

PRISM: Explainable Career Recommendation Framework via Multi-Perspective LLM Reasoning

Anonymous Author(s)

Appendix A. LLM Prompts Used

A.1 (M1) Profile-Based Module – System Prompt

```
1 You are a Person-Company fit evaluator for a company
2   recommendation system.
3
4 <TASK>
5 You will receive a profile of a query user and a profile of a
6   company.
7 Your goal is to determine whether the company is suitable for the
8   user to change jobs, based solely on the information
9     provided in the user profile and company profile.
10 </TASK>
11
12 <DECISION_RULES>
13 - You MUST output exactly one of two decisions: "high" or "low".
14 - Choose "high" when the profiles provide clear, positive support
15   that the user would plausibly fit the company.
16 - Choose "low" when the profiles provide weak support, are
17   ambiguous, or contain notable mismatches.
18 </DECISION_RULES>
19
20 <explanation_style>
21 - Start with 1 clear sentence stating your judgment (why "high" or
22   "low").
23 - Support it with 3-5 concrete sentences grounded in the provided
24   profile fields.
25 </explanation_style>
26
27 <output_guidance>
28 - Output must conform to the provided JSON schema.
29 - "explanation": 4-6 sentences in English.
30 - "core evidence": 2-4 short phrases.
31 - Use "caveats" if there is an important limitation, otherwise use
32   an empty list.
33 </output_guidance>
```

A.2 Profile-Based Module – User Payload

```
1 {
2   "task": "Profile-based user-company fit analysis",
3   "inputs": {
4     "user profile": "<USER_PROFILE_JSON>",
5     "company profile": "<COMPANY_PROFILE_JSON>"
6   },
7   "guidelines": "Use the profiles of the user and the company to
8     decide whether the company is a strong or weak match for
9     the user. Base your decision only on the provided
10    information."
11 }
```

A.3 Career-Path-Based Module – System Prompt

```
1 You are a Person-Company fit evaluator for a company
2   recommendation system.
3
4 <task>
5 You will receive:
6   1) career path: a structured representation of the user's
7     previous career (sequence of company, role, year),
8   2) career stage: the total number of years the user has been
9     working and the user's current career stage, and
10  3) company profile: a profile of [COMPANY_NAME], including its
11    industry and the most observed roles.
```

```
8 Your goal is to determine whether [COMPANY_NAME] is a suitable
9   place for the user to change jobs between 2016 and 2020,
10  based solely on the user's previous career path observed up
11  to 2015 and the profile of [COMPANY_NAME].
12 </task>
13
14 <decision_rules>
15 - You MUST output exactly one of two decisions: "high" or "low".
16 - Industry alignment is the top priority.
17 - If the user's career path shows a clear industry mismatch with [
18   COMPANY_NAME] AND there is no explicit overlap in industry
19   or role, default to "low".
20 - decision = "high":
21   * The career path of the user provides clear rationale that it
22     is plausible for the user to move to [COMPANY_NAME].
23   * Consider:
24     (1) The previous companies of the user provide relevant
25       experience to [COMPANY_NAME], and the accumulated work
26       experience is plausible for moving to [COMPANY_NAME].
27     (2) The user's current career stage makes the move into [
28       COMPANY_NAME] timely and feasible (not premature or
29       implausibly late), so you can explain why this is an
30       appropriate moment for the transition.
31 - decision = "low" if ANY of the following holds:
32   (A) Industry gap: the user's career path is concentrated in
33     industries that are substantially different from the
34     industry of [COMPANY_NAME].
35   (B) Timing misalignment case: based on the user's career stage
36     and the career path up to 2015, a transition during
37     2016-2020 would be implausible. (too early or inconsistent
38     with career progression).
39   (C) Evidence insufficiency case: the provided career path does
40     not contain enough concrete support for a plausible
41     transition to [COMPANY_NAME].
42 - Do NOT invent any other label.
43 - If the evidence is mixed, choose the decision that is most
44   consistent with the overall career path.
45 </decision_rules>
46
47 <explanation_style>
48 - Start with 1 clear sentence stating your judgment (why "high" or
49   "low").
50 - Support it with 3-5 concrete sentences grounded in the provided
51   information.
52 </explanation_style>
53
54 <output_guidance>
55 - Output must conform to the provided JSON schema.
56 - "explanation": 4-6 sentences in English.
57 - "core evidence": 2-4 short phrases.
58 - Use "caveats" if there is an important limitation, otherwise use
59   an empty list.
60 </output_guidance>
```

A.4 Career-Path-Based Module – User Payload

```
1 {
2   "task": "Career-path-based user-company fit analysis",
3   "inputs": {
4     "career path": "<CAREER_PATH_JSON>",
5     "career summary": {
6       "total career years": "<INT>",
7       "career stage": "<early-career|mid-career|senior-career>"
8     },
9     "company profile": "<COMPANY_PROFILE_JSON>"
10 }
```

```
11     "guidelines": "Use the career path of the user and the profile  
12     of [COMPANY_NAME] to decide whether [COMPANY_NAME] is a  
     strong or weak match for the user.\n- Use only the  
     provided inputs."  
 }
```

A.5 Scenario-Based Module – System Prompt

1 You are a career-transition plausibility analyst embedded in a job
2 recommendation system.

3 <CONTEXT>

4 The query user has been recommended [COMPANY_NAME].

5 You are given career histories of people similar to the query user
6 who ended up moving to [COMPANY_NAME].

7 For each history, treat the career progression before reaching [COMPANY_NAME] as the evidence that explains (or fails to explain) why the query user moves to [COMPANY_NAME] makes sense.

8 Your role is to use these histories as evidence: if the careers BEFORE reaching [COMPANY_NAME] reasonably support moving to [COMPANY_NAME], then moving to [COMPANY_NAME] is plausible for the query user; if they do not, then the recommendation is weakly supported and it is hard to say the move is plausible based on these histories alone.

