

The Apollo Profile

Version 4 – 2010



Interpreter's Tips and Procedures

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The Apollo Profile (Trademark)

THE APOLLO PROFILE – Interpreter’s Tips

INTRODUCTION

The Apollo Profile was developed in 1995/96 by Professor Richard Hicks, and Mr. James Bowden. The developers saw the need for a reliable and professionally validated user-friendly tool for use in two contexts:

- to assist professionals and managers in their human resources decisions
- to aid individuals in their personal career decisions.

The current Version 4 reflects improvements since that date, and the introduction of upgraded narratives, new Suitability Scores, Benchmarking and Organisation Capability Assessments, and other features. Over 100,000 people are now on the Apollo database, and numerous studies have been done that further strengthens the validity and usefulness of the Apollo Profile.

The Apollo Profile is a multi-purpose instrument measuring work preferences, motivations, and values. It can be used as a career assessment instrument, for recruitment and selection, for development of individuals and organisations, and for many other career related uses. The Apollo Profile can be customised to specific organisational requirements. Narrative feedback is generally expressed in behavioural terms, so that candidates can recognise their actions, and modify them if appropriate.

The Apollo Profile does not measure intelligence, technical skills, numeracy, or literacy.

LEVELS/NORMS OF REPORTING

The Apollo Profile provides four generic levels of reporting norms, and two condensed levels of reports for call centre personnel. The levels available are:

EXECUTIVE LEVEL: The Executive level report models a “mythical” high performing executive working in a modern, large and progressive organisation. The benchmarks for the model are based on current world-wide research and published literature regarding the desirable characteristics of high performing executives. In our research high performing means performance classified by the superiors as being in the top quartile of performers. This Institute has conducted numerous differentiation studies into high performing people, and provide an Excellence Factors Score to assist in rating of candidate potential.

In life, as opposed to in theory, the high Apollo Profile standards may result in even successful executives scoring outside the model ranges in some factors. Interpreters, therefore, need to place the candidate’s situation in context with the model used. If respondents are self-employed, in a small organisation, or if they are senior professionals such as engineers, scientists, lawyers, teachers, allowance must be made for the difference in their roles.

Use this level to assess:

- Candidates for senior managerial positions in large organizations
- Candidates for generalist management roles in smaller businesses or professional practices
- The potential of high level graduate recruits.

This level is also appropriate as a career development tool for those in senior roles or aspirants to such roles. The high demanding benchmarks set for the Apollo Profile models, and the narrative format, give candidates a clear idea of the behaviour they might need to change to reach this status in an organisation.

MIDDLE MANAGEMENT/SUPERVISOR: As implied by the title, this level of report contains two “sub-models” for the slightly differing role requirements of middle manager, and supervisor. The two sub models reflect that the role of middle management requires more delegation, more proactivity, and more sophisticated leadership skills than the role of supervisors.

This level of report is ideal for evaluating workers for their suitability to a managerial role, and for helping people who already have some management duties. For those already operating at the middle management or supervisor level, the report will affirm things that they are already doing well but which they fear might not be right. It also provides constructive advice for possible training and development needs.

Use this level report to assess:

- Professionals who have supervisory duties.
- Graduate recruitment for managerial roles.
- Existing supervisory and management staff.

SALES: This Level specifically deals with the special characteristics generally agreed to contribute to success in the sales role

There are two sub-models, the first representative of characteristics often associated with high-level sales, such as more expensive consumer items, real estate, financial and other services selling and business-to-business or industrial selling. The second sub-model is more related to lower skills level requirements, such as retail and customer service functions. The Apollo Profile narratives provide feedback on a number of factors regarding probable suitability in those roles.

GENERAL WORKFORCE: This level report is appropriate for assessment and guidance to those wishing to enter the work force in a non- managerial capacity, and is likely to highlight career-related strengths and weaknesses for that level. This level is suitable for white-collar and blue-collar assessment, especially if supplemental testing such as keyboard skills, mechanical reasoning, and verbal/numerical reasoning is conducted. The Apollo Profile is not designed primarily as a vocational guidance instrument, but much valuable data can be obtained which can enable a trained interpreter to give personal guidance regarding career options and development.

For those already in the workforce, this level report is usually very affirming of the characteristics for success in the general workforce, which are often very different from the characteristics for success as a manager.

The General Workforce level report contains two sub-models, based on social factors likely to determine whether people enjoy contact with others, such as in customer service roles, or alternatively preferring “back-room” operations and non-personal tasks. Examples of factors that differentiate between the two roles are Persuasion, Agreeable, Teamwork, and Extraversion.

For people with dual roles as managers and line operations, it is very useful to have separate reports produced in the General Workforce role, and at a Middle Manager /Supervisor level. People who already know their Myers-Briggs type, or similar, find the specific comments for the thirty-four factors given by the Apollo Profile to be more helpful than some generalisations provided by these other types of report

Note that the General Workforce Level reports usually show fewer red and amber scores because of the diversity of roles possible. This level is considered useful across all industries, and has been used successfully in retail, hospitality, services, manufacturing, and government.

Use the General Workforce level of report for:

- Personal assistants/support personnel
- Secretaries
- Administrative staff
- Counter staff
- Blue and white collar workers
- Intending entrants into the job market.

GROUPING OF FACTORS

For ease of reading and interpretation, information is presented under groupings that are relevant to that particular level of report.

Factors in these groupings are often correlated for ease of interpretation. Commonly a person will show significant strengths or weaknesses across the factors in a group, which can be a key to their either strong or poor performance in the workplace.

There are many circumstances when it may be preferable to have scores outside these guidelines, and judgements regarding applicability are left to the reader, or trained Interpreter to place in context with the candidate's situation.

A "hard-nosed" leader may be a better choice than a humanistic one where an organisation is facing a tough market or rapid change. Sometime a particular role requires less analytical content than a high performing executive, so a lower score would be quite acceptable. Some roles conversely might require higher scores. A role might require high attention to detail despite the model showing for excellence showing low Detail as most desirable. The role might require a person to work alone or with only one or two others, so a low score in Team Work in that context would be acceptable. A high Decisive score might be appropriate for a project manager facing time constraints.

PRIMARY AND SECONDARY FACTORS

Some factors are of more importance than others in their capacity to generally influence career success. Factors identified as most important for a Level are nominated as Primary, with Secondary categories also being reported. (See Table 3)

Some Secondary factors are also sub-ordinal composites of other factors. For example, the items for Detail are also contained in the factor of Conscientious. Conscientious is a broader factor that measures more than just attention to detail, but it is clearly useful to have some insight into how a candidate specifically feels about detail, rather than generalise from the broader factor.

Some Secondary factors may be lower level elements, or components of a bigger picture. For example, Collaborating and Coaching may be seen as components of a person's overall leadership style, and Compromising and Competitiveness may be seen as part of a person's conflict resolution style.

