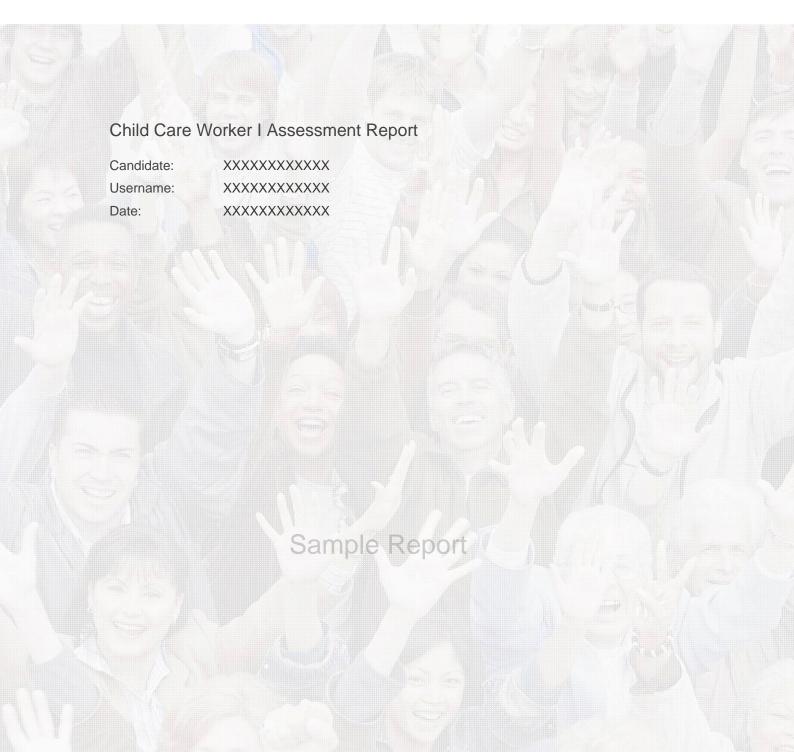
test center

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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol:

		Below		Above	
	Low	Average	Average	Average	High
Agreeableness			•		
Assertiveness				•	
Attitudes Toward Child Management				*	
Avoidance of Violence				♦	
Conscientiousness			♦		
Customer Service / Responsiveness		•			
Emotional Stability / Resilience			♦		
Empathy					♦
Extroversion			♦		
Integrity			♦		
Long Tenure Potential			♦		
Optimism/Enthusiasm			♦		
Orderliness			♦		
Teamwork				♦	
Work Drive				♦	

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Personality Assessment

Strengths:

- She tends to be easy to get along with. Katrina avoids arguments and unpleasantness unless the topic or the person is one that really makes her upset.
- Katrina can usually assert herself and stand up to difficult situations. She can also seize the initiative, when needed, and bring her influence to bear in a variety of situations.
- Katrina appears to value the needs and concerns of children. She typically enjoys interacting with them and does not lose her patience easily. Katrina usually looks for opportunities to help children learn from their behaviors and will probably be a fairly good role model for them.
- Katrina appears to value the needs and concerns of children. She typically enjoys interacting with them and does not lose her patience easily. Katrina usually looks for opportunities to help children learn from their behaviors and will probably be a fairly good role model for them.
- Katrina is not likely to act in an overly aggressive manner toward others. When faced with open hostility, she finds a way to deal with the situation without resorting to use of violence.
- She is not prone to act out in an aggressive manner toward her clients. Despite being provoked by others, Katrina is not inclined to use physical or verbally aggressive means to solve problems.
- She is often conscientious and dependable in her job performance. Yet, Katrina can also adjust to changing circumstances and be flexible in how and when she carries out tasks and assignments.
- She is moderately well-adjusted and stable. Katrina can handle most everyday forms of job hassles and stressors without losing her composure.
- She is very attuned to other people's behavior and pays a lot of attention to their feelings and emotional states. Katrina is likely to be perceived by the people she works with as someone who is empathetic and considerate. When they have problems, she will make herself available to assist them.
- Katrina tends to be cordial and sincere in her work-based interactions. She won't be swayed by social factors when making decisions or attending to her own job tasks and duties.
- Guardedly optimistic in her approach to work, Katrina not only will look for positive qualities in most situations and people, but she also has a healthy amount of skepticism.
- She registers as being fairly careful and methodical in the way she performs many tasks and assignments.
- Katrina has a sound commitment to teamwork. She is willing to work with others in a cooperative, mutually supportive manner.
- With an above-average work drive, Katrina works energetically and persistently to fulfill job
 responsibilities. She is usually willing to extend himself, when necessary, to meet heavy or irregular job
 demands, including working long hours.

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Developmental Concerns:

- In stressful situations, she can sometimes come across to others as disagreeable or difficult to get along
 with. Katrina may need to make more of an effort to be courteous and pleasant in all of her interactions
 with others in the workplace.
- Katrina may not be as consistently conscientious and dependable as others who hold this job. She may need to perform job tasks, duties, and assignments in a more reliable manner that others can consistently count on.
- She could place slightly more emphasis on customer service in her work. Katrina could be more sensitive and responsive to customer requests, concerns, and needs. She could make their satisfaction a higher priority.
- Katrina may not be able to handle as much job stress as other employees in this position. Highly
 demanding situations and heavy job stress could be a problem for her in terms of managing her anxiety
 and/or controlling her emotions in a mature, professional manner.
- It may be hard for Katrina to critically evaluate information about other people and to make objective
 decisions which affect them. She may need to put more psychological distance between herself and
 other people at times. Katrina can so strongly identify with the emotional experience of her customers or
 clients that she can confuse their feelings with her own.
- In work situations where good communication skills are needed, Katrina could be more cheerful, outgoing, and sociable. She may need to communicate more readily at times.
- Katrina scored in the average range on our measure of integrity. Although this does not necessarily
 signify a problem, it might be good to further reinforce her ethical code with thorough training that clarifies
 company rules and regulations as well as consequences for inappropriate behavior.

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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the
 most difficult customer you have had to deal with and what efforts you made to accommodate him or
 her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern
 weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of
 thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

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EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was
 falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a
 sufficient quantity of work versus working precisely and doing work of the highest quality. Tell me about
 an occasion at work when you traded off quality for quantity or when time constraints forced you to
 compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such
 a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

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