christine Chris Pascall	5	7	40
	2 Alison Hall Kerry Jones	0	1 Emma Barlow	3	4	33

Family Profile	Top Performers	Fully Acceptable	Poor Performers	Total No	%	Poor %
	<p>1 Jan Mc Neill</p>	<p>6 Jackie Browning Christopher Linda Heales Lyn Johnson Liz Lorimer Rebecca Read</p>	<p>4 Emma Jones Alexander McClean Natasha Noble Andy White</p>	11	15	36
	<p>1 Melanie Irving</p>	<p>4 Samantha Dormer Andy Fournier Matthew Rivers Steven Toh</p>	<p>1 Maureen Wilson</p>	6	8	17
	<p>1 Nicholas Mooney</p>	<p>3 Frances Brown Nicola Goode Hayley Jaundrill</p>	<p>4 Pearl Clampitt Patrick Cooke Tony Fox Leanne Rushton</p>	8	11	50
	<p>1 Clive Develin</p>	<p>2 Stewart Cork Angela McQuilkin</p>	<p>1 Aisha Hollist</p>	4	6	25
	<p>1 Sandra Charles</p>	<p>0</p>	<p>0</p>	1	1	0

Family Profile	Top Performers	Fully Acceptable	Poor Performers	Total No %	Poor %
	<p>1 Reg Coles-Watson</p>	0	<p>1 Paul Williams</p>	2 3	50
	<p>1 Jane Unsworth</p>	0	<p>1 Irene Donald</p>	2 3	50
	0	<p>1 Nola Youngston</p>	0	1 1	0
	0	<p>1 Peter Wilson</p>	0	1 1	0
	0	0	<p>1 Naomi Hanrahan</p>	1 1	100

Family Profile	Top Performers	Fully Acceptable	Poor Performers	Total No %	Poor %
	0	0	1 Gavin Toney	1 1	100
	0	0	1 Simon Scott	1 1	100
	0	0	1 Derek Santer	1 1	100
	0	0	1 Linda Shannon	1 1	100
	0	0	2 Jo-Marie Baigent Hayley Ward	2 3	100

PPA ANALYSIS SUMMARY

From the above PPA Data analysis we can ascertain the predictive validity of Top, Fully Acceptable and Poor performers in order to ascertain the likely effect of including the PPA in the selection process.

TOP PERFORMERS

Number in sample	20
Selected in by PPA benchmark	10
Predictive validity in selecting in top performers	50%

FULLY ACCEPTABLE PERFORMERS

Number in sample	28
Selected in by PPA benchmark	14
Predictive validity in selecting in acceptable performers	50%

POOR PERFORMERS

Number in sample	24
Selected out by PPA benchmark	21
Predictive validity in selecting out poor performers	87%

The above analysis refers to the use of the PPA only as the benchmark tool for selecting candidates both in and out as part of the recruitment process. We later assess the added value of running the TST in tandem with the PPA as part of the recruitment process.

TST ANALYSIS SUMMARY

The TST results and performance summary, as shown on the Data Input Summary, have been analysed in order to ascertain if by using both the TST and PPA in the selection process improvements can be made in selecting out poor performers and raising the standards of top and acceptable performers.

From the TST computer analysis of the Data it can be concluded that by using the following tests and test levels as part of the selection process value will be added as described below. (Note we only comment on those factors which add value to the PPA benchmark.)

- **WORKING MEMORY** Information retention and deductive logic

This is a deductive problem solving measure for roles with a high mental workload and where there is a requirement for a substantial attention span and concentration over long periods.

To raise the current standards and attract candidates with ability levels predictive of good performance, the analysis suggests that you should only employ those who have Working Memory of 50th percentile and above.

THE EFFECT ON SELECTION

In considering your selection process we can conclude that by using the TST ability tests in conjunction with the PPA assessments as previously analysed then the following values would be added to the benchmark.

SELECTING OUT POOR PERFORMERS

If we incorporate the PPA & TST analysis together then the results for selecting out poor performers would be as follows:

Numbers in sample	24	(24)
Selecting out by both PPA & TST benchmark	24	(21)
Accuracy in selecting out poor performers	100%	(87%)

NOTE: the figures in brackets are those for using PPA results only as previously shown.

RAISING STANDARDS

In incorporating the above mentioned ability levels, predictive of good performance, the following added value benefits would accrue to the selection process:

- Improved Selection and Retention levels
- Lower turnover and/or need to remove poor performers
- Better ability to learn and understand
- Improved response to change of pace or direction
- Higher levels of acceptance of responsibility
- More creative ideas on how to improve things
- A better ability to remember things that matter
- Quicker response times to training
- A reduction in the need for management control and intervention

DATA INPUT SUMMARY

PERSONAL PROFILE ANALYSIS

PPA Personal Profile Analysis Code Number

PERFORMANCE ASSESSMENT

- 1 Top Performer
- 2 Fully Acceptable Performer
- 3 Poor Performer

TESTS FOR SELECTION & TRAINING

PS Perceptual Speed

R Reasoning

NSA Number, Speed & Accuracy

WM Working Memory

SV Spatial Visualisation

GTQ General Training Quotient

LOS Length of Service (Years)