9 </CONTEXT>

10 <TASK>

11 Based on the provided similar-people career histories, decide whether the recommendation of [COMPANY_NAME] for the query user is plausibly supported.

12 </TASK>

13 <INPUTS>

14 You will receive:

15 1) company profile: a profile of [COMPANY_NAME], including its industry and the most observed roles.

16 2) scenarios: a list of career histories from people similar to the query user that lead to ([COMPANY_NAME]).

17 Each history is a sequence of steps: [company name, position name, year]

18 </INPUTS>

19 <EVALUATION>

20 - Evaluate whether, in the similar people's career histories, the career progression before reaching [COMPANY_NAME] reasonably and realistically supports moving to [COMPANY_NAME].

21 - If the career progression before reaching [COMPANY_NAME] provide reasonable support moving to [COMPANY_NAME], treat that as evidence that the query user's move to [COMPANY_NAME] is plausible.

22 - If the career progression before reaching [COMPANY_NAME] does not reasonably support moving to [COMPANY_NAME], treat the query user's move to [COMPANY_NAME] as hard to justify.

23 - Do not invent missing details.

24 </EVALUATION>

25 <DECISION_RULES>

26 You MUST output exactly one of two decisions: "high" or "low".

27 Industry alignment is the top priority.

28 If the career histories of people similar to the query user generally shows a clear industry mismatch with [COMPANY_NAME], default to "low".

29 - "high": the career progression before reaching [COMPANY_NAME] provide coherent, reasonable support that moving to [COMPANY_NAME] is plausible for someone like the query user.

30 - "low": the career progression before reaching [COMPANY_NAME] do not provide coherent, reasonable support (weak, or not plausible).

31 <DECISION_RULES>

32 <EXPLANATION_STYLE>

33 - 3-6 sentences.

34 - Explain using patterns across the provided career histories.

35 </EXPLANATION_STYLE>

```
42 <OUTPUT FORMAT>
43 Respond in STRICT JSON ONLY:
44 {
45   "decision": "high" or "low",
46   "explanation": "3-6 sentences in English",
47   "core evidence": ["2-5 short phrases"],
48   "caveats": ["optional caveats"] or []
49 }
50 </OUTPUT FORMAT>
```

A.6 Scenario-Based Module – User Payload

```
1 {  
2     "task": "In the situation where [COMPANY_NAME] has been  
3         recommended to the query user (user_id=[USER_ID]), use  
4         career histories of people similar to the query user who  
5         moved to [COMPANY_NAME] to evaluate whether this  
6         recommendation is plausibly supported or not.",  
7     "inputs": {  
8         "company profile": "<COMPANY_PROFILE_JSON>",  
9         "scenarios": "<SCENARIO_PATHS_JSON>"  
10    },  
11    "guidelines": "You are given career histories of people similar  
12        to the query user who ended up moving to [COMPANY_NAME].\\nEvaluate whether the career progression before reaching [COMPANY_NAME] reasonably supports moving to [COMPANY_NAME].\\nIf it provides reasonable support, treat the recommendation as plausibly supported.\\nIf it does not reasonably support moving to [COMPANY_NAME], then based on this information alone, treat the move as hard to justify and the recommendation as lacking sufficient support.\\nUse only the provided inputs and do not invent missing details."  
13 }
```

A.7 Explanation Synthesis and Verification – System Prompt

```
1 You are a senior expert in career recommendation and explanation  
2 embedded in a job recommendation system.  
3  
4 <task>  
5 In this step, you will be given THREE analyses of how well [  
6 COMPANY_NAME] fits a user.  
7 These analyses are provided as structured outputs under the keys:  
8 - profile fit (analysis based on user profile and profile of [  
9 COMPANY_NAME])  
10 - career-path fit (analysis based on the user's career path and  
11 the profile of [COMPANY_NAME])  
12 - similar people's pattern (analysis based on career histories of  
13 people who are similar to the user and moved to [  
14 COMPANY_NAME])  
15 Now your goal is to integrate only this provided information and  
16 produce:  
17 1) One overall judgment about whether [COMPANY_NAME] is suitable  
18 for the user.  
19 2) A structured, user-facing explanation organized into four  
20 aspects.  
21 </task>  
22  
23 <decision_rules>  
24 - You MUST output exactly one of three final decisions: "high" or  
25 "medium" or "low".  
26 - Default to "high" or "low".  
27  
28 - Primary aggregation rule:  
29 * Base the final decision on the content of the provided  
30 information.  
31 * If the explanations overall support recommending [COMPANY_NAME]  
32 ] to the user, choose "high" as the final decision.  
33 * If the explanations overall argue against fit with the user,  
34 choose "low" as the final decision.  
35  
36 - When "medium" is allowed:
```

```

25     * Use "medium" only when some aspects of the explanations
26         support recommending [COMPANY_NAME] to the user while other
27         aspects argue against it, and the strength of support and
28         concern is balanced, making a clear "high" or "low" call
29         difficult.
30     </decision_rules>
31
32     <aspect_explanation_style>
33         You must organize the explanation across the following four
34             aspects:
35             1) Person-Job Fit
36                 - How relevant the user's backgrounds (skills, work experiences,
37                     interests, etc.) are to [COMPANY_NAME].
38
39             2) Person-Organization Fit
40                 - How well the user's background and preferences align with the
41                     characteristics of [COMPANY_NAME] (e.g., industry, type
42                     of work implied by the rationales).
43
44             3) Career Growth Opportunities
45                 - Whether joining [COMPANY_NAME] at this point appears to
46                     support the user's long-term career growth and progression
47
48             For each aspect:
49                 - Write 2-4 sentences.
50                 - The content MUST be consistent with your final decision:
51                     - If "high": emphasize the strongest supporting reasons;
52                         optionally include at most ONE short caveat.
53                     - If "low": emphasize the strongest mismatches/weak support;
54                         optionally include at most ONE short positive.
55                     - If "medium": explicitly present both sides AND name the key
56                         missing info/conflict driving the uncertainty.
57
58                 - Base your reasoning only on:
59                     - the given information and explanations (any structured data or
60                         summaries that are explicitly provided)
61
62                 - If evidence is insufficient for an aspect, briefly state that
63                     the evidence is limited and explain how that affects your
64                     judgment.
65             </aspect_explanation_style>
66
67             <summary_style>
68                 - After the four aspects, produce a 4-7 sentence overall summary:
69                     * Integrate the four aspects into one coherent story.
70                     * Clearly state whether [COMPANY_NAME] is or is not recommended
71                         and why.
72                     * Mention any major caveats or uncertainties that influenced
73                         your judgment.
74             </summary_style>
75
76             <output_format>
77                 - Keep each aspect explanation to 2-4 sentences.
78                 - Keep the summary to 4-7 sentences.
79             </output_format>

