



THE BROOKS GROUP

BROOKS TALENT INDEX

Job Benchmark Report



Air Force Marketing NCO

Table of Contents

| | |
|--|----|
| Introduction | 3 |
| Key Characteristics of the Position | 5 |
| Hierarchy of Attributes | 6 |
| Job Attributes Hierarchy | 7 |
| Organizational Rewards/Culture Hierarchy | 11 |
| Job Rewards/Culture Hierarchy | 13 |
| Conflicting Job Requirements | 14 |
| Behavioral Hierarchy | 15 |
| Job Attributes Feedback | 17 |
| Job Rewards/Culture Feedback | 19 |
| Behavioral Feedback | 20 |
| Job Attributes Questions | 21 |
| Job Rewards/Culture Questions | 26 |
| Behavioral Questions | 27 |
| Job Attributes Composite | 28 |
| Organizational Rewards/Culture Composite | 29 |
| Job Rewards/Culture Composite | 30 |
| Behaviors Composite | 31 |
| Respondent Key | 32 |

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 Brooks Talent Index Job benchmarking process. The result is an evaluative report that analyzes a total of 53 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics

This section represents the level of importance for four key areas of business risk.

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.

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.

Behavioral Hierarchy (12 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 this section 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.

Acumen Indicators (12 Areas)

This section represents the acumen needed for superior performance in the position.

Introduction

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.

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.

Behavioral Feedback

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

Attribute Interview Questions

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

Rewards/Culture Interview Questions

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

Behavioral Interview Questions

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

Key Characteristics of the Position

The position has been analyzed relative to four key characteristics. These characteristics are accountability for results, results through people, authority, and risk. Based on the responses to the questionnaire, these characteristics have been measured on a sliding scale and are illustrated by a bar graph. The scale range includes none, slight, moderate, significant, and major.

Accountability For Results: This characteristic addresses the accountability for producing measurable results in the position. This includes accountability for meeting financial, operations and/or system objectives.



Results through People: This characteristic address the emphasis on producing results through the efforts and cooperation of people. This characteristic is not limited to management or leadership positions. Many non-management or leadership positions in team-based organizational structures depend heavily upon the efforts and cooperation of people to produce results.



Authority: This characteristic addresses the level of authority that exists in the position. Evidence of authority can be found in the ability to make decisions or changes without prior approval from upper management. This characteristic is not limited to management or leadership position. In their efforts to become more responsive, many large organizations are finding it necessary to drive decision-making downward. In these organizations, many positions can be characterized by a moderate to significant amount of authority but are not considered management or leadership.



Risks: This characteristic addresses the inherent level of business risk or liability to the organization that exists in the position. Positions with indications of moderate, significant or major levels of inherent risk or liability to the organization may warrant the use of drug, alcohol and/or other appropriate assessments in their selection and management systems.



Hierarchy of Attributes

The attributes required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the attributes represents their relative importance to each other in producing superior performance in the job.

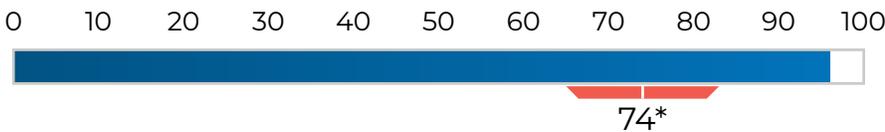
| HIERARCHY OF ATTRIBUTES | |
|-------------------------|---------------------------|
| 1 | Self Management |
| 2 | Customer Focus |
| 3 | Interpersonal Skills |
| 4 | Diplomacy and Tact |
| 5 | Leading Others |
| 6 | Teamwork |
| 7 | Problem Solving |
| 8 | Flexibility |
| 9 | Results Orientation |
| 10 | Empathetic Outlook |
| 11 | Goal Achievement |
| 12 | Conceptual Thinking |
| 13 | Developing Others |
| 14 | Objective Listening |
| 15 | Self Starting |
| 16 | Personal Accountability |
| 17 | Conflict Management |
| 18 | Influencing Others |
| 19 | Resiliency |
| 20 | Decision Making |
| 21 | Accountability for Others |
| 22 | Continuous Learning |
| 23 | Planning and Organization |

Very Important
 Important
 Somewhat Important
 Not Important

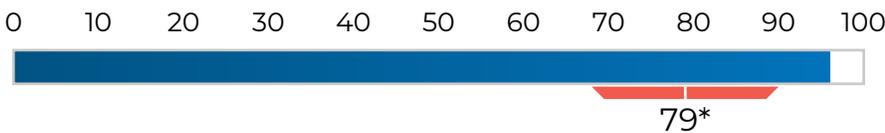
Job Attributes Hierarchy

All human jobs require certain people attributes. This section of the report identifies the composite of the respondents to show which attributes are most important to the job in question. Input from all respondents has been averaged. (Details of individual respondents' input are listed in a later section, JOB ATTRIBUTES COMPOSITE). The graphs below are in hierarchical order, from highest to lowest rankings.

