Facet5
User Guide

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Using Facet5

Facet5 is a fully web-enabled system. While data can still be captured on paper and then entered into the main database, it is preferable that data capture is via the web. This enables Facet5's in-built validation processes to make sure that the information is valid and unbiased. There are four elements to using Facet5:

- Accessing the system
- Data collection
- Reporting
- Administration

This guide covers each of these areas for:

- The Facet5 Profile
- Audition
- TeamScape
- Multi-rater reviews (e.g. the Strategic Leadership Review)

Accessing the system

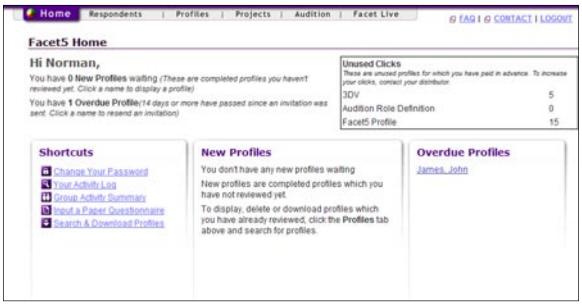
To log on to the Facet5 system you will need a User ID and a password. Each user within a client has a unique User ID supplied following accreditation. You will also receive a temporary password that you can change to something of your own choice. To log on to the system:

1 Log on to the Internet and then go to:

www.facet5.com.au or **www.facet5.net**

Your distributor will advise the correct address to use. You will be presented with the Facet5 login screen as follows:

2 Enter your User ID in the **Login** box and then your **Password** and click on **Enter**. You will be taken to the Home page as follows:



Note that there is a box on the Home screen that indicates how many clicks for each different type of survey is left on the account. If the count drops to 0 then you will not be able to issue any more invitations until more clicks are credited to the account.

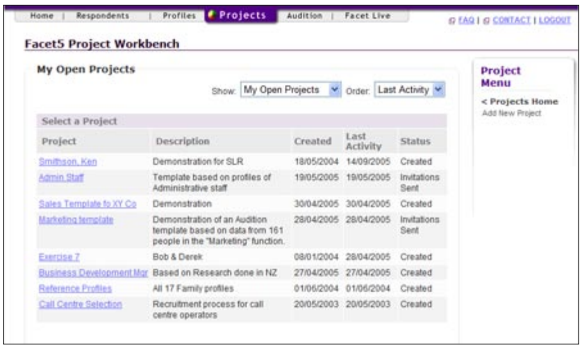
Entering Data

The process for setting up a Facet5 respondent changed with the April 2005 Release. The changes were designed to accommodate extensions to the Facet5 system which allow for additional questionnaires to be run from within Facet5. Such questionnaires form the basis of an extended Facet5 system and include multi-rater tools to work with modules such as TeamScape and Audition. The data base structure of Facet5 is now somewhat different and this is reflected in the Data capture process.

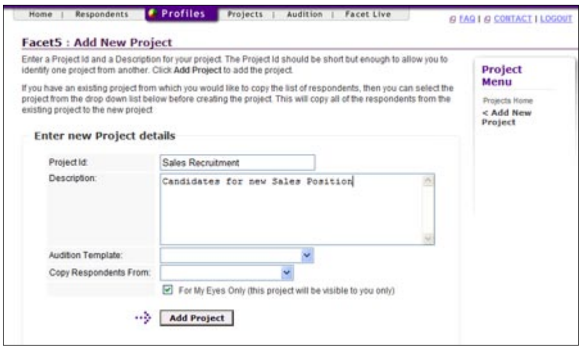
Create a Project

A Facet5 Project is simply a way of grouping Facet5 profiles in order to carry out some function. At its simplest level, a Project is used to access a Facet5 Profile for one person. First you need to create a Project and, having done that, indicate which survey (Facet5, Audition, SLR, TeamScape, etc) you wish the person to complete. To do this:

1 Click on the **Projects** tab:



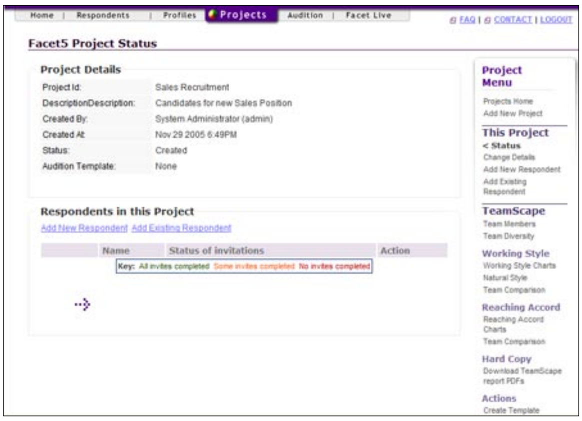
2 Click on **Add New Project**. This will open the following screen:



3 Enter a **Project Name**. The name can be anything you like but should not contain ampersands. So "Leadership and Development" is acceptable but "Leadership & Development" is not. Such characters will cause an error.

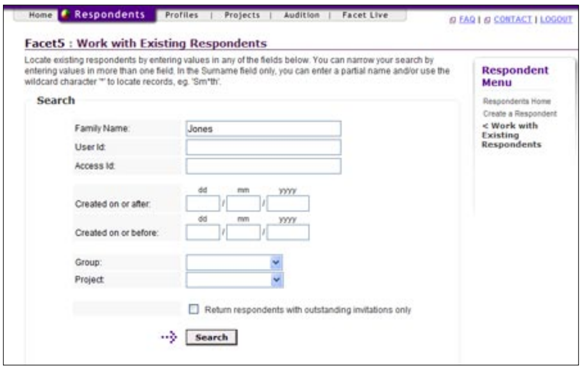
4 Enter a **Project Description**. The description should be specific enough to explain what the project is about. As a rule of thumb you should imagine returning to the project in six months time. Is the description adequate for you to remember what it was about?

5 Click on **Add Project**. You will go to the Project Status Screen as follows:



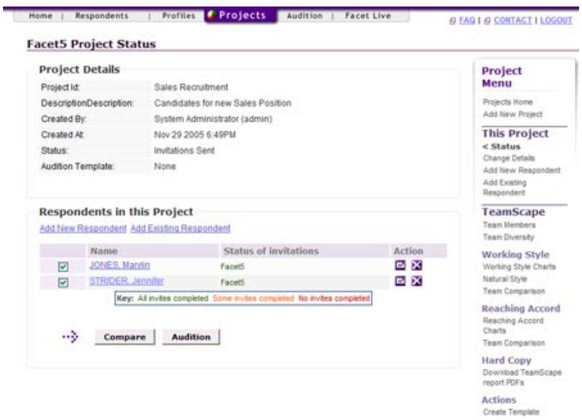
You now need to "populate the project". This creates the people you want to send questionnaires to. If they are already in the database (e.g. from a previous exercise):

1 Click on **Add Existing Respondent**. You will be taken to a Search screen as follows:



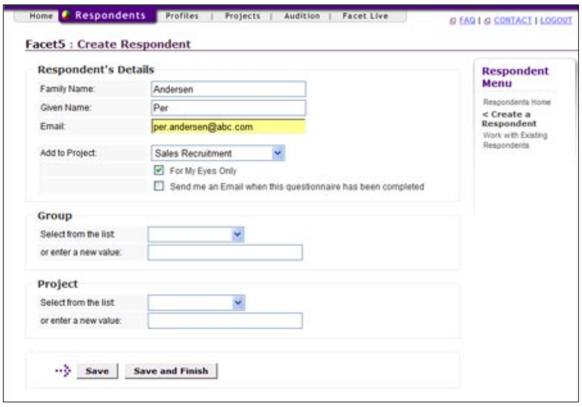
2 Enter the name you want and click **Search**. The system will produce a list of all those who match your search criteria as follows:

3 Click the check box next to all those you wish to include in the project and then click **Add to Project**. Repeat this process until you have found all the people you need. The Project will now contain the names of all the people you have selected.

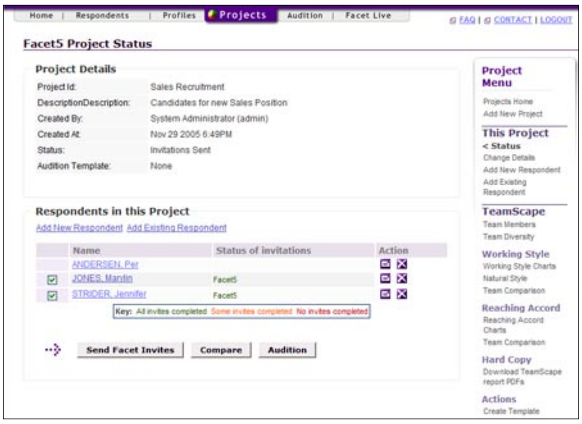


If you want to include people who are not yet in the data base:

1 Click on **Add New Respondent**. This will open a new screen as follows:



2 Enter the information, taking care to enter the correct email address. This is the address that Facet5 will use so any errors here will result in a failed invitation. Click **Save and finish** to return to the Project Status Screen.



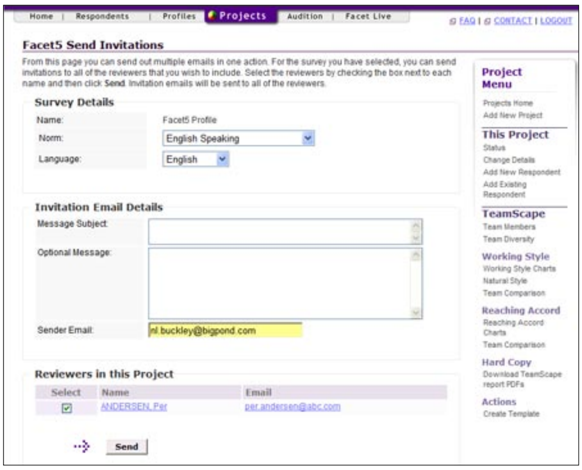
The Status Key indicates the current status of people in the Project.

