



Occupational Solution

Financial Roles

Frequently Asked Questions





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Occupational: Financial Roles

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How were the competencies identified?

The competencies (e.g., Critical Thinking, Work Styles) were chosen based on industry expert feedback (e.g., interviews with HR professionals involved in employment selection) and reviews of archival job analysis data (e.g., job information provided in O*NET, the Department of Labor's occupational information system). O*NET (<http://online.onetcenter.org>) is a searchable, online system that provides detailed information on the knowledge, skills, abilities, and other characteristics (i.e., work styles, interests, and values) necessary for successful performance in many occupations.

How do I determine if the assessment measures the competencies needed for specific jobs in my organization?

To insure that the competencies measured (e.g., Critical Thinking, Work Styles) are relevant for positions in your organization, we recommend that you follow these steps:

1. Define the job or role for which you want to make a hiring decision. There are many ways to define a job, from formal job analysis to simply writing a job description based on the hiring/department manager's needs. A personality-based job analysis will reveal the work-related personality dimensions (or work styles) that are important for successful performance in the job for which you are hiring. Keep the following information at hand for this exercise:
 - ✓ List of specific tasks to be performed by the individual.
 - ✓ Key metrics or indicators of successful performance of the role. In other words, what should the tasks to be performed produce for the organization, if done well by the individual(s) eventually hired?
 - ✓ The work context and tools. For example, will the individual work in a cubicle, or an office with a door, or outdoors? Will the individual work with Microsoft Office software, or with specialized tools, etc.?
2. Determine the competencies, or knowledge, skills, abilities, and other characteristics (KSAOs) that are required to perform well in the job being filled. The personality-based (i.e., work style) requirements for the position fall under the "Other" category of requirements.

3. Compare your competency list to the competencies assessed by the assessment. Definitions of the competencies can be found in the each User's Guide. Based on the definitions and your competency requirement list, determine whether the assessment measures competencies important for success in the target position.

Which industries were the *Occupational Solutions* financial roles assessments designed for?

The *Occupational Solutions* assessments for financial manager, and accountant and auditor positions were designed to be used across industries (e.g., banking, manufacturing, telecommunications, etc.). Other *Occupational Solutions* financial roles assessments (e.g., insurance underwriter, loan officer) were developed specifically for the financial, banking, and/or insurance industry.

A job analysis, as described above, can help you determine if the competencies measured by a particular assessment are relevant to the job you are assessing for. A Talent Assessment Consultant is also available to help you make this determination. Contact information for Talent Assessment Consultants is available at TalentLens.com.

What is the meaning of the green, yellow, and red zones on the *Occupational Solutions* reports?

The green, yellow, and red zones define high, medium, and low scores, respectively. The zones do not imply that a candidate should or should not be hired. Hiring decisions require careful consideration of factors unique to a particular organization (e.g., the supply of talent in the labor market; urgency for keeping jobs filled), as well as additional assessment information (e.g., candidate's interview responses).

What is the weighting of the components in the overall Job Fit score?

The overall Job Fit score weights cognitive ability (e.g., Critical Thinking, Verbal Ability) and work styles equally. This combination helps capitalize on the predictive power provided by cognitive ability, while still maintaining a substantial weight on work styles, which tend to add predictiveness above and beyond cognitive ability. Work styles also may decrease adverse impact of assessment batteries that use cognitive ability. Since there are eight or more work styles scales per assessment, and only one cognitive ability scale, weighting each scale an equal amount would reduce the predictive power provided by cognitive ability.

What is the meaning of the “Unlikely Virtues” (UV) score and how do I use it in the assessment process?

The Unlikely Virtues scale contains items that describe highly virtuous behaviors (e.g., never getting upset with coworkers). High scores on this scale suggest that the candidate is responding to the assessment with an overly positive self-endorsement. When an Unlikely Virtues score is excessively high (i.e., equal to or higher than the 95th percentile), you should interpret the work styles results with caution, and focus on other aspects of the selection process.

What is the meaning of Integrity/Rule-Following scores?

High scorers on Integrity/Rule-Following tend to do things “by the book,” whereas low scorers tend to use personal discretion in applying rules. Integrity/Dutifulness is important for jobs where strict adherence to rules is a large job component. For other jobs (e.g., higher-level jobs where rote application of rules is not expected), Integrity/Dutifulness is unlikely to be relevant for success.

Where can I find more information on Occupational Solutions?

You can find more information on *Occupational Solutions* by logging on to the online testing platform at TalentLens.com, accessing the tab that says “Purchasing and Product Inventory,” double-clicking on the product name, and then clicking on “Additional Product Information.”

Documents available on TalentLens.com include:

1. Sample Reports
2. User’s Guides that include sections on: Administration Best Practices, Use of Results in Employment Selection, and Evidence of Reliability and Validity