



## Job Match Guide

**Important:**

Read this guide thoroughly  
before using WPI Job Match

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# Purpose of Work Personality Index [WPI] Job Match

Every job has different requirements for successful performance, and the Job Match System allows you to specify the importance of the 17 WPI traits and the ideal scores that candidates should receive. These ratings are then used to examine how well a candidate's work style fits with the requirements of the job. Each candidate who completes the WPI receives a Job Match Report outlining how closely he or she meets these requirements.

# Steps for using WPI Job Match

There are four steps to create a customized WPI job profile that can be used to evaluate candidates. These steps are summarized below and described in detail in the following sections of this guide.

**Step One** – Select Job Raters

**Step Two** – Identify WPI Trait Benchmarks

**Step Three** – Enter WPI Trait Benchmarks into your assessment website

**Step Four** – Begin Assessing Candidates

## *Step One – Select Job Raters*

Accurate identification of the required trait benchmarks is the key to effectively using the WPI Job Match. This identification process involves determining the score range and level of importance for each of the 17 WPI traits.

One of the most effective ways to identify these requirements is to gather information from people who know the job well – subject matter experts. Subject matter experts are individuals who are familiar with the job and can speak about the knowledge, skills and characteristics necessary for someone to be successful in the position. Subject matter experts can include people currently working in the position (incumbents), immediate supervisors, subordinates, and managers.

\* Other effective job analysis methods include work requirement surveys, interviews, testing successful employees, and criterion-related validity studies

You will need 3 to 5 subject matter experts to identify the benchmarks for the job. Each subject matter expert will need to complete a copy of the WPI Trait Survey. You can download copies of the WPI Trait Survey from your assessment website by clicking on WPI Job Match tab and looking under Support Documents.

We recommend that you select at least two job incumbents and one manager or supervisor who directly oversees the position. The job incumbents should have worked in their position for at least one year. As well, managers/supervisors should have worked in a supervisory role for the position for at least one year. Having individuals with intimate knowledge of the job complete the Trait Survey will ensure the development of an accurate and reliable job profile.

## Step Two – Identify WPI Trait Benchmarks

In this step, subject matter experts outline the personality traits required for successful job performance. These requirements will then form the scoring benchmarks for evaluating job candidates.

## Part A – Completing the WPI Trait Survey

The WPI Trait Survey is designed to help subject matter experts identify the personal characteristics that are important for successful performance of a specific job. The Survey defines each of the 17 WPI personality traits and describes how different scores influence a person's work performance. For each of the 17 traits, subject matter experts are required to identify the optimal range of scores and rate the importance of each trait.

### Identifying the optimal range of scores

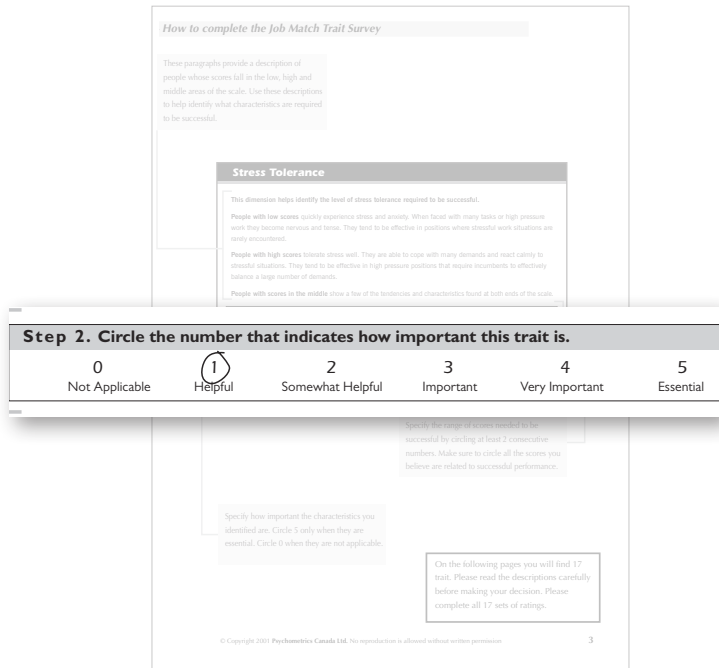
The 17 WPI traits are rated using scores that range from 1 to 10. Scores at either end of the scale have meaning and you should not assume that low scores are “bad” and high scores are “good.” Rather, a score should be thought of as descriptive of an individual's personality style, and selected according to how well that style fits the requirements of the position.