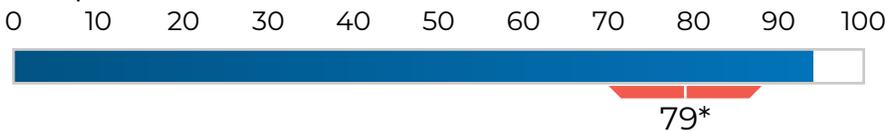
1. Self Management - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.



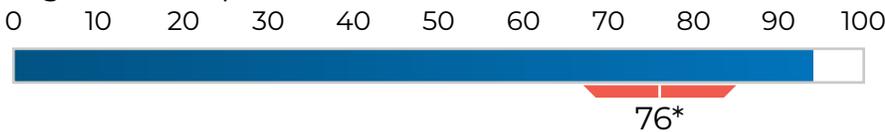
2. Customer Focus - A commitment to customer satisfaction.



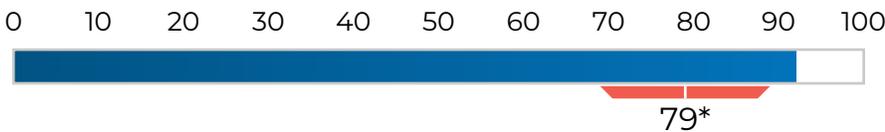
3. Interpersonal Skills - The ability to interact with others in a positive manner.



4. Diplomacy And Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



5. Leading Others - The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.



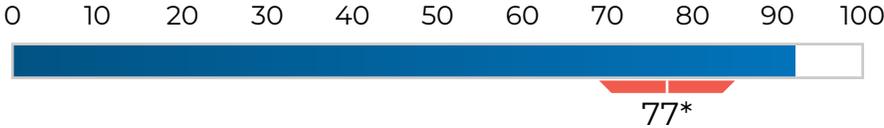
The following scale is used throughout the report.

- 0 - 49 = NOT IMPORTANT TO JOB
- 50 - 69 = SOMEWHAT IMPORTANT
- 70 - 89 = IMPORTANT
- 90 - 100 = VERY IMPORTANT

Please note that the population means and standard deviations shown are based on the entire population and are not job/position specific.
* 68% of the population falls within the shaded area.