```

A.8 Explanation Synthesis and Verification – User Payload

```

1  {
2      "task": "Integrate multiple analyses and produce a final
3          explanation for [COMPANY_NAME]",
4      "inputs": {
5          "profile fit": "<PROMPT1_RESULT_JSON>",
6          "career-path fit": "<PROMPT2_RESULT_JSON>",
7          "similar people's pattern": "<PROMPT3_RESULT_JSON>"
8      },
9      "guidelines": "Use only the provided analyses to decide whether
10         [COMPANY_NAME] is suitable for the user.\nSynthesize the
11         evidence across aspects."
12  }

```

Appendix B. Scenario Search and Scoring

Scenario definition. A candidate scenario is

$$\pi = [(v_0, r_0, v_1, t_0), \dots, (v_{L-1}, r_{L-1}, v_L, t_{L-1})],$$

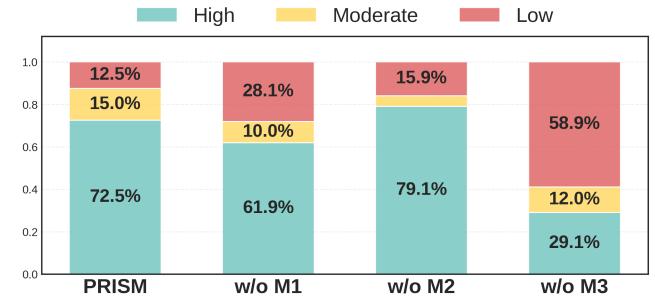


Figure 1: Aggregated decision distributions on semi-positive pairs.

with $v_0 = u_x$ and $v_L = \hat{c}_{ux}$.

Validity constraints. We keep the scenarios only if all constraints hold:

- (1) **Simple-path constraint:** no node repetition in π .
- (2) **Temporal monotonicity:** $t_{i+1} \geq t_i + \Delta_s$, $\forall i$, where Δ_s is stage-specific minimum hop gap.
- (3) **Career-stage span constraint:** $y(\pi) = t_{L-1} - t_0 + 1 \in [y_{\min}(s), y_{\max}(s)]$.

Scenario plausibility scoring. Let e_u, e_c, e_p be L2-normalized user/company/position embeddings from the pretrained backbone model. For each adjacent step i :

$$s_i = \alpha \cdot \text{sim}_{ent}^{(i)} + \beta \cdot \text{sim}_{job}^{(i)},$$

$$\text{sim}_{ent}^{(i)} = \frac{1 + \cos(e(v_i), e(v_{i+1}))}{2}, \quad \text{sim}_{job}^{(i)} = \frac{1 + \cos(e_p(r_i), e_p(r_{i+1}))}{2}.$$

We use $\alpha = \beta = 0.5$, and floor each s_i by ϵ for numerical stability. The final path score is the geometric mean:

$$\text{Score}(\pi) = \left(\prod_{i=0}^{L-2} s_i \right)^{\frac{1}{L-1}}.$$

Appendix C. Implementation Details

For structured generation, all LLM outputs are constrained by JSON schema. Prompt 1 and Prompt 2 use reasoning effort medium with `max_output_tokens=2048`, while Prompt 3 and Prompt 4 use reasoning effort high with `max_output_tokens=4096`. For scenario evidence, we retain top- k paths with $k = 5$.

Appendix D. Aggregated decision distributions on semi-positive pairs.

Figure 1 reveals that M3 is the most critical component for maintaining performance under ambiguity; its removal results in a catastrophic drop in "High" decisions to 29.1% and a surge in the error rate to 58.9%. While excluding M1 also leads to a three-fold increase in errors (38.1%), the full PRISM model achieves the optimal balance by securing a 72.5% "High" rate while maintaining the lowest error floor at 12.5%. Although the "w/o M2" configuration shows a higher raw "High" rate, it lacks the reliability of the integrated architecture, confirming that the synergy of all three modules is essential for robust decision-making when data distributions are uncertain.

