

Proposal: Succession Planning for Public Works

RFP #455-11663

City of Fort Lauderdale, Florida

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Strategic Government Resources

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Company Profile

Background

Strategic Government Resources (SGR) was founded in 1999 and is fully owned by former City Manager Ron Holifield. Ron spent two high profile decades in city management, which included service as City Manager in several cities. He founded SGR for the express purpose of helping local governments be more successful by recruiting, assessing, and developing innovative, collaborative, authentic leaders. We specialize in executive recruitment, live training, online training, leadership development, assessments, consulting, and various other services geared to promote innovation in local governments.

Mission & Core Values

SGR's mission is to facilitate innovative leadership in local government. The simple fact is that in today's world of limited resources, local governments must innovate to survive. SGR has and continues to be a leader in spurring innovation in local government.

SGR's core values are: Customer Service; Integrity; Philanthropy; Continuous Improvement; Flexibility; The Golden Rule; Collaboration; and, Protecting Relationships.

Office Locations

SGR's corporate headquarters is in the Dallas/Fort Worth Metro area in Keller, Texas. SGR also has satellite offices in:

Arizona	Texas	Florida	Louisiana	Oklahoma
<i>Gilbert</i>	<i>Abilene</i>	<i>Kissimmee</i>	<i>Baton Rouge</i>	<i>Edmond</i>
	<i>Cleburne</i>	<i>Lakeland</i>		<i>Stillwater</i>
	<i>College Station</i>	<i>Sarasota</i>		
	<i>Coppell</i>			
	<i>Dallas</i>			
	<i>Graham</i>			
	<i>Greenville</i>			
	<i>Murchison</i>			
	<i>New Braunfels</i>			
	<i>Seabrook</i>			
	<i>Sugar Land</i>			

Proposed Succession Management Program

Definition of Succession Planning

Succession planning is the process of identifying, developing, and tracking key individuals so that they may eventually assume higher positions. According to a survey by the Change Management Group, less than 15% of organizations address the need for a top leadership succession plan. When disaster strikes, such as a death, or an unpredicted resignation, there may be little time to develop a plan to replace the individual or to establish a new chain of command. It is important that these decisions be determined proactively so that the organization can effect a smooth transition and maintain productivity following the loss of key employees. To that end, succession planning is an integral force in strategic planning as it dictates the future need for managers, the direction of the organization, the competencies needed, and the hierarchy in which these managers will work.

Scope of this Project

This proposal outlines a process to assist the City of Fort Lauderdale to start to implement an effective Succession Management Program to help the organization successfully address the challenges associated with replacing critical leaders and Key At-Risk positions, with a focus to develop many of those leaders from within the current employee “pool.”

As Departments face staffing and attrition problems, they may need to redesign programs that will affect the staffing, workflow and productivity of those Departments, City administrators will need to be prepared to provide assistance in addressing the changing staffing needs. The assistance may require modifying existing classification patterns or creating new and innovative approaches to recruiting qualified internal candidates. It will be important that City administrators partner with SGR and the Public Works Department in solving these difficult and complex challenges.

Critical Components of Succession Management Planning

- **Planning for the future need for human resource capital:** How many people with specific competencies, desired experience and attributes are needed to accomplish the organization’s strategic plan? This is the demand.
- **Determining current resources of the organization:** What quantity, depth, breadth and variety of competencies currently exist in the organization and what is the availability (immediate and long-term) to meet the requirements of the origination. This is the supply.
- **Clarifying the variance between candidates and position qualifications:** What is the size and nature of the gap between what the organization needs and the present state? This variance is the “gap” which must be filled via execution of candidate specific action plans.

- **Developing a specific plan of action:** What developmental experiences, training, role assignments, coaching/counseling, performance/skill enhancement assignments, and recruitment exercises, will reduce the gap between needs and current availability? This is the actual Succession Management Plan.

Advantages of Succession Management Planning

- An ongoing supply of well-trained, broadly experienced, well-motivated people who are ready and able to step into key positions as needed.
- A flow of these capable people through various departments with the goals of educating them into the culture and processes of the City.
- Alignment of the future needs of the City with the availability of appropriate resources within the City.
- Positive goals for key personnel, which will enhance retention and development with the City and ensure the continuing supply of capable successors for each of the targeted positions defined in the Succession Management Plan.
- Defined career paths, facilitating upward movement within the organization.
- The continuous input of ideas to improve the internal processes and procedures of the City, as well as the opportunities to improve the offerings

Executive Summary

As with many organizations, the City of Fort Lauderdale's Public Works Department faces a gap between current knowledge, skills, and abilities and what is required in the future to ensure successful operations of the Department's functions, specifically the Water and Wastewater Treatment Operations within the Utilities Division. Implementation of a Succession Management Program is critical to both the City's and the Department's future success. It is clearly understood that the success of this program will inherently be tied to the City's *Press Play Fort Lauderdale Strategic Plan* to ensure alignment between the City's vision for the future and the work of its employees on a daily basis. Strategic Government Resources (SGR) Proposed Succession Management Program will specifically assist the organization accomplish the following:

- Identify Key At-Risk positions within the Water and Wastewater Treatment Operations Divisions involving roughly 90 positions;
- Evaluate the reasons behind challenging recruitment symptoms and turnover in those Key At-Risk positions;
- Evaluate the core competencies required to be successful in the Key At-Risk positions and develop a proposed training program to help ensure an ample supply of internal skilled individuals who can reasonably compete for such available positions going forward;
- Develop a formalized internal mentoring program to promote institutional and operational knowledge sharing within the Division to retain intellectual capital;
- Develop a proposed schedule for implementation of the Pilot Succession Management Program in concert with the Public Works Department's Succession Planning Core Team, including the identification of associated costs;
- Implement the Proposed Pilot Succession Management Program and train members in the Public Works Department's Succession Planning Core Team on the methodologies utilized in the Pilot Program.
- Development of strategies and costs to scale the Succession Management Program Department-wide to incorporate to various classifications associated with the approximately 430 Public Works employees.

The implementation of a Succession Management Program will be comprised of seven steps:

Step 1: Identification of Key At-Risk Positions

The identification of these key positions will include any incumbent position holders within the Utilities Division that are currently eligible to retire and/or who may be enrolled in any deferred

retirement plans, in addition to critical positions that have traditionally experienced high turnover or have skill sets that have are difficult to find in the workforce. A component of this review will involve discussions with leadership within the Division to assess the organization's ability to successfully address turnover in positions, which will involve a review of the number of incumbents in positions, deployment/scheduling needs, and existing capacities to move lower level employees up into higher positions on an emergency basis if needed, even for a short time. This review will also evaluate the potential reasons behind turnover in such positions by incumbents who elect to leave the organization after short tenures for whatever reason, which may contribute to such positions being classified as At-Risk. Lastly, the review will evaluate the ability of existing personnel to step up into leadership/supervisory positions to address both planned and unforeseen personnel changes.

Step 2: Identification of Core Competencies

The SGR team will work with appropriate staff in the Public Works and Human Resources Departments to evaluate the current required core competencies required in the Key At-Risk positions and identify potential natural progression of lower position classifications that can reasonably be considered as internal training opportunities for succession planning to higher levels within the Utilities Division. This work will also include an assessment of the Treatment Operations Division's readiness to respond to unexpected staffing changes, leadership capacities, strengths, weaknesses, and developmental opportunities, with an emphasis of identifying gaps in required training and/or experience of existing personnel in response to such changes.

Step 3: Administer Employee Assessments

This component will involve initial meetings with lead individuals who oversee Key At-Risk positions to determine developmental needs and opportunities with their direct reports and ensure an understanding of skill sets required in successful candidates for the At-Risk positions within the Division. SGR staff will administer Role-Fit Survey™ to identify the best talent for the organization's specific needs. The result is better employee satisfaction and retention, which equates to stability and operational efficiencies. Role-Fit Survey merges eligibility with suitability. Once eligibility via resume and credentials has been established, Role-Fit Survey identifies the suitability of potential candidates for particular positions, regardless of the number of candidates, and results are quickly available thereafter. SGR may elect to administer other employee assessment instruments such as Strength Finder and I-OPT (Input Output Processing Template) if needed to better evaluate the alignment of the Division's human resources to the Key At Risk position challenges and to help identify individuals who are likely to be interested, or may be well suited for potential promotion into future vacant At-Risk positions.

Step 4: Creation of Individual Development Plans & Identification of Training Needs

Individual candidate employees expressing an interest in promotion and who demonstrate a likelihood of success in Key At-Risk positions based upon the results of their assessments will work with SGR staff and the appropriate lead supervisory members in the Division to develop an Individual Development Plan (IDP). SGR will train Divisional supervisors in establishing IDP's for their respective employees in addition to training them in mentoring techniques, and the supervisors will in turn provide follow up and mentorship to the candidate employee to assist employees in acquiring the knowledge, skills, and abilities to qualify for the upward movement within the Division. The appropriate supervisors will meet with the candidate employees during and after the completion of developmental goals to assess their progress. The employee's progress will be discussed and documented on their respective IDP as part of regular mentorship process. The IDP is focused on developing the employee in preparation for possible advancement, in contrast to an Annual Performance Review which identifies goals for performance improvement. The IDP will involve both a self-evaluation by the employee and by their supervisor relative to core competencies required in Key At-Risk positions utilizing both assessment data and gap analysis to create a plan recognizing the employee's strengths and developmental needs with respect to possible promotion. Succession Planning will provide the employee with a plan for training and development, that could be provided through additional on the job (OTJ) experiences, internal training sessions, cross training within the Division, and partnerships with area educational institutions. It is assumed the City will likely need to partner with local Colleges, Schools, and Universities to help identify programs which may be instrumental to an employee's long range IDP goals.

Step 5: External Recruitment & Hiring Procedures

In addition to developing internal succession planning processes as outlined above, SGR will review the City's current recruitment and selection processes to identify potential improvements and techniques that could reduce costs and shorten the time period between job postings and employment offers. The focus of this review will involve developing strategies to help ensure pools of qualified candidates are readily available to the Department, and develop other recommendations to address the organization's needs to fill identified Key At-Risk positions.

Step 6: Evaluate Succession Management Plan

Throughout Phase I of the Pilot Project, SGR will regularly meet with Public Works Department's Succession Planning Core Team to review the impacts of the Succession Management Plan to ensure it is meeting the needs of the organization. Upon completion of the Pilot Project, SGR will provide a summary evaluation of the program, highlighting the methodologies used in the

program, and develop a report regarding the particular classification and numbers of Key At-Risk positions identified, the success rate of individuals completing their IDP's during the Pilot Phase, the number of employees who ultimately are promoted to higher levels of classifications within the Division, changes and improvements in recruiting external candidates to the Key At-Risk positions, pre and post Pilot Program implementation retention rates, and the overall costs associated with the program.

Step 7: Provide a Proposed Approach to Implement, Communicate, Train, Support and Develop Proposed Costs for the Expansion of the Divisional Pilot Program throughout the entire Public Works Department

The results of the evaluation of Phase I Pilot Project will serve as the foundation for development of a report detailing how to replicate the Pilot Succession Management Program and scale it appropriately for implementation across the entire Public Works Department. The report will outline strategies for implementation, employee communications, training and support for Departmental leadership, including a proposed schedule for implementation and associated costs.

Proposed Succession Management Plan Steps

Step 1. Identification of Key At-Risk Positions

The first step involves the determination of positions deemed critical to the Water & Wastewater Treatment Operations Division which strongly influence the Public Works Department's strategic plan and mission. We refer to these positions in general as "Key At-Risk Positions". These positions are defined based on the essential functions and responsibilities and minimal qualifications of the classification, not the individual attributes of the incumbents. However, the incumbent within the classification should be taken into consideration in defining those attributes and behaviors (competencies) needed to be successful at accomplishing mission, goals, and objectives.

The identification of these key positions will include a review of any incumbent position holders within the Water & Wastewater Treatment Operations Division that are currently eligible to retire and/or who may be enrolled in any deferred retirement plans, in addition to critical positions that have traditionally experienced high turnover or have skill sets that have are difficult to find in the workforce. A component of this review will involve discussions with leadership within the Division to assess the organization's ability to successfully address turnover in positions, which will involve a review of the number of incumbents in positions, deployment/scheduling needs, and existing capacities to move lower level employees up into higher positions on an emergency basis if needed, even for a short time. This review will also evaluate potential reasons behind turnover in such positions by incumbents who elect to leave the organization after short tenures for whatever reason, which may contribute to such positions being classified as Key At-Risk. Lastly, the review will evaluate the ability of existing personnel to step up into leadership/supervisory positions and undertake cross training to address both planned and unforeseen personnel changes.

Considerations for Key At-Risk positions that may be targeted for succession planning include the following:

- Positions deemed to be mission critical and have the authority and autonomy to influence the results of the Division, such as Division Heads and senior leadership within the Division.
- Other positions which are unique and serve a significant purpose for the Division which may involve limited numbers of individuals in a particular classification and/or required to possess distinct talent may be identified.

- Positions where employee resource pools may be scarce due to the competitive market and or high attrition rates will also likely be targeted for succession planning; however, mentoring, cross training, and/or career development efforts may be recommended based upon further review.
- It should be noted that Succession Planning is not the process for attracting candidates for positions within the workforce at large. For most positions, especially those requiring technical experience or expertise, career development efforts may be more appropriate and recommended.

Step 2: Identification of Core Competencies

The SGR team will work with appropriate staff in the Public Works and Human Resources Departments to evaluate the current required core competencies required in the Key At-Risk positions and identify potential natural progression of lower position classifications that can reasonably be considered as internal training opportunities for succession planning to higher levels within the Utilities Division. A competency is an observable, measurable pattern of skills, knowledge, abilities, behaviors, and other characteristics that an individual needs to perform their work successfully. In any organization, while many competencies may be used, core competencies are those capabilities that are critical to an organization to achieve the results of its designated program(s).

Considering the competencies needed for progression to targeted positions, the gap between current and required proficiency will identify individual developmental needs. While the incumbent(s) in the position may represent the desired level and range of competencies optimally desired, it is important to set competency targets at a level of minimal qualifications for beginning succession planning. Categorizing competencies in groups of essential and ideal might assist Departments in sorting out which competencies are required and which additional competencies would be desired. The following is represents an overview of how to identify those elements which define core competencies:

- **Behaviors:** Essential, observable, and measurable actions performed in the accomplishment of the mission (essential functions of the classification).
- **Attributes:** Observable characteristics that positively influence the accomplishment of tasks (outcomes) required to fulfill mission requirements.
- **Technical Expertise:** The desired level and variety of skill or other technical aspects needed to perform the tasks.

- **Specialized Knowledge:** The degree of mastering the body of data, relevant facts and information required to successfully accomplish mission goals and objectives.

The process of identifying competencies of those incumbents who are successful at accomplishing the mission goals and objectives will initially be done through a process of reviewing standard competencies. Identification, validation, and prioritization of these competencies will be determined through a collaborative effort between Divisional leadership and SGR members. This work will also include an assessment of the Treatment Operations readiness to respond to unexpected staffing changes, leadership capacities, strengths, weaknesses, and developmental opportunities, with an emphasis of identifying gaps in required training and/or experience of existing personnel in response to such changes.

Step 3: Administer Employee Assessments

This component will involve initial meetings with lead individuals who oversee Key At-Risk positions to determine developmental needs and opportunities with their direct reports and ensure an understanding of skill sets required in successful candidates for the Key At-Risk positions within the Division.

The use of assessments has become an essential tool for employers in the recruitment process who want to put the right people into available positions. Making sure you appoint the person who fits your organization can save thousands of dollars and reduce operational inefficiencies through reducing the likelihood of turnover. Assessments aren't only used in the hiring process. They also provide employees with effective training, help managers become more effective, assist teams to better understand their colleagues, and promote people into positions where they will actually succeed. The use of assessments has resulted in extraordinary increases in productivity while reducing employee relation problems, employee turnover, stress, tension, conflict and overall human resource expenses.

SGR staff will administer Role-Fit Survey™ to identify the best talent for the Division's specific needs. The result is better employee satisfaction and retention, which equates to stability and operational efficiencies. Role-Fit Survey merges eligibility with suitability. Once you have established an employee's eligibility via resume and credentials, Role-Fit Survey identifies the suitability of potential candidates for particular positions, regardless of the number of applicants and results are quickly available thereafter. SGR may elect to administer other employee assessment instruments such as Strength Finder and I-OPT (Input Output Processing Template), if needed to better evaluate the alignment of the Division's human resources to the Key At Risk position challenges and to help identify individuals who are likely to be interested, or may be well suited for potential promotion into future vacant at-risk positions.

Step 4: Creation of Individual Development Plans & Identification of Training Needs

Individual candidate employees expressing an interest in promotion and who demonstrate a likelihood of success in Key At-Risk positions based upon the results of their assessments will work with SGR staff and the appropriate lead supervisory members in the Division to develop an Individual Development Plan (IDP). SGR will train Divisional supervisors in establishing IDP's for their respective employees in addition to training them in mentoring techniques, and the supervisors will in turn provide follow up and mentorship to the candidate employee to assist employees in acquiring the knowledge, skills, and abilities to qualify for the upward movement within the Division. The appropriate supervisors will meet with the candidate employees during and after the completion of developmental goals to assess their progress. The employee's progress will be discussed and documented on their respective IDP as part of regular mentorship process. In order to establish an accurate IDP, developmental opportunities gleaned from the assessment process will be used. A key factor to successful succession planning is the employee's initiative toward development and execution of their IDP. Obviously, employee input is important to reflect their unique career preferences.

The IDP is focused on developing the employee in preparation for possible advancement, in contrast to an Annual Performance Review, which identifies goals for performance improvement. The IDP will involve both a self-evaluation by the employee and by their supervisor relative to core competencies required in Key At-Risk positions utilizing both assessment data and gap analysis to create a plan recognizing the employee's strengths and developmental needs with respect to possible promotion.

Each IDP is recommended to contain the following information:

- Present level within the Succession Plan – performance, education, training, and experience as required or recommended for the position(s) sought
- Competencies needed for position advancement within the Succession Plan.
- Goals and objectives relative to the position competencies:
 - Short-Range goals (achievable within a 1 year time frame)
 - Mid-Range goals (achievable within 2-3 years)
 - Long-Range goals (achievable in 3 or more years)
- Recommended paths for achieving the goal/competency:
 - The type of training or development needed (e.g., OJT, mentoring, cross training, skill development training, further education, etc.)
 - Sources of the training and contacts as needed.
- Schedule of review - when the progress of the employee will be reviewed.
- Documentation of progress to maintain a current IDP.

Employees will be able to develop an Individual Development Plan (IDP) for their current position and career path, as well as to aid them in achieving their goals toward possible promotion. Their IDPs will include short-range goals for immediate application, mid-range goals to prepare them for advancement within their career path, and long-range goals to prepare them for future consideration as upper management positions come available.

An employee's IDP can aid them in addressing development of targeted behaviors, attributes, technical skills, or specialized skills. It can include targeted competencies required for advancement, and can help the employee reduce the knowledge or skill gap through identifying the necessary elements relative to the employee's particular needs and goals. In addition to a clear IDP, an employee will need to become skilled at open and critical self-evaluation.