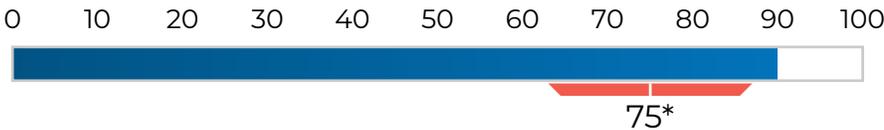
Job Attributes Hierarchy

6. Teamwork - The ability to cooperate with others to meet objectives.



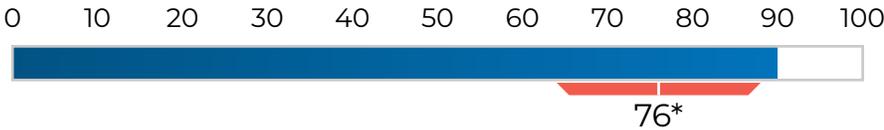
92
VI

7. Problem Solving - The ability to identify key components of a problem to formulate a solution or solutions.



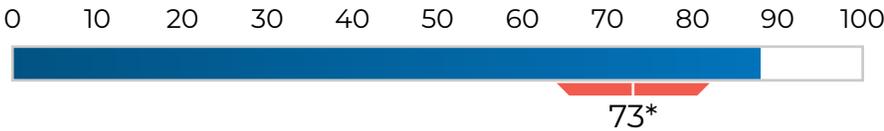
90
VI

8. Flexibility - The ability to readily modify, respond to and integrate change with minimal personal resistance.



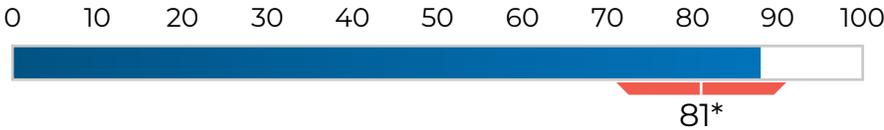
90
VI

9. Results Orientation - The ability to identify actions necessary to complete tasks and obtain results.



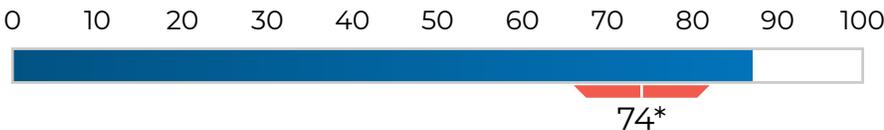
88
IMP

10. Empathetic Outlook - The capacity to perceive and understand the feelings and attitudes of others.



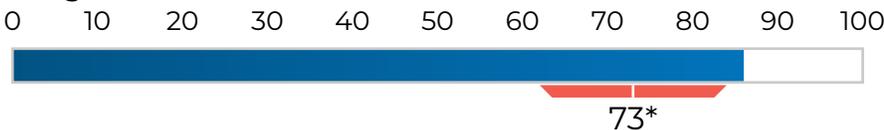
88
IMP

11. Goal Achievement - The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.



87
IMP

12. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.

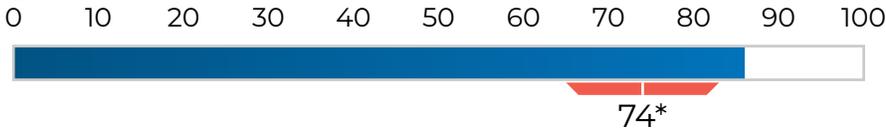


86
IMP

* 68% of the population falls within the shaded area.