If there is no entry in the "Status of Invitation" column then no invitation has been sent. It is red when the invitation has been sent but not returned. The Orange entry only applies to multi-rater surveys where only some reviewers may have returned their surveys.

<< Home

You can see that in this example two of the three people in the project have already completed a Facet5 profile and one has not.

3 Click **Send Facet Invites**. Those that have not completed Facet5 will be shown in a list along with other details.



Note that from here you can decide which norms to use and which language to send the invitation in. Each has a default value set for each client. You should enter what you want to appear in the Message Subject line and an optional message. Click the checkbox for all those to whom you want to send an invitation. By using Projects in this way it enables you to send multiple invitations simultaneously which is valuable if you are setting up a large project with many participants.

What the respondents see

The respondent will receive an email as follows:

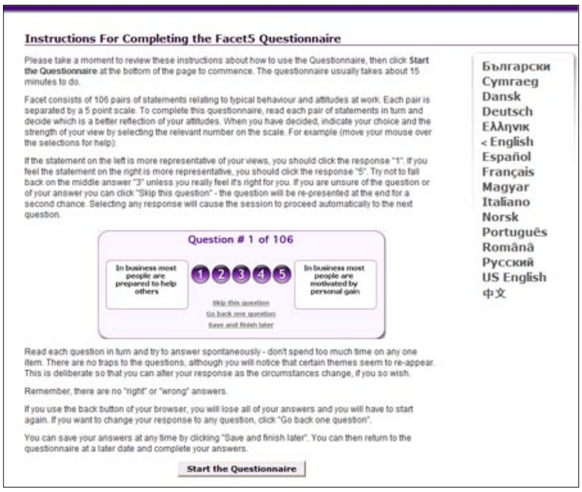

Per Andersen,

You are invited to complete the Facet5 personality assessment.

This assessment will be completed through an online questionnaire.
If you have internet access, you can click here to start the questionnaire,
or point your browser to http://www.facet5.com.au/facet/welcome.asp
and enter 20053341017402210 at the logon screen.

Per This is the questionnaire we discussed on the phone. Thanks John

If they click on the link in the email that says **here** they are taken directly to the questionnaire as follows:



After reading the instructions and continuing to the questionnaire, the respondent is presented with the Facet5 items, one by one as follows:

The respondent can choose to answer the question, skip it till later, or even save the answers so far and come back to it later. When completed Facet5 will display the following screen and tell the respondent that the data is being uploaded as follows:

Once the upload is complete then the following screen is shown:

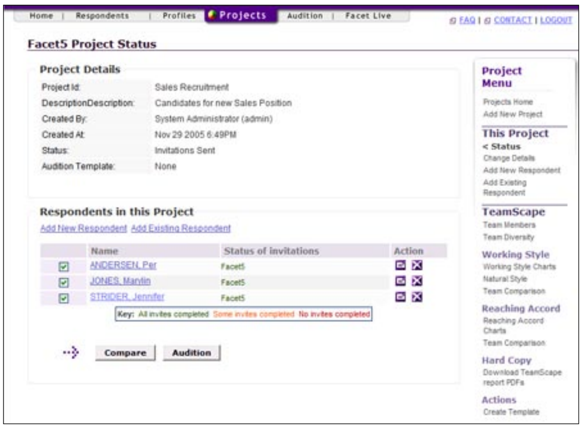
Clicking on **Close** will close the browser window.

Reporting the Results

Facet5 scores the information instantly and results are immediately available.

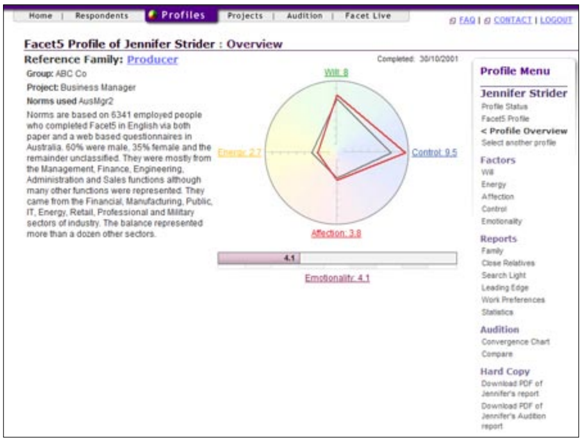
To see a result:

1 Select **Projects** from the Home Page and select the Project you want to see. This will open the Project Status Screen as follows:



You can see that now the results for Per Andersen are in so his Facet5 status is set to green.

2 You can click on Jennifer Strider's name to show her profile as follows:



3 From here you can click on all the links to show the sub-factors, the technical statistics and the reports. You can also click to download a fully formatted version of her report in Adobe Acrobat (. pdf) format suitable for printing or e-mailing.

Other Facet5 Facilities

FAQs and Facet Live Facet5 also provides a comprehensive series of Frequently Asked Questions (FAQs) which is regularly up-dated and case studies and technical reports in .pdf format. To see these, click on the FAQs and Facet Live tabs respectively.

Exiting from Facet5 To close the Facet5 system simply click on Logout.

The Home Page also provides a series of shortcuts to help. For example:

Change your Password You are supplied with a password when the account is set up but you can change it at any time.

Activity Log You can see your current usage by selecting Activity Log. Facet5 will show you how many profiles you have used each month.

Group Activity Log This shows the current usage for people in your group if you have administrator level access.

Search & Download Profiles Use this to select the data to download for the Facet5 Reader to use. Data is prepared in comma-delimited format that the Reader can read. It can also be loaded in to any spreadsheet or database that can read comma-delimited records.

Audition

Audition is a process for identifying the behavioural requirements of different roles in organisations. Roles are not the same as jobs; there may be two jobs labelled "Sales person" with very different behavioural requirements. One may be in a tough, competitive, unforgiving environment where transactions are very short term and long term relationships are avoided. The other may require a very long selling cycle with decisions based on well developed and nurtured personal relationships. They are both "Sales" but are very different "roles".

Audition is a "Commensurate Measurement" process specifically designed to link "roles" to Facet5. Organisations can see quickly where people match or deviate from the requirements of the role.

Audition looks at a role in terms of what is "perceived" to be important to success in it. There are 13 areas covered each of which can be linked to one of the Facet5 sub-factors.

Audition is designed to answer three main questions:

1 Which behavioural elements are able to differentiate between roles in organisations?

2 Do different people have similar views of the requirements of a role?

3 What behaviours are associated with high and low ratings of each element?

There are three stages to the Audition process:

1 Defining the ideal role template

2 Creating the ideal template and

3 Evaluating respondents against this template.

Audition uses a graphical interface to allow people to make direct estimates of what they believe to be the ideal requirements. This graphical approach is designed to reflect the way that people actually think about jobs and to allow them maximum flexibility in their responses. To understand how it works we need to explain a little of the way that Facet5 factors are re-interpreted in terms of specific "role elements".

Basis for Audition Templates

The Audition template can be created in three ways:

Audition Based on Empirical Research

An organisation may have detailed research indicating that people with a particular Facet5 profile may be more likely to succeed. A typical application of is for high volume selection processes such as Call Centres.

In such a research project Facet5 data is collected from a substantial (usually at least 100 cases) sample. For each of these cases we would have a reliable indicator of "performance". A thorough statistical analysis is then conducted to determine:

1 Which Facet5 factors appear to be linked to performance

2 What the "ideal" point should be on each key factor

These ideal points are then coded in to the Audition template to provide the reference against which candidates can be measured.

An example of this can be seen in the Norfolk County Council Case Study.

Audition Based on Expert Judgement

This approach applies where there is a number of people who all know the behavioural requirements of the role. This approach utilises Audition's integrated multi-rater process. Direct estimates are obtained from raters who are "informed" regarding the requirements of the role. The system produces a multi-rater view of the requirements for the role expressed directly as behaviours related to Facet5 sub-factors. When agreed these can be loaded directly to the system to create an Audition template. For this you need a group of "expert judges" who understand the requirements of the targeted role. There is no limit to the number of people who can be invited to comment and they can come from up to 5 different "viewpoints".

For example you may have:

- The manager of the role
- The Incumbent presently in the role
- Peers of the role
- Direct Reports of the role
- Other Reviewer – any person qualified to comment e.g. Consultants

Each is invited to contribute their views as to what contributes to "success" in the role. These views can then be amalgamated and reviewed before a final template is established.

Audition Based on "Star Performers"

In this case there may be known individuals (for whom there is Facet5 data) who possess the ideal attributes for success in the role.

How to Create an Audition template

From Facet5's point of view an Audition template is seen as simply another Profile but with a different process for getting the data into it. Instead of processing the answers to 106 questions it takes data from a screen based survey. So the first step is always to Create a New Project. Then reviewers are added to the project.

