



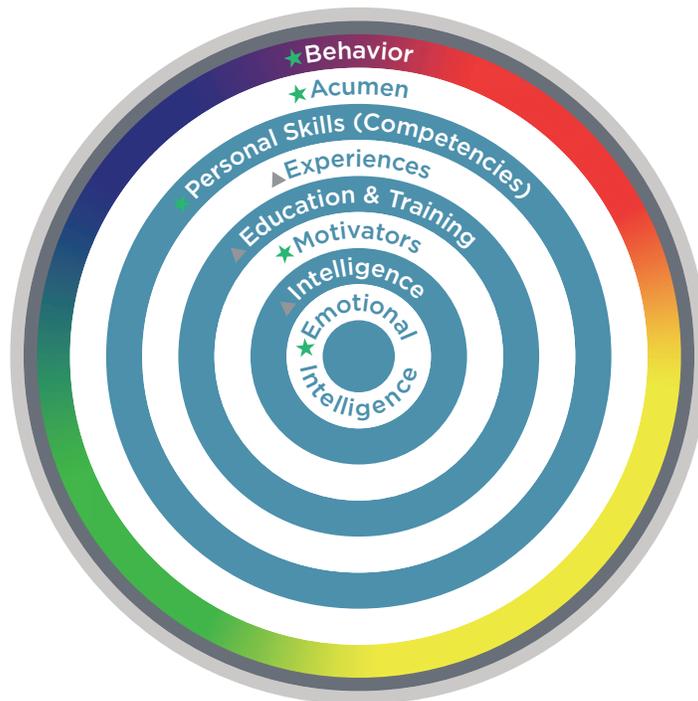
Competencies TECHNICAL REPORT

Introduction

Target Training International, Ltd. was founded in 1984 by Bill J. Bonnstetter and his son, Dave Bonnstetter. **TTI is the worldwide leader in the assessment industry.** With extensive research, the Bonnstetters continue to enhance, develop and validate assessment-based solutions that drive results.

Bill has been doing research on what makes normal people unique since 1979. His brother, Dr. Ron Bonnstetter, professor emeritus University of Nebraska Lincoln, has recently joined TTI to expand its research endeavors. TTI's research has discovered the importance of identifying the HOW and WHY of people as they relate to performance.

To better understand what people bring to the workplace, take a look at TTI's Dimensions of Superior Performance™.



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★ **TTI MEASURES:**

- Behavior
- World View
- Personal Skills (Competencies)
- Motivators
- Emotional Intelligence

▲ **TTI ACKNOWLEDGES:**

- Experiences
- Education & Training
- Intelligence



Executive Summary

The following pages will provide detailed information on TTI's Competencies, assessed from both the DNA Personal Soft Skills Indicator and the Hartman Value Profile, the validity of the competencies and how TTI is free of adverse impact. **Below is an executive summary of these findings.**

Validity

The competencies TTI measures come from two instruments, the Personal Soft Skills Indicator and the Hartman Value Profile. The Personal Soft Skills Indicator is a 360-degree feedback type instrument. For validity purposes we evaluate each of the questions on a variance scale. The 2012 data indicates complete variance for this questionnaire. The Hartman Value Profile has an internal reliability measurement. The 2012 date indicates a part one reliability of .897 and a part two reliability of .825.



Adverse Impact

Overall, TTI assessments are not pass/fail assessments. While on the surface some of the assessments appear to have ten as the “best” score, this is not the case. Each factor of measurement can be a strength on either end of the scale (zero all the way to ten). This is because of our job-related process. TTI does not recommend using assessments in hiring unless you have completed our job benchmarking process.

The job benchmarking process is designed to provide clarity to each position’s requirements: key accountabilities, skills, behaviors and motivators. While TTI has over 10,000 job benchmarks available, it is recommended to complete the process within each organization for each position.

Because the TTI assessments are not pass/fail, the “80 percent” rule has to be applied differently. In order to illustrate TTI’s compliance with this standard, we look at the mean of the measured factors for the general population as well as male/female, veteran status, disability status and ethnicity. The Adverse Impact section of this report will demonstrate that the TTI assessments do not have more than 20 percent difference in how protected groups score versus the general population.



History

Progressive organizations are preparing for unprecedented change brought about by globalization, competition and technology in the new millennium. Competition for top talent has never been greater. **The organizations that will endure have learned that managing performance is the equivalent of managing the bottom line.**

The performance bar, however, must continually be raised. Compounding this issue is a dramatic shift from quantitative to qualitative performance measures. There once was a time when the performance of a large portion of the workforce could easily be seen and measured. Now it's difficult to know what has been accomplished at the end of any given day. **The shift from mass production to communications and service has changed work substantially from being tangible and task-oriented to intangible and knowledge-oriented.**

The irony is that the more technology impacts how work is performed, the more important competencies become. Competencies are, in fact, the new career currency. They are a golden thread that must be woven through an organization to produce results. **They are like the DNA of performance.**

Performance is profoundly affected by the relationship between performers and their managers, coaches and mentors. Performance is deeply affected by the relationship between people and the values represented in their work. And, performance is subtly affected by the relationship between people and organizational culture. The TTI competency-based tools and processes are designed to improve organizational performance by strengthening these relationships.

How are competencies developed?

This is the right question, however, the answer is not clear. Based on research, we have proven that the TTI competencies are not curriculum-based; that is, for the most part they cannot be taught in the classroom. Can you imagine reading a book or hearing a lecture on team building and mastering being a team player? Competencies are practice-based; most competencies are developed over time by doing, participating in team activities, presenting, persuading, etc.



Let the job talk... The job questionnaire

This extensive questionnaire analyzes the input of one Subject Matter Expert to identify the importance of 25 competency requirements of the job. Respondents should be given careful instructions for completing the questionnaire. They should also be advised to be as objective as possible and to think of the position, not the person doing the job.

Upon completion of the questionnaire, the job report will be generated, which includes detailed descriptions and behavioral interview questions for each of the top seven competencies. If data on the job is desired from more than one subject matter expert, each individual must complete a job questionnaire. The next step is to generate a comparison report to identify areas of agreement and disagreement.

Different perspectives and biases on competencies' requirements of jobs are fairly common. **Significant differences must be explored to obtain a more thorough understanding of the position.** In this case, subject matter experts should meet to build consensus and respond as a group to another job questionnaire.



Researchers

DNA Personal Soft Skills Indicator — Bill J. Bonnstetter

A true thought leader impassioned by human behavior and an improved understanding of how individuals think, behave and work, Bill J. Bonnstetter is the co-founder and Chairman of the Board of Target Training International, Ltd. (TTI) and TTI Performance Systems, Ltd. Established in 1984, TTI develops and markets research-based, validated assessments and products available in more than 90 countries and 40 languages.

Bonnstetter is one of the pioneers in the assessment industry because of his significant contributions to the research and study of human behavior. The first to computerize the DISC (Dominance, Influence, Steadiness, Compliance) assessment, he also made reports available via his patented Internet Delivery Service® (IDS). He was also the first to produce a computerized values assessment based on Eduard Spranger's personality model. **Bonnstetter holds patents for TTI's job benchmarking process, which matches the right person with the right job, and for developing personalized reports integrating values and behaviors.**

An international speaker and author, Bonnstetter's most recent research has focused on normal behavior of sales people, managers and leaders, college freshmen, superior performers and entrepreneurs. Two of his most fervent research pursuits are education and serial entrepreneurship.