The dimension meanings are best captured by reading the descriptions of people whose scores fall at opposite ends of each dimension. Descriptions of both high and low scoring individuals for each WPI trait is provided in the WPI Trait Survey. When determining the optimal range of scores for a position, job raters should pay careful attention to the behaviors required for success. When selecting scores that fall in the 1-3 range or 8-10 range, the descriptions listed at that end of the scale should be strongly characteristic of successful workers. Selecting scores that fall in the 4-7 range suggest that the best workers show a few of the tendencies and behaviors found at both ends of the scale.

Job raters completing the WPI Trait Survey identify the optimal range of scores by circling the numbers that correspond to the ideal range. When selecting these scores, job raters should circle at least 2 consecutive numbers. For example, if the job requires candidates who are very driven, ambitious, and competitive, job raters should circle 9-10, not only 10.

The screenshot displays the 'How to complete the Job Match Trait Survey' instructions. It includes a section for 'Stress Tolerance' with descriptions for low, high, and middle scores. Below this is a scoring scale from 1 to 10, with the numbers 6, 7, and 8 circled. A prominent instruction reads: 'Circle the range of scores needed to be successful.' The scale is labeled 'Tasks with little stress' on the left and 'Effective in' on the right. Additional instructions at the bottom of the page include: 'Specify how important the characteristics you identified are. Circle 5 only when they are essential. Circle 0 when they are not applicable.' and 'Specify the range of scores needed to be successful by circling at least 2 consecutive numbers. Make sure to circle all the scores you believe are related to successful performance.' A final instruction states: 'On the following pages you will find 17 trait. Please read the descriptions carefully before making your decision. Please complete all 17 sets of ratings.'

Raters should circle all the scores that they believe are related to successful performance. For example, if people with both average and high levels of a trait can be effective, raters should circle scores 5-6-7-8-9-10. If people with both average and low levels of a trait can be effective, raters should circle scores 1-2-3-4-5-6.



While some high or low scores sound more desirable, an extreme score on any given dimension includes both positive and negative elements. For example, while being flexible is generally considered positive, some jobs are performed better by people who value order and predictability. Flexible people often have difficulty with routine, and may become bored and unmotivated in jobs with little variety. In some cases candidates with extreme scores are not effective. For example, while successful sales people tend to be ambitious, those with too high a level of ambition can be pushy and overly competitive. As a result, the most effective candidates may have scores that fall in the range of 6-7-8.

**Figure 1** (page 5) illustrates the optimal range of scores for a sample Customer Service position. In the diagram you will notice that the range of scores for some traits is small, and for other traits is large. Traits with a greater range of optimal scores indicate that people with quite different styles can be successful, while traits with a small range suggest that only people with similar styles tend to be effective.

## Rating the Importance of the WPI Traits

After selecting the optimal range of scores for a trait, job raters need to specify the importance of each trait. The importance scale on the WPI Trait Survey requires raters to determine how important the attributes they specified are to successful performance of the job. It is unlikely that all 17 personality traits are equally important for any given job. Instead, some of the 17 traits will be essential for success while others may not be applicable. The importance scale is anchored as follows:

**0 – Not Applicable.** This rating is used for traits that are not related to successful performance.

**1 – Helpful.** This rating is used for traits that have little importance but are helpful for successful completion of the job.

**2 – Somewhat Important.** This rating is used for traits that have some importance but are given low priority.

**3 – Important.** This rating is used for traits that are of average importance relative to other traits, but are not given high priority.

**4. Very Important.** This rating is used for traits that are important for successful completion of the work. These traits receive higher priority than other traits, but are not the most important traits.

**5. Essential.** This rating is used for traits that are essential for successful job performance.

Figure 1 illustrates the importance ratings for the same Customer Service position described in the previous section. You will notice that some of the traits are given an importance rating of 0, since scores on that trait are not related to effectiveness. Other traits have been given a rating of 5, indicating that the trait is essential for success. Some of the traits have also been given ratings that range from 1-4 indicating varying levels of importance.

## Part B – Fill in the WPI Trait Specification Form

After the experts have completed the WPI Trait Survey, it is necessary to compile their ratings onto the WPI Trait Specification form. You can download copies of the WPI Trait Specification Form from your assessment website by clicking on WPI Job Match tab and looking under Support Documents.

The best method is to conduct a focus group with all the subject matter experts who completed the WPI Trait Survey. The meeting can be facilitated by one of the raters, or by the professional in charge of implementing the WPI Job Match. The facilitator's responsibility is to moderate the discussion among the experts and clarify the ideal score range and importance for each of the seventeen traits.