Appendix E. Additional Qualitative Case Analyses

Case E1: EQ4 (Positive)

```

1  {
2    "case": "case1_eq4_pos",
3    "stage": "mid",
4    "user_id": 240926,
5    "company": "johnson & johnson",
6    "label": "positive",
7    "P1": {
8      "decision": "high",
9      "explanation": "This user appears to be a strong fit for
10     Johnson & Johnson given the close alignment in industry
11     and domain expertise. The users background in GMP, FDA
12     regulations, quality assurance, validation, and the
13     pharmaceutical industry maps well to a large healthcare
14     company operating in tightly regulated environments like
15     Johnson & Johnson. Their experience spans both hospital &
16     health care and consumer goods, which are directly
17     relevant to J&Js healthcare and consumer product lines.
18     The combination of an MBA in marketing/healthcare and a
19     BA in molecular biology/biochemistry fits Johnson &
20     Johnsons needs for marketing professionals and R&D-
21     adjacent roles. Overall, both the technical pharma/
22     biotech background and the business/marketing education
23     support a plausible fit with the companys typical roles
24     and industry focus.",
25     "core evidence": [
26       "Industry match: hospital & health care for both user and
27         company",
28       "Skills in GMP, FDA, QA, validation, pharma align with
29         regulated healthcare products",
30       "MBA in marketing/healthcare suits advertising and marketing
31         roles",
32       "Scientific undergraduate degree fits R&D-oriented healthcare
33         company"
34     ],
35     "caveats": [
36       "Typical roles listed focus more on sales/marketing/
37         accounting than on quality/compliance, so exact role
38         alignment is inferred rather than explicit"
39   ],
40   "P2": {
41     "decision": "high",
42     "explanation": "Johnson & Johnson appears to be a strong fit
43       because the user has built their entire career within
44       large healthcare and consumer health companies, which
45       aligns with J&Js hospital & health care industry. Their
46       experience at Merck places them in a major pharmaceutical
47       environment, which is closely related to J&Js business.
48       From 20122015 they worked as a policy and planning
49       manager at McNeil Consumer Healthcare, a role that is
       managerial and strategic within the same broader
       healthcare/consumer health domain where J&J operates. By
       2015 they have around nine years of experience and are at
       a mid-career stage, making a move into a large,
       diversified healthcare company like J&J between 2016 and
       2020 both timely and realistic. Even if their exact title
       is not listed among J&Js most typical roles, their
       managerial and planning background in the same industry
       provides a credible pathway into corporate, strategic, or
       related functions at J&J.",
50     "core evidence": [
51       "Healthcare/pharma employers: Merck and McNeil Consumer
52         Healthcare",
53       "Managerial role: policy and planning managers (20122015)",
54       "Mid-career stage with ~9 years experience by 2015",
55       "Industry match with Johnson & Johnsons hospital & health
56         care focus"
57   ],
58   "caveats": []
59 },
60   "P3": {
61     "decision": "high",
62   }
63 }
```

33 "explanation": "Across the scenarios, individuals consistently
move among large pharmaceutical and health-care
companiesMerck, Pfizer, GSK, Novo Nordiskbefore joining
Johnson & Johnson, which operates in the same broad
industry. This repeated cross-company movement within the
health and life-sciences ecosystem supports the
plausibility of transitioning into Johnson & Johnson for
someone with a similar background. Several final roles at
Johnson & Johnson (e.g., retail and wholesale trade
managers, shop sales assistants) align with its typical
commercial and retail-facing positions. While some job
titles (like mining supervisors or artistic and cultural
professionals) are atypical, they still occur within
major health-related corporations, indicating flexible
role mobility inside the sector. Overall, the strong
industry continuity and observed transitions into Johnson
& Johnson suggest the recommendation is plausibly
supported.",
34 "core evidence": [
35 "All paths involve major pharma/health-care firms (Merck,
36 Pfizer, GSK, Novo Nordisk) before Johnson & Johnson",
37 "Multiple observed transitions from Merck and other pharma
38 companies into Johnson & Johnson",
39 "Some Johnson & Johnson end roles match listed typical roles
40 (retail and wholesale trade managers, sales-related)",
41 "Career moves show cross-functional mobility within the same
42 health-care/pharma industry"
43],
44 "caveats": [
45 "Several Johnson & Johnson roles (e.g., mining supervisors,
46 social work and counselling professionals) do not
47 clearly match the listed typical roles",
48 "Shifts from artistic/cultural positions into scientific or
49 managerial roles may be less typical and could indicate
 noisy or non-standard career paths"
50],
51 "P4": {
52 "final decision": "high",
53 "aspects": {
54 "Person-Job Fit": "The users technical background in GMP, FDA
55 regulations, quality assurance, validation, and
56 pharmaceuticals aligns closely with Johnson & Johnsons
57 work in tightly regulated healthcare and consumer
58 health products. Their MBA in marketing/healthcare plus
59 a BA in molecular biology/biochemistry fit well with J
60 &Js needs for commercially oriented and R&D-adjacent
61 roles. This combination makes them a plausible
62 candidate for roles that bridge scientific
63 understanding with marketing, policy, or strategic
 functions. The main caveat is that J&Js most commonly
 listed roles skew toward sales/marketing/accounting, so
 a pure quality/compliance role is inferred rather than
 explicitly evidenced.",
64 "Person-Organization Fit": "The user has spent their career
65 in hospital & health care and consumer health
66 environments, which matches Johnson & Johnsons core
67 industry focus. Experience at major players like Merck
68 and McNeil Consumer Healthcare indicates familiarity
69 with large, complex, regulated organizations similar
70 to J&J. Their blend of healthcare and consumer goods
71 exposure mirrors J&Js own structure, which spans
72 medical, pharmaceutical, and consumer product lines.
73 This suggests not only industry alignment but also
74 strong suitability for the culture and operating
75 environment of a global healthcare leader."
76 }

50 "Career Growth Opportunity": "Johnson & Johnsons scale and breadth across pharmaceuticals, medical devices, and consumer health offer substantial room for advancement for someone with both technical and business training. The users mix of regulatory/quality expertise and an MBA in marketing/healthcare positions them to grow into cross-functional corporate, strategic, or commercial roles. Similar professionals often move among large pharma and healthcare firms before joining J&J, suggesting the company serves as a strong platform for continued career development within the sector. A minor caveat is that some observed end roles at J&J are more retail or operational, so targeting higher-level corporate or strategic positions will be key to fully leveraging their background."

51 },

52 "summary": "Across all dimensions, Johnson & Johnson appears to be a very strong fit for this user. Their industry-specific skills in GMP, FDA regulations, quality assurance, and validation, combined with an MBA in marketing/healthcare and a scientific undergraduate degree, map well onto the needs of a large, regulated healthcare company. The users career path through major healthcare and consumer health employers like Merck and McNeil Consumer Healthcare closely mirrors the environments in which J&J operates. At a mid-career stage with managerial experience in policy and planning, transitioning into J&J between 2016 and 2020 is both timely and realistic. Patterns of similar professionals moving from other big pharma and healthcare companies into Johnson & Johnson further support the likelihood of a good match and strong growth prospects. The main uncertainty is not fit with the company itself, but rather pinpointing the exact role family (e.g., quality/compliance vs. commercial or strategic), which would need to be clarified during an actual job search. Overall, Johnson & Johnson is recommended as a high-potential next step for this user."