Succession Planning will provide the employee with a plan for training and development, that could be provided through additional on the job (OTJ) experiences, internal training sessions, cross training within the Division, and partnerships with area educational institutions. It is assumed the City will likely need to partner with local Colleges, Schools, and Universities to help identify programs which may be instrumental to an employee's long range IDP goals.

Step 5: External Recruitment & Hiring Procedures

Although much of the focus of this project involves the development of the internal Pilot Succession Management Plan, the organization will still need to be pro-active in its external recruitment and selection processes to fully meet the human capital needs of the Division, the Public Works Department, and the organization as a whole. Such is important as it will be unlikely that all of the Division's employee needs will be met solely through the targeted upward promotions of internal candidates, especially given the noted demographics of the Public Works Department which reveal that roughly 28% of the Department's employees are eligible for retirement by the end of 2017. Accordingly, SGR will facilitate an interactive session with the City's Human Resource Department, Public Works leadership, City Administration and SGR Senior leadership. The focus of the session will enable SGR to fully understand local practices, policies, procedures, legal requirements, successes and challenges. Following the session, SGR will review the City's current recruitment and selection processes to identify potential improvements and techniques that could reduce costs and shorten the time period between job postings and employment offers. As part of this process, SGR will also develop recommended strategies to assist the organization in implementing procedures to help ensure pools of qualified candidates are readily available to the Department, and develop other options to address the organization's needs to fill identified key At-Risk positions in an expeditious fashion.

Step 6: Evaluate Pilot Succession Management Plan

Throughout Phase I of the Pilot Project, SGR will regularly meet with Public Works Department's Succession Planning Core Team to review the impacts of the Succession Management Plan to ensure it is meeting the needs of the organization. For the plan to be successful, it must provide some level of flexibility to anticipate and respond to the complexities of future organizational and operational needs. As stated above, it primarily focuses on internal employee and leadership development, but also involves a component to review potential enhancements to the City's external recruitment and selection processes. Lastly, the program has to be practical so that it gets used in making critical staffing decisions for key positions and becomes routinized within the organization. As the City moves forward with its Vision Plan - *Fast Forward Fort Lauderdale 2035*, and Strategic Planning efforts, it makes good business sense to implement programs to develop future leaders from inside the organization.

Upon completion of the Pilot Project, SGR will provide a summary evaluation of the program, highlighting the methodologies used in the program, and develop a report regarding the particular classification and numbers of Key At-Risk positions identified, the success rate of individuals completing initial parts of their IDP's during the Pilot Phase, the number of employees who ultimately are promoted to higher levels of classifications within the Division, an evaluation competitiveness of internal candidates involved in the program vis-à-vis external candidates in hiring decisions, changes and improvements in recruiting external candidates to the Key At-Risk positions, pre and post Pilot Program implementation retention rates, and the overall costs associated with the program.

Step 7: Provide a Proposed Approach to Implement, Communicate, Train, Support and Develop Proposed Costs for the Expansion of the Divisional Pilot Program throughout the entire Public Works Department

The results of the evaluation of Phase I Pilot Project will serve as the foundation for development of a report detailing how to replicate the Pilot Succession Management Program and scale it appropriately for implementation across the entire Public Works Department. Prior to completing the report, the Public Works Succession Planning Core Team to ensure the initial assumptions and expectations in the Pilot Program remain in effect. If situations have changed, the City and SGR may propose alternative appropriate strategies, offer mid-course corrections, and modify ongoing management processes. The final report will outline strategies for implementation, employee communications, training and support for Departmental leadership, including a proposed schedule for implementation and associated costs.

Proposed Implementation Schedule

The Pilot Succession Management Program within the Water & Wastewater Treatment Operations Division is proposed to be completed within six months following authorization to proceed, with flexibility to extend the program up to an additional three months in the event the City's internal employee resources require additional time to incorporate their involvement throughout the development of the program in response to emerging local operational needs and priorities. The proposed schedule for completion of each of the identified action steps is as follows:

Step 1: Project Kick-Off Identification of Key At-Risk Positions	(3 weeks)
Step 2: Identification of Core Competencies	(3 weeks)
Step 3: Administer Employee Assessments	(3 weeks)
Step 4: Creation of Individual Development Plans & Identification of Training Needs	(7 weeks)
Step 5: External Recruitment & Hiring Procedures	(4 weeks)
Step 6: Evaluate Pilot Succession Management Plan	(2 weeks)
Step 7: Provide a Proposed Approach to Implement, Communicate, Train, Support and Develop Proposed Costs for the Expansion of the Divisional Pilot Program throughout the entire Public Works Department	(2 Weeks)

Meet the Team

SGR will utilize a number of their experienced leadership employees to assemble a uniquely talented and qualified project team to develop Fort Lauderdale's Succession Management Program Pilot Project. A brief overview of each of the the team members and their responsibilities in the project follows:

Doug Thomas – Project Manager

Douglas.Thomas@GovernmentResource.com

(863) 860-9314

Doug Thomas joined SGR in 2015, as Regional Director and heads up SGR's Florida office, (Lakeland, Florida) where he focuses on executive recruitment, leadership development, and training for local governments. Prior to joining SGR, Doug served as City Manager for the City of Lakeland, Florida, where he has vast experience in managing a full service city with approximately 2,600 employees and working with state and local government leaders, private partnerships, and championed the City's innovative succession management program. Doug is a regular presenter at national, state and local association conferences and meetings on topics ranging from electric utilities, park and recreational developments, legislative advocacy, strategic planning and budgeting, performance reviews for the Chief Executive, and other municipal programs and practices.

Doug served as City Manager for the City of Alma, Michigan, and Assistant City Manager for the City of Grand Haven Michigan. He also served with the Maryland cities of Rockville, and Landover Hills. He holds a Bachelor of Arts in Political Science and History from Bowling Green State University, and a MPA from The American University, Washington, D.C.

Doug will serve as Project Manager and lead contact for the City of Fort Lauderdale throughout the contract and will be involved in all aspects of the Succession Management Program based upon his experience with a similar program with the City of Lakeland.

Roxanne Powell – Employee Assessments

RoxannePowell@GovernmentResource.com

(940) 367-0390

Roxanne Powell joined SGR in April 2015, as Director of Assessments in the Keller, Texas Office. She previously enjoyed a career in Oil & Gas Investment Banking in Syndicated Finance with JPMorgan Securities Inc., in Houston, Texas.

Roxanne holds a Bachelor's degree in Business Administration in Finance from Texas Tech University, and is a graduate of the Texas Tech School of Applied Banking.

Roxanne holds a certification in I-OPT and works closely with the founder of Role Fit Survey. She will coordinate the administration and analysis of the employee assessment instruments.

Krisa Delacruz – Core Competencies, Training and Development

Krisa@GovernmentResource.com

(806) 773-8347

Krisa Delacruz serves as Managing Director of Collaboration in the Keller, Texas Office. She joined SGR in 2007.

Krisa directly oversees all of SGR's live training, curriculum, member services, and collaboration activities. She's also the "face" of SGR to almost 200 member governments. Before working at SGR, Krisa served as a branch manager for Penske and Communications Director for Cedar Canyon Lodge.

Krisa holds a Bachelor of Arts in Communication Studies with an emphasis in Public Affairs from Texas Tech University. She also has a minor in Psychology.

Krisa will assist in the review of core competencies and in the identification of proposed training programs as part of the Individual Development Plan phase of the project.

Bill Peterson – Individual Employee Development Plans

Bill@GovernmentResource.com

(407) 201-8933

Bill Peterson joined SGR in 2009 and serves as Executive Vice President and works from his office in Kissimmee, Florida. Prior to joining SGR, Bill served as Regional Administrator of FEMA. Prior to being appointed by the President of the United States to this role, Bill served as Fire Chief and Emergency Management Coordinator in Plano, Texas. He also served as Fire Chief in Waukegan, IL and with the Bolingbrook and Evergreen Park, IL Fire Departments.

He has served in board or other key leadership roles with the Society of Fire Protection Engineers, the Institution of Fire Engineers, the International Association of Fire Chief's, the International Fire Service Training Association, National Fire Protection Association, and the Texas Fire Chief's Association.

In 2004, as a member of the Professional Development Committee of the International Association of Fire Chiefs, Bill played a key role in the development of the Fire Officer Development Handbook for the IAFC. The handbook details a process of developing Individual Development Plans for supervisors and managers in a fire and emergency services environment. The handbook is currently in its second edition.

While serving as a regional administrator of the Department of Homeland Security - Federal Emergency Management Agency from 2006 to 2009, Bill was instrumental in the development of an Individual Development Program and handbook for DHS-FEMA Region 6 staff. The project developed a detailed program for preparing agency staff for greater responsibility and identified the joint responsibility, for both the agency and individual, for providing and

undertaking continuing professional development activities during a staff member's whole career.

Bill also currently serves as the Chair of the National Fire Protection Association's Professional Qualifications Project. In this capacity he is responsible for the management and coordination of the NFPA Professional Qualifications Project's 16 Technical Committees (300+ volunteer members) and 20 Professional Qualifications documents related to professional qualifications for fire service, public safety, and related personnel at all levels within their organizations. Each of the national standards outlines the minimum knowledge, skills, abilities, and observable job performance requirements for successful performance of assigned public safety duties

In 2013, Bill received the highest recognition awarded by the U.S. Branch of the Institution of Fire Engineers for his untiring work and tenacity in moving the fire service discipline to new heights. Bill was also named as Fire Chief of the Year by the International Association of Fire Chiefs and FIRE CHIEF Magazine. He holds a BA in Fire Protection Administration from Lewis University and a Master's degree in Public Administration and Human Relations from Webster University in St. Louis, MO.

Bill will be the lead individual in training City leadership staff in the creation of Individual Development Plans and mentoring techniques.

Ron Holifield – External Recruitment and Selection Processes

Ron@GovernmentResource.com

(214) 676-1691

Ron Holifield is the Founder and CEO of SGR. He previously served as Assistant City Manager in Plano, Texas as well as City Manager in Garland, DeSoto, Farmersville and Sundown, and on the City Manager's staff in Lubbock. In 1996, he left city management and purchased Government Relations Specialists which he grew into the 49th largest lobby firm in Texas, before selling it to an employee. In 1999, Ron founded Strategic Government Resources to specialize in facilitating collaboration among local governments, with a particular emphasis in employee training and development of next generation leaders.

He has grown SGR into the largest private sector training company that specializes in leadership, management and customer service for local governments in the nation. He is a frequent speaker at state and national conferences and remains high profile in the city management profession.

Ron holds a Bachelor of Arts in Government from Abilene Christian University and a Master's in Public Administration from Texas Tech University.

Ron will facilitate the review session regarding the City's existing external recruitment and hiring procedures.

References

Mr. Brad Johnson, Assistant City Manager
City of Lakeland
228 S. Massachusetts Avenue
Lakeland, Florida 33801
863-834-6237
brad.johnson@lakelandgov.net

- Lakeland Succession Planning Program: commenced in 2012 with the City's Human Resources Department and is ongoing. There is no specific budget as the project is an internal organizational initiative with no specific budget allocation.

Mr. Eric Wade, City Administrator
City of Lenexa
12350 West 87th Street Parkway
Lenexa, Kansas 66215
913-477-7550
ewade@lenexa.com

- Readiness Assessments: SGR has conducted two internal readiness assessment projects for the City of Lenexa, for the Police Chief (2012) and Fire Chief (2015) positions.

Mr. Kent Cage, City Manager
City of Leander
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Leander, Texas 78641
512-528-2702
kcagle@leandertx.gov

- Readiness Assessment: SGR conducted an internal readiness assessment project for the City of Leander, Texas for the Police Chief position in 2012.

BID/PROPOSAL CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Strategic Government Resources, Inc.

Address: P.O. Box 1642

City: Keller State: TX Zip: 75244

Telephone No. 817-337-8581 FAX No. 817-796-1228 Email: CyndyBrown@governmentresource.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): _____

Payment Terms (section 1.04 of General Conditions): net 30

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE _____ WBE _____

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>4</u>	<u>10/23/15</u>	_____	_____
_____	_____	_____	_____

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Cyndy Brown
Name (printed)

11/9/2015
Date:

Cyndy Brown
Signature

Managing Director
Title

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Strategic Government Resources

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

Notes:

Proposer should attach a breakdown of costs including but not limited to labor, software, equipment, materials and travel for each Phase as outlined in Section III, however, contractor must provide the breakdown within three business days from request of the City.

1. PHASE 1

\$ 94,000

2. PHASE 2

Not to exceed \$1,000 per covered employee,
with per employee costs expected to be lower
\$ based upon experience in Pilot Program
and anticipated economies of
scale for a Public Works
\$ Departmental-wide program

Total Cost to the City

Depending on the results of Phase 1, The City of Fort Lauderdale may or may not exercise Phase 2.

Submitted by:

Cyndy Brown
Name (printed)

11/9/2015
Date

Cyndy Brown
Signature

Managing Director
Title

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
<u>Cyndy Brown,</u>	<u>N/A - None</u>
<u>Cyndy Brown, Managing Director</u>	<u></u>
	<u></u>
	<u></u>

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

☒ Master Card

☒ Visa Card

Company Name: Strategic Government Resources

Cyndy Brown
Name (printed)

Cyndy Brown
Signature

11/9/15
Date:

Managing Director
Title



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
9/8/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER A R Schell & Son Agency Inc 1001 East 15th Street P O Box 860355 Plano TX 75086-0355		CONTACT NAME: Candace Heerschap, CISR PHONE (A/C, No, Ext): (972) 423-4546 FAX (A/C, No): (972) 423-3567 E-MAIL ADDRESS: CHeerschap@Schellinsurance.com																						
INSURED Strategic Government Resources Inc P O BOX 1642 Keller TX 76244		<table border="1"><thead><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr></thead><tbody><tr><td>INSURER A:</td><td>Foremost Signature Insurance</td><td>41513</td></tr><tr><td>INSURER B:</td><td>Hartford Ins Companies</td><td>00914</td></tr><tr><td>INSURER C:</td><td>United States Liability Ins.Co</td><td></td></tr><tr><td>INSURER D:</td><td></td><td></td></tr><tr><td>INSURER E:</td><td></td><td></td></tr><tr><td>INSURER F:</td><td></td><td></td></tr></tbody></table>		INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Foremost Signature Insurance	41513	INSURER B:	Hartford Ins Companies	00914	INSURER C:	United States Liability Ins.Co		INSURER D:			INSURER E:			INSURER F:		
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INSURER C:	United States Liability Ins.Co																							
INSURER D:																								
INSURER E:																								
INSURER F:																								

COVERAGES

CERTIFICATE NUMBER: 2014 Updated 12 14

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

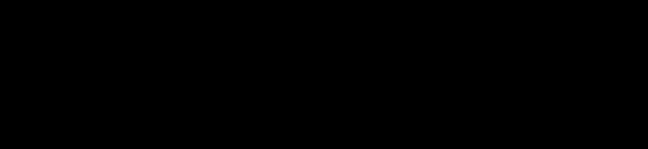
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			PAS008156699	12/1/2014	12/1/2015	EACH OCCURRENCE	\$ 2,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 2,000,000
							GENERAL AGGREGATE	\$ 4,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG	\$ 4,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC							\$
B	AUTOMOBILE LIABILITY			46UECZF3479	2/20/2015	2/20/2016	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS	<input checked="" type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident)	\$
							Uninsured motorist combined	\$ 1,000,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR			PAS008156699	12/1/2014	12/1/2015	EACH OCCURRENCE	\$ 1,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE	\$
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$							\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			46WBCAI9575	10/17/2014	10/17/2015	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y/N	N/A				E.L. EACH ACCIDENT	\$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
C	Professional Liability			SP1016538F	10/16/2014	10/16/2015	\$1,000,000 Per Claim \$1,000,000 Aggregate	\$5,000 Ded

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Included as Certificate Holder:

The Louisville/Jefferson County Metro Government, its elected and appointed officials, employees, agents and successors .

CERTIFICATE HOLDER**CANCELLATION**

	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE
	J Schell, CIC, CRM/TK CAM #16-0352

ACORD 25 (2010/05)

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INS025 (201005).01

The ACORD name and logo are registered marks of ACORD

EXHIBIT 5
Page 25 of 50

COMMENTS/REMARKS

The General Liability and Auto Liability policy includes a blanket automatic Additional Insured endorsement that provides Additional Insured status only when there is a written contract between the Named Insured and the Certificate Holder that requires such status.

OFREMARK

CAM #16-0352
COPYRIGHT 2000, AMS SERVICES INC.
EXHIBIT 5



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 4

ITB No. 455-11663
Succession Planning: Succession Plan Model

ISSUED: October 23, 2015

This addendum is being issued to provide the following information:

1. **Project Summary**
2. **Organizational Background**
3. **Project Background**
4. **Purpose**
5. **Scope of Service**
6. **Department Positions**
7. **Phases**

All other terms, conditions, and specifications remain unchanged.

Aristides Goppin, MBA
Procurement Specialist

Company Name: Strategic Government Resources
(please print)

Bidder's Signature: Cyndy Don

Date: 11/9/15

Appendix A

Proposed Project Kick-Off Questions

Define where the Division may be with regards to Succession Planning.

- What key positions are you planning for?
- What key people have you designated for succeeding to higher positions?
- Where are they in their experience, education and training schedules?
- What other candidates can you identify, either for future needs or to replace people who were in the process and either left your department or did not work out as expected?

What has changed inside the Division which might alter where it needs to go regarding Succession Planning?

- How have previous and current candidates performed to date?
- What jobs have changed, and how have they changed, that affect the operations?
- What new opportunities, technologies and other issues have emerged which will influence the Division's Succession Plan, including its objectives or tactics?

Define where you want the Succession Management Plan to take the Division.

What will the Division's organizational chart look like in three to five years and what will your key people be doing at that time?

- What openings will you need to fill due to attrition, promotion or expansion?
- What new disciplines will the Division require, and how will you fill them?
- How will the Succession Plan fit with your expectation of where the Division and its operations will likely be going?

Define how the Division will get from its current state to what you want the Division to look like at the end of the planning horizon.

- Who will be involved and what will each be doing?
- When will they start and end each part of the process and how will you judge their progress?
- What criteria will be used to determine each succession candidate's ongoing fitness for his or her career path?
- Does each succession candidate offer and demonstrate continuing potential and progress toward meeting the requirements you have established?
- On what basis will you determine if someone is not progressing appropriately, and what can you do to help that person develop to the fullest extent?
- What alternatives can you offer those who are not meeting expectations?

- Does the job description reflect specific training and education required?
- What additional training do you recommend?
- What additional skills do you recommend?
- What additional accomplishments do you recommend?
- What additional qualifications do you recommend?

Appendix B

Individual Development Plan (IDP) Framework

There are many tools and resources available to you as you develop a specific plan of action for career path management for succession planning. Whether you are preparing yourself for possible promotion or for mobility elsewhere within the organization, you may find the Individual Development Plan (IDP) to be a helpful tool. A well-prepared IDP might include goals relating to professional development, skills training, formal education, or development of other related aspects of your work performance. Consider the following guidelines for creating and implementing your IDP:

Know the purpose of the IDP

- Prioritize and develop a plan of action to reach your short-, mid-, and long-range career goals.
- Focus your personal efforts in the areas that you have targeted, or that are prioritized for you through your meetings with your Department personnel/supervisor.
- Identify, outline, and make use of available resources.
- Create an action plan that is clear and achievable with timelines for yourself to help motivate you.