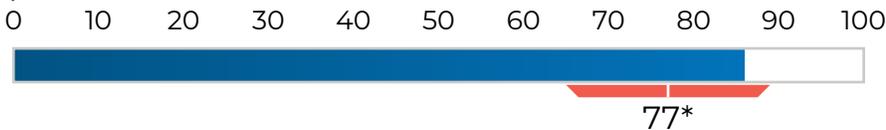
Job Attributes Hierarchy

13. Developing Others - The ability to contribute to the growth and development of others.



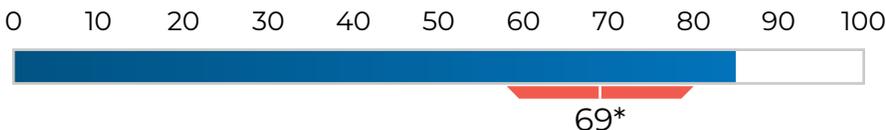
86
IMP

14. Objective Listening - The ability to listen to many points of view without bias.



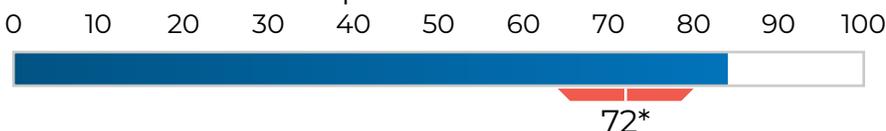
86
IMP

15. Self Starting - The ability to initiate and sustain momentum without external stimulation.



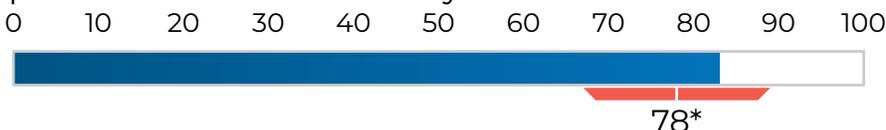
85
IMP

16. Personal Accountability - A measure of the capacity to be answerable for personal actions.



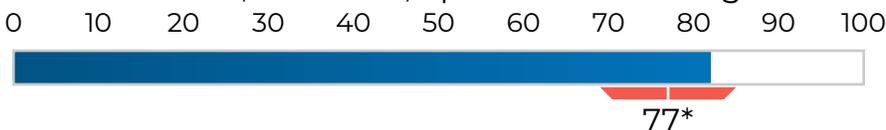
84
IMP

17. Conflict Management - The ability to resolve different points of view constructively.



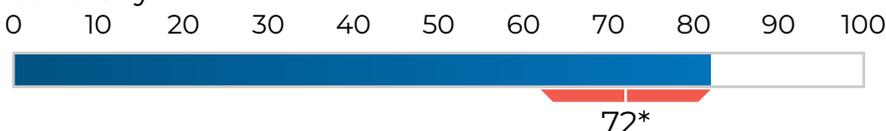
83
IMP

18. Influencing Others - The ability to personally affect others' actions, decisions, opinions or thinking.



82
IMP

19. Resiliency - The ability to quickly recover from adversity.

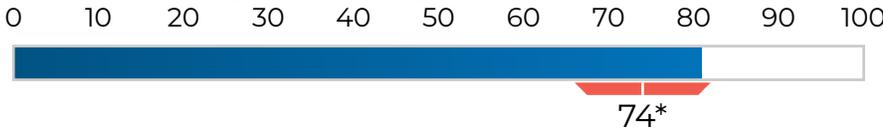


82
IMP

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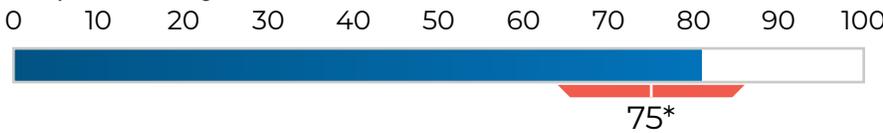
Job Attributes Hierarchy

20. Decision Making - The ability to analyze all aspects of a situation to gain thorough insight to make decisions.



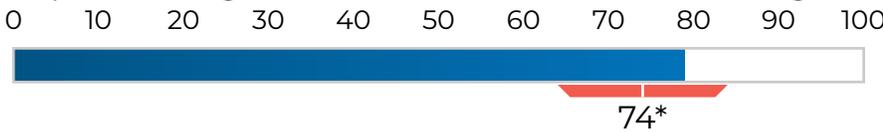
81
IMP

21. Accountability for Others - The ability to take responsibility for others' actions.



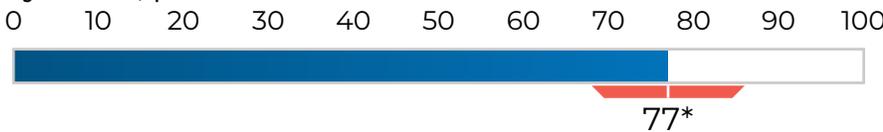
81
IMP

22. Continuous Learning - The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.



79
IMP

23. Planning and Organization - The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.



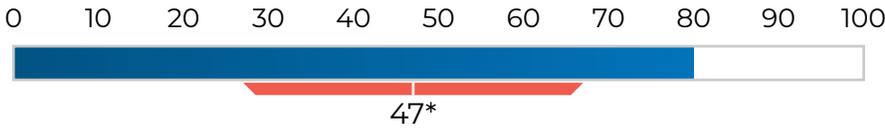
77
IMP

* 68% of the population falls within the shaded area.

Organizational Rewards/Culture Hierarchy

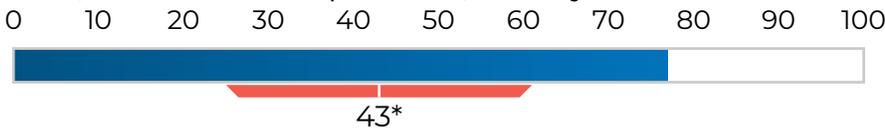
This section identifies the rewards/culture system of a specific organization. Matching a person's passion to an organization that rewards that passion always enhances performance. The graphs below are in descending order from the highest rewards/culture required by the organization to the lowest.

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



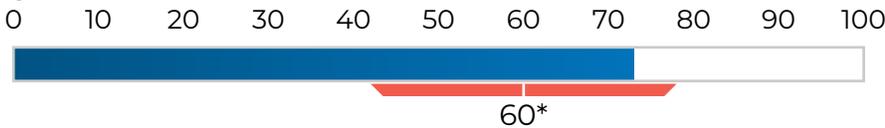
80

2. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



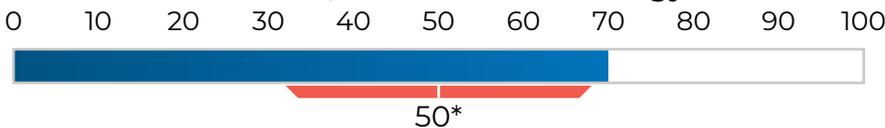
77

3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



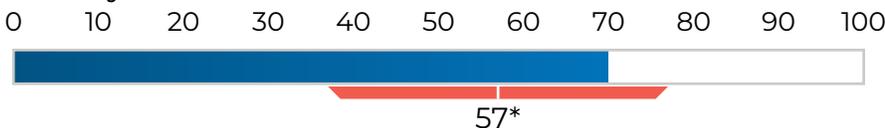
73

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



70

5. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



70

* 68% of the population falls within the shaded area.

