test center

by People Systems

Attorney 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					◆
Detail Mindedness				◆	
Emotional Stability / Resilience					◆
Extrinsic Motivation			◆		
Extroversion				◆	
Impression Management					◆
Integrity					◆
Optimism/Enthusiasm				◆	
Self-Directed Learning				◆	
Social Networking					◆
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 Paul'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	70-79%ile

Paul 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.

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. Farley's Responses
Responsibility at work…	is something we should all take very seriously and do our best at all times.
Working long hours every week…	is a given in most professional jobs.
It's hard to do good work when…	there is lack of cooperation among parties on the team.
When my suggestions at work are turned down I…	need to understand why so that I can make a more appropriate suggestion the next time.
Having to work on the weekend…	is sometimes necessary to achieve pressing timelines.
Overnight travel…	is soemthing I do in my job as needed.
My approach to customer service is…	is to respond appropriate, completely, and in a timely, courteous manner.
Dealing with difficult customers…	requires tact, diplimacy, and negotiating skills.
What customers really want from me is…	expert judgment that resolves their issues.
When I am training a new staff on customer service, I emphasize…	I emphasize that we should always be courteous and ask enough questions to get to the heart of the problem.
I am least effective with certain customers who…	expect immediate turn-around.
Compared to other types of job tasks I enjoy, customer service is…	a central part of how I accomplish my work.
To me, being a good team player means…	essential to accomplishing the goals in our office.
I enjoy teamwork when…	we are all working toward the same goal.
The optimal split between team and independent work is…	depends on the task at hand. Even if I do a task by myself, I still have to interface with others to complete the work cycle.
Most team meetings are…	valuable opportunities for exchanging information, improving coordination and enjoying some camarderie.
My experiences with being on a team…	are good.
In most companies teams are…	probably could be used more effectively.
The kind of assignment I like best is…	one that is mnetally challenging and where we have the resources and an appropriate deadline with which to accomplish our goals.
I enjoy working with people who…	are hard working, quality minded, and have a strong sense of integrity.
I would turn down a job if…	it did not fit my professional interests and if it did not allow me to accommodate my work obligations and family needs.
The best way to get ahead in an organization…	do good work, understand the corporate mission, and communicate to those with decision-making responsibilities what the best role for you would be.

The most fulfilling job I had…	my most recent job as a Corporate Attorney.
My greatest satisfaction in a job…	is achieving our goals in a competent, timely manner.
A boss deserves loyalty if…	he/she is functioning competently in the best interests of the organization.
What I want most from a job is…	personal satisfaction from the work I do, competent co-workers, a positive organizational climate, and reasonable company policies.
The best type of supervisor for me would be someone who…	communicated well.
Working closely with other people…	is extremely important in the type of work I do.
My career goal for five years from now…	is to be highly regarded for my professional accomplishments.
To better myself I…	consistently engage in professional education, personal development and physical fitness.
Working with coworkers who do not know as much as I do…	is a good opportunity for me to educate them so that we can work well together in a productive manner.
If I feel underutilized in my job…	seek other ways to make a valuable contribution to the organization.
To get ahead in most companies you have to…	perform excellent work and show that you understand how you can better fit into the mission of the organization.
I sometimes felt my career advancement was limited by…	nothing.
My ideal job would be…	corporate attorney.
What annoys most workers…	inconsistent messages from management.
I would quit my job if…	I felt my needs were no longer consistent with my current job.
At work I feel tense when…	we are in danger of missing deadlines.
I don't like to work with people who…	do not feel it is important to do their best.
My work performance suffers when…	I am sick.
I would really dislike a supervisor who…	was inconsistent in their expectations.
Responsibility at work…	is important for all members of the team.
Most of the official rules at work…	are put in place to enhance safety and efficiency.
I get annoyed at work when…	we are in danger of missing deadlines.
Sometimes employers can place too much emphasis on…	work hours.
When I make a mistake and someone criticizes me for it, I…	try to listen well so that I understand where the problem is, then I try hard to address the issue and get it resolved to everyones satisfaction.

Personality Assessment

Strengths:

- Paul has a very forceful and assertive interpersonal style. He won't let other people take advantage of him and will stand up for what he believes in.

- He is very dependable and conscientious on the job. Paul will reliably honor job expectations and commitments.

- People will view Paul's work as accurate, precise, and thorough. He will put in extra proofing time to make sure everything is completed properly and do not contain errors.

- He is stable and well-adjusted. Paul can work well under hectic conditions and job stress.

- Paul is generally sociable, expressive, and congenial in his interactions with other people on the job. He should be a capable communicator on the job.

- He is adept at managing the image he presents to customers and coworkers. Paul will alter his style depending on who he is with in an effort to achieve desired outcomes.

- Paul is likely to perform his work in a manner fully consistent with company rules and policies. He is quite honest and ethical on the job. Paul will make decisions in a professional manner without compromising integrity.

- Paul is often optimistic in his outlook. He usually expects good things from his job and the situations he encounters at work. Paul will seldom become demoralized by setbacks and will keep a positive attitude in the face of problems.

- Paul often engages in activities that improve his work-related knowledge, skills, and abilities. He has an above-average level of commitment to self-directed learning for professional development.

- Paul enjoys and appreciates the chance to develop relationships with various people in the community outside of his normal contacts within your company. He understands the value that this can have on overall company success so he will put some time into developing these contacts.

- He is inclined to be empathetic and tuned into the feelings and emotional states of the people he works with. Paul usually tries to take into account their concerns and sensitivities when drawing conclusions and choosing a course of action.

- Paul has a high work drive and will put a lot of effort to meet job demands. Long hours and an irregular schedule will not be a problem for him, even on a continuing basis.

Developmental Concerns:

- He can sometimes be disagreeable and unpleasant in his interactions with coworkers and customers. Paul could try to get along more harmoniously with other people.

- Paul 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.

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

- Paul may sometimes rely too much on his own personal feelings when appraising situations or problems and drawing conclusions. He may be too tender-minded to make objective decisions in some situations.

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?]

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?