Put your IDP into Action

- Discuss your IDP with your supervisor or Department advisor, or an advisor from the City's Human Resources Department if desired. Use this time to state your goals, clarify expectations and agree upon modifications as needed to help you to develop competencies needed for the position you are seeking.
- Work your plan – take a first step.
- Evaluate your plan along the way and modify it as needed. Meet with your Department consultant/supervisor annually, or more frequently if desired.
- Expect obstacles and work to overcome them.
- Update your plan as you complete goals and achieve competencies.



INTERNATIONAL ASSOCIATION OF FIRE CHIEFS OFFICER DEVELOPMENT HANDBOOK

*In pursuit of the planned, progressive, life-long process of education,
learning, self-development, and experience.*

**IN PREPARATION FOR SERVICE AS A
SUPERVISING FIRE OFFICER**

SUPERVISING FIRE OFFICER



The **NFPA** promulgates minimum fire officer professional qualification standards for use in certification through an independent examination process. The applicable standards from NFPA 1021 for each of the four officer development levels are included here for reference. They should be included in the professional development planning process, while remembering that they comprise only a portion of the total development process.

For the **Supervising Fire Officer**, refer to:

NFPA Fire Officer I Standards

Component	Content
General	Firefighter II
General Knowledge	Organizational structure; procedures; operations; budget; records; codes and ordinances; IMS; social, political, and cultural factors; supervisory methods; labor agreements.
General Skills	Verbal and written communication; report writing; incident management system.
Human Resource Management	Use human resources to accomplish assignments safely during emergency, nonemergency, and training work periods; recommend action for member problems; apply policies and procedures; coordinate the completion of tasks and projects.
Community & Government Relations	Deal with public inquiries and concerns according to policy and procedure.
Administration	Implement departmental policy and procedure at the unit level; complete assigned reports, logs, and files.
Inspection & Investigation	Determine preliminary fire cause; secure a scene; preserve evidence.
Emergency Service Delivery	Conduct pre-incident planning; develop incident action plans; implement resource deployment; implement emergency incident scene supervision.
Health & Safety	Integrate health and safety plans, policies, and procedures into daily unit work activities; conduct initial accident investigations.

These standards are the basis. The next section presents the essential learning, education, experience, and self-development elements that are designed to prepare individuals for service as a Supervising Fire Officer.

Supervising Fire Officer: Learning

Element	Note
Firefighter I	NFPA 1001; Firefighter I
Firefighter II	NFPA 1001; Firefighter II
Fire Officer I	NFPA 1021; Fire Officer I
Incident Safety Officer	NFPA 1521
IMS	NIMS
Instructor I	NFPA 1041 or equivalent
Inspector I	NFPA 1031 or equivalent
Emergency Medical Services	Per state/local requirements
Valid Driver's License + Related Endorsements	Per state/local requirements
HazMat - Operations Level	NFPA 472

Supervising Fire Officer: Education

The following studies should be undertaken through an accredited institution of higher education.

SFO Component	Outcome	Discipline Level	Suggested Course
SFO-01	Ability to write detailed prose.	100	English Composition
SFO-02	Understanding and using basic interpersonal, group and public communication skills.	100	Public Speaking
SFO-03	Ability to write accurate and clear letters, memos, technical reports and business communications.	100	Business Communications
SFO-04	Understanding ecosystem construction and destruction, energy production, and use and waste generation and disposal.	100	Biology
SFO-05	Understanding basic principles of general chemistry, including the metric system theory and structure.	100	Chemistry
SFO-06	Understanding basic principles of areas of psychology: physiology, cognition, motivation, learning, intelligence, personality, and mental health.	100	Psychology
SFO-07	Understanding basic principles of social groups, forces, structures, processes, institutions, and events.	100	Sociology
SFO-08	Understanding and using the basics of mathematical models; elementary concepts of probability and simulation; and emphasis on business applications.	100/200	Introduction to Finite Math; Algebra

SFO Component	Outcome	Discipline Level	Suggested Course
SFO-09	Understanding basic principles of information technology and business computer systems for effective daily use.	100	Business Computer Systems
SFO-10	Understanding and implementing the basic principles of health, fitness and wellness.	100	Health / Wellness
SFO-11	Understanding basic concepts of government at the federal, state and local levels.	100	American Government
SFO-12	Understanding functional areas of human resource management and laws: job analysis, testing; performing interviewing, selection, training, and performance evaluation.	200	Human Resource Management
SFO-13	Understanding basic theories and fundamentals of how and why fires start, spread, and are controlled.	100	Fire Behavior & Combustion
SFO-14	Understanding the components of building construction related to fire and life safety, including inspections, pre-incident planning, and emergency operations.	100	Building Construction
SFO -15	Understanding and performing basic responsibilities of company officers including supervision, delegation, problem solving, decision-making, communications, and leadership.	200	Fire Administration I

Supervising Fire Officer: Experience

Element	Examples of Appropriate Development Experience
Agency Operations	<ul style="list-style-type: none"> • Worked as qualified responder for three – five years. • Act as an aid to command/Participate in after action reviews.
Coaching	<ul style="list-style-type: none"> • Practice peer coaching, e.g., recruits and other organizational workgroups. • Select a subordinate who is experiencing difficulty in performing assigned tasks. Develop a performance improvement plan and provide coaching, including active feedback to the individual over an extended period of time. • Work with small group leadership: sports teams, youth clubs, etc. • Serve as either a coach or manager in a local sports organization, or club officer for a service club. • Work as a peer fitness trainer/youth sports coach/employee evaluator. • Develop a subordinate who needs performance improvement or is aspiring to promote and develop a performance improvement plan with benchmarks. • Acquire other leadership experience, such as coaching and leading others, outside the fire service.
Directing Resources	<ul style="list-style-type: none"> • Function as acting officer for at least 200 hours. Include emergency response and non-emergency activities. • Serve as acting officer/aid to EOC; participate in disaster exercises. • Acquire through work experiences outside the fire service, such as supervisory or managerial roles, where directing resources is a primary job function.
Incident Management	<ul style="list-style-type: none"> • Function as the supervisor of a single resource unit. • When supervisor-level personnel, under the guidance of BCs, handle major incidents.
Planning	<ul style="list-style-type: none"> • Participate in a planning process of critical importance to the organization. • Participate in NIMS planning section, strategic planning review, or Standard of Cover compliance. • Include other program planning – prevention, training, EMS, HazMat, ARFF, Tech Rescue. Include participating in organization and city strategic planning process.
Instruction	<ul style="list-style-type: none"> • Develop curricula and deliver training classes to superiors, subordinates, and peers. • Collaborate with other members to identify training needs.

Element	Examples of Appropriate Development Experience
Human Resource Management	<ul style="list-style-type: none"> • Develop teamwork skills. • Collaborate and organize peer group to actively resolve an important issue (e.g., apparatus operators not wearing their seat belts). • Participate in entry- level employee selection/prepare employee evaluations. • Participation in areas such as re-writes of job descriptions, evaluation process, and so on.
Financial Resource Management	<ul style="list-style-type: none"> • Participate in or contribute to a station, project, or small program budget. • Conduct an analysis of the total cost required to staff and operate a fire station where supervisory responsibility is held. • Complete a cost benefit and budgetary analysis of fire station annual operations and capital items. • Develop and assume authority over a five-year budget program.
Project Management	<ul style="list-style-type: none"> • Participate in an organizational work project. • Develop and implement a home and residential fire safety program to decrease risk in the community. • Manage roll out of new procedure or equipment. • Implement a plan to complete an identified departmental project.
Interagency	<ul style="list-style-type: none"> • N/A
Emergency Management	<ul style="list-style-type: none"> • Participate in mass casualty training, exercises and incidents. • Identify an incident for which the community has a high incidence of risk (e.g., hazardous materials train derailment). Identify stakeholders who likely would respond to and mitigate the incident. Organize an exercise to simulate and then critique such an incident. • Identify a common target hazard in fire district and organize a disaster incident. Include outside agencies and stakeholders who likely would respond to the incident. Include a hot wash and post-incident analysis. • Participate in and or be a member of a local emergency planning committee and its associated functions. Work with the Office of Emergency Management in the administrative processes.
Community Involvement	<ul style="list-style-type: none"> • Interact with homeowners associations, service clubs, etc. • Join and actively participate in a local Rotary, Kiwanis or other service club. • Serve in a volunteer fire department.
Professional Associations	<ul style="list-style-type: none"> • Network with others in the service; get involved in local, state and/or regional professional association(s); e.g., instructors, EMS, inspectors, investigators, safety officers. • Join and actively participate in a State Fire Association.

Supervising Fire Officer: Self-Development

Element	Application
Health/Fitness	<ul style="list-style-type: none">• Participate in ongoing health and wellness program.
Physical Ability	<ul style="list-style-type: none">• Maintain according to job requirements.
Career Mapping	<ul style="list-style-type: none">• Identify personal traits, strengths and areas for development as part of a personal and professional inventory.
Communication	<ul style="list-style-type: none">• Practice effective written and oral communication, listening skills, and giving/receiving constructive feedback.
Interpersonal Dynamics/Skills	<ul style="list-style-type: none">• Strengthen customer service skills, teamwork, and conflict resolution skills.
Diversity	<ul style="list-style-type: none">• Understand the value/importance of organizational and community diversity.
Ethics	<ul style="list-style-type: none">• Understand, demonstrate and promote personal ethical behavior.
Legal Issues	<ul style="list-style-type: none">• Understand the value/importance of law in its application to the organizational work unit.
Technology	<ul style="list-style-type: none">• Be aware of the importance and value of technology in the work unit.• Develop/maintain skills to use technology in the work unit.
Local and/or Contemporary Hazards/Issues	<ul style="list-style-type: none">• Develop a current awareness and understanding of unique local hazards and emerging issues.





















Appendix C

Role Fit Survey Assessment Tool




- Sample Comparative Report
- Sample Candidate Vault Report
- Sample Career Guidance Report

Comparative Report For: Christopher Anderson **Role Compared To: Auditors** **Role Fit Index: 9.0**

The following is this individual's job role comparative report. The purpose is to show how this individual's Personal Skills and Working Styles compare to that of the specific role selected.

Working Styles	Capacity	Estimated Level
Reliable, Committed Person of Integrity	9	
Takes Pride in Details / Efficiencies	9	
Comfortable as a Problem Solver	9	
Attentive to Completion / Follow Through	7	
Driven, Not Easily Distracted	7	
Driven, Focused and Stress Resistant	10	
High Degree of Discipline, Self Control	8	
Strong Will to Achieve	9	
Strives to Achieve Quotas	4	
Team Player / Looks for Win-Wins	7	
Personal Skills		
Masters Technical Details	9	
Rational / Objective Decision Maker	7	
Calm / Natural Facilitator	8	
Attentive Listener / Interested in Others	7	
Makes Impartial / Objective Opinions	8	
Effective Writing Communicator	6	
Confident, Can Do Attitude	7	
Disciplined Approach to Numerical Accuracy	8	
Flexible to the Needs of Situations	6	
Manages to the Bottom Line	9	

**Please note this is not a performance evaluation. It is an estimate of this individual's probable comfort level, or the level of natural energy they possess when they are called upon to perform a specific competency at work in this role.*

-  =High capacity to consistently perform this behavior on the job selected
-  =Moderate capacity to consistently perform this behavior on the job selected
-  =Low capacity to consistently perform this behavior on the job selected

Summary of Key Tasks: Auditors

Collect and analyze data to detect deficient controls, duplicated effort, extravagance, fraud, or non-compliance with laws, regulations, and management policies.
 Prepare detailed reports on audit findings.
 Supervise auditing of establishments, and determine scope of investigation required.
 Report to management about asset utilization and audit results, and recommend changes in operations and financial activities.
 Inspect account books and accounting systems for efficiency, effectiveness, and use of accepted accounting procedures to record transactions.
 Examine records and interview workers to ensure recording of transactions and compliance with laws and regulations.
 Examine and evaluate financial and information systems, recommending controls to ensure system reliability and data integrity.
 Review data about material assets, net worth, liabilities, capital stock, surplus, income, and expenditures.
 Confer with company officials about financial and regulatory matters.
 Examine whether the organization's objectives are reflected in its management activities, and whether employees understand the objectives.

Working Styles:

Reliable, Committed Person of Integrity - Maintains confidentiality, is consistent, reliable, etc
Takes Pride in Details / Efficiencies - Maintains accurate records, tends to avoid making errors and good with details
Comfortable as a Problem Solver - Comfortable with and good at formulating strategy and solving problems
Attentive to Completion / Follow Through - Stays focused on priorities, perseveres until finished
Driven, Not Easily Distracted - Pushes for results, manages time and priorities effectively
Driven, Focused and Stress Resistant - Works well under pressure, high desire to succeed in business
High Degree of Discipline, Self Control - Maintains composure in face of temptations, follows regular patterns
Strong Will to Achieve - Wants to have an impact and influence, committed to making a difference
Strives to Achieve Quotas - Resilient, optimistic person who takes pride in the ability to persuade others
Team Player / Looks for Win-Wins - Committed to building the spirit of the team, puts team first

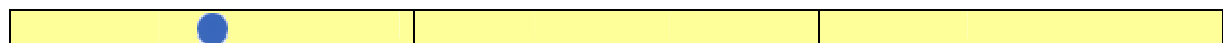
Personal Skills:

Masters Technical Details - Shows mastery of knowledge about the job, easily learns new technologies
Rational / Objective Decision Maker - Is comfortable at solving problems and formulating strategies
Calm / Natural Facilitator - Good at negotiating win-win solutions, managing conflict, involving others
Attentive Listener / Interested in Others - Understands others before expressing self, capable of keeping ego in check
Makes Impartial / Objective Opinions - Evaluates impartially, keeps personal interests out of judgments
Effective Writing Communicator - Concise and descriptive in regular written communications
Confident, Can Do Attitude - Is prepared, believes self will succeed when facing any reasonable challenge
Disciplined Approach to Numerical Accuracy - Easily focuses on task at hand, reputation for numerical memory
Flexible to the Needs of Situations - Willing to shift priorities as needed, comfortable wearing many hats
Manages to the Bottom Line - Maximizes revenue, net income and cash flow, uses resources wisely

Candidate Vault

WorkPlace Personality Traits

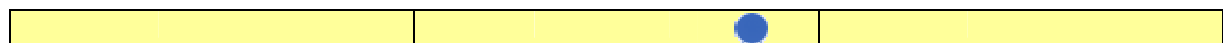
N: Need for Stability - The degree to which we respond to stress

		
Resilient (N-)	Responsive (N=)	Reactive (N+)

Tends to handle stressful workplace situations in a calm, steady, and secure way. Usually stress-free, managing with few difficulties even when stress occurs. Moves into problem-solving mode rapidly and proceeds in a rational, analytical way.

Detailed Traits of Need for Stability	Christopher Anderson
<i>Sensitiveness: The amount of concern we experience</i>	Very at Ease Most of the Time
<i>Intensity: How frequently we experience anger</i>	Calm, Steady Disposition
<i>Interpretation: How we explain situations</i>	Positive Outlook on Situations
<i>Rebound Time: The amount of time we require to get over stress</i>	Rapid Rebound Time

E: Extraversion - The degree to which we tolerate sensory stimulation from people/situations

		
Introvert (E-)	Ambivert (E=)	Extravert (E+)

Tends to shift easily from working with other people to working alone. Finds too much of either kind of work dissatisfying. Has a moderate threshold for sensory stimulation from the work environment.

Detailed Traits of Extraversion	Christopher Anderson
<i>Enthusiasm: How much we express positive feelings to others</i>	Reserved Individual
<i>Sociability: The degree to which we enjoy being with others</i>	Prefers to Work Alone
<i>Energy Mode: Need for keeping on the move</i>	Prefers to be Moving / Active
<i>Taking Charge: The extent to which we want to lead others</i>	Enjoys Leading Others
<i>Trust of Others: How easily we believe other people</i>	More Cautious than Trusting
<i>Tact: The degree of care we take in speaking</i>	Carefully Selects Right Words

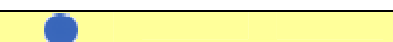
O: Originality - The degree to which we are open to new experiences/new ways of doing things

		
Preserver (O-)	Moderate (O=)	Explorer (O+)

Tends to be middle of the road and somewhat down-to-earth, but will consider new ways of doing something if convincing evidence is available. Not usually known for creativity or curiosity, but they can surface. May adopt and then expand upon a good idea from someone else. Appreciates both innovation and efficiency, but neither one to the extreme.

Detailed Traits of Originality	Christopher Anderson
<i>Imagination: Our preference for inventing plans and ideas</i>	Creates and Implements Equally
<i>Complexity: The degree to which we enjoy making things complex</i>	Seeks out Complexity
<i>Change: How easily we accept change</i>	Accepting of Most Changes
<i>Scope: Our tolerance for handling details</i>	Very Attentive to Details

A: Accommodation - The degree to which we defer to others

		
Challenger (A-)	Negotiator (A=)	Adapter (A+)

Tends to relate to others by being expressive, tough, guarded, persistent, competitive, or aggressive. Often independent in thought asking questions to protect self-interests and to make sure of being right or winning. May not accept information without checking.

Detailed Traits of Accommodation	Christopher Anderson
<i>Service: How we inconvenience ourselves for others</i>	Balanced Service Orientation
<i>Agreement: Our driving force during conflict</i>	Aggressively Reacts to Challenges
<i>Deference: Our desired level of recognition</i>	Enjoys some Recognition
<i>Reserve: The degree to which we voice opinions to others</i>	Balanced Opinions / Listener
<i>Reticence: How we feel in front of others</i>	Wants Some Visibility

C: Consolidation - The degree to which we push toward goals

Flexible (C-)	Balanced (C=)	Focused (C+)

Tends to work towards goals in an industrious, disciplined, and dependable fashion. Mind may be like a serial processor, proceeding in a linear, sequential manner. Has a strong will to achieve, doing so with preparation and organization. Consolidates time in pursuit of established goals.

Detailed Traits of Consolidation	Christopher Anderson
<i>Perfectionism: The degree to which we strive for perfection</i>	Strives for Perfection
<i>Organization: The degree to which we stay organized</i>	Keeps Everything Organized
<i>Drive: How pushed we feel to achieve</i>	Driven to Make Achievements
<i>Concentration: How sustained our attention is</i>	Driven to Complete Tasks
<i>Methodicalness: How much planning we need to do</i>	Plans for Everything

Competency Capacity Analysis Profile

Competency-Capacity Analysis ProFiles (C-CAPs) estimate the candidate's likely capacity to perform the competencies based on their RoleFit Survey™ assessment.

This is NOT a performance evaluation, and it is NOT a measure of how well a candidate performs the competencies in their job.

The purpose is to estimate the candidate's likely "capacity", probable comfort level or the level of natural energy the candidate possesses when called upon to perform a specific competency at work.

By comparing the candidate's trait scores to known groups of people who comfortably perform a competency at work, C-CAPs estimate his/her level of "fit" to a specific competency.

