TTI Performance Systems, Ltd.

Job Matching—The Key to Performance

March 2011

TTI: The Assessment Company—with SOLUTIONS!

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Introduction

There is a clear connection between engagement, performance and profit. It is imperative to drive performance results at all levels of the organization in order to seize market position and steer growth. Recruiting talented candidates is not enough; it's crucial that people are assigned to the specific roles where their talents will have the greatest impact on achieving company goals, and where they are most likely to remain onboard fully engaged. Matching each person to the right job using the TTI job matching process outlined here will give you the ultimate edge over competitors: it builds a superior performance work place and boosts employee morale and engagement. When they are up, so are overall company productivity and profits.

Job matching is the science of carefully defining superior performance in each position and using objective criteria to determine who is hired. The process goes deeper than conventional employment methods to create the most comprehensive definition possible of why a job exists. It's the science and the art of carefully matching the right person to the job that's ideally suited for them. The result is someone who is happier on the job and has a head start towards meeting aggressive performance goals. Traditional hiring methods that use only a job description and a list of desirable technical, educational and job experiences as filters, plus a favorable interview have not worked.

TTI's job matching process is state-of-of-the-art, based on 30 years of research into the components of superior performance. From recruitment to retention to professional development, TTI Performance Systems, Ltd. is the worldwide leader in personal and professional assessment tools. Founder and Chairman of the Board Bill J. Bonnstetter is considered one of the pioneers in the assessment industry, holds several patents, and has years of research experience on superior performance, leadership and management.

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The ROI of TTI's Job Matching System

Get the Best Performance at Every Level of the Workforce

Higher engagement levels correlate to higher stock value. When the talents a person has are aligned with what the job calls for, they perform better and are happier at work. **Instead of the stress of struggling to keep up, their energy flows into building momentum on the job and they enjoy an experience of success.** Productivity goes up and labor costs come down because you can get more performance requiring fewer staff. People who like their jobs take less sick leave and tend to show up on time because they want to come to work.

This is in stark contrast to a workplace without job matching. People who aren't job matched experience stress because they must struggle to meet the requirements of a position that isn't a good fit for their natural inclinations and talents. This is a source of conflict between them, the needs of the position and their co-workers. They are likely to respond to higher stress levels with higher absenteeism. **Instead of channeling a passion for their work into productivity, as job-matched employees do, their performance suffers.**

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Job matching builds the higher levels of performance and engagement that lead to profit:

- At one Texas homebuilding firm, the TTI job matching process reduced turnover by 75% while boosting sales by 50%.

- At a regional hospital, contract-related work stoppage was a symptom of a larger cultural problem. The challenge was to create an engaged workplace where patients benefited from better customer service. In just nine months, the TTI job matching process resulted in the hospital receiving a Hospital of the Year Award from a national organization. The higher productivity and job satisfaction of job matched employees paid off: the hospital saved $1.8 million in turnover and associated costs in under a year.

- At a large equipment company with multiple national dealerships, every service department struggled to be efficient and profitable. What was originally a family-owned business had grown organically to have organizational structure issues. With the TTI job matching process, jobs were benchmarked, the right people were matched to the right jobs and efficiency was accomplished. The bottom line reflected doubled sales and a 96% increase in profitability.

Management time is better spent when people are well matched to their jobs, too. Employees who are connected to their work tend to take initiative, which frees managers from having to micro-manage their way to results. The reduced turnover associated with job satisfaction also boosts managers' productivity.

It's important to remember that both Generation Y and Generation X care very much about the job satisfaction that comes from meaningful work. They have taken the advice of Baby Boomers to heart, insisting that their work is an expression of their interests and priorities. **To keep them engaged and contributing their considerable talents, they must be matched to opportunities that make work meaningful for them.** Getting them into the best job match is the key.

