

# Effective Decision-Making

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# Objectives

- Why assessment?
- What to look for when assessing.
- Formal/Informal assessments.
- Using results to impact performance.

# Definition of Assessment

- Any systematic method of obtaining evidence from posing questions to draw inferences about the knowledge, skills, attitudes, and other characteristics of people for a specific purpose.

# Why Assessment?

- Outcomes of assessment:
  - Agreement between case manager and customer about the steps to self-sufficiency, strengths & barriers.
  - Agreement about roles of partnership.
  - Customer demonstrates a willingness to move toward self-sufficiency.
  - Customer actively participates in career development process.

# Decision Making Facilitated Assessment

- An on-going process.
- Two phases:
  - Gathering information and data both formally and informally.
  - Applying information and data to career plan.
- Used to identify where the customer is in their career decision process, not to screen out applicants.

# Decision Making Facilitated Assessment

- For the client:
  - Provides evidence of where they are now and their desire to change.
  - Motivational in terms of identifying strengths, barriers and opportunities.

# Decision Making Facilitated Assessment

- For the case manager:
  - Describes the gap between where the client is now in relation to the goal of improved self-sufficiency.
  - Identifies client's strengths, motivators, barriers, costs of change.
  - Determines eligibility.
  - Determines suitability: Will client benefit from case management services?
  - Is there a commitment to change?

# Decision Making Facilitated Assessment

Two parts to assessment:

1. Asking questions, listening to responses & gathering information.
2. Applying information learned appropriately to a case plan that will have the desired outcomes.

# Decision Making Facilitated Assessment

- Identifying options.
  - Understanding career values (job security, independence, routine activity, working with people, etc.)
  - Understanding job needs, (salary, benefits, schedules, etc.)

# Decision Making Facilitated Assessment

- How do people make decisions?
  - External versus internal locus of control.
  - Readily apply problem solving skills?
    - Define problem.
    - Set goal.
    - Offer alternatives.
    - Ponder consequences & rewards.
    - Select best alternative.

# Decision Making Facilitated Assessment

- Controlling responses:
  - Self talk:
    - “I will never be able to get the type of job I really want.”
  - Self awareness:
    - “I’m getting very scared about this.”
  - Control:
    - I can’t predict the future and imagining failure is not going to help me get a good job.”

# Decision Making Facilitated Assessment

- What information are you looking for?
  - Demographic information
  - Employment history & accomplishments.
  - Employability skills. (special training, specific machines, tools, transferable skills?)
  - Educational history & accomplishments.
  - Standardized test scores.
  - Job search skills.
  - Career awareness.
  - Work maturity.

# Decision Making Facilitated Assessment

- What information are you looking for?
  - Family status/roles in family system.
  - Family stressors/coping skills.
  - Life situation needs (housing, transportation, etc.)
  - Problem solving ability.
  - Goal setting skills.
  - Financial (debts, garnishments, budgets.)
  - Legal needs (alien status, criminal records, child support, etc.?)
  - Health needs ( physical limitations, illness, substance abuse, etc.)

# Decision Making Facilitated Assessment

- What information are you looking for?
  - Mental health needs.
  - Strengths.
  - Other Barriers.
  - Resources.
  - Cultural issues.
  - Motivators.
  - “Sabotagers.”
  - Voices of “Yes I can!”
  - Others?

# Decision Making Facilitated Assessment

## Demand

- What major industries in area (emerging, growing, stable, declining)?
- Who are major firms?
- Current and projected labor market needs of those firms.
- Hiring practices?
- Wage/benefit structures?
- Which firms/industries have internal career paths?
- Skill shortages?
- Others?

## Supply

- What are current & projected demographic characteristics of local workforce?
- What local wage levels are needed to sustain family?
- Worker requirements in terms of knowledge and skills?
- Vacancies (intensity of demand versus volume of demand.)
- Others?

# Decision Making Facilitated Assessment

## Self Awareness:

- What is the starting salary range?
- Is salary consistent with your required family budget?
- Is there a demand for people who work in this field?
- Is this type of job expected to grow or decline in the future?

# Decision Making Facilitated Assessment

## Self Awareness:

- Identify all sources of income.
- Identify all expenses.
- Any other financial resources? (working spouse, parental assistance, etc.)
- Are bills more than your income?
- If so, how will you make ends meet while in training/school?
- How much money are you short per month?

# Decision Making Facilitated Assessment

## Self Awareness:

- Would you need to work part time while in school?
- How many hours a week?
- Are you able to financially survive until you complete training?

# Decision Making Facilitated Assessment

## Self Awareness:

- What/why this career choice?
- Willing to do the time?
- How will you finance your education?
- How will you choose a school?
- How will you survive while in school/training?
- What support services are needed?
- Can you afford this job?

# Objectives

- Why assessment?
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- Using results to impact performance.