The following competencies are for Christopher Anderson:

Competency	Fit Index	Interpretation	Explanation
Acceptance / Interest in Other's Ideas	7	Natural	"As a general rule, this individual would find the acceptance of and interest in other people that is associated with diplomatic behavior to be natural and comfortable."
Accepting of Criticism for Development	8	Natural	"Likely to be receptive to constructive criticism, and to build on that criticism for the purposes of self development and improvement."
Appreciates / Seeks Diversity	8	Natural	"Takes an active interest in persons who are different from him/her and enjoys counting them among friends and coworkers."
Appropriately Engaging / Spontaneous	5	Somewhat Natural	"Likely to show appropriate sense of humor in many situations."
Attentive Listener / Interested in Others	7	Natural	"A better listener than most; can usually be silent and attentive when appropriate; able to subordinate personal interests to those of others."
Attentive to Completion / Follow Through	7	Natural	"Comfortable with a role that requires follow through; has minimal needs to be the originator. More likely to persevere on complex tasks than most people."
Balance Between Work / Life	8	Natural	"This generally mid-range profile demonstrates a personal sense of balance that is normally associated with a healthy balance between personal life and work demands."
Believe in Control of Own Destiny	9	Energizing	"Strong internal locus of control; typically believes that internal forces—personal ability and hard work—control life's successes and failures."
Calm / Natural Facilitator	8	Natural	"More facilitative than most, and will usually be able to keep personal needs and agenda in the background."
Comfortable / Natural Leader	8	Natural	"Generally accepts leadership responsibility and has the temperament for most leadership situations. Typically comfortable being in charge of or in control over others. Enjoys being in a management role; does not balk at taking responsibility for others' work performance. Comfortable dealing with a moderate number of people tasks normally considered difficult—conflict, confrontation, counseling, coaching, reorganization, and constructive criticism."

Comfortable as a Problem Solver	9	Energizing	"Takes naturally to problem solving and formulating strategy; enjoys finding the pattern in raw data."
Comfortable with Persuasive Presentations	8	Natural	"Enjoys being up front and center, making presentations alone or as part of a team; can have a flair for the dramatic; enjoys being in a persuasive role."
Committed to Quality / Improvement	10	Energizing	"Possesses the discipline, focus, and toughness associated with continual improvement and commitment to high standards."
Community Involved / Oriented	7	Natural	"Relatively wide range of perspective and interests, with outside involvement in the community and industry at large."
Confident Motivator of Others	6	Somewhat Natural	"Can serve in some circumstances as a motivator of others, but a moderate tendency toward self-absorption will interfere with the motivation of some."
Confident, Can Do Attitude	7	Natural	"More self-confident than most; has the resilience, optimism, and toughness necessary to feel good about self in most situations."
Disciplined Approach to Numerical Accuracy	8	Natural	"Generally has the discipline and patience to take the necessary time to review numerical reports for accuracy."
Disciplined to Keep Others Informed	5	Somewhat Natural	"With the appropriate support and a clear need for good communication, this individual should be able to keep others informed most of the time."
Driven, Focused and Stress Resistant	10	Energizing	"A natural entrepreneur; has the resilience, drive, focus, and vision associated with sustained entrepreneurial behavior. Generally impervious to stress, self-absorbed and focused on goals so as not to be adversely affected by high pressure situations."
Driven, Not Easily Distracted	7	Natural	"Somewhat less likely to procrastinate than most; not easily distracted."
Effective Negotiating / Facilitating Skills	6	Somewhat Natural	"At least a couple of dimensions are in the high or low range, and these extreme scores could interfere with meeting effectiveness unless appropriate controls are in effect."
Effective Writing Communicator	6	Somewhat Natural	"Can communicate effectively through writing so long as the proper support and expectations are in place."
Energized by Changes	5	Somewhat Natural	"Moderate in outlook; will accept change if it makes sense and is tied to goals."
Enjoys Competitive Situations	9	Energizing	"This highly emotional, conservative, and task-focused profile is ideally suited to the around-the-clock demands of a highly competitive work situation."
Flexible to the Needs of Situations	6	Natural	"More flexible than most; will usually flex with the needs of the situation."
Focused on Completing Error Free Tasks	3	Draining	"Tendency to be distracted and to follow own agenda increases the likelihood of errors in such tasks as keyboarding."
Follows / Adheres to Established Policies	6	Natural	"More prone to follow established policy than most people, but may rebel occasionally."
High Degree of Discipline, Self Control	8	Natural	"A generally composed profile leads to a fairly regular and predictable pattern of behavior characterized by self-control."

High Sense of Urgency	4	Draining	"Less sense of urgency than most, but occasionally may feel the heat enough to begin pushing for results. Slower in decision making than most, due to attempts to show deference and consideration."
Interested in Developing Others	5	Somewhat Natural	"Capable of taking a moderate interest in developing other people, given appropriate support mechanisms, such as a formal career development program."
Likelihood of Overseas Success	10	Energizing	"This rational, resilient, stress-resistant, curious, accepting, disciplined, and ambitious profile should be a natural in overseas work assignments."
Makes Impartial / Objective Opinions	8	Natural	"Generally exhibits a careful, open-minded approach to decision making."
Manages to the Bottom Line	9	Energizing	"Rational, confrontive, no-nonsense, ambitious, and disciplined; a natural for managing to the bottom line."
Masters Technical Details	9	Energizing	"Demonstrates the calm resilience, high energy, focus on the here-and-now, discipline, organization, and sense of caution and deliberation that is strongly supportive of gaining mastery of technical information."
Natural Instinct to Stay Well Organized	10	Energizing	"Possesses the discipline, caution, drive, and natural instinct that is necessary to stay well organized."
Naturally Innovative / Creative	4	Draining	"More concerned with practical issues related to production than with dreaming up innovative approaches."
Objective Proactive Planner	9	Energizing	"Has the natural profile of a planner—cool, objective, disciplined, and able to negotiate impersonally to satisfy all requirements. Typically proactive; habitually deals with obstacles to goal attainment at the earliest possible moment, rather than letting them grow in significance."
Objective Talent Acquisition Skills	8	Natural	"Because this profile has no more than one or two extreme scores it tends to be more objective than most in making judgments about people concerning staffing issues."
Patient With Complex Systems	8	Natural	"Calm and thoughtful temperament should allow for patiently monitoring the system and trusting it to work, with some appropriate intervention at times."
Politically Sensitive / Savvy	8	Natural	"Strong overall tendency to behave in a politically sensitive manner because of the individual's predominantly mid-range profile."
Rational / Objective Decision Maker	7	Natural	"This self-controlled profile shows a high likelihood of showing objectivity and impartiality in judgments."
Reliable, Committed Person of Integrity	9	Energizing	"A person of high integrity—resilient, committed to a code of ethics, reliable—one's word is one's bond. High task focus and low arousal make for consistency in all areas of behavior and performance."
Self Confident Delegator	7	Natural	"Natural tendency to delegate when appropriate to get the job done."
Service Oriented / Interested in Others	3	Draining	"Less service oriented than most; not reactive enough to consistently convey interest in others' concerns, although may be able to convey occasionally."

Strives to Achieve Quotas	4	Draining	"Can obtain some sales results, but will probably perform below quota, because of less self-discipline and resilience than is typically found among successful salespersons."
Strong Will to Achieve	9	Energizing	"Unquenchable curiosity and constant need for excitement are associated with this person's highly ambitious and achieving nature."
Suited for Work Where Safety is a Concern	8	Natural	"Low autonomic arousal and somewhat retiring nature provide a relatively risk-free temperament in an environment where safety is a high priority. More self-disciplined than most; occasional errors due to infrequent lapses in attention. More likely to stay healthy than most."
Takes Pride in Details / Efficiencies	9	Energizing	"Has the sedentary, team-oriented, and task-focused profile that thrives on paperwork. Overly compulsive about paying attention to details; constantly seeks ways to improve efficiencies; energized by the rhythms of repetitive work."
Team Player / Looks for Win-Wins	7	Natural	"In most situations, will be seen as a team player working to find the win-win where everyone on the team benefits. Usually easy to work with; warm and team-oriented."
Thrives in Unstable / Uncertain Situations	8	Natural	"Prefers evolving, relatively unstable situations with changing structure over highly structured and rule/policy bound situations."
Trusting, Optimistic Outlook	7	Natural	"Somewhat optimistic in outlook."
Visionary / Strategic Thinker	7	Natural	"More future-oriented than most; comfortable imagining "what-if" scenarios and dreaming up future strategies and plans."
Willing to Take Risks	5	Somewhat Natural	"Willing to take moderate risks if conditions warrant; may be a prudent risk-taker."
Works well within Personal Guidelines	7	Natural	"Prefers structuring and performing own work independently of others. Prone to be the one to initiate new ideas or activities."

Acceptance / Interest in Other's Ideas

Area: Leadership Resources

Furnham, Crump, & Whelan (97), Saucier & Goldberg (98)



A Person Who Performs this Competency at Work:

- Has the interpersonal savvy for maintaining relationships
- Is easy to work with
- Maintains good relations with a variety of people

Description of Your Estimated Capacity to Perform this Competency:

"As a general rule, this individual would find the acceptance of and interest in other people that is associated with diplomatic behavior to be natural and comfortable."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Accepting of Criticism for Development

Area: Self-Management

Howard (00a,b)



A Person Who Performs this Competency at Work:

- Uses all available resources for personal improvement; seeks opportunities to learn
- Seeks and uses feedback; is open to criticism
- Non-defensively assesses own strengths and weaknesses

Description of Your Estimated Capacity to Perform this Competency:

"Likely to be receptive to constructive criticism, and to build on that criticism for the purposes of self development and improvement."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Appreciates / Seeks Diversity

Area: Interpersonal Skills

Gaines & Reed (95)



A Person Who Performs this Competency at Work:

- Adapts appropriately to cultural differences
- Enjoys being around people of different religion, race, geography, values
- Has a reputation of fairness and ease of working with all kinds of people

Description of Your Estimated Capacity to Perform this Competency:

"Takes an active interest in persons who are different from him/her and enjoys counting them among friends and coworkers."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Appropriately Engaging / Spontaneous

Area: Interpersonal Skills

Forabosco & Ruch (94), Howard (00a,b)



A Person Who Performs this Competency at Work:

- Can laugh at self from time to time
- Shows sensitivity towards others in exercising sense of humor
- Enjoys life; spontaneous and playful

Description of Your Estimated Capacity to Perform this Competency:

"Likely to show appropriate sense of humor in many situations."

Estimated Capacity for this Competency:

Interpretation:

Five



Somewhat Natural

(One = Low; Five = Medium; Ten = High)

Attentive Listener / Interested in Others

Area: Interpersonal Skills

Howard (00a)



A Person Who Performs this Competency at Work:

- Can keep silent while others express themselves
- Keeps ego and personal needs out of the conversation
- Tries to understand others before expressing self

Description of Your Estimated Capacity to Perform this Competency:

"A better listener than most; can usually be silent and attentive when appropriate; able to subordinate personal interests to those of others."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Attentive to Completion / Follow Through

Area: Management of Others

Howard (00a)



A Person Who Performs this Competency at Work:

- Keeps focus on priorities; perseveres; delivers
- Doesn't let the details fall between the cracks
- Stays with a project through to its conclusion

Description of Your Estimated Capacity to Perform this Competency:

"Comfortable with a role that requires follow through; has minimal needs to be the originator. More likely to persevere on complex tasks than most people."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Balance Between Work / Life

Area: Self-Management

Brandstaetter (94), Howard (00a,b)



A Person Who Performs this Competency at Work:

- Has a personal life beyond job and career
- Avoids the temptation to work excessively long hours
- Is neither a workaholic nor a freeloader

Description of Your Estimated Capacity to Perform this Competency:

"This generally mid-range profile demonstrates a personal sense of balance that is normally associated with a healthy balance between personal life and work demands."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Believe in Control of Own Destiny

Area: Self-Management

Horner (96), Cochran (98), Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Handles complaints without passing the buck
- Has internal locus of control
- Stands alone when called for

Description of Your Estimated Capacity to Perform this Competency:

"Strong internal locus of control; typically believes that internal forces—personal ability and hard work—control life's successes and failures."

Estimated Capacity for this Competency:

Interpretation:

Nine



Energizing

(One = Low; Five = Medium; Ten = High)

Calm / Natural Facilitator

Area: Interpersonal Skills

Howard & Howard (93)



A Person Who Performs this Competency at Work:

- Is effective at managing conflict situations
- Is good at negotiating for win-win solutions
- Can keep personal ego out of the discussion; brings others out

Description of Your Estimated Capacity to Perform this Competency:

"More facilitative than most, and will usually be able to keep personal needs and agenda in the background."

Estimated Capacity for this Competency:

Interpretation:

Eight



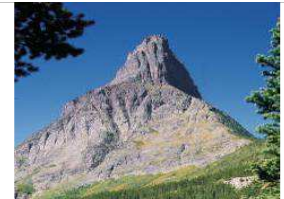
Natural

(One = Low; Five = Medium; Ten = High)

Comfortable / Natural Leader

Area: Leadership Resources

Furnham, Crump, & Whelan (97), Johnson & Ostendorf (93)



A Person Who Performs this Competency at Work:

- Takes responsibility for initiating necessary changes
- Enjoys taking the role of coordinator, director
- Can make the tough decisions when necessary

Description of Your Estimated Capacity to Perform this Competency:

"Generally accepts leadership responsibility and has the temperament for most leadership situations. Typically comfortable being in charge of or in control over others. Enjoys being in a management role; does not balk at taking responsibility for others' work performance. Comfortable dealing with a moderate number of people tasks normally considered difficult—conflict, confrontation, counseling, coaching, reorganization, and constructive criticism."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Comfortable as a Problem Solver

Area: Mechanics of Work

Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Needs to understand and have insight
- Is good at and enjoys solving problems
- Is comfortable and good at formulating strategy

Description of Your Estimated Capacity to Perform this Competency:

"Takes naturally to problem solving and formulating strategy; enjoys finding the pattern in raw data."

Estimated Capacity for this Competency:

Interpretation:

Nine



Energizing

(One = Low; Five = Medium; Ten = High)

Comfortable with Persuasive Presentations

Area: Sales

Howard (00a,b)



A Person Who Performs this Competency at Work:

- Shows confidence when in front of groups; little or no evidence of self-consciousness or discomfort
- Enjoys being the spokesperson for the team and handling questions
- Takes pride in making an effective presentation with appropriate media

Description of Your Estimated Capacity to Perform this Competency:

"Enjoys being up front and center, making presentations alone or as part of a team; can have a flair for the dramatic; enjoys being in a persuasive role."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Committed to Quality / Improvement

Area: Management of Processes

Howard & Howard (93)



A Person Who Performs this Competency at Work:

- Maintains high standards with staff and facility
- Effectively inspects and monitors for performance
- Shows a bias for proper maintenance, housekeeping, and adherence to requirements in general

Description of Your Estimated Capacity to Perform this Competency:

"Possesses the discipline, focus, and toughness associated with continual improvement and commitment to high standards."

Estimated Capacity for this Competency:

Interpretation:

Ten



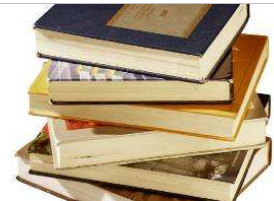
Energizing

(One = Low; Five = Medium; Ten = High)

Community Involved / Oriented

Area: Capacity for Professional Growth

Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Seeks broad business knowledge, not just one field
- Participates in activities outside the business community, region, nation
- Is active in professional or trade associations

Description of Your Estimated Capacity to Perform this Competency:

"Relatively wide range of perspective and interests, with outside involvement in the community and industry at large."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Confident Motivator of Others

Area: Leadership Resources

Howard (00b)



A Person Who Performs this Competency at Work:

- Brings out the best in people
- Gives recognition to others in a fair and consistent manner
- Genuinely cares about other people

Description of Your Estimated Capacity to Perform this Competency:

"Can serve in some circumstances as a motivator of others, but a moderate tendency toward self-absorption will interfere with the motivation of some."

Estimated Capacity for this Competency:

Interpretation:

Six



(One = Low; Five = Medium; Ten = High)

Somewhat Natural

Confident, Can Do Attitude

Area: Sales

Johnson & Ostendorf (93), Costa & McCrae (92)



A Person Who Performs this Competency at Work:

- Typically feels that the situation is under control
- Is prepared; believes that self and material will succeed
- Accepts all reasonable challenges

Description of Your Estimated Capacity to Perform this Competency:

"More self-confident than most; has the resilience, optimism, and toughness necessary to feel good about self in most situations."

Estimated Capacity for this Competency:

Interpretation:

Seven



(One = Low; Five = Medium; Ten = High)

Natural

Disciplined Approach to Numerical Accuracy

Area: Mechanics of Work

Howard (00a,b)



A Person Who Performs this Competency at Work:

- Easily focuses on the task at hand
- Enjoys looking for patterns on pages of numbers
- Has a reputation for accurate numerical memory

Description of Your Estimated Capacity to Perform this Competency:

"Generally has the discipline and patience to take the necessary time to review numerical reports for accuracy."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Disciplined to Keep Others Informed

Area: Interpersonal Skills

Howard (00a)



A Person Who Performs this Competency at Work:

- Passes on information to co-workers
- Avoids power games involving holding certain information privately
- Takes pride in well-informed associates

Description of Your Estimated Capacity to Perform this Competency:

"With the appropriate support and a clear need for good communication, this individual should be able to keep others informed most of the time."

Estimated Capacity for this Competency:

Interpretation:

Five



Somewhat Natural

(One = Low; Five = Medium; Ten = High)

Driven, Focused and Stress Resistant

Area: Leadership Resources

Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Continually seeks new products or markets
- Works well under pressure
- Is all-consumed by the desire to succeed in business; willing to risk it all

Description of Your Estimated Capacity to Perform this Competency:

"A natural entrepreneur; has the resilience, drive, focus, and vision associated with sustained entrepreneurial behavior. Generally impervious to stress, self-absorbed and focused on goals so as not to be adversely affected by high pressure situations."

Estimated Capacity for this Competency:

Interpretation:

Ten



(One = Low; Five = Medium; Ten = High)

Energizing

Driven, Not Easily Distracted

Area: Management of Others

Piedmont & Weinstein (94)



A Person Who Performs this Competency at Work:

- Avoids procrastination; pushes for results
- Manages time and priorities effectively
- Meets deadlines and other targets consistently

Description of Your Estimated Capacity to Perform this Competency:

"Somewhat less likely to procrastinate than most; not easily distracted."

Estimated Capacity for this Competency:

Interpretation:

Seven



(One = Low; Five = Medium; Ten = High)

Natural

Effective Negotiating / Facilitating Skills

Area: Management of Others

Mohr & Howard (99), Howard & Howard (93)



A Person Who Performs this Competency at Work:

- Facilitates discussion effectively; encourages diverse inputs
- Uses time wisely; neither belabors points nor allows superficial treatment
- Develops an agenda and follows through

Description of Your Estimated Capacity to Perform this Competency:

"At least a couple of dimensions are in the high or low range, and these extreme scores could interfere with meeting effectiveness unless appropriate controls are in effect."

Estimated Capacity for this Competency:

Interpretation:

Six



(One = Low; Five = Medium; Ten = High)

Somewhat Natural

Effective Writing Communicator

Area: Mechanics of Work

Howard (00b)



A Person Who Performs this Competency at Work:

- Has the habit of taking the time and effort to put thoughts into writing
- Is concise and descriptive, keeping the reader in mind
- Keeps on top of regular written documentation

Description of Your Estimated Capacity to Perform this Competency:

"Can communicate effectively through writing so long as the proper support and expectations are in place."