Branded as the Best Place to Work

Employees' satisfaction with a great job match becomes the company's reputation, acting as a magnet to attract additional talented team members. Social media makes it easy for employees to shout from the rooftops about what it's like to work at your company. When they're happy, it brands your company as the best place to work. Employees talk about how great it is to work at their company, and that's the best branding you can have. Product branding is expensive and takes time, but you can influence your employer brand reputation with TTI job matching, and you can do it within a year.

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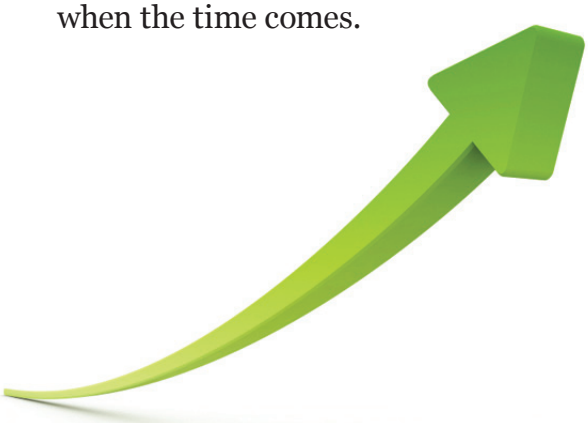
This is how a high performance culture is built. With job matching, people are happy in their jobs, are enabled to perform better and tend to stay, retaining their industry experience, deep company knowledge and relationships as assets that make the company competitive.

Big Picture Organizational Benefits

The TTI job matching process seamlessly establishes the foundation for succession and leadership planning. It provides all the information necessary to proactively cultivate bench strength. Being without an adequate succession and leadership pipeline is a serious organizational misstep that can mean relinquishing a competitive lead. **No business can afford to lag behind competitors as a result of a crisis in leadership staffing that could have been anticipated.** The job and employee information assembled in this process easily identifies the high potential employees who have what it takes to perform in the crucial positions that keep the business moving forward. Everything is in place to match them to a next level leadership position and plan development so they are ramped up and ready when the time comes.



The strategic plan must penetrate the organization if it's going to work. Job matching accomplishes this by aligning the day-to-day activities of the workforce to the company's strategic plan. Every position exists to move the business toward achieving specific goals. **In an era of streamlined operations when many roles have changed, the TTI process assures that every position is clearly defined to focus efforts on producing the outcomes that are the reason each job exists.** According to Ernst and Young, companies that integrate and align business strategies with talent management deliver higher shareholder value—as much as a 20% higher annual return on equity (ROE) over a five-year period than those that don't.[1] Job matching ensures that the strategic plan permeates the organization.

Using objective hiring criteria helps employers avoid costly mistakes that can lead to litigation. Both the EEOC (Equal Employment Opportunity Commission) and the OFCCP (Office of Federal Contract Compliance Programs) look for evidence that hiring practices are job related for the position in question and are consistent with business necessity. Practices must be indisputably neutral and result in no disparate impact on any protected group. The TTI job matching process creates hiring records that prove the company is doing everything possible to remove bias from the recruitment process, supporting the business in a legally defensible position. Throughout the process documentation clearly proves the employer is using unbiased, objective criteria to hire safely under the law.

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Why Traditional Employment Practices Aren't Enough:
Issues that Interfere with Job Matching & Undermine Performance

Biases

Sometimes unconscious biases enter into the hiring process. We have laws that keep us from acting on our biases as they relate to gender, age, race and other factors affecting protected groups, but there are still unintentional biases that get in the way. Many people are unknowingly biased in regards to experience, education and/or intelligence. **They may over-emphasize the importance of these factors at the expense of factors that are actually much more accurate indicators of performance potential.**

Everyone sees the world from their own perspective, cultivated as a result of experience and influenced by particular values and knowledge. Oftentimes this personal viewpoint is unknowingly injected into the hiring process even when it is not relevant to a specific position or to the organization itself. When this happens, it creates a barrier, preventing the selection of true superior performers.

