



# CALIPER

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P R O F I L E

## *User's Guide*

Use It Today. Get Results Today.  
*Make Better Decisions Today.*

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With the *Caliper Profile*, our consultants are able to provide you with a clear, accurate picture of an individual's strengths, developmental opportunities, motivations, and potential so you can match the right people to the right jobs – and help them maximize their performance.





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### **Choose the online version or paper format of the *Caliper Profile*.**

The *Caliper Profile* can be taken online by visiting Caliper's website and logging in with your email address. The *Caliper Profile* is also available in a paper format (call our office if you need a test booklet mailed to you).

Note: For the paper format, please have the individual use black ink rather than a pencil, and be sure you do not re-use the test booklet, since people often write in them, and this could affect the results of the next person taking the Profile.

### **Describe or provide the ideal testing environment.**

Many people complete the *Caliper Profile* at home, and we recommend encouraging them to choose a quiet location and to set aside enough time to focus on completing the test. If the assessee will be taking the Profile in your office, we strongly recommend that the individual be in a supervised setting where he or she cannot refer to outside sources, especially other people. It is important to ensure the answers are really those of that individual and not the result of collaboration with someone else. If the answers are even partly someone else's, the results may be less reliable.

### **Complete the employer information section, and have the individual taking the assessment complete the applicant section.**

When setting up the test, you will be asked to supply your name, title, and general information about the company. You will also need to provide the title of the position for which the candidate is being considered, the primary job responsibilities, and whether the individual is an applicant or current employee. If the individual will be taking the assessment at a different location, you will be required to provide his or her email address and agree to our statement about remote assessments.

The individual will need to provide the date as well as his or her name, address, phone number, and basic employment information. He or she will then be required to agree with the following statement: "I understand that this assessment is to be used as one of many criteria for making a hiring, developmental, or promotional decision, and that the written and verbal reports produced from this assessment are the sole property of the company who requested the assessment. The confidential results cannot be released to anyone without our client's expressed written permission. Caliper does, however, reserve the right to use the underlying scores and data for internal research purposes."

### **Explain the assessment process to the individual.**

While people generally complete the *Caliper Profile* in about 75 minutes, it is not a timed test, so allow as much time as necessary to complete the assessment. It is also self-administered, so the individual should be instructed to very carefully read the directions at the start of each section and to ensure that no questions are left blank. Every item needs to be completed.

It is also very important to explain that the Caliper results are just one portion of the decision-making process, and an individual will never be hired or discounted based solely on their Caliper results.

### **Ensure all information is complete and submit the answer sheet.**

Answers for the online version will be submitted automatically once the test has been completed in full. While a partially finished e-*Caliper Profile* can be accessed later if necessary, the answers are saved only when an entire section is completed. Therefore, if an individual exits a section halfway through, the answers for that section will not be saved. After completing the last section, the applicant will be asked to contact the administrator. You will then click the "Continue" button to submit the answer sheet for scoring.

For the paper version of the Profile, review the answer sheet to make certain that all identifying information has been supplied and that all items have been completed, as we will be unable to score answer sheets with items left blank. If any items are missing, ask the individual to complete those items.

### **Discuss the results with your Caliper consultant.**

If we receive the completed answer sheet by 2:00 PM Eastern Time, one of our consultants will call you the same day with an in-depth analysis of the results. The verbal consultation will then be followed by a personalized, written report that reflects the conversation with your consultant. Depending on which report is ordered, the report can be either sent out immediately or within 2 business days via email or through our online portal. Caliper representatives can help you decide which report will best suit your goals and needs.

The first time you receive feedback, you should set aside enough time to discuss your goals, management approach, corporate culture, and the requirements of your key positions so that your consultant gains a thorough understanding of your needs. We suggest allowing 30 to 45 minutes for an initial consultation.

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### *When do I administer the Caliper Profile?*

When hiring someone for a vacant position, we recommend using the *Caliper Profile* once you've narrowed down your choices to the few top candidates. The Profile will provide insights into each individual's strengths, motivators, and potential trouble spots so you can make the best choice when faced with candidates who appear similarly suited to the job.

For current employees, you can administer the *Caliper Profile* at any time in order to help you make decisions about promotions or a new position within the company, as well as to provide advice for developing someone's full potential or to uncover the source of an employee's performance issues.



## 2. Frequently Asked Questions

### *How should I explain the purpose of the Caliper Profile to an applicant or current employee?*

When introducing the *Caliper Profile*, it is important to stress that this is a personality assessment, not a clinical assessment. It strictly measures and reports on how the individual's traits relate to job performance. Also emphasize that it is not a pass/fail test. Instead, the *Caliper Profile* is part of the process of gathering information about an individual's natural strengths, motivators, and potential to succeed in a particular role.