Estimated Capacity for this Competency:

Interpretation:

Six



(One = Low; Five = Medium; Ten = High)

Somewhat Natural

Energized by Changes

Area: Capacity for Professional Growth

Furnham, Crump, & Whelan (97), McDaniel (92), Costa & McCrae (92)



A Person Who Performs this Competency at Work:

- Welcomes improvements on a small or large scale
- Seeks a better way
- Lives and breathes continual improvement

Description of Your Estimated Capacity to Perform this Competency:

"Moderate in outlook; will accept change if it makes sense and is tied to goals."

Estimated Capacity for this Competency:

Interpretation:

Five



(One = Low; Five = Medium; Ten = High)

Somewhat Natural

Enjoys Competitive Situations

Area: Sales

Yik & Tang (96), Cochran (98)



A Person Who Performs this Competency at Work:

- Has the courage to take risks
- Cannot rest until the contest is over
- Is energized by competition and the need to win

Description of Your Estimated Capacity to Perform this Competency:

"This highly emotional, conservative, and task-focused profile is ideally suited to the around-the-clock demands of a highly competitive work situation."

Estimated Capacity for this Competency:

Interpretation:

Nine



(One = Low; Five = Medium; Ten = High)

Energizing

Flexible to the Needs of Situations

Area: Capacity for Professional Growth

Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Bends policy when appropriate
- Is comfortable wearing many hats
- Is willing to shift priorities as needed

Description of Your Estimated Capacity to Perform this Competency:

"More flexible than most; will usually flex with the needs of the situation."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Focused on Completing Error Free Tasks

Area: Mechanics of Work

Cialdini, Trost, & Newsom (95), de Fruyt & Mervielde (97), Hayes, Roehm, & Castellano (94), Howard (00a)



A Person Who Performs this Competency at Work:

- Can focus on the here and now
- Is patient paying close attention to detail
- Is careful to avoid errors

Description of Your Estimated Capacity to Perform this Competency:

"Tendency to be distracted and to follow own agenda increases the likelihood of errors in such tasks as keyboarding."

Estimated Capacity for this Competency:

Interpretation:

Three



Draining

(One = Low; Five = Medium; Ten = High)

Follows / Adheres to Established Policies

Area: Management of Processes

Horner (96), Kyl-Heku & Buss (96), Cialdini, Trost & Newsom (95), Yik & Tang (96)



A Person Who Performs this Competency at Work:

- Adheres to industry guidelines
- Is prone to follow established procedures
- Tends to go "by the book"

Description of Your Estimated Capacity to Perform this Competency:

"More prone to follow established policy than most people, but may rebel occasionally."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

High Degree of Discipline, Self Control

Area: Self-Management

Johnson & Ostendorf (93)



A Person Who Performs this Competency at Work:

- Maintains composure in the face of temptation
- Is not known to be spontaneous or impulsive
- Tends to keep regular hours and follow regular patterns

Description of Your Estimated Capacity to Perform this Competency:

"A generally composed profile leads to a fairly regular and predictable pattern of behavior characterized by self-control."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

High Sense of Urgency

Area: Self-Management

Ben-Zur & Wordi (94), Mohr & Howard (99)



A Person Who Performs this Competency at Work:

- Displays a sense of urgency
- Is a speedy and timely decision maker
- Is ambitious and driven

Description of Your Estimated Capacity to Perform this Competency:

"Less sense of urgency than most, but occasionally may feel the heat enough to begin pushing for results. Slower in decision making than most, due to attempts to show deference and consideration."

Estimated Capacity for this Competency:

Interpretation:

Four



(One = Low; Five = Medium; Ten = High)

Draining

Interested in Developing Others

Area: Leadership Resources

Kyl-Heku & Buss (96), Howard (00a)



A Person Who Performs this Competency at Work:

- Shares expertise with anyone interested
- Is sought after for coaching, training, orientation
- Helps others plan their careers

Description of Your Estimated Capacity to Perform this Competency:

"Capable of taking a moderate interest in developing other people, given appropriate support mechanisms, such as a formal career development program."

Estimated Capacity for this Competency:

Interpretation:

Five



(One = Low; Five = Medium; Ten = High)

Somewhat Natural

Likelihood of Overseas Success

Area: Capacity for Professional Growth

Azar (95)



A Person Who Performs this Competency at Work:

- Is acceptant of cultural differences
- Can subordinate personal discomfort for goal achievement
- Is curious; attracted to the unknown

Description of Your Estimated Capacity to Perform this Competency:

"This rational, resilient, stress-resistant, curious, accepting, disciplined, and ambitious profile should be a natural in overseas work assignments."

Estimated Capacity for this Competency:

Interpretation:

Ten



Energizing

(One = Low; Five = Medium; Ten = High)

Makes Impartial / Objective Opinions

Area: Management of Others

Mohr & Howard (99)



A Person Who Performs this Competency at Work:

- Has a reputation for high quality decisions
- Does not put off decisions inappropriately
- Seldom changes mind--decisions that stick

Description of Your Estimated Capacity to Perform this Competency:

"Generally exhibits a careful, open-minded approach to decision making."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Manages to the Bottom Line

Area: Mechanics of Work

Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Maximizes revenue, net income, and cash flow
- Is comfortable containing costs and making collections
- Uses resources wisely and to advantage

Description of Your Estimated Capacity to Perform this Competency:

"Rational, confrontive, no-nonsense, ambitious, and disciplined; a natural for managing to the bottom line."

Estimated Capacity for this Competency:

Interpretation:

Nine



Energizing

(One = Low; Five = Medium; Ten = High)

Masters Technical Details

Area: Mechanics of Work

Howard (00a,b)



A Person Who Performs this Competency at Work:

- Prefers mastering the details before moving on to the next level
- Shows mastery of knowledge about the job, whether about products, markets, or subject areas
- Eagerly seeks and assimilates new relevant technical information

Description of Your Estimated Capacity to Perform this Competency:

"Demonstrates the calm resilience, high energy, focus on the here-and-now, discipline, organization, and sense of caution and deliberation that is strongly supportive of gaining mastery of technical information."

Estimated Capacity for this Competency:

Interpretation:

Nine



Energizing

(One = Low; Five = Medium; Ten = High)

Natural Instinct to Stay Well Organized

Area: Management of Processes

Johnson & Ostendorf (93)



A Person Who Performs this Competency at Work:

- Naturally keeps personal area neat
- Puts things up when finished for the day
- Assembles all necessary materials and information before starting a task

Description of Your Estimated Capacity to Perform this Competency:

"Possesses the discipline, caution, drive, and natural instinct that is necessary to stay well organized."

Estimated Capacity for this Competency:

Interpretation:

Ten



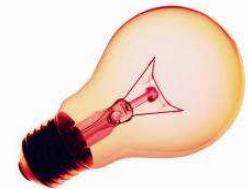
(One = Low; Five = Medium; Ten = High)

Energizing

Naturally Innovative / Creative

Area: Capacity for Professional Growth

Costa & McCrae (92)



A Person Who Performs this Competency at Work:

- Personally adds value to any task
- Is innovative and resourceful; inventive
- Can dream up new marketing and other business strategies

Description of Your Estimated Capacity to Perform this Competency:

"More concerned with practical issues related to production than with dreaming up innovative approaches."

Estimated Capacity for this Competency:

Interpretation:

Four



(One = Low; Five = Medium; Ten = High)

Draining

Objective Proactive Planner

Area: Management of Processes

Crant (95), Howard (00a,b)



A Person Who Performs this Competency at Work:

- Has the habit of specifying steps for a project before implementing
- Naturally thinks, talks, and writes about being prepared for the future
- Is proactive in anticipating future needs

Description of Your Estimated Capacity to Perform this Competency:

"Has the natural profile of a planner—cool, objective, disciplined, and able to negotiate impersonally to satisfy all requirements. Typically proactive; habitually deals with obstacles to goal attainment at the earliest possible moment, rather than letting them grow in significance."

Estimated Capacity for this Competency:

Interpretation:

Nine



(One = Low; Five = Medium; Ten = High)

Energizing

Objective Talent Acquisition Skills

Area: Management of Others

Howard & Howard (93)



A Person Who Performs this Competency at Work:

- Has a reputation for good judgment about people
- Keeps politics and personal bias out of people decisions
- Makes selection decisions that result in good performers

Description of Your Estimated Capacity to Perform this Competency:

"Because this profile has no more than one or two extreme scores it tends to be more objective than most in making judgments about people concerning staffing issues."

Estimated Capacity for this Competency:

Interpretation:

Eight



(One = Low; Five = Medium; Ten = High)

Natural

Patient With Complex Systems

Area: Management of Processes

Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Understands how complex systems and processes interrelate
- Naturally and effectively monitors complex systems and intervenes as necessary
- Trusts the system to work, but revises it when needed

Description of Your Estimated Capacity to Perform this Competency:

"Calm and thoughtful temperament should allow for patiently monitoring the system and trusting it to work, with some appropriate intervention at times."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Politically Sensitive / Savvy

Area: Leadership Resources

Howard & Howard (93)



A Person Who Performs this Competency at Work:

- Is comfortable around persons at all levels, both inside and outside the organization
- Stays aware of all needs and issues throughout the organization
- Can be appropriately tough or soft as necessary

Description of Your Estimated Capacity to Perform this Competency:

"Strong overall tendency to behave in a politically sensitive manner because of the individual's predominantly mid-range profile."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Rational / Objective Decision Maker

Area: Management of Others

Howard (00a,b)



A Person Who Performs this Competency at Work:

- Evaluates impartially
- Keeps personal needs, values, and interests out of judgments
- Shows no reluctance to speak the truth

Description of Your Estimated Capacity to Perform this Competency:

"This self-controlled profile shows a high likelihood of showing objectivity and impartiality in judgments."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Reliable, Committed Person of Integrity

Area: Self-Management

Johnson & Ostendorf (93), Ones, Viswesvaran, & Schmidt (95), Howard (00a,b)



A Person Who Performs this Competency at Work:

- Maintains confidentiality when requested
- Shows self-discipline in all areas
- Has gained credibility through consistency and reliability

Description of Your Estimated Capacity to Perform this Competency:

"A person of high integrity—resilient, committed to a code of ethics, reliable—one's word is one's bond. High task focus and low arousal make for consistency in all areas of behavior and performance."

Estimated Capacity for this Competency:

Interpretation:

Nine



Energizing

(One = Low; Five = Medium; Ten = High)

Self Confident Delegator

Area: Management of Others

Mohr & Howard (99)



A Person Who Performs this Competency at Work:

- Is comfortable directing and controlling the work of others
- Has the patience to provide the necessary information or other support when delegating
- Is courageous in confronting others when necessary

Description of Your Estimated Capacity to Perform this Competency:

"Natural tendency to delegate when appropriate to get the job done."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Service Oriented / Interested in Others

Area: Management of Processes

Howard (00a,b), Kyl-Heku & Buss (96), King (95)



A Person Who Performs this Competency at Work:

- Is driven by the desire to serve the customer; focused on customer needs
- Responds as promptly as possible to customer needs and requests
- Knows customers, alliances, and partners well and supports them in appropriate ways

Description of Your Estimated Capacity to Perform this Competency:

"Less service oriented than most; not reactive enough to consistently convey interest in others' concerns, although may be able to convey occasionally."

Estimated Capacity for this Competency:

Interpretation:

Three



Draining

(One = Low; Five = Medium; Ten = High)

Strives to Achieve Quotas

Area: Sales

Howard (00a,b), Howard (unp)



A Person Who Performs this Competency at Work:

- Has pride in ability to persuade others
- Is optimistic; does not like to take no for an answer
- Mixes easily with others and genuinely wants to meet the needs of customers

Description of Your Estimated Capacity to Perform this Competency:

"Can obtain some sales results, but will probably perform below quota, because of less self-discipline and resilience than is typically found among successful salespersons."

Estimated Capacity for this Competency:

Interpretation:

Four



Draining

(One = Low; Five = Medium; Ten = High)

Strong Will to Achieve

Area: Leadership Resources

Furnham, Crump, & Whelan (97), Costa & McCrae (92)



A Person Who Performs this Competency at Work:

- Has a strong sense of career
- Has a sense of vision and purpose
- Wants to have impact and influence; committed to making a difference

Description of Your Estimated Capacity to Perform this Competency:

"Unquenchable curiosity and constant need for excitement are associated with this person's highly ambitious and achieving nature."

Estimated Capacity for this Competency:

Interpretation:

Nine



Energizing

(One = Low; Five = Medium; Ten = High)

Suited for Work Where Safety is a Concern

Area: Management of Processes

Costa & McCrae (92), Booth-Kewley & Vickers (94), Avia et al (95)



A Person Who Performs this Competency at Work:

- Tends to stay healthy
- Is cautious in operating equipment; respects good ergonomic design and principles
- Avoids impulsive behaviors

Description of Your Estimated Capacity to Perform this Competency:

"Low autonomic arousal and somewhat retiring nature provide a relatively risk-free temperament in an environment where safety is a high priority. More self-disciplined than most; occasional errors due to infrequent lapses in attention. More likely to stay healthy than most."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Takes Pride in Details / Efficiencies

Area: Mechanics of Work

Anderson (94), Costa & McCrae (92), Morr & Howard (1999)



A Person Who Performs this Competency at Work:

- Is comfortable with repetitious attention to detail
- Tends to avoid making errors, and enjoys catching them
- Maintains accurate and timely records, files, and reports

Description of Your Estimated Capacity to Perform this Competency:

"Has the sedentary, team-oriented, and task-focused profile that thrives on paperwork. Overly compulsive about paying attention to details; constantly seeks ways to improve efficiencies; energized by the rhythms of repetitive work."

Estimated Capacity for this Competency:

Interpretation:

Nine



Energizing

(One = Low; Five = Medium; Ten = High)

Team Player / Looks for Win-Wins

Area: Interpersonal Skills

Mohr & Howard (99), Johnson & Ostendorf (93), Wang (97), Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Is able to subordinate personal needs to team success
- Is willing to follow or lead based on the team's need; is approachable
- Is committed to building the spirit of the team; genuinely enjoys being a part of a team

Description of Your Estimated Capacity to Perform this Competency:

"In most situations, will be seen as a team player working to find the win-win where everyone on the team benefits. Usually easy to work with; warm and team-oriented."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Thrives in Unstable / Uncertain Situations

Area: Capacity for Professional Growth

Howard (00a)



A Person Who Performs this Competency at Work:

- Can act even though the details are unresolved
- Is comfortable leaving issues open and waiting for resolution or answers
- Is at ease with theory and the unknown

Description of Your Estimated Capacity to Perform this Competency:

"Prefers evolving, relatively unstable situations with changing structure over highly structured and rule/policy bound situations."

Estimated Capacity for this Competency:

Interpretation:

Eight



Natural

(One = Low; Five = Medium; Ten = High)

Trusting, Optimistic Outlook

Area: Sales

Cochran (98), Furnham, Crump, & Whelan (97)



A Person Who Performs this Competency at Work:

- Accepts failure as temporary and points to future success
- Accepts credit for successes
- Resists taking failure personally

Description of Your Estimated Capacity to Perform this Competency:

"Somewhat optimistic in outlook."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Visionary / Strategic Thinker

Area: Capacity for Professional Growth

Howard (00b)



A Person Who Performs this Competency at Work:

- Prefers thinking strategically to thinking tactically
- Naturally considers the downstream implications of present day decisions
- Dreams about the possibilities for future products, markets, and methods

Description of Your Estimated Capacity to Perform this Competency:

"More future-oriented than most; comfortable imagining "what-if" scenarios and dreaming up future strategies and plans."

Estimated Capacity for this Competency:

Interpretation:

Seven



Natural

(One = Low; Five = Medium; Ten = High)

Willing to Take Risks

Area: Capacity for Professional Growth

Saucier & Goldberg (98), Johnson & Ostendorf (93); Soane et al (2001)



A Person Who Performs this Competency at Work:

- Is fearless in approaching the unknown
- Has unquenchable curiosity
- Is spontaneous in pursuit of the unusual

Description of Your Estimated Capacity to Perform this Competency:

"Willing to take moderate risks if conditions warrant; may be a prudent risk-taker."

Estimated Capacity for this Competency:

Interpretation:

Five



(One = Low; Five = Medium; Ten = High)

Somewhat Natural

Works well within Personal Guidelines

Area: Self-Management

Johnson & Ostendorf (93), Barrick & Mount (93), Bigazzi, Kello, & Marciano (99)



A Person Who Performs this Competency at Work:

- Is comfortable working alone when necessary
- Does not require close supervision
- Does not need others to provide structure

Description of Your Estimated Capacity to Perform this Competency:

"Prefers structuring and performing own work independently of others. Prone to be the one to initiate new ideas or activities."