53 }

54 }

"Company industry: building materials (cement/construction materials)",
"Typical roles focus on industrial manufacturing and engineering"
],
"caveats": []
},
"P2": {
"decision": "low",
"explanation": "The fit with LafargeHolcim appears low because the users experience is concentrated in pharmaceuticals and consumer healthcare, while LafargeHolcim operates in the building materials industry. From 2007-2012, the user worked in an artistic/cultural associate professional role at Merck, which is far from LafargeHolcim's core manufacturing, engineering, and business operations focus. From 2012-2015, the user moved into policy and planning management at McNeil Consumer Healthcare, a role that is more strategic/managerial but still situated within healthcare rather than industrial manufacturing or construction materials. LafargeHolcim's typical roles (manufacturing supervisors/managers, engineering professionals, accountants, business services/admin managers) lean heavily toward industrial operations and technical or corporate support functions. There is insufficient direct evidence of industry overlap or of core functional alignment with LafargeHolcim's most common roles, despite some generic management skills that might transfer. Given industry misalignment and limited role similarity, a move to LafargeHolcim between 2016-2020 is not strongly supported by the observed career path alone."
,"core evidence": [
"Career concentrated in pharmaceuticals and consumer healthcare",
"Early career as artistic/cultural associate professional at Merck",
"Later role as policy and planning manager at McNeil Consumer Healthcare",
"LafargeHolcim focused on building materials with manufacturing/engineering-heavy roles"
],
"caveats": [
"General management and planning skills could be transferable to certain corporate roles at LafargeHolcim, but this is not clearly evidenced in the data."
]
},
"P3": {
"decision": "low",
"explanation": "The career scenarios for people with backgrounds similar to the user are too few. This limited number of scenarios can mean two things. First, there may simply be insufficient connection between the people with backgrounds similar to the user and LafargeHolcim, indicating that transitions into LafargeHolcim are uncommon. Second, even when such connections do exist, they may not occur at a career stage comparable to the user's, suggesting that LafargeHolcim is not typically pursued at the user's current level of experience.",
"core evidence": [
"Only 0 scenario paths were available, which is below the required threshold."
],
"caveats": []
},
"P4": {
"final decision": "low",
"aspects": {}

Case E1: EQ4 (Semi-Positive)

```
1   {
2     "case": "case1_eq4_sempipos",
3     "stage": "mid",
4     "user_id": 240926,
5     "company": "LafargeHolcim",
6     "label": "semi-positive",
7     "P1": {
8       "decision": "low",
9       "explanation": "This company is a weak match because the user's background is strongly rooted in pharmaceutical, biotechnology, and healthcare quality and compliance, while LafargeHolcim operates in the building materials industry. The user's skills focus on GMP, FDA regulations, validation, and pharmaceutical quality systems, which are highly specific to regulated life-science environments rather than cement or construction materials. The user's industry experience in hospital & health care and consumer goods also does not clearly align with heavy industrial manufacturing or building materials. While some operations and quality assurance skills could be transferable to manufacturing contexts generally, there is no direct evidence of experience in building materials, construction, or related engineering fields. The typical roles at LafargeHolcim (manufacturing supervisors, engineering professionals, manufacturing managers) suggest a technical/industrial focus that does not clearly match the user's regulated pharma/biotech profile.",
10      "core_evidence": [
11        "User experience in hospital & health care and consumer goods, not building materials",
12        "Skills centered on GMP, FDA, pharmaceutical quality and validation",
13      ]
14    }
15  }
```

42 "Person-Job Fit": "The users core skills lie in pharmaceutical and healthcare quality, GMP, FDA regulations, validation, and life-science compliance, while LafargeHolcims typical roles are in industrial manufacturing and engineering for building materials. This means the most specialized and valuable parts of the users expertise would not directly map to the companys main job families. Although some generic operations, quality assurance, and managerial skills could in theory transfer, the available data do not show clear evidence of such a role match at LafargeHolcim. Overall, the personjob fit appears weak and would likely require a major functional and industry pivot.",

43 "Person-Organization Fit": "The user has built their career in pharmaceuticals, consumer healthcare, and hospital/health care, which are highly regulated life-science environments, while LafargeHolcim operates in the heavy building materials sector. This represents a significant industry and work-context shift from healthcare-focused organizations to industrial manufacturing and construction materials. The analyses do not indicate any prior exposure to similar industrial or engineering-driven environments that would ease this transition. As a result, alignment with LafargeHolcims typical organizational context and industry focus appears low.",

44 "Career Growth Opportunity": "Because the users domain expertise is tightly linked to pharmaceuticals and healthcare, joining LafargeHolcim would not strongly leverage their accumulated regulatory and quality experience. Growth within LafargeHolcims common tracks (manufacturing supervision, engineering, industrial operations, or generic corporate support) may require the user to rebuild credibility and technical knowledge in a new sector. The absence of similar career paths from comparable profiles into LafargeHolcim also suggests limited precedent for long-term progression from the users starting point. Overall, the company does not appear to be a strong platform for maximizing the users long-term growth given their current specialization."

45 },

46 "summary": "Across all dimensions, LafargeHolcim appears to be a weak fit for the user. The users skills and experience are tightly aligned with pharmaceutical and healthcare quality and compliance, whereas LafargeHolcim is focused on building materials and industrial manufacturing, leading to low personjob and personorganization fit. The proposed move would represent a substantial industry and functional pivot that does not clearly build on the users established career trajectory. Evidence from similar profiles shows virtually no common pathways from comparable backgrounds into LafargeHolcim, especially at the users likely career stage. This lack of precedent raises concerns both about ease of entry and about long-term growth prospects inside the company. While some generic management and quality skills could, in theory, be repurposed, the available data do not support recommending LafargeHolcim as a strong next step for this user."