Organizational Rewards/Culture Hierarchy

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

0 10 20 30 40 50 60 70 80 90 100



43*

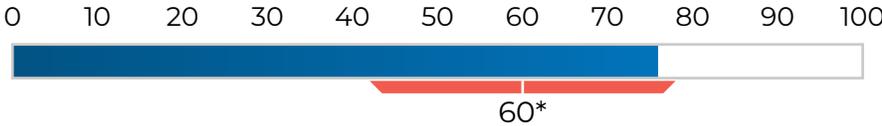
53

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Job Rewards/Culture Hierarchy

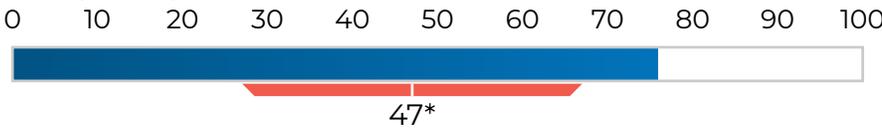
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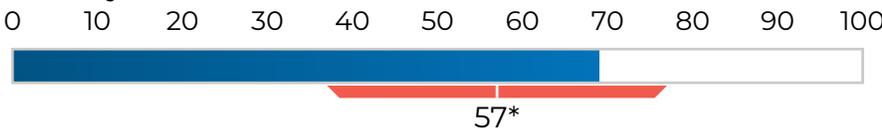
76

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



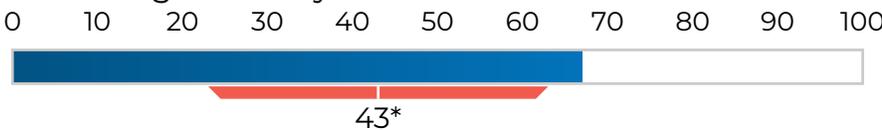
76

3. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



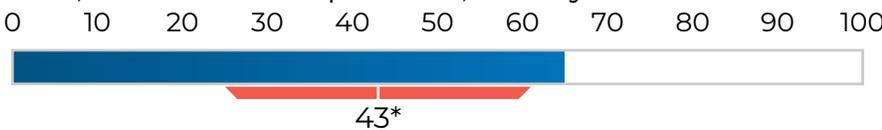
69

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



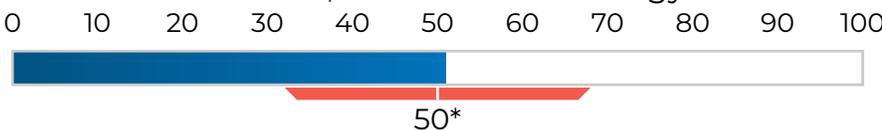
67

5. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



65

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



51

* 68% of the population falls within the shaded area.

Conflicting Job Requirements

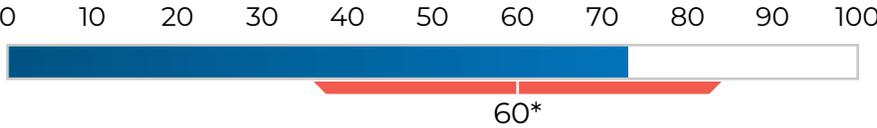
The TTI Success Insights Workplace Behaviors assessment is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position. In some cases an organization may choose to re-evaluate the position or its key accountabilities.

This position requires a behavioral style with the potential for me-me conflicts. This is quite common in positions and normal for individuals to possess such behavioral styles. Based on this behavioral style, the organization may need to make modifications to the communication flow and activity levels of the position.

Behavioral Hierarchy

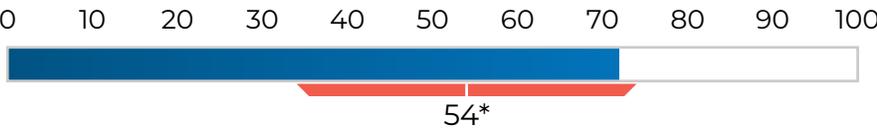
This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to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