Other factors to be considered in any important personnel decision include impressions conveyed in interviews, a review of past performance, and referrals from former supervisors. We suggest that you introduce the assessment process as one of many criteria for making a hiring, developmental, or promotional decision. Try to make it very clear that no single factor, including the *Caliper Profile*, is used to make a final decision.

### *How is the Caliper Profile scored?*

The *Caliper Profile* is a valid, reliable, and unbiased EEOC-compliant assessment. The same scoring procedure is used regardless of the race or ethnicity, gender, age, educational level, religious affiliation, or disability status of the individual. There is no group norming, adjustment of scores, or alternative scoring scheme based on demographic factors.

### *Should I share the results?*

You should not share the Caliper results with applicants, particularly if the feedback is negative. Sharing the results opens you up to potential liability, especially if the individual is disgruntled about not being selected, or if the results are shared with some candidates and not with others.

When an individual is hired, or if he or she was already employed when asked to complete the Caliper assessment, we encourage sharing the results. The feedback can help the person develop and grow, while also demonstrating your commitment to seeing the employee succeed.



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### *Tying It All Together*

Whether you are hiring someone new or need to understand the performance problems or future potential of existing employees, the ***Caliper Profile*** is the starting point. Once an individual takes the Profile, your Caliper consultant will explain how the person's natural tendencies, strengths, motivators, and developmental areas will play out on the job.



## 3. Making the Most of the *Caliper Profile* Results



This *Caliper Profile* information can be used throughout each employee's entire life cycle within your organization – for everything from selection, to helping improve individual performance, to getting an entire team to work together more effectively, to serving as the foundation for executive coaching, to assisting you with a reorganization after a merger.

For example, when it comes to *hiring*, we can use the *Caliper Profile* results to tell you whether someone is a good candidate to pursue for the role you have in mind, provide targeted interview questions, and describe how the individual is likely to perform. In essence, we can provide a 6-month head start on getting to know a new individual you just brought on board, as well as offer developmental guidance on getting them off to the best possible start. We can also create a custom performance model that is specific to your role, using information about your company and culture to help you make the best hiring decisions.

If you want to *develop the potential* of your current employees, you will have the information needed to evaluate whether someone has the potential to succeed in a higher level position, would perform better in a completely different role, or could benefit from coaching and training. Ultimately, you will be able to determine if people are in positions that play to their true strengths or if they are being asked to carry out responsibilities that require talents they do not naturally possess.

When you want to *build more effective teams*, you can compare the Profiles of each member of the team, so that everyone has a clear understanding of each other's strengths and how to overcome their differences. When you know the underlying dynamics of a team, you can reveal why some people are constantly at odds with one another and then show them how to communicate more effectively. You can also ensure you have people in place who complement each other.

The *Caliper Profile* provides a foundation for understanding each individual and allows you to then build on that information to create a *high-performing organization*, so you can spend less time dealing with problems and more time exploring opportunities.

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### ***Abstract Reasoning Ability:***

Potential to solve problems and understand the logical relationships among concepts.

### ***Accommodation:***

Desire to help others.

### ***Aggressiveness:***

Inclination to push forcefully.

### ***Assertiveness:***

Potential to communicate information and ideas in a direct manner.

### ***Cautiousness:***

Inclination to make decisions carefully and think through relevant facts and alternatives.

### ***Ego-Drive:***

Degree of satisfaction gained from persuading others.

### ***Ego-Strength:***

Capacity to handle rejection and criticism.

### ***Empathy:***

Potential to perceive others' feelings and read social cues.

### ***Energy:***

Potential to sustain a high level of activity over extended periods.

### ***External Structure:***

Degree to which a person is sensitive to existing rules.



## 4. Definition of Caliper Terms

### ***Flexibility:***

Willingness to modify an approach and to adapt to changing circumstances.

### ***Gregariousness:***

Comfort with meeting people and initiating conversations.

### ***Idea Orientation:***

Preference for thinking creatively and generating new ways to solve problems.

### ***Openness:***

Receptiveness to new or alternative ideas.

### ***Risk-Taking:***

Willingness to take chances.

### ***Self-Structure:***

Preference for independently determining work methods.

### ***Skepticism:***

Inclination to doubt or question others' motives.

### ***Sociability:***

The enjoyment of being around people and working with others.

### ***Thoroughness:***

The tendency to pay attention to detail.

### ***Urgency:***

The tendency to take quick action in order to obtain immediate results.

For more information on the *Caliper Profile*, please contact us at **609-524-1400** or email us at **[info@calipercorp.com](mailto:info@calipercorp.com)**.

You can also learn more by visiting our website at  
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