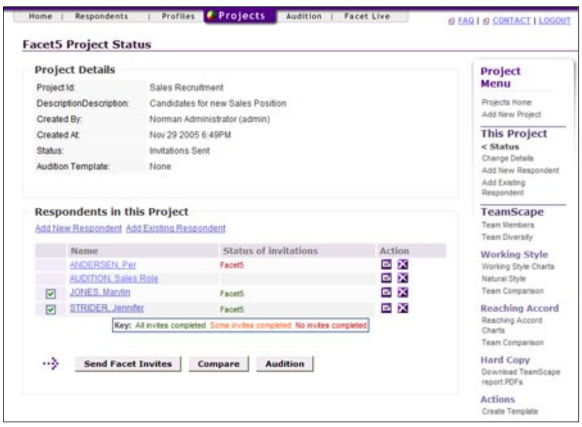
Let's assume that you have completed a research study and have decided on the ideal template based on that study.

Create a New Project

First you need to create a new project for the Audition. Refer to the previous section for how to create a project. Remember to give it a meaningful name and description for later reference.

For this example we will use the Project we set up in the previous section.

1 Click on **Add new Respondent**. You will see the following screen:

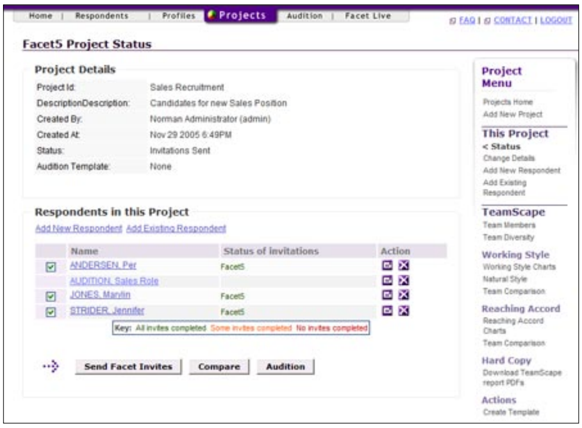


2 Enter the name where shown. If you set the Family name for all templates as "Audition", then all your templates will appear together in any list you create. Use the Given Name to specify which template it is.

Do not check **Send me an email …**

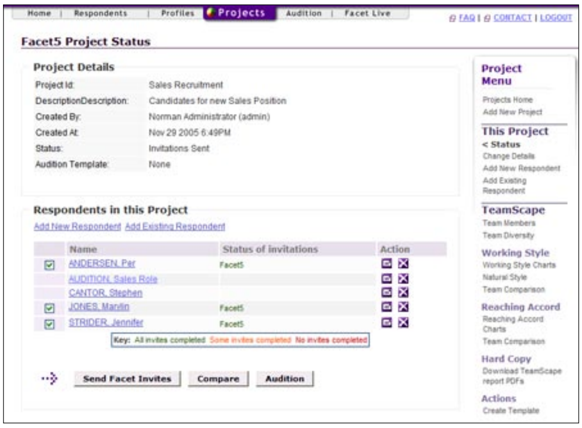
3 Click on **Save and Finish**. The Facet5 system will create a new Respondent with the family name Audition.

4 Go back to Projects and click on your new project. In addition to the other respondents it will now show the blank (uncompleted) profile as follows:



This is the empty profile ready to accept an ideal set of scores.

5 Repeat the process to add a second New Respondent. This is the person that will supply the data for the new template. In this example we have identified "Stephen Cantor" who works in this role and whom we fell would provide valid opinion. He is shown in the Project as follows:

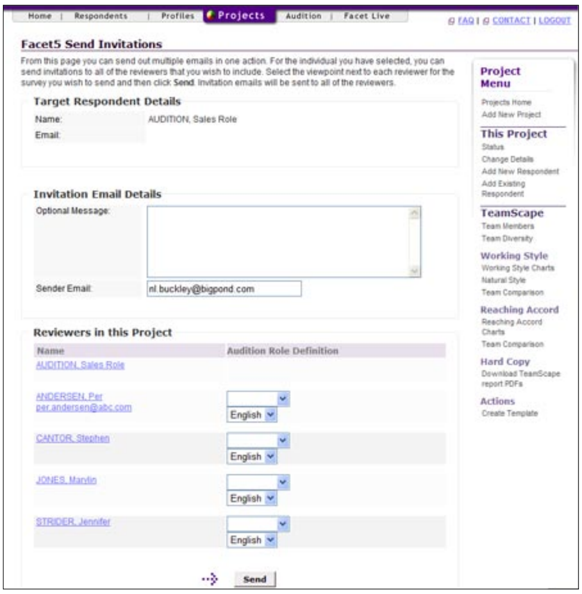


You can add as many reviewers as you like to the project.

Sending Invitations to Reviewers

Now send an invitation to Stephen to review the new role. To do this:

1 Click on the small envelope beside the Audition template. You will see the following screen:



2 Select Stephen's role from the drop down box and click **Send**. This will send an emailed invitation to Stephen in the usual way.

What the Reviewers See

The people you have chosen to send invitations to will receive an email from the Facet5 system in the usual way. When they click on the link they will be taken to the Audition Role Definition Questionnaire.

The reviewers then get the following instructions:

This questionnaire is designed to help you define the behavioural requirements for the role of Sales Trainer. To complete the questionnaire you should first think about the specific role in question and what it takes to succeed in the role. You should try to bring your experience and understanding of the role to bear when making decisions. Remember we are talking about the role not just the job so you should include aspects of the culture and environment when deciding what is required.

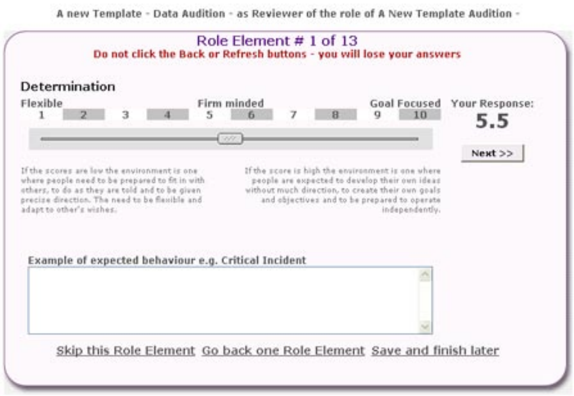
You will be presented with 13 consecutive screens each of which has an individual Role Element. Each screen has a description of the behaviour found at the right hand end, and the behaviour at the left hand end. There is a small pointer in the middle of the scale. You can slide the pointer to any position you want between the extreme left and extreme right simply by clicking and holding on it and dragging it left or right.

When you have the role clearly in mind read each of the Role Elements in turn and, using the descriptions given, indicate what the requirement for the role is. If you think that the role clearly requires the behaviours on the right of the scale then slide the pointer to the right hand end. If you think that the role requires the behaviours on the left, slide the pointer to the left. The more important you feel the behaviour is, the further you should slide the pointer.

If you feel the requirement is somewhere in between, or if you feel this type of behaviour is irrelevant, then leave the pointer in the middle. When you have decided on the rating, please give an example of the required behaviour which leads you to give this rating.

When you have finished each Element click on the buttons at the bottom of the screen to move to the next element.

When they "Start the Questionnaire" the screen looks like this:



This questionnaire has a separate screen for each of the 13 Role Elements. This is the first one and addresses the first element, Determination. You can see that this is labelled Flexible if the skills required are towards the left and Goal Focused if the skills required are towards the right. There are two elements of this screen:

1 A sliding scale which the reviewer moves to the left or right to indicate which set of behaviours are required to succeed in the role. As they move the scale the value on the right hand scale moves to indicate the implied numeric value of their judgement.

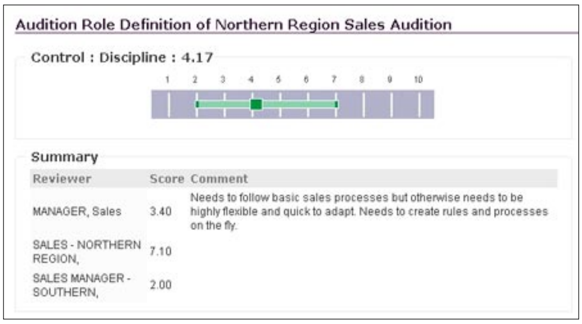
2 A text box which the reviewer should use to describe their rationale for their rating.

Note Reviewers should complete their comments before they move on to the next and certainly before they click **Save**. Once they click **Save** the system assumes they've said all they want and they can't come back to it.

Each screen presents one Role Element based on the 13 Facet5 sub-factors. Each Factor has been "re-cast" as a behaviour with three linked adjectives; one for the behaviours at the high end of the scale, one for behaviours at the low end of the scale and one for behaviours representing the middle values of the scale. These 13 Role Elements and the supporting descriptions are shown in the following table:

Seeing the Reviews

When the reviews have been returned, they can be reviewed on screen or printed as a pdf. The results show the highest, lowest and average ratings for each viewpoint. It looks like this:



Here the chart is a modified "box-and-whisker" chart showing the minimum, maximum and mean scores based on these three reviewers. In this case it is clear that there is disagreement about the Ideal score. Two reviewers rate the requirement as towards the left (low) while one believes if is very much to the right. It is this type of discrepancy that would then be reviewed during a Audition Definition Workshop.

Setting the Final Template

From Expert Judgement

A template can be created from this data simply by clicking on "Create Template" (bottom right). However this is a somewhat mechanistic process and is not particularly desirable. The best process would be to discuss the results within the group of reviewers and agree a final "Ideal" score for each element. To set up a template with these scores we suggest that you issue a final invitation labelled, for example: "Audition – Sales Trainer – Final". Using a data projector you can complete this final review interactively with the group. Save the data and then when you show the results, de-select all the reviewers except this last one. Then "Create Template" from this review alone.