Biases may seem harmless when they are in favor of something or someone, but they are limiting nonetheless. For example, everyone knows someone with a high level of education or experience who is definitely not highly productive on the job. Overemphasizing these factors in the hiring process may result in hiring someone who won't produce the results you

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need. Similarly, though many interviewers rightfully pride themselves on having good interview skills, a study at Michigan State University found that only 14% of hires made on the basis of a favorable interview alone resulted in successful hires.[2] When two people connect well in an interview, it may be because they happen to have similar behavior and communication styles. But it doesn't necessarily follow that the applicant also has the specific behavioral traits that best suit the job itself. Recruitment should be designed to find the candidate who best matches superior performance in the job, period.

The importance of using the TTI job matching process can't be overemphasized, because it focuses hiring on the objective factors that the job itself calls for, eliminating unwanted human bias that can prevent hiring the candidate who will truly excel in the position.

Hiring Issues

Failure to Determine the Real Cost of Hiring

The initial expense of hiring isn't the true cost. Recruitment is actually an investment that will prove to impact company profitability for better or worse. The real cost is revealed over time, when the new employee either fades or flourishes in their role. How effective the recruitment turns out to be depends on whether the hire is someone who is capable of reaching superior performance in the position, on how long it will take the person to ramp up, and on the level of engagement that results. Job matching assures selecting the person who can hit the ground running and make it to the goal.

Accepting Turnover as Normal

Turnover is expensive and much of it is regrettable. It's a mistake to accept turnover as normal when it, and the ripple of diminished productivity it causes, can be reduced. Good jobs are hard to find; and on the heels of a restricted economy, employees are more aware of that than ever. People really do prefer to settle into a good job fit where they can enjoy the benefits of career success and economic stability. When the match between the job and the employee is right, each employee experiences the job satisfaction and success that makes it easy to stay put. Job matching reduces the expenses related to turnover and boosts the bottom line. With TTI's patented job matching system, clients have achieved a retention rate of 92%.

Overlooking the Expense of a Disengaged Worker or "Rotten Apple"

When an employee isn't engaged, obviously their productivity suffers. But there is also a wider cost to the organization of lost opportunity. There are untold business benefits that the person could have contributed if their energy and creativity were flowing into their work. And when that person goes beyond being disengaged to become seriously negative, the effect on the organization is devastating.

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> ***"A bad apple on a team costs you far more than just the labor costs of that person, it costs you the performance of the team."***
>
> –Bill J. Bonnstetter,
> TTI Performance Systems, Ltd.[3]

The science of emotional intelligence confirms that people are profoundly influenced by the moods of those around them. Emotional contagion has a neurological basis, making it a powerful force when people work together. A bad apple affects coworkers in a variety of ways, and none of them are good. Energy and enthusiasm are drained away, along with the potential for the team to collaborate effectively. In an increasingly global business climate that requires innovation and excellence to remain competitive, it is imperative to build high-performing teams.

Applicant Issues

The sheer volume of applicants per position make it necessary to use an efficient system for finding the sharpest needles in the haystack. Applicants can easily apply to far more jobs now than back when job hunting was limited to the length of sidewalk a person could cover in a day. Today a third of all applicants apply for more than 50 jobs in their job search. Desperate job seekers use a scatter-shot approach, applying to a wide range of positions, many of which they may actually be unqualified for. When candidates apply for anything, HR managers must weed out lots of unqualified applicants just to get to the legitimate applicant pool. Job matching lightens the load on HR by efficiently automating the sifting process. Using a set of highly specific filters which are precisely calibrated to the job will result in a better, more targeted candidate short list, and thus a more effective use of HR time.

The Cost of Disengagement

Multiplying these five factors, whether for an individual or a team, will result in an estimate of the cost of disengagement:

Number of full time employees:	1000
Employees' average hourly rate:	$25
Hours per day of disengagement:	2
Number of days worked per month:	22
Number of months worked per year:	12
TOTAL COST OF DISENGAGEMENT:	**$13,200,000**

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How TTI Job Matching Produces Superior Performance

No Limits on Competitive Performance

The TTI job matching process is definitely not your typical benchmark. Simplistic job benchmarks are little more than a survey of established salary ranges or a review of industry norms around a given position. Flawed benchmarks include average performers when defining the benchmark, which makes mediocrity the standard!

