

test center

by People Systems

Credit & Collections Specialist Assessment Report

Candidate: XXXXXXXXXXXXX

Username: XXXXXXXXXXXXX

Date: XXXXXXXXXXXXX

Sample Report

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, 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 : ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness		◆			
Assertiveness					◆
Competitiveness					◆
Conscientiousness			◆		
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience				◆	
Empathy			◆		
Extrinsic Motivation					◆
Integrity			◆		
Long Tenure Potential		◆			
Optimism/Enthusiasm				◆	
Selling Confidence			◆		
Work Drive				◆	
Overall Cognitive Aptitude					◆

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Jane's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 40-49%ile

Verbal Reasoning Top 5%ile

Jane has a high level of general cognitive aptitude. She can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The higher the Overall Cognitive Aptitude score, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

Personality Assessment

Strengths:

- She can sometimes be unpleasant and argumentative. While this might make her difficult for co-workers to get along with, it will probably be to her advantage in a collections role because she can use that part of her style to force the client to deal with unpleasant realities of repaying her debt.
- Jane is very assertive and able to exert considerable influence on others when she wants to do so. She will address problems directly. Jane might be comfortable with supervisory or managerial duties.
- Jane is motivated by opportunities to show that she is performing at a very high level, especially compared to others who have this type of job. She is highly competitive and likes to measure her success against other employees.
- Jane is usually reliable and conscientious in the way she performs her job. However, Jane uses a fair amount of personal discretion and judgment in deciding how she will meet her obligations and duties.
- She has an above-average level of emotional stability. Jane can handle most types of job stress and pressure without lowering her performance effectiveness. She will usually deal with work crises in a calm, level-headed manner.
- While Jane is receptive to viewpoints and concerns of other people, she does not allow others to unduly sway her judgment. She will balance objective and subjective concerns in her decision-making style.
- Extrinsic rewards are much more appealing to Jane than are the intrinsic features of a job. She wants to work toward goals with actual payoffs, not necessarily to find work interesting or personally meaningful. Salary increases, bonuses, prizes, and promotions are highly motivating for Jane.
- Jane is often optimistic in her outlook. She usually expects good things from her job and the situations she encounters at work. Jane will seldom become demoralized by setbacks and will keep a positive attitude in the face of problems.
- Jane has an above average work drive. She invests considerable time and energy into meeting the demands of her job and career.

Developmental Concerns:

- Jane can sometimes come on too strong and behave in ways that others perceive as aggressive or overbearing. She may need to tone down her style when making requests of other people or trying to influence their behavior. Some employees may feel that she takes on too much responsibility without the proper authority.
- Jane can become so preoccupied with doing better than others that she neglects other important aspects of her job, including communication, morale, and information management. She may need to think more in terms of group-based achievements rather than personal achievements.
- Jane can sometimes use too much discretion in deciding how and when she will carry out job tasks, duties, and responsibilities. She could be more conscientious and reliable, at times, in her work habits.
- Jane's commitment to customer service could be further developed. She could do more, at times, to sense customers' preferences, address their concerns promptly, and ensure their satisfaction.
- Unless this job keeps pace with her expectations concerning money and tangible rewards, Jane may become dissatisfied. Before making a hiring offer, you should try to give her a realistic sense of the job's pay and financial incentives.
- Jane registered an average integrity score. Although this is not an objectionable score, you might want to make sure that she is well trained on company rules and policies and that she understands the consequences for unethical behavior on the job.

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.

MONEY MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

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?

LONG TENURE POTENTIAL

- Tell me what you would do if you continued to be dissatisfied with your job pay , benefits, or advancement opportunities.
- How easy or difficult do you think it would be for someone to find a new job like this (the one you are applying for) if this did not work out?
- What could entice you to take a new job over your current job even if you were fairly satisfied with your current position?
- Tell me what you would do if you felt that your career was not advancing quickly enough in the company you were employed by?
- Describe what you see as the advantages and disadvantages of advancing within one company versus advancing between companies.
- Describe what actions you would take if you were not satisfied with some important aspect of your job.

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