



TALENT STRENGTHS
PERSONALITY QUESTIONNAIRE

Job Competency Analysis Report

Role: Computer programmer

Number of Respondents: 2

Date of Report: 20/10/2014



About This Report

This Job Competency Analysis Report was generated using the Talent Strengths Online Job Competency Analysis Questionnaire. This structured questionnaire is used to interview job holders, line managers and other individuals concerned with understanding what is required for high performance in a specified job role. The online questionnaire uses an online “Card sort” method which helps gather information to identify.

“Card Sort” Method

- What people do in their job role
- The rank order of importance of each behavioural competency
- How often they do it
- The level of complexity demonstrated in each competency

The competencies used within the job analysis process are taken from the Talent Strengths Universal Competency Framework. The results of this report are fully integrated with the Talent Strengths Assessment System where a tailored assessment solution has already been configured for this job role using components of the Talent Strengths Personality Questionnaire (TSPQ) and other assessments. A tailored profile and interview prompts report has also been configured for this role. Please contact Talent Strengths to find out more. This report can also be used as a standalone document to inform other activities such as developing a job description, job evaluation, job design, employee development and for performance appraisals.

Job Competency Analysis

A Job Competency Analysis is an essential organisational activity which should be conducted regularly with all job roles ensuring that the results are:

Observable: The activity can be seen or heard by other people around the person performing the activity.

Describes required work behaviour: The main focus is on what exceptional performance should look like and the behaviours required in the role and not the specific behaviours of the person currently in the role.

Verifiable and can be replicated: For ensuring the results are valid and reliable.

Reflects accurately the current and future role: To ensure that the document is current it should reflect performance expectations in the job today and in the near future.

Collected from multiple sources: Objectivity is increased by seeking views from multiple sources involved with the job role.

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Background Information About the Job Role

Title of job role being analysed	Computer programmer	
Date of report	20/10/2014	
Respondents	Adam Loebig	HR representative
	Jonathan Wilkins	Senior Developer
Job location	Brighton	
Job salary	£20,000	
Job grade	Senior	
Number of staff reporting to job holder	2	

Key professional qualifications required for the role

BSc Computer Science

Key knowledge required in the job role

Java, HTML, XML & CSS.

Primary purpose of the job role

Programming.