Values are also identified separately, and arbitrarily classified as Secondary. However, any factor may contain valuable or vital data relating to work performance.

Note that whether a factor is classified as Primary or Secondary will depend upon the Level being reported upon. For example, a factor such as Persuasion is a Primary factor for the Sales level report, but a secondary factor for the General Workforce level.

Also note that these terms are subjectively applied, and may not necessarily reflect the situation for a specific role. For example, the Teamwork factor is designated as Secondary for the Executive level report, but in some instances it could easily be a Primary requirement for a

specific role. Users are therefore encouraged to substitute their own essential and desirable criteria rather than necessarily using the more general guidance provided by the Apollo Profile.

The four factors of Altruism, Trust, Loyalty, and Conforming are termed as “Values” by the Apollo Profile. A number of other factors also represent the values priorities of the respondent at work. These values can be particularly insightful when organisations tackle the task of shaping organisation culture and values.

COLOUR CODING

Colours are used as guidelines for quick interpretation:

GREEN A score range normally associated with successful performance at the Level of report produced. Green represents an Ideal score range associated with appropriate behaviours for that factor at that level, rather than an average or mean score for that factor.

NOTE: Some factors have abutting green ranges, for example Achievement at an Executive level. This means that a very high score shows that the respondent highly values results, and is likely to push for them. However, just below this range, a respondent also values results, but is more likely to balance the need for achievement with other needs. Both these scores are associated with success, but usually sponsor different observable behaviours. Accordingly, different comments are given in the Narrative Report.

AMBER Score is outside the range normally associated with successful performance at this level, and the candidate is likely to need some development.

RED Score is outside the range normally associated with successful performance at this level, and the candidate is likely to need significant development. Comments made based upon scores in the red range should be verified and examined carefully from other sources if possible.

The amber and red coding indicates that a person could have difficulties, compared with others at that level, in effectively handling the factors mentioned, or that special attention may need to be given to those factors.

A red or amber score does not automatically mean that a person can't perform satisfactorily in that area, as they may have developed ways to do so. However, the further away from the desirable area a person's score is, the more confident an Interpreter can be that the candidate is likely to have difficulty in that area.

Apollo Profile Suitability Score

The purpose of providing a Suitability Score is to enable equitable rating and ranking of candidates. Ultimately, a candidate is compared to all others on the database at the Level of report requested.

Each Apollo Profile factor consists of score cut offs, represented by colours of red, green and amber.

For each of the six Apollo Profile Levels, factors can be grouped together under the Group Headings. For example, Group Headings for Executive and Management Level are:-

- Career Drives
- Leadership and Influence

- People Orientation
- Conflict Management Style
- Workplace Management
- Strategic Orientation
- Coping
- Values

The colours indicate as follows:-

Green means that the candidate has a score of the mean or better, roughly equivalent to *being in the top 50% of candidates*. The candidate T score is 50 or above.

Amber means that the candidate scored in the range of one standard deviation below the mean, still within the normal range. The candidate T score is from 40 to 49.99

Red means that the candidate scored more than one standard deviation below the mean. The candidate T score is below 40.

Note that the meanings of the colours are different in this context to normal Apollo Profile reports.

The **Suitability Score** used for rating and ranking is simply the candidate score for all Apollo factors, standardised and compared to the Overall norm for that Level. Six Apollo factors that are sub-facets of larger factors are discarded from this calculation in order to avoid replication or distortion. *Note that the Overall Score is not the average of the Group scores.*

REPORTS PRODUCED

There are a number of report formats depending upon the purpose of the user. Multiple reports can be produced at any time, and reports can be produced for candidates at each and any of the levels.

Job Suitability/Recruiting Report

This is a new report that shows the candidate score for each factor along with a short meaning. Candidate Suitability is expressed as a T score. Green means a person has a T score of 50 or better, indicating their score was on the mean or better, and they are in the top 50% of candidates suited to that level. Amber means that the person has a T score within one standard deviation below the mean, and is less suitable than average. A red score means the candidate score is more than one standard deviation below the mean, and is not likely to be suited to that level.

The **Narrative** report provides information about candidates across a number of factors. Reports are grouped under headings meaningful to the level of report chosen. Factors are designated as to importance as Primary or Secondary, based on the level of report produced. Candidate scores are shown as being green, amber or red. Green indicates general suitability for the role for that factor. Amber indicates higher or lower scores than suitable for that factor. Red indicates an area of concern as the candidate score is significantly apart from the desired range.

Staff Development Report

This innovative world-first report is for development of individual's capabilities, and for organisation improvement. The employee is matched against others at the appropriate level, and strengths and possible weaknesses diagnosed. Comments are provided to assist

candidates to recognise inappropriate behaviours, and how to manage them. Additionally, this report contains links to a number of expertly authored Apollo Training Handbooks on each topic, which can be purchased for a very reasonable price and downloaded immediately. Arrangements have also been made for the Cyber Institute, (a subsidiary of the Australian Institute of Management) to provide 36 different e-training courses which can also be purchased and downloaded immediately.

Exception Report

This report shows Reds and Amber scores and comments under headings of Essential/Highly Desirable/Desirable. This aids selection criteria evaluation.

Profiler report

This report forms part of the Profiler Job Matching system, and shows factors for a candidate grouped into associated headings for ease of quick comparison with other candidates. See procedures for how to implement. A standardised score is displayed for comparison purposes. The candidate's scores have been compared with norms and means from the Apollo Profile database for the Level requested. The colours of Green, Amber or Red show whether a candidate scores in the top 50%, or lower. Each factor is reported by colour. For even more specific detail you can click through from the Candidate Name to the Job Suitability report.

TIPS FOR INTERPRETERS

The Apollo Profile has been designed to be a multi-purpose instrument measuring work preferences, motivations, and values. It is intended for career assessment and development of individuals and organisations, and has many career related uses.

The Apollo Profile is in the category of career related "personality measurement," and does not measure intelligence, technical skills, numeracy, or literacy. Narrative feedback is generally expressed in behavioural terms so that candidates can recognise their actions, and modify them if appropriate.

CAREER ROLES AND THE APOLLO PROFILE

People can be said to have two aspects to their total performance potential when thinking about their career roles.

One aspect consists of a person's competencies, acquired through education, experience, training, skills, and knowledge, combined with inherited and developed physical and intelligence capabilities. This could be called the "CAN DO" side of a person.

The other aspect consists of a person's expressive make-up and style, including motivations, beliefs, attitudes, values and preferences. This could be called the "WILL DO" side of a person.

Both the CAN DO and WILL DO aspects of a person must be appropriate for full potential and productivity to be obtained in their specific work role.

Often employees may be working well. Improved performance, service or productivity could nevertheless result from first analysing strengths and weaknesses in a work position, or section, or role, and then providing appropriate development, training or other direct job support. The Apollo Profile can help on both diagnostic and developmental levels.