Many typical benchmarks make a comparison of the top and bottom performers already on the team and use that information to generate the benchmark they'll shoot for in the position. But that limits the top range of performance by assuming that you already have the best performer possible.

> ***"A strong brand can carry a weak sales force."***
> –Bill J. Bonnstetter, TTI Performance Systems, Ltd.[4]

It is a glaring but frequently overlooked fact: A strong brand may sell well despite a mediocre sales force, but sales won't be what they could be. It's a case of lost opportunity masked by already high sales. Imagine a mediocre salesperson selling a high volume of the big-name brand while another salesperson achieves moderate sales of the brand that most people have never heard of. **What's selling your products? Is it your brand or your superior performers?** Numbers may look great at the stronger branded company, but they aren't what they could be if a true superior performer occupied the position.

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The TTI process recognizes that typical benchmarks limit the top range of performance. For a company intent on winning, typical performance won't cut it. It is imperative to define superior performance based on realistic input from subject matter experts, so you're building a high performance culture.

Subject Matter Experts Determine What it Takes to Get the Job Done Right

A team of subject matter experts are identified within the organization to establish a position benchmark, starting with key accountabilities. These key accountabilities are essential because they are about producing results. Similar to performance objectives, they are a more detailed description of why the job really exists. **Using them as a foundation, the expert team will determine the combination of traits required for a person to reach superior performance in the job.** Achieving the goals of the job will require specific skill competencies, knowledge, thought patterns, behaviors, motivators, certifications, experience and intelligence. In fact, the team will analyze 55 job-related factors to create an ideal candidate form. This is how they let the job talk while keeping the process objective and bias-free.

Assembling the right team of subject matter experts is critical to job matching. The experts should be people who interact with the position being benchmarked on a daily or weekly basis. An ideal mix would be the direct manager, the manager's direct supervisor, two people who are performing well in the position or have successfully held the position within the past six months, and two people in lateral positions. The benchmarking process allows for up to ten subject matter experts; but three to seven is ideal, since it's better to have fewer people who really know the job well than many people who do not.

Through a facilitated brainstorming process, the subject matter experts will establish three to five key accountabilities to ensure that all participants have the same clear picture of how the job should be done. The key accountabilities will later be integrated into interview processes, job descriptions, performance evaluations, development opportunities and commitment and accountability programs. Once each key accountability is established, the group prioritizes them in order of importance to success on the job, then assigns an approximate percentage of the work week to be spent on each one. With these as a foundation, the team continues by detailing the 55 factors that a person will need to be successful in the job.

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Key Accountabilities Example
Regional Sales Manager

- Manage sales force to deliver the sales/numbers and provide coverage for the larger sales organization.
- Develop business plans and key account plans where applicable.
- Demonstrate industry and market knowledge, and implement/execute an engagement model for addressing their local market.
- Recruit, develop and manage a strong team of talented product specialists. Includes providing coaching and leadership for their team members as well as taking action/moving out people who are not performing.
- Educate the larger sales organization—teach people specifics about the technology that they need to know, conduct some sales training, and market internally to the larger sales organization to create interest and enthusiasm.

Skills Required to Accomplish Key Accountabilities

JOB BEHAVIORAL TRAITS

Score	Attribute
7.2	Urgency
7.1	Versatility
7.1	Frequent Change

JOB MOTIVATORS

Score	Attribute
9.5	Utilitarian/Economic
9.1	Individualistic/Political
8.6	Theoretical

JOB COMPETENCIES

Score	Attribute
9.2	Self-Management
9.1	Employee Development & Coaching
8.8	Leadership
8.8	Personal Accountability
8.8	Results Orientation
8.6	Accountability for Others
8.5	Goal Achievement

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The Ingredients of Success

Moving everyone up to consistently high performance levels requires reaching every dimension of an individual's capacity. **The success of the TTI job matching process comes from a complete analysis of 55 job related factors, described below.** Key accountabilities are the foundation for determining the exact combination of these factors that a person will need to reach superior performance in a particular job.