Key tasks or performance indicators

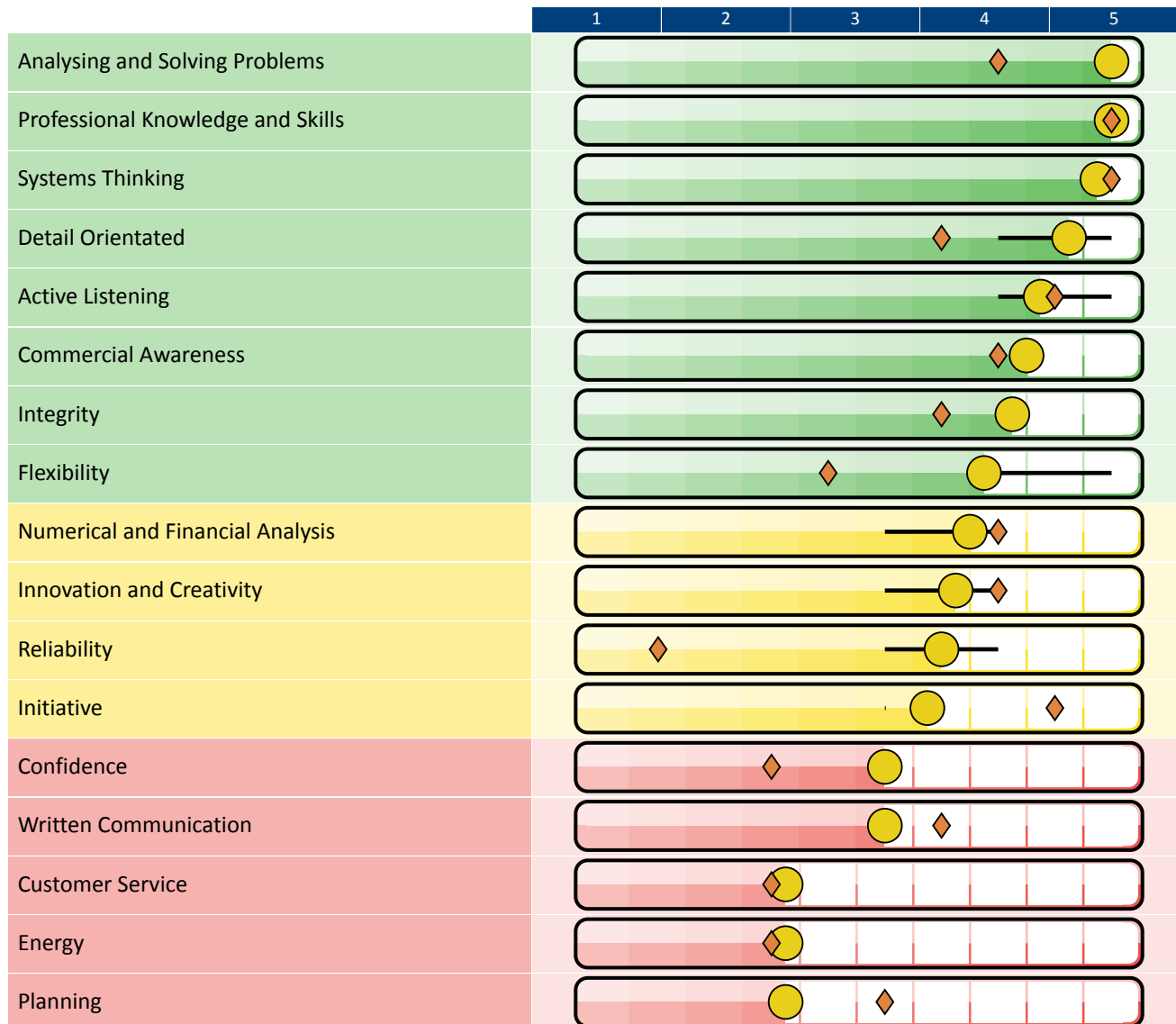
n/a

Key results areas

n/a

Job Competency Analysis Rating Results by Importance

Below are the results of the job competency analysis showing the importance ratings given by respondents to the questionnaire. It is considered good practice to focus on the top six to twelve competencies when looking at recruitment or selection for a role.



Key: ● Mean importance — Range of importance ◆ Complexity

Ratings Guide

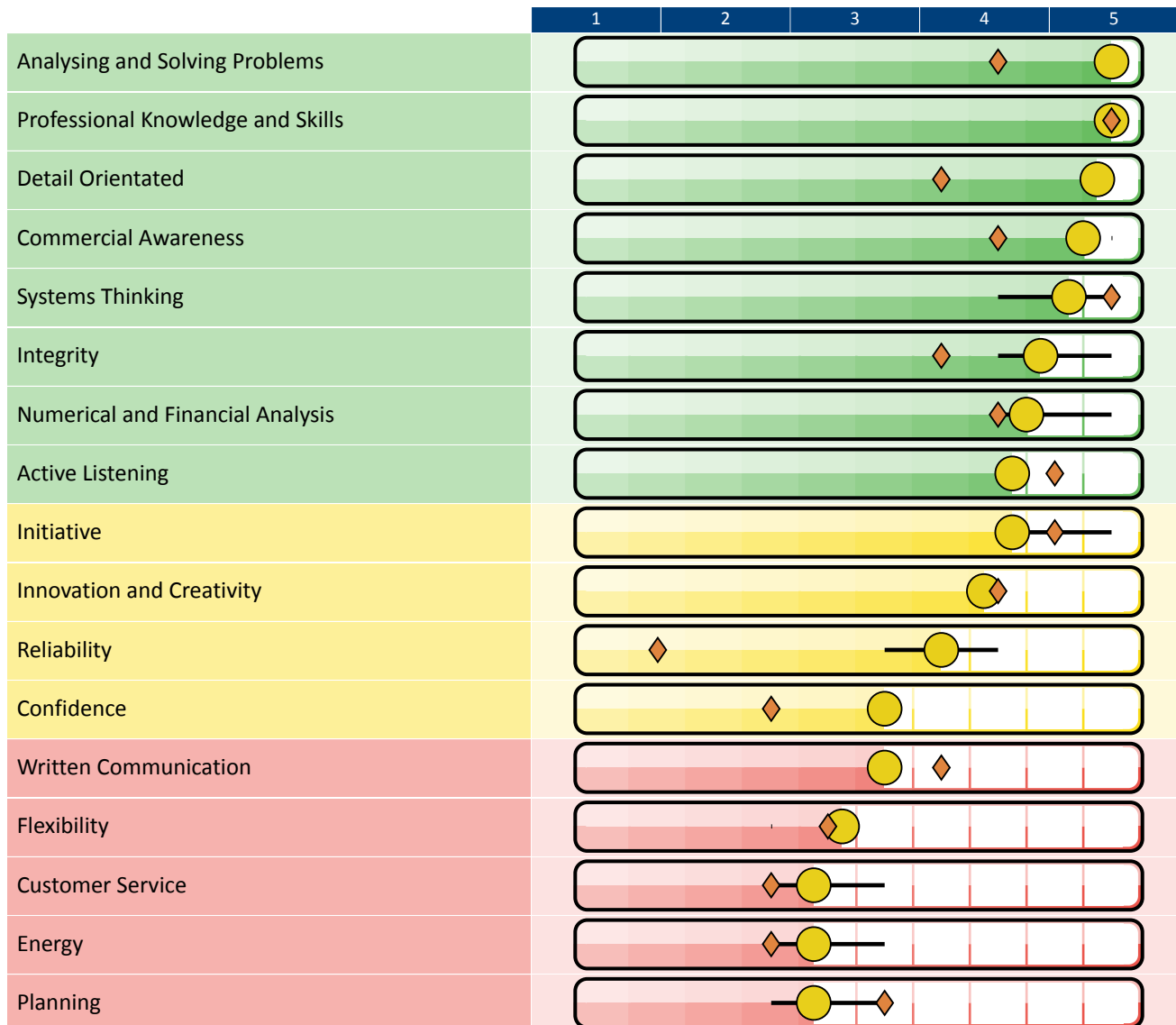
	1	2	3	4	5
Importance	Not important	Minor importance	Average importance	Very important	It's critical
Complexity	Straight forward	Minor complexity	Moderately complex	Increasingly complex	Extremely complex

