# test center

## by People Systems

Engineering Manager II Assessment Report

Candidate:        XXXXXXXXXXXX
Username:        XXXXXXXXXXXX
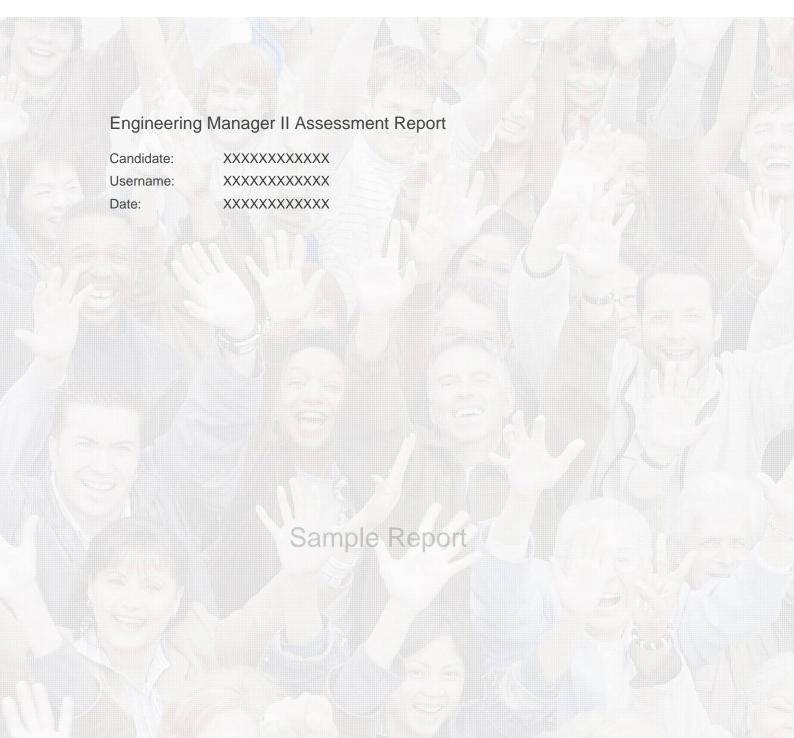Date:        XXXXXXXXXXXX

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 | | ◆ | | | |
| Assertive Leadership | | | ◆ | | |
| Conscientiousness | | | ◆ | | |
| Customer Service / Responsiveness | | | ◆ | | |
| Emotional Stability | ◆ | | | | |
| Extroversion | | ◆ | | | |
| Impression Management | | | ◆ | | |
| Integrity | | | | ◆ | |
| Managerial Human Relations | | ◆ | | | |
| Openness | | | ◆ | | |
| Optimism | ◆ | | | | |
| Orderliness | | | | | ◆ |
| Self-Confidence | ◆ | | | | |
| Task Structuring | ◆ | | | | |
| Teamwork | | | | ◆ | |
| Tough Mindedness | | | | | ◆ |
| Work Drive | | | ◆ | | |

| Test | Percent Correct Score | This score is considered to be: |
|---|---|---|
| **Engineering Knowledge** | **89% Correct** | **High Score** |

**Explanation of this "Percent Correct" Aptitude Score**

The scoring for tests like this one is based on a "percent correct" calculation which is total number of correct answers divided by total number of questions on the test. The candidate has ample time to complete each question, so it is possible to achieve a 100% score.

<u>Lower scores</u> suggest the candidate will make a high number of errors on the job. Their basic skills in this topic area are probably lacking. If hired, you need to consider on-the-job training in this topic area.

<u>Higher scores</u> suggest the candidate is less likely to make mistakes of this type on the job. Their skills are adequate to good, so they can probably improve accuracy as they practice tasks on the job - especially if you give them feedback about errors as they occur during job performance.

**We offer the following guideline:**

| 0% to 50% correct | 51% to 70% correct | 71% to 85% correct | 86% to 100% correct |
|---|---|---|---|
| **Low Score** | **Below Average** | **Above Average** | **High Score** |

Most companies are simply trying to weed out candidates who would have the most trouble handling job tasks of this nature. If that is the case, you need to think about what is the lowest "Percent Correct" score you will tolerate. If errors are not particularly costly to your operations, then you may be able to accept candidates who score in the Below Average range.

Some companies are trying to enhance the overall quality of their workforce with the use of standardized aptitude testing. If this is the case for your company, then we advise that you accept candidates in the Above Average or High categories. If errors of this nature cause very serious problems in your company, then you should only hire people who score in the High category.