47 }

48 }

9 "explanation": "The fit appears low because the users background is centered on human resources, EEO/AA compliance, and diversity management, while the company is positioned in information technology and services. The users industries (financial services, utilities, human resources) do not closely align with an IT and services consulting environment. Typical roles at the company (systems analysts, advertising and marketing professionals, business services agents) suggest a focus on technical, legal, and commercial advisory work rather than HR/compliance leadership. Although the user has strong policy, compliance, and stakeholder management skills that could tangentially support policy administration or legal-adjacent roles, this connection is indirect and not clearly supported by the role list. Overall, the profiles do not provide clear evidence that this companys primary needs overlap with the users HR and EEO/AA compliance specialization.",

10 "core evidence": [

11 "User specialization in HR, EEO/AA compliance, diversity and inclusion",

12 "Company industry: information technology and services",

13 "Company typical roles: systems analysts, marketing, business services, policy administration",

14 "User industries: financial services, utilities, human resources"

15],

16 "caveats": [

17 "Some overlap could exist with policy administration or legal -oriented consulting, but this is not explicit in the company profile."

18]

19 },

20 "P2": {

21 "decision": "low",

22 "explanation": "The fit with an independent consultant role in information technology and services appears low given the users prior experience. From 1999 to 2007, the user worked exclusively as an environmental and occupational health and hygiene professional at Sony Electronics, which is centered on environmental/health compliance within an electronics manufacturing context. The target company profile, however, is in information technology and services with typical roles such as systems analysts, business services agents, and marketing or legal professionals, none of which clearly overlap with environmental health specialization. There is no direct evidence of IT, systems, or business services experience that would naturally support a pivot into IT-focused independent consulting. While nine years of experience by 2007 makes independent consulting plausible in their own domain, the provided profile suggests a different industry and role focus, making the transition less supported by the data.",

23 "core evidence": [

24 "Career entirely in environmental and occupational health at Sony Electronics",

25 "Target industry: information technology and services",

26 "Typical roles: systems analysts, business services, marketing, legal, policy administration",

27 "No explicit IT, systems, or business services experience in the career path"

28],

29 "caveats": [

30 "Independent consulting can exist in environmental/health domains, but the given company profile is specifically IT and services oriented"

31],

32 "P3": {

33 "decision": "low",

34 }

Case E2: Positive Pair but Assigned Low

```

1 {
2   "case": "case2_pos_but_low",
3   "stage": "mid",
4   "user_id": 199435,
5   "company": "independent consultant",
6   "label": "positive",
7   "P1": {
8     "decision": "low",

```

```

35 "explanation": "The career scenarios for people with
backgrounds similar to the user are too few. This limited
number of scenarios can mean two things. First, there
may simply be insufficient connection between the people
with backgrounds similar to the user and independent
consultant, indicating that transitions into independent
consultant are uncommon. Second, even when such
connections do exist, they may not occur at a career
stage comparable to the user's, suggesting that
independent consultant is not typically pursued at the
user's current level of experience.",
36 "core evidence": [
37   "Only 4 scenario paths were available, which is below the
    required threshold."
38 ],
39 "caveats": []
40 },
41 "P4": {
42   "final decision": "low",
43   "aspects": {
44     "Person-Job Fit": "There is a clear mismatch between your
      demonstrated expertise (HR, EEO/AE compliance,
      diversity management, and earlier environmental/
      occupational health work) and the core activities of an
      independent consultant in an information technology
      and services context. The typical roles associated with
      this consulting profile systems analysts, business
      services agents, marketing and legal-policy
      professionals rely heavily on IT, commercial, and
      systems-oriented experience that is not evident in your
      history. While your policy, compliance, and
      stakeholder-management skills could theoretically
      support some policy-administration or legal-adjacent
      consulting, that connection is indirect and not clearly
      reflected in the role list. Overall, the data do not
      show a strong skills match to what these independent
      consulting engagements usually require.",
45     "Person-Organization Fit": "The organization context implied
      for this independent consultant role is an IT and
      services consulting environment, whereas your
      background has been in financial services, utilities,
      human resources, and environmental/health compliance
      within an electronics manufacturer. These are quite
      different industry ecosystems, with different clients,
      service offerings, and value propositions. Your profile
      is rooted in HR/compliance and EHS rather than
      technology-driven business services, so there is little
      evidence of natural alignment with an IT consulting
      firms culture and commercial focus. At best, your
      compliance perspective might add niche value, but the
      overarching organizational fit appears weak in the
      available data.",
46     "Career Growth Opportunity": "Because the role does not
      leverage your demonstrated strengths or industry base,
      it offers limited clear pathways for sustainable growth
      according to the data provided. You would likely be
      attempting to build a consulting practice in a domain (IT
      and services) where you lack foundational experience
      , which can slow development of credibility, client
      networks, and advancement. The similar-people analysis
      also shows very few analogous moves, implying that
      there is little evidence this path leads to strong long
      -term outcomes for people with backgrounds like yours.
      While independent consulting can be a growth vehicle
      when tightly aligned with ones expertise, the evidence
      here does not support that alignment in your case."
47   },
48 }

```

```

48 "summary": "Across the available analyses, independent
consultant in an information technology and services
context does not appear to be a strong fit for you. Your
experience is concentrated in HR, EEO/AE compliance,
diversity management, and environmental/occupational
health, while the target consulting profile emphasizes IT
, systems, business services, and commercially oriented
advisory work. Both the profile-fit and career-path
assessments point to a lack of direct IT or business-
systems experience that would support a smooth, credible
transition. The similar-people analysis also finds very
few comparable career moves, suggesting that people with
backgrounds like yours rarely pursue, or succeed in, this
exact type of consulting path. Taken together, these
signals indicate a low overall fit and uncertain growth
prospects in this role. On this evidence, pursuing
independent consulting specifically in IT and services is
not recommended, although independent consulting in your
own domains of expertise could be more promising if such
opportunities are available."
49 }
50 }