The DNA Personal Soft Skills Indicator was the foundational piece behind the 2012 Edison Award nomination for innovation. The nomination recognized Bonnstetter's invention of the assessment and also the application of the assessment to the educational realm by Dr. Ron Bonnstetter, who first proved the value of using TTI instruments for soft skill knowledge and additionally developed the KEEN protocol as part of his research as a professor at the University of Nebraska at Lincoln.



The Hartman Value Profile — Robert S. Hartman

Robert S. Hartman, Research Professor of Philosophy at the University of Tennessee and the National University of Mexico, died on September 20, 1973 and was buried near his home in Cuernavaca, Mexico.

He was born in Berlin on January 27, 1910. He attended the German College of Political Science, the University of Paris, the London School of Economics, and Berlin University, where he received the LL.B. in 1932. For a brief period, he taught at Berlin University and served as an assistant district court judge.

From 1934 to 1941, still under surveillance by the Nazis, he was Walt Disney's representative, first in Scandinavia, later in Mexico and Central America. In 1938, using a Swedish alien's passport, he and his wife, the former Rita Emanuel, and son, Jan, left Europe for Mexico, where they lived until their immigration in 1941 to the United States, where they later became citizens.

Dr. Hartman's first teaching position in the United States was at Lake Forest Academy in Illinois. While there, he enrolled at Northwestern University (Ph.D., 1946). He later taught at the College of Wooster in Ohio (1945-48), and at the Ohio State University (1948-56). He was a visiting professor at Massachusetts Institute of Technology (1955-56), and at Yale (1966). He was Smith Mundt State Department Research Fellow and Exchange Professor at the National University of Mexico (1956-57). He held more than fifty lectureships in the United States, Canada, Latin America, and Europe. He was a research professor of philosophy at the National University of Mexico from 1957 until his death in 1973, and at the University of Tennessee from 1968 until his death in 1973.

His life-long quest was to answer the question, “What is good?”—And to answer the question in such a way that good could be organized to help preserve and enhance the value of human life. He believed that he had found this answer in the axiom upon which he based his science of Axiology, “A thing is good when it fulfills its concept.” His formal axiology, as the ordering logic for the value sciences, receives its most complete expression in his major work, *The Structure of Value: Foundations of Scientific Axiology* (1967).



Validity

Evidence-Based Competencies

Reliability and validity are related concepts; however, they are also distinct concepts that differ in important ways. Reliability refers to consistency; in other words, consistency of test scores over time by observers and incumbents. Validity, according to the American Education Research Association, is defined as “the degree to which evidence and theory support the interpretation of the scores”.

In a variance study conducted in May of 2012 with over 7,000 respondents, the Personal Soft Skills Indicator had total variance. Meaning each question had a response range from minimum to maximum choice. Conducting a 360-degree feedback survey to assess perception of others on an individual’s evidence-based competencies is recommended. 360-degree feedback surveys utilize the variance method to determine validity of individual questions. If at any time a specific question does not have total variance, the question is deemed “bad”. Due to the 360-degree feedback nature of the Personal Soft Skills Indicator, TTI utilizes the same method for validating the questions contained in this questionnaire.

The Hartman Value Profile has a RHO score for both part one and part two to indicate reliability. TTI has a history of being closer in this score to the original Hartman Value Profile than even Hartman’s own research version. The reliability for part one of TTI’s parallel form for the Hartman Value Profile is .897 and for part two it is .825.

Means and standard deviations for the competencies are available upon request.



Predictability

New research demonstrates the value of using multiple assessments to predict and identify entrepreneurs. TTI's statistician uses multivariate analysis, which involves observations and analysis of more than one statistical variable at a time. Using this approach, TTI analyzed its database of serial entrepreneurs showing the following results:

1. If we only used DISC to identify serial entrepreneurs, we would be correct 60% of the time.
2. If we only used motivators, we could correctly identify serial entrepreneurs 59% of the time.
3. If we used both DISC and motivators, our accuracy goes up to over 80%.
4. However, if we add soft skills into the equation, our success rate of picking serial entrepreneurs goes up to 92%.

Serial entrepreneurs have five unique soft skills in common: leadership, personal effectiveness, goal orientation, persuasion, and interpersonal skills.

This research proves that TTI's approach to using multiple assessments to benchmark a job is much more effective than using just one assessment.



Adverse Impact:

Competencies Findings as of February 2012

Random Sample N=17,801

Measurement	Mean	Standard Deviation
Conceptual Thinking	69.47	14.61
Conflict Management	52.83	21.97
Continuous Learning	66.89	20.77
Creativity	49.65	25.44
Customer Focus	72.90	19.35
Decision Making	72.44	10.92
Diplomacy and Tact	60.47	21.47
Empathy	41.13	24.64
Employee Development and Coaching	66.30	20.52
Flexibility	73.19	16.52
Futuristic Thinking	23.24	22.34
Goal Orientation	71.80	19.87
Interpersonal Skills	73.08	27.21
Leadership	60.45	26.39
Negotiation	44.28	29.09
Personal Accountability	70.25	10.79
Persuasion	52.18	29.37
Planning and Organizing	55.16	20.25
Presenting	52.63	31.66
Problem Solving Ability	72.11	18.06
Resiliency	71.76	11.48
Self-Management	71.96	11.97
Teamwork	67.79	20.32
Understanding and Evaluating Others	78.60	15.43
Written Communication	57.98	25.62



Competencies Findings as of February 2012

Males N=10,667

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	70.07	14.16	0.60
Conflict Management	56.26	21.64	3.43
Continuous Learning	68.19	19.56	1.30
Creativity	50.83	24.67	1.18
Customer Focus	72.73	18.06	-0.17
Decision Making	72.84	10.73	0.40
Diplomacy and Tact	59.58	22.59	-0.89
Empathy	36.97	24.25	-4.16
Employee Development and Coaching	68.15	19.71	1.85
Flexibility	73.77	15.81	0.58
Futuristic Thinking	24.89	22.66	1.65
Goal Orientation	72.95	20.04	1.15
Interpersonal Skills	72.16	27.02	-0.91
Leadership	65.10	25.03	4.64
Negotiation	51.44	28.41	7.16
Personal Accountability	70.28	10.77	0.03
Persuasion	58.61	28.37	6.43
Planning and Organizing	51.99	19.56	-3.17
Presenting	58.73	30.48	6.09
Problem Solving Ability	72.43	17.31	0.31
Resiliency	71.59	11.54	-0.17
Self-Management	72.11	11.95	0.15
Teamwork	69.18	19.44	1.39
Understanding and Evaluating Others	79.15	14.74	0.55
Written Communication	57.24	25.39	-0.74



Competencies Findings as of February 2012

Females N=7,134

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	68.56	15.23	-0.92	-1.51
Conflict Management	49.95	21.84	-2.88	-6.32
Continuous Learning	65.81	21.70	-1.08	-2.38
Creativity	48.69	26.04	-0.96	-2.14
Customer Focus	73.03	20.39	0.14	0.30
Decision Making	71.83	11.15	-0.61	-1.01
Diplomacy and Tact	61.26	20.44	0.79	1.68
Empathy	44.59	24.46	3.46	7.62
Employee Development and Coaching	64.79	21.05	-1.51	-3.36
Flexibility	72.30	17.52	-0.89	-1.47
Futuristic Thinking	21.87	22.00	-1.37	-3.02
Goal Orientation	70.81	19.69	-0.99	-2.14
Interpersonal Skills	73.82	27.36	0.74	1.66
Leadership	56.59	26.89	-3.86	-8.51
Negotiation	38.33	28.33	-5.95	-13.11
Personal Accountability	70.23	10.77	-0.02	-0.05
Persuasion	46.79	29.12	-5.39	-11.82
Planning and Organizing	57.80	20.46	2.64	5.81
Presenting	47.56	31.77	-5.08	-11.17
Problem Solving Ability	71.65	19.12	-0.47	-0.78
Resiliency	72.05	11.34	0.29	0.46
Self-Management	71.74	11.97	-0.22	-0.37
Teamwork	66.62	20.97	-1.17	-2.57
Understanding and Evaluating Others	77.75	16.39	-0.85	-1.40
Written Communication	58.59	25.83	0.61	1.35