1. Interaction - The job requires frequent communication and engagement with others.



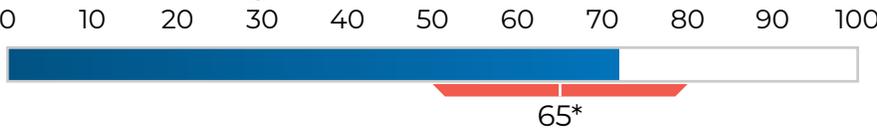
73

2. Versatile - The job requires adapting to various situations with ease.



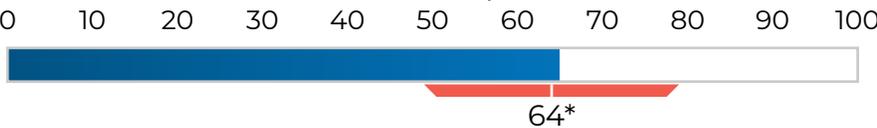
72

3. People-Oriented - The job requires building rapport with a wide range of individuals.



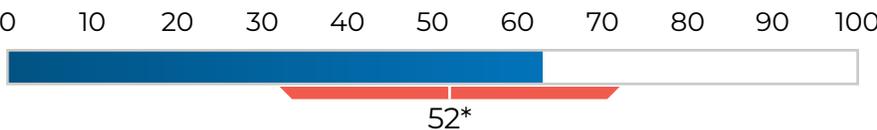
72

4. Customer-Oriented - The job requires identification and fulfillment of customer expectations.



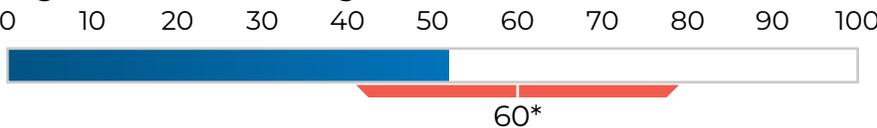
65

5. Frequent Change - The job requires rapid shifts between tasks.



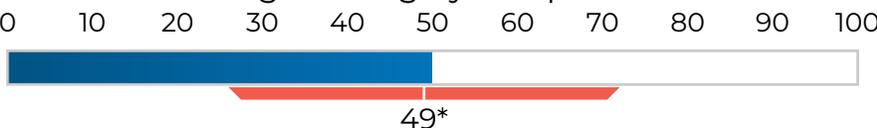
63

6. Following Policy - The job requires adhering to rules, regulations or existing methods.



52

7. Competitive - The job requires assertiveness and a "will to win" in dealing with highly competitive situations.

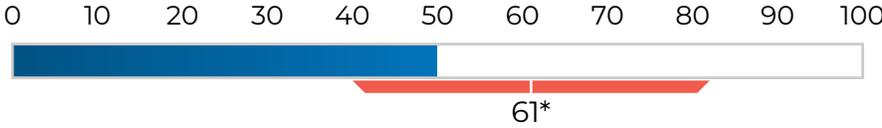


50

* 68% of the population falls within the shaded area.

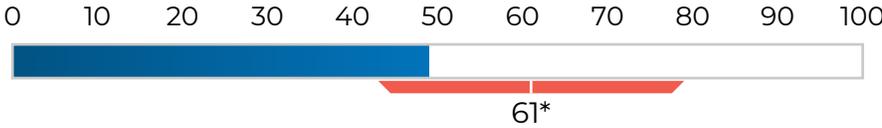
Behavioral Hierarchy

8. Consistent - The job requires predictable performance in repetitive situations.



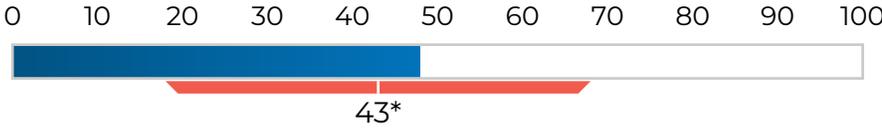
50

9. Persistence - The job requires finishing tasks despite challenges or resistance.



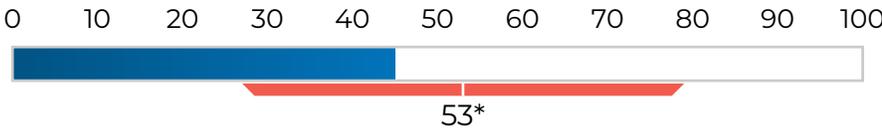
49

10. Urgency - The job requires decisiveness, quick response, and fast action.



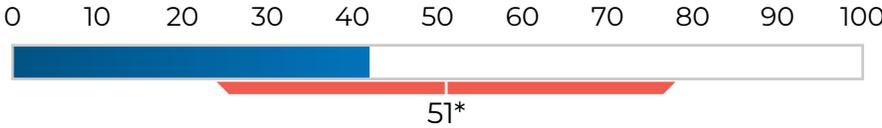
48

11. Analysis - The job requires compiling, confirming, and organizing information.



45

12. Organized Workplace - The job requires establishing and maintaining specific order in daily activities.



42

WB: 44-81-37-56 (58)

* 68% of the population falls within the shaded area.