Complete analysis of the 55 job-related factors produces factual data that describes the optimum job match, and it is incorporated into an Ideal Candidate Form. The form provides a detailed road map for steering recruitment and professional development throughout the organization.

12 Behavioral traits show how a person will get the job done.

6 Intrinsic motivators reveal why a person is motivated to perform on the job.

25 Skill competencies are what competencies a person has demonstrated in prior work.

12 Acumen indicators show potential a person can access for job performance.

The Behaviors the Job Calls For

Every behavioral style has a natural head start towards performing well in certain roles and the best-case scenario is to put them in that role. **The TTI job matching process identifies the unconscious, gut-level behavioral style that comes naturally to a person.** With that information, their tendencies in regards to twelve behavioral traits can be compared to the behavioral traits required by a job, and if they correspond, you have one component of a great job match.

There are four fundamental aspects of behavior that are involved in every aspect of life, and they are necessary to varying degrees in every job. Understanding a person's natural way of operating in each of these areas gives a reliable indication of how they tend to perform on the job.

Behaviors

Decision Making: How a person addresses problems and challenges.

Influence/Contacts: How a person handles situations involving other people.

Steadiness/Consistency: How a person demonstrates pace and consistency in their work.

Compliance/Constraints: How a person responds to rules and procedures set by others.

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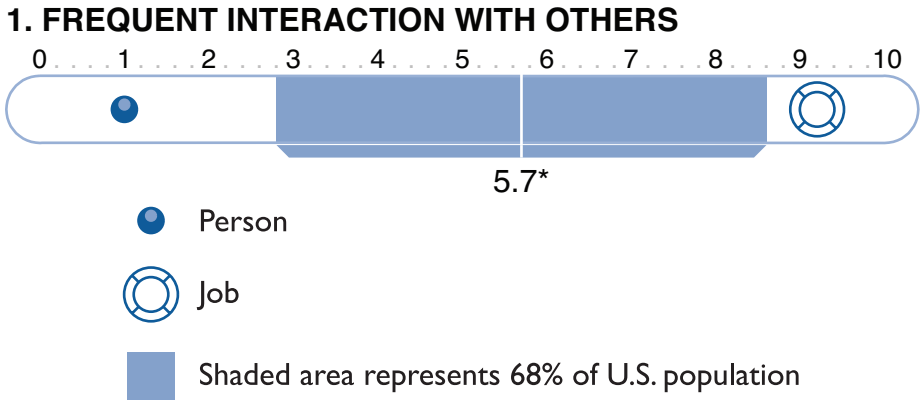
Everyone has a natural behavioral style that helps them to perform only moderately well in some situations but prepares them to truly excel in others. It also means that there are some positions where they will be challenged to just keep up. **Imagine trying to put an outstanding programmer into a sales role, or vice versa, and you get the picture.**

It's normal for a person to make small adaptations to any work environment. **But if a person's natural behavior is not fairly close to the style required by the job, they will have limitations and may feel stressed.** They will have to expend a significant amount of energy just adapting to the situation before they can begin to accomplish the work at hand. A person who is job matched has a head start toward accomplishing results when the job is closely fitted to their natural inclinations.

Behavioral Traits

1. Analysis of Data
2. Competitiveness
3. Consistency
4. Customer Relations
5. Versatility
6. Follow Up and Follow Through
7. Following policy
8. Frequent Change
9. Frequent Interaction with Others
10. Organized Workplace
11. People Oriented
12. Urgency

Gap Report Mismatch



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Value Motivators are the Energy from Within

Values are motivators that drive behavior. Because they indicate what a person cares most and least about, they describe why individuals act the way they do, revealing the inner motivation for their behavior. **Values are measured in six areas: theoretical, utilitarian, aesthetic, social, individualistic and traditional.** With knowledge of which of these values a job satisfies, each employee can be matched to a job that matches their inner drive. This component of the process assures that the person is matched to a job they are most likely to embrace and excel at. **When a person clearly demonstrates passion for their work, it is because their motivators are well-matched to the job.** They will be more productive and enjoy doing their work. Motivators are the powerful underlying source of a person's energy to perform on the job.