Competencies Findings as of February 2012

Caucasians N=11,988

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	70.91	13.59	1.43
Conflict Management	53.12	21.83	0.29
Continuous Learning	66.07	21.04	-0.82
Creativity	50.78	25.50	1.13
Customer Focus	72.43	19.03	-0.46
Decision Making	73.40	10.25	0.96
Diplomacy and Tact	60.08	21.81	-0.39
Empathy	40.67	24.36	-0.46
Employee Development and Coaching	65.92	20.25	-0.38
Flexibility	74.93	15.03	1.73
Futuristic Thinking	23.44	22.38	0.20
Goal Orientation	71.88	19.73	0.09
Interpersonal Skills	71.85	27.75	-1.22
Leadership	60.50	26.23	0.05
Negotiation	44.35	29.34	0.06
Personal Accountability	70.85	10.29	0.60
Persuasion	52.02	29.30	0.02
Planning and Organizing	54.70	20.28	-0.46
Presenting	51.44	31.93	-1.22
Problem Solving Ability	73.86	16.34	1.75
Resiliency	72.07	11.10	0.31
Self-Management	72.62	11.39	0.67
Teamwork	68.00	20.16	0.21
Understanding and Evaluating Others	80.33	13.67	1.73
Written Communication	57.96	25.44	-0.02



Competencies Findings as of February 2012

African Americans N=1,849

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	64.16	17.33	-5.32	-6.75
Conflict Management	51.27	22.81	-1.56	-1.86
Continuous Learning	70.70	17.28	3.81	4.63
Creativity	40.21	21.91	-9.45	-10.57
Customer Focus	74.94	21.17	2.04	2.51
Decision Making	69.48	12.39	-2.96	-3.93
Diplomacy and Tact	60.56	17.44	0.09	0.48
Empathy	48.04	23.79	6.91	7.36
Employee Development and Coaching	67.24	21.33	0.94	1.32
Flexibility	66.65	20.47	-6.55	-8.28
Futuristic Thinking	18.78	19.79	-4.46	-4.66
Goal Orientation	67.12	18.19	-4.68	-4.76
Interpersonal Skills	71.48	29.98	-1.60	-0.38
Leadership	60.55	27.63	0.09	0.05
Negotiation	39.30	28.30	-4.98	-5.04
Personal Accountability	68.62	11.79	-1.63	-2.23
Persuasion	50.45	29.81	-1.73	-1.75
Planning and Organizing	54.15	20.57	-1.01	-0.55
Presenting	57.84	27.39	5.21	6.43
Problem Solving Ability	66.05	22.65	-6.06	-7.81
Resiliency	71.66	12.06	-0.10	-0.41
Self-Management	69.89	13.23	-2.07	-2.73
Teamwork	68.40	22.18	0.61	0.40
Understanding and Evaluating Others	72.95	19.39	-5.64	-7.38
Written Communication	57.04	25.98	-0.95	-0.93



Competencies Findings as of February 2012

American Indian or Alaskan Native N=175

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	67.32	16.21	-2.15	-3.59
Conflict Management	44.50	19.00	-8.33	-8.62
Continuous Learning	59.25	21.14	-7.64	-6.82
Creativity	55.75	28.49	6.10	4.97
Customer Focus	75.92	17.22	3.02	3.48
Decision Making	71.05	11.95	-1.39	-2.35
Diplomacy and Tact	52.58	18.20	-7.89	-7.50
Empathy	28.42	17.61	-12.71	-12.26
Employee Development and Coaching	68.00	23.05	1.70	2.08
Flexibility	69.86	19.28	-3.33	-5.07
Futuristic Thinking	16.92	23.88	-6.32	-6.53
Goal Orientation	68.83	22.06	-2.96	-3.05
Interpersonal Skills	81.42	13.88	8.34	9.56
Leadership	60.75	34.66	0.30	0.25
Negotiation	31.67	22.64	-12.62	-12.68
Personal Accountability	69.66	11.51	-0.59	-1.18
Persuasion	46.17	25.65	-6.01	-6.04
Planning and Organizing	58.92	10.83	3.76	4.22
Presenting	51.92	34.38	-0.72	0.50
Problem Solving Ability	69.35	20.99	-2.76	-4.51
Resiliency	71.81	11.70	0.05	-0.26
Self-Management	71.09	12.82	-0.86	-1.53
Teamwork	57.08	20.04	-10.71	-10.92
Understanding and Evaluating Others	75.72	18.78	-2.88	-4.61
Written Communication	51.42	20.40	-6.57	-6.55



Competencies Findings as of February 2012

Asian N=1,079

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	66.12	15.78	-3.35	-4.78
Conflict Management	50.94	20.95	-1.89	-2.18
Continuous Learning	71.46	18.14	4.57	5.39
Creativity	46.53	24.74	-3.13	-4.25
Customer Focus	75.87	19.08	2.97	3.44
Decision Making	69.67	11.61	-2.78	-3.74
Diplomacy and Tact	63.79	20.80	3.31	3.71
Empathy	39.73	27.77	-1.40	-0.94
Employee Development and Coaching	69.60	19.57	3.30	3.68
Flexibility	69.68	17.63	-3.52	-5.25
Futuristic Thinking	24.98	20.76	1.75	1.54
Goal Orientation	77.43	17.22	5.63	5.55
Interpersonal Skills	80.71	21.75	7.64	8.86
Leadership	66.09	24.31	5.63	5.58
Negotiation	48.83	29.88	4.54	4.48
Personal Accountability	68.44	11.47	-1.81	-2.40
Persuasion	57.40	28.90	5.22	5.20
Planning and Organizing	60.99	18.19	5.83	6.29
Presenting	64.71	30.86	12.08	13.30
Problem Solving Ability	67.57	20.03	-4.54	-6.30
Resiliency	70.18	12.09	-1.58	-1.89
Self-Management	70.77	12.85	-1.19	-1.85
Teamwork	72.94	20.38	5.15	4.94
Understanding and Evaluating Others	73.03	17.43	-5.56	-7.30
Written Communication	60.61	23.14	2.63	2.65



