



***Job Analysis Report***  
***for***  
**Reimbursement Manager**

Friday, April 28, 2006

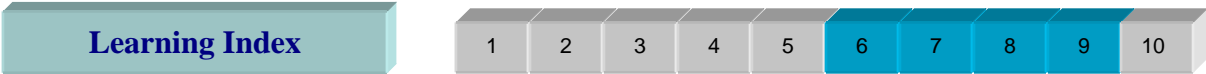
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# Job Match Pattern Description For Reimbursement Manager

The shaded boxes on each scale represent the Job Match Pattern for this position. The Employee Description for each scale describes the employee who would fall into the indicated Job Match Pattern. The Scale Description provides insight into the meaning of each scale and will help you understand this employee relative to the scores on each scale.

## Thinking Style



**Employee Description:** Employees who can learn quickly and understand complex information without difficulty.

Low	Scale Description – Learning Index	High
<p>Repetition and hands-on learning can be effective in training</p> <p>Achieves best through learning that is specific to the job</p>	<p>This is an index of expected learning, reasoning and problem solving potential; a composite of the scores for Verbal Skill, Verbal Reasoning, Numerical Ability, &amp; Numeric Reasoning.</p> <p>Learning Index is a tool that suggests how to provide an employee training and assign tasks. It is important to target the employee's best thinking mode to encourage better results.</p>	<p>Strong capacity to adapt quickly in a learning situation</p> <p>Typically finds it easy to learn the requirements of a new job situation</p>

## Thinking Style (cont'd)

### Verbal Skill



**Employee Description:** Employees who communicate within normal expectations and are also comfortable communicating the more complex aspects of their routine functions.

Low	Scale Description – Verbal Skill	High
<p>Can be slow and deliberate in communicating ideas</p> <p>Most communications are concrete and straightforward</p>	<p>This is a measure of verbal skill through vocabulary. It describes how proficient one is in utilizing words.</p> <p>Verbal Skill is a reliable guide for determining communication style both to and from an employee. Your communications should vary according to the employee's strength in this area.</p>	<p>Capable of precise communication, even under strict time constraints</p> <p>Competent in Making analyses involving written and verbal data</p>

### Verbal Reasoning



**Employee Description:** Employees who can easily analyze complex verbal information and make reliable interpretations.

Low	Scale Description - Verbal Reasoning	High
<p>May require more time to assimilate new information of a verbal or written nature</p> <p>May be less proficient in information gathering techniques</p>	<p>Relates to using words as a basis in reasoning and problem solving. It describes one's ability to process verbal information in order to come to new conclusions.</p> <p>One may expect that the more decision-making required in a job, the greater the need for complex verbal skills.</p>	<p>Strong information gathering ability</p> <p>Assimilates verbal information rapidly</p> <p>Can abstract conclusions from verbal information more proficiently than others</p>

## Thinking Style (cont'd)

### Numerical Ability



**Employee Description:** Employees who utilize routine numerical information in their work and who may occasionally be required to perform more complex calculations.

Low	Scale Description - Numerical Ability	High
<p>Using mathematics can be challenging</p> <p>Figuring numerical problems may require the use of a calculator</p>	<p>This is a measure of numeric calculation ability and how well an individual works with numbers.</p> <p>How one scores on this scale should be a sign of how efficient one may be in dealing with numerical calculations in his or her work.</p>	<p>Quick in mentally determining mathematical solutions to problems</p> <p>Demonstrates a sound understanding of basic mathematical processes</p>

### Numeric Reasoning



**Employee Description:** Employees who can efficiently base their decisions on numerical data and who can communicate this data in easily understood formats.

Low	Scale Description - Numerical Reasoning	High
<p>May overlook the implications derived from a set of numerical data</p> <p>May be comfortable using simple calculations for problem solving</p>	<p>This scale measures an individual's ability to use numbers as a basis in reasoning and analysis.</p> <p>Numerical Reasoning refers to the skills needed to analyze data and extract meaning from a diverse set of numerical information. Utilizing raw data to determine a forecast or projection is a good example of Numerical Reasoning at work.</p>	<p>Demonstrates little difficulty in assimilating new information of a numerical nature</p> <p>Can process numerical data to reach conclusions or understand inferences</p>

## Behavioral Scales

### Energy Level



**Employee Description:** Employees who respond to demands on their time and effort but who are most effective in a more relaxed environment.

Low	Scale Description – Energy Level	High
Patient  Good with methodical processes  Good task focus	<p><b>Energy Level</b> demonstrates a tendency toward restlessness, activity and drive. This scale deals with issues such as efficiency, time utilization, and a capacity for a fast pace.</p> <p>When the Energy Level of the employee matches the pace of the workplace, their performance should be more effective.</p>	Self starter  Multi-tasker  Self-motivated

### Assertiveness



**Employee Description:** Employees who are somewhat willing to lead others, but most comfortable when given the chance to take direction from others.

Low	Scale Description - Assertiveness	High
Willing to accept a leader  Diplomatic  Low need to control others	<p><b>Assertiveness</b> is identifiable as a measure of generalized confidence. It is often associated with expressed influence and the tendency to take charge of situations.</p> <p>One's desire to influence others is often expressed through Assertiveness.</p>	Comfortable with self expression and leadership  Competitive  Achievement oriented

## Behavioral Scales (cont'd)

### Sociability



**Employee Description:** Employees who are most effective when they are not required to present their ideas or opinions to others, instead working independently.

Low	Scale Description - Sociability	High
Avoids small talk Keeps to one's self Is less likely to be frustrated by a lack of social contact	<p><b>Sociability</b> is a measure of one's reliance upon interpersonal contacts and work that involves group-oriented endeavors.</p> <p>Sociability speaks to one's need for affiliation and cooperative activities.</p>	Conversational People oriented Comfortable working in a group setting

### Manageability



**Employee Description:** Employees who respond enthusiastically to a highly structured environment that requires one to work under the direct supervision of management.