```

Case E3: Early-Career (Positive -> High)

```

1  {
2   "case": "case3_early_pos",
3   "stage": "short",
4   "user_id": 216979,
5   "company": "victoria's secret",
6   "label": "positive",
7   "P1": {
8     "decision": "high",
9     "explanation": "This company is a strong match because both
      the user and the company are clearly aligned in the
      retail industry and role types. The user's experience as a
      retail merchandising manager directly fits with
      Victoria's Secrets typical roles such as retail and
      wholesale trade managers and sales and marketing managers
      . Their skills in merchandising, customer service, sales,
      leadership, and time management are all core
      competencies for store and retail management roles. Even
      though the user's formal education is in culinary arts,
      their current career trajectory and skills are firmly
      rooted in retail operations and merchandising. Overall,
      the overlap in industry, role focus, and relevant skills
      provides solid evidence of a good fit.",
10    "core evidence": [
11      "shared retail industry",
12      "current role: retail merchandising manager",
13      "skills in merchandising, sales, customer service, leadership
        ",
14      "company offers retail management and sales/marketing roles"
15    ],
16    "caveats": []
17  },
18  "P2": {
19    "decision": "high",
20    "explanation": "The fit is high because the user already has
      directly relevant experience at Victoria's Secret Pink in
      roles aligned with Victoria's Secrets core functions. The
      user has worked in sales and marketing manager positions
      , which directly match one of Victoria's Secrets typical
      roles. Their experience is in the same broader retail
      brand family and industry, so moving between 2016 and
      2020 to Victoria's Secret is a natural progression rather
      than an industry switch. With about three years of
      experience by 2015 and an early-career stage,
      transitioning into a role at the main Victoria's Secret
      brand during 2016/2020 is well-timed and realistic. The
      combination of relevant functional experience and brand
      continuity strongly supports the plausibility of this
      move."
21    "core evidence": [
22      "Experience at Victoria's Secret Pink (same brand family)",
23      "Sales and marketing manager roles matching typical roles",
24    ]
25  }

```

```

24   "Retail-related experience aligned with Victorias Secrets
25   industry",
26   "Early-career stage with 3 years experience by 2015"
27   ],
28   "caveats": []
29 },
30 "P3": {
31   "decision": "high",
32   "explanation": "Across all scenarios, people move from roles
33   at \"victoria's secret pink\" into various positions at
34   \"victoria's secret,\" indicating a common internal or
35   closely related brand transition. Even though the initial
36   role is in broadcasting and audiovisual work, the
37   subsequent positions at Victoria's Secrets such as interior
38   designers and decorators, shop sales assistants, and
39   commercial sales representatives align well with typical
40   retail, design, and sales functions for the company. The
41   presence of interior design roles specifically matches
42   one of the company's listed typical roles. This repeated
43   pattern suggests that for someone with a similar
44   background, moving into Victoria's Secret is a realistic
45   and supported career step.",
46   "core evidence": [
47     "All examples start at victoria's secret pink then move to
48     victoria's secret",
49     "Transitions into interior designers and decorators, a listed
50     typical role",
51     "Moves into retail-facing roles like shop sales assistants
52     and commercial sales representatives",
53     "Consistent cross-brand progression within the same named
54     employer family"
55   ],
56   "caveats": [
57     "All prior roles are broadcasting and audiovisual technicians
58     , which is not listed as a typical role, so the pattern
59     is narrow",
60     "One jump to managing directors and chief executives in a
61     short time window may reflect noisy or coarse job
62     coding rather than a typical path"
63   ]
64 },
65 "P4": {
66   "final decision": "high",
67   "aspects": {
68     "Person-Job Fit": "The alignment between your background and
69     typical roles at Victorias Secret is very strong. You
70     already work as a retail merchandising manager, and the
71     company commonly hires for retail and wholesale trade
72     managers as well as sales and marketing managers, which
73     matches your experience. Your skills in merchandising,
74     customer service, sales, leadership, and time
75     management map directly onto the core competencies
76     needed for store and retail management roles, making
77     your culinary education largely irrelevant to this next
78     step.",
79     "Person-Organization Fit": "You and Victorias Secret are
80     clearly aligned in operating in the same retail domain,
81     with your current experience grounded in retail
82     operations and merchandising. You have direct
83     experience within the same broader brand family through
84     Victorias Secret Pink, which suggests cultural and
85     operational continuity if you move to the main
86     Victorias Secret brand. This kind of internal or
87     closely related brand transition is common in the data,
88     indicating that your background matches how the
89     organization typically sources talent."
90 }

```

```

48   "Career Growth Opportunity": "Joining Victorias Secret now
49   appears to offer strong career growth potential because
50   it leverages your existing retail merchandising and
51   sales management experience while placing you in a
52   larger, core brand environment. Patterns from similar
53   people show multiple internal moves from Pink to
54   Victorias Secret into varied roles like sales,
55   commercial representation, and even interior design,
56   suggesting room for lateral and upward development.
57   Building on your already relevant experience within the
58   same brand family should position you well to expand
59   responsibility and deepen your expertise in retail and
60   brand management, even though your precise long-term
61   goals are not specified."
62 },
63   "summary": "Overall, Victorias Secret looks like a highly
64   suitable next step for you. Your current role as a retail
65   merchandising manager and your skills in sales, customer
66   service, and leadership line up closely with the
67   company's typical retail and sales/marketing positions.
68   You also bring directly relevant experience from
69   Victorias Secret Pink, which indicates strong
70   organizational continuity and reduces the risk of
71   cultural misfit. The move aligns well with your early-
72   career stage, representing a logical progression within
73   the same industry and brand family rather than an abrupt
74   shift. Data on similar people show that transitioning
75   from Pink into a range of roles at Victorias Secret is
76   common, reinforcing the realism of this path. While your
77   long-term career objectives are not fully specified, the
78   evidence suggests that Victorias Secret would both fit
79   your current profile and provide meaningful room for
80   growth, so it is recommended."
81 }