Estimated Capacity for this Competency:

Interpretation:

Seven



(One = Low; Five = Medium; Ten = High)

Natural



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Career Guidance - Christopher Anderson

Original Family: Business and Financial Operations

Original Job: Auditors

Role Fit Index: 9.0

Report: [Link](#)

Choose from the Job Family drop down menu below to explore the optimum wellness of fit between this individual and other Job Families and their respective Jobs:

Job Family:

Family	Job	Role Fit Index	Link
Advertising, Marketing and Public Relations	Editors	10.0	Link
Advertising, Marketing and Public Relations	Graphic Designers	10.0	Link
Advertising, Marketing and Public Relations	Merchandise Displayers and Window Trimmers	10.0	Link
Architecture & Engineering	Biomedical Engineers	10.0	Link
Architecture & Engineering	Civil Drafter	10.0	Link
Architecture & Engineering	Civil Engineer	10.0	Link
Architecture & Engineering	Civil Engineering Technicians	10.0	Link
Architecture & Engineering	Electrical Engineering Technicians	10.0	Link
Architecture & Engineering	Electrical Engineers	10.0	Link
Architecture & Engineering	Electronic Drafter	10.0	Link
Architecture & Engineering	Electronics Engineering Technicians	10.0	Link
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Architecture & Engineering	Manufacturing Engineers	10.0	Link
Architecture & Engineering	Nuclear Engineers	10.0	Link
Architecture & Engineering	Petroleum Engineers	10.0	Link
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Arts, Design, Entertainment, Sports, and Media Roles	Broadcast News Analysts	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Commercial and Industrial Designers	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Dancers	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Editors	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Film and Video Editors	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Interpreters and Translators	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Music Directors	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Producers	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Public Address System and Other Announcers	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Public Relations Specialists	10.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Reporters and Correspondents	10.0	Link
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Business and Financial Operations	Financial Analysts	10.0	Link
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Construction and Extraction Roles	Septic Tank Servicers and Sewer Pipe Cleaners	10.0	Link
Construction and Extraction Roles	Structural Iron and Steel Workers	10.0	Link
Construction and Extraction Roles	Tile and Marble Setters	10.0	Link
Education, Training, and Library	Area, Ethnic, and Cultural Studies Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Audio-Visual Collections Specialists	10.0	Link
Education, Training, and Library	Biological Science Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Business Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Criminal Justice and Law Enforcement Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Economics Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Education Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Foreign Language and Literature Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Geography Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Instructional Coordinators	10.0	Link
Education, Training, and Library	Kindergarten Teachers, Except Special Education	10.0	Link

Family	Job	Role Fit Index	Link
Education, Training, and Library	Law Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Museum Technicians and Conservators	10.0	Link
Education, Training, and Library	Physics Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Political Science Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Preschool Teachers, Except Special Education	10.0	Link
Education, Training, and Library	Psychology Teachers, Postsecondary	10.0	Link
Education, Training, and Library	Special Education Teachers, Preschool, Kindergarten, and Elementary School	10.0	Link
Education, Training, and Library	Special Education Teachers, Secondary School	10.0	Link
Farming, Fishing, and Forestry Roles	Agricultural Equipment Operators	10.0	Link
Farming, Fishing, and Forestry Roles	Agricultural Inspectors	10.0	Link
Farming, Fishing, and Forestry Roles	Fallers	10.0	Link
Farming, Fishing, and Forestry Roles	Farm Labor Contractors	10.0	Link
Farming, Fishing, and Forestry Roles	Farmworkers and Laborers, Crop	10.0	Link
Farming, Fishing, and Forestry Roles	First-Line Supervisors/Managers of Agricultural Crop and Horticultural Workers	10.0	Link
Farming, Fishing, and Forestry Roles	First-Line Supervisors/Managers of Animal Husbandry and Animal Care Workers	10.0	Link
Farming, Fishing, and Forestry Roles	First-Line Supervisors/Managers of Aquacultural Workers	10.0	Link
Farming, Fishing, and Forestry Roles	First-Line Supervisors/Managers of Logging Workers	10.0	Link
Farming, Fishing, and Forestry Roles	Fishers and Related Fishing Workers	10.0	Link
Farming, Fishing, and Forestry Roles	Log Graders and Scalers	10.0	Link
Food Preparation and Serving Related	Cooks, Fast Food	10.0	Link
Food Preparation and Serving Related	Cooks, Restaurant	10.0	Link
Food Preparation and Serving Related	Cooks, Short Order	10.0	Link
Food Preparation and Serving Related	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	10.0	Link
Food Preparation and Serving Related	First-Line Supervisors/Managers of Food Preparation and Serving Workers	10.0	Link
Food Preparation and Serving Related	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	10.0	Link
Food Preparation and Serving Related	Waiters and Waitresses	10.0	Link
Healthcare Practitioners & Support	Advanced Practice Psychiatric Nurses	10.0	Link
Healthcare Practitioners & Support	Audiologists	10.0	Link
Healthcare Practitioners & Support	Clinical Nurse Specialists	10.0	Link
Healthcare Practitioners & Support	Critical Care Nurses	10.0	Link
Healthcare Practitioners & Support	Dental Assistants	10.0	Link
Healthcare Practitioners & Support	Dental Hygienists	10.0	Link
Healthcare Practitioners & Support	Diagnostic Medical Sonographers	10.0	Link
Healthcare Practitioners & Support	Dietetic Technicians	10.0	Link
Healthcare Practitioners & Support	Hospitalists	10.0	Link
Healthcare Practitioners & Support	Internists, General	10.0	Link
Healthcare Practitioners & Support	Licensed Practical and Licensed Vocational Nurses	10.0	Link
Healthcare Practitioners & Support	Medical and Clinical Laboratory Technologists	10.0	Link
Healthcare Practitioners & Support	Medical Assistants	10.0	Link
Healthcare Practitioners & Support	Nurse Midwives	10.0	Link
Healthcare Practitioners & Support	Nursing Aides, Orderlies, and Attendants	10.0	Link
Healthcare Practitioners & Support	Occupational Health and Safety Technicians	10.0	Link
Healthcare Practitioners & Support	Occupational Therapist Assistants	10.0	Link
Healthcare Practitioners & Support	Occupational Therapists	10.0	Link
Healthcare Practitioners & Support	Ophthalmic Medical Technologists and Technicians	10.0	Link
Healthcare Practitioners & Support	Optometrists	10.0	Link
Healthcare Practitioners & Support	Oral and Maxillofacial Surgeons	10.0	Link
Healthcare Practitioners & Support	Orthodontists	10.0	Link
Healthcare Practitioners & Support	Pharmacists	10.0	Link
Healthcare Practitioners & Support	Pharmacy Technicians	10.0	Link
Healthcare Practitioners & Support	Physical Therapist Assistants	10.0	Link
Healthcare Practitioners & Support	Radiation Therapists	10.0	Link
Healthcare Practitioners & Support	Radiologic Technicians	10.0	Link
Healthcare Practitioners & Support	Radiologic Technologists	10.0	Link
Healthcare Practitioners & Support	Respiratory Therapists	10.0	Link
Healthcare Practitioners & Support	Surgeons	10.0	Link
Healthcare Practitioners & Support	Surgical Technologists	10.0	Link
Healthcare Practitioners & Support	Veterinarians	10.0	Link
Healthcare Practitioners & Support	Veterinary Assistants and Laboratory Animal Caretakers	10.0	Link
Healthcare Practitioners & Support	Veterinary Technologists and Technicians	10.0	Link
Installation, Maintenance, and Repair Roles	Automotive Glass Installers and Repairers	10.0	Link
Installation, Maintenance, and Repair Roles	Coin, Vending, and Amusement Machine Servicers and Repairers	10.0	Link
Installation, Maintenance, and Repair Roles	Commercial Divers	10.0	Link
Installation, Maintenance, and Repair Roles	Control and Valve Installers and Repairers, Except Mechanical Door	10.0	Link

Family	Job	Role Fit Index	Link
Installation, Maintenance, and Repair Roles	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	10.0	Link
Installation, Maintenance, and Repair Roles	Electronic Equipment Installers and Repairers, Motor Vehicles	10.0	Link
Installation, Maintenance, and Repair Roles	Farm Equipment Mechanics	10.0	Link
Installation, Maintenance, and Repair Roles	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	10.0	Link
Installation, Maintenance, and Repair Roles	Heating and Air Conditioning Mechanics and Installers	10.0	Link
Installation, Maintenance, and Repair Roles	Helpers--Installation, Maintenance, and Repair Workers	10.0	Link
Installation, Maintenance, and Repair Roles	Locksmiths and Safe Repairers	10.0	Link
Installation, Maintenance, and Repair Roles	Maintenance and Repair Workers, General	10.0	Link
Installation, Maintenance, and Repair Roles	Manufactured Building and Mobile Home Installers	10.0	Link
Installation, Maintenance, and Repair Roles	Mechanical Door Repairers	10.0	Link
Installation, Maintenance, and Repair Roles	Medical Equipment Repairers	10.0	Link
Installation, Maintenance, and Repair Roles	Motorboat Mechanics	10.0	Link
Installation, Maintenance, and Repair Roles	Motorcycle Mechanics	10.0	Link
Installation, Maintenance, and Repair Roles	Musical Instrument Repairers and Tuners	10.0	Link
Installation, Maintenance, and Repair Roles	Radio Mechanics	10.0	Link
Installation, Maintenance, and Repair Roles	Rail Car Repairers	10.0	Link
Installation, Maintenance, and Repair Roles	Recreational Vehicle Service Technicians	10.0	Link
Installation, Maintenance, and Repair Roles	Refractory Materials Repairers, Except Brickmasons	10.0	Link
Installation, Maintenance, and Repair Roles	Refrigeration Mechanics and Installers	10.0	Link
Installation, Maintenance, and Repair Roles	Riggers	10.0	Link
Installation, Maintenance, and Repair Roles	Signal and Track Switch Repairers	10.0	Link
Legal	Administrative Law Judges, Adjudicators, and Hearing Officers	10.0	Link
Legal	Arbitrators, Mediators, and Conciliators	10.0	Link
Legal	Law Clerks	10.0	Link
Legal	Paralegals and Legal Assistants	10.0	Link
Life, Physical, and Social Science Roles	Astronomers	10.0	Link
Life, Physical, and Social Science Roles	Atmospheric and Space Scientists	10.0	Link
Life, Physical, and Social Science Roles	Biochemists and Biophysicists	10.0	Link
Life, Physical, and Social Science Roles	Chemists	10.0	Link
Life, Physical, and Social Science Roles	Counseling Psychologists	10.0	Link
Life, Physical, and Social Science Roles	Economists	10.0	Link
Life, Physical, and Social Science Roles	Epidemiologists	10.0	Link
Life, Physical, and Social Science Roles	Food Science Technicians	10.0	Link
Life, Physical, and Social Science Roles	Foresters	10.0	Link
Life, Physical, and Social Science Roles	Hydrologists	10.0	Link
Life, Physical, and Social Science Roles	Industrial-Organizational Psychologists	10.0	Link
Life, Physical, and Social Science Roles	Market Research Analysts	10.0	Link
Life, Physical, and Social Science Roles	Materials Scientists	10.0	Link
Life, Physical, and Social Science Roles	Medical Scientists, Except Epidemiologists	10.0	Link
Life, Physical, and Social Science Roles	Neuropsychologists and Clinical Neuropsychologists	10.0	Link
Life, Physical, and Social Science Roles	Nuclear Equipment Operation Technicians	10.0	Link
Life, Physical, and Social Science Roles	Park Naturalists	10.0	Link
Life, Physical, and Social Science Roles	Political Scientists	10.0	Link
Life, Physical, and Social Science Roles	Range Managers	10.0	Link
Life, Physical, and Social Science Roles	Soil and Plant Scientists	10.0	Link
Life, Physical, and Social Science Roles	Soil and Water Conservationists	10.0	Link
Management Roles	Compensation and Benefits Manager	10.0	Link
Management Roles	Computer and Information Systems Manager	10.0	Link
Management Roles	Education Administrators, Elementary and Secondary School	10.0	Link
Management Roles	Education Administrators, Preschool and Child Care Center/Program	10.0	Link
Management Roles	Engineering Manager	10.0	Link
Management Roles	Farmers and Ranchers	10.0	Link
Management Roles	Financial Managers, Branch or Department	10.0	Link
Management Roles	Funeral Directors	10.0	Link
Management Roles	General and Operations Manager	10.0	Link
Management Roles	Human Resource Manager	10.0	Link
Management Roles	Lodging Managers	10.0	Link
Management Roles	Medical and Health Services Managers	10.0	Link
Management Roles	Natural Sciences Managers	10.0	Link
Management Roles	Nursery and Greenhouse Managers	10.0	Link
Management Roles	Postmasters and Mail Superintendents	10.0	Link
Management Roles	Property, Real Estate, and Community Association Managers	10.0	Link
Management Roles	Public Relations Managers	10.0	Link
Management Roles	Social and Community Service Managers	10.0	Link

Family	Job	Role Fit Index	Link
Management Roles	Supply Chain Managers	10.0	Link
Military	21K - Plumber	10.0	Link
Military	42A - Personnel Specialist	10.0	Link
Military	91Q - Pharmacy Specialist	10.0	Link
Military	91T - Animal Care Specialist	10.0	Link
Office and Administrative Support	Bill and Account Collectors	10.0	Link
Office and Administrative Support	Billing, Cost, and Rate Clerks	10.0	Link
Office and Administrative Support	Billing, Posting, and Calculating Machine Operators	10.0	Link
Office and Administrative Support	Bookkeeping, Accounting, and Auditing Clerks	10.0	Link
Office and Administrative Support	Cargo and Freight Agents	10.0	Link
Office and Administrative Support	Credit Authorizers	10.0	Link
Office and Administrative Support	Credit Checkers	10.0	Link
Office and Administrative Support	Desktop Publishers	10.0	Link
Office and Administrative Support	Dispatchers, Except Police, Fire, and Ambulance	10.0	Link
Office and Administrative Support	Executive Secretaries and Administrative Assistants	10.0	Link
Office and Administrative Support	File Clerks	10.0	Link
Office and Administrative Support	Insurance Claims Clerks	10.0	Link
Office and Administrative Support	License Clerks	10.0	Link
Office and Administrative Support	Loan Interviewers and Clerks	10.0	Link
Office and Administrative Support	Meter Readers, Utilities	10.0	Link
Office and Administrative Support	Office Machine Operators, Except Computer	10.0	Link
Office and Administrative Support	Office Supervisors / Managers	10.0	Link
Office and Administrative Support	Payroll and Timekeeping Clerks	10.0	Link
Office and Administrative Support	Postal Service Clerks	10.0	Link
Office and Administrative Support	Procurement Clerks	10.0	Link
Office and Administrative Support	Production, Planning, and Expediting Clerks	10.0	Link
Office and Administrative Support	Receptionists and Information Clerks	10.0	Link
Office and Administrative Support	Reservation and Transportation Ticket Agents and Travel Clerks	10.0	Link
Office and Administrative Support	Secretaries, Except Legal, Medical, and Executive	10.0	Link
Office and Administrative Support	Statement Clerks	10.0	Link
Office and Administrative Support	Stock Clerks, Sales Floor	10.0	Link
Office and Administrative Support	Stock Clerks- Stockroom, Warehouse, or Storage Yard	10.0	Link
Office and Administrative Support	Telephone Operators	10.0	Link
Personal Care & Service	Concierges	10.0	Link
Personal Care & Service	First-Line Supervisors/Managers of Personal Service Workers	10.0	Link
Personal Care & Service	Flight Attendants	10.0	Link
Personal Care & Service	Locker Room, Coatroom, and Dressing Room Attendants	10.0	Link
Personal Care & Service	Nonfarm Animal Caretakers	10.0	Link
Personal Care & Service	Personal and Home Care Aides	10.0	Link
Personal Care & Service	Shampooers	10.0	Link
Personal Care & Service	Skin Care Specialists	10.0	Link
Personal Care & Service	Slot Key Persons	10.0	Link
Personal Care & Service	Tour Guides and Escorts	10.0	Link
Personal Care & Service	Travel Guides	10.0	Link
Personal Care & Service	Ushers, Lobby Attendants, and Ticket Takers	10.0	Link
Production Roles	Bakers	10.0	Link
Production Roles	Bookbinders	10.0	Link
Production Roles	Cementing and Gluing Machine Operators and Tenders	10.0	Link
Production Roles	Chemical Plant and System Operators	10.0	Link
Production Roles	Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	10.0	Link
Production Roles	Cooling and Freezing Equipment Operators and Tenders	10.0	Link
Production Roles	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	10.0	Link
Production Roles	Cutting and Slicing Machine Setters, Operators, and Tenders	10.0	Link
Production Roles	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	10.0	Link
Production Roles	Engine and Other Machine Assemblers	10.0	Link
Production Roles	Etchers and Engravers	10.0	Link
Production Roles	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	10.0	Link
Production Roles	Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	10.0	Link
Production Roles	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	10.0	Link
Production Roles	Food Batchmakers	10.0	Link
Production Roles	Food Cooking Machine Operators and Tenders	10.0	Link
Production Roles	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	10.0	Link
Production Roles	Gem and Diamond Workers	10.0	Link
Production Roles	Glass Blowers, Molders, Benders, and Finishers	10.0	Link

Family	Job	Role Fit Index	Link
Production Roles	Grinding and Polishing Workers, Hand	10.0	Link
Production Roles	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	10.0	Link
Production Roles	Helpers--Production Workers	10.0	Link
Production Roles	Jewelers	10.0	Link
Production Roles	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	10.0	Link
Production Roles	Machinists	10.0	Link
Production Roles	Medical Appliance Technicians	10.0	Link
Production Roles	Metal-Refining Furnace Operators and Tenders	10.0	Link
Production Roles	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	10.0	Link
Production Roles	Mixing and Blending Machine Setters, Operators, and Tenders	10.0	Link
Production Roles	Molding and Casting Workers	10.0	Link
Production Roles	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	10.0	Link
Production Roles	Numerical Tool and Process Control Programmers	10.0	Link
Production Roles	Packaging and Filling Machine Operators and Tenders	10.0	Link
Production Roles	Painters, Transportation Equipment	10.0	Link
Production Roles	Painting, Coating, and Decorating Workers	10.0	Link
Production Roles	Paper Goods Machine Setters, Operators, and Tenders	10.0	Link
Production Roles	Patternmakers, Wood	10.0	Link
Production Roles	Petroleum Pump System Operators, Refinery Operators, and Gaugers	10.0	Link
Production Roles	Photographic Processing Machine Operators	10.0	Link
Production Roles	Power Distributors and Dispatchers	10.0	Link
Production Roles	Precious Metal Workers	10.0	Link
Production Roles	Semiconductor Processors	10.0	Link
Production Roles	Sewers, Hand	10.0	Link
Production Roles	Shoe and Leather Workers and Repairers	10.0	Link
Production Roles	Solderers and Brazers	10.0	Link
Production Roles	Stone Cutters and Carvers, Manufacturing	10.0	Link
Production Roles	Tailors, Dressmakers, and Custom Sewers	10.0	Link
Production Roles	Textile Cutting Machine Setters, Operators, and Tenders	10.0	Link
Production Roles	Timing Device Assemblers, Adjusters, and Calibrators	10.0	Link
Production Roles	Tire Builders	10.0	Link
Production Roles	Upholsterers	10.0	Link
Production Roles	Water and Liquid Waste Treatment Plant and System Operators	10.0	Link
Production Roles	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	10.0	Link
Protective Service	Correctional Officers and Jailers	10.0	Link
Protective Service	Criminal Investigators and Special Agents	10.0	Link
Protective Service	Crossing Guards	10.0	Link
Protective Service	Fire Investigators	10.0	Link
Protective Service	First-Line Supervisors/Managers of Police and Detectives	10.0	Link
Protective Service	Forest Fire Fighters	10.0	Link
Protective Service	Municipal Fire Fighters	10.0	Link
Protective Service	Municipal Fire Fighting and Prevention Supervisors	10.0	Link
Protective Service	Police Identification and Records Officers	10.0	Link
Protective Service	Private Detectives and Investigators	10.0	Link
Sales & Related	Advertising Sales Agents	10.0	Link
Sales & Related	Counter and Rental Clerks	10.0	Link
Sales & Related	Demonstrators and Product Promoters	10.0	Link
Sales & Related	Driver, Sales Workers	10.0	Link
Sales & Related	Insurance Sales Agents	10.0	Link
Sales & Related	Models	10.0	Link
Sales & Related	Parts Salespersons	10.0	Link
Sales & Related	Retail Salesperson	10.0	Link
Sales & Related	Sales Agents Automobiles and Trucks	10.0	Link
Sales & Related	Sales Agents Securities and Commodities	10.0	Link
Sales & Related	Sales Managers	10.0	Link
Sales & Related	Travel Agents	10.0	Link
Telecom	Cabling Network Engineer	10.0	Link
Telecom	Data Center Engineer/Manager	10.0	Link
Telecom	Voice Network Engineer	10.0	Link
Transportation and Material Movers	Aviation Inspectors	10.0	Link
Transportation and Material Movers	Bridge and Lock Tenders	10.0	Link
Transportation and Material Movers	Bus Drivers, Transit and Intercity	10.0	Link
Transportation and Material Movers	Cleaners of Vehicles and Equipment	10.0	Link
Transportation and Material Movers	Commercial Pilots	10.0	Link

