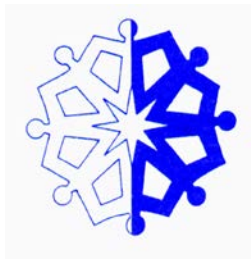


# ASSESSMENT OF POTENTIAL WORK DOCUMENT

**JOPPIE VAN GRAAN & ASSOCIATES**



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## 1. **WHO AM I**

### 1.1 **JOPPIE VAN GRAAN & ASSOCIATES**

Joppie van Graan & Associates is a consultancy firm, operating in South Africa as industrial psychologists for the past 35 years. The Association focuses on the assessment and development of human potential, coaching, team building, and energy management. Associates will be selected and contracted on a project basis depending on the nature and size of projects.

### 1.2 **JOPPIE VAN GRAAN**

Joppie is Senior Associate and sole owner of Joppie van Graan & Associates. He is a registered Industrial Psychologist with the South African Medical and Dental Council. He obtained a B.Comm, Honns B.Comm, M.Comm and D.Comm degree in Industrial Psychology and a Honns B.A in Psychology from the North-West University as well as a M.P.E. qualification from the University of Pittsburgh (Pensylvania). He practices as an Industrial Psychologist for the past 35 years, focussing on the assessment and development of potential, coaching, team building and energy management.

### 1.3 **INTERNATIONAL ASSOCIATION**

#### ***TMSDI***

I am associated with Team Management Systems Development (York, UK and Birmingham, Australia) the developers and distributors for TMS technology. Their core function is the research in and design and publishing of instruments and technology related to team building and the assessment and optimisation of human potential. Through this association I have access to 3000 practitioners in five continents. My association is active and I participated in numerous international events championed by TMS. I am accredited as Master Trainer in TMS technology.

### 1.4. **MY VALUES**

- I perceive human potential to be sacred and precious and my sole aim and purpose is to do everything in my power to develop and optimise it.
- I respect myself and other humans and will under no circumstances hurt, belittle or embarrass anyone on purpose.
- I will be professional, open and sincere in my intentions, methodology and communication.

## 2. WHO ARE/WERE MY CUSTOMERS

### 2.1 *Private sector*

<b>Name</b>	<b>Type of Industry</b>	<b>Project</b>
Hillside Aluminium (Billiton Group)	Aluminium smelter	<ul style="list-style-type: none"> <li>• Formulating of core values</li> <li>• Formulating of job structures and end-results for each position</li> <li>• Compiling competency profiles</li> <li>• Assessment and the selection and appointment of senior staff.</li> <li>• Team building</li> <li>• Designing and implementing a mentoring programme</li> </ul>
Bayside Aluminium (Billiton Group)	Aluminium smelter	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Growth stimulation</li> <li>• Team building</li> </ul>
Pioneer Foods	Baking & Milling	<ul style="list-style-type: none"> <li>• Formulation of core values</li> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Mentoring and coaching of senior executives</li> </ul>
Bonnita Holdings	Dairy Industry	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> <li>• Individual growth stimulation</li> <li>• Strategic planning</li> <li>• Designing and implementing a mentoring programme</li> <li>• Training of mentors</li> <li>• Coaching and mentoring senior executives</li> </ul>
Dorbyl	Heavy Engineering	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Coaching and Individual growth stimulation</li> </ul>
Polifin (Sasol)	Chemical manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Individual growth stimulation</li> <li>• Team building</li> <li>• Coaching and mentoring senior executives</li> </ul>
Kynochem	Chemical manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Individual growth stimulation</li> <li>• Team building</li> <li>• Designing and implementing a mentoring and performance management strategy</li> </ul>
Kynoch	Chemical manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> </ul>
SMSA	Chemical manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> </ul>
SASOL Synfuels	Petrochemical & Chemical manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> <li>• Self development</li> <li>• Coaching and mentoring senior executives</li> </ul>
Sasol Polymers	Chemical manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> <li>• Self development</li> <li>• Coaching and mentoring senior executives</li> </ul>

