test center

by People Systems

Engineer III Assessment Report

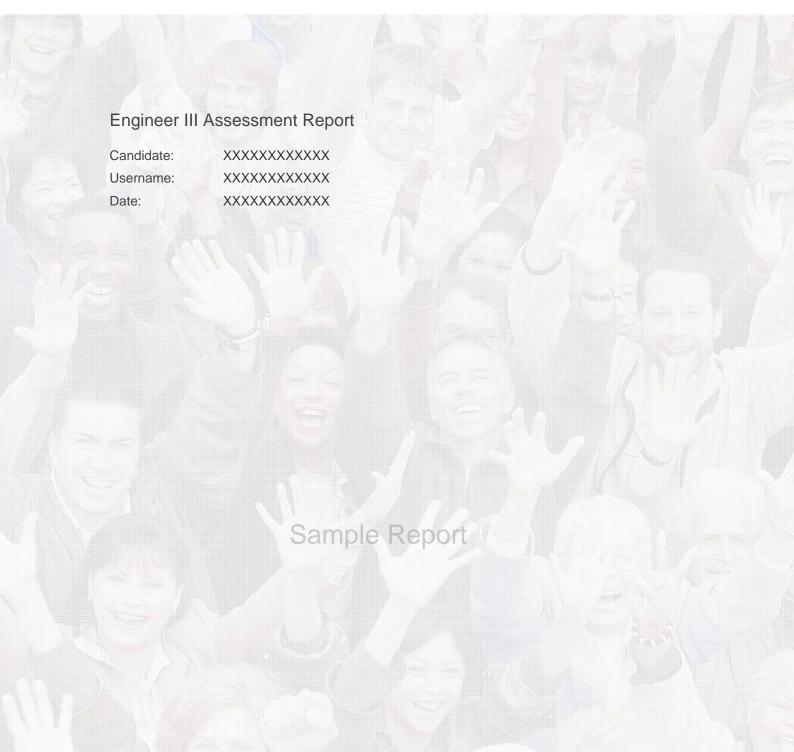|	
Candidate:	XXXXXXXXXXXX
Username:	XXXXXXXXXXXX
Date:	XXXXXXXXXXXX

Sample Report

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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, 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				◆	
Conscientiousness				◆	
Customer Service / Responsiveness		◆			
Emotional Stability				◆	
Extroversion				◆	
Impression Management					◆
Integrity			◆		
Openness		◆			
Optimism			◆		
Orderliness			◆		
Self-Confidence				◆	
Teamwork				◆	
Tough Mindedness			◆		
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 Mike's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Mike has a high level of general cognitive aptitude. He 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 underlined 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.

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Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
Mechanical Reasoning										X

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The <u>higher the Overall Cognitive Aptitude score</u>, 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.

Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

	Mr. Johnson's Responses
The most fulfilling job I had...	Was being project team leader where we achieved a 24% reduction in the defect rate.
What I want most from a job is...	is sense of accomplishment and feeling of being valued by the organizaiton.
My career goal for five years from now...	is to learn more about my profession, be an outstanding engineer for this company, and begin taking on leadership responsibilities so that when a managerial job opening comes along I will be prepared for it.
The set of responsibilities I enjoy most are...	working with a team to investigate work process problems and come up with innovations that create significant gains for the company.
I enjoy working with people who...	are hard working, willing to work cooperatively, cheerful, and dedicated to doing the best they can.
The best way to get ahead in an organization...	is to learn a lot about all areas of the company and to focus on what creates profits.
The personal strengths I possess that will help me be successful in this job include...	team-mindedness, leadership skills, great analytical and data management skills, good communication and ability to get along with employees at all levels of the organization.
Working long hours every week...	is sometimes necessary to get through a crunch period but should not be the norm month after month.
To better myself I...	try to learn something new everyday, listen to other employees and try to understand their jobs from their perspective. I also read professional journals and attend professional conferences to maintain relationships with colleagues in other companies and to keep up with latest trends and best practices.
My attitude about work-home balance is...	I am dedicated to my job and will do whatever it takes to see that my responsibilities are addressed. I also want to have a healthy home life, especially since I have 3 small children and I want to be a part of their lives.
The key to success in my career...	is being effective in my job and always keeping in mind how I cna best help my company be successful.
To get ahead in a company...	You have to focus on the central mission of the company and learn as much as you can about all parts of the company.
When I am criticized...	I try to listen carefully and not get defensive, then mull over the information to see how I can address the criticism most appropriately.