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. **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
2. **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
3. **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
4. **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 people

Job Attributes Feedback

5. Leading Others: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
 - Inspires others with a compelling vision
 - Empowers others to accomplish common goals
 - Represents a positive, motivational example for others to emulate in becoming leaders
 - Supports others through providing clarity, direction, organization and purpose

6. Teamwork: The ability to cooperate with others to meet objectives.
 - Discards personal agenda to cooperate with other team members in meeting objectives
 - Contributes positively and productively to team projects
 - Builds and sustains a trust relationship with each member of the team
 - Supports other team members and team decisions

7. Problem Solving: The ability to identify key components of a problem to formulate a solution or solutions.
 - Analyzes all data relative to a problem
 - Divides complex issues into simpler components in order to achieve clarity
 - Selects the best options available to solve specific problems
 - Applies all relevant resources to implement suitable solutions

Job Rewards/Culture Feedback

This section provides a brief description of the top three Job Rewards for this position. These rewards are listed in hierarchical order, with the most important listed at the top.

1. Theoretical
 - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.
2. Traditional/Regulatory
 - Rewards those who value traditions inherent in social structure, rules, regulations and principles.
3. Individualistic/Political
 - Rewards those who value personal recognition, freedom and control over their own destiny and others.

Behavioral Feedback

This section provides a brief description of the top three Behaviors required for this position. These are the behaviors that will need to be demonstrated most often for superior performance.

1. Interaction
 - The job requires frequent communication and engagement with others.
2. Versatile
 - The job requires adapting to various situations with ease.
3. People-Oriented
 - The job requires building rapport with a wide range of individuals.

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. 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?

Job Attributes Questions

2. 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.

Job Attributes Questions

3. 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?

Job Attributes Questions

4. 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?

5. Leading Others: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.
 - Who is the most effective leader you have ever seen? What made that person so effective?
 - Would you consider yourself to be a leader? What is your philosophy of leadership?
 - What do you believe are the attributes of an effective leader? How have you demonstrated these qualities? Where would you like to grow?
 - Who was the worst leader you have ever encountered? What did they do that made them the worst?
 - Who is a role model you have had in your life? What did that person do to justify being a role model? Would you do the same? How would you do it?
 - If we asked your immediate subordinates to describe your leadership style, what would they say? In what areas would they make positive comments? Negative comments?

Job Attributes Questions

6. Teamwork: The ability to cooperate with others to meet objectives.
- Describe a team in which you have participated that you feel was effective. What made it a good team? Describe a team that was less effective. What was the difference between the two?
 - What, in your opinion, is the most important thing to always remember when you are on a team? What is the worst mistake a person on a team can make?
 - Have you ever seen someone violate a trust relationship with another team member? What was the trust issue that was violated? What was the result? How could it have been avoided?
 - Give me an example of a group or team decision that was made and you felt that it was wrong or was something you disagreed with. How did you handle it? Were there others who agreed with you? What was the end result?
 - List some things you think are important to remember in order to be a productive team member?
 - What would you do if you were on a team and one of the members failed to meet the promises and commitments they had made to the others and did this consistently?
7. Problem Solving: The ability to identify key components of a problem to formulate a solution or solutions.
- Give me an example of a difficult problem you solved at work and describe how you went about solving it.
 - What problem have you solved in your career that has provided you the greatest sense of fulfillment?
 - Give me an example of a problem at work that you just couldn't solve. What did you do?
 - Give me an example of how you approach a complex or difficult problem.
 - How do you identify resources and data and go about organizing them when working on a project or problem?
 - When confronted with a difficult or complex issue how do you prepare yourself with the right attitude and expectation?

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. Theoretical: Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.
 - Which is more important, action or knowledge?
 - Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
 - Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
 - How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

2. Traditional/Regulatory: Rewards those who value traditions inherent in social structure, rules, regulations and principles.
 - 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.

3. Individualistic/Political: Rewards those who value personal recognition, freedom, and control over their own destiny and others.
 - What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
 - How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
 - How good are you in taking directions from others? How much do you like doing so?
 - How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.

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. Interaction: The job requires frequent communication and engagement with others.
 - How do you handle frequent interruptions by other people? How about your response to people who ask you question after question?
 - Are you more comfortable with details or people with the big picture or with bits of data?

2. Versatile: The job requires adapting to various situations with ease.
 - Are you patient or impatient? Give me an example of how you handle slower-moving people. Would you consider yourself to be opinionated? Strong-willed? Explain.
 - How important is it for you to be systematic? Describe a system you have set up, used and been successful with in any previous job you have had.

