

TotalView Assessment System

An Online Tool to Support Human Resource Strategy

The *TotalView*™ assessment provides decision makers with a platform of information about an individual's personality traits, abilities, and interests. This platform or foundation of information about the individual is used to assist in:

- Selection
- Succession Planning and Career Management
- Coaching

Management can use *TotalView* information to influence strategic human resource outcomes by making personnel decisions that can shift the culture of the organization in a desired direction or improve the retention rates of key employee groups.

Improving Employee Retention

Current retention strategies often make use of climate surveys to gather employee opinions about culture and the wide variety of factors that influence turnover. Proactive humanistic measures are often used to build morale and positively influence the organization culture in the direction the workforce desires. These less-scientific methods can nevertheless have positive results. *TotalView* approaches the retention problem from a different perspective. In each job, a specific combination of abilities, personality traits, and interests will tend to make certain employees high performers in their jobs as well as generally longer term employees. Management is then able to use these criteria with the *TotalView* software to develop a "high retention rate" benchmark against which job candidates results are presented and reviewed.

Applying TotalView to Leadership Development

It is now more widely accepted that the factors most critical to professional success have more to do with general intelligence and interpersonal and emotional traits than technical skill and knowledge. The *TotalView* benchmark, based on scores from high performers, will identify the underlying psychometric traits that most often correlate with high-level competency development and motivation in a specific job. This is especially relevant with the personality dimensions in people-oriented jobs, including management positions. Psychometric traits correlate with certain competency development patterns. The *TotalView* Working Characteristics Report provides information on behavioral patterns associated with combinations of personality dimensions such as tendency toward risk, preference for change, compensation preference, and degree of optimism or positive outlook.

Five TotalView Reports

Selection Report: This report compares candidates to a specified benchmark, and suggests job-related behavioral interview questions.

Coaching Report: Covers detailed training and coaching recommendations.

Succession Planning Report: Compares candidates to several different benchmarks.

Working Characteristics Report: Predicts key work-related behavioral tendencies.

Individual Report: Isolates the candidate's profile without comparing it to a job benchmark. This report can be given directly to the candidate/employee.

TotalView, a Test Designed Specifically for Business Use

Dr. David Bartram, associate Dr. Patricia Lindley, and the design team who created the *TotalView* assessment are world leaders in the design and use of psychometric assessment tests.

Dr. David Bartram is the author of over 200 journal articles, technical reports, books, and chapters in other published works, most of which concern assessment and issues related to assessments in the context of personnel selection. He is a member of the British Psychological Society (BPS) Division of Occupational Psychology and a member of the BPS Steering Committee on Test Standards, and is on the BPS Membership and Qualifications Board and the BPS Council. Dr. Bartram was elected to the Council of the International Test Commission (ITC) in 1994 and is currently leading an ITC project on the development of international guidelines for standards in test use. In 1995, Dr. Bartram was appointed to the EFPPA Task Force on Tests and Testing.

Dr. Patricia Lindley is a Chartered Occupational Psychologist and Associate Fellow of the British Psychological Society. She serves as chair of the Society's Division of Occupational Psychology Committee, chair of the Standing Committee for Continuing Professional Development of Psychologists, and chair of the Training Committee. Currently a member of the Steering Committee for Test Standards, Dr. Lindley's main areas of expertise center on assessment methods and practices and the development of methods for evaluating the quality of assessment practices.

During 2002 Drs. Bartram and Lindley supervised the conversion of the paper-based test to online administration.



Introducing an Assessment System to Improve Selection, Coaching, and Succession Planning by Using Information about Your Highest Performers

Sample Selection Report: Account Executive Position

Applicant's actual score on that dimension

Measures cognitive skills, learning speed

		Abilities									
		1	2	3	4	5	6	7	8	9	10
General Abilities					4						
Working/Numbers						5					
Working/Words				3							
Working/Shapes					4						

Measures what a candidate's interests are

		Motivation/Interest									
		1	2	3	4	5	6	7	8	9	10
Passion for People				3							
Passion for Data							7				
Passion for Things								7			

Wants others to win, team-oriented

Flexible, likes change

Content to be alone

High sense of urgency, sensitive

		Personality									
		1	2	3	4	5	6	7	8	9	10
DIPLOMATIC				3							
Cooperative							7				
Submissive		1									
SPONTANEOUS								7			
Innovative							6				
Reactive								8			
INTROVERT						5					
Self-Sufficient					4						
Reserved						5					
EMOTIONAL					4						
Restless					4						
Excitable					4						
Frank*								6			

The critical dimensions that separate average or low performers from high performers can be identified.

Shaded area is BENCHMARK created using your company's top performers for any given position.

The Selection Report & Behavioral Interviewing Platform

The system will provide you with behavioral interview questions for all areas that are off the benchmark so that the interviewer can probe for job suitability. For example: "Describe a time when you came up with a new way to do something at work in order to improve a work process."

Determined to win, will speak out

Detail-oriented, abides by rules

Gets energy from people, center of attention

Takes criticism well, works well with stress

*Frank and Social Desirability scores are just one of four internal validity scales.

TotalView Job Suitability: overall percentage reflects suitability when compared to the Account Executive benchmark.	Benchmark Suitability: 70%
---	-----------------------------------