From Empirical Research

If you have completed a statistical validation study then you simply create a Project, add the Audition record to it and then add one "reviewer". In this case the reviewer is you. Send the invitation to yourself and answer it using the results of the validation survey. So if for example your research had shown W1, E1, E3, Em1 and Em2 to have optimum values of 7.3, 6.8, 6.6, 4.0 and 3.8 (a combination not unusual for say a Sales role, then you would enter these values in the survey. Leave all other values at 5.5. Save the survey and Create a Template from the results.

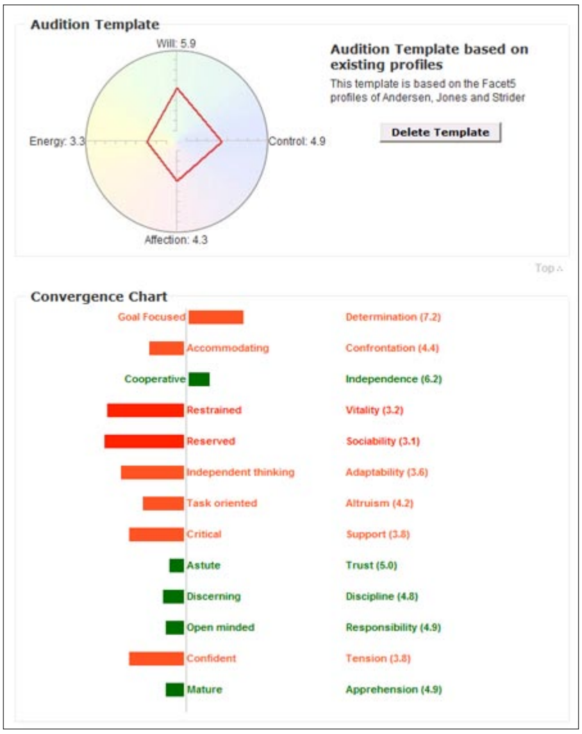
From Existing "Star Performers"

In some cases there may be a group of people (or even a single person) who are seen to be "star performers" and the organisation would like to have more like them. In this case the template creation process is very simple:

1 Create a New Project.

2 Select the individuals you want to base the template on and add them to the template.

3 Click on **Create Template** (bottom right hand side of the screen). This will immediately create a template based on the average scores for the selected profiles. For this group the template looks like this:

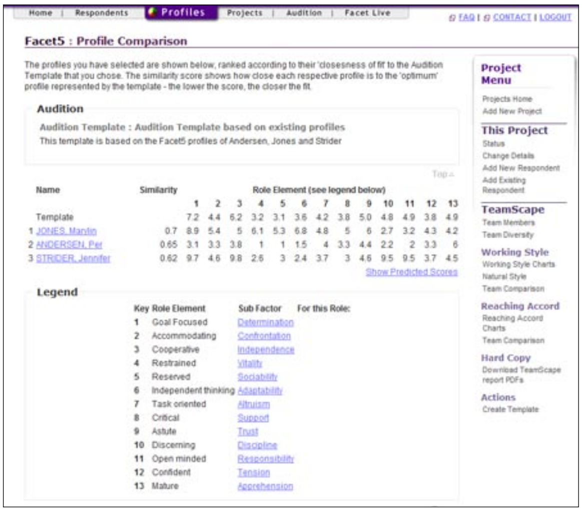


You will be prompted for a Name and description for the template.

Using your Template

To use a template that you have created:

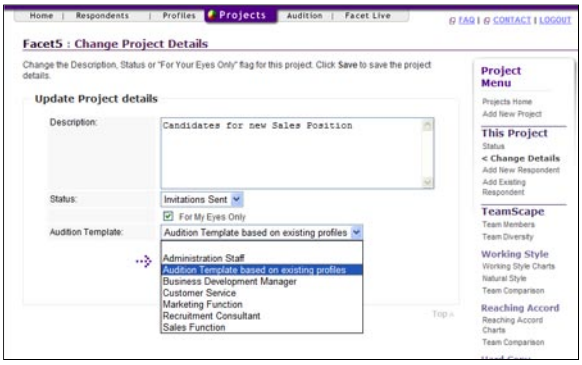
1 Click on the **Change Details** link under This Project on the right of the Project Status Page. It will take you to this screen:



Because you have created a template it will appear in the list in the drop down box.

2 Select the template you want and click **Save**.

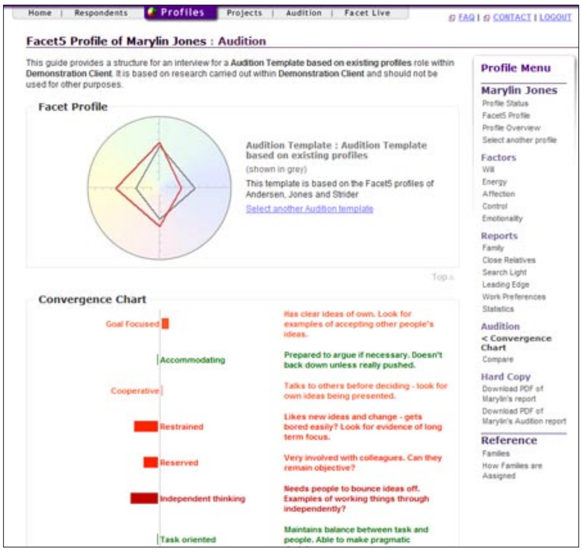
3 From the Project Status Page click on **Audition**. Audition will compare the people in your project to the template you have defined and rank them according to how well they match. This can be seen below:



The respondent who is the closest fit to the profile is shown at the top of the list. The worst fit to the profile is shown at the bottom.

You will also see a Similarity statistic. The higher the Similarity coefficient the closer the fit. Think of it as percentage where 0.00 is diametrically opposite to the Ideal and 1.00 is a perfect fit. Obviously most people will be somewhere between the two.

To see how each person relates to the template click on their name. On screen you will see a convergence chart as follows:



This is the only part of the Audition Interview Guide that is available on-screen. To see the rest of the report you need to click the link that says Download PDF of Marylin's Audition Report (bottom right of screen). This produces a fully formatted guide for interviewers.

The Convergence Chart is explained in the next section.

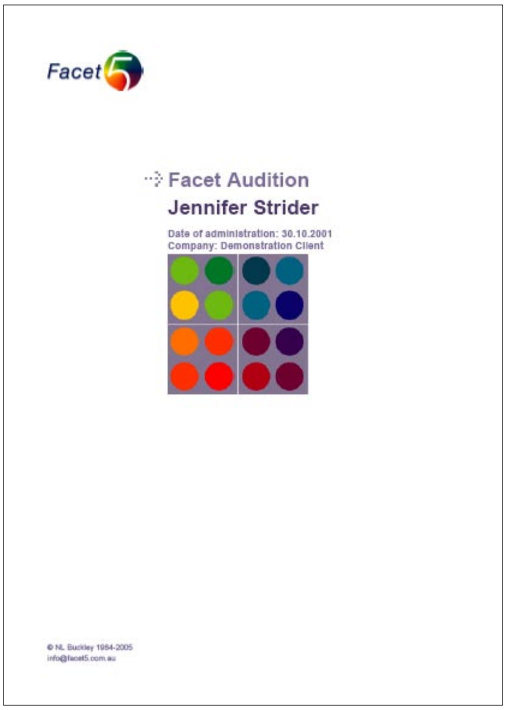
To produce an Audition Interview Guide simply click on Download PDF of Marylin's Audition Report.

Printing the Audition Interview Guide

If you click the Download PDF of Jennifer's Audition Report link you will generate a tailored guide to interview. It contains the following:

Page 1: Title Page

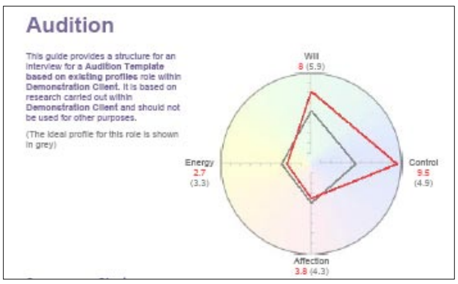
This page contains the respondent's name, the name of the Organisation and the date the report was printed.



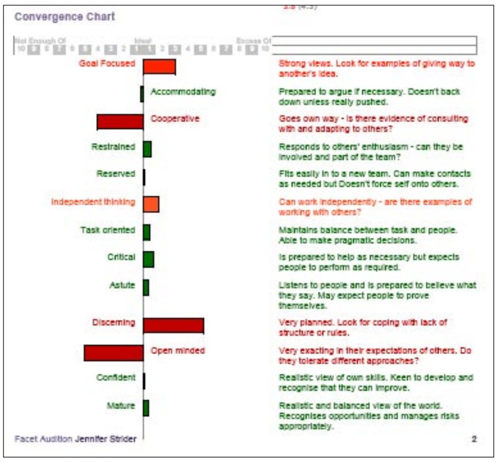
Page 2: Convergence Chart

This page has two charts:

1 Overlay The top one is an Overlay and shows how the respondent's overall Facet5 profile matches the template "Ideal". Broad similarities and differences can be seen.



2 Convergence Chart This chart shows how a respondent's Facet5 results "converge" on (or "diverge" from) the ideal template. It shows, for each Role Element, how close the person is to the "ideal". It shows this in the form of a bar chart going either to the left or the right of the "Ideal" score which is on the centre line. A bar to the right means the person shows more of the Role Element than ideal. A bar to the left means that the person shows less of the Role Element than "ideal". The range of the bar is 20 units (from -10 to +10). This is to allow for the possibility of an extreme template/person match although such things are rare.