SEX Male or Female

LOC Location

AGE Age

Name	PPA	PA	PS	R	NSA	WM	SV	QPR	LOS	SEX	LOC	AGE
Baigent Jo-Marie	ISD	3	95	30	1	20	35	30		F		19
Barlow Emma	ICS	3	95	10	1	70	70	45		F		22
Barton Dane	SCI	1	90	1	1	95	50	40		M		25
Brown Frances	SC	2	10	5	1	1	0	1		F		61
Browing Jackie	IS	2	95	5	15	85	1	30		F		26
Campbell Janet	SIC	2	90	30	25	80	60	55		F		55
Charles Sandra	CSD	1	85	20	40	50	10	40		F		59
Clampitt Pearl	SC	3	75	1	0	45	50	35		F		41
Coles-Watson Reg	DI	1	35	15	1	95	60	35		M		62
Cooke Patrick	SC	3	95	15	25	70	55	55		M		36
Cork Stewart	CS	2	99	95	55	99	90	90		M		24
Craw ley Pauline	SI	1	90	15	1	95	1	30		F		71
Develin Clive	CS	1	99	95	35	99	99	90		M		40
Donald Irene	IC	3	75	65	1	95	70	55		F		60
Dormer Samantha	CIS	2	75	1	1	1	50	10		F		18
Drinkal Amanda	SCI	1	10	0	0	10	1	5		F		31
Faith Dan	SIC	2	90	95	99	99	95	95		M		29
Falconer Christopher	IS	2	85	45	5	95	55	55		M		20
Farr Liz	SI	1	55	90	25	95	15	60		F		49
Fournier Andy	CIS	2	90	85	1	75	75	60		M		35
Fox Tony	SC	3	1	15	1	0	1	1		M		55
Goode Nicola	SC	2	85	30	15	1	60	30		F		22
Hall Alison	ICS	1	25	0	5	10	1	5		F		57
Hanrahan Naomi	SCD	3	85	70	1	20	30	35		F		32
Heales Linda	IS	2	35	0	0	55	35	40		F		49
Hollist Aisha	CS	3	30	1	15	25	55	15		F		22
Irving Melanie	CSI	1	90	10	1	60	10	25		F		29
Jaundrill Hayley	SC	2	20	1	0	1	5	5		F		22
Johnson Lynn	IS	2	85	5	30	20	0	30		F		47
Johnston Lisa	SCI	2	95	85	40	90	35	75		F		24
Jones Emma	IS	3	95	90	85	35	40	75		F		22
Jones Kerry	ICS	1	80	15	0	1	20	20		F		42
Jones Robert	SCI	2	75	30	55	50	75	55		M		58
Jordan Andy	ISC	1	60	55	45	99	80	70		M		24
Keutenius Judith	ISC	1	60	0	1	5	30	15		F		58
Long Sylvia	SIC	1	90	35	15	70	40	50		F		67
Lorimer Liz	IS	2	80	95	1	65	60	55		F		23
Lyon Kirsty	SCI	2	99	95	70	75	95	90		M		23

Name	PPA	PA	PS	R	NSA	WM	SV	QPR	LOS	SEX	LOC	AGE
McClellan Alexander	IS	3	50	10	1	5	70	15		M		60
McLaughlin Christine	ISC	3	85	30	20	25	60	45		F		18
McNeill Jan	IS	1	75	35	15	1	40	25		F		54
McQuilkin Angela	CS	2	99	25	15	90	30	55		F		31
Mooney Nicholas	SC	1	99	30	25	85	70	65		M		23
Newton Jacqueline	SI	1	95	30	0	5	0	40		F		41
Noble Natasha	IS	3	99	95	25	80	55	80		F		22
Parslow Debbie	SCI	2	90	25	1	70	1	25		F		42
Pascall Chris	ISC	3	90	75	45	20	50	55		M		23
Pennicott James	ISC	2	85	15	45	10	30	35		M		59
Perkins Tina	SCI	2	99	30	25	90	75	70		F		30
Read Rebecca	IS	2	65	1	0	45	30	25		F		25
Reed Hazel	SCI	1	90	55	1	50	40	40		F		54
Rivers Matthew	CSI	2	35	20	1	10	25	15		M		20
Robinson Helen	SCI	3	80	20	10	20	0	30		F		21
Rushton Leanne	SC	3	80	0	1	1	0	10		F		20
Santer Derek	DCS	3	99	65	15	65	70	65		M		25
Scott Simon	IDC	3	95	45	0	55	10	55		M		23
Shannon Linda	S	3	30	1	0	20	1	5		F		48
Shonk Terrie	SCI	1	95	75	10	60	70	65		F		40
Smith Hazel	SI	2	80	15	1	80	20	30		F		47
Smith Melanie	SCI	2	50	15	5	35	50	25		F		29
Stewart Lilian	SIC	1	75	5	0	90	30	55		F		55
Tapsell Emma	SCI	3	95	80	45	40	70	70		F		20
Thomas Rebecca	SCI	2	40	5	5	5	10	5		F		25
Toh Steven	CSI	2	60	30	50	65	99	65		M		22
Toney Gavin	I	3	90	75	45	35	50	60		M		24
Unsworth Jane	IC	1	85	30	1	99	15	45		F		51
Ward Hayley	ISD	3	65	25	5	35	40	30		F		22
White Andy	IS	3	50	20	25	60	10	30		M		19
Williams Paul	DI	3	60	55	25	5	65	35		M		19
Wilson Maureen	CSI	3	45	1	0	10	40	15		F		62
Wilson Peter	ID	2	50	20	15	70	85	45		M		60
Youngston Nola	IDS	2	90	0	0	1	40	35		F		54