To create a new Talent Strengths Personality Questionnaire (TSPQ) using the top 8 competencies select the URL: <http://test.savenet.co.uk/createTSPQ.htm?a=cD1naiAv&c=39>

To create a new Talent Strengths Personality Questionnaire (TSPQ) using the top 12 competencies select the URL: <http://test.savenet.co.uk/createTSPQ.htm?a=cD1naiAvLzVy&c=39>

Job Competency Analysis Rating Results by Frequency

Below are the results of the job competency analysis showing the frequency ratings given by respondents to the questionnaire. It is worthwhile comparing both the Frequency and Importance rating diagrams to discuss whether certain competencies should have greater importance in any future process.



Key: ● Mean frequency — Range of frequency ◆ Complexity

Ratings Guide

	1	2	3	4	5
Frequency	Annually/Quarterly	Monthly	Every 2 weeks	Weekly	Daily
Complexity	Straight forward	Minor complexity	Moderately complex	Increasingly complex	Extremely complex

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Description of the Competencies

Below are more detailed descriptions of the top 17 competencies identified by level of importance in rank order.

Rank	Competency title	Description	Average selected		
			Importance	Complexity	Frequency
1	Analysing and Solving Problems	Analyses and identifies problems, dividing them into component parts. Quickly determines relevant from irrelevant information and is able to problem solve, proposing solutions that are both workable and practical.	Average 5.0 Range (5–5)	Average 4.0 Range (4–4)	Average 5.0 Range (5–5)
2	Professional Knowledge and Skills	Shows technical knowledge and mastery in their chosen field of work. Keeps abreast of the latest developments in their area of specialism. Demonstrates their expertise in an effective manner. Shares expertise and knowledge with others. Continues to further their knowledge and expertise through continuing professional development.	Average 5.0 Range (5–5)	Average 5.0 Range (5–5)	Average 5.0 Range (5–5)
3	Systems Thinking	Able to observe and understand cyclical "big picture" relationships instead of linear "cause and effect" activities. Makes connections and understands the interdependencies between related elements and processes. Identifies errors or inefficiencies in systems and processes, suggesting possible improvements. Examines the linkages and interactions between the elements that compose the entirety of a system. Can identify alternative ways of attaining the same objectives similarly can attain alternative objectives from the same inputs.	Average 5.0 Range (5–5)	Average 5.0 Range (5–5)	Average 4.5 Range (4–5)
4	Detail Orientated	Concerned with precision and accuracy when accomplishing tasks. Takes both a methodical and analytical approach with their activities with an acute eye for detail. Prepared to identify errors and mistakes which other may overlook.	Average 4.5 Range (4–5)	Average 3.5 Range (3–4)	Average 5.0 Range (5–5)
5	Active Listening	Listens without judging. Picks out the important points in oral communication. Is open to fresh opinions and new ideas. Appears attentive, maintaining visual contact with the speaker. Questions and responds demonstrating active listening and able to recall the detail of the information when required.	Average 4.5 Range (4–5)	Average 4.5 Range (4–5)	Average 4.0 Range (4–4)
6	Commercial Awareness	Understands the commercial imperatives of the business and the issues that affect profitability and growth. Seeks and identifies sales opportunities that will increase revenue and profits. Looks at activities that will improve both short and long term business relations with prospects and clients. Looks to refine the business development processes and methods to increase sales conversion rates. Exploits those activities that deliver the greatest commercial return.	Average 4.0 Range (4–4)	Average 4.0 Range (4–4)	Average 5.0 Range (5–5)
7	Integrity	Maintains high ethical standards and is truthful, honest and trustworthy. Shows respect to others and garners trust in return. Whilst still being flexible, will challenge unethical behaviour and activity from others.	Average 4.0 Range (4–4)	Average 3.5 Range (3–4)	Average 4.5 Range (4–5)

