



# Employee Suitability Overview

Below are three sample questions from TAG's Employee Suitability Assessment, (ESA). Following the questions is one page of the results you will receive upon completing the assessment. The ESA was developed as both a selection and developmental tool. The information you receive is valuable in all work environments.

## Instructions for Answering the ESA Scenarios

- |               |  |
|---------------|--|
| <b>Step 1</b> | Read the Scenario carefully and identify which character you play.                             |
| <b>Step 2</b> | Rate the Effectiveness of Each Action using the 5-point scale.                                 |
| <b>Step 3</b> | Select the Most Effective Action by filling in the appropriate circled letter (a, b, c, etc.). |

## Useful Tips

1. Make sure you understand the story first before rating each action given.
2. All the information needed to rate each action is provided in the story.
3. Use common sense when making your ratings.
4. The actions given are not meant to be exhaustive (there could be other options).
5. All of the actions listed could actually be done (there are no trick actions).
6. Don't stay on a given item too long but don't reach decisions too quickly.
7. You are telling us the effectiveness of the actions.

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# TAG EMPLOYEE SUITABILITY ASSESSMENT TELECOMMUTING COMPETENCY FEEDBACK

TAG\_SMPL\_BL



## Scenario 1 (A-001)

Cathy is a project manager who works from home five days a week. She frequently delegates project tasks to employees in the office but has found that a few employees are now consistently missing tasks, especially if she delegates them using e-mail. Cathy started to notice that this problem did not occur when she communicated via voice-mail. However, using voice-mail was more time-consuming and limited because she could not communicate nearly as much information nor send needed materials to the employees. Furthermore, many employees preferred the e-mail communications. If you were Cathy, you would:

For the above situation, please rate the effectiveness of each action listed below.						
Fill in a circled number from 1 to 5 for each action on the Answer Sheet.		Ineffective	Somewhat Ineffective	Somewhat Effective	Effective	Very Effective
a.	Continue to communicate via e-mail for all employees but leave a voice-mail message for those who prefer that medium to tell them to look for the specific e-mail message.	①	②	③	④	⑤
b.	Communicate to each employee using the communication medium they prefer.	①	②	③	④	⑤
c.	Hold a meeting with all employees to reach a compromise on one medium and employ only that going forward.	①	②	③	④	⑤
d.	Ask the employees who are missing tasks what their concerns are regarding e-mail and try to come up with a solution.	①	②	③	④	⑤
e.	Speak with the employees about why e-mail is a much better medium and try to get them to accept using e-mail.	①	②	③	④	⑤
Please choose the <b>MOST EFFECTIVE</b> action. (Mark only one).		a	b	c	d	e

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## Scenario 10 (A-010)

Meg just switched from working five days a week in the office to telecommuting full-time. Since the switch, Meg is having difficulties managing her time – she has let meetings run over each other, even missed a deadline. Meg knows that she works best with structure, a routine. Working in the office provided her the structure she needed. Furthermore, she has noticed that she no longer takes breaks in her work day when telecommuting – she believes that the office environment naturally created breaks as employees would talk in the hallway, go to lunch, and so on. Now that she is working from home, she feels disorganized and is concerned about the impact on her performance. If you were Meg, you would:

<p><i>For the above situation, please rate the effectiveness of each action listed below.</i></p> <p><i>Fill in a circled number from 1 to 5 for each action on the Answer Sheet.</i></p>		Ineffective	Somewhat Ineffective	Somewhat Effective	Effective	Very Effective
<b>a.</b>	Create a daily schedule for yourself, creating set work hours and including scheduled breaks, meetings, and task time. Make the schedule available to others so that they won't unknowingly undermine it.	①	②	③	④	⑤
<b>b.</b>	Change your schedule so you telecommute only a few days per week. This way you will still have work days in the office that ensure you get the work done until you are more accustomed to telecommuting.	①	②	③	④	⑤
<b>c.</b>	Talk to others who telecommute and ask for tips on how to manage time.	①	②	③	④	⑤
<b>d.</b>	Ask your manager for advice on how to handle the situation.	①	②	③	④	⑤
<b>e.</b>	Let some more time pass to give yourself the chance to adjust to your new working situation.	①	②	③	④	⑤

Please choose the **MOST EFFECTIVE** action. (Mark only one).    **a**    **b**    **c**    **d**    **e**

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## Scenario 21 (A-021)