CAN DO factors are relatively easy to address with training, coaching, or competencies development and similar, or other strategies such as transfer, which can bring about improvement in the position.

The WILL DO area is more problematic. It means that a person has lost motivation, or does not like (prefer) the work they are doing, or has the “wrong” attitude.

Solutions are usually more difficult to determine for WILL DO factors. Depending on the circumstances, they may involve one or more of the following strategies: job redesign or changes in duties, special or specific training tailored for the individual or group of individuals, performance management strategies including goal and path clarification, changes in work reward systems related to the position, transfer to a more suitable and motivating position for the person, and outplacement.

Sometimes the source of under-performance is personal. In this case use of appropriate personal career counselling or employee assistance programs is appropriate.. The Apollo Profile provides information that can be of value in all these circumstances.

As well as being of use in performance management, appraisal and career development as just indicated, the Apollo Profile can also be useful in selection of individuals in the workplace, for projects and for team and committee roles. During a job selection process, it is generally easy enough to determine an applicant’s CAN DO factors, but assessing the personal, emotional, and stylistic WILL DO factors requires the application of special tools and techniques.

The Apollo Profile therefore is concerned with helping career performance by identifying or diagnosing factors that can be improved for a person in a specific role or organisation. Development and training decisions can then be taken to enhance skill and career development of both the individuals concerned and the organisation.

When interpreting the meanings of The Apollo Profile, it is important to look at the whole picture, not just the exceptions. Consideration needs to be given to the highest and lowest scores shown on the Log report, as generally speaking these have the strongest influence on a person’s behaviour.

Because The Apollo Profile is comprehensive and reports each separate factor, there may appear to be overlap or contradiction in some comments. Again, the interpretation needs to be based on the whole report after taking this into account.

Relevance must also be established between factors reported and the actual job requirements, regardless of whether The Apollo Profile reports them as primary or secondary, or amber, red or green.

ADMINISTRATION OF THE APOLLO PROFILE QUESTIONNAIRE

The Apollo Profile questionnaire has been designed to be self-explanatory and therefore is not required to be done under supervised conditions. The questionnaire should always be completed on a voluntary basis, and candidates may sometimes need to be assured that the report information will be used in an ethical way. The reasons for producing a candidate’s report should be explained to them, and they should be allowed access to the results if they wish. Completion of a questionnaire usually takes around twenty-five minutes. Try to encourage a peaceful environment with no interruptions.

The questions posed in the Apollo Profile are of a deliberately transparent nature so that candidates will generally understand what is being measured, and there are no check or “trick” questions that often prove of dubious value.

The following extract is from the questionnaire: -

“INTRODUCTION AND INSTRUCTIONS

This questionnaire gathers information about your preferences at work. Because every human being has different work preferences there are no right or wrong answers.

You are to answer all questions. Some questions will be harder for you to answer than others, and some choices will be difficult for you to make. However, for this questionnaire to be most useful you need to answer every question.

Work your way through the questionnaire, answering each question as you come to it. Answer as honestly as you can. There are no “hidden meanings” in these questions. The questions are aimed simply at helping identify your own work preferences. Though there is no time limit for this questionnaire you should try to work quickly. Do not go back and check previous responses.

Turn to the first section and start when you are ready.”

On the rare occasions where respondents may omit to answer a question on a printed questionnaire, and they are not easily accessible to verify their choice, it is safest to ascribe a mid range score to them. However, if more than two questions are not answered, it is necessary to contact the respondent for proper completion of the questionnaire.”

THE INTERPRETATION PROCESS

The Apollo Profile reports are designed to be used and understood by any employee in the workforce. However undertaking an Apollo Profile Accreditation training enables the interpreter to read more into the Apollo Profile reports, and align the report in context with the situation applying to the candidate. There are numerous nuances and insights that a skilled interpreter can extract from the Apollo Profile, especially if he or she has a background of organisational psychology, experience with other instruments, or good intuition supported by data.

Avoid ascribing personal assumptions based on your subjectivity. When an Interpreter becomes familiar with the Apollo Profile, it will only take a few minutes to see a person’s salient points. While learning to interpret a report around half an hour should be allowed to read and think about the report in preparation for accurate and conscientious feedback to a candidate.

Trained Interpreters will find that the Job Suitability Reports provide the most useful data including whether a candidate has a high score, medium score, or low score for a factor. Note that scores to the right of the Job Suitability Report scales are always high, which indicates that a candidate has a high preference for that factor. Similarly, a score towards the left side indicates that the candidate has a low preference for that factor.

It should be noted that high, low, or medium is not necessarily “good”, as the ideal score can be anywhere along the range.

In the early stages of learning, interpreters will need to read the Narrative Reports to obtain knowledge of the content, and to align meaning with the score shown on the Jo Suitability Report. Note that the meanings given in the Narrative Report have been tested, and Interpreters should be cautious in embellishment. Where a candidate score on the Job Suitability Report is near the cusp of two colours, an interpreter can make allowance, for example where an amber score is nearly in the green.

When giving feedback to candidates, a good place to start is with a person’s highest scores and lowest scores. Candidates usually readily agree that these are their work preferences and

non-preferences. A pattern frequently emerges which assists the interview to proceed smoothly.

When looking at the Job Suitability Reports, it is helpful to observe whether possible deficits are concentrated more under one of the groupings of Career Drives, People Orientation, Conflict Management Style, Coping, Leadership Style, Strategic Orientation, Power and Influence, Problem Solving, Work Style, or Values. It is possible for a candidate to be strong in one grouping, but perhaps needing development in another.

Interpreters can then examine the reds and ambers revealed by the Exception Report. These should be aligned for appropriateness with the career role and situation faced by the candidate.

It is important to look for and acknowledge a candidate's strengths. Remember that a factor can have two green, red, or amber ranges, each with different attributes, so Interpreters frequently need to check the Narrative Report for meaning. Alternatively, quick reference to the Exception report may suffice as familiarity grows.

Sometimes a red or amber coloured score may prompt a candidate to disagree with a comment. It may be a useful technique to obtain their agreement with a comment before revealing that such a comment is designated red or amber.

Because The Apollo Profile is comprehensive and reports each separate factor, there may appear to be overlap or contradiction in some comments. People often have internal conflict, and the Apollo Profile can be useful for identifying the sources of "mixed feelings" in a candidate. Such mixed feelings often explain inconsistent or confusing behaviours, where a person says one thing, but does another.

Special attention must be paid to the situation, or context, facing the candidate, and relevance needs to be established between factors reported, and the actual job requirements, regardless of whether The Apollo Profile reports them as primary, or secondary, or amber, red or green.

When a candidate's Apollo Profile has been analysed, it is good technique to vary personal feedback to suit the candidate's probable style.

For example, a person tending to have high scores in the Interpersonal section would most likely appreciate "friendly" feedback rather than totally clinical and objective. Similarly, a person tending to have high Values scores probably has a strong belief system, and a counselling approach recognising this in advance can be useful.