# Facilitated Assessment Formal Tools

- Things to consider when choosing:
  - Customers
  - Benchmarks
  - Budget
  - Resources
  - Staff
    - Number
    - Qualifications

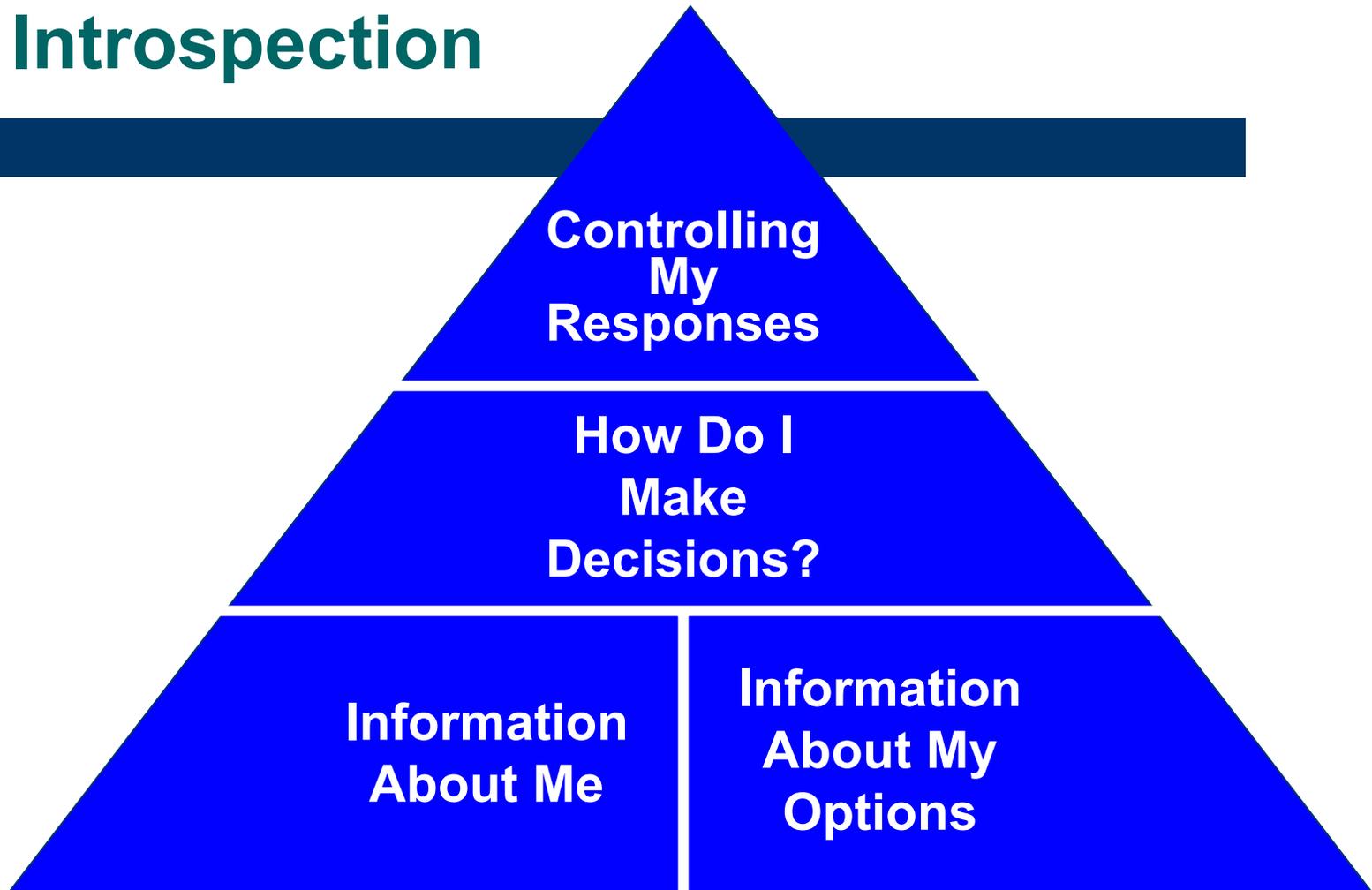
# Facilitated Assessment Formal Tools

- CAPS, COPS, COPES
- CASAS
- WorkKeys
- Choices
- Others?

# Facilitated Assessment Informal Tools

- Introspection
- Holland's Personality Types
- Multiple Intelligences
- Others.....

# Informal Tools Introspection



# Introspection

- Information about me:
  - Values?
  - Interests, aptitudes, abilities?
  - Skills?
  - Needs?
  - Personality?
  - Past achievements?

# Introspection

- Possible questions to ask:
  - What do you want to spend your days doing?
  - What do you like thinking, learning and talking about?
  - What kind of lifestyle would you like and what salary do you need?
  - How much time do you want for yourself, friends and family?
  - What do you want to be doing in 1 year, 5 years, 10 years?
  - What motivates you to do your best?

# Introspection

## Self Awareness:

- How would you spend your time at work?
- What would the workplace environment be like?
- What type of people would your co-workers be?
- Willing to work overtime?
- Healthy salary? Benefits?
- What would the prospects for advancement be?
- What is the next rung on career ladder & what are the requirements for it?

# Introspection

- Possible questions to ask:
  - What values and personal attitudes are important to me in terms of job satisfaction?
  - What skills do I possess in the following areas:
    - Work-content skills.
    - Functional skills.
    - Self-management skills.

