

B-05: JOFI Skills-Based Hiring Models and Tools

This brief discusses two models for implementing JOFI Assessments for Skills-Based Hiring.

To start, we recommend that organizations administer JOFI assessments early in the selection process to support an accurate and objective screening of candidates. For example, organizations typically assign JOFI assessments immediately after screening for minimal qualifications to help narrow the pool to the top candidates.

Then use one of the two models below that is best for your organization.

Model One: 5-Star Ratings in JAMS

The simplest way to consult JOFI Assessment scores is to use the JOFI Test Taker list in JAMS. When you search for a test taker, you will see 5-star ratings for each candidate. JOFI's 5-star rating shows the candidate's alignment with a score profile aligned with the job that the person has applied for.

Talent Acquisition teams can easily use the 5-star rating to determine which candidates to move forward in the selection process. JOFI's custom ID feature also makes it easy to search and filter for the list of candidates applying for each requisition. For example, if you add a Requisition number to the Custom ID box in a candidate test invitation, you can search for the tag and pull up all the candidates for that role at once. (See Figure 1)

The screenshot shows the JOFI score.com interface for a user named James Guest. The top navigation bar includes 'My JOFI User Profile' and 'Sign Out'. Below the navigation bar, there are tabs for 'Invitations', 'Test Takers', 'Prescreens', and 'Dashboard'. The 'Test Takers' tab is active, displaying a search results table. The table has columns for 'NAME', 'TESTS', 'STATUS', '5-STAR', and 'VIEW TEST TAKER'. A single test taker is listed: 'Guest, Jimmy' with a 4 out of 5 star rating. The '5-STAR' column shows four blue stars and one grey star, with the text '4 of 5 stars' below it. The 'VIEW TEST TAKER' column has buttons for 'View Scorecard', 'View Job Fit', and 'View / Edit'. The 'TESTS' column lists 'Personality', 'Thinking', 'Interests (In Use)', and 'Interests'. The 'STATUS' column shows 'May 7, 2021' for the first three tests and 'Not Started' for the last one. The 'NAME' column includes contact information: 'jwguest5040@gmail.com', '(972) 983-3788', and 'REQ# 2378'.

Figure 1: Test Taker Search displaying the 5-Star column. Note the score profile drop-down menu on top, near the center. And note the REQ# tag in the lower left.

Model Two: The JOFI Scorecard

To take a deeper dive into the data provided by JOFI assessments, use the 5-star rating and the JOFI Scorecard. First, use the 5-star rating as described in model 1 to identify top candidates as described in Model one. Then review the candidate's JOFI Scorecard.

The scorecard provides detailed scores for each facet measured by the assessments. It indicates which facets are most important for the role, and how well the candidate aligns with the foundational competency requirements of the role. Talent Acquisition teams can use this model to explore candidate strengths and weaknesses and can use this data to determine which candidates to prioritize for next steps. Additionally, this data can be used with a bank of JOFI Behavioral Based Interview questions to explore candidate behaviors in cases of potential weakness.

To determine which model is right for your organization, consider:

- The availability and capacity of talent acquisition staff. For example, an organization with a robust talent acquisition team will tend to have the resources and expertise to use the JOFI scorecard (Model 2).
- The number of candidates applying for a role. For example, when performing high volume hiring with large candidate pools, using the 5 star rating (Model 1) provides a highly efficient yet accurate way to determine which candidates to move forward in the process.
- The type of role. For example, when hiring for key positions and leadership, Model Two enables organizations to dive into the details of the candidate's alignment to make a highly informed decision.

The 5-Star Rating

Talent Acquisition / Human Resources professionals can use the Five Star Rating to identify the most qualified and capable candidates based on minimum requirements and Job-Fit.

- Minimum requirements such as education, experience, credentials, and other occupational competency measures are reviewed via application or resume review and phone screens.
- Job-Fit measures foundational competencies important to the role.

