test center

by People Systems

Engineer V Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

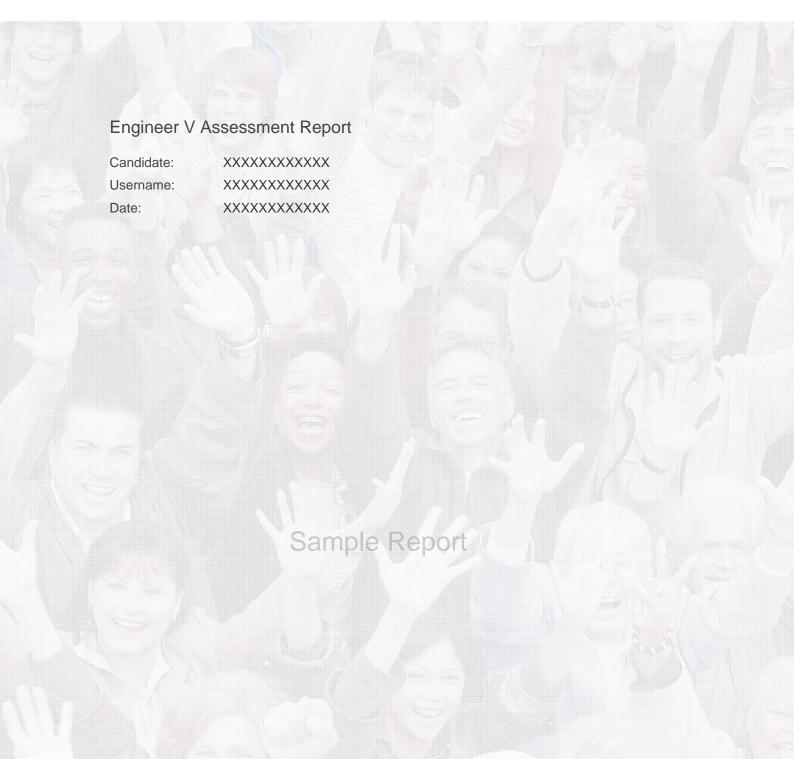Sample Report

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			◆		
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 Shawn's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

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

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

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect underline 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.

Engineering Knowledge   **82% Correct**

Aptitude Assessment

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

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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. Cooper's Responses
The most fulfilling job I had...	was at XYZ Corp where I was Manufacturing Manager and we met all of our production, quality, and safety goals.
What I want most from a job is...	stability, interesting challenging work, and positive relationships with other employees
My career goal for five years from now...	is to move up into a leadership role.
The set of responsibilities I enjoy most are...	working with a team to solve problems that are limiting production.
I enjoy working with people who...	are dependable, dedicated to doing excellent work, and who are willing to work collaboratively.
The best way to get ahead in an organization...	is show that you are capable and concerned about helping the company meet profitability goals.
The personal strengths I possess that will help me be successful in this job include...	dependable, hard-working, intelligent, team player.
Working long hours every week...	is OK within reason -- a person still needs enough personal time to maintain a healthy family life to be a good employee for the long term.
To better myself I...	try to learn as much as I can -- on the job as well as by keeping up with my profession.
My attitude about work-home balance is...	I believe in working hard and being dedicated to my job, but also maintaining enough time to meet family obligations. Plus, right now, we are raising our two boys and that requires attention too.
The key to success in my career...	is being a responsible employee, being a team player, showing that I can be an asset to the company.
To get ahead in a company...	you need to be an outstanding worker and show that you understand a wide range of factors that support company profitability.
When I am criticized...	I try to listen well to understand both what is being communicated as well as the dynamics of what prompted the criticism. Then I do my best to rectify the situation.
When I have to make a decision quickly...	I collect as much information as possible from as many valid sources, then make the best decision I can with what I have available to me at the time.
My success as a manager derives from...	communcating well to employees to get them on board and keep spirits high, providing good training so employees are well prepared for their work, and staying on top opf our progress toward goals and objectives.
Mentoring employees who report to me...	is very rewarding and gratifying for me. It is an important part of any managers role.