Competencies Findings as of February 2012

Hispanic or Latino N=1,078

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	67.33	15.99	-2.14	-3.58
Conflict Management	53.90	23.05	1.07	0.78
Continuous Learning	68.82	21.01	1.93	2.75
Creativity	45.23	25.05	-4.13	-5.26
Customer Focus	76.10	19.69	3.20	3.67
Decision Making	71.17	12.18	-1.27	-2.23
Diplomacy and Tact	61.40	20.90	0.93	1.32
Empathy	41.45	23.82	0.32	0.78
Employee Development and Coaching	67.67	20.45	1.36	1.75
Flexibility	70.57	18.33	-2.63	-4.36
Futuristic Thinking	23.59	23.21	0.35	0.14
Goal Orientation	74.30	21.01	2.50	2.42
Interpersonal Skills	79.07	24.18	5.99	7.22
Leadership	63.54	24.98	3.08	3.03
Negotiation	46.86	28.27	2.57	2.51
Personal Accountability	69.15	12.17	-1.10	-1.70
Persuasion	53.19	31.96	1.01	0.99
Planning and Organizing	57.91	21.36	2.75	3.21
Presenting	51.49	32.51	-1.14	0.08
Problem Solving Ability	69.61	20.26	-2.50	-4.25
Resiliency	71.03	12.50	-0.74	-1.05
Self-Management	70.92	13.27	-1.04	-1.71
Teamwork	69.44	18.93	1.66	1.44
Understanding and Evaluating Others	76.50	17.55	-2.09	-3.83
Written Communication	54.55	26.61	-3.44	-3.42



Competencies Findings as of February 2012

Two or More Races N=608

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	70.16	13.80	0.68	-0.75
Conflict Management	58.32	23.03	5.49	5.19
Continuous Learning	75.98	17.18	9.09	9.91
Creativity	50.32	25.00	0.66	-0.46
Customer Focus	80.64	14.94	7.74	8.20
Decision Making	72.33	10.93	-0.11	-1.08
Diplomacy and Tact	65.98	19.33	5.50	5.90
Empathy	46.66	26.29	5.53	5.99
Employee Development and Coaching	72.05	21.08	5.74	6.12
Flexibility	73.68	15.95	0.49	-1.24
Futuristic Thinking	25.05	21.22	1.81	1.60
Goal Orientation	73.52	21.50	1.72	1.64
Interpersonal Skills	83.80	20.76	10.72	11.94
Leadership	67.91	24.74	7.45	7.41
Negotiation	52.18	26.08	7.90	7.83
Personal Accountability	70.13	10.83	-0.12	-0.71
Persuasion	60.00	26.51	7.82	7.80
Planning and Organizing	50.16	16.97	-5.00	-4.54
Presenting	62.34	29.19	9.71	10.93
Problem Solving Ability	72.47	17.03	0.36	-1.39
Resiliency	71.34	11.92	-0.42	-0.73
Self-Management	71.16	12.36	-0.80	-1.47
Teamwork	70.41	18.91	2.62	2.41
Understanding and Evaluating Others	78.90	14.43	0.31	-1.43
Written Communication	61.89	26.29	3.90	3.92



Competencies Findings as of February 2012

Non-Disabled N=16,575

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	69.55	14.55	0.07
Conflict Management	53.07	21.83	0.24
Continuous Learning	67.09	20.85	0.20
Creativity	49.62	25.34	-0.03
Customer Focus	73.22	19.26	0.32
Decision Making	72.53	10.84	0.09
Diplomacy and Tact	60.56	21.39	0.09
Empathy	41.22	24.69	0.09
Employee Development and Coaching	66.44	20.37	0.14
Flexibility	73.28	16.45	0.08
Futuristic Thinking	23.14	22.15	-0.10
Goal Orientation	71.98	19.82	0.18
Interpersonal Skills	73.39	27.17	0.31
Leadership	61.25	26.23	0.80
Negotiation	44.53	29.07	0.25
Personal Accountability	70.35	10.69	0.10
Persuasion	52.69	29.31	0.51
Planning and Organizing	55.13	20.37	-0.03
Presenting	52.98	31.74	0.34
Problem Solving Ability	72.23	17.97	0.12
Resiliency	71.86	11.36	0.10
Self-Management	72.07	11.86	0.11
Teamwork	68.47	20.13	0.68
Understanding and Evaluating Others	78.65	15.39	0.05
Written Communication	57.94	25.42	-0.04



Competencies Findings as of February 2012

Disabled N=228

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	66.58	17.01	-2.90	-2.97
Conflict Management	49.60	24.75	-3.24	-3.48
Continuous Learning	68.98	19.52	2.09	1.89
Creativity	53.76	27.30	4.11	4.14
Customer Focus	70.29	15.58	-2.61	-2.93
Decision Making	69.96	12.72	-2.49	-2.58
Diplomacy and Tact	62.64	19.74	2.17	2.08
Empathy	38.60	24.28	-2.54	-2.63
Employee Development and Coaching	69.31	20.63	3.01	2.87
Flexibility	69.94	18.81	-3.26	-3.34
Futuristic Thinking	28.88	27.00	5.64	5.74
Goal Orientation	74.43	18.07	2.63	2.45
Interpersonal Skills	70.17	26.23	-2.91	-3.22
Leadership	55.24	28.99	-5.22	-6.01
Negotiation	43.83	31.83	-0.45	-0.70
Personal Accountability	67.38	12.42	-2.88	-2.97
Persuasion	53.14	31.95	0.96	0.45
Planning and Organizing	58.29	17.13	3.13	3.16
Presenting	54.21	32.33	1.58	1.24
Problem Solving Ability	67.67	20.57	-4.45	-4.57
Resiliency	69.12	12.88	-2.64	-2.74
Self-Management	68.66	13.51	-3.30	-3.41
Teamwork	65.90	21.60	-1.88	-2.56
Understanding and Evaluating Others	76.25	15.71	-2.35	-2.40
Written Communication	59.26	28.66	1.28	1.32



Competencies Findings as of February 2012

Non-Veteran N=15,517

Measurement	Mean	Standard Deviation	Difference from Random Sample
Conceptual Thinking	69.54	14.65	0.07
Conflict Management	52.64	22.10	-0.19
Continuous Learning	66.94	20.90	0.05
Creativity	49.57	25.42	-0.09
Customer Focus	73.29	19.23	0.40
Decision Making	72.50	10.90	0.06
Diplomacy and Tact	60.82	21.17	0.35
Empathy	41.51	24.53	0.38
Employee Development and Coaching	66.20	20.46	-0.10
Flexibility	73.25	16.53	0.06
Futuristic Thinking	23.29	22.01	0.05
Goal Orientation	71.92	19.82	0.12
Interpersonal Skills	73.22	27.26	0.15
Leadership	60.54	26.42	0.09
Negotiation	44.00	29.20	-0.29
Personal Accountability	70.31	10.74	0.06
Persuasion	51.98	29.43	-0.20
Planning and Organizing	55.58	20.29	0.42
Presenting	52.32	31.75	-0.31
Problem Solving Ability	72.20	18.07	0.08
Resiliency	71.81	11.42	0.05
Self-Management	72.01	11.92	0.05
Teamwork	68.30	20.39	0.51
Understanding and Evaluating Others	78.61	15.43	0.01
Written Communication	58.06	25.45	0.07



Competencies Findings as of February 2012

Disabled Veteran N=122

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	69.44	14.41	-0.03	-0.10
Conflict Management	52.27	19.46	-0.56	-0.37
Continuous Learning	63.27	22.79	-3.61	-3.66
Creativity	52.14	23.80	2.48	2.57
Customer Focus	70.14	20.42	-2.76	-3.16
Decision Making	72.50	11.23	0.05	0.00
Diplomacy and Tact	51.73	22.53	-8.75	-9.10
Empathy	29.05	27.10	-12.09	-12.46
Employee Development and Coaching	66.50	24.63	0.20	0.30
Flexibility	74.01	15.76	0.82	0.76
Futuristic Thinking	28.00	24.59	4.76	4.71
Goal Orientation	79.82	13.52	8.02	7.90
Interpersonal Skills	70.05	33.44	-3.03	-3.18
Leadership	68.05	28.93	7.59	7.50
Negotiation	50.00	25.45	5.72	6.00
Personal Accountability	70.36	10.10	0.11	0.04
Persuasion	58.14	32.83	5.96	6.16
Planning and Organizing	61.32	16.62	6.16	5.74
Presenting	63.00	34.21	10.37	10.68
Problem Solving Ability	72.34	17.79	0.23	0.14
Resiliency	72.04	10.07	0.28	0.23
Self-Management	71.83	11.34	-0.12	-0.17
Teamwork	67.45	16.62	-0.33	-0.85
Understanding and Evaluating Others	79.13	15.21	0.53	0.52
Written Communication	60.86	23.20	2.88	2.81