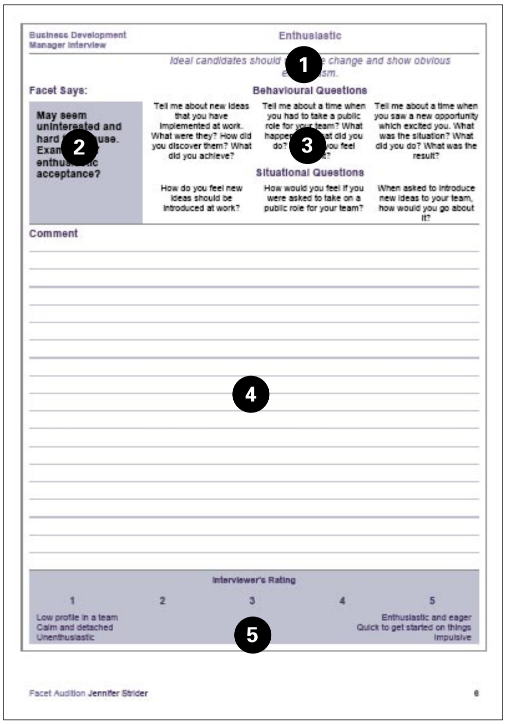
Where the person is a close match to the ideal role element position, the bar and text are in green. Where they deviate (either too much or too little) then the bar and the text move from orange to red depending on how big the deviation is. There are four bands for varying the colour of the bar in the convergence chart as follows:

- Where the respondents score deviates from the ideal by more than 3 Sten points the bar is red.
- Where it deviates more than 2 Sten points but less than or equal to 3 points the colour is orange.
- Where the deviation is more than 1 but less than or equal to 2 Sten points the colour is light orange.
- Where the scores differ by less than 1 point the colour is green.

It is important to recognise that the chart shows the deviation from the ideal, not the actual Facet5 score. Let's take the following example.

Pages 3-15 – Behavioural Interview Guide

Following the Overlay and Convergence Charts there are 13 pages of interview prompts. (Note that specially tailored Auditions may have fewer than 13 pages of prompts if certain sub-factors have been excluded.)



Each of these pages focuses on one element and provides:

1 A statement indicating the ideal position;

2 A comment relating the person's score to the ideal;

3 A set of suggested questions some behavioural and some situational;

4 Space to record the person's responses;

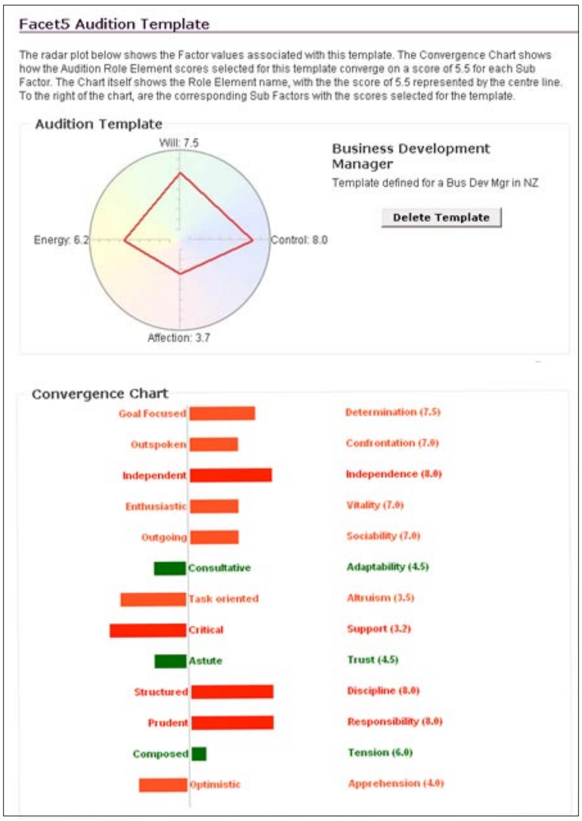
5 A Behaviourally Anchored Rating Scale (BARS) for the interviewer to indicate their rating of how well the person matches the requirements based on the responses to interview.

Example Audition

The following example is for a Business Development Manager.

Example – The Role

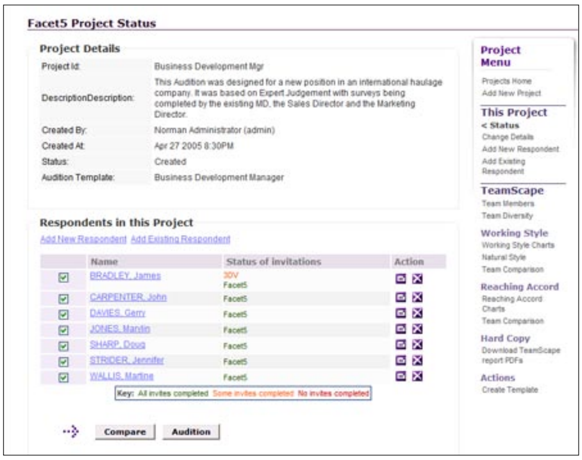
This Audition was designed for a new position in an international haulage company. It was based on Expert Judgement with surveys being completed by the existing MD, the Sales Director and the Marketing Director. The final, agreed Audition template looks like this:



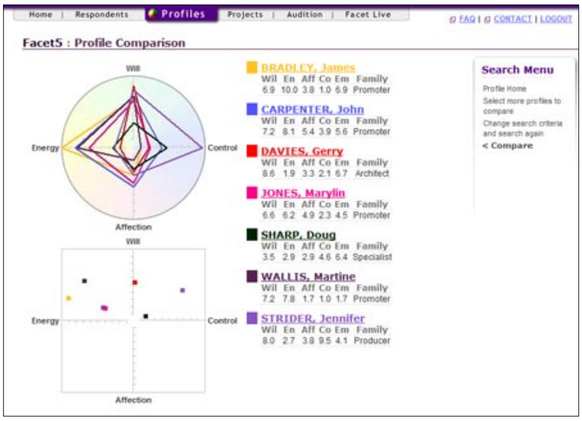
It is clear that an emphasis is being placed on Will, Energy and Control coupled with the positive attitude contributed by low Emotionality.

Example – The Candidates

For this role seven people are being considered. The Project Status Page for this project is as follows:



It can be seen that we have Facet5 profiles for all candidates. An Overlay of these people shows the following:



It is obvious from this simple view that this group of candidates varies greatly in style. Yet all are being considered for the same role. So who is the closest fit? Click **Audition** to see.

Example – Profile Comparison

The Profile Comparison shows each candidate in the project sorted from the closest fit (Jennifer Strider) to the least close fit (Gerry Davies).

Facet5 : Profile Comparison

The profiles you have selected are shown below, ranked according to their 'closesness of fit' to the Audition Template that you chose. The similarity score shows how close each respective profile is to the 'optimum' profile represented by the template - the lower the score, the closer the fit.

Audition

Audition Template : Business Development Manager

Template defined for a Bus Dev Mgr in NZ

Name	Similarity	1	2	3	4	5	6	7	8	9	10	11	12	13
Template		7.5	7.0	8.0	7.0	7.0	4.5	3.5	3.2	4.5	8.0	8.0	6.0	4.0
1 STRIDER, Jennifer	0.65	9.7	4.6	9.8	2.6	3	2.4	3.7	3	4.6	9.5	9.5	3.7	4.5
2 CARPENTER, John	0.63	9.1	5.5	6.9	8.4	7.5	8.4	5.9	4.3	5.9	3.3	4.5	5.6	5.6
3 JONES, Marvin	0.57	9.2	5.5	5.1	6.3	5.4	6.9	4.5	4.7	5.6	2.1	2.6	4.5	4.6
4 SHARP, Doug	0.47	4.5	3.9	2	2.7	1.7	4.4	3.1	1.4	4.2	4.6	4.5	5.5	7.4
5 WALLIS, Martine	0.44	9.4	3.9	8.3	8	7.4	8	1.4	1.2	2.6	1	1.4	1.2	2.3
6 BRADLEY, James	0.43	10	5.5	5.2	10	10	10	4.7	3	3.6	1	1.7	7	6.8
7 DAVIES, Gerry	0.43	10	9.3	6	2.1	1.8	1.7	4	1	5	2.4	1.7	5.3	8

Show Predicted Scores

This table shows:

- The values used in the template (top line)
- The scores for each candidate
- A "Similarity" score which is a decimal that can range from 0.00 to 1:00. 0.00 would mean the person was as far away from the ideal as possible within the Facet5 framework. 1.00 would be a perfect fit. The candidates are sorted in order of closeness of fit to the template.

Note There is a link labelled "Show predicted scores". If you click on this it will show the same table but with the values expressed as deviations from the template.

Facet5 : Profile Comparison

The profiles you have selected are shown below, ranked according to their 'closesness of fit' to the Audition Template that you chose. The similarity score shows how close each respective profile is to the 'optimum' profile represented by the template - the lower the score, the closer the fit.