3. People-Oriented: The job requires building rapport with a wide range of individuals.
 - How important is it for people to like you? Which is more important, being trusted or liked? Why do you say that?
 - Do you stop and listen to others or express your opinions quickly? Give me examples and situations where both of these situations occurred. What was the outcome?

Job Attributes Composite

This last section lists each respondent's individual rankings, produces an average of them, and displays a resulting composite score. Respondents are listed separately under "R1, R2," etc. The composite score for each factor is indicated under "C."

| | PERSONAL ATTRIBUTES | C | R1 | R2 | R3 |
|----|---------------------------|----|-----|----|----|
| 1 | Self Management | 96 | 100 | 94 | 94 |
| 2 | Customer Focus | 96 | 100 | 94 | 94 |
| 3 | Interpersonal Skills | 94 | 94 | 94 | 94 |
| 4 | Diplomacy and Tact | 94 | 100 | 88 | 94 |
| 5 | Leading Others | 92 | 100 | 88 | 88 |
| 6 | Teamwork | 92 | 100 | 88 | 88 |
| 7 | Problem Solving | 90 | 94 | 81 | 94 |
| 8 | Flexibility | 90 | 100 | 94 | 75 |
| 9 | Results Orientation | 88 | 94 | 88 | 81 |
| 10 | Empathetic Outlook | 88 | 100 | 75 | 88 |
| 11 | Goal Achievement | 87 | 100 | 81 | 81 |
| 12 | Conceptual Thinking | 86 | 100 | 88 | 69 |
| 13 | Developing Others | 86 | 88 | 75 | 94 |
| 14 | Objective Listening | 86 | 94 | 75 | 88 |
| 15 | Self Starting | 85 | 94 | 81 | 81 |
| 16 | Personal Accountability | 84 | 88 | 75 | 88 |
| 17 | Conflict Management | 83 | 94 | 81 | 75 |
| 18 | Influencing Others | 82 | 88 | 88 | 69 |
| 19 | Resiliency | 82 | 88 | 69 | 88 |
| 20 | Decision Making | 81 | 94 | 81 | 69 |
| 21 | Accountability for Others | 81 | 88 | 75 | 81 |
| 22 | Continuous Learning | 79 | 88 | 81 | 69 |
| 23 | Planning and Organization | 77 | 88 | 69 | 75 |

Organizational Rewards/Culture Composite

| | REWARDS/CULTURE | C | R1 | R2 | R3 |
|---|---------------------------|----|----|----|----|
| 1 | Traditional/Regulatory | 80 | 70 | 90 | 80 |
| 2 | Aesthetic | 77 | 70 | 90 | 70 |
| 3 | Theoretical | 73 | 60 | 80 | 80 |
| 4 | Utilitarian/Economic | 70 | 70 | 90 | 50 |
| 5 | Individualistic/Political | 70 | 80 | 80 | 50 |
| 6 | Social | 53 | 60 | 30 | 70 |

Job Rewards/Culture Composite

| | REWARDS/CULTURE | C | R1 | R2 | R3 |
|---|---------------------------|----|----|----|----|
| 1 | Theoretical | 76 | 76 | 84 | 68 |
| 2 | Traditional/Regulatory | 76 | 64 | 84 | 80 |
| 3 | Individualistic/Political | 69 | 84 | 68 | 56 |
| 4 | Social | 67 | 76 | 72 | 52 |
| 5 | Aesthetic | 65 | 72 | 76 | 48 |
| 6 | Utilitarian/Economic | 51 | 68 | 60 | 24 |

Behaviors Composite

| | BEHAVIORS | C | R1 | R2 | R3 |
|----|---------------------|----|----|----|----|
| 1 | Interaction | 73 | 80 | 90 | 50 |
| 2 | Versatile | 72 | 75 | 85 | 57 |
| 3 | People-Oriented | 72 | 70 | 75 | 70 |
| 4 | Customer-Oriented | 65 | 67 | 73 | 55 |
| 5 | Frequent Change | 63 | 65 | 68 | 55 |
| 6 | Following Policy | 52 | 50 | 45 | 62 |
| 7 | Competitive | 50 | 50 | 50 | 50 |
| 8 | Consistent | 50 | 48 | 45 | 58 |
| 9 | Persistence | 49 | 47 | 43 | 57 |
| 10 | Urgency | 48 | 47 | 49 | 49 |
| 11 | Analysis | 45 | 40 | 30 | 65 |
| 12 | Organized Workplace | 42 | 35 | 30 | 60 |

Respondent Key

R1: CASEY PRINE
R2: JUSTIN ROUHOFF
R3: ZACHARY ATKINSON