



The Career College Information Source

**SUPPLIER DIRECTORY**

February 2013

# **INNOVATIONS, SOLUTIONS & ANSWERS**

*Special Expanded Issue*  
**Featuring Sector Supplier Advertorials**

**Leadership Assessment and Development Plans:**  
*Finding the right person for the right job*



# Leadership Assessment and Development Plans:

## *Finding the right person for the right job*

By Cheryl Hentz

With so many people looking for work, employers have a wide variety of candidates to choose from when they have openings to fill. Selecting the right candidate—whether advancing someone from within, or hiring from outside the company—is an art that is more important these days than ever before.

Since 2001 **Muno, Summers & Associates** has been providing assessment tools to companies and other organizations, including schools, to help make the hiring process a success. The focus on schools

---

***Selecting the right candidate—whether advancing someone from within, or hiring from outside the company—is an art that is more important these days than ever before.***

---

is a natural, given that managing partner, Debbie Muno, began her career in the career college industry and spent about a decade of her professional life there. She has a tremendous amount of passion for the career college sector and understands the many challenges it faces.

“Certainly it’s changed in the years that I’ve been out, but the fundamentals are still the same; the passions are still the same; the purpose is still the same,” Muno says, adding that while schools have a mission to educate people, they still need to hire the right people to accomplish that goal and to best maintain their bottom line.

As an employee assessment firm, Muno, Summers & Associates offers human resource tools to help organizations find the right person for the right job.

“Just like a golf bag has different clubs for different shots on the golf course, we have different tools that you use for different purposes when you’re talking about employee selection or employee development,” Muno explains.

The **ProfileXT**® (PXT) assessment measures how well an individual fits specific jobs in an organization. The unique “job matching” or occupational as-

essment feature of the PXT enables employers to evaluate an individual relative to the qualities required to successfully perform in a specific job. It is used throughout the employee life cycle for selection, on-boarding, managing and strategic workforce planning. Additionally, it reveals consistent, in-depth, and objective insight into an individual’s thinking and reasoning style, relevant behavioral traits, occupational interests, and matches to specific jobs in an organization. It helps managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance. It also gives organizations consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts.

“It’s really measuring an employee’s occupational DNA. And it gives an organization a scientific, objective way to put the right people into the right bus and in the right seat on that bus. In other words hiring the right people for the right spots,” says Muno, adding that the cost of a bad hire is very high considering the hiring and training costs, low productivity, and disruption to customers and co-

---

***People are most often hired on what is perceived competence, but they almost always end up leaving an organization for ‘fit’ reasons.***

---

workers. “This system helps reduce employee turnover and increase employee productivity. It also reduces stress, tension and conflict in the workplace. It’s a great thing for a school fiscally because turnover and low productivity are expensive.”

She stresses that other things, like background checks and face-to-face interviews still need to be done.

“But this measures those things that are so hard to determine and really can’t be determined other than through an assessment process,” Muno says. “People are most often hired on what is perceived

competence, but they almost always end up leaving an organization for ‘fit’ reasons. So if we can fill in that chasm of whether they can do the job, and whether they’re going to fit in with the way an organization expects the job to be done and whether they really even want to do this kind of work, then an organization has a far more increased opportunity of hiring more top performers and more better-fitting employees.”

Candidate matching is another feature of the assessment tool, in the way of a talent redistribution report. Sometimes people are great people and wonderful employees, but they’re in the wrong job within an organization. Sadly, an organization will more often than not let that person go.

“When in reality, it’s really hard to find good people. So if an organization has people who are good human beings, they come to work every day, they believe in what the school is doing and what it stands for, but they’re just aligned in the wrong position, with this system a school or other organization can compare them against all the other positions inside the organization (and get them in a position for which they’re better suited),” Muno explains. “So they’ve basically been replanted in better soil and they now have an opportunity to grow and flourish.”

Besides the opportunity to get the right people into the right jobs, Muno, Summers & Associates can offer employers character assessment tools, as well as an entire leadership development system, known as The CheckPoint 360<sup>o</sup>™.

The **CheckPoint 360<sup>o</sup>™** helps managers identify and prioritize their own development opportunities and helps the organization to better focus management training. It also proactively uncovers misaligned priorities between senior executives and front-line managers by bringing to the surface management issues that could lead to low employee productivity, low morale, job dissatisfaction and turnover.

“When you look inside these schools, there are tangible things that are important—really nice facilities, great computer labs, and state-of-the-art

equipment,” Muno says. “But at the end of the day, if you don’t have the right human beings in the right jobs in those schools, those things don’t do you a lot of good. From a school’s perspective, if you can put the right people into the right jobs and have your managers be fantastic leaders, you really have a solid human capital system.”



After graduating Penn State University in 1989, **Deborah M. Muno** began a public speaking career with a two-year career school in Pittsburgh. She quickly moved into the admissions department and after six years as a successful admissions representative, was promoted to the position of admissions manager. It was in this position that she began a search for assessment tools that would enable her to identify and hire top producers for her team. After finding and using tools from Profiles International for two years, she left her position at the school and began an assessment distributorship in Pittsburgh, Penn. After three successful years in Pittsburgh, she joined forces with Jeff Summers, owner of an assessment distributorship in the Midwest, and relocated the headquarters to Tampa, Florida in 2001.

**Muno, Summers & Associates** has assessment clients throughout the United States and Canada. They have conducted teaching and training seminars for organizations on the use of their assessments, hiring practices, and leadership development to name a few topics. Employees are a company’s greatest asset. The ability to hire, manage and promote employees so that their strengths are matched with the company’s positions is paramount in maximizing the effectiveness of the organization. Muno, Summers & Associates enables companies to recruit and retain top-performing employees.

**Muno, Summers & Associates**

PO Box 882

Oldsmar, FL 34677

Phone: (813) 925-8410 or toll free at 1-800-JOB-FITS

Fax: (813) 925-8420

Web site: [www.munosummers.com](http://www.munosummers.com)