Audition

Audition Template : Business Development Manager

Template defined for a Bus Dev Mgr in NZ

Name	Similarity	1	2	3	4	5	6	7	8	9	10	11	12	13
1 STRIDER, Jennifer	0.65	+2.2	-2.4	+1.8	-4.4	-4	-2.1	-0.2	+0.2	-0.1	+1.5	+1.5	+2.3	-0.5
2 CARPENTER, John	0.63	+1.6	-1.5	-1.1	+1.4	+0.5	+3.9	-2.4	-1.1	-1.4	-4.7	-3.5	+0.4	-1.6
3 JONES, Marvin	0.57	+1.7	-1.5	-2.9	-0.7	-1.6	+2.4	-1	-1.5	-1.1	-5.9	-5.4	+1.5	-0.6
4 SHARP, Doug	0.47	-3	-3.1	-6	-4.3	-5.3	-0.1	+0.4	+1.8	+0.3	-3.4	-3.5	+0.5	-3.4
5 WALLIS, Martine	0.44	+1.9	-3.1	+0.3	+1	+0.4	+3.5	+2.1	+2	+1.9	-7	-6.6	+4.8	+1.7
6 BRADLEY, James	0.43	+2.5	-1.5	-2.8	+3	+3	+5.5	-1.2	+0.2	+0.9	-7	-6.3	-1	-2.8
7 DAVIES, Gerry	0.43	+2.5	+2.3	-2	-4.9	-5.2	-2.8	-0.5	+2.2	-0.5	-5.6	-6.3	+0.7	-4

Show Sub Factor Scores

Clicking the link again returns to the sub-factor scores.

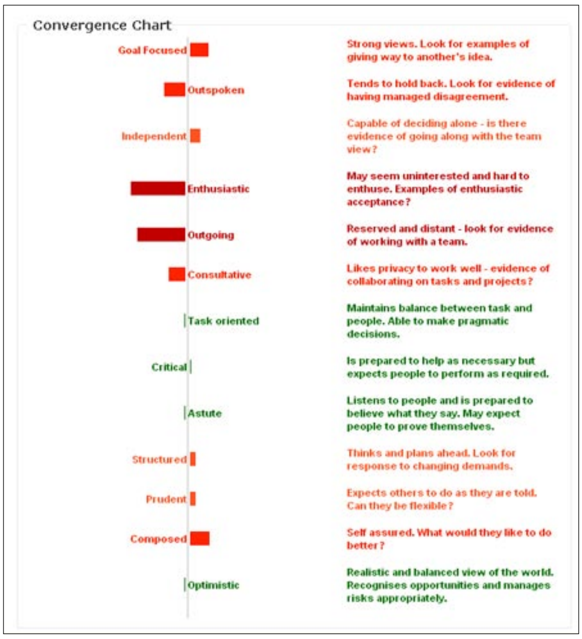
You can see the relationship between the two tables from the following example. The template score for W1 – Determination is 7.5. Jennifer Strider scores 9.7 so she is 2.2 higher than "Ideal". Therefore the second table shows her score for the first element to be 2.2.

Example - Audition Charts

Overlay The overlay shows the broad fit between Jennifer Strider and the "ideal" for this role.

This suggests that there is actually quite a broad similarity except in the area of Energy. She is much less outgoing than has been defined as ideal. The next chart shows the detail.

Convergence Chart The Convergence Chart shows that in most areas she is close to the ideal.



This can be seen from the prevalence of green and light orange in the bars and comments. However there are two areas (Enthusiastic and Outgoing) where the deviation is much more significant. The template defines the role as requiring a very Enthusiastic and Outgoing style (7.0 on both) and Jennifer has scores of 2.6 and 3.0 on the associated sub-factors (Vitality and Sociability).

We can interpret some key points from this chart to show how the system works.

- W1 – Determination. The ideal point is 7.5 so we are looking for "Goal Focused" behaviour. Jennifer scores 9.7, somewhat above the ideal (2.2 sten scores) so she is more "Goal Focused" than ideal. Therefore the bar is drawn to the right. Because the difference is moderate the bar is drawn in orange.

- E1 – Enthusiasm. Here the ideal point was 7.0 so the behaviour sought was "Enthusiastic". Jennifer scores 2.6 so she is much less "Enthusiastic" than ideal so the bar is drawn to the left. The difference is much more significant than the previous score (W1) so it is drawn in red.

- Em2 – Apprehension. The ideal point was 4.0. It was felt people needed to be quite "Optimistic". Jennifer scored 4.5 so is seen as very close to the ideal. So the bar goes to the slightly left but is coloured green to indicate that she's a close fit in this element.

In summary, the more green bars there are, the closer a person is to the ideal. The more dark red, the further away he/she is.

Example – Interview Guide

The Audition Interview Guide is based on the principle of Behaviour Based Interviews. Users are expected to be familiar with these principles. If we produce an Interview Guide for Jennifer (click on **Download PDF of Jennifer's Audition report**) these charts are reproduced. In addition there are 13 pages of specific guides. The page below shows the guide for Enthusiasm, which is a key area to probe.


Audition Template based on existing profiles interview

Independent thinking

Ideal candidates research independently and work through problems privately.

Facet Says:

Can work independently - are there examples of working with others?

Behavioural Questions

Give me an example of where you have had to solve a problem at work. What was the issue? How did you go about it?

Describe a time when input from others helped you make a better decision? What was the situation? What did you do? What was the result?

Do you prefer to bounce ideas off others or to try and sort it out yourself first? Give me an example of this happening?

Situational Questions

When problems arise at work is it better to discuss broadly or to take time to sort a thing out yourself?

Do you feel decisions are better made by a group discussion or by specialists in the field?

In your experience, when other people get involved in a problem, does this speed things up or just complicate the issue?

Comment

Interviewer's Rating

1	2	3	4	5
Involves others when deciding May need support of a team to get things done Unable to work independently				Keeps to own special area Thinks before speaking Poor at communicating their thoughts

Facet Audition Jennifer Strider 8

The key points for an interviewer here are:

1 The Audition process has decided that "Ideal candidates should welcome change and show obvious enthusiasm."

2 Jennifer scores considerably below the "Ideal" point on this dimension and therefore "May seem uninterested and hard to enthuse."

3 Therefore the interviewer should look for "Examples of enthusiastic acceptance?"

4 For example the interviewer might ask Jennifer "Tell me about a time when you saw a new opportunity which excited you. What was the situation? What did you do? What was the result?"

5 Jennifer's response can be recorded (paraphrased) in the space available.

6 Finally the interviewer can make a judgement (either immediately or after subsequent review) as to how well this additional evidence answered the question raised by Audition.
If the response indicates someone who is "Enthusiastic and eager. Quick to get started on things. (Possibly even) Impulsive" then Jennifer might be rated at the high end of the BAR Scale. If on the other hand her response was more indicative of someone who had a "Low profile in a team. (Was) Calm and detached and (seemed) Unenthusiastic" then Jennifer might be rated more to the lower end of the BAR Scale.

This process would be repeated for each of the areas where the Audition process had raised questions.

Strategic Leadership Review

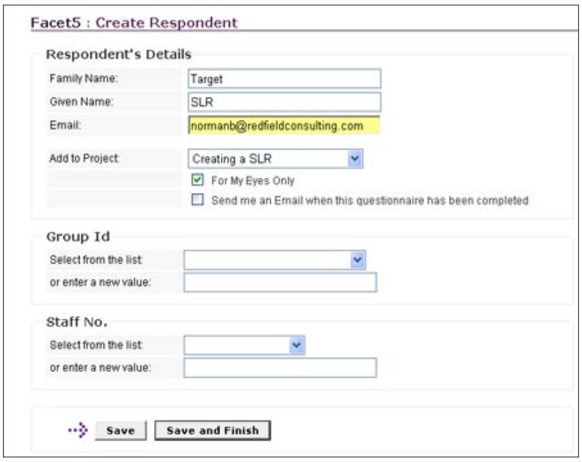
The SLR is a multi-rater review of Leadership behaviours. As with all multi-rater (360˚) reviews, it should be set up from within the "Projects" section of Facet5. The SLR is fully web enabled and both the target person and those nominated to provide feedback receive emails with full instructions on how to access the system, what to do and how to complete the questionnaires. All reviewers are assured of confidentiality and the results are collated and reported anonymously.

Adding a Target and Reviewers to a Project

You need to add both the "target" person and the people who will be providing the reviews (the "reviewers").

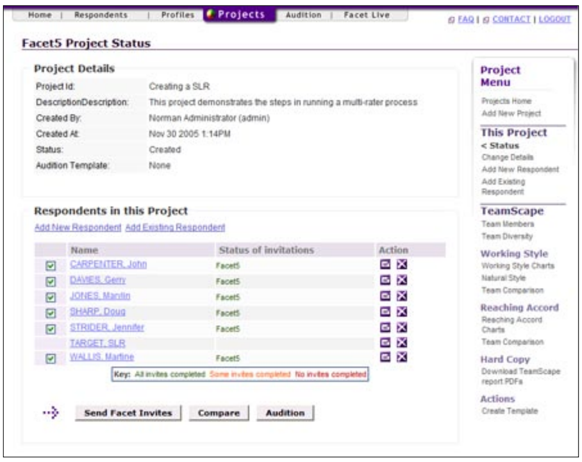
1 Click on the **Project** tab to create a new project.

2 Select the project then click on Add New Respondent.



3 Click Save and Finish.

4 Repeat the process to add the reviewers to the project. If they are already in the database then you can Add Existing Respondent. If they are not then click on Add New Respondent. Keep selecting or adding people until you have all the people you want to provide a review of the target. The screen will look like this:



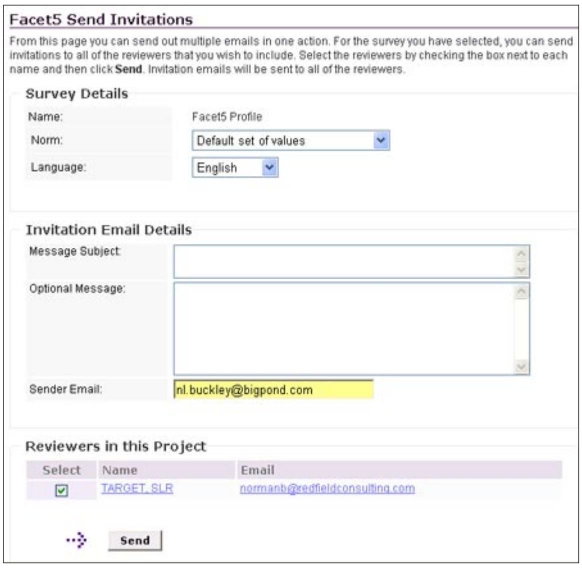
In this example all the reviewers already have Facet5 data except for TARGET, SLR.