## Aptitude Assessment

| | Percentile Range | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 0-10% | 10-19 | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | 70-79 | 80-89 | Top 10% |
| **Abstract Reasoning** | | | | | | | | | | X |
| **Numeric Reasoning** | | | | | | | | | X | |
| **Verbal Reasoning** | | | | | | | | | | X |
| **Overall Aptitude** | | | | | | | | | | X |

**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.

## 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. Foust's Responses |
|---|---|
| *Responsibility at work…* | should be shouldered by everyone in the company. |
| *Working long hours every week…* | is typical when there are pressing deadlines, but should be infrquent if you have a well managed process. |
| *It's hard to do good work when…* | communication is lacking. |
| *When my suggestions at work are turned down I…* | wonder why and always evaluate the explanation given.  I will support whatever the team decides. |
| *Having to work on the weekend…* | should not become routine, or else the process needs to be evaluated. |
| *Overnight travel…* | is something I expect to do in my job fromt time to time. |
| *As a manager, my greatest satisfaction at work…* | is reaching our goals while keeps costs down and morale up. |
| *Effective leadership…* | is bringing all the resources together to achieve company goals. |
| *Mentoring employees who report to me…* | is a very important part of my job. |
| *When I have to make a decision quickly…* | I evaluate all of the information I have or can gain access to quickly, hten go ahead and make the best decision I can. |
| *Giving performance feedback…* | is important for employee development. |
| *When I have to reprimand or discipline an employee…* | I review my information, then review it with the employee and challenge him or her to come up with a correative action plan. |
| *Besides supervising other people, a manager should…* | coordinate well with other parts of the organization. |
| *The average employee…* | wants to do a good job and feel like a valued member of the company. |
| *An employee who brings personal problems to work…* | should be observed to make sure he is able to fulfill his obligations. |
| *The key to my success as a manager…* | staying focused on company goals. |
| *The biggest challenge to a manager in dealing with today's workforce…* | is instilling the company culture into new employees. |
| *The best way to motivate people…* | is to help them see the rewards that come with meeting goals. |
| *The way I get people to work together is…* | set up a specific time for interaction so that we can resolve problems. |
| *I get people to participate in team discussions by…* | setting aside a specific time in the team meeting for sharing ideas and problems. |
| *Creating a strong team is not as important as…* | making sure we are using company resources well. |

| | |
|---|---|
| *Content of my team meeting typically consists of…* | reviewing our schedule, asking for input from each department, talking about new projects. |
| *Team meetings are best used for…* | keeping people up to date on what is going on. |
| *The kind of assignment I like best is…* | a challenging problem that needs to be addressed. |
| *I enjoy working with people who…* | are committed to being a productive member of the team and ready to work hard. |
| *I would turn down a job if…* | I felt that company did not support quality. |
| *The best way to get ahead in an organization…* | is demonstrate your capability and be ready to work hard. |
| *The most fulfilling job I had…* | so far is the one I am in now at this company. |
| *My greatest satisfaction in a job…* | is seeing our department reach difficult goals. |
| *A boss deserves loyalty if…* | he is the designated leader of that group. |
| *What I want most from a job is…* | sense of satisfaction and accomplishment. |
| *The best type of supervisor for me would be someone who...* | could trust me to do my best for the company without a great deal of oversight, yet someone who is accessible if I need them. |
| *Working closely with other people…* | is an important part of reaching our objectives. |
| *My career goal for five years from now…* | is to be an engineering manager of well respected company. |
| *To better myself I…* | I try to read professional literature and attend local professional engineering organization meetings. |
| *Working with coworkers who do not know as much as I do…* | is a good opportunity for me to share my knowledge and help them upgrade their skills. |
| *If I feel underutilized in my job…* | I seek out more to do to make myself useful. |
| *To get ahead in most companies you have to…* | be able to show that you can perform at the next level up. |
| *I sometimes felt my career advancement was limited by…* | My desire to remain in the local area. |
| *My ideal job would be…* | the one I am applying for. |
| *What annoys most workers…* | feeling they are not appreciated by the company. |
| *I would quit my job if…* | I felt my family obligations could not be met if I was doing a good job for my employer. |
| *At work I feel tense when…* | we are uncertain about the economy. |
| *I don't like to work with people who…* | are more interested in themselves than in doing a good job at work. |
| *My work performance suffers when…* | I feel I am overloaded. |
| *I would really dislike a supervisor who…* | was disrespectful of employees. |

## Personality Assessment

**Strengths:**

- Martin is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.

- Martin is usually reliable and conscientious in the way he performs his job. However, Martin uses a fair amount of personal discretion and judgment in deciding how he will meet his obligations and duties.

- Martin is fairly introverted and does not feel a need to spend much time socializing with other people. He is usually able to immerse himself in his work and will not mind working in situations where there is limited interaction with other employees. He keeps required communications brief and to the point.

- Martin is reasonably able to create a favorable impression. While he will generally be straightforward and sincere in his self-presentations, Martin will sometimes modify his actions and manage his image to fit the situation.

- Martin scores as having an above-average level of integrity. He is unlikely to lie, deceive, cheat, or engage in questionable or improper job behavior.

