
Caliper Profile®

S E L E C T O R R E P O R T

An assessment of
Andrea DAlessandro
for the Office Associate position

Prepared for CertaPro (Peter Fitch)
March 5, 2013

CALIPER

Position Overview

CertaPro (Peter Fitch) is assessing Andrea DAlessandro for the Office Associate position.

Caliper designates this position within the Project Manager Job Family.

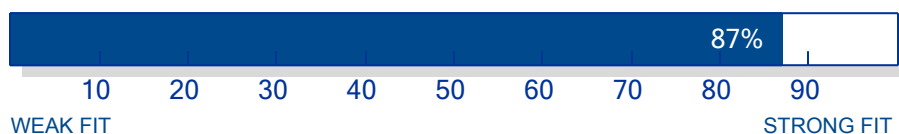
Project Managers may be designated as Project Planners, Project Coordinators, or Project Specialists. They plan, monitor, and complete assigned or approved projects that further the organization's objectives. They are responsible for coordinating assignments, ensuring sufficient deployment of resources, and providing support in order to achieve project objectives on time and according to quality standards. They have no formal supervisory responsibilities.

Richard Volp of CertaPro Painters approved this job description and Job Family assignment on September 21, 2012. If you would like to read about this Job Family, [click here](#).

Position-Fit Index

To determine potential for success, Caliper has compared Andrea DAlessandro's Caliper Profile results with Caliper's Performance Model for the Project Manager Job Family. This model is based on comprehensive research that links objectively measured job performance with the specific attributes assessed by the Caliper Profile.

The score below shows Andrea DAlessandro's degree of fit within the Project Manager Job Family, the Caliper Job Family to which the Office Associate position corresponds.



These results indicate that Andrea DAlessandro is likely to engage in the behaviors related to success in this role and that this individual should be able to perform well in the position over the long term. If this candidate's résumé, interview, and references align with the results of this report, Andrea DAlessandro could be expected to demonstrate high potential for success relative to this opportunity.

Job-Related Personality Attributes

The following graphs illustrate Andrea DAlessandro's Caliper Profile scores on the attributes that most accurately predict success in a Project Manager role.

An attribute can either be a Driver, which pushes performance in a positive direction, or an Inhibitor, which interferes with performance. Some Caliper Performance Models have both Drivers and Inhibitors. Others have only Drivers.

Caliper calculated the candidate's Position-Fit Index from a validated formula that combines scores from the attributes shown below.

Performance Drivers

High scores on these attributes indicate stronger job performance.

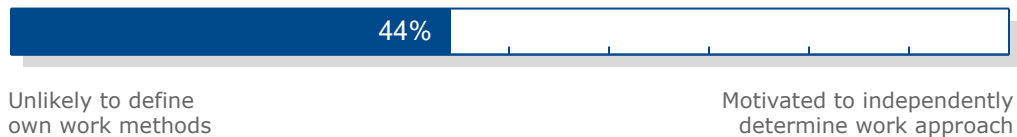
Cautiousness: Inclination to carefully make decisions and think through relevant facts and alternatives



External Structure: Sensitivity to imposed rules



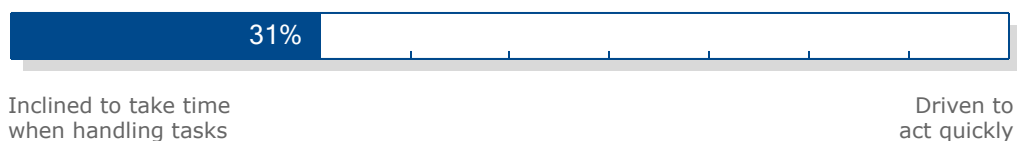
Self-Structure: Preference for independently determining work methods



Thoroughness: Tendency to pay attention to detail



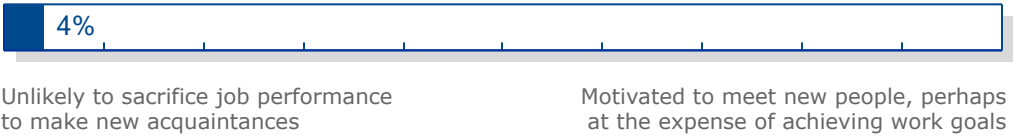
Urgency: Tendency to take quick action in order to obtain immediate results



Performance Inhibitor

A high score on this attribute suggests weaker job performance.