Low	Scale Description - Manageability	High
Can be cautious with authority figures Tends to defend point of view Willing to question when not in agreement	<p><b>Manageability</b> is a measure of how one reacts to the limits placed by authority and one's acceptance of conventional opinion.</p> <p>Some positions may require a strong level of compliance while others expect one to question the status quo. Matching this benchmark implies that the appropriate level of Manageability is met.</p>	Cooperative and agreeable Works within the rules Comfortable with authority

## Behavioral Scales (cont'd)

### Attitude



**Employee Description:** Employees who consistently maintain their positive expression and trust easily. They tend to have a relaxed social style.

Low	Scale Description - Attitude	High
Sometimes skeptical  Can be critical of others  Often vigilant	<p><b>Attitude</b> measures the degree one is willing to demonstrate trust toward others. It relates to the tendency to maintain a positive view about people and outcomes.</p> <p>We are speaking specifically about the tendency one has for trusting in the motives of others and the outcomes of our endeavors.</p>	Optimistic  Trusting  Relaxed social style

### Decisiveness



**Employee Description:** Employees who are capable of making timely responses but are quite comfortable using a methodical approach to make decisions.

Low	Scale Description - Decisiveness	High
Not typically impulsive  Prefers a methodical approach  Analyzes before making a decision.	<p><b>Decisiveness</b> reflects how confident one is in accepting the risk of making a decision in a timely fashion using the available information.</p> <p>It also reflects one's willingness to risk failure or misjudgment for the sake of timeliness.</p>	Moves quickly when making decisions  Accepts risk in most situations

## Behavioral Scales (cont'd)

### Accommodating



**Employee Description:** Employees who can appropriately accommodate the needs of customers and co-workers, and also appreciate the occasional need to take a personal position that is different than the group's position

Low	Scale Description - Accommodating	High
<p>Can seem too firm</p> <p>May be disagreeable on occasion</p> <p>Will not typically follow the group just to get along with others</p>	<p><b>Accommodating</b> is often associated with a concern for group accountability. A willingness to consider the needs of all group members and be a good team player.</p> <p>While some jobs require an individual to be consistently cooperative and easygoing, other positions require a more persistent and headstrong style of work.</p>	<p>Cooperative</p> <p>Harmonious</p> <p>Likeable</p>

### Independence



**Employee Description:** Employees who demonstrate some level of independence, but function best when provided supervision and structure.

Low	Scale Description - Independence	High
<p>May seek support</p> <p>Cautious or reserved</p> <p>Accepts supervision easily</p>	<p><b>Independence</b> defines the manner in which an individual prefers to be directed by others and one's potential to accomplish tasks with minimal supervision.</p> <p>It is the tendency to be either self-reliant or to seek out guidance before taking action.</p>	<p>Adventurous</p> <p>Slow to follow</p> <p>Likes to set own direction</p>

## Behavioral Scales (cont'd)

### Objective Judgment



**Employee Description:** Employees who are effective when able to make decisions based more on intuition than objective measures.

Low	Scale Description - Objective Judgment	High
Subjective  Will follow a hunch  Not overly bound by systematic thinking	The <b>Objective Judgment</b> scale reflects a willingness to make use of reason and logic versus intuition. This may be referred to as the balance between thinking through a situation or going with one's feelings.  The Objective Judgment scale describes the problem solving style people take in their work. One should realize that this is not a measure of intelligence, but how one approaches making solutions.	Comfortable with a logical approach  Unemotional thinking

## Occupational Interests

The Interest section assesses a person's relative concentration between the six interest areas for the Job Match Pattern under consideration. The top three interests in descending order are: **Financial/Admin**, **People Service** and **Technical**. The other three interests, Mechanical, Creative and Enterprising have no impact on this position.



### Financial/Admin

**Financial/Admin** – Indicated interest in activities such as organizing information or business procedures.



### People Service

**People Service** – Indicated interest in activities such as helping people and promoting the welfare of others.



### Technical

**Technical** – Indicated interest in scientific activities, technical data and research.

**Employee Description:** For employees in this position, the interests are focused in the administrative and technical aspects of work. They appear to have an interest in the Financial, People Service and Technical themes. This pattern is consistent with people who like to work in a fairly structured setting, especially in which there is a definable chain of command and there are typical office practices to be dealt with. The preferred work environment is usually defined by a focus on interpersonal dynamics and helping clients, especially with technical information from a consultative/expert point of view.

## Graphic Summary

### Reimbursement Manager

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#### Thinking Style

Learning Index						6	7	8	9	
Verbal Skill					5	6	7	8	9	
Verbal Reasoning						6	7	8	9	
Numerical Ability					5	6	7	8	9	
Numeric Reasoning							7	8	9	

#### Behavioral Traits

Energy Level			3	4	5	6	7			
Assertiveness		2	3	4	5					
Sociability	1	2	3	4						
Manageability						6	7	8	9	
Attitude						6	7	8	9	
Decisiveness				4	5	6				
Accommodating				4	5	6	7			
Independence			3	4	5	6	7			
Objective Judgment		2	3	4	5	6				

#### Occupational Interests

##### Interests Ranking

##### Top three interests for this position

Financial/Admin										
People Service										
Technical										

##### Lowest three interests for this position

Mechanical										
Creative										
Enterprising										

The Job Matching process for Interests is concerned with the top three interests of a Job Match Pattern and how closely a candidate's top three interests match. The three top interests for this Pattern are indicated and ranked from top to bottom.