- Martin's openness to change is in the average range. He is not closed to new ideas and procedures in the workplace; but he needs an explanation and rationale for making a change from standard operating procedures. Martin will probably require some solid evidence to induce him to try new job procedures and techniques.

- He is very attentive to what goes on around him, keeping a close watch on situations that could develop into trouble. Martin will not be blindsided by unexpected negative developments. Very little, if anything, escapes his attention. Martin's trust is something that must be fully earned, not assumed or given freely. In meetings where proposals are being evaluated, he will challenge ideas that are untenable or not well justified.

- He is very methodical and organized in the way he approaches and carries out tasks and assignments. He will be comfortable keeping track of data and information.

- Martin is not one to crowd his subordinates or to second-guess their decisions and actions. As a manager, he gives them considerable job autonomy and discretion. Martin works best with employees who are responsible and self-directed to perform well.

- He practices and promotes teamwork in his work group. As a manager, Martin is typically concerned with getting his subordinates to work together collaboratively to achieve shared goals. Communications and problem solving are usually accomplished in a group setting rather than one-on-one with individual employees.

- He is objective and tough-minded in the way he appraises information, situations, and people. Martin bases his decisions on facts and data, not on personal feelings or subjective cues.

- Martin's work drive is best described as average. He will usually work hard enough to meet the demands of his job. As a manager, Martin will expect similar levels of work effort from subordinates.

**Developmental Concerns:**

- He can occasionally come across to others as stubborn and argumentative. Martin  could make a greater effort to be courteous and agreeable in all his interactions with other people in the workplace .

- Martin  could be more assertive and forceful in some situations, especially ones where his authority is being challenged, or where he needs to take a stand on an important issue. He could be more of a take-charge manager at times. Martin  may not be viewed as having strong leadership potential by other managers in the company.

- He may sometimes fail to do things when and how he said they would be done.  Martin  could be more conscientious and reliable in the way he meets job expectations and responsibilities.

- Martin 's commitment to customer service could be further developed . He could do more, at times, to sense customers' preferences, address their concerns promptly, and ensure their satisfaction.

- He does not appear to have a solid level of emotional resilience or stability. Martin  may become too rattled, frustrated, or destabilized by job stress, particularly over the long term. People who work with Martin  may perceive him as being unduly moody, temperamental, or easily frustrated.   He may eventually lose respect among subordinates and coworkers. Personal life stresses away from work may also be taking a toll on Martin .

- Martin  may sometimes fail to share his ideas and opinions readily or fully enough with subordinates and other employees, including his boss. Some employees may not feel comfortable approaching Martin about their ideas or  input. He could be more sociable, expressive, and outgoing in some situations.

- As a manager, Martin  does not spend much time dealing with employees' feelings or personal problems . His focus is more on getting the job done, not on the concerns and emotional states of subordinates. Martin  could probably realize more success in motivating subordinates by using more positive reinforcement and showing more interest in each employee's emotional states and personal well -being.

- Martin  could be more open to organizational change and innovation as well as job-related training and development. He could be more inclined to acquire new learning and develop new skills and abilities.

- Martin  may be unduly pessimistic and prone to expect the worst. He may give up too soon on difficult problems that most other managers could eventually deal with. Martin  needs to be more positive about future prospects and the resolution of current problems. He can sometimes bring down work group morale with his constant negativity. As a manager, Martin  may need to convey more upbeat expectations to the people who report to him.

- Martin  lacks self-confidence.  He often doubts himself and dithers over alternative courses of action before he commits himself to a final decision.  Martin  may spend too much job time worrying about things.  It would be good to determine whether this is a short-term condition brought about by, say, acute stress in his life, or whether this is a more long-term characteristic.

- As a manager, Martin  is likely to be too non-directive and removed from the day-to-day activities and performance levels of his subordinates to maximize their contribution to the company. He may need to do much more in the way of structuring tasks, monitoring outcomes, and giving performance feedback to subordinates, especially when employees are new to their jobs or function best with managerial oversight.

- He may not be good at reading or understanding other people.  Martin  could be more attentive to the feelings and concerns of the people he works with.

- Martin  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 . If Martin  is unwilling to work hard enough to fulfill work requirements, this could also make subordinates unwilling to do so.

## 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?


### AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously . What did you do to help promote harmony and cohesion?

- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.

- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?

- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.

- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

### 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

- 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?

MANAGERIAL HUMAN RELATIONS

- As a manager, describe your approach for dealing with an employee who is having personal problems that are lowering his or her job performance.

- Tell me about how you use praise and recognition, as a manager, to motivate the people who report to you.

- Describe what you did the last time you successfully built up teamwork and morale among a group of employees.

- Describe a difficult feedback or coaching session that you have had with an employee who reported to you. What made it difficult? What happened?

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?

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.

- Describe how you use details to make plans and develop long-term strategies.

- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.

- Describe your approach to doing long-range planning and strategic development on your job.

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?

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.

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?