Competencies Findings as of February 2012

Other Veteran N=895

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	69.31	13.62	-0.16	-0.23
Conflict Management	55.86	19.59	3.03	3.22
Continuous Learning	67.85	21.32	0.96	0.91
Creativity	49.25	25.67	-0.40	-0.32
Customer Focus	70.06	19.11	-2.84	-3.23
Decision Making	72.57	10.62	0.13	0.07
Diplomacy and Tact	57.97	22.99	-2.50	-2.85
Empathy	40.75	25.12	-0.38	-0.76
Employee Development and Coaching	66.31	18.79	0.01	0.11
Flexibility	73.27	15.95	0.08	0.02
Futuristic Thinking	23.01	24.37	-0.23	-0.28
Goal Orientation	72.99	20.06	1.19	1.07
Interpersonal Skills	73.36	26.98	0.28	0.14
Leadership	62.97	26.22	2.52	2.43
Negotiation	47.04	28.16	2.76	3.04
Personal Accountability	70.26	10.88	0.01	-0.05
Persuasion	57.94	26.09	5.76	5.96
Planning and Organizing	49.37	19.45	-5.79	-6.21
Presenting	52.55	31.54	-0.08	0.23
Problem Solving Ability	72.32	17.17	0.21	0.12
Resiliency	72.09	11.48	0.32	0.27
Self-Management	72.15	12.08	0.19	0.14
Teamwork	68.72	19.41	0.93	0.42
Understanding and Evaluating Others	79.28	14.84	0.69	0.68
Written Communication	53.44	26.82	-4.54	-4.62



Competencies Findings as of February 2012

Vietnam Veteran N=216

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Conceptual Thinking	68.86	12.91	-0.62	-0.68
Conflict Management	62.03	22.41	9.20	9.39
Continuous Learning	71.61	15.62	4.72	4.67
Creativity	53.58	24.21	3.92	4.01
Customer Focus	79.61	14.90	6.71	6.31
Decision Making	73.12	9.75	0.68	0.63
Diplomacy and Tact	67.00	20.70	6.53	6.18
Empathy	40.06	25.86	-1.07	-1.45
Employee Development and Coaching	75.70	17.72	9.39	9.49
Flexibility	73.42	15.69	0.22	0.17
Futuristic Thinking	22.24	23.89	-1.00	-1.05
Goal Orientation	73.00	21.00	1.20	1.08
Interpersonal Skills	76.91	25.13	3.83	3.69
Leadership	70.64	17.95	10.18	10.09
Negotiation	53.12	30.80	8.84	9.12
Personal Accountability	70.78	9.02	0.53	0.46
Persuasion	61.97	30.46	9.79	9.99
Planning and Organizing	51.09	22.33	-4.07	4.48
Presenting	65.58	27.98	12.94	13.26
Problem Solving Ability	72.24	16.05	0.13	0.04
Resiliency	72.36	8.61	0.60	0.55
Self-Management	73.14	9.77	1.19	1.13
Teamwork	70.52	17.71	2.73	2.21
Understanding Others	79.47	14.08	0.88	0.86
Written Communication	67.94	24.48	9.95	9.88

*The difference from the non-protected group compares the protected subgroup to the non-protected subgroup within the same EEOC category. All data has been rounded to the nearest hundredth.



Adverse Impact:

Personal Soft Skills Indicator Findings as of February 2012

Random Sample N = 17,801

Measurement	Mean	Standard Deviation
Analytical Problem Solving	54.79	19.05
Conflict Management	52.83	21.97
Continuous Learning	66.89	20.77
Creativity and Innovation	49.65	25.44
Customer Service	72.90	19.35
Decision Making	43.78	24.03
Diplomacy	60.47	21.47
Empathy	41.13	24.64
Employee Development and Coaching	66.30	20.52
Flexibility	48.97	22.78
Futuristic Thinking	23.24	22.34
Goal Orientation	71.80	19.87
Interpersonal Skills	73.08	27.21
Leadership	60.45	26.39
Management	53.97	17.67
Negotiation	44.28	29.09
Personal Effectiveness	55.98	21.13
Planning and Organizing	55.16	20.25
Persuasion	52.18	29.37
Presenting	52.63	31.66
Self-Management	59.59	27.11
Teamwork	67.79	20.32
Written Communication	57.98	25.62



Personal Soft Skills Indicator Findings as of February 2012

Males N = 10,667

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	57.49	18.26	2.70
Conflict Management	56.26	21.64	3.43
Continuous Learning	68.19	19.56	1.30
Creativity and Innovation	50.83	24.67	1.18
Customer Service	72.73	18.06	-0.17
Decision Making	46.22	22.89	2.44
Diplomacy	59.58	22.59	-0.89
Empathy	36.97	24.25	-4.16
Employee Development and Coaching	68.15	19.71	1.85
Flexibility	49.83	22.43	0.86
Futuristic Thinking	24.89	22.66	1.65
Goal Orientation	72.95	20.04	1.15
Interpersonal Skills	72.16	27.02	-0.91
Leadership	65.10	25.03	4.64
Management	56.88	17.48	2.91
Negotiation	51.44	28.41	7.16
Personal Effectiveness	60.62	19.95	4.64
Planning and Organizing	51.99	19.56	-3.17
Persuasion	58.61	28.37	6.43
Presenting	58.73	30.48	6.09
Self-Management	60.32	26.73	0.73
Teamwork	69.18	19.44	1.39
Written Communication	57.24	25.39	-0.74



Personal Soft Skills Indicator Findings as of February 2012

Females N = 7,134

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	52.58	19.39	-2.21	-4.91
Conflict Management	49.95	21.84	-2.88	-6.31
Continuous Learning	65.81	21.70	-1.07	-2.38
Creativity and Innovation	48.69	26.04	-0.96	-2.14
Customer Service	73.03	20.39	0.14	0.30
Decision Making	41.73	24.78	-2.05	-4.49
Diplomacy	61.23	20.44	0.79	1.65
Empathy	44.59	24.46	3.46	7.62
Employee Development and Coaching	64.79	21.05	-1.51	-3.36
Flexibility	48.26	23.07	-0.71	-1.57
Futuristic Thinking	21.87	22.00	-1.37	-3.02
Goal Orientation	70.81	19.69	-0.99	-2.14
Interpersonal Skills	73.82	27.36	0.74	1.66
Leadership	56.59	26.89	-3.86	-8.51
Management	51.55	17.48	-2.42	-5.33
Negotiation	38.33	28.32	-5.95	-13.11
Personal Effectiveness	52.11	21.33	-3.87	-8.51
Planning and Organizing	57.80	20.46	2.64	5.81
Persuasion	46.79	29.12	-5.39	-11.82
Presenting	47.56	31.77	-5.08	-11.17
Self-Management	58.99	27.44	-0.60	-1.33
Teamwork	66.62	20.97	-1.17	-2.56
Written Communication	58.59	25.83	0.61	1.35