Besides supervising other people, a manager should...	set a good role model, be a good liaison with upper management, coordinate well with other teams.
The best way to motivate people...	is show that you understand their job responsibilities from their perspective, set goals, and then challenge people to meet those goals and overcome challenges.
The average employee...	wants to do a good job and be recognized as a valuable member of the workforce.
An employee who brings personal problems to work...	needs to be aware of his/her responsibility to work safely and productively no matter what is going on in their personal life. Even so, I try to be aware of what is going on in employees lives, especially if they are in a crisis of one type of another.
I deal with conflict in my team by...	bringing people together to clarify each perspective, try to separate facts from emotions, find common ground and a plan for working collegially going forward.
To increase employee commitment I...	try to help them understand their role in making the company successful which will, in turn, promote good salaries and stable jobs.
To be a valuable member of a senior management team, I try to...	be thoughtful about ways that the company can be more successful, contribute ideas, and help come up with good plans and decisions.
As a leader, my greatest satisfaction at work...	seeing our team be successful with meeting production, quality and safety goals.
The biggest challenge to a manager in dealing with today's workforce...	is helping them understand how their work behaviors contributes to company success, and in tern how that benefits them in the long run.
When I have to reprimand or discipline an employee...	I collect evidence, have a meeting where we discuss the evidence and the employees shortcomings, come up with a remediation plan.
The organizational culture I try to create is best described as...	people are happy to come to work, readily participate in team meetings, are helpful and cooperative with each other.
I don't like to work with people who...	are unwilling to do more than their own set of tasks do not enjoy learning are sour about the company.
I get annoyed at work when...	I see the same problems crop up time and again without effective solutions being put in place.
At times my work has suffered because...	I was sick or tired.
I would really dislike a supervisor who...	was so arrogant that they did not listen or show respect for employees ideas.
People should recognize I am stressed out when...	get overly focused and do not share my thoughts as much as I normally do.
It's hard to do good work when...	you lack information to make good decisions.
I would turn down a job if...	I felt it was not suitable for my skills and interests or if I felt the company was not dedicated to producing high quality goods, meeting deadlines, or taking care of their employees.

Personality Assessment

Strengths:

- He tends to be easy to get along with. Shawn avoids arguments and unpleasantness unless the topic or the person is one that really makes him upset.

- Shawn can exert influence and speak his mind when it is important for him to do so. However, he is by no means aggressive or overbearing. Shawn is usually willing to go along with others and to accept organizational leadership.

- He fulfills his job responsibilities reliably and conscientiously. Shawn typically does what he says he will do in a manner others can depend on.

- Shawn registers as having an above-average level of customer service orientation. He tries to meet customers' needs and preferences promptly. As a manager, Shawn usually encourages subordinates to aim for high levels of customer satisfaction in their work.

- He is moderately well-adjusted and stable. Shawn can handle most everyday forms of job hassles and stressors without losing his composure.

- Shawn is a fairly efficient, to-the-point communicator who does not waste time in extraneous conversations or chit-chat on the job. He can usually focus on immediate problems and work comfortably in situations requiring sustained concentration without wasting time at work on personal conversations.

- Observant and perceptive, Shawn is fairly attuned to what is the correct thing to say and do in most social situations. He usually tries to evaluate the consequences of his decisions before committing himself to a course of action and he modifies his behavior to achieve desired outcomes.

- Shawn 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 is open to change and innovation in the workplace. Shawn is motivated to engage in new learning and professional development, both for himself and his subordinates.

- He is usually watchful, observant, and alert for potential problems in current operations and in new proposals. Shawn does not always take things at face value, but tries to verify them and ask for corroborating evidence. As a manager, he is inclined to look for performance deficits in the work of subordinates.

- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.

- He typically emphasizes teamwork and cooperation in the workplace. As a manager, Shawn emphasizes interdependence and mutual supportiveness among the people who report to him. He engages in goal setting, consensus building, and exchange of ideas in group settings, not one-on-one with individual employees.

- He is analytical and tough-minded in the way he appraises problems and draws conclusions. Shawn will not be swayed by personal factors or sentimentality when making decisions.

- Shawn has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job and employer.

Developmental Concerns:

- Shawn can sometimes be viewed as unpleasant or difficult to deal with. He may need some constructive feedback on the importance of being consistently courteous and agreeable in all work situations.

- Shawn may need to be more strong-willed and assertive in some situations. He should let others know what he really thinks or feels about things at times.

- He may have some difficulty handling high-pressure work situations. Shawn may find it hard to handle a lot of job stress, particularly on a prolonged basis.

- To improve information flow within his work group, Shawn could strengthen his communication and social skills. He probably needs to be more expressive, sociable, and outgoing in his job-based interactions. Shawn could be more approachable by employees and be more willing to exchange information with them.

- He may sometimes come across as insincere or misleading. Shawn could be more straightforward in his everyday dealings with coworkers, particularly if he wants to earn their trust and build rapport with them.

- Shawn registered an average score on the integrity measure. Although this is not an unacceptable score, he should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices. Shawn also needs to understand the company's commitment to integrity and the consequences for improper behavior.

- He could be more optimistic and upbeat at times. Shawn could occasionally look more for positive qualities in the people he works with and the situations he works in. As a manager, Shawn could try to create more upbeat expectations for subordinates at the start of projects and assignments, particularly difficult ones. He may quit working on problems too quickly because he views them as unsolvable.

- Shawn is fairly insecure and lacking confidence in himself or his job performance capabilities. He sometimes worries and frets about things too much, which could make him indecisive or slow to take definitive action.

- He may not be considerate enough of the thoughts and feelings of other people. Shawn may lack empathy and insight in his transactions with other people. He may sometimes have difficulty relating to or understanding people who are tender-minded and feeling-sensitive.

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?

EMOTIONAL STABILITY

- 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.

EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project , assignment, or task at work.

- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.

- All of us have different styles of interacting and communicating with other people . Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]

- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

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?

OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.

- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?

- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?

- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)

- Describe a time when you made an important decision based on your personal feelings, values, and intuition.

- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?

- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?