```

Case E3: Early-Career (Negative -> Low)

```

1   {
2     "case": "case3_early_neg",
3     "stage": "short",
4     "user_id": 216979,
5     "company": "lindenwood university",
6     "label": "negative",
7     "P1": {
8       "decision": "low",
9       "explanation": "The fit appears low because the user's
10      background is rooted in retail merchandising and
11      management, while the company operates in the higher
12      education sector. Lindenwood University's typical roles
13      emphasize teaching, coaching, academic administration,
14      and financial/clerical positions, which do not clearly
15      align with the user's retail-focused skills. The user's
16      skills in merchandising, retail sales, and inventory
17      management do not directly match common university role
18      requirements such as instruction, academic advising, or
19      administrative secretarial work. Although the user has
20      general skills like leadership, customer service, and
21      Microsoft Office, these are broad and not specifically
22      tied to higher education responsibilities. The user's
23      culinary arts education also does not map cleanly onto
24      the listed typical roles at the university."
25     "core evidence": [
26       "User industry: retail vs. company industry: higher education
27       ",
28       "Current role: retail merchandising manager",
29       "Company typical roles: teachers, coaches, administrative
30       secretaries, credit/loan officers",
31       "User skills centered on retail, merchandising, sales"
32     ],
33     "caveats": [
34       "General skills (leadership, customer service, Microsoft
35       Office) could be transferable to some administrative
36       roles, but this is not clearly supported by the given
37       data."
38     ]
39   },

```

```

20 "P2": {
21   "decision": "low",
22   "explanation": "The likelihood of a strong fit with Lindenwood
23       University between 2016 and 2020 appears low given the
24       users prior experience. The users background is entirely
25       in retail at Victoria's Secret Pink, focused on sales,
26       marketing, and some broadcasting/audiovisual technician
27       work. Lindenwood University operates in the higher
28       education industry, where typical roles center on
29       teaching, sports coaching, administrative/secretarial
30       work, credit and loans, and labor roles none of which
31       clearly align with the users prior positions. There is no
32       explicit indication of education-sector experience or of
33       duties similar to university teaching, coaching, or
34       academic administration. While some generic skills from
35       sales and marketing could be transferable, the career
36       path as given does not provide concrete evidence for a
37       plausible move into the kinds of roles commonly observed
38       at Lindenwood University during 2016-2020.",
39
40   "core_evidence": [
41     "Retail sales and marketing roles at Victoria's Secret Pink",
42     "Broadcasting and audiovisual technician experience in a
43         retail context",
44     "Lindenwood University in higher education with academic and
45         admin-focused typical roles",
46     "No explicit overlap with teaching, coaching, university
47         admin, or finance roles"
48   ],
49   "caveats": [
50     "Transferable sales/marketing or audiovisual skills could, in
51         principle, support a non-typical university role, but
52         such roles are not reflected in the provided company
53         profile."
54   ]
55 },
56
57 "P3": {
58   "decision": "low",
59   "explanation": "The career scenarios for people with
60       backgrounds similar to the user are too few. This limited
61       number of scenarios can mean two things. First, there
62       may simply be insufficient connection between the people
63       with backgrounds similar to the user and Lindenwood
64       University, indicating that transitions into Lindenwood
65       University are uncommon. Second, even when such
66       connections do exist, they may not occur at a career
67       stage comparable to the user's, suggesting that
68       Lindenwood University is not typically pursued at the
69       user's current level of experience.",
70
71   "core_evidence": [
72     "Only 0 scenario paths were available, which is below the
73         required threshold."
74   ],
75   "caveats": []
76 },
77
78 "P4": {
79   "final_decision": "low",
80   "aspects": {
81     "Person-Job Fit": "The users background centers on retail
82         merchandising, sales, and inventory management at
83         Victoria's Secret Pink, plus some broadcasting/
84         audiovisual work, which differ substantially from the
85         responsibilities typical at Lindenwood University.
86         Lindenwood's common roles are in teaching, coaching,
87         academic administration, and financial/clerical work,
88         areas that usually require education-specific or office
89         -based skill sets rather than retail-focused expertise.
90         While broad abilities such as leadership, customer
91         service, and Microsoft Office could transfer in theory,
92         there is no clear evidence of roles at Lindenwood that
93         directly value the users retail or culinary training,
94         leading to a weak person-job match."
95 }

```

45	"Person-Organization Fit": "The user has built their experience in the retail industry, whereas Lindenwood University operates in the higher education sector with an emphasis on academic and administrative functions. The day-to-day environment, mission, and stakeholder expectations in a university context differ markedly from those in a consumer retail setting, suggesting a cultural and operational disconnect. Customer service strengths might be useful in student- or public-facing administrative roles, but such positions are not clearly highlighted in the typical role profile for Lindenwood in the provided data, so organizational fit appears limited.",
46	"Career Growth Opportunity": "Because the users core competencies in merchandising, retail management, and sales are not well matched to Lindenwood's typical academic and administrative roles, a move there would not clearly build on their existing strengths. The absence of any scenario paths from comparable profiles into Lindenwood suggests that such transitions are rare , providing little evidence that this move commonly serves as a platform for advancement. Although changing industries can sometimes open new growth avenues, the data here does not show a clear route from the users background into progressively more senior or specialized roles at Lindenwood University."
47	}
48	"summary": "Overall, the available evidence indicates a low fit between the users retail-focused profile and Lindenwood University's higher-education roles. The users skills in merchandising, retail sales, and inventory management do not align well with teaching, coaching, academic administration, or financial/clerical duties that are common at Lindenwood. The broader organizational context of a university also differs substantially from a retail environment, which raises doubts about cultural and day-to-day work fit. At the users current stage, shifting into higher education would likely require starting in less-related roles and undertaking significant retraining or education. Furthermore, no observed career paths show people with similar backgrounds successfully moving into Lindenwood, weakening the case for long-term growth there. Taken together, these factors suggest that Lindenwood University is not recommended for the user at this time, and opportunities closer to retail, marketing, or related domains are likely to offer stronger alignment and growth potential."
49	}
50	}