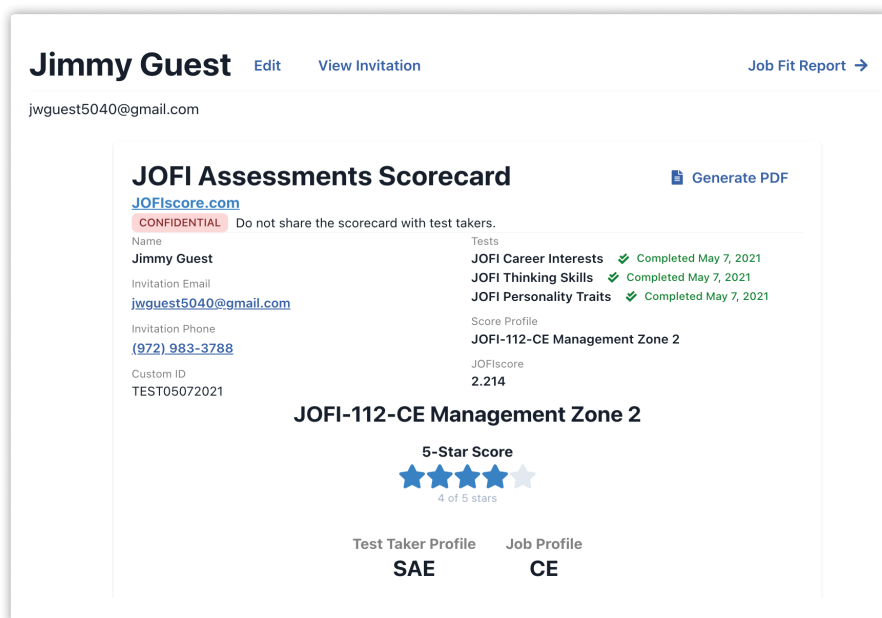


Figure 2: The top portion of the scorecard

These measures of foundational and occupational competencies enable recruiting teams to identify top candidates to forward to hiring managers. The summary at the top of the scorecard contains the following information:

- Test Taker information (name, email, Custom ID, Raw Score) in the upper left of the Scorecard.
- Next to that is a list of the assessments appearing in the Scorecard and the date of completion.
- Below that is the JOFI Score Profile being used to select the relevant score components. You can change the score profile at the top of the screen in JAMS.
- Below that, the Five Star Rating, which is an average of all the relevant score components.
- Finally, Career Interests of the Test Taker and characteristic of the Score Profile are set side by side. The capital letters represent domains of the RIASEC Career Interests model.

The Sections of the Scorecard

Within JAMS, hovering over any dimension or facet on the Scorecard will cause a definition of that element to pop-up. This is a great way to learn about the measures reported in the Scorecard.

Thinking Skills

The Thinking Skills Assessment has score components for Reading, Forms, and Math as well as an Overall Score.

- This is the only test where thresholds vary for scoring purposes. In this image, the thresholds for this Score Profile are indicated by transparent blue boxes.
- Starred elements, all four for this Score Profile, are included in the Five Star Rating.

Personality Traits

The Personality Assessment has Overall Scores for each of the Big Five personality domains and for each of the 15 traits (facets) under those five domains.

- Starred elements, usually five or six facets, are included in the Five Star Rating.
- The first score column puts all starred scores in one row.
- The next nine columns show the scores across a nine-point distribution.

Career Interests

The Career Interests assessment looks at the overall letter match, based on the RIASEC model, indicated at the bottom of this section. That section will always be starred when the Career Interests assessment is in use.