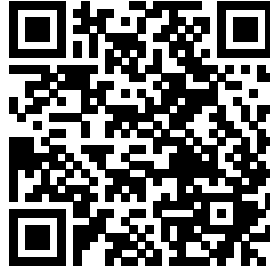
Rank	Competency title	Description	Average selected		
			Importance	Complexity	Frequency
8	Flexibility	Maintains a flexible (yet not subservient) style when interacting with others. Willing to adapt to changes easily. Prepared to revise their thinking and strategies as new information becomes available. Fits their behaviour to suit the needs of the situation. Maintains a positive demeanour before and during change.	Average 4.5 Range (4–5)	Average 2.5 Range (2–3)	Average 2.0 Range (2–2)
9	Numerical and Financial Analysis	Comprehend, analyse and organise both numerical and statistical information accurately. Able to present sensible interpretations and conclusions.	Average 3.5 Range (3–4)	Average 4.0 Range (4–4)	Average 4.5 Range (4–5)
10	Innovation and Creativity	Generates imaginative and highly original ideas and proposals. Creates innovative concepts that are less obvious to some colleagues but valuable when solving organisational issues.	Average 3.5 Range (3–4)	Average 4.0 Range (4–4)	Average 4.0 Range (4–4)
11	Reliability	Consistently follows through on commitments to others. Meets responsibilities head on without making excuses. Routinely works with persistence to achieve agreed objectives. Understands their own responsibilities and personal takes ownership of their own performance. Regularly demonstrates a pattern of achievement making them dependable to others.	Average 3.5 Range (3–4)	Average 1.0 Range (1–1)	Average 3.5 Range (3–4)
12	Initiative	An enthusiastic and spirited self starter. Takes action to initiate enterprise and to influence events. Is proactive in coming forward without being prompted. Seeks additional responsibilities and challenges. Identifies problems early and takes action to resolve them.	Average 3.0 Range (3–3)	Average 4.5 Range (4–5)	Average 4.5 Range (4–5)
13	Confidence	Strong belief in own opinions and judgment. Is bold and confident when faced with adversity. Self assured in own ability to complete tasks, taking full responsibility for their own actions and decisions. Express themselves to others in a confident manner even when views are opposed by others.	Average 3.0 Range (3–3)	Average 2.0 Range (2–2)	Average 3.0 Range (3–3)
14	Written Communication	Written work is intelligible and easily understood. Communication is organised and well structured for the benefit of the reader. Points and ideas are conveyed and clearly and concisely to the reader.	Average 3.0 Range (3–3)	Average 3.5 Range (3–4)	Average 3.0 Range (3–3)
15	Customer Service	Demonstrates a genuine interest in serving customers and delivering high standards of satisfaction. Looks to understand the needs and requirements of the customer. Anticipates customer requirements and goes beyond the "call of duty" to provide an exceptional service. Takes responsibility for mistakes or issues and follows through until the client is fully satisfied. Looks for new ways to continuously improve the customer experience.	Average 2.0 Range (2–2)	Average 2.0 Range (1–3)	Average 2.5 Range (2–3)
16	Energy	Demonstrates visibly high levels of energy and drive. Shows enthusiasm and vitality in their demeanour. Produces a high level work rate and output. Rarely fatigues, can maintain a consistent work rate over a longer period of time. Able to increase stamina and intensity when dealing with more challenging tasks.	Average 2.0 Range (2–2)	Average 2.0 Range (2–2)	Average 2.5 Range (2–3)

Rank	Competency title	Description	Average selected		
			Importance	Complexity	Frequency
17	Planning	Identifies future objectives and priorities whilst anticipating possible changes. Considers a future course of action to meet both short and long term outcomes with appropriate utilisation of resources and staff.	Average 2.0	Average 3.0	Average 2.5
			Range (2–2)	Range (3–3)	Range (2–3)

Links to Generate Candidate Questionnaire

Below are URL links or QR codes you can use to help pre-select the competencies / personality scales for the candidate assessments.

To create a new Talent Strengths Personality Questionnaire (TSPQ) using the top 8 competencies ordered by importance select the URL: <http://test.savenet.co.uk/createTSPQ.htm?a=cD1naiAv&c=39>



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