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Family	Job	Role Fit Index	Link
Transportation and Material Movers	Conveyor Operators and Tenders	10.0	Link
Transportation and Material Movers	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	10.0	Link
Transportation and Material Movers	Hoist and Winch Operators	10.0	Link
Transportation and Material Movers	Laborers and Freight, Stock, and Material Movers, Hand	10.0	Link
Transportation and Material Movers	Locomotive Engineers	10.0	Link
Transportation and Material Movers	Locomotive Firers	10.0	Link
Transportation and Material Movers	Packers and Packagers, Hand	10.0	Link
Transportation and Material Movers	Pump Operators, Except Wellhead Pumps	10.0	Link
Transportation and Material Movers	Railroad Conductors and Yardmasters	10.0	Link
Transportation and Material Movers	Ship Engineers	10.0	Link
Transportation and Material Movers	Shuttle Car Operators	10.0	Link
Transportation and Material Movers	Subway and Streetcar Operators	10.0	Link
Transportation and Material Movers	Tank Car, Truck, and Ship Loaders	10.0	Link
Transportation and Material Movers	Taxi Drivers and Chauffeurs	10.0	Link
Transportation and Material Movers	Traffic Technicians	10.0	Link
Transportation and Material Movers	Transportation Vehicle, Equipment and Systems Inspectors, Except Aviation	10.0	Link
Transportation and Material Movers	Truck Drivers, Heavy and Tractor-Trailer	10.0	Link
Transportation and Material Movers	Wellhead Pumps	10.0	Link
Construction and Extraction Roles	Plasterers and Stucco Masons	9.5	Link
Business and Financial Operations	Coroners	9.3	Link
Business and Financial Operations	Insurance Adjusters, Examiners and Investigators	9.3	Link
Business and Financial Operations	Logisticians	9.3	Link
Advertising, Marketing and Public Relations	Copy Writers	9.0	Link
Advertising, Marketing and Public Relations	Marketing Manager	9.0	Link
Architecture & Engineering	Photonics Engineers	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Actors	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Camera Operators, Television, Video, and Motion Picture	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Craft Artists	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Fine Artists, Including Painters, Sculptors, and Illustrators	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Musicians, Instrumental	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Program Directors	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Set and Exhibit Designers	9.0	Link
Business and Financial Operations	Accountant	9.0	Link
Business and Financial Operations	Appraiser, Real Estate	9.0	Link
Business and Financial Operations	Auditors	9.0	Link
Business and Financial Operations	Claims Examiners, Property and Casualty Insurance	9.0	Link
Business and Financial Operations	Compensation, Benefits, and Job Analysis Specialists	9.0	Link
Business and Financial Operations	Equal Opportunity Representatives and Officers	9.0	Link
Business and Financial Operations	Financial Examiners	9.0	Link
Business and Financial Operations	Management Analysts	9.0	Link
Construction and Extraction Roles	Carpet Installers	9.0	Link
Education, Training, and Library	Agricultural Sciences Teachers, Postsecondary	9.0	Link
Education, Training, and Library	Elementary School Teachers, Except Special Education	9.0	Link
Education, Training, and Library	Nursing Instructors and Teachers, Postsecondary	9.0	Link
Education, Training, and Library	Philosophy and Religion Teachers, Postsecondary	9.0	Link
Education, Training, and Library	Recreation and Fitness Studies Teachers, Postsecondary	9.0	Link
Education, Training, and Library	Teacher Assistants	9.0	Link
Farming, Fishing, and Forestry Roles	Animal Breeders	9.0	Link
Food Preparation and Serving Related	Chefs and Head Cooks	9.0	Link
Food Preparation and Serving Related	Combined Food Preparation and Serving Workers, Including Fast Food	9.0	Link
Food Preparation and Serving Related	Cooks, Private Household	9.0	Link
Food Preparation and Serving Related	Dishwashers	9.0	Link
Healthcare Practitioners & Support	Obstetricians and Gynecologists	9.0	Link
Healthcare Practitioners & Support	Orthoptists	9.0	Link
Healthcare Practitioners & Support	Orthotists and Prosthetists	9.0	Link
Healthcare Practitioners & Support	Podiatrists	9.0	Link
Healthcare Practitioners & Support	Speech-Language Pathologists	9.0	Link
Installation, Maintenance, and Repair Roles	Electric Motor, Power Tool, and Related Repairers	9.0	Link
Installation, Maintenance, and Repair Roles	Fabric Menders, Except Garment	9.0	Link
Installation, Maintenance, and Repair Roles	Maintenance Workers, Machinery	9.0	Link
Legal	Production Coordinator (Legal Scanning & Coding)	9.0	Link
Life, Physical, and Social Science Roles	Animal Scientists	9.0	Link
Life, Physical, and Social Science Roles	Environmental Scientists and Specialists, Including Health	9.0	Link
Life, Physical, and Social Science Roles	Historians	9.0	Link

Family	Job	Role Fit Index	Link
Life, Physical, and Social Science Roles	Remote Sensing Scientists and Technologists	9.0	Link
Management Roles	Sales Manager	9.0	Link
Office and Administrative Support	Human Resource (Non-Payroll) Assistants	9.0	Link
Production Roles	Bindery Workers	9.0	Link
Production Roles	Sawing Machine Setters, Operators, and Tenders, Wood	9.0	Link
Production Roles	Tool and Die Makers	9.0	Link
Protective Service	Security Guards	9.0	Link
Sales & Related	Sales Engineers	9.0	Link
Transportation and Material Movers	Aircraft Cargo Handling Supervisors	9.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Radio Operators	8.3	Link
Business and Financial Operations	Tax Preparers	8.3	Link
Computer and Mathematics	Software Quality Assurance Engineers and Testers	8.3	Link
Construction and Extraction Roles	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	8.3	Link
Construction and Extraction Roles	Reinforcing Iron and Rebar Workers	8.3	Link
Healthcare Practitioners & Support	Naturopathic Physicians	8.3	Link
Life, Physical, and Social Science Roles	Forest and Conservation Technicians	8.3	Link
Life, Physical, and Social Science Roles	Zoologists and Wildlife Biologists	8.3	Link
Management Roles	Construction Managers	8.3	Link
Management Roles	Regulatory Affairs Managers	8.3	Link
Production Roles	Inspectors, Testers, Sorters, Samplers, and Weighers	8.3	Link
Architecture & Engineering	Architectural Drafter	8.0	Link
Architecture & Engineering	Electro-Mechanical Technicians	8.0	Link
Architecture & Engineering	Robotics Engineers	8.0	Link
Building and Grounds Cleaning and Maintenance Roles	Maids and Housekeeping Cleaners	8.0	Link
Building and Grounds Cleaning and Maintenance Roles	Pest Control Workers	8.0	Link
Business and Financial Operations	Budget Analysts	8.0	Link
Business and Financial Operations	Emergency Management Specialists	8.0	Link
Business and Financial Operations	Insurance Appraisers, Auto Damage	8.0	Link
Business and Financial Operations	Insurance Underwriters	8.0	Link
Business and Financial Operations	Personnel Recruiters	8.0	Link
Business and Financial Operations	Training and Development Specialists	8.0	Link
Community and Social Services Roles	Rehabilitation Counselors	8.0	Link
Computer and Mathematics	Computer and Information Scientists, Research	8.0	Link
Computer and Mathematics	Computer Software Engineers, Systems Software	8.0	Link
Construction and Extraction Roles	Construction Laborers	8.0	Link
Construction and Extraction Roles	Drywall and Ceiling Tile Installers	8.0	Link
Construction and Extraction Roles	Helpers--Carpenters	8.0	Link
Construction and Extraction Roles	Segmental Pavers	8.0	Link
Construction and Extraction Roles	Service Unit Operators, Oil, Gas, and Mining	8.0	Link
Construction and Extraction Roles	Tapers	8.0	Link
Education, Training, and Library	Librarians	8.0	Link
Education, Training, and Library	Secondary School Teachers, Except Special and Vocational Education	8.0	Link
Education, Training, and Library	Vocational Education Teachers, Postsecondary	8.0	Link
Education, Training, and Library	Vocational Education Teachers, Secondary School	8.0	Link
Farming, Fishing, and Forestry Roles	Farmworkers, Farm and Ranch Animals	8.0	Link
Farming, Fishing, and Forestry Roles	Logging Equipment Operators	8.0	Link
Healthcare Practitioners & Support	Cardiovascular Technologists and Technicians	8.0	Link
Healthcare Practitioners & Support	Chiropractors	8.0	Link
Healthcare Practitioners & Support	Cytotechnologists	8.0	Link
Healthcare Practitioners & Support	Dentists, General	8.0	Link
Healthcare Practitioners & Support	Electroneurodiagnostic Technologists	8.0	Link
Healthcare Practitioners & Support	Emergency Medical Technicians and Paramedics	8.0	Link
Healthcare Practitioners & Support	Family and General Practitioners	8.0	Link
Healthcare Practitioners & Support	Genetic Counselors	8.0	Link
Healthcare Practitioners & Support	Histotechnologists and Histologic Technicians	8.0	Link
Healthcare Practitioners & Support	Nuclear Medicine Technologists	8.0	Link
Healthcare Practitioners & Support	Nurse Practitioners	8.0	Link
Healthcare Practitioners & Support	Occupational Health and Safety Specialists	8.0	Link
Healthcare Practitioners & Support	Psychiatric Technicians	8.0	Link
Healthcare Practitioners & Support	Respiratory Therapy Technicians	8.0	Link
Installation, Maintenance, and Repair Roles	Automotive Body and Related Repairers	8.0	Link
Installation, Maintenance, and Repair Roles	Automotive Master Mechanics	8.0	Link
Installation, Maintenance, and Repair Roles	Avionics Technicians	8.0	Link
Installation, Maintenance, and Repair Roles	Electronic Home Entertainment Equipment Installers and Repairers	8.0	Link

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Family	Job	Role Fit Index	Link
Installation, Maintenance, and Repair Roles	Industrial Machinery Mechanics	8.0	Link
Installation, Maintenance, and Repair Roles	Millwrights	8.0	Link
Installation, Maintenance, and Repair Roles	Tire Repairers and Changers	8.0	Link
Life, Physical, and Social Science Roles	Environmental Science and Protection Technicians, Including Health	8.0	Link
Life, Physical, and Social Science Roles	School Psychologists	8.0	Link
Management Roles	Transportation Manager	8.0	Link
Military	21E - Construction Equipment Operator	8.0	Link
Office and Administrative Support	Brokerage Clerks	8.0	Link
Office and Administrative Support	Computer Operators	8.0	Link
Office and Administrative Support	Postal Service Mail Sorters, Processors, and Processing Machine Operators	8.0	Link
Personal Care & Service	Amusement and Recreation Attendants	8.0	Link
Personal Care & Service	Baggage Porters and Bellhops	8.0	Link
Personal Care & Service	Gaming Dealers	8.0	Link
Production Roles	Cutters and Trimmers, Hand	8.0	Link
Production Roles	Electrical and Electronic Equipment Assemblers	8.0	Link
Production Roles	Pressers, Textile, Garment, and Related Materials	8.0	Link
Production Roles	Textile Bleaching and Dyeing Machine Operators and Tenders	8.0	Link
Protective Service	Fire Inspectors	8.0	Link
Protective Service	Fish and Game Wardens	8.0	Link
Protective Service	Police Patrol Officers	8.0	Link
Protective Service	Transit and Railroad Police	8.0	Link
Sales & Related	Sales Rep, Wholesale & Manufacturing	8.0	Link
Transportation and Material Movers	Driver/Sales Workers	8.0	Link
Transportation and Material Movers	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	8.0	Link
Transportation and Material Movers	Parking Lot Attendants	8.0	Link
Transportation and Material Movers	Railroad Brake, Signal, and Switch Operators	8.0	Link
Transportation and Material Movers	Ship and Boat Captains	8.0	Link
Building and Grounds Cleaning and Maintenance Roles	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	7.3	Link
Business and Financial Operations	Employment Interviewers	7.3	Link
Business and Financial Operations	Environmental Compliance Inspectors	7.3	Link
Computer and Mathematics	Network and Computer System Administrators	7.3	Link
Construction and Extraction Roles	Helpers--Electricians	7.3	Link
Farming, Fishing, and Forestry Roles	Forest and Conservation Workers	7.3	Link
Healthcare Practitioners & Support	Nurse Anesthetists	7.3	Link
Installation, Maintenance, and Repair Roles	Electrical Power-Line Installers and Repairers	7.3	Link
Installation, Maintenance, and Repair Roles	Telecommunications Equipment Installers and Repairers, Except Line Installers	7.3	Link
Installation, Maintenance, and Repair Roles	Telecommunications Line Installers and Repairers	7.3	Link
Life, Physical, and Social Science Roles	Nuclear Monitoring Technicians	7.3	Link
Management Roles	Gaming Managers	7.3	Link
Management Roles	Purchasing Manager	7.3	Link
Military	11B1A - Bomber Pilot - B1	7.3	Link
Military	73C - Finance Specialist	7.3	Link
Military	73Z - Finance Senior Sergeant	7.3	Link
Office and Administrative Support	Proofreaders and Copy Markers	7.3	Link
Production Roles	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	7.3	Link
Production Roles	First-Line Supervisors/Managers of Production and Operating Workers	7.3	Link
Production Roles	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	7.3	Link
Transportation and Material Movers	Freight and Cargo Inspectors	7.3	Link
Advertising, Marketing and Public Relations	Art Directors	7.0	Link
Architecture & Engineering	Cartographers and Photogrammetrists	7.0	Link
Architecture & Engineering	Mapping Technicians	7.0	Link
Architecture & Engineering	Mechanical Engineer	7.0	Link
Architecture & Engineering	Product Safety Engineers	7.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Athletes and Sports Competitors	7.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Floral Designers	7.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Interior Designers	7.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Multi-Media Artists and Animators	7.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Photographers	7.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Umpires, Referees, and Other Sports Officials	7.0	Link
Building and Grounds Cleaning and Maintenance Roles	Tree Trimmers and Pruners	7.0	Link
Business and Financial Operations	Cost Estimators	7.0	Link
Business and Financial Operations	Energy Auditors	7.0	Link
Business and Financial Operations	Government Property Inspectors and Investigators	7.0	Link
Business and Financial Operations	Loan Officer	7.0	Link

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Family	Job	Role Fit Index	Link
Business and Financial Operations	Wholesale and Retail Buyers, Except Farm Products	7.0	Link
Community and Social Services Roles	Directors, Religious Activities and Education	7.0	Link
Community and Social Services Roles	Medical and Public Health Social Workers	7.0	Link
Computer and Mathematics	Computer Programmers	7.0	Link
Computer and Mathematics	Computer Systems Engineers/Architects	7.0	Link
Computer and Mathematics	Statisticians	7.0	Link
Construction and Extraction Roles	Derrick Operators, Oil and Gas	7.0	Link
Construction and Extraction Roles	Terrazzo Workers and Finishers	7.0	Link
Education, Training, and Library	Computer Science Teachers, Postsecondary	7.0	Link
Education, Training, and Library	Curators	7.0	Link
Education, Training, and Library	Forestry and Conservation Science Teachers, Postsecondary	7.0	Link
Education, Training, and Library	History Teachers, Postsecondary	7.0	Link
Education, Training, and Library	Middle School Teachers, Except Special and Vocational Education	7.0	Link
Education, Training, and Library	Special Education Teachers, Middle School	7.0	Link
Farming, Fishing, and Forestry Roles	Nursery Workers	7.0	Link
Food Preparation and Serving Related	Bartenders	7.0	Link
Food Preparation and Serving Related	Dining Room and Cafeteria Attendants and Bartender Helpers	7.0	Link
Food Preparation and Serving Related	Food Servers, Nonrestaurant	7.0	Link
Healthcare Practitioners & Support	Acute Care Nurses	7.0	Link
Healthcare Practitioners & Support	Anesthesiologists	7.0	Link
Healthcare Practitioners & Support	Home Health Aides	7.0	Link
Healthcare Practitioners & Support	Massage Therapists	7.0	Link
Healthcare Practitioners & Support	Medical Records and Health Information Technicians	7.0	Link
Healthcare Practitioners & Support	Psychiatric Aides	7.0	Link
Installation, Maintenance, and Repair Roles	Aircraft Mechanics and Service Technicians	7.0	Link
Installation, Maintenance, and Repair Roles	Electrical and Electronics Installers and Repairers, Transportation Equipment	7.0	Link
Installation, Maintenance, and Repair Roles	Electrical and Electronics Repairers, Commercial and Industrial Equipment	7.0	Link
Installation, Maintenance, and Repair Roles	Outdoor Power Equipment and Other Small Engine Mechanics	7.0	Link
Installation, Maintenance, and Repair Roles	Watch Repairers	7.0	Link
Legal	Title Examiners, Abstractors, and Searchers	7.0	Link
Life, Physical, and Social Science Roles	Archeologists	7.0	Link
Life, Physical, and Social Science Roles	Chemical Technicians	7.0	Link
Life, Physical, and Social Science Roles	Geneticists	7.0	Link
Life, Physical, and Social Science Roles	Geophysical Data Technicians	7.0	Link
Life, Physical, and Social Science Roles	Geoscientists, Except Hydrologists and Geographers	7.0	Link
Life, Physical, and Social Science Roles	Microbiologists	7.0	Link
Life, Physical, and Social Science Roles	Survey Researchers	7.0	Link
Life, Physical, and Social Science Roles	Urban and Regional Planners	7.0	Link
Management Roles	Advertising and Promotions Managers	7.0	Link
Management Roles	Aquacultural Managers	7.0	Link
Management Roles	Food Service Managers	7.0	Link
Management Roles	Marketing Manager	7.0	Link
Management Roles	Personnel Staffing Manager	7.0	Link
Military	02N - Keyboard Player	7.0	Link
Military	21M - Firefighter	7.0	Link
Military	31B - Military Police	7.0	Link
Office and Administrative Support	Correspondence Clerks	7.0	Link
Office and Administrative Support	Court Clerks	7.0	Link
Office and Administrative Support	Data Entry Keyers	7.0	Link
Office and Administrative Support	Insurance Policy Processing Clerks	7.0	Link
Office and Administrative Support	Interviewers, Except Eligibility and Loan	7.0	Link
Office and Administrative Support	Mail Clerks and Mail Machine Operators, Except Postal Service	7.0	Link
Office and Administrative Support	Office Clerks, General	7.0	Link
Office and Administrative Support	Order Clerks	7.0	Link
Office and Administrative Support	Order Fillers, Wholesale and Retail Sales	7.0	Link
Office and Administrative Support	Postal Service Mail Carriers	7.0	Link
Personal Care & Service	Barbers	7.0	Link
Personal Care & Service	Hairdressers, Hairstylists, and Cosmetologists	7.0	Link
Personal Care & Service	Makeup Artists, Theatrical and Performance	7.0	Link
Personal Care & Service	Nannies	7.0	Link
Personal Care & Service	Transportation Attendants, Except Flight Attendants and Baggage Porters	7.0	Link
Production Roles	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	7.0	Link
Production Roles	Butchers and Meat Cutters	7.0	Link
Production Roles	Cabinetmakers and Bench Carpenters	7.0	Link