Personal Soft Skills Indicator Findings as of February 2012

Caucasians N = 11,988

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	54.12	18.50	-0.67
Conflict Management	53.12	21.83	0.29
Continuous Learning	66.07	21.04	-0.81
Creativity and Innovation	50.78	25.50	1.13
Customer Service	72.43	19.03	-0.46
Decision Making	43.63	23.56	-0.16
Diplomacy	60.08	21.81	-0.39
Empathy	40.67	24.36	-0.46
Employee Development and Coaching	65.92	20.25	-0.38
Flexibility	49.16	23.06	0.19
Futuristic Thinking	23.44	22.38	0.20
Goal Orientation	71.88	19.72	0.09
Interpersonal Skills	71.85	27.75	-1.22
Leadership	60.50	26.23	0.05
Management	53.99	17.23	0.02
Negotiation	44.35	29.34	0.06
Personal Effectiveness	55.34	21.13	-0.64
Planning and Organizing	54.70	20.28	-0.46
Persuasion	52.20	29.30	0.02
Presenting	51.41	31.93	-1.22
Self-Management	59.05	27.35	-0.54
Teamwork	68.00	20.16	0.21
Written Communication	57.96	25.44	-0.02



Personal Soft Skills Indicator Findings as of February 2012

African Americans N = 1,849

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	56.13	20.35	1.34	2.01
Conflict Management	51.27	22.81	-1.56	-1.85
Continuous Learning	70.70	17.28	3.81	4.63
Creativity and Innovation	40.21	21.91	-9.45	-10.57
Customer Service	74.94	21.17	2.04	2.51
Decision Making	44.16	24.26	0.37	0.53
Diplomacy	60.56	17.44	0.09	0.48
Empathy	48.04	23.79	6.91	7.37
Employee Development and Coaching	67.24	21.32	0.94	1.32
Flexibility	46.05	19.48	-2.92	-3.11
Futuristic Thinking	18.78	19.79	-4.46	-4.66
Goal Orientation	67.12	18.19	-4.68	-4.76
Interpersonal Skills	71.48	29.98	-1.60	-0.37
Leadership	60.55	27.63	0.09	0.05
Management	50.90	18.57	-3.07	-3.09
Negotiation	39.30	28.30	-4.98	-5.05
Personal Effectiveness	54.54	21.81	-1.44	-0.80
Planning and Organizing	54.15	20.57	-1.01	-0.55
Persuasion	50.45	29.81	-1.73	-1.75
Presenting	57.84	27.39	5.21	6.43
Self-Management	62.54	26.33	2.95	3.49
Teamwork	68.40	22.18	0.61	0.40
Written Communication	57.04	25.98	-0.95	-0.92



Personal Soft Skills Indicator Findings as of February 2012

American Indian or Alaskan Native N = 175

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	57.08	22.36	2.29	2.96
Conflict Management	44.50	19.00	-8.33	-8.62
Continuous Learning	59.25	21.14	-7.64	-6.82
Creativity and Innovation	55.75	28.47	6.10	4.97
Customer Service	75.92	17.22	3.02	3.49
Decision Making	35.58	28.20	-8.20	-8.05
Diplomacy	52.58	18.20	-7.89	-7.50
Empathy	28.42	17.61	-12.71	-12.25
Employee Development and Coaching	68.00	23.05	1.70	2.08
Flexibility	43.67	18.42	-5.30	-5.49
Futuristic Thinking	16.92	23.88	-6.32	-6.52
Goal Orientation	68.83	22.06	-2.96	-3.05
Interpersonal Skills	81.42	13.88	8.34	9.57
Leadership	60.75	34.66	0.30	0.25
Management	49.75	18.00	-4.22	-4.24
Negotiation	31.67	22.64	-12.62	-12.68
Personal Effectiveness	54.17	18.16	-1.81	-1.17
Planning and Organizing	58.92	10.83	3.76	4.22
Persuasion	46.17	25.65	-6.01	-6.03
Presenting	51.92	34.38	-0.72	-0.51
Self-Management	62.58	25.41	2.99	3.53
Teamwork	57.08	20.04	-10.71	-10.92
Written Communication	51.42	20.40	-6.57	-6.54



Personal Soft Skills Indicator Findings as of February 2012

Asian N = 1,079

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	63.67	19.43	8.88	9.55
Conflict Management	50.94	20.95	-1.89	-2.18
Continuous Learning	71.46	18.14	4.57	5.39
Creativity and Innovation	46.53	24.74	-3.13	-4.25
Customer Service	75.87	19.08	2.97	3.44
Decision Making	46.93	25.16	3.14	3.30
Diplomacy	63.79	20.80	3.31	3.71
Empathy	39.73	27.77	-1.40	-0.94
Employee Development and Coaching	69.60	19.57	3.30	3.68
Flexibility	53.99	20.31	5.02	4.85
Futuristic Thinking	24.99	20.76	1.75	1.55
Goal Orientation	77.43	17.22	5.63	5.55
Interpersonal Skills	80.71	21.75	7.64	8.86
Leadership	66.09	24.31	5.63	5.59
Management	54.34	18.85	0.37	0.35
Negotiation	48.83	29.88	4.54	4.48
Personal Effectiveness	60.76	18.20	4.78	5.42
Planning and Organizing	60.99	18.19	5.83	6.29
Persuasion	57.40	28.90	5.22	5.20
Presenting	64.71	30.86	12.08	13.30
Self-Management	64.94	23.78	5.35	5.89
Teamwork	72.94	20.38	5.15	4.94
Written Communication	60.61	23.14	2.63	2.65



Personal Soft Skills Indicator Findings as of February 2012

Hispanic or Latino N = 1,078

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	56.30	21.89	1.51	2.18
Conflict Management	53.90	23.05	1.07	0.78
Continuous Learning	68.82	21.01	1.93	2.75
Creativity and Innovation	45.53	25.05	-4.12	-5.25
Customer Service	76.10	19.69	3.20	3.67
Decision Making	49.91	22.64	6.13	6.28
Diplomacy	61.40	20.90	0.93	1.32
Empathy	41.45	23.82	0.32	0.78
Employee Development and Coaching	67.67	20.45	1.36	1.75
Flexibility	50.18	21.86	1.21	1.02
Futuristic Thinking	23.59	23.31	0.35	0.15
Goal Orientation	74.30	21.01	2.50	2.42
Interpersonal Skills	79.07	24.18	5.99	7.22
Leadership	63.54	24.98	3.08	3.04
Management	55.62	20.07	1.65	1.63
Negotiation	46.86	28.27	2.57	2.51
Personal Effectiveness	60.43	20.77	4.46	5.09
Planning and Organizing	57.91	21.36	2.75	3.21
Persuasion	53.19	31.96	1.01	0.99
Presenting	51.49	32.51	-1.14	-0.08
Self-Management	63.25	26.32	3.66	4.20
Teamwork	69.44	18.93	1.66	1.44
Written Communication	54.55	26.61	-3.44	-3.41