Gregariousness: Comfort with meeting new people and initiating conversations



Caliper Profile Interpretation

The Position-Fit Index at the beginning of this report displays how well the candidate fits Caliper's Project Manager Performance Model.

The next part of this report offers a view of the candidate beyond the Performance Model. The following interpretation provides insight as to how this individual is likely to behave.

You will see a wide variety of attributes and behaviors and a similarly wide range of results. Some of the behaviors will be crucial to success in the position, while others may be supplemental. We suggest that you consider this factor when determining how well the candidate's work style would fit the demands of your particular role.

The following sections of this Caliper Profile Selector Report display Andrea DAlessandro's Personality Attributes and Behavioral Tendencies relative to four performance areas.

Personal Organization and Time Management This section shows the candidate's capacity to organize priorities. In addition, it elaborates upon how the person is apt to manage time and follow through to complete tasks.

Problem Solving and Decision Making The Problem Solving and Decision Making section explores the individual's problem-solving style. It describes how the candidate tends to analyze issues, evaluate alternatives, and make decisions as well as the person's potential to understand complex issues and to strategize.

Interpersonal Dynamics This section reviews the individual's style of interacting with others. It also describes the candidate's capacity to initiate, develop, and maintain relationships as well as the person's willingness to consider others' points of view.

Management The Management section describes the candidate's capacity to establish goals, to coordinate tasks on behalf of a team, and to communicate directly. It also illustrates the individual's potential to provide coaching and support or to persist to overcome challenges.

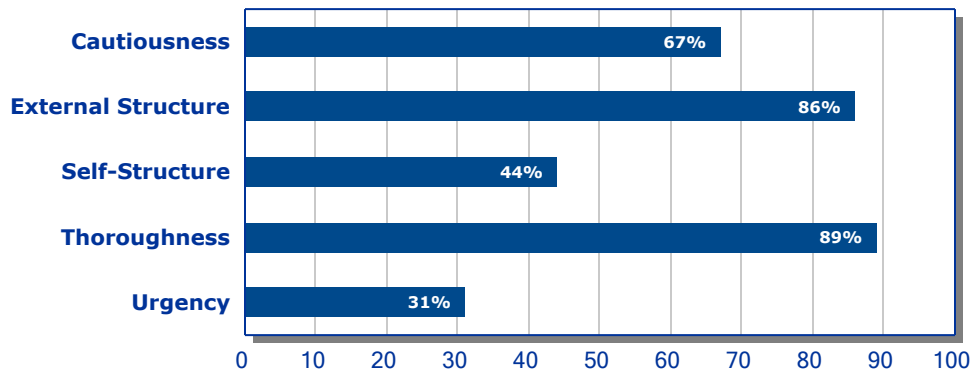
For each performance area, we provide two sets of graphs: [Personality Attributes](#) and [Behavioral Tendencies](#).

The graphs for [Personality Attributes](#) describe the individual's personality as it relates to the performance area.

The [Behavioral Tendencies](#) are based on various combinations of the Personality Attributes measured in the Caliper Profile. Each graph illustrates the candidate's potential to display a behavior related to job performance.

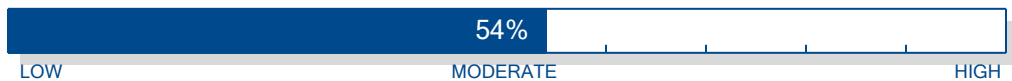
Personal Organization and Time Management

Personality Attributes



Behavioral Tendencies

Independently sets goals, objectives, and priorities



Implication: Is apt to set goals, but not always effectively.

Manages multiple tasks and activities



Implication: Should be able to coordinate multiple activities effectively.

Follows established policies and procedures



Implication: Tends to perform tasks according to established policies and procedures consistently and reliably.