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Family	Job	Role Fit Index	Link
Production Roles	Chemical Equipment Operators and Tenders	7.0	Link
Production Roles	Fiberglass Laminators and Fabricators	7.0	Link
Production Roles	Job Printers	7.0	Link
Production Roles	Meat, Poultry, and Fish Cutters and Trimmers	7.0	Link
Production Roles	Model Makers, Metal and Plastic	7.0	Link
Production Roles	Photographic Process Workers	7.0	Link
Production Roles	Potters, Manufacturing	7.0	Link
Production Roles	Printing Machine Operators	7.0	Link
Production Roles	Sewing Machine Operators	7.0	Link
Production Roles	Stationary Engineers and Boiler Operators	7.0	Link
Production Roles	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	7.0	Link
Protective Service	Forest Fire Fighting and Prevention Supervisors	7.0	Link
Protective Service	Parking Enforcement Workers	7.0	Link
Protective Service	Sheriffs and Deputy Sheriffs	7.0	Link
Sales & Related	First-Line Supervisors/Managers of Non-Retail Sales Workers	7.0	Link
Sales & Related	First-Line Supervisors/Managers of Retail Sales Workers	7.0	Link
Sales & Related	Real Estate Brokers	7.0	Link
Sales & Related	Telemarketers	7.0	Link
Transportation and Material Movers	Excavating and Loading Machine and Dragline Operators	7.0	Link
Transportation and Material Movers	Industrial Truck and Tractor Operators	7.0	Link
Transportation and Material Movers	Machine Feeders and Offbearers	7.0	Link
Transportation and Material Movers	Pilots, Ship	7.0	Link
Transportation and Material Movers	Sailors and Marine Oilers	7.0	Link
Transportation and Material Movers	Service Station Attendants	7.0	Link
Construction and Extraction Roles	Mine Cutting and Channeling Machine Operators	6.3	Link
Life, Physical, and Social Science Roles	City and Regional Planning Aides	6.3	Link
Management Roles	Industrial Production Managers	6.3	Link
Office and Administrative Support	Municipal Clerks	6.3	Link
Production Roles	Gas Plant Operators	6.3	Link
Production Roles	Ophthalmic Laboratory Technicians	6.3	Link
Protective Service	Bailiffs	6.3	Link
Telecom	Security Network Engineer	6.3	Link
Advertising, Marketing and Public Relations	Advertising and Promotions Managers	6.0	Link
Architecture & Engineering	Aerospace Engineering and Operations Technicians	6.0	Link
Architecture & Engineering	Aerospace Engineers	6.0	Link
Architecture & Engineering	Architects, Except Landscape and Naval	6.0	Link
Architecture & Engineering	Energy Engineers	6.0	Link
Architecture & Engineering	Mechanical Engineering Technicians	6.0	Link
Architecture & Engineering	Mining and Geological Engineers, Including Mining Safety Engineers	6.0	Link
Architecture & Engineering	Validation Engineers	6.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Audio and Video Equipment Technicians	6.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Coaches and Scouts	6.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Directors- Stage, Motion Pictures, Television, and Radio	6.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Fashion Designers	6.0	Link
Building and Grounds Cleaning and Maintenance Roles	First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers	6.0	Link
Business and Financial Operations	Loan Counselors	6.0	Link
Community and Social Services Roles	Child, Family, and School Social Workers	6.0	Link
Community and Social Services Roles	Social and Human Service Assistants	6.0	Link
Computer and Mathematics	Network Designers	6.0	Link
Construction and Extraction Roles	Roustabouts, Oil and Gas	6.0	Link
Construction and Extraction Roles	Sheet Metal Workers	6.0	Link
Education, Training, and Library	Architecture Teachers, Postsecondary	6.0	Link
Education, Training, and Library	Health Specialties Teachers, Postsecondary	6.0	Link
Education, Training, and Library	Home Economics Teachers, Postsecondary	6.0	Link
Education, Training, and Library	Library Technicians	6.0	Link
Education, Training, and Library	Mathematical Science Teachers, Postsecondary	6.0	Link
Education, Training, and Library	Sociology Teachers, Postsecondary	6.0	Link
Education, Training, and Library	Vocational Education Teachers, Middle School	6.0	Link
Farming, Fishing, and Forestry Roles	Graders and Sorters, Agricultural Products	6.0	Link
Farming, Fishing, and Forestry Roles	Hunters and Trappers	6.0	Link
Food Preparation and Serving Related	Cooks, Institution and Cafeteria	6.0	Link
Healthcare Practitioners & Support	Athletic Trainers	6.0	Link
Healthcare Practitioners & Support	Cytogenetic Technologists	6.0	Link
Healthcare Practitioners & Support	Dietitians and Nutritionists	6.0	Link

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Family	Job	Role Fit Index	Link
Healthcare Practitioners & Support	Endoscopy Technicians	6.0	Link
Healthcare Practitioners & Support	Low Vision Therapists, Orientation and Mobility Specialists, and Vision Rehabilitation Therapists	6.0	Link
Healthcare Practitioners & Support	Medical Equipment Preparers	6.0	Link
Healthcare Practitioners & Support	Medical Transcriptionists	6.0	Link
Healthcare Practitioners & Support	Pharmacy Aides	6.0	Link
Healthcare Practitioners & Support	Physical Therapist Aides	6.0	Link
Healthcare Practitioners & Support	Physical Therapists	6.0	Link
Healthcare Practitioners & Support	Prosthodontists	6.0	Link
Healthcare Practitioners & Support	Psychiatrists	6.0	Link
Healthcare Practitioners & Support	Registered Nurses	6.0	Link
Installation, Maintenance, and Repair Roles	Automotive Specialty Technicians	6.0	Link
Installation, Maintenance, and Repair Roles	Computer, Automated Teller, and Office Machine Repairers	6.0	Link
Installation, Maintenance, and Repair Roles	Mobile Heavy Equipment Mechanics, Except Engines	6.0	Link
Legal	Lawyers	6.0	Link
Life, Physical, and Social Science Roles	Agricultural Technicians	6.0	Link
Life, Physical, and Social Science Roles	Biologists	6.0	Link
Life, Physical, and Social Science Roles	Clinical Psychologists	6.0	Link
Life, Physical, and Social Science Roles	Food Scientists and Technologists	6.0	Link
Life, Physical, and Social Science Roles	Geological Sample Test Technicians	6.0	Link
Life, Physical, and Social Science Roles	Physicists	6.0	Link
Life, Physical, and Social Science Roles	Social Science Research Assistants	6.0	Link
Management Roles	Administrative Services Manager	6.0	Link
Management Roles	Chief Executive	6.0	Link
Management Roles	Storage and Distribution Managers	6.0	Link
Management Roles	Treasurers and Controllers	6.0	Link
Military	46Q - Public Affairs Specialist	6.0	Link
Military	71D - Legal Specialist	6.0	Link
Military	71L - Administrative Specialist	6.0	Link
Military	79R - Recruiter NCO	6.0	Link
Office and Administrative Support	Customer Service Representatives	6.0	Link
Office and Administrative Support	Medical Secretaries	6.0	Link
Office and Administrative Support	New Accounts Clerks	6.0	Link
Office and Administrative Support	Police, Fire, and Ambulance Dispatchers	6.0	Link
Office and Administrative Support	Switchboard Operators, Including Answering Service	6.0	Link
Personal Care & Service	Child Care Workers	6.0	Link
Personal Care & Service	Costume Attendants	6.0	Link
Personal Care & Service	Embalmers	6.0	Link
Personal Care & Service	Fitness Trainers and Aerobics Instructors	6.0	Link
Personal Care & Service	Funeral Attendants	6.0	Link
Personal Care & Service	Gaming and Sports Book Writers and Runners	6.0	Link
Personal Care & Service	Manicurists and Pedicurists	6.0	Link
Personal Care & Service	Residential Advisors	6.0	Link
Production Roles	Dental Laboratory Technicians	6.0	Link
Production Roles	Fabric and Apparel Patternmakers	6.0	Link
Production Roles	Foundry Mold and Coremakers	6.0	Link
Production Roles	Pourers and Casters, Metal	6.0	Link
Production Roles	Prepress Technicians and Workers	6.0	Link
Production Roles	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	6.0	Link
Production Roles	Slaughterers and Meat Packers	6.0	Link
Production Roles	Welders, Cutters, and Welder Fitters	6.0	Link
Protective Service	Forest Fire Inspectors and Prevention Specialists	6.0	Link
Sales & Related	Cashiers	6.0	Link
Sales & Related	Gaming Change Persons and Booth Cashiers	6.0	Link
Sales & Related	Sales Rep, Technical & Scientific Products	6.0	Link
Telecom	Data Network Engineer	6.0	Link
Telecom	Wireless Network Engineer	6.0	Link
Transportation and Material Movers	Crane and Tower Operators	6.0	Link
Transportation and Material Movers	Motorboat Operators	6.0	Link
Transportation and Material Movers	Truck Drivers, Light or Delivery Services	6.0	Link
Architecture & Engineering	Environmental Engineering Technicians	5.3	Link
Architecture & Engineering	Manufacturing Production Technicians	5.3	Link
Architecture & Engineering	Marine Engineers	5.3	Link
Healthcare Practitioners & Support	Physician Assistants	5.3	Link
Military	25C - Radio Operator-Maintainer	5.3	Link

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Family	Job	Role Fit Index	Link
Production Roles	Laundry and Dry-Cleaning Workers	5.3	Link
Production Roles	Shoe Machine Operators and Tenders	5.3	Link
Protective Service	First-Line Supervisors/Managers of Correctional Officers	5.3	Link
Transportation and Material Movers	Airline Pilots, Copilots, and Flight Engineers	5.3	Link
Transportation and Material Movers	Gas Compressor and Gas Pumping Station Operators	5.3	Link
Transportation and Material Movers	Rail Yard Engineers, Dinkey Operators, and Hostlers	5.3	Link
Advertising, Marketing and Public Relations	Demonstrators and Product Promoters	5.0	Link
Advertising, Marketing and Public Relations	Market Research Analysts	5.0	Link
Advertising, Marketing and Public Relations	Meeting and Convention Planners	5.0	Link
Advertising, Marketing and Public Relations	Public Relations Managers	5.0	Link
Advertising, Marketing and Public Relations	Public Relations Specialists	5.0	Link
Architecture & Engineering	Chemical Engineer	5.0	Link
Architecture & Engineering	Computer Hardware Engineers	5.0	Link
Architecture & Engineering	Electrical Drafters	5.0	Link
Architecture & Engineering	Fire-Prevention and Protection Engineers	5.0	Link
Architecture & Engineering	Industrial Engineering Technicians	5.0	Link
Architecture & Engineering	Materials Engineer	5.0	Link
Architecture & Engineering	Mechanical Drafter	5.0	Link
Architecture & Engineering	Surveying Technicians	5.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Broadcast Technicians	5.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Choreographers	5.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Merchandise Displayers and Window Trimmers	5.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Music Composers and Arrangers	5.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Poets, Lyricists and Creative Writers	5.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Radio and Television Announcers	5.0	Link
Call Center	Call Center Manager	5.0	Link
Community and Social Services Roles	Health Educators	5.0	Link
Computer and Mathematics	Operations Research Analysts	5.0	Link
Computer and Mathematics	Web Developer	5.0	Link
Construction and Extraction Roles	Brickmasons and Blockmasons	5.0	Link
Construction and Extraction Roles	Construction Carpenters	5.0	Link
Construction and Extraction Roles	Floor Layers, Except Carpet, Wood, and Hard Tiles	5.0	Link
Construction and Extraction Roles	Helpers--Extraction Workers	5.0	Link
Construction and Extraction Roles	Helpers--Roofers	5.0	Link
Construction and Extraction Roles	Paperhangers	5.0	Link
Construction and Extraction Roles	Pipe Fitters and Steamfitters	5.0	Link
Construction and Extraction Roles	Rail-Track Laying and Maintenance Equipment Operators	5.0	Link
Construction and Extraction Roles	Rock Splitters, Quarry	5.0	Link
Construction and Extraction Roles	Rotary Drill Operators, Oil and Gas	5.0	Link
Education, Training, and Library	Adult Literacy, Remedial Education, and GED Teachers and Instructors	5.0	Link
Education, Training, and Library	Anthropology and Archeology Teachers, Postsecondary	5.0	Link
Education, Training, and Library	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	5.0	Link
Education, Training, and Library	Chemistry Teachers, Postsecondary	5.0	Link
Education, Training, and Library	Communications Teachers, Postsecondary	5.0	Link
Education, Training, and Library	English Language and Literature Teachers, Postsecondary	5.0	Link
Education, Training, and Library	Farm and Home Management Advisors	5.0	Link
Education, Training, and Library	Library Science Teachers, Postsecondary	5.0	Link
Education, Training, and Library	Self-Enrichment Education Teachers	5.0	Link
Healthcare Practitioners & Support	Medical and Clinical Laboratory Technicians	5.0	Link
Healthcare Practitioners & Support	Nuclear Medicine Physicians	5.0	Link
Healthcare Practitioners & Support	Occupational Therapist Aides	5.0	Link
Healthcare Practitioners & Support	Opticians, Dispensing	5.0	Link
Healthcare Practitioners & Support	Pediatricians, General	5.0	Link
Healthcare Practitioners & Support	Preventive Medicine Physicians	5.0	Link
Installation, Maintenance, and Repair Roles	Bicycle Repairers	5.0	Link
Installation, Maintenance, and Repair Roles	Bus and Truck Mechanics and Diesel Engine Specialists	5.0	Link
Installation, Maintenance, and Repair Roles	Camera and Photographic Equipment Repairers	5.0	Link
Installation, Maintenance, and Repair Roles	Home Appliance Repairers	5.0	Link
Installation, Maintenance, and Repair Roles	Security and Fire Alarm Systems Installers	5.0	Link
Legal	Judges, Magistrate Judges, and Magistrates	5.0	Link
Life, Physical, and Social Science Roles	Anthropologists	5.0	Link
Life, Physical, and Social Science Roles	Biological Technicians	5.0	Link
Life, Physical, and Social Science Roles	Forensic Science Technicians	5.0	Link
Life, Physical, and Social Science Roles	Geographers	5.0	Link

Family	Job	Role Fit Index	Link
Life, Physical, and Social Science Roles	Precision Agriculture Technicians	5.0	Link
Life, Physical, and Social Science Roles	Sociologists	5.0	Link
Management Roles	Crop and Livestock Managers	5.0	Link
Management Roles	Education Administrators, Postsecondary	5.0	Link
Management Roles	Training and Development Manager	5.0	Link
Military	31E - Internment/Resettlement Specialist	5.0	Link
Military	88M - Motor Transport Operator	5.0	Link
Office and Administrative Support	Couriers and Messengers	5.0	Link
Office and Administrative Support	Eligibility Interviewers, Government Programs	5.0	Link
Office and Administrative Support	Legal Secretaries	5.0	Link
Office and Administrative Support	Library Assistants, Clerical	5.0	Link
Office and Administrative Support	Shipping, Receiving, and Traffic Clerks	5.0	Link
Office and Administrative Support	Statistical Assistants	5.0	Link
Office and Administrative Support	Tellers	5.0	Link
Office and Administrative Support	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	5.0	Link
Personal Care & Service	Animal Trainers	5.0	Link
Personal Care & Service	Motion Picture Projectionists	5.0	Link
Personal Care & Service	Recreation Workers	5.0	Link
Production Roles	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	5.0	Link
Production Roles	Coil Winders, Tapers, and Finishers	5.0	Link
Production Roles	Computer-Controlled Machine Tool Operators, Metal and Plastic	5.0	Link
Production Roles	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	5.0	Link
Production Roles	Electromechanical Equipment Assemblers	5.0	Link
Production Roles	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	5.0	Link
Production Roles	Furniture Finishers	5.0	Link
Production Roles	Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	5.0	Link
Production Roles	Model Makers, Wood	5.0	Link
Production Roles	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	5.0	Link
Production Roles	Nuclear Power Reactor Operators	5.0	Link
Production Roles	Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic	5.0	Link
Production Roles	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	5.0	Link
Production Roles	Structural Metal Fabricators and Fitters	5.0	Link
Production Roles	Team Assemblers	5.0	Link
Production Roles	Tool Grinders, Filers, and Sharpeners	5.0	Link
Protective Service	Animal Control Workers	5.0	Link
Protective Service	Gaming Surveillance Officers and Gaming Investigators	5.0	Link
Protective Service	Immigration and Customs Inspectors	5.0	Link
Protective Service	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	5.0	Link
Protective Service	Transportation Security Officers	5.0	Link
Sales & Related	Real Estate Sales Agents	5.0	Link
Sales & Related	Sales Agent, Financial Sales	5.0	Link
Transportation and Material Movers	Air Traffic Controllers	5.0	Link
Transportation and Material Movers	Dredge Operators	5.0	Link
Transportation and Material Movers	Loading Machine Operators, Underground Mining	5.0	Link
Transportation and Material Movers	Mates- Ship, Boat, and Barge	5.0	Link
Transportation and Material Movers	Refuse and Recyclable Material Collectors	5.0	Link
Sales & Related	Door-To-Door Sales Workers, News and Street Vendors, and Related Workers	4.5	Link
Advertising, Marketing and Public Relations	Advertising Sales Agents	4.0	Link
Architecture & Engineering	Agricultural Engineers	4.0	Link
Architecture & Engineering	Landscape Architects	4.0	Link
Architecture & Engineering	Marine Architects	4.0	Link
Architecture & Engineering	Surveyors	4.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Copy Writers	4.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Graphic Designers	4.0	Link
Arts, Design, Entertainment, Sports, and Media Roles	Sound Engineering Technicians	4.0	Link
Community and Social Services Roles	Marriage and Family Therapists	4.0	Link
Computer and Mathematics	Computer Software Engineers, Applications	4.0	Link
Computer and Mathematics	Geospatial Information Scientists and Technologists	4.0	Link
Construction and Extraction Roles	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	4.0	Link
Construction and Extraction Roles	Stonemasons	4.0	Link
Education, Training, and Library	Archivists	4.0	Link
Education, Training, and Library	Art, Drama, and Music Teachers, Postsecondary	4.0	Link
Education, Training, and Library	Engineering Teachers, Postsecondary	4.0	Link
Education, Training, and Library	Environmental Science Teachers, Postsecondary	4.0	Link

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EXHIBIT 5

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Family	Job	Role Fit Index	Link
Education, Training, and Library	Graduate Teaching Assistants	4.0	Link
Education, Training, and Library	Social Work Teachers, Postsecondary	4.0	Link
Healthcare Practitioners & Support	Recreational Therapists	4.0	Link
Legal	Court Reporters	4.0	Link
Life, Physical, and Social Science Roles	Molecular and Cellular Biologists	4.0	Link
Office and Administrative Support	Gaming Cage Workers	4.0	Link
Office and Administrative Support	Hotel, Motel, and Resort Desk Clerks	4.0	Link
Office and Administrative Support	Marking Clerks	4.0	Link
Office and Administrative Support	Word Processors and Typists	4.0	Link
Production Roles	Lay-Out Workers, Metal and Plastic	4.0	Link
Production Roles	Patternmakers, Metal and Plastic	4.0	Link
Production Roles	Power Plant Operators	4.0	Link
Production Roles	Textile Winding, Twisting, and Drawing Out Machine Setters, Operators, and Tenders	4.0	Link
Protective Service	Police Detectives	4.0	Link
Transportation and Material Movers	Airfield Operations Specialists	4.0	Link
Transportation and Material Movers	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	4.0	Link
Transportation and Material Movers	Bus Drivers, School	4.0	Link
Food Preparation and Serving Related	Food Preparation Workers	3.5	Link