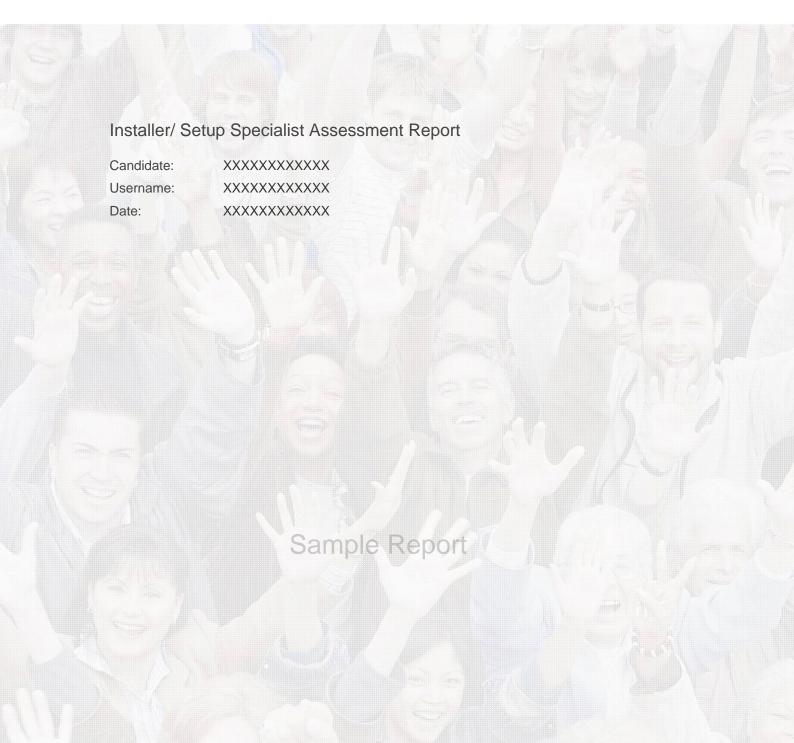
test center

by People Systems



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, 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:

		Below		Above	
	Low	Average	Average	Average	High
Agreeableness			•		
Conscientiousness			♦		
Customer Service / Responsiveness		•			
Emotional Stability / Resilience			•		
Extroversion			*		
Openness			*		
Optimism			*		
Teamwork				♦	
Work Drive				♦	

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Aptitude Assessment

		Percentile Range									
	0-	10-	20-	30-	40-	50-	60-	70-	80-	Тор	
	10%	19	29	39	49	59	69	79	89	10%	
3-D										Х	
Math for Industry										Х	
Mechanical Reasoning										Х	
Pattern Series test of Abstract Reasoning										Х	
Reading Comprehension		Х									
Overall Aptitude									Х		

Explanation of Aptitude Scores In This Table:

The aptitude scores in this table reflect <u>percentile rankings</u> -- not percent correct on the test. For example, if a person scores 80-89%ile on a specific test in this report, it means that they scored at least as well or better than 80-89%ile of the norm group, but not as high as about 10-20%ile of the norm group. So, higher scores are better than lower scores.

The **Overall Cognitive Aptitude** is an average score (an average for the standardized scores) for all of the separate aptitude tests given to this candidate.

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

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Personality Assessment

Strengths:

- For the most part, she is agreeable and easygoing at work. Laura will usually avoid disagreements, conflict, and arguments with other people.
- She is moderately orderly and conscientious in the way she does her work. Laura also uses a fair amount of her own judgment in determining when and how she will carry out her job responsibilities and commitments.
- She is about average in terms of emotional stability and coping skills. Laura can deal effectively with most normal forms of job stress and strain and not let her emotions undermine her job performance.
- Laura tends to be cordial and sincere in her work-based interactions. She won't be swayed by social factors when making decisions or attending to her own job tasks and duties.
- Her propensity to learn, change, and innovate on the job is about average. When new ideas or company-sponsored change initiatives are presented to Laura, she is more likely to accept them if substantial justification is provided. She needs to be motivated to try new ways of doing things on her job.
- She takes many situations and people at face value, without preconceptions or advance judgments.
 While Laura is usually optimistic about most prospects and future contingencies, she is not gullible or unrealistic in her expectations.
- Laura is group-minded and teamwork-oriented person. She cooperates with and helps other employees when needed.
- Laura has an above average work drive. She invests considerable time and energy into meeting the demands of her job and career.

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Developmental Concerns:

- In trying to handle situations that are particularly upsetting or aggravating, she can sometimes be disagreeable or harsh in how she comes across to others. Laura might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Laura sometimes acts in ways that others see as undependable or of unacceptable quality. She may need to reduce the gap between her job performance and what is expected by her boss or employer.
- Laura has a below-average level of customer service orientation. She may not always care enough about providing prompt, quality service to customers. If hired, she could probably benefit from mentoring, coaching, and training that reinforces the importance of good customer relations.
- She may lose her composure when confronted with heavy work pressure. Laura may need to find ways to buffer such stress and increase her emotional resilience.
- In work situations that call for frequent social interaction, either with co-workers or customers, Laura could strengthen her communication effectiveness. She could, at times, be more outgoing and warmhearted in her job-based interactions.
- Laura may find it difficult to engage in or benefit from some opportunities for growth and professional development, as she is not very open to new learning. She could be more receptive to opportunities to acquire new knowledge, skills, and abilities.

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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.

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• 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/RESILIENCE

- 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.

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