Alternatively, a candidate with strong Career Drives and low or moderate Interpersonal scores would probably prefer the "facts" rather than having a need to like the counsellor.

Where candidate's scores tend to be high for one of the sections, it is appropriate to acknowledge this early with them, but do so in a positive way to create empathy and confidence in the counsellor and the instrument. It is also a useful technique to know your own Apollo Profile meaning, so that where it is similar to the candidate's, you can express more empathy and understanding.

Finally, it will often be necessary to check the meaning of a factor by looking up the notes for a factor. These notes show common correlations between factors that may have the effect of moderating or magnifying another factor if only considered in isolation. There are some very common correlations and associations between some factors that Interpreters will soon recognise.

Summary of Factors and Interpretation Guide

	LOW SCORE	MID SCORE	HIGH SCORE
FACTOR			
Achievement	Not results focused	Moderate need to achieve	Wants results
Remuneration	Low concern with remuneration	Moderate concern for remuneration	High concern with remuneration
Ambition	Lacks ambition	Sensibly ambitious	Entrepreneurial
Independence	Not independent	Somewhat independent	Very Independent
Recognition	Likely low self esteem	Likes to be recognised	Seeks recognition
Assertive	Passive	Sensibly assertive	Argumentative
Competitive	Not competitive	Reasonably competitive	Strongly competitive
Collaborative	Not collaborative	Somewhat collaborative	Very collaborative
Compromising	Does not compromise	Sensibly compromises	Too willing to compromise
Security	Not security conscious	Somewhat security conscious	High need for job security
Responsibility	Unwilling to take responsibility	Sensibly responsible	Over responsible
Stress Resilience	Stressed	Somewhat stressed	Relaxed
Sensitivity	Insensitive	Usually sensitive	Over-sensitive
Directive	Reluctant to give orders	Willing to give orders	Over-leads others
Delegating	Does not delegate	Somewhat delegates	Delegates readily
Coaching	Does not coach	Coaches others appropriately	Patronising
Agreeable	Socially distant	Gets on well with others	High need to be liked
Teamwork	Individualistic	Will participate in teams	High need for teamwork
Extraversion	Introverted	Ambiverted	Extraverted
Intimacy	Avoids closeness at work	Allow some closeness at work	Wants close relationships
Goalsetting	Does not use goalsetting	May use goalsetting	Understands goalsetting
Power	Submissive	Uses power appropriately	Authoritarian
Decisive	Procrastinating	Thinks before deciding	Impulsive
Persuasion	Not persuasive	Persuasive	Highly persuasive
Innovation	Not Innovative	Innovative	Very innovative
Proactive	Reactive	Plans and prepares adequately	Proactive
Analysing	Not prefer analytical work	Somewhat analytical	Highly analytical
Altruism	Looks after own interests	Sensibly caring towards others	Highly caring
Trust	Low need for trust	Moderate need for trust	High need for trust
Loyalty	Loyalty not an issue	Normally loyal	Loyalty very important
Conforming	Pragmatic	Sensibly conforms	Conservative
Conscientious	Does not need workplace structure	Conscientious	Over-conscientious
Detail	Low attention to detail	Moderate attention to detail	High attention to detail
Self Organisation	Disorganised	Moderately organised	Highly organised

IMPLEMENTATION OF SOLUTIONS

Apart from providing diagnostic and descriptive data concerning current or proposed positions, the Apollo Profile offers some guidance to improving career development. The following may be useful for “self help,” and reflects the philosophy of the Apollonean Institute.

Research consistently reveals that genetic factors contribute between 60-80% to our personality and psychological make-up. So to a large extent we may be “scripted” before we are born, or have limitations on how we can or want to express ourselves. We can change some things, and grow and develop, but only up to a point.

Our environment certainly modifies us as we strive to deal with society and the world, but training and development and experience can help us a lot. A significant component of our basic personality could be termed “set”, and hard to change. This tends to explain why some characteristics we each have are so ingrained that we almost can't see them, and why some characteristics are enormously hard to change, even if we want to.

In terms of self-management, the simple answer is firstly to accept that we are as we are, warts and all. Accept that our thoughts, feelings, attitudes, beliefs and values are part of the unique being that we are.

However, we do need to accept responsibility for what we **do**. It is OK to have your own thoughts, feelings, attitudes, beliefs and values, even opinions!

What we have to do is **manage our behaviour** that is sponsored by our thoughts, feelings, beliefs, attitudes, motivations and values. It is only what we **say or do** that shows how we think or feel, or what we believe, so we need to consciously **choose our behaviour**. This includes choosing **not** to behave in certain ways if that action would not have a good result for us (or maybe someone else).

Sometimes behaving instinctively, or naturally, is not the best way to act in a given situation. Ideally we need to develop other actions to make us more effective in dealing with situations when our natural way is not optimum.

In relation to a career, certain behaviours pay-off when they are appropriate to career success. Some behaviour doesn't have a positive effect, and these inappropriate behaviours can be barriers to further success.

The Apollo Profile applies knowledge about individuals and performance in a way that promotes behaviour contributing to career and organisation success.

Under normal circumstances positions or duties requiring strong emphasis on a factor could be handled in a number of ways: By specific training in how to handle the difficult area; by developing one's own awareness of the need to be alert in the aspect (self-monitoring including self development and reading); by emphasis on restructuring duties, for example; providing backup support in a team approach; by transferring to other positions where the emphasis is less important; or by using combinations of these ways. A person may be handling the factor satisfactorily at work, with the amber and red coding indicating however that special attention may be needed under stringent circumstances.

SHADOW-SIDE AND LIGHT-SIDE

Human beings do have weaknesses and strengths relevant to a role requirement. We also may have blind spots of how we perceive ourselves.

It is postulated therefore that human beings essentially have two sides to their make-up, an “enlightened” side and a “shadow” side. Under most circumstances in a civilised society the “enlightened” side would usually be expected to predominate. However, we are all necessarily scripted with a “dark” side as part of our primitive capacity for survival.

In the modern workplace, this enlightened side is therefore associated with helping others, cooperating, team working, being friendly, caring, trusting, collaborating, and other actions associated with being concerned for the well-being of others, as well as ourselves. These aspects have to do with the survival of the whole group or society.

On the other hand, the shadow-side is thinking about things like career survival, winning, income increases, promotional prospects, personal gratification, and other self-centred matters. These aspects have to do with the personal survival of the individual.

This shadow-side however is not necessarily always a “bad” side. It is appropriate that we have the capability to defend ourselves, and to survive and win when required, even though the battle-ground may now be seen as having shifted from the jungle to the workplace.

When used selectively and appropriately our self-nurturing, self-advantaging shadow-side can protect us from career danger, and “attack” from other people.

However, where the shadow-side is applied inappropriately, or commonly dominates the actions of an individual, he or she is likely to be seen as excessively concerned with self and winning. Trust and loyalty will not develop, especially if victims result from such behaviour.