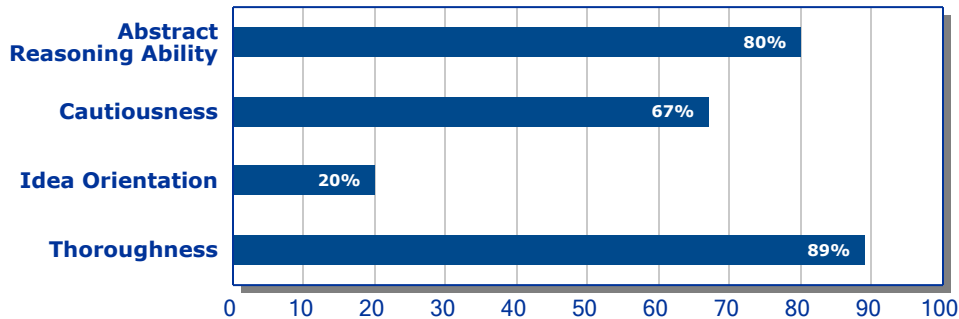
Works quickly



Implication: May handle certain tasks more quickly than others; might occasionally require deadlines.

Problem Solving and Decision Making

Personality Attributes



Behavioral Tendencies

Recognizes problems, issues, and opportunities



Implication: Should be able to effectively recognize opportunities; is likely to see angles that others do not.

Gathers and analyzes data



Implication: Is apt to seek out and analyze relevant data in order to understand subtle trends and complex relationships.

Synthesizes information



Implication: Is apt to effectively distill information into a coherent and logical framework.

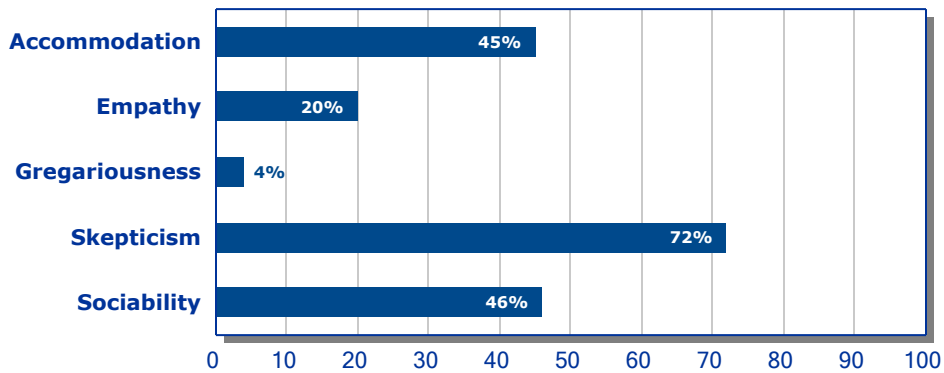
Creates new concepts and approaches to solve problems



Implication: Seems capable of generating some new ideas when solving problems, but may use conventional approaches in certain situations.

Interpersonal Dynamics

Personality Attributes



Behavioral Tendencies

Develops new contacts and initiates relationships



Implication: Is not apt to become sidetracked from core tasks in order to network and meet new people.

Maintains existing relationships



Implication: May not maintain the contact necessary to sustain relationships.

Demonstrates an eagerness to help others



Implication: Seems willing to help people when they request assistance.

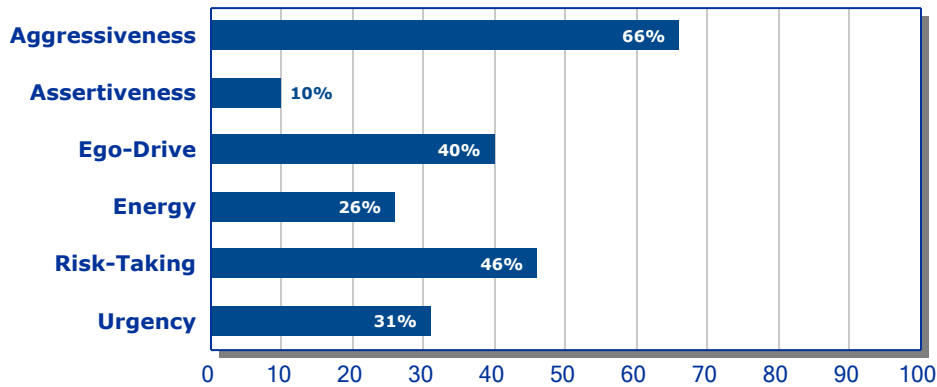
Considers others' points of view with an open mind



Implication: May have difficulty accepting others' input.