The facilitator should begin by completing the background information requested on the Trait Specification Form. This includes the job title, and contact information. Then have each job expert share their ratings (score range and importance) for the first scale, Ambition. If there are significant differences between the experts' ratings, have them discuss the reasons for their selections, and attempt to bring the group to agreement. When the experts have come to an agreement on the score range and level of importance, the facilitator marks the information on the Trait Specification Form. For each scale, circle a minimum of two neighboring scores to indicate the optimal range.

If raters cannot agree on a specific optimal score range or level of importance, it usually means that people with different styles can be effective at the job. In this situation, circle all the scores that the different experts believe are in the optimal range. For example, if two raters circle 2-3-4, other two others circle 5-6, you should circle 2-6 on Trait Specification Form. When experts are unable to agree on the importance ratings, write the average of their ratings on the form. For example, if two experts rate the trait importance as 5 and two experts rate the importance as 3, the average rating would be 4.

Use this same procedure to go through each of the 17 WPI scales. Generally this process can be completed in approximately one hour. An example of a completed form for a Customer Service job is shown in **Figure 1** (page 5). When you have completed the WPI Trait Specification Form, collect the WPI Trait Surveys from the expert raters and place them in a secure location.

### Step Three – Enter WPI Trait Benchmarks into your assessment website

To use your benchmarks for evaluating job candidates they need to be entered into your assessment website.

**Step One** – Login to your website portal and click on the WPI Job Match Tab.

**Step Two** – Click on the Create a New Job Match Profile button.

**Step Three** – Enter job title for the profile and then transcribe the benchmarks the subject matter experts identified onto the form on the page. When you are finished, click Next, review the benchmarks and click Create Profile.

### Step Four – Begin Assessing Candidates

You can now begin to use WPI Job Match to evaluate candidates. After candidates have completed the WPI on your online system you can generate a Job Match Report which will indicate how well the individual's personality traits match with the requirements of the job.

Figure 1: Completed Trait Specification Form



# Trait Specification Form

The WPI Trait Specification Form is designed to help organizations identify the personal characteristics that are important for effective performance in a specific job. It is described in the WPI Job Match Guidance booklet.

Name: John Sample  
Please print or type.

Organization: ABC Corporation

Title of Profiled Occupation: Customer Service Representative

Identify the desired range of scores by circling the corresponding numbers for each trait on the graph below. Then rate the importance of each trait with 0 as the lowest to 5 as the highest. The WPI Job Match Guidance Booklet describes how the optimal score ranges and important ratings can be determined.

	Circle the ideal range of scores	Trait Importance Rating (0 to 5)
Ambition	1 2 (3) (4) (5) 6 7 8 9 10	<u>2</u>
Initiative	(1) (2) (3) 4 5 6 7 8 9 10	<u>4</u>
Flexibility	1 (2) (3) (4) 5 6 7 8 9 10	<u>4</u>
Energy	1 2 (3) (4) (5) (6) (7) 8 9 10	<u>2</u>
Leadership	1 (2) (3) 4 5 6 7 8 9 10	<u>1</u>
Persistence	1 2 3 (4) (5) (6) (7) (8) 9 10	<u>5</u>
Attention to Detail	1 2 3 4 5 6 7 (8) (9) (10)	<u>4</u>
Rule-Following	1 2 3 4 5 6 (7) (8) (9) (10)	<u>4</u>
Dependability	1 2 3 4 (5) (6) (7) (8) (9) (10)	<u>5</u>
Teamwork	1 2 (3) (4) (5) (6) (7) 8 9 10	<u>2</u>
Concern for Others	1 2 3 4 (5) (6) (7) (8) 9 10	<u>4</u>
Outgoing	1 2 3 4 (5) (6) (7) 8 9 10	<u>3</u>
Democratic	1 2 3 4 5 6 (7) (8) (9) (10)	<u>3</u>
Innovation	(1) (2) (3) (4) (5) (6) (7) (8) (9) (10)	<u>0</u>
Analytical Thinking	1 2 3 (4) (5) (6) 7 8 9 10	<u>2</u>
Self-Control	1 2 3 4 5 6 7 (8) (9) (10)	<u>4</u>
Stress Tolerance	1 2 3 4 5 6 (7) (8) (9) (10)	<u>5</u>

Submit your WPI Trait Specification Form to the Job Match web site. Sign on to your web site and click on WPI Job Match. Choose Create a Profile and copy the information from the WPI Trait Survey to the online form. Click Generate to set-up your new report.