<b>Name</b>	<b>Type of Industry</b>	<b>Project</b>
SASTECH	Technology provider	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> <li>• Self development</li> <li>• Coaching and mentoring senior executives</li> </ul>
Ocean Agriculture	Fertilising	<ul style="list-style-type: none"> <li>• Assessment of potential</li> </ul>
Omnia	Fertilising	<ul style="list-style-type: none"> <li>• Self development</li> <li>• Team building</li> </ul>
Karbochem	Chemical manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> <li>• Job evaluation</li> </ul>
International Transport Corporation	Transport	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Individual growth stimulation</li> </ul>
Lafarge SA	Cement manufacturing	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Alpha Cement (AfriSam)	Cement manufacturer	<ul style="list-style-type: none"> <li>• Individual growth stimulation</li> <li>• Team building</li> </ul>
Dairy Belle	Dairy Industry	<ul style="list-style-type: none"> <li>• Training in managerial skills</li> <li>• Assessment of potential</li> <li>• Assessment organisational culture</li> </ul>
Columbus Steel	Stainless steel smelter	<ul style="list-style-type: none"> <li>• Assessment of organisational culture</li> </ul>
Middelburg Ferrochrome	Chrome foundry	<ul style="list-style-type: none"> <li>• Assessment of potential</li> </ul>
Usko	Heavy engineering	<ul style="list-style-type: none"> <li>• Assessment of potential</li> </ul>
ATNS	Air traffic & navigational services	<ul style="list-style-type: none"> <li>• Assessment of potential</li> </ul>
Consani Tankers	Container Manufacturers	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Idwala Holdings (Danielskuil and Port Shepstone)	Lime producer	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Designing and implementing a performance management strategy</li> <li>• Coaching and mentoring</li> </ul>
PPC Lime Lime Acres	Lime producer	<ul style="list-style-type: none"> <li>• Assessment and development of potential</li> <li>• Coaching</li> </ul>
Consol Glass Consol Plastics	Manufacturers of glass and plastic containers	<ul style="list-style-type: none"> <li>• Assessment and development of potential</li> <li>• Team building</li> </ul>
Merisol RSA	Chemical Manufacturer	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Merisol UK	Chemical Manufacturer	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>

<b>Name</b>	<b>Type of Industry</b>	<b>Project</b>
Mersisol USA	Chemical Manufacturer	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Honeywell SA	Process control	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
AstraZeneca	Pharmaceutical	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Kumba Resources Sishen	Iron Ore Mining	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Kumba Resources (Exxaro) Rosh Pinah Zinc Corporation Namibia	Zinc Mining	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Circle Cement Zimbabwe	Cement Manufacturing	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Chilanga Cement Zambia	Cement Manufacturing	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Portland Cement Malawi	Cement Manufacturing	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Mbeya Cement Tanzania	Cement Manufacturing	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Northam Platinum	Platinum Mining	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Kumba Resources Tsikondeni (Exxaro)	Coal mining	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Karsten Farms	Grape Farming	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
IQ Group	Financial Consultants	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Tyco Trucks	Assembling, selling and servicing International, DAF & Renault trucks	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Capacity building</li> <li>• Coaching and mentoring</li> </ul>
JD Group	Retail	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Adcock Ingram Critical Care	Pharmaceutical	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Natref	Petrochemical manufacturer	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Harmony Gold Mine	Gold mine	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Everite	Manufacturer building material	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Sasol Mining	Coal Mining	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Coaching and mentoring</li> </ul>
Leeuwpan Mine (Exxaro)	Coal Mining	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Coaching and mentoring</li> </ul>

Vaal Sanitaryware	Ceramics manufacturer	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Coaching and mentoring</li> </ul>
Exxaro –(Ticor SA) Hillendale Mine Empangeni Smelter	Heavy Minerals Mine	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Assessment of potential</li> </ul>
Scientific Group	Medical Instruments	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Huhtamaki South Africa	Packaging	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> <li>• Coaching</li> </ul>
Weatherly Mining Namibia	Copper Mine	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Trafigura Namibia	Trading	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Coaching</li> </ul>
Sasol Wax	Wax Manufacturer	<ul style="list-style-type: none"> <li>• Team building</li> <li>• Development of potential</li> </ul>
Ford Motor Company South Africa	Vehicle manufacturer	<ul style="list-style-type: none"> <li>• Development of potential</li> <li>• Coaching</li> </ul>
Sasol Water and Ash		<ul style="list-style-type: none"> <li>• Team building</li> </ul>
Sasol Mega Projects Houston, Texas		<ul style="list-style-type: none"> <li>• Team building</li> </ul>