The Apollo Profile therefore provides comments for some factors frequently associated with shadow-side behaviours. However, the Apollo Profile is making no judgements, merely providing information that **may or may not apply** to some degree in any individual.

In fact, there are circumstances where fairly strong shadow-side or personal survival characteristics may be preferable, so interpretation and verification is left up to the reader to relate to a specific situation.

Additionally, some characteristics may be highly appropriate, but have a reverse side consequence. For example, whilst it is appropriate and desirable that a manager gets priorities right and sees the big picture, a consequence of that is that frequently someone else has to attend to detail, which means that the manager may overlook detail. Comments of this nature are also included in shadow-side narrative, and are intended as possible useful warnings to be taken into account.

LIMITATIONS

Measurement or assessment appraisal tools such as The Apollo Profile can provide guidelines only for candidates and users. These instruments are largely based on statistically derived data, which, by definition, imposes limits to the constructs under examination and the way in which they are reported. Human beings represent an infinite array of actions, intentions and possibilities. No report can ever be 100 percent correct or apply entirely to the specific individual concerned. Most of the time, however, the reports from The Apollo Profile should, across the characteristics assessed, reflect reasonably accurately the preferences and values of the individual concerned.

To be most valuable to candidates and users, the interpretations of the total scores in each category are stated in objective, clear and direct terms. The interpretations are based directly on the person's own responses compared with those of the comparison group (eg. executives).

All comments or interpretations should be tested against the experiences of the candidate as well as against the experience of those who know the candidate. No single questionnaire, even an extensive questionnaire, should be used on its own. Information from other sources should be part of the data gathered and used, including other reports, workplace reports, interviews and appropriate comments.

Where a candidate disagrees with a given interpretation of one or two of the 34 categories available, and perhaps after checking with others in case the candidates are "blind" to their own impacts on others, the report comments would normally be disregarded for those characteristics. The applicability of the overall profile should not be affected by this action.

There are few, if any, single instruments currently available based on research which provide comment on so many significant work-related characteristics. Provided the limitations are kept in mind, the Apollo Profile can provide useful information for many aspects of the workplace where working with others is an important component of success and satisfaction.

APPLICATIONS

There are a number of ways The Apollo Profile can be used to aid people and organisations to achieve excellence and some of the more common ones follow.

CAREER DEVELOPMENT, MENTORING, OUTPLACEMENT, AND TRAINING NEEDS

The Apollo Profile can help executives, middle management, supervisors, and sales personnel to identify personal strengths and possible weaknesses relating to career success.

Because The Apollo Profile compares the individual against the benchmarks of highly successful operatives in their field, guidance can be given as to new and more effective ways and behaviours to enhance performance.

Training and development needs are identified, and candidates can be trained, counselled and mentored to improve their effectiveness.

As a diagnostic tool, The Apollo Profile can detect a "bottle neck" in a person's style or make-up that is a barrier to better performance. The Apollo Profile can help reveal to a candidate how others may see him or her, and favourably influence their commitment to subsequent training and development because they agree with the outcomes.

The Apollo Profile is an ideal precursor to training programs, as it allows a trainer to obtain insights into a candidate's needs, and to contract with them for specific areas for attention.

Training programs can incorporate sections of the Apollo Profile in their training delivery. For example, when discussing the qualities of good leadership, or time management, candidates can be referred to their own profiles in the session. This personalises the training experience, and adds interest to the program, and enables comparisons with others in the group. This methodology has proved particularly effective in management development courses.

Also, because The Apollo Profile is seen as more objective than some one else's personal opinion, feedback of a sensitive or personal nature is usually received with a more open mind.

The Apollo Profile is an ideal base for mentoring, especially if both mentor and mentee can compare their profiles.

When used for guidance as part of the process of outplacement the Apollo Profile can reveal possible strengths and weaknesses that can be addressed in career planning for the future.

RECRUITMENT AND SELECTION

Research consistently demonstrates that interview techniques alone, even when well structured and performed, only have 50-60% chance of selecting the best person for a job, or choosing a person who subsequently executes all aspects of a job to the standards sought.

The cost of a poor appointment not only includes job under-performance, but also the unsettling influence this can have on other staff, and the difficulty in perhaps ultimately terminating that person's services. Time and money spent training and managing a poor choice is wasteful, especially if it could have been avoided for low cost!

On the other hand, a good choice contributes to productivity and profitability, helps the organisation to grow, and frequently has a positive effect on morale. A good choice also strengthens organisations' "strategic capability" by providing a pool of well skilled and committed people from which future managers can be chosen.

The use of appropriate preferences and values assessments lets the selectors see dimensions of a person's style and drives which are easily overlooked or even disguised at interview. Such assessments can provide data, guides, and standards for criteria regarding personal attributes, which can be very difficult to assess using other means.

For example, when looking at graduate recruitment, a candidate could well have exceptional academic qualifications, but may not necessarily possess the drives for career success in your organisation. The Apollo Profile can emphasise such aspects, and suggest areas to explore further in interviews.

Certainly, there are circumstances where the Apollo Profile can reveal factors that strongly indicate that candidates may not be suitable for a certain position, and it would be in their best interest as well as that of the organisation not to proceed.

Use of The Apollo Profile will diagnose areas of direct relevance to the duties required, and provide data for discussion with the candidate, as well as possible pointers for follow through with reference checks.

Trained users of The Apollo Profile can also help dimension the personal attributes desired when drawing up the specifications for the position. Candidates can be assessed against the qualities sought and standards desired, although of course compromises are sometimes necessary in real life. Subsequently, training programmes can skill staff members as necessary to deal with these.

Personality selection criteria could consider some of the following:-

- Ability to get on with others
- Team Building
- Soft or tough personal style
- Risk-taking
- Innovation
- Strategic thinking requirement
- Modelling of values
- Adding a new dimension to the culture
- Negotiating, public relations and influencing
- Leadership style
- Ability to get results
- Ability to form relationships

- Prioritising and time management style
- Contribution to the group
- Introduction of diversity

Use of objective techniques such as job analysis and The Apollo Profile also help establish legal defensibility supporting non-discrimination in the procedures followed.

PERFORMANCE MANAGEMENT

If people are under-performing, The Apollo Profile is a valuable and objective aid for a counsellor or manager trying to help. The Profile provides 34 factors that relate to job performance, including interpersonal style and certain values. Because these are key factors, it is most likely that a diagnosis can be made of sources of a “just average” performance, if the sources are intrinsic to the person rather than associated with external factors.

The Apollo Profile can also play a useful role in a performance appraisal system. The diagnosis provided by The Apollo Profile enables managers to identify the best ways to motivate, reward and manage their own individual staff. The Apollo Profile also provides an objective platform to discuss personal style with the candidate, especially where managers have also completed their profiles and are willing to share the data.

