

The 10-Factor Candidate Assessment

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Candidate: _____ Position: _____ : Interviewer: _____ Date: _____

	Factor	Competencies	Level 1 Unqualified	Level 2 Less Qualified	Level 3 Fully Qualified	Level 4 Highly Qualified	Level 5 Super Star	Rank
	General Evaluation Summary	Technical Motivation Cooperation Viewed by team Impact on team Planning Promotability	Incompetent Unmotivated Uncooperative Distraction Demotivating Reactive No potential to grow	Needs extra training Needs extra pushing Needs urging Avoided Neutral Passive Not promotable	Meets high standards Self motivated Fully cooperative A contributor An asset On top of issues Promotable	Does it better Does more, faster Initiates helping Trains, sought-out Influences others Anticipates issues Quickly promotable	Sets standards 120% committed Proactively coaches Asked to lead Motivates others Forward-looking Double promotable	
1	Technical Skills & Abilities	Basic knowledge Application Creativity, vision Learning ability Professionalism	Can't do the work. Doesn't meet minimum standards. Incompetent. A distraction. Avoided.	Can do the work, but needs added training, supervision. Struggles. Slow learner. Tolerated by others.	Can perform all required work very well. An asset. Requires minimal supv, can learn anything.	Does more than required, does it better, does it faster. Self-managed. Trains others. Learns fast.	Achieves another level. More creative, more insightful. Sets standards. Leader in field. Sought out.	
2	Motivated to Do the Work Required	Energy, Focus Commitment Initiative Work-ethic Self-development	Lazy, passive, doesn't want to do the work. In position	Will do the work if	Self-motivated to do	Takes initiative to do	Totally committed to ever it takes done. Wants . Constant elopment.	
3	Team Skills (EQ) with Comparable Groups	Cooperate Motivate Assertiveness Sociability Influence, Lead Others	Uncooperative attitude, hides problems too individualistic.				es, inspires, es, coaches. zes conflict. atic. Proac- evelops oth- ed to lead.	
4	Appropriate Problem Solving & Thinking	Intelligence Cause/Effect Analysis Logic Insight Process approach	Didn't understand any key issues. Develop any solutions. Doesn't know start or collaboration.				ut best solu- understood all developed lutions, & ights. Sees effect.	
5	Achieved Comparable Results	Decision-making Execution Achievement Commitment Experience	Experience complete				t. An MVP! span, size, complexity, match with onal results.	
6	Planning & Executing Comparable Work	Organization Planning Workflow Decision-making Tough-minded Vision	Unorganized planner. Wasteful. Wastes time. Misses issues.				ates, handles k challenges y. Makes it . Anticipates ing. Sees big & all issues.	
7	Environment & Cultural Fit	Decision-making Personality Pace Attitude Team Skills	Complete fit on culture, environment, water type, cause of problems				in this type onment, cul- tern shows ly smooth	
8	Trend of Growth Over Time	Ambition Goal-orientation Commitment Responsibility Dedication Career Focus	No personal growth. Makes excited others. Job up and down				ward trend. rogress sup- by results. tra mile for l develop- /ants more. y committed	
9	Character & Values	Honesty Integrity Professionalism Responsibility Commitment	Questionable. This job does not compare with any values.	ter. Job somewhat fits values and needs. Will be a distraction.	is a strong fit with values & motivating needs. Stabilizing presence.	person. Job clearly meets values and motivating needs. Influences others.	person of great character. Role model. Impacts group. Sets standards.	
10	Potential and Overall Summary	Combo of ability, team skills, management, capacity to grow, vision.	This job is over person's head. Not a candidate. Multiple problems that are not correctable.	Can handle this job, but it will require extra training, supervision. Not likely to grow beyond job.	Can handle all critical aspects of the job and meet most current needs. Has good upside potential.	Can handle all parts of job, will make quick impact, improve things, and has near-term upside.	Will make quick impact. Shows great potential to move up two levels. Potential super star.	
Total Score								

Using the 10-Factor Candidate Assessment template as part of an Evidence-based Assessment Process

1. Assign interviewers two or three factors only.
2. Use the 2-Question Interview to evaluate all 10 factors.
3. However, use the interview to collect information, not decide yes or no.
4. Formally debrief using the 10-Factor Candidate Assessment template to reach consensus.
5. Achieve balanced assessment across all job factors.
6. Benefits: increase accuracy, eliminate biases, overcome common mistakes, prevent negligent hiring lawsuits.

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