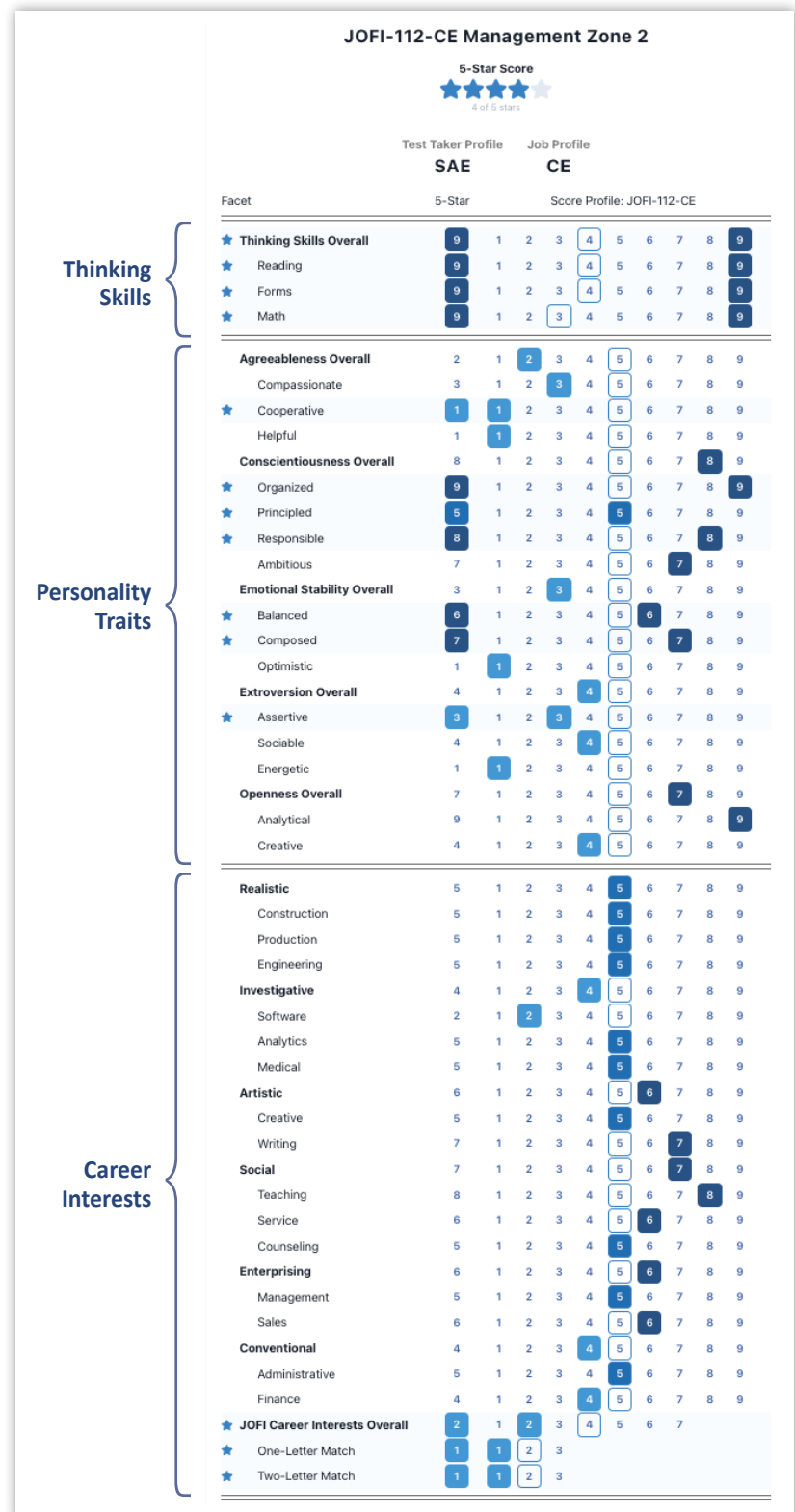


Figure 3: Elements of the Scorecard

PDFs and a Note on Confidentiality

You can generate a PDF of the scorecard by clicking the Generate PDF button in the top right of the scorecard (see Figure 1). This will generate a PDF you can download with a subsequent click.

- Assessment scores should be treated as personal and confidential information.
- Individual scores are not shared with candidates or career navigation participants.
- Scorecards are for recruiters and coaches only and should be treated as confidential employee / client / student records.

Understanding the 5-Star Rating

The JOFI Assessment Management System (JAMS) includes compensatory scoring functions based on 222 system-level score profiles aligned with the 70 JOFI job families.

Assessment scores are reported on a scale of 1 to 9. A 1 indicates the person is low on that element and a 9 indicates the person is high on that element. Generally, if we test 100 people, the number of people at each score level will be:

- **Level 1:** 4 people Extremely Low
- **Level 2:** 7 people Very Low
- **Level 3:** 12 people Low
- **Level 4:** 17 people Typical
- **Level 5:** 20 people Typical
- **Level 6:** 17 people Typical
- **Level 7:** 12 people High
- **Level 8:** 7 people Very High
- **Level 9:** 4 people Extremely High

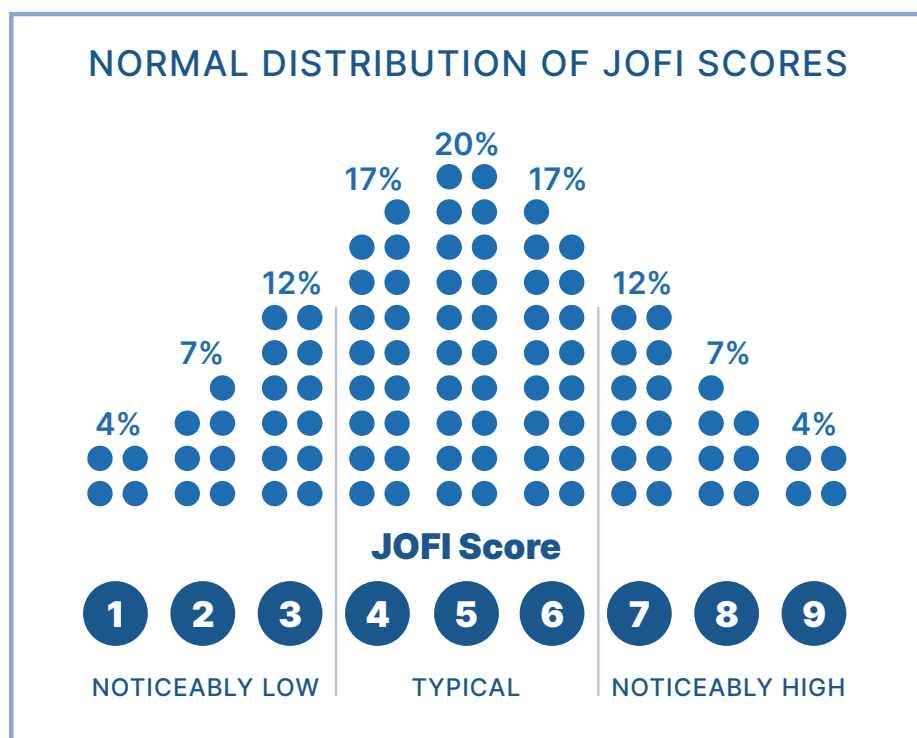


Figure 4: Normal Distribution of JOFI Scores

Note that scores are not evenly distributed between the 9 levels. Most test takers will score in the 4-6 range (in this example, 54 out of 100 test takers), which indicates an average level of the element being measured. Fewer people will score in the 1-3 range (noticeably low) or the 7-9 range (noticeably high).

To learn more about the JOFI Score Profiles, see Brief 03: JOFI Job Families and Score Profiles. Contact us anytime at support@jofiscore.com.