Capture Facet5 Data for Target

Note If you already have a Facet5 profile for this target you can skip this step.

To send an invitation:

1 Click on **Send Facet5 Invites**. You will see this screen:

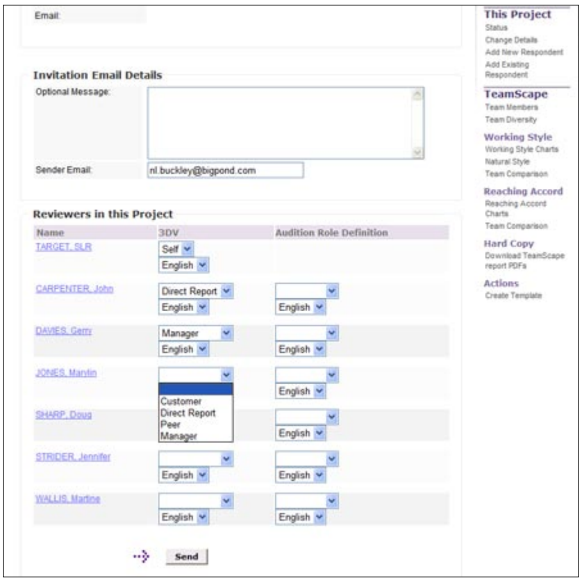


2 Complete the details as required and click on **Send**. The system will immediately send a Facet5 invitation to the Target individual.

Sending Invitations to Reviewers

To send invitations to reviewers for the Target manager

1 Click on the small envelope beside his/her name. Facet5 will open the following screen:



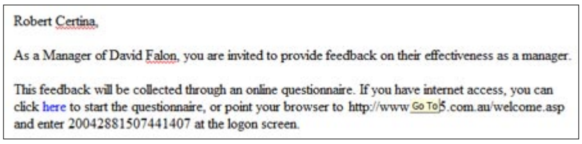
You can add an optional message in the message box. The Sender email is the default email for that account. You may see more than one type of multi-rater review depending on how your account is set up. This example is set up for both the SLR and Audition, both of which are multi-rater processes.

2 Select from the drop-down list the correct viewpoint for each reviewer. Here we have selected “Self” for the Target (obviously), “Direct Report” for John Carpenter and “Manager” for Gerry Davies. If the review is available in other languages then you can select this as well.

3 When you have selected what you want simply click **Send** to send all the invitations as once.

What the Reviewers See

Emails sent to each reviewer look similar to this:

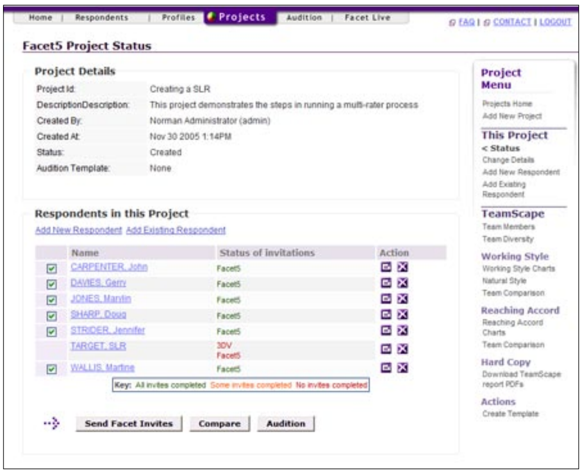

Robert Certina,

As a Manager of David Falon, you are invited to provide feedback on their effectiveness as a manager.

This feedback will be collected through an online questionnaire. If you have internet access, you can click here to start the questionnaire, or point your browser to http://www Go To 5.com.au/welcome.asp and enter 20042881507441407 at the logon screen.

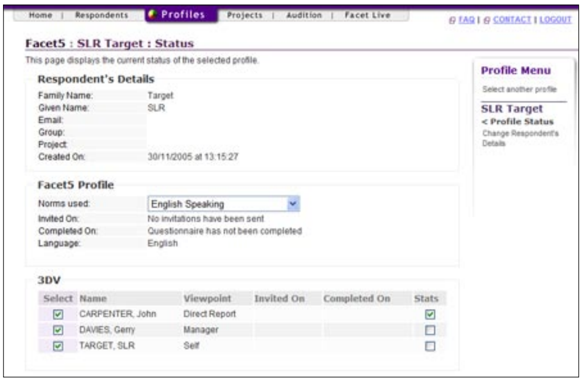
Tracking a Project

Select the project to see the Project Status screen.



You can immediately see that, for the Target person no invitations have yet been completed. As the reviews come in the colour codes will change first to Orange and then to Green to indicate that all reviews are in.

To track the responses in detail simply click on the Target name to bring up the status screen which shows all respondent details and the status of all invitations sent. It shows dates on which an invitation was sent and when the questionnaire was completed. If no completion date is shown it indicates that the invitation is still outstanding. See below:



To send reminders simply repeat the process by clicking on the little envelope on the Project Status screen and re-select the viewpoint of the people you wish to remind. When you drop down the Viewpoint box you will only see the viewpoint you previously used.

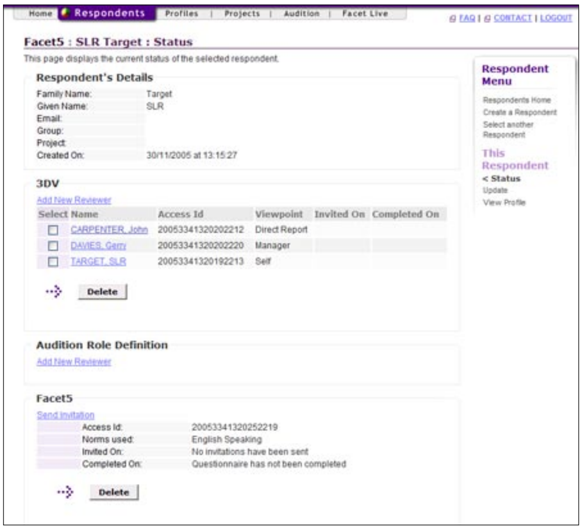
Changing a Viewpoint

To change a viewpoint for a reviewer, you need to go through a slightly different process as follows:

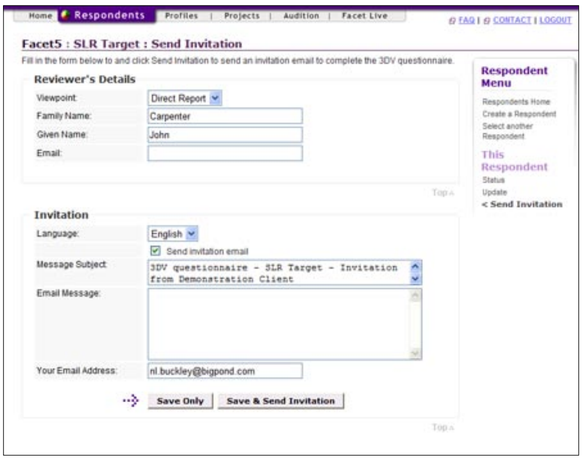
1 Click on the **Respondents** tab.

2 Click on **Work with Existing Respondents**.

3 Search for the Target person. Click on the correct name. This will bring up a screen with all the details about that target including the reviewers.



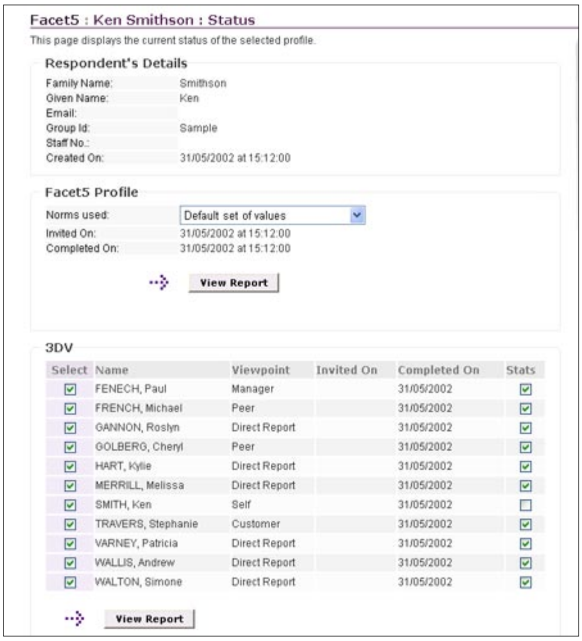
4 Click on the reviewer you want to change to the send invitation screen (below) and then change the viewpoint to the one you want.



Creating a Report

Once reviews have been received, you can produce a summary of them at any time:

1 Click on the **Project** tab and select the project you want. Click on the Target's name and you will be shown the following screen:



2 Click on **View Report** to see the report available at that time. Remember that you can modify the way the SLR appears by selecting different people from the "Select" list.

The SLR report

This report is produced automatically from all the reviews that have been received. However it is possible to modify the output as follows:

Select

By default all reviewers are included.

The Select buttons allow you to vary who is included in the report. All reviewers whose checkbox contains a tick (R) will be included in the report. Click on the box to check or uncheck each individual.

<< Home

People who have not returned reviews are not included even if the check box is ticked.