## 2.2 Public sector - Municipalities or Local Authorities

Name	Type	Project
City Council of Sandton	Municipality	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> </ul>
City Council of Midrand	Municipality	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> </ul>
City Council of Carletonville	Municipality	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> </ul>
City Council of Meyerton	Municipality	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Team building</li> </ul>
City Council of Uppington	Municipality	<ul style="list-style-type: none"> <li>• Assessment of potential</li> <li>• Strategic planning and Team Building</li> </ul>
City Council of Vereeniging	Municipality	<ul style="list-style-type: none"> <li>• Assessment of potential</li> </ul>
City Council of Pietersburg	Municipality	<ul style="list-style-type: none"> <li>• Team building</li> </ul>

Name	Type	Project
City Council of Potgietersrus	Municipality	<ul style="list-style-type: none"> <li>Assessment of potential</li> </ul>
City Council of Potchefstroom	Municipality	<ul style="list-style-type: none"> <li>Assessment of potential</li> </ul>
City Council of Fochville	Municipality	<ul style="list-style-type: none"> <li>Assessment of potential</li> </ul>
City Council of Secunda	Municipality	<ul style="list-style-type: none"> <li>Assessment of potential</li> </ul>
City Council of Roodepoort	Municipality	<ul style="list-style-type: none"> <li>Assessment of potential</li> <li>Team building</li> <li>Training of officials</li> </ul>
City Council of Krugersdorp	Municipality	<ul style="list-style-type: none"> <li>Assessment of potential</li> </ul>
City Council of Lydenburg	Municipality	<ul style="list-style-type: none"> <li>Team building</li> </ul>
City Council of Germiston	Municipality	<ul style="list-style-type: none"> <li>Team building</li> </ul>

### 3. RATIONALE FOR THE EVALUATION OF CANDIDATES

- 3.1 a certain job exists within a certain organisation.
- 3.2 specific *end-results* or performance will be expected from the incumbent.
- 3.3 these end-results will be expected given certain *situational determinants*.
- 3.4 neither the expectations nor the situational determinants will stay the same. It will *change* dynamically over time.
- 3.5 to be able to achieve these expectations within the particular situation the incumbent should *act or behave* in a certain way.
- 3.6 to be able to act in a certain way the individual should have certain *competencies*.
- 3.7 a *competency profile*, defining the desired behaviours and competencies should be compiled.
- 3.8 existing or new individuals should be *projected* against the competency profile.
- 3.9 a *gap-analysis* between the ideal profile and projected results of the individual should be made. Based on the results of the gap-analysis a selection decision can be made in the case of new individuals, or a growth plan should be devised, directed at eliminating the gaps, in the case of existing individuals.
- 3.10 *follow-up* (performance management) should be undertaken to match the actual end-results against the expected end-results .
- 3.11 if the actual end-results is better than the expected end-results, the individual is moving towards *empowering*.
- 3.12 if the actual end-results meet the expected end-results, the individual is in balance and starting to *stagnate*.
- 3.13 if the actual end-results are *lower* than the expected end-results, the cause of this discrepancy should be investigated.
- 3.14 if the cause of the discrepancy lies within the *situation*, rectifying steps should be directed at the situation.
- 3.15 if the cause of the discrepancy lies within the *individual* an assessment should be made to determine if the individual should be trained (operational facet), developed (dynamic facet) or moved to another situation either within or outside the company (out-placement).

## 4. STRATEGY

### 4.1 PHASE 1: COMPILING A COMPETENCY PROFILE

#### *What*

A competency profile consists of a number of carefully defined operational and dynamic dimensions. Operational dimensions refer to those competencies that were obtained by the candidate through education, training, development and experience and form the basis against which CV's will be screened for the compiling of a short list. Dynamic dimensions refer to those competencies that are inherent to the individual and that will either resist change or be too difficult or costly to change. Examples of dynamic dimensions are mental and psychic energy levels, maturity, self-confidence, communication skills and handling of conflict. The dynamic competency profile form the basis against which short listed candidates will be evaluated.

The dimensional approach enables us to distinguish between suitable and unsuitable candidates and to identify specific training and development needs. This enables the decision maker to formulate specific reasons why a certain candidate is more suitable than others, and to develop specific development strategies for candidates after appointment.

#### *How*

We would prefer to have a workshop with the manager that this position will report to, and members of the team that the incumbent will join. The purpose of this workshop is to gather information on:

- The tasks the incumbent will be expected to perform (job description).
- Performance metrics.
- The minimum educational requirements.
- The minimum level and unique type of experience required.
- The composition of the team that the incumbent will have to supervise (if applicable).
- The macro- and micro forces impacting on this position but also on the business (doing a force-field analysis).
- Any other information that will have an impact on the competencies needed.