# Introspection

- Knowing about options.
  - Understanding specific occupations, programs of study and jobs.
  - Understanding what kind of work settings feel most comfortable.
  - Understanding what kind of people you want to work with, for or around.
  - What type of employer would you like to work for?
  - Do you prefer to work independently, in a group or with an individual?

# Informal Tools

## John Holland's Personality Types

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*“People can function and develop best and find job satisfaction in work environments that are compatible with their personalities.”*

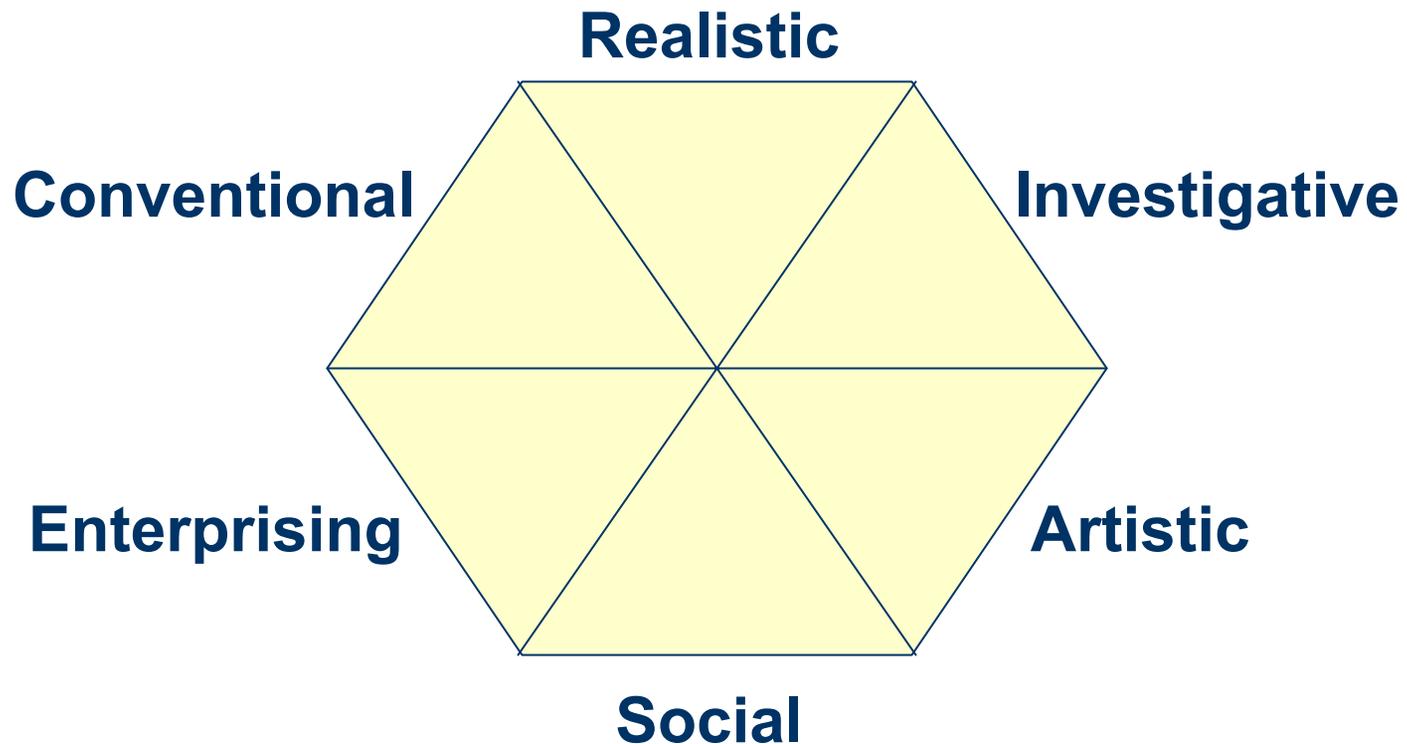
# Informal Tools

## John Holland's Personality Types

- People tend to choose a career that is reflective of their own personality.
- Work environments people choose reflect their unique personality.
- Closer the match of personality to job, the greater the satisfaction.
- Emphasis on accuracy of self-knowledge and career information is necessary for career decision making.

# Informal Tools

## John Holland's Personality Types



# Holland's Six Personalities

TYPE	ACTIVITIES	OCCUPATION
Realistic	Working with things, I.e. tools and machines	Farmer Carpenter Mechanical Engineer
Investigative	Working with information I.e. abstract ideas and theories	Chemist Veterinarian Systems Analyst
Artistic	Creating things	Painter Writer
Social	Helping people	Social Worker Teacher's Aide
Enterprising	Leading others	Sales Representative Entrepreneur
Conventional	Organizing data	Night Auditor Secretary

# Multiple Intelligences

- Linguistic
- Logical-Mathematical
- Spatial
- Bodily-Kinesthetic
- Musical
- Interpersonal
- Intrapersonal
- Naturalist

# Using Results to Impact Performance

- Don't just "Test 'Em and Tell 'Em".
- Linking back to IEP/ISS.
- How do you use the results to improve performance and results?

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# Your Trainer

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