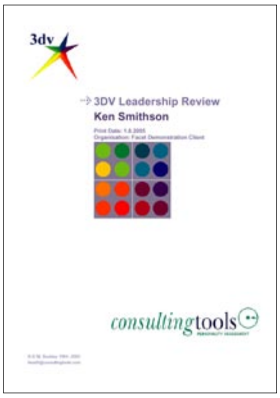
Degree of Confidence (%)

On each of the Leadership dimensions shown on screen there is a link (bottom right) labelled Degree of Confidence (%). For a detailed explanation of this function see "Creating and Managing the SLR". This is set by default to 95%. You can change this by selecting a different value and clicking **Lock**. As you change it you will see the proportion of items that appear in Blue or Red changing.

The SLR Printed Report

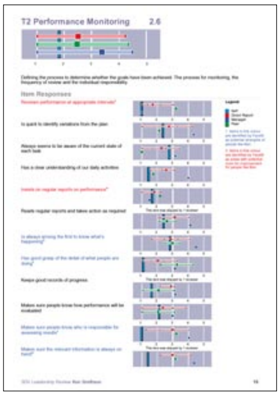
You can produce a fully formatted SLR Report by clicking on Download PDF of Ken's report on the bottom right of the screen. This will download a report containing the following elements:

Page 1 – Cover Page This page gives the Target persons name and organisation



Page 2 - Introduction This is an introduction to the leadership concepts behind the SLR

Pages 3-9 – Leadership Dimensions These are the detailed results pages for each Leadership domain and each item within the domain



Page 10 – Reviewer's Comments This page gives the free comments made by the selected reviewers relating to the target. This page will go to more than 1 page if there is enough text.


Reviewers' Comments


Leadership Style

Final Page – Development Guide This page summarises the findings for the whole review and draws comparisons with reviews of people with similar Facet5 profiles.

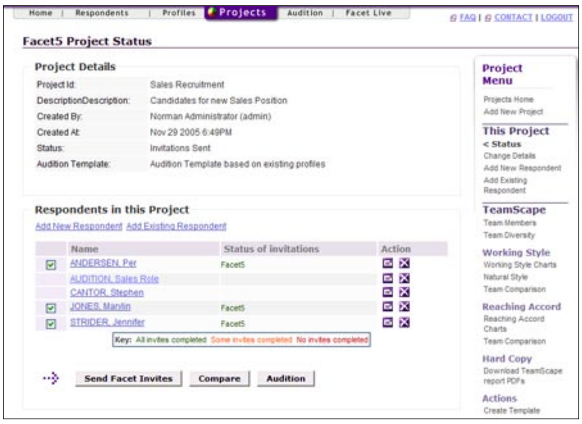
TeamScape

Note These notes apply to a version of TeamScape that will be replaced shortly. These notes will be updated when the new version is released.

TeamScape is a process within Facet5 for understanding teams and the way they work. For full details on the theory and application of TeamScape see the *TeamScape Facilitator's Guide*.

To set up a TeamScape:

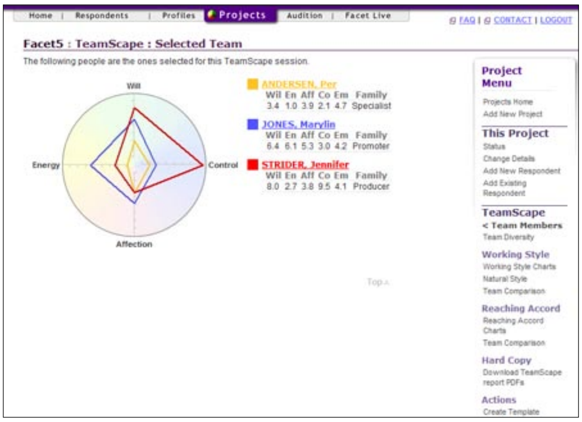
1 Start by creating a project in the usual way. Remember to use names and descriptions that will help remind you of the background to this TeamScape project.



2 When you have created your project (see above) and received all the Facet5 data, you simply need to click on the links to **TeamScape** on the right hand side of the screen. Each link takes you to a different part of the TeamScape process as follows:

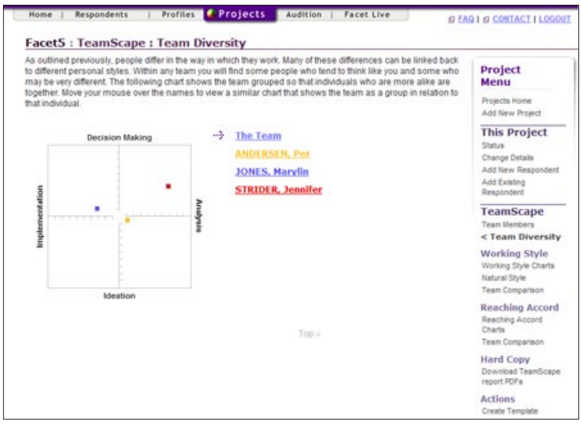
Team Members

This link produces an Overlay of the team's Facet5 profiles.



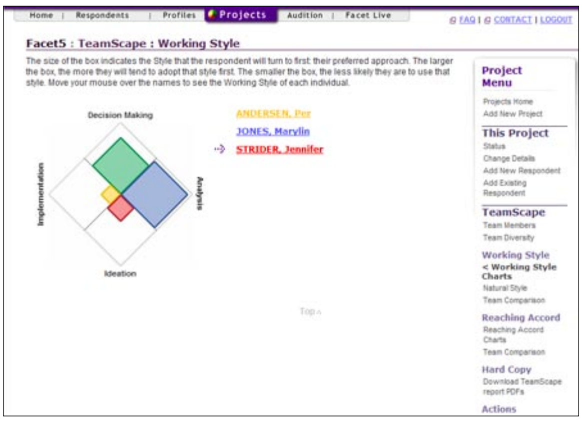
Team Diversity

This produces a Snapshot of the Facet5 profiles



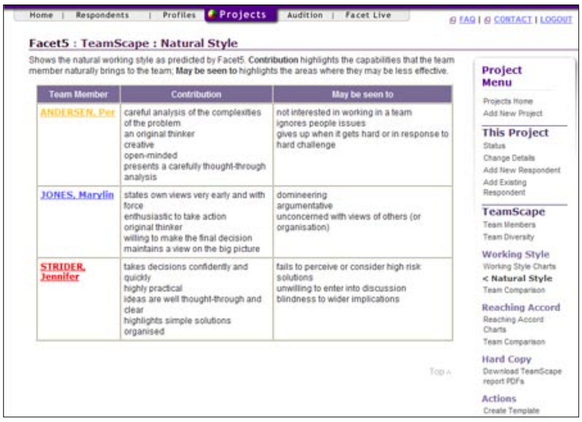
Working Cycle Charts

These charts show the preferred part of the Work Cycle as follows:



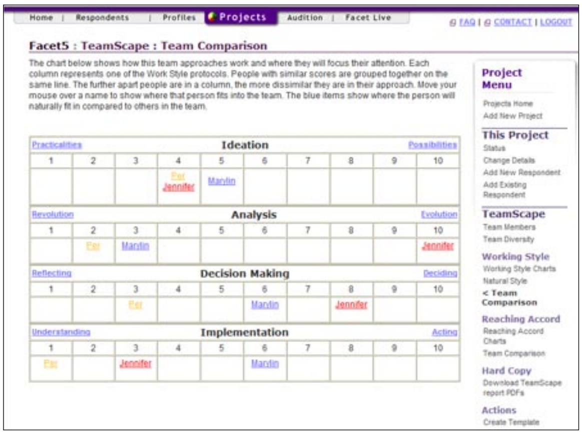
Natural Style

Indicates the main contribution and possible risks to team functioning:



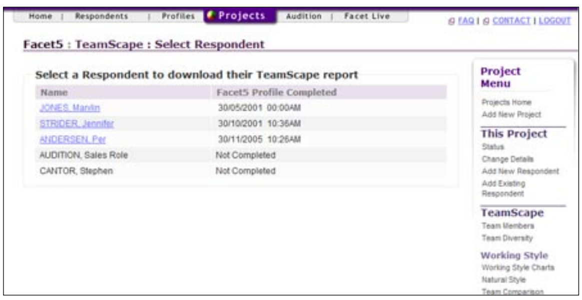
Team Comparison

This chart shows the four main Work Cycle Elements and where the team sits on each of them:



Download TeamScape report PDFs

From this link you can select the people you want to print full TeamScape reports for.



Note that only those who have completed Facet5 can have TeamScape reports. The TeamScape reports include all the sections shown on the screens.

The TeamScape Report

The TeamScape is prepared as a fully formatted .pdf file. Elements of the report include:

Page 1 – cover page This page includes the respondent's name, Date of Administration, the Project Name and organisation.

Page 2 – Summary This page includes the Project name and Description along with a list of the Team members.

Page 3-4 – Introduction The Introduction explains the background to the TeamScape model.

Page 5 –Working Style This gives the specific working style for that individual along with interpretive comments

Page 6 – Team Comparison This compare the respondent to other members of the team in terms of Work Style

Page 7 – Reaching Accord – introduction This page outlines the background to the "Reaching Accord" (conflict resolution) element of TeamScape

Page 8 – Preferences for Reaching Accord This provides a chart showing the respondent's preferences for Reaching Accord

Page 9 – Team Summary This shows the overall picture for the whole team using an Overlay and a pair of Snapshots. The first Snapshot is a normal Snapshot centred on the main Facet5 scores. The second shows the same data but with the individual as the centre and other team members shown with respect to the respondent.