We then compile an operational and dynamic competency profile and submit it for approval.

### 4.2 PHASE2: EVALUATION OF CANDIDATES

#### 4.2.1 PLENARY SESSION

We prefer that a member of senior management address all candidates in a plenary session before the evaluation process starts. The purpose of this session is to share information on the Company, the position, and any other information that candidates need. It also gives credibility to the evaluation process. We have found that the information shared in the plenary session helps candidates to clarify their own minds, and to focus on the evaluation process.

#### 4.2.2 PSYCHOMETRIC EVALUATION

Participants will be subjected to a psychometric test battery. The types of tests depend on the dimensions identified in the competency profile. All tests are carefully scrutinised in terms of reliability, validity and culture fairness. The purpose of implementing any psychometric instrument is to assemble accurate information in terms of the basic functioning of the personality.



#### 4.2.3 DEVELOPMENT CENTRE

A development centre will be conducted. A development centre is a method to identify potential and development needs of participants, and is directed specifically at identifying skills and behavioural patterns. This method makes use of simulations, exercises, games, role-plays, and problem-solving exercises chosen to predict or represent those behaviours that will best predict success in a particular job. Participants are subjected to these exercises while trained assessors observe the activities of the participants. The results are discussed by all the observers so that consensus could be reached. With this assessment as basis, a final dimensional profile is then established for each participant that can be used to predict the participant's fit in terms of the competency profile, as well as development needs.

We prefer that the manager that this position reports to, should attend this session, or part of it, as observer.

#### 4.2.4 FEEDBACK

An in-depth interview will be conducted with each candidate. The purpose of this feedback is :

- (a) to test and validate the hypotheses formulated from the psychometric tests and development center results.
- (b) to discuss any discrepancies between the test and centre results, on the one hand, and the perception of the individual, on the other hand.
- (c) to discuss and explore any objections that the candidate may have.
- (d) to stimulate growth in each individual. Individual feedback enables the person to formulate his own development strategy for personal growth.
- (e) to provide each candidate with a report that he or she can use for further growth stimulation.

### 5 PHASE 3 - REPORTING

#### 5.1 Projecting candidates against the dynamic competency profile

Using the verified results from the psychometric testing and development centre, each candidate will be projected systematically against each dimension, using a stanine (1-9) scale. A grade of 7 and higher indicates excellence, a grade of 6 indicates an above average presence of that dimension, a grade of 5 indicates a below average presence of this dimension, a grade of 4 indicates the absence of this dimension, while a grade of 3 and lower is used to indicate a structural problem within that dimension.

#### 5.2 Making a decision

The overlap between the maximum and the actual score for each candidate will be calculated and expressed in percentage. An overlap of 68,26% indicates the ideal cut-off point. An overlap higher than 68,26% indicates excellence while an overlap between 65% and 68% is still acceptable. An overlap less than 65% becomes risky, and should only be accepted after discussion. An overlap less than 60% is unacceptable.

#### 5.3 Submitting a report

A report containing the following information will be submitted:

- A description of the methodology.

- Description of the competency profile that had been used.
- A graphical projection of each candidate against the profile.
- Ranking of candidates in terms of overlap.
- Recommendation

## 6. COMPILATION OF GROUPS

We can accommodate a maximum of 8 and a minimum of 4 candidates per job cycle.

## 7. COSTS

7.1	Phase 1	R4 500,00 per Competency Profile
7.2	Phase 2 and 3	R5200.00 per candidate should the group consist out of 4-6 candidates; R4650 per candidate should the group consist out of 7 -8 candidates

*Quoted cost do not include VAT, travel and accommodation costs of the consultants or the applicants.*

## 8. SCHEDULING - AN EXAMPLE

### *Day One*

09:00 - 13:00	Workshop (refer to Phase 1)
14:00 - 18:00	Plenary session and application of psychometric instruments

### *Day Two*

08:00 - 13:00	Development Centre
13:00 - 17:00	Feedback to candidates
17:00	Informal feedback to customer

### *Day Three*

Submission of report

I trust that you will find this information useful. If any aspect needs to be clarified please do not hesitate to contact me.

**Prof. Joppie van Graan**