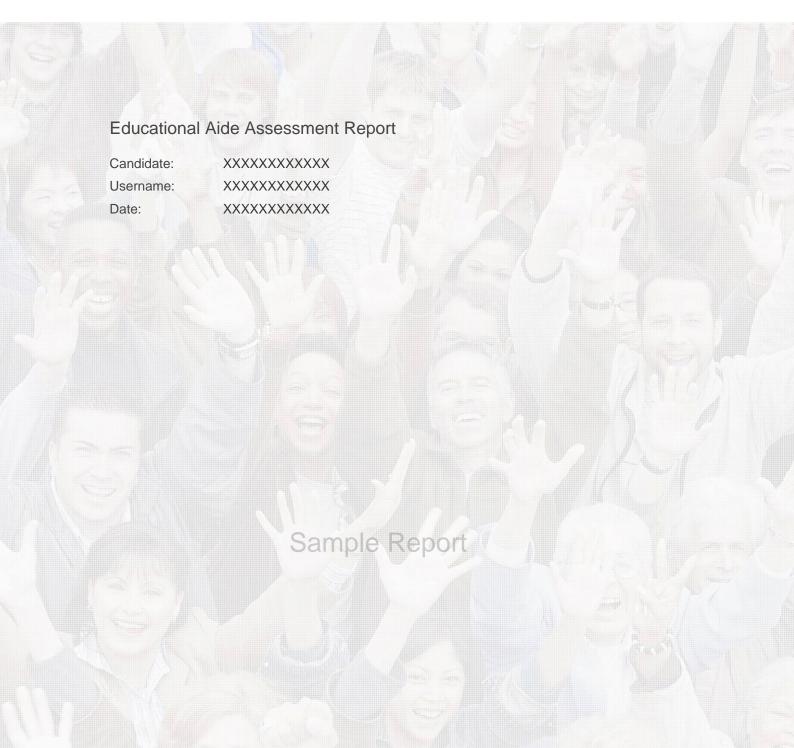
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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, 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 : lacktriangle

	Low	Below Average	Average	Above Average	High
Agreeableness		7.volugo	*	Avoiago	
Assertiveness				•	
Attitudes Toward Child Management				•	
Avoidance of Violence				•	
Conscientiousness			•		
Customer Service / Responsiveness		•			
Emotional Stability / Resilience			•		
Empathy					•
Extroversion			•		
Integrity			•		
Long Tenure Potential			•		
Optimism/Enthusiasm			•		
Orderliness			•		
Teamwork				•	
Work Drive				•	
Overall Cognitive Aptitude					

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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Elizabeth's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 80-89%ile

Elizabeth has a high level of general cognitive aptitude. She 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 <u>percentile rankings</u> -- 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 <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:

- Elizabeth usually gets along smoothly with the people she works with. Unless Elizabeth has to work with someone she particularly dislikes, she will interact with others in an agreeable manner.
- Elizabeth is moderately influential and assertive, though not aggressive or overbearing. She won't let other people take advantage of her and will usually stand up for her ideas, beliefs, and proposals.
- Elizabeth seems to care about the well-being of children. She is typically patient with them, has realistic expectations of their behaviors, and tries to be a mentor to them.
- Elizabeth appears to be concerned with helping children grow into responsible adults. She is probably
 inclined to engage kids in developmental activities, make use of opportunities to teach them, and set
 appropriate boundaries with them. Being a good role model is a priority for her.
- Elizabeth typically responds to provocations from her clients without resorting to open aggression. She should be able to deal with conflict in a reasonable, socially appropriate manner.
- Elizabeth is not prone to acting out in an aggressive manner toward others. When dealing with a heated exchange, she maintains control of her emotions and tries to reach a reasonable solution quickly.
- Elizabeth is usually conscientious and reliable. She generally follows through on her commitments and does what she says she will do. On the other hand, Elizabeth also uses some personal discretion and judgment in deciding how to perform job tasks and duties.
- She should be able to withstand most of the stressors associated with this job. Elizabeth is unlikely to
 lose her temper, have emotional outbursts on the job, or experience a lot of anxiety over unresolved work
 problems.
- She is very attuned to other people's behavior and pays a lot of attention to their feelings and emotional states. Elizabeth is likely to be perceived by the people she works with as someone who is empathetic and considerate. When they have problems, she will make herself available to assist them.
- Elizabeth is usually friendly and sincere in her dealings with other people without spending too much time talking on the job. She is not easily distracted by opportunities for social contacts and can work comfortably on tasks requiring focus and concentration.
- She is generally optimistic about most future possibilities and contingencies. However, Elizabeth is also somewhat wary about what can go wrong.
- She registers as being fairly careful and methodical in the way she performs many tasks and assignments.
- Elizabeth values teamwork and interdependence in her work group. She will work with others in a collaborative, mutually supportive manner.
- Elizabeth has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job and employer.

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Developmental Concerns:

- She can occasionally come across to others as stubborn and argumentative. Elizabeth could be more
 consistently agreeable and amiable when interacting with other people on her job.
- She may sometimes fail to do things when and how she said they would be done. Elizabeth could be more conscientious and reliable in the way she meets job expectations and responsibilities.
- She could place slightly more emphasis on customer service in her work. Elizabeth could be more sensitive and responsive to customer requests, concerns, and needs. She could make their satisfaction a higher priority.
- She may lose her composure when confronted with heavy work pressure. Elizabeth may need to find ways to buffer such stress and increase her emotional resilience.
- Elizabeth may have difficulty viewing other people in a realistic, objective manner. Her judgment may be
 clouded by her own feelings and identification with them. Elizabeth may give undue weight to the
 perceived emotions of other people when determining what to do. Also, she may have difficulty both giving
 and receiving criticism because of her sensitive nature.
- In work situations where good communication skills are needed, Elizabeth could be more cheerful, outgoing, and sociable. She may need to communicate more readily at times.
- Elizabeth's integrity is average. This is not an unacceptable score, but her supervisor will want to reinforce the importance of company rules, policies, and guidelines and to provide examples of how to handle ethically ambiguous situations along with consequences for improper behavior on the job.

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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?

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/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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EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take?
 What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did
 you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as
 an ability to see the person in distress, not necessarily someone who is just offensive.)

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?

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a
 sufficient quantity of work versus working precisely and doing work of the highest quality. Tell me about
 an occasion at work when you traded off quality for quantity or when time constraints forced you to
 compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such
 a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

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