

# test center

by People Systems

## Dispatcher 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 : ◆

	Low	Below Average	Average	Above Average	High
<b>Agreeableness</b>			◆		
<b>Assertiveness</b>			◆		
<b>Company Loyalty</b>			◆		
<b>Conscientiousness</b>			◆		
<b>Customer Service / Responsiveness</b>			◆		
<b>Emotional Stability / Resilience</b>			◆		
<b>Extroversion</b>			◆		
<b>Integrity</b>			◆		
<b>Managerial Human Relations</b>			◆		
<b>Optimism/Enthusiasm</b>			◆		
<b>Self-Confidence</b>			◆		
<b>Task Structuring</b>			◆		
<b>Teamwork</b>			◆		
<b>Work Drive</b>			◆		
<b>Overall Cognitive Aptitude</b>					◆

## Cognitive Aptitude Assessment

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

Abstract Reasoning	Top 10%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Donald 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.

## Personality Assessment

### Strengths:

- He will usually be agreeable and congenial in his interactions with other people. Unless he is particularly upset about something at work, you can expect him to avoid arguments and contentious interactions.
- He usually gets along smoothly with other people in the workplace. Donald tends to have amiable relations with coworkers.
- Donald is very assertive and forceful. He will speak his mind on matters of importance and not be intimidated by other people, even those in highly placed positions of authority. Donald will take charge of situations.
- Donald brings attitudes of trust about the company and upper management to his job. When faced with a negative organizational culture, he will try to keep a positive attitude.
- He is often conscientious and dependable in his job performance. Yet, Donald can also adjust to changing circumstances and be flexible in how and when he carries out tasks and assignments.
- He has an above-average level of emotional stability. Donald can handle most types of job stress and pressure without lowering his performance effectiveness. He will usually deal with work crises in a calm, level-headed manner.
- Donald is usually friendly and sincere in his dealings with other people without spending too much time talking on the job. He is not easily distracted by opportunities for social contacts and can work comfortably on tasks requiring focus and concentration.
- Donald is above-average in terms of honesty and integrity on the job. He can be trusted to perform his job in a rule-following manner, consistent with company rules, ethical codes, and values.
- Donald is typically considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. Donald will usually do what he can to ensure high levels of employee morale and satisfaction in his work group.
- He is upbeat and optimistic most of the time. Donald tends to look for the best in the people he works with and the situations he works in. When faced with problems on the job, Donald usually stays positive and perseveres to overcome them.
- He is typically self-confident. Donald has a fair amount of assurance in his own abilities. He will approach most tasks with assurance that he can handle problems that arise on his job.
- As a manager, Donald lets his subordinates know what is expected of them, monitors their performance, and gives them contingent feedback as needed. He tries to set up a smooth-running infrastructure where roles, expectations, and performance standards are well-defined.
- Donald values teamwork and interdependence in his work group. He will work with others in a collaborative, mutually supportive manner.
- Generally, Donald works hard enough to meet most job demands while also achieving a balance between work and the rest of his life. His work drive registers as being about average.

**Developmental Concerns:**

- In stressful situations, he can sometimes come across to others as disagreeable or difficult to get along with. Donald may need to make more of an effort to be courteous and pleasant in all of his interactions with others in the workplace.
- In trying to handle situations that are particularly upsetting or aggravating, he can sometimes be disagreeable or harsh in how he comes across to others. Donald might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Donald can sometimes come across in ways that the people he works with perceive as too pushy or demanding. He may need to be more considerate and low-key when trying to influence other people and achieve his goals. If there are strong norms for equality in his work group, some employees may take offense if he tries to assume leadership functions in the group.
- During difficult times in the company, Donald is more prone than many of his co-workers to develop negative attitudes about the company and question whether he should remain loyal and committed.
- He may sometimes fail to do things when and how he said they would be done. Donald could be more conscientious and reliable in the way he meets job expectations and responsibilities.
- He may need to deepen his commitment to providing responsive, high-quality service to customers. Donald could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- In job situations that require good social skills, Donald may need to be more consistently outgoing and expressive. He could communicate more readily and effectively in some settings.
- Donald 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?

### COMPANY LOYALTY

- We've all had the experience of hearing co-workers grumble about the company or its management. What type of experiences have you had? Tell me about one of them: what were the complaints, why were people upset, what was the situation. What did you say / how did you react to the conversation? (Listen for whether the candidate's comments promoted positive or negative attitudes.)
- In a previous job, when someone in the public would ask you about your company, what type of things would you say? (You'd like to hear that the candidate took the opportunity to create positive impressions about the company.)
- When you get upset about a work-related problem. Who do you typically talk to? Tell me about a time when you were aggravated or upset about a problem at work (maybe a team issue or something about company policies), what did you tell him or her? (Listen for someone who would badmouth the company in public.)

### CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

## 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.

## STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

## WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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