TEAM BUILDING

In this age of multi-disciplinary teams, and the increasing emphasis being placed on cohesive and autonomous team performance, it is valuable to understand the motives, preferences and values of others we work with.

Because The Apollo Profile gives insight into 34 “slices” of what makes people tick, debate can occur and informed decision can be made as to which roles and tasks are best suited to team members to complement their known skills.

Additionally, areas of personal compatibility can be established where scores for a factor are similar. When this is the case, people instinctively tend to understand how the other person thinks and operates. Often some scores for some factors cluster together in recognisable patterns, and the Apollo Profile documents nine common cluster “identities”.

Similarly, when people’s scores are divergent, or at different ends of the scale for a factor, it is likely that they will not understand how the other person thinks or operates, and this may frequently be a source of irritation and conflict. Without ascribing who is right and who is wrong, an understanding and acceptance of diversity may be healthy in terms of group roles and dynamics.

The narrative and graphic reports provided by The Apollo Profile enable quick and easily read comparisons and assessments to be made between members of the team to encourage disclosure and understanding.

SALES DEVELOPMENT

Research has shown that there are special characteristics for success in the world of sales. A top salesperson does not automatically become a good sales manager, and vice versa.

That is why separate sets of reports and benchmarks have been developed specifically for sales people. In particular, key factors of Persuasion, Conscientious, Achievement, Agreeable, Security, Decisive, Ambition, and Conforming have special relevance to the realm of sales, and these factors have been calibrated accordingly.

It may be worthwhile noting that the myth that sales people are most motivated by commissions and money is rarely borne out when using instruments of this nature. Experience reveals that there are likely to be more problems attendant to a sales person who is chiefly “doing it for the money”.

The reports are written in language relevant to the career of sales, and are particularly valuable in ensuring recruits have a high likelihood of success, and for enhancing development of salespeople. Especially useful also for diagnosing “roadblocks” where previously successful sales people are struggling.

BENCH MARKING

In situations where there may be a number of generic positions, for example bank officers, fitters and turners, customer service officers, clerks, etc., how do you know when you recruit, which ones will turn out to be best?

Using a norming program, the Apollo Profile can differentiate between your best, average, and poorest performing staff, and work with you to create models to recruit against so that you will be confident that you are getting people most likely to match your high performing staff.

CULTURE BUILDING

The Apollo Profile can be used to map the *degree* to which the 34 factors for career success apply to your organisation.

The report can be dissected for different levels in the organisation, such as executive, middle management, supervisors, foremen, workers, etc. The report can also provide a profile by operating divisions, i.e. manufacturing, marketing, sales, distribution, finance, or different regional locations.

It is to be expected (and is usually desirable) that the cultures will be somewhat different, but the question is “is this the most appropriate culture wanted.” Once the separate sub-cultures have been identified, The Apollo Profile provides a very strong and easily understood foundation for change programs of reform, creation of better teamwork, understanding, and appropriate behaviours.

CUSTOMISED PROFILING

The Apollo Profile system can be used for studying selected groups, and then creating customised profiles for use in recruitment and employee development. This is a quick, easily accomplished process at a very affordable price.

The parameters of the system can be customised to produce programs especially appropriate to a desired organisation culture, and occupational classifications employed, for example Accountants, Branch Managers, Bus Drivers, Telemarketers, Supervisors, Insurance Clerks, Customer Service Officers, etc.

To customise programs requires a study to be conducted of the group under consideration, and an organisation would have a number of options in the comprehensiveness of this study, including involvement of their own personnel or consultants in consort with the Apollonian Institute.

UNUSUAL ANSWERS SCALES

Apollo has developed two “Unusual Answer Scales” that give an indication of when a candidate’s answers to the Apollo Profile questionnaire are significantly different from the responses of 4070 candidates used as a sample from the Apollo Profile data base.

Firstly, a candidate's answers are compared with other candidate responses for 14 questions that are normally answered with a **high** score response. If the candidate has answered similarly, he or she would obtain a score in the statistically "normal" range. However if the candidate scores beyond one and a half standard deviations *below* the mean, it would indicate that the candidate is very likely to either have very dissimilar or opposing views to most of the population, or else has not perhaps answered the questions seriously. There is a high Cronbach Alpha reliability coefficient of 0.86 showing firm consistency among the items in the scale.








Secondly, a candidate's answers are also compared with other candidate responses for another 14 questions that are normally answered with a **low** score response. If the candidate has answered similarly, he or she would obtain a score in the statistically "normal" range. However if the candidate scores beyond one and a half standard deviations *above* the mean, it would indicate that the candidate is very likely to either have very dissimilar or opposing views to most of the population, or else has not perhaps answered the questions seriously. There is a significantly high Cronbach Alpha reliability coefficient of 0.74 showing firm consistency among the items in the scale.

It is not conclusive as to what it may mean when a candidate answers these 28 questions differently from the general population, and users should explore whether the candidate was serious when completing the questionnaire. If the candidate also has unusual Apollo Profile scores for some of the factors, special care may need to be taken to ensure that the candidate is suited to a role. This is especially so should the candidate score outside normal ranges for both high and low variations.

This Unusual Answers Scale is different from a "lie scale", or "social desirability score", in that it is simply a caution to look carefully into such candidates. However the interpreter can be confident that for some reasons the candidate responded significantly differently from how most people respond. It may be appropriate to ask the candidate to do another questionnaire to confirm his or her answers. However if results do vary significantly upon repeating the questionnaire, it may raise other questions about the candidate's intentions, or honesty, or concentration in the first instance.

The Unusual Answers Scale is provided as a guideline to caution and exploration for meaning with the candidate.

Interpretation is given in reports as follows:-

High Scoring Questions	
	Answers to most of the 'high scoring questions' are frequently much lower than and opposite to what most people choose. Some caution is indicated regarding accuracy of answers or beliefs held. May indicate a very independent person, not holding conservative values. This should be explored with the candidate.
	Answers to a number of high scoring questions are in the normal range, and consistently agree with what most people choose.
	Answers to the high scoring questions are somewhat higher than the already high scores most people give. Some caution may be needed regarding accuracy of answers, or beliefs held, and this should be explored with the candidate. May indicate conservatism.
Low Scoring Questions	
	Answers to low scoring questions are somewhat lower even than what most people give. Some caution may be indicated regarding accuracy of answers or excessive conservatism. This should be explored with the candidate.
	Answers to the low scoring questions are in the normal range, and consistently agree with what most people choose
	Answers to the questions typically scored low by most people were frequently scored high by the candidate. Some caution may be indicated regarding accuracy of answers, or beliefs held, and this should be explored with the candidate.
	Answers to the questions were very frequently scored higher than and opposite to what most people give. Significant caution is indicated regarding accuracy of answers or beliefs held. The answers suggest strong independence and strong views; this difference should be explored with the candidate.

ETHICS AND USE

The Apolloneon Institute is committed to high levels of ethics and integrity, and used its best endeavours to obtain reliable data, and provide advice based on this data.