Motivators

Utilitarian: A drive for a practical return on time or money spent to accumulate wealth and what is useful.

Theoretical: A drive for knowledge, discovery and continuous learning.

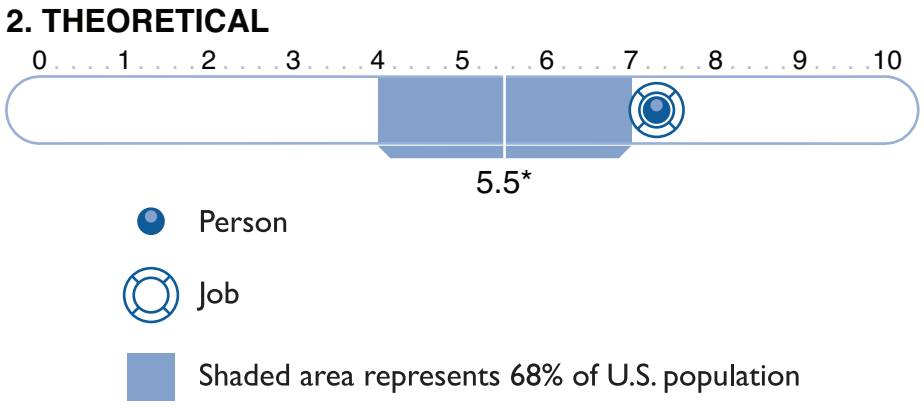
Individualistic: A drive for personal power, influence and control over surroundings.

Aesthetic: A drive for beauty, form and harmony in objects, nature or experiences.

Traditional: A drive for an orderly, well-established, unified structure for living.

Social: A selfless drive to help others.

Gap Report Ideal Match



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Skill Competencies for Achieving Results

All jobs require a variety of skills such as planning and organization, presenting, problem solving and conflict management. There are 25 professional competencies that are universally agreed to be necessary in the workplace in varying degrees according to the position. **How important or unimportant each skill is for effective job performance will vary from job to job and may also be unique for similar jobs at different companies.** For example, a high level of mastery in negotiation and written communication may be crucial to success for a salesperson in one field, while neither will matter at all for a salesperson in a different industry.

Skill competencies don't have to be difficult to identify or painstakingly sleuthed out with trick interview questions. An individual's level of mastery of each skill can be readily determined with TTI's comprehensive assessments. They are based on 30 years of research, frequently validated and accompanied by documentation and support material for managing the person's skill development to the next level.

The TTI job matching process guides the team of subject matter experts through the process of defining precisely what level of mastery of each of these competencies an employee will need in their arsenal if they are to reach peak performance in a given position. The result is specific to your industry and to your company.

Hierarchy of Competencies (Skills)

1. Conceptual Thinking
2. Conflict Management
3. Continuous Learning
4. Creativity
5. Customer Focus
6. Decision Making
7. Employee Development & Coaching
8. Diplomacy & Tact
9. Empathy
10. Flexibility
11. Goal Achievement
12. Futuristic Thinking
13. Interpersonal Skills
14. Leadership
15. Negotiation
16. Personal Accountability
17. Persuasion
18. Planning & Organization
19. Presenting
20. Problem Solving Ability
21. Resiliency
22. Self-Management
23. Teamwork
24. Understanding & Evaluating Others
25. Written Communication

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Acumen Indicators of Successful Thought Processes

The Acumen indicators give an idea of how astutely a person analyzes and interprets experiences as situations unfold. Based on a person's results in each of the six dimensions, they give a view into how a person thinks. Acumen indicators give insight into a person's self view with three internal factors and their view of the world with three external factors. With this information, you have a better idea of how a person will interact with the external world and from a personal perspective.