Tim recently switched to a telecommuting arrangement where he works out of his home two days per week. Tim enjoys the flexibility of telecommuting, but is worried about the impression it is making on his former teammates – he is concerned that others will think he is “goofing off” rather than working. If you were Tim, you would:

For the above situation, please rate the effectiveness of each action listed below.						
Fill in a circled number from 1 to 5 for each action on the Answer Sheet.		Ineffective	Somewhat Ineffective	Somewhat Effective	Effective	Very Effective
a.	Get over it. Remind yourself how successful the telecommuting situation is and that your results will speak for themselves.	①	②	③	④	⑤
b.	Talk to one of the teammates that you know best, confiding in him/her your concerns and ask him/her whether he/she senses this is the view among the teammates.	①	②	③	④	⑤
c.	Send out a memo describing your telecommuting arrangement such as your hours, tasks, and so on to show people you are serious about your work.	①	②	③	④	⑤
d.	Ask your manager for advice – maybe he/she even knows whether the others hold this view of you or not.	①	②	③	④	⑤
e.	Set up an informal meeting with your teammates to describe your telecommuting arrangement and get their feedback.	①	②	③	④	⑤
Please choose the <b>MOST EFFECTIVE</b> action. (Mark only one).		a	b	c	d	e

# TAG EMPLOYEE SUITABILITY ASSESSMENT TELECOMMUTING COMPETENCY FEEDBACK

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<b>COMPETENCY: COMMUNICATION SKILLS</b> <b>SCORE = 71%</b> <b>Moderate Score with Areas to Develop</b>	
<p><b>I. Communication Skills</b></p> <p>This dimension captures your oral and written communication skills, with a focus on how effectively you use various communication technologies in the course of your work activities. If you have problems in this area, you probably experience frustration when collaborating with other employees who may not have effective communication skills, or difficulty in your attempts to persuade or influence others to accomplish your objectives.</p>	
SITUATION DESCRIPTION	YOUR RESPONSE AND THE OPTIMAL RESPONSE
It takes co-workers one or two days to respond to emails or voicemails.	<p>Your Response: Use multiple modes of communication.</p> <p>Optimal Response: Talk to your co-workers and discuss the issue. Come up with a standard set of rules for email and voicemails.</p>
Instant messaging is becoming disruptive.	<p>Your Response: Email your schedule to your co-workers daily.</p> <p>Optimal Response: Send an email to your co-workers explaining why you can't always respond and provide the conditions for when/how you can be reached in an emergency.</p>
You have to be more assertive, as a telecommuter, to get information from co-workers. They are finding it too aggressive.	<p>Your Response: Accept that everyone has different styles and will adjust after a while.</p> <p>Optimal Response: Communicate that you are aware of the issue and are simply trying to stay up to speed on the projects.</p>
<p>Addressing communication issues mainly through additional email and/or voicemail messages creates more of a burden on your co-workers and does not address the core issue. There is most likely a lack of guidelines around which communication tools are the most effective to collaborate in various situations. With remote workers a lack of communication and technology guidelines can cause communication breakdowns. Discussing this with co-workers and determining guidelines as to what medium you will use to communicate in various situations, (e.g. critical ASAP vs. FYI), will help you streamline collaboration and make it simpler. This is a great opportunity to work with your supervisor/manager and co-workers to set up some communication guidelines. As you are changing how you work with a new telecommuting program it is important that you make the upfront effort to over-communicate changes in how you receive or give information.</p>	
ACTION SUGGESTIONS	
<ul style="list-style-type: none"> <li>● <b>LINK:</b> Browse through online tools, such as “Improve Your Communication Skills” at <a href="http://www.mindtools.com/page8.html">http://www.mindtools.com/page8.html</a></li> <li>● <b>ACTIVITY:</b> Volunteer to lead an upcoming meeting (either within your organization or as part of a professional/industry association) to practice facilitation, influence and public speaking skills.</li> <li>● <b>ACTIVITY:</b> In the next 6 months, select 2 important customer, partner, or internal meetings. Facilitate a brainstorm session before each meeting specifically to prepare influence tactics. Ask one of your colleagues to observe (physically or virtually as appropriate) how you considered social dynamics, used persuasion or influence tactics during the meeting, and adjusted to the communication styles of others. Ask the colleague to provide feedback to you on your behaviors and effectiveness.</li> </ul>	