The Apolloneon Institute maintains ongoing review for the 34 factors reported, and maintains a continuing research follow-up validation approach to provide updated information on the way the Apollo Profile is used.

With respect to the use by others of the Apollo Profile, our standards require that only accredited Apollo Profile interpreters are authorised to provide further interpretative input to the report profiling technology. This is so that clients may have confidence in the results, and be assured of receiving valid feedback.

While reports will be made available to clients on a general basis with reference to the 34 factors, no claims are made for specific or unusual circumstances that may be faced by individuals or in an organisation. The Apolloneon Institute and its authorised parties provide assessment services to help identify specific organisational needs, and organisations are encouraged to make contact with the Institute, or its representative.

DISCLAIMER

THE APOLLO PROFILE REPORTS ARE COMPILED FROM THE RESPONSES OF THE CANDIDATE COMPARED WITH OTHERS, AND IS INTENDED FOR USE AS A **GUIDELINE ONLY** FOR CAREER ASSESSMENT AND DEVELOPMENT PURPOSES. INACCURACIES OF DESCRIPTION MAY UNAVOIDABLY BE PRESENT, AND COMMENTS SHOULD ALWAYS BE VERIFIED FROM OTHER SOURCES. USERS ARE CAUTIONED TO ENSURE THAT THEY COMPLY WITH RELEVANT LAWS AND REGULATIONS. FURTHER INTERPRETATIONS TO THOSE PROVIDED IN THE REPORTS MAY ONLY BE MADE BY AN ACCREDITED INTERPRETER IN ACCORDANCE WITH THE APOLLO PROFILE INTERPRETER'S MANUAL. WHILST CARE HAS BEEN TAKEN WITH THE DESIGN AND INFORMATION CONTAINED IN THE APOLLO PROFILE, THE APOLLONEAN INSTITUTE PTY. LTD. DENY ANY LIABILITY FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES RESULTING FROM THE USE OF THE APOLLO PROFILE.

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SME Procedures for operating Apollo Profile Version 4

1 March 2010

The following information is provided to enable users of the Apollo Profile system to operate autonomously. It is recommended that these Procedures and Interpreters Tips be printed and kept handy as a reference.

The Apollo Profile system is hosted on a number of websites.

Go to the page where you access the Apollo Profile system, or www.mysmesite.com

Click “Already Registered”

Log On

Enter your Client User ID (Created when you registered)

Enter your Password

Click Log On

Menu appears on screen as follows:-

View Account/License Details

View Candidates

Produce Reports

Do Questionnaire

Job Profiler System

View Licenses

This informs you of the status of your account in how many candidate licenses have been purchased, and how many are remaining to use.

To order additional candidates and pay:-

Note that the following procedures may vary from site to site as the Apollo Profile is supplied through a number of different distributors.

click Request Additional Licenses.

ORDER FORM appears

Enter the number of licenses sought, and the unit price from the current Price List.

Choose your preferred method of payment i.e. Bank Transfer, or Credit Card.

Click Submit

Legal Agreement Form appears.

If you accept the Terms and Conditions for use and supply of the Apollo Profile system in the Agreement, click “I Accept”.

Your account will be credited with the number of licenses sought as soon as the **financial** transaction has been approved.

If you **do not wish to proceed**, click “I do not accept” and exit from this screen.

View Candidates

This file records details of all candidates processed by completing a questionnaire. Candidates who have only part-completed the questionnaire can be removed from this file. This will also restore the number of licenses remaining.

Note that candidates are selected through an alphabetical search in order to assist in management of a large candidate data base.

A **remote candidate** facility is provided to enable a single candidate to complete their questionnaire, and optionally to produce their own report, without being able to access any other candidate's data. This facility can be used to authorize a person in a **remote location** to complete their Apollo Profile questionnaire via the Internet, as control is maintained by the candidate having to log on using the Identification and Password you create for him or her. Note that remote candidates will only be provided with a basic Development report.

To authorize a remote candidate

Click Add at the foot of the candidate table.

Enter candidate details

Choose whether you want the candidate to be able to produce the special “ Career Development Report”.

Allocate Password

Advise candidate of Password and Candidate Number allocated by the Apollo system.

Advise the candidate to enter the following URL:

<http://www.apollonean.com.au/apollo/servlet/abtwsac/apollo/CandidateEntryForm>

If this url is supplied on an email to the candidate, he or she can merely click on to link directly to the site to complete the questionnaire.

The candidate can then enter their Candidate Number and Password, Do Questionnaire, and produce their Career Development report only. The candidate can return and complete the questionnaire if necessary through the menu item “**Do Incomplete Questionnaire Section**”. The master site can of course immediately access that candidate information too.

Note that in this situation the candidate does not enter his or her personal details, as the master site has entered these on the candidate's behalf.

Following are Instructions to provide to remote candidates:-

“Instructions for Candidates to Complete “Remote” version of the Apollo Profile

1. On your Internet browser, enter the url address *exactly* as follows:

<http://www.apollonean.com.au/apollo/servlet/abtwsac/apollo/CandidateEntryForm>

(Note use of upper and lower case, no spaces)

2. **Log On** screen will be displayed.

In the **Candidate #** field enter the number provided to you by the person conducting the assessment.

In the **Password** field enter the word allocated by the person conducting the assessment.

3. A menu will display.

Click **Do Questionnaire**

Follow the Instructions shown on screen to complete the Apollo Profile questionnaire.

4. When you have finished the questionnaire, the menu returns and you can produce your own Apollo Profile report if you wish by choosing the command **Produce Report**.

5. If for any reason a disruption occurs to answering the questionnaire, you can complete unanswered questions by logging on again, and clicking on the menu “**Do Incomplete Questionnaire Section**.” A table will be displayed detailing the sections not received by the Apollo servers. Please click against any incomplete sections shown, then click “**Complete Section**” at the bottom of the page. The incomplete section of the questionnaire will be displayed, please continue to answer all questions. Your other answers are recorded by the Apollo servers.

6. When producing your report, note that you may generate separate reports for levels of **Executive**, or **Sales**, or **General Workforce**, or **Middle Manager/Supervisor**. Choose the one(s) most relevant to you. Click **Produce Report**. Select **Print** if you wish to print a copy.

To **remove part-completed candidates**,

Click against Candidate Name.

Click Delete

To **Change** candidate details recorded click Change.

To **exit this screen:-**

Click UP to return to the menu, or Click Home.

Produce Reports

This screen enables production of all or any of the Apollo Profile reports.

Four specialized levels of report can be generated, being for the roles 1. **Executive**, or 2. **Middle Management/Supervisor**, or 3. **Sales Personnel**, or 4. **General Workforce/Customer Service/Support Staff**. Multiple reports can be produced at any time, and reports can be produced for candidates at each and any of the levels without affecting the number of licenses remaining.