This component of the job matching process gives insight into a person's thought processes and the perspectives that affect performance. It illuminates how clearly they understand situations, and thus, their capacity for meeting challenges in business. It can even reveal skills that an individual possesses that may not have been fully utilized on the job yet. By revealing what they potentially can do, acumen indicators help match the job to a person who can reach superior performance in the position.

Acumen Indicators

EXTERNAL FACTORS

Understanding Others - The development of the capacity to discern individuality in others.

Practical Thinking - The development of the capacity to discern practical values in situations in the outside world.

Systems Judgment - The development of the capacity to discern systems and order in the world.

INTERNAL FACTORS

Sense of Self - The development of the capacity to discern individuality in oneself.

Role Awareness - The development of the capacity to discern practical values in situations in one's own roles in the world.

Self Direction - The development of the capacity to discern systems and order within one's self.

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Ideal Candidate Form
Objectively Defining the Ideal Candidate

The Ideal Candidate Form is used to document all of the job requirement details before a selection process begins. These will include a description of the position and work environment along with education, experience and other requirements. It combines the factual data assembled in the job matching process with all of the other requirements an ideal candidate must meet.

This is a very important step and one that should be given careful consideration, as the recruitment and screening process highly depends on the decisions made in this step of the process. The hiring manager and everyone involved in the hiring process should contribute to it. This is the way to clearly define deal breakers such as technical skills, etc. The experience required should be carefully thought through. Consider how to proceed with a candidate who might lack part of the experience but who meets or exceeds all the other highly detailed, crucial requirements. **In some cases, it's worth discussing exactly what might be done and how much it will cost to provide the additional experience so that you don't miss out on superior performers.**

Ideal Candidate Form Details

Pre-Employment Assessment Requirements
- Personal Skills (top 5-7)
- Motivators (2-3)
- Ideal Behaviors (2-7)

Educational Requirements
- Level required and degree type
- Certifications necessary

Experience Requirements
- Specific job and industry experience
- Number of years preferred

Custom Phone Screen Questions

Custom Applicant Pre-Qualifier Questions

Resume Screen Preferences
- Job hopping
- Employment gaps
- Over qualifications

Recommended Background Check Package

Compensation Package

Marketing the Position Using Information in this Form

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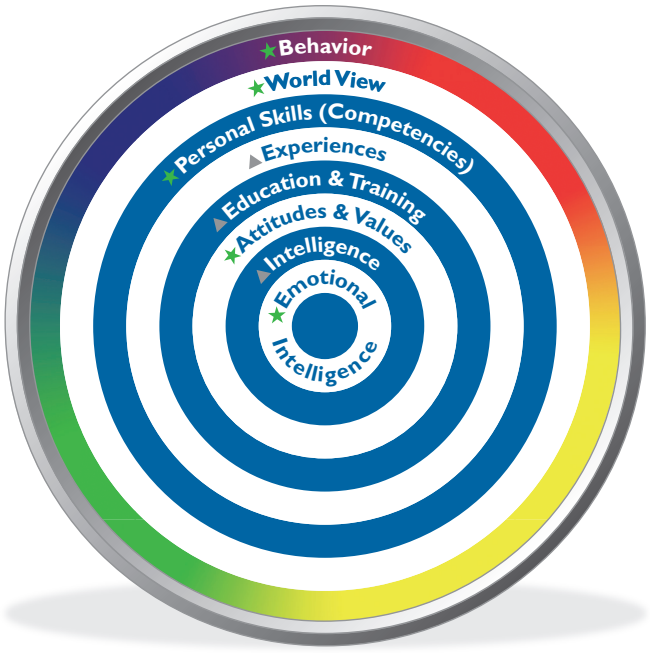
Job Matching is the Foundation for the **Entire** Employment Lifecycle

Onboarding new staff is simple and available with the information provided by the TTI job matching process. Because it details the priorities, purpose and time considerations of every key accountability the new employee will be responsible for, communication between the new employee and manager is simplified. The new employee starts with a clear understanding of what they need to do to fulfill the expectations for performance.