Management

Personality Attributes



Behavioral Tendencies

Confidently expresses ideas and opinions



Implication: Might not communicate confidently; presentations may not be strong.

Persuasively sells ideas to gain support and buy-in



Implication: Appears able to gain agreement from staff members or colleagues when conditions are right.

Is willing to make tough decisions



Implication: Is likely to avoid making decisions, especially ones that could upset people.

Is persistent



Implication: Is inclined to persist in achieving a goal until faced with strong resistance.

Recommended Next Steps

Andrea DAlessandro's score of 87% indicates a high degree of fit to a Project Manager position.

The candidate's scores on the Personality Attributes that most accurately predict success suggest that, in a Project Manager role, the candidate would be

- Unlikely to sacrifice job performance to make new acquaintances
- Attentive when handling fine points
- Receptive to a structured environment with rules

We recommend that you consider the candidate's Behavioral Tendencies to make an informed decision. If you choose to interview Andrea DAlessandro, you might want to ensure that the individual would take advantage of the strengths outlined in this report and could compensate for any possible limitations.

You might also want to check references to make certain that the candidate's experience is appropriate to this role.

If you have already conducted an interview, compare the results in this report with your interview notes. You may wish to schedule a follow-up interview to further explore strengths or to resolve any discrepancies between the results in this report and your interview notes.

If your hiring decision is positive, we suggest you construct a plan to train and develop this individual to reach peak performance.

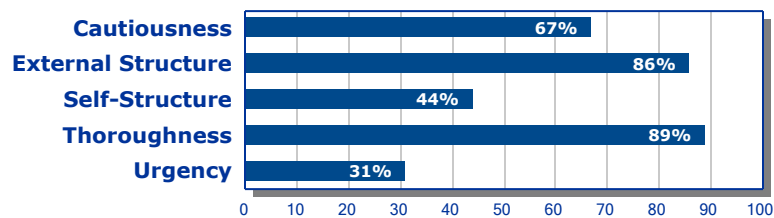
If you would like additional information regarding Andrea DAlessandro's potential or personality assessment results, would like to discuss how to best proceed, have more questions, or need help integrating these results into your hiring process, you are invited to contact your Caliper consultant or Caliper Customer Relations at 609-524-1400.

The information provided in this report is based solely on data developed from the Caliper Profile assessment. It should be interpreted in light of other information that is available about the individual and should never be used as the sole basis upon which to make a hiring, development, or promotion decision. To make an informed decision about whether this individual is likely to be successful with your organization, Caliper advises you to use this report in conjunction with other knowledge about the candidate, particularly information from the individual's interview, résumé, and application as well as feedback from references.

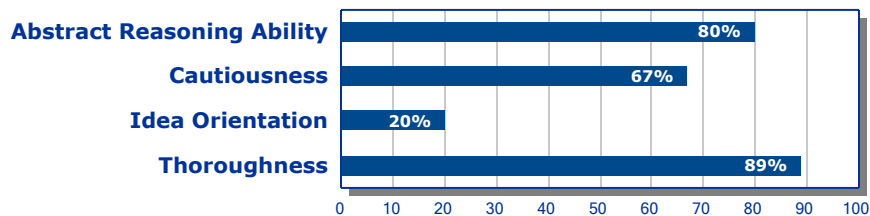
Caliper Profile Score Results

The graphs below display Andrea DAlessandro's results for the attributes discussed in this report and should be used in the context of the entire Caliper Profile Selector Report and consultation. For attribute definitions, [click here](#).

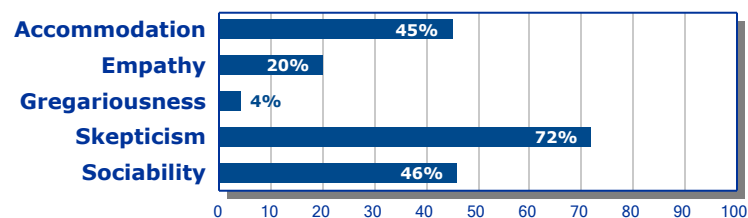
Personal Organization and Time Management



Problem Solving and Decision Making



Interpersonal Dynamics



Management