The **narrative** report provides information about candidates across a number of factors. Reports are grouped under headings meaningful to the level of report chosen. Factors are designated as to importance as Primary or Secondary, based on the level of report produced. Candidate scores are shown as being green, amber or red. Green indicates general suitability for the role for that factor. Amber indicates higher or lower scores than suitable for that factor. Red indicates an area of concern as the candidate score is significantly apart from the desired range.

The **Exception** report shows the candidate's amber and red scores which are a summary of likely areas of concern regarding job performance for that level of job.

Profiler report

This report forms part of the Profiler Job Matching system, and shows factors for a candidate grouped into associated headings for ease of quick comparison with other candidates. A standardised score is displayed for comparison purposes. The candidate's scores have been compared with norms and means from the Apollo Profile database for the Level requested. The colours of Green, Amber or Red show whether a candidate scores in the top 50%, or lower. Each factor is reported by colour. For even more specific detail you can click through from the Candidate Name to the Summary report.

Job Suitability Report

This report shows the candidate score along with a short meaning. Suitability scores are expressed as a T score. Green means a person has a T score of 50 or better, indicating their score was on the mean or better, and they are in the top 50% of candidates suited to that level. Amber means that the person has a T score within one standard deviation below the mean, and is less suitable than average. A red score means the candidate score is more than one standard deviation below the mean, and is not likely to be suited to that level.

Staff Development Report

This innovative world-first report is for development of individual's capabilities, and for organisation improvement. The employee is matched against others at the appropriate level, and strengths and possible weaknesses diagnosed. Comments are provided to assist candidates to recognise inappropriate behaviours, and how to manage them. Additionally, this report contains links to a number of expertly authored Apollo Training Handbooks on each topic, which can be purchased for a very reasonable price and downloaded immediately. Arrangements have also been made for the Cyber Institute, (a subsidiary of the Australian Institute of Management) to provide 36 different e-training courses which can also be purchased and downloaded immediately.

To produce an Apollo Profile report

Click Level window, choose from Executive, Middle Management, Sales, or Support

Click check box against Candidate Name for whom the report is required. (Note that candidates are selected through an alphabetical search in order to assist in management of a large candidate database). Click “All” to see all candidates.

Click Report window, choose from Narrative, Job Suitability, Exception, or Staff Development.

Click OK

The selected report is generated and shown on screen.

Repeat the process to produce the other reports required.

If a **saved or printed copy** is required, activate that report by:-

Click PDF top left of the report.

Save and print if needed.

To **return to Produce Reports** menu,

Click Back from toolbar.

Part-completed candidates should be Deleted as explained in View Candidates.

Do Questionnaire

Answering the questionnaire provides the input upon which the Apollo Profile reports are based.

Click “Do Questionnaire”

Candidate Record screen appears, complete details. (If “essential” details marked with an asterisk are not provided the Candidate Record cannot be processed).

When all sections completed, click Submit.

The Apollo Profile Questionnaire will appear on screen.

Read the instructions for each section.

Make your choice by clicking in the check boxes against each question. It is important to **answer all questions**.

A new section cannot be accessed until all answers are completed from previous sections.

Note that when entering the last two sections of the questionnaire that the “check boxes” for responses must be in a straight line. If not, it is necessary to maximize your window by clicking the Maximize command on your toolbar, or by dragging the sides.

For security purposes, and to prevent unauthorized people accessing your data, the screen will be returned to Log On. Enter your Client ID and Password, choose Produce Reports or other option from menu as above.

Job Profiler

The **Job Profiler** is a selection tool that enables recruiters to compare a number of applicants against the personality requirements for a job or role.

The **Job Profiler** will match every candidate against the job personality fit requirements, and rate and rank candidates in an easy to read summary. Recruiters can click through to more detailed reports for those candidates that they are most interested in.

Recruiters can choose from four levels of reporting, so candidates are compared against appropriate and meaningful norms for that job or role.

The **Job Profiler** is particularly appropriate where there are a large number of applicants, (such as graduate recruitment), and it is necessary to identify candidates with the personality attributes required, and to provide pointers to filter out those do not have the qualities sought. This provides a fair and objective assessment system where all candidates are compared against the same requirements.

The **Job Profiler** draws on a database of over 7000 respondents that calculates norms, standard deviations, and percentile tables against which to compare candidates. Four separate reporting levels allow the client to match candidates against the most appropriate norms as follows:

Executives/Senior Management,
Middle management/Supervisors
Sales Personnel
General Workforce

The Process

a) Recruiter

By clicking on the Job Profiler option shown on the menu, the recruiter simply creates the job, and decides the appropriate norm level against which to compare applicants. Norms are available for the following Levels:-

Executives/Senior Management,
Middle management/Supervisors
Sales Personnel
General Workforce

This generates a **JOB TEMPLATE**, against which applicants for a position can be assessed. Recruiters can Add, Change, or Delete a Job, select Applicants, and generate a Group Profiler report. The “Done” button returns you to the menu.

The Job Profiler system will **weight, rate and rank each** applicant at the level chosen by the recruiter.

b) The Candidate

The candidate merely has to complete the normal Apollo Profile questionnaire, taking approximately 20 – 30 minutes. The candidate may complete the Apollo questionnaire through a computer, anywhere in the world.

Profiler Reports

The **Job Profiler** system provides access to a range of reports that assess candidates on up to 34 factors for career success.

By clicking the **Applicants** command, the Candidate pool is displayed, and the user selects which candidates to compare and show on the Profiler report.

By clicking the **Profiler Report** command, the Apollo servers will generate the Profiler Report. This may take a short time if there are many candidates, as there are numerous calculations that need to be performed before the data can be displayed.

The **Profiler** Report provides a report on every candidate summarized by eight group headings to make quick comparisons.

For each group heading, a T score is displayed along with the colour of Green, Amber or Red.

Green shows that for that group of factors, their score is in the top 50% of candidates.

Amber means that their score is within the range of one standard deviation below the mean.

Red indicates that the candidate is more than one standard deviation below the mean for that level.

The *Total Weighted Score* is the aggregate of all factors, and is normed against all others at the level chosen. This figure is used for ranking candidates.

Recruiters can “click” on the candidate name on the **Profiler** report, and the candidate **Summary** report will be displayed. The **Summary** report shows the score colour for all factors, not just group summaries.

The normal range of Apollo Profile reports is also available for all candidates from the Produce Reports menu.

Note that it is necessary at times to use the Reload /Refresh command on your toolbar to generate a fresh page. This is particularly necessary if you are doing multiple transactions in the one session, as **an interaction** between our host computer processor and your system is required. This is because the Internet browsers retrieve data from cache memory retained in your system, rather than necessarily go again through Internet connections to the original source.

For example, when creating a new Candidate Record, it is wise to Reload/Refresh this screen. Similarly, if you Request More Licenses, this will not be shown on your View Licenses screen until you Reload/Refresh that screen following your request.

Support: Please email jimb@apollonean.com