Personal Soft Skills Indicator Findings as of February 2012

Two or More Races N = 608

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	53.43	17.98	-1.36	-0.69
Conflict Management	58.32	23.03	5.49	5.20
Continuous Learning	75.98	17.18	9.09	9.91
Creativity and Innovation	50.32	25.00	0.66	-0.46
Customer Service	80.64	14.94	7.74	8.21
Decision Making	46.70	23.26	2.92	3.07
Diplomacy	65.97	19.33	5.50	5.89
Empathy	46.66	26.29	5.53	5.99
Employee Development and Coaching	72.05	21.08	5.74	6.13
Flexibility	54.91	19.38	5.94	5.75
Futuristic Thinking	25.05	21.22	1.81	1.61
Goal Orientation	73.52	21.50	1.72	1.64
Interpersonal Skills	83.80	20.76	10.72	11.95
Leadership	67.91	24.74	7.45	7.41
Management	53.95	19.19	-0.02	-0.04
Negotiation	52.18	26.08	7.90	7.83
Personal Effectiveness	59.52	17.06	3.54	4.18
Planning and Organizing	50.16	16.97	-5.00	-4.54
Persuasion	60.00	26.51	7.82	7.80
Presenting	62.34	29.19	9.71	10.93
Self-Management	56.82	24.92	-2.77	-2.23
Teamwork	70.41	18.91	2.62	2.41
Written Communication	61.89	26.29	3.90	3.93



Personal Soft Skills Indicator Findings as of February 2012

Non-Disabled = 16,575

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	54.87	18.97	0.08
Conflict Management	53.07	21.83	0.24
Continuous Learning	67.09	20.85	0.20
Creativity and Innovation	49.62	25.34	-0.03
Customer Service	73.22	19.26	0.32
Decision Making	44.29	23.82	0.50
Diplomacy	60.56	21.39	0.09
Empathy	41.22	24.69	0.09
Employee Development and Coaching	66.44	20.37	0.14
Flexibility	49.39	22.53	0.42
Futuristic Thinking	23.14	22.15	-0.10
Goal Orientation	71.98	19.82	0.18
Interpersonal Skills	73.39	27.17	0.31
Leadership	61.25	26.23	0.80
Management	53.90	17.68	-0.07
Negotiation	44.53	29.07	0.25
Personal Effectiveness	56.27	20.84	0.29
Planning and Organizing	55.13	20.37	-0.03
Persuasion	52.69	29.31	0.51
Presenting	52.98	31.74	0.34
Self-Management	59.89	26.95	0.30
Teamwork	68.47	20.13	0.68
Written Communication	57.94	25.42	-0.04



Personal Soft Skills Indicator Findings as of February 2012

Disabled = 228

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	57.93	21.07	3.14	3.06
Conflict Management	49.60	24.75	-3.24	-3.48
Continuous Learning	68.98	19.52	2.09	1.89
Creativity and Innovation	53.76	27.30	4.11	4.14
Customer Service	70.29	15.58	-2.61	-2.93
Decision Making	42.31	24.30	-1.47	-1.98
Diplomacy	62.64	19.74	2.17	2.08
Empathy	38.60	24.28	-2.54	-2.63
Employee Development and Coaching	69.31	20.63	3.01	2.87
Flexibility	48.12	26.80	-0.85	-1.27
Futuristic Thinking	28.88	27.00	5.64	5.74
Goal Orientation	74.43	18.07	2.63	2.45
Interpersonal Skills	70.17	26.23	-2.91	-3.22
Leadership	55.24	28.99	-5.22	-6.01
Management	55.10	17.53	1.12	1.19
Negotiation	48.83	31.83	-0.45	4.30
Personal Effectiveness	53.45	22.94	-2.53	-2.82
Planning and Organizing	58.29	17.13	3.13	3.16
Persuasion	53.14	31.95	0.96	0.45
Presenting	54.21	32.33	1.58	1.23
Self-Management	57.33	26.19	-2.26	-2.56
Teamwork	65.90	21.60	-1.88	-2.57
Written Communication	59.26	28.66	1.28	1.32



Personal Soft Skills Indicator Findings as of February 2012

Non-Veteran = 15,517

Measurement	Mean	Standard Deviation	Difference from Random Sample
Analytical Problem Solving	54.39	19.03	0.40
Conflict Management	52.64	22.10	-0.19
Continuous Learning	66.94	20.90	0.05
Creativity and Innovation	49.57	25.42	-0.09
Customer Service	73.29	19.23	0.40
Decision Making	43.84	24.05	0.06
Diplomacy	60.82	21.17	0.35
Empathy	41.51	24.53	0.38
Employee Development and Coaching	66.20	20.46	-0.10
Flexibility	49.34	22.65	0.37
Futuristic Thinking	23.29	22.01	0.05
Goal Orientation	71.92	19.82	0.12
Interpersonal Skills	73.22	27.26	0.15
Leadership	60.54	26.42	0.09
Management	53.71	17.74	-0.26
Negotiation	44.00	29.20	-0.29
Personal Effectiveness	55.89	20.95	-0.09
Planning and Organizing	55.58	20.29	0.42
Persuasion	51.98	29.43	-0.20
Presenting	52.32	31.75	-0.31
Self-Management	59.59	27.00	0.00
Teamwork	68.30	20.39	0.51
Written Communication	58.06	25.45	0.07



Personal Soft Skills Indicator Findings as of February 2012

Disabled Veteran = 122

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	59.55	13.94	4.75	5.16
Conflict Management	52.27	19.46	-0.56	-0.37
Continuous Learning	63.27	22.79	-3.61	-3.67
Creativity and Innovation	52.14	23.80	2.48	2.57
Customer Service	70.14	20.42	-2.76	-3.15
Decision Making	51.32	22.72	7.53	7.48
Diplomacy	51.73	22.53	-8.75	-9.09
Empathy	29.05	27.10	-12.09	-12.46
Employee Development and Coaching	66.50	24.63	0.20	0.30
Flexibility	48.27	26.55	-0.70	-1.07
Futuristic Thinking	28.00	24.59	4.76	4.71
Goal Orientation	79.82	13.52	8.02	7.90
Interpersonal Skills	70.05	33.44	-3.03	-3.17
Leadership	68.05	28.93	7.59	7.51
Management	56.36	13.15	2.39	2.65
Negotiation	50.00	25.45	5.72	6.00
Personal Effectiveness	60.59	20.29	4.61	4.70
Planning and Organizing	61.32	16.62	6.16	5.74
Persuasion	58.14	32.83	5.96	6.16
Presenting	63.00	34.21	10.37	10.68
Self-Management	68.36	23.37	8.77	8.77
Teamwork	67.45	16.62	-0.33	-0.85
Written Communication	60.86	23.20	2.88	2.80



Personal Soft Skills Indicator Findings as of February 2012

Other Veteran = 895

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	55.57	17.95	0.78	1.18
Conflict Management	55.86	19.59	3.03	3.22
Continuous Learning	67.85	21.32	0.96	0.91
Creativity and Innovation	49.25	25.67	-0.40	-0.32
Customer Service	70.06	19.11	-2.84	-3.23
Decision Making	46.95	22.35	3.17	3.11
Diplomacy	57.97	22.98	-2.50	-2.85
Empathy	40.75	25.12	-0.38	-0.76
Employee Development and Coaching	66.31	18.79	0.01	0.11
Flexibility	50.12	21.01	1.15	0.78
Futuristic Thinking	23.01	24.37	-0.23	-0.28
Goal Orientation	72.99	20.06	1.19	1.07
Interpersonal Skills	73.36	26.98	0.28	0.14
Leadership	62.97	26.22	2.52	2.43
Management	54.29	18.47	0.32	0.58
Negotiation	47.04	28.16	2.76	3.04
Personal Effectiveness	56.36	21.45	0.38	0.47
Planning and Organizing	49.37	19.45	-5.79	-6.21
Persuasion	57.94	26.09	5.76	5.96
Presenting	52.55	31.54	-0.08	0.23
Self-Management	58.70	28.87	-0.89	0.89
Teamwork	68.72	19.41	0.93	0.42
Written Communication	53.44	26.82	-4.54	-4.62