As an employee grows with the company, job matching is used to get an up-to-date, comprehensive picture of their strengths, weaknesses and areas for growth. The documentation it produces is formatted to be a complete guidebook for personalizing professional development. The TTI process provides individualized performance programs that guide managers on what to look for and what to provide for managing, coaching and mentoring any employee.

Since it is appropriate at every level of the organization, the job matching process is also the best possible way to systematically integrate succession and leadership planning. By comparing the talent you have to the key leadership positions that must be carefully staffed, the best possible candidates are easily identified, and the gaps in the current bench are too. This makes it possible to avoid future crises by cultivating individuals for each key position, starting with the individuals who already have most of what it will take to step up and lead.



★ TTI MEASURES ▲ TTI ACKNOWLEDGES

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Summary:
The Benefits of Listening to the Job

The TTI job matching process gives the job the central voice in defining the ideal candidate, removing human bias and the limitations it puts on performance. With a factual benchmark of peak performance requirements for each job, the organization is transformed into a workplace where superior performance is the norm.

Employees in a best-fit job are empowered to succeed, making it easy for them stay engaged. Their job satisfaction brands the company as a "Best Place to Work", attracting other talented people to the team. A comprehensive picture of each employee's talent and potential is automatically in place, along with a complete professional development program, so managers have an individualized guidebook for coaching and mentoring. Every job matched position provides evidence of an objective, unbiased process for hiring superior performers, with documentation ready at a moment's notice. No one misses sleep at the prospect of an EEOC or OFCCP[5] audit.

HR is empowered to compare the behaviors, motivators, skill and acumen of individuals to the requirements of any job, even against thousands of other same or similar benchmarked jobs, to identify talented individuals for succession and leadership planning. Job matching is the integrated system that connects HR and management to align business strategy with talent management.

In essence, the TTI job matching process is the science of superior performance. It is the accelerator for transforming any company into a high performance workplace. When job matching permeates the organization there is improved retention, increased productivity and the enhanced stock value that they produce.

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Endnotes

1 *"Sophisticated Talent Management Programs Drive Business Results"*, Ernst & Young, May 24, 2010 www.ey.com/US/en/Newsroom/News-releases/Sophisticated-talent-management-programs-drive-business-results

2 *"Validity and Utility of Alternative Predictors of Job Performance"*, by John E. Hunter and Ronda F. Hunter, Psychological Bulletin, Vol. 96, No. 1, 1984, p. 90

3 *"Selecting Superior Performers Safely Under the Law"*, Research Report by Bill J. Bonnstetter, TTI Performance Systems, Ltd., October 2009 www.ttidisc.com/people-energizing-people/2009/10/the-answer-is-eliminating-bias

4 ibid

5 To learn more about how TTI's job matching process can help your organization in the event of an OFCCP audit, please see our Adverse Impact Study at http://www.ttiresearch.com/articles.html

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About TTI

TTI Performance Systems, Ltd. is the worldwide leader in personal and professional assessment tools. With years of research and validation, TTI assessments are time-tested and proven to provide timely solutions for today's business challenges. Through a network of over 7000 Value Added Associates, TTI tools are utilized in over 50 countries and 26 languages to help businesses and organizations effectively manage their most valuable asset—people.

From recruitment to retention, TTI Performance Systems is a constant resource for new ideas and business applications. As a leader in the marketplace, we ensure the status of TTI assessments in the future by carefully managing our intellectual property and protecting the research and advancements TTI has made in the field. With several patents, copyrights and trademarks, TTI products are guaranteed to stand the test of time. Our staff is an expert resource in the assessment industry and continues to stay abreast of industry changes to enhance and expand the product line to provide unique solutions for the challenges businesses face everyday.

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