When I have to make a decision quickly...	I gather as much relevant information together, review the pros and cons of several alternatives, ask for input as time allows, then go ahead and make the best decision I can.
My success as a manager derives from...	understanding that a managers job is to support and facilitate the work of his employees: to train, mentor, encourage, inspire, guide, and direct them to help make the company successful.
Mentoring employees who report to me...	is very rewarding when I see them develop more personal and professional skills.
Besides supervising other people, a manager should...	be a liaison to other parts of the company, establish good communications with customers, make sure the department is represented well to senior management, and provide a good flow of information to the department from other areas of the company.
The best way to motivate people...	is to help them be successful in their role so that they can be proud of their accomplishments, can earn praise and recognition, and so they can move ahead in their career over the long term.
The average employee...	is capable of doing more if they get the right training, leadership, and inspiration.
An employee who brings personal problems to work...	needsto hear the message that the work needs to be done and done well, but they may also need a sympathetic ear from his manager with a possible referral to EAP.
I deal with conflict in my team by...	bringing people together to share their concerns and to come to a common understanding of the best way to move forward.
To increase employee commitment I...	first try to help individuals be successful so that they enjoy their jobs and take pride in their work, and I also help them focus on the core mission of the company and help them understand how they can make a valuable contribution.
To be a valuable member of a senior management team, I try to...	bring relevant information on how our department is doing, what resources we need, etc. I am also committed to being an effective participant in discussions of comapny mission, and strategic plans.
As a leader, my greatest satisfaction at work...	is seeing that our plant produces the maximum quantity and quality that we are capable of.
The biggest challenge to a manager in dealing with today's workforce...	is getting the right people hired: people who ahve the skills and intelligence to do a good job, and those who are team-minded and committed to helping the company be successful.
When I have to reprimand or discipline an employee...	I gather the facts, then have a private meeting where we jointly review the evidence. If the employee will be staying with us, I get them to help come up with a remediation plan.
The organizational culture I try to create is best described as...	excited and committed to doing excellent work, one that is focused on the core mission of the company, and one where people are happy about being at work.

I don't like to work with people who...	try to avoid their responsibilities by shifting their work onto others those who undermine the team process or those who undermine the company with their negative attitudes.
I get annoyed at work when...	get conflicting goals.
At times my work has suffered because...	feeling I must work when I am sick.
I would really dislike a supervisor who...	did not interact with employees, did not get to know employees well enough to provide praise at the appropriate time, those who are overly negative or critical.
People should recognize I am stressed out when...	get quiet and overly focused on my own tasks.
It's hard to do good work when...	you dont have crtical information or tools.
I would turn down a job if...	I felt the compnay was not committed to best practices.

Personality Assessment

Strengths:

- Coworkers are likely to see Mike as very easy to get along with. Mike will avoid arguments and unpleasantness whenever possible. He tries to be agreeable in his daily interactions with coworkers and other people.

- Mike is relatively assertive and direct. He is able to take charge of most situations and bring his influence to bear on other people.

- He can be counted on to perform his work in a reliable and conscientious manner. Mike typically honors his commitments and fulfills his obligations.

- Mike has a sound level of emotional resilience. He can cope effectively with most forms of job stress and pressure. He is fairly level-headed and collected in times of work crises and group conflict. Subordinates will not expect an angry response by Mike when they approach him with bad news.

- Mike is usually outgoing, talkative, and congenial in his interactions with other people. He will likely be an effective communicator who shares information readily with other employees.

- He is highly aware of what is the correct thing to say and do in formal and informal situations. Mike is discreet and careful about how he presents himself at work.

- Mike probably adheres to most company rules and policies, and only makes exceptions when circumstances seem to warrant it. He typically operates within organizational guidelines.

- He tends to be respectful of traditional ways of doing things. Mike values convention and is comfortable with the organizational status quo.

- He is not one to judge others in advance of observing their behavior and performance. Mike takes people at their word until facts persuade him otherwise. As a manager, he probably sets performance goals expectations that subordinates find reasonably challenging, but not unrealistic.

- He is moderately systematic and reasonably organized. However, Mike can improvise or go with the flow when it is helpful to do so.

- Mike is fairly self-assured and secure with his capabilities. He is not prone to doubt himself or fret about things. Mike will approach tasks with confidence that he can handle problems and perform competently.

- He is team-minded and concerned with group performance. Mike encourages subordinates to work together cooperatively and supportively of each other. He tries to communicate to employees that the team's success depends on each person's willingness to help the group reach its goals.

- He will consider both objective and subjective factors when analyzing situations, people, and decision contingencies. Mike depends on both personal feelings and objective parameters in drawing conclusions and choosing a course of action.

- Mike has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, Mike will expect reasonable levels of effort from subordinates.

Developmental Concerns:

- He could place slightly more emphasis on customer service in his work. Mike could be more sensitive and responsive to customer requests, concerns, and needs. He could make their satisfaction a higher priority.

- He can sometimes be too concerned with his public image and how he comes across to other people. Mike could try to present himself in a more sincere, genuine manner when interacting with coworkers.

- Mike's integrity score is in the average range. This is not an unacceptable score, but if he is hired, his supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. Mike needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.

- He needs to guard against relying too much on what he already knows and is familiar with. Mike could be more receptive to opportunities for change, improvement, and development. As a manager, he could do more to engage his subordinates in new learning and professional development. Mike could also be more inclined to promote continuous improvement processes within his work group.

- Mike may, at times, have difficulty viewing problems, situations, and other people in a realistic, objective manner. His judgment may be clouded by his own feelings on occasion.   Mike may give too much weight to the perceived feelings of other people in choosing among decision alternatives.

- Mike may need to rev up his work drive, at times, if he is to really succeed in this job. This may necessitate going above and beyond normal effort levels to meet pressing or irregular job demands .

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.

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?

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]

- Tell me about a time when you recommended or implemented a better way of doing things at work.

- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.

- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

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.