Personal Soft Skills Indicator Findings as of February 2012

Vietnam Veteran = 216

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group
Analytical Problem Solving	63.45	20.55	8.66	9.06
Conflict Management	62.03	22.41	9.20	9.39
Continuous Learning	71.61	15.62	4.72	4.67
Creativity and Innovation	53.58	24.21	3.92	4.01
Customer Service	79.61	14.90	6.71	6.32
Decision Making	48.79	21.25	5.00	4.95
Diplomacy	67.00	20.70	6.53	6.18
Empathy	40.06	25.86	-1.07	-1.45
Employee Development and Coaching	75.70	17.72	9.39	9.50
Flexibility	52.88	20.43	3.91	3.54
Futuristic Thinking	22.24	23.89	-1.00	-1.05
Goal Orientation	73.00	20.06	1.20	1.08
Interpersonal Skills	76.91	25.13	3.83	3.69
Leadership	70.64	17.95	10.18	10.10
Management	59.48	15.12	5.51	5.77
Negotiation	53.12	30.80	8.84	9.12
Personal Effectiveness	63.82	17.49	7.84	7.93
Planning and Organizing	51.09	22.33	-4.07	-4.49
Persuasion	61.97	30.46	9.79	9.99
Presenting	65.58	27.98	12.94	13.26
Self-Management	62.67	22.28	3.08	3.08
Teamwork	70.52	17.71	2.73	2.22
Written Communication	67.94	24.48	9.95	9.88



Hartman Value Profile Findings as of February 2012

Random Sample N=17,801

Measurement	Mean	Standard Deviation
Understanding Others	7.47	1.56
Practical Thinking	7.24	1.70
Systems Judgment	7.02	1.48
Sense of Self	6.97	1.43
Role Awareness	6.56	1.45
Self Direction	6.73	1.25

Males N=10,667

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.91	1.47	0.45
Practical Thinking	7.74	1.59	0.50
Systems Judgment	7.45	1.41	0.43
Sense of Self	7.36	1.42	0.38
Role Awareness	6.97	1.42	0.41
Self Direction	7.06	1.24	0.33

Females N=7,134

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.78	1.64	0.31	0.14
Practical Thinking	7.48	1.79	0.24	0.26
Systems Judgment	7.39	1.52	0.37	0.06
Sense of Self	7.41	1.40	0.44	0.05
Role Awareness	6.94	1.42	0.38	0.03
Self Direction	7.23	1.19	0.50	0.16



Hartman Value Profile Findings as of February 2012

Caucasians N=11,988

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	8.03	1.37	0.56
Practical Thinking	7.80	1.52	0.56
Systems Judgment	7.55	1.36	0.52
Sense of Self	7.42	1.36	0.44
Role Awareness	6.96	1.41	0.41
Self Direction	7.15	1.18	0.42

African Americans N=1,849

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.30	1.94	-0.17	-0.74
Practical Thinking	6.93	2.12	-0.31	-0.88
Systems Judgment	7.00	1.72	-0.02	-0.55
Sense of Self	7.48	1.43	0.51	0.06
Role Awareness	7.02	1.39	0.46	0.06
Self Direction	7.15	1.34	0.42	0.00

American Indian or Alaskan Native N=175

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Understanding Others	7.57	1.88	0.10	0.46
Practical Thinking	7.29	2.04	0.05	0.51
Systems Judgment	7.23	1.53	0.21	0.32
Sense of Self	7.38	1.49	0.40	0.04
Role Awareness	7.02	1.43	0.46	0.06
Self Direction	7.18	1.22	0.45	0.03



Hartman Value Profile Findings as of February 2012

Asian N=1,079

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.30	1.74	-0.17	-0.73
Practical Thinking	7.41	1.84	0.17	0.40
Systems Judgment	7.07	1.59	0.05	0.47
Sense of Self	6.89	1.60	-0.08	-0.52
Role Awareness	6.87	1.40	0.31	0.10
Self Direction	6.97	1.26	0.24	0.18

Hispanic or Latino N=1,078

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.65	1.76	0.18	0.38
Practical Thinking	7.39	1.83	0.15	0.41
Systems Judgment	7.24	1.61	0.21	0.31
Sense of Self	7.32	1.54	0.34	0.10
Role Awareness	6.99	1.47	0.43	0.02
Self Direction	7.03	1.36	0.30	0.12

Two or More Races N=608

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Protected Group
Understanding Others	7.89	1.44	0.42	0.14
Practical Thinking	7.67	1.64	0.43	0.13
Systems Judgment	7.52	1.39	0.50	0.02
Sense of Self	7.35	1.53	0.38	0.06
Role Awareness	6.80	1.52	0.25	0.16
Self Direction	7.09	1.25	0.36	0.06



Hartman Value Profile Findings as of February 2012

Non-Disabled N=16,575

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.86	1.54	0.40
Practical Thinking	7.64	1.67	0.40
Systems Judgement	7.43	1.45	0.41
Sense of Self	7.39	1.40	0.41
Role Awareness	6.97	1.41	0.41
Self Direction	7.14	1.21	0.41

Disabled N=228

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.63	1.57	0.16	0.24
Practical Thinking	7.31	2.07	0.07	0.33
Systems Judgement	7.21	1.65	0.18	0.23
Sense of Self	7.07	1.72	0.10	0.31
Role Awareness	6.61	1.56	0.06	0.35
Self Direction	6.81	1.32	0.08	0.32



Hartman Value Profile Findings as of February 2012

Non-Veteran N=15,517

Measurement	Mean	Standard Deviation	Difference from Random Sample
Understanding Others	7.86	1.54	0.39
Practical Thinking	7.64	1.68	0.40
Systems Judgement	7.43	1.46	0.41
Sense of Self	7.38	1.41	0.41
Role Awareness	6.96	1.42	0.40
Self Direction	7.14	1.22	0.41

Disabled Veteran N=122

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.91	1.52	0.44	0.05
Practical Thinking	7.67	1.76	0.43	0.04
Systems Judgment	7.43	1.37	0.41	0.00
Sense of Self	7.39	1.41	0.42	0.01
Role Awareness	6.91	1.28	0.35	0.05
Self Direction	7.12	1.09	0.40	0.01



Hartman Value Profile Findings as of February 2012

Other Veteran N=895

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.93	1.48	0.46	0.07
Practical Thinking	7.69	1.58	0.45	0.05
Systems Judgment	7.40	1.37	0.37	0.04
Sense of Self	7.41	1.40	0.44	0.03
Role Awareness	6.98	1.45	0.43	0.03
Self Direction	7.10	1.21	0.37	0.04

Vietnam Veteran N=216

Measurement	Mean	Standard Deviation	Difference from Random Sample	Difference from Non-Protected Group*
Understanding Others	7.95	1.41	0.48	0.09
Practical Thinking	7.74	1.62	0.50	0.10
Systems Judgment	7.37	1.32	0.35	0.06
Sense of Self	7.37	1.16	0.39	0.02
Role Awareness	7.22	1.11	0.67	0.27
Self Direction	7.01	1.05	0.28	0.12



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