

test center

by People Systems

Engineer II/ Scientist II 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			◆		
Customer Service / Responsiveness		◆			
Emotional Stability		◆			
Extroversion		◆			
Impression Management					◆
Integrity			◆		
Openness			◆		
Optimism			◆		
Orderliness			◆		
Self-Confidence			◆		
Teamwork			◆		
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 Tom'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	80-89%ile

Tom 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 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. Kidd's Responses
<i>Responsibility at work...</i>	is something we all share at work.
<i>Working long hours every week...</i>	produces declining results after people get so tired and worn out.
<i>It's hard to do good work when...</i>	you dont have much support from upper management.
<i>When my suggestions at work are turned down I...</i>	try to understand why and then try to look for other ideas to contribute.
<i>Having to work on the weekend...</i>	is something I will do to meet important deadlines even if I dont want to.
<i>Overnight travel...</i>	is something I can do for specific purposes, not an ongoing part of my job.
<i>My approach to customer service is...</i>	meet with customers regularly to get a good idea of what they need.
<i>Dealing with difficult customers...</i>	is something I am good at because I always try to understand things from their perspective.
<i>What customers really want from me is...</i>	consistency, reliability, high quality products.
<i>When I am training a new staff on customer service, I emphasize...</i>	our companys sucess and ultimately all of our livelihoods depend on customer satisfaction.
<i>I am least effective with certain customers who...</i>	are not very communicative about their needs and who wait until the last minute to figure out whats wrong.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	is a very important and relevant aspect of how I accomplish my job.
<i>To me, being a good team player means...</i>	having a good sense of what our team is trying to produce, how all of our jobs are interdependent, and how we all need to operate as one unit focused on common goals.
<i>I enjoy teamwork when...</i>	everyone gets along and we are creative and excited about our work.
<i>The optimal split between team and independent work is...</i>	whatever the tasks demand.
<i>Most team meetings are...</i>	interesting, informative, collegial.
<i>My experiences with being on a team...</i>	have been very good for the most part.
<i>In most companies teams are...</i>	is used to their maximum benefit.
<i>The kind of assignment I like best is...</i>	one that challenges my creativity and calls on me to utilize the best of my training and experience and one that involves a team to work together toward a common goal.
<i>I enjoy working with people who...</i>	are excited, interested, team players.
<i>I would turn down a job if...</i>	I felt that senior management was only giving lip service to quality improvement goals.

<i>The best way to get ahead in an organization...</i>	is to work hard, show that you are capable and ready for more responsibility, have the best interests of the company at heart, and understand more about the company than just your department.
<i>The most fulfilling job I had...</i>	was working at ABC corporation as Senior Quality Improvement Engineer.
<i>My greatest satisfaction in a job...</i>	is seeing people work together to produce outstanding results because it creates exceptional value for the company and helps people feel great about their accomplishments.
<i>A boss deserves loyalty if...</i>	he or she is competent, ethical, and has the best interests of the company in mind when making decisions.
<i>What I want most from a job is...</i>	sense of satisfaction, long term career growth, and income that will help me support my family.
<i>The best type of supervisor for me would be someone who...</i>	One who is considerate, fair, knowledgeable, respectful of employees, and is concerned about building a strong team.
<i>Working closely with other people...</i>	is very gratifying and enjoyable.
<i>My career goal for five years from now...</i>	is to be Engineering Manager.
<i>To better myself I...</i>	learn as much as I can everyday.
<i>Working with coworkers who do not know as much as I do...</i>	is enjoyable because it gives me the opportunity to help them grow.
<i>If I feel underutilized in my job...</i>	that is not a problem because there is always plenty to do if you just look around.
<i>To get ahead in most companies you have to...</i>	understand the companys core mission and be able to show how you can contribute to that in various roles.
<i>I sometimes felt my career advancement was limited by...</i>	the fact that my company was a declining industry so the workforce was shrinking.
<i>My ideal job would be...</i>	Engineering Manager, then perhaps Plant Manager long term.
<i>What annoys most workers...</i>	lack of respect for their knowledge, experience, and insights.
<i>I would quit my job if...</i>	I was asked to overlook important findings that might embarrass people at the top.
<i>At work I feel tense when...</i>	people are not getting along.
<i>I don't like to work with people who...</i>	are negative about other people / their jobs / the company.
<i>My work performance suffers when...</i>	I am tired and stressed out.
<i>I would really dislike a supervisor who...</i>	did not listen to employees, did not care about employees ideas or concerns, and who embarrassed or belittled people.
<i>Responsibility at work...</i>	is important for every single employee to take very seriously.
<i>Most of the official rules at work...</i>	are reasonable and were probably put in place to solve a problem.
<i>I get annoyed at work when...</i>	people dont communicate well and end up doing redundant work.

<i>Sometimes employers can place too much emphasis on...</i>	short term profits at the expense of long term customer satisfaction.
<i>When I make a mistake and someone criticizes me for it, I...</i>	try to keep an open mind and see things from their perspective, then try to find a way to change my behavior to meet their needs.

Personality Assessment

Strengths:

- He is very easy to get along with. Tom will avoid arguments and unpleasantness whenever possible. He tries to be a nice, pleasant person in his daily interactions with coworkers and customers.
- Tom can usually assert himself and stand up to difficult situations. He can also seize the initiative, when needed, and bring his influence to bear in a variety of situations.
- Tom is usually reliable and conscientious in the way he performs his job. However, Tom uses a fair amount of personal discretion and judgment in deciding how he will meet his obligations and duties.
- Tom 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.
- He is highly aware of what is the correct thing to say and do in formal and informal situations. Tom is discreet and careful about how he presents himself at work.
- Tom will perform his work tasks and duties in a manner consistent with company rules and policies. He is likely to be viewed as fairly honest and ethical in his everyday job behavior.
- He is about average in terms of being willing to try new procedures and change his current ways of doing things on his job. Tom needs to be shown the benefits of change before he is willing to try something new.
- He is not one to judge others in advance of observing their behavior and performance. Tom takes people at their word until facts persuade him otherwise. As a manager, he probably sets performance goals expectations that subordinates find reasonably challenging, but not unrealistic.
- He is moderately systematic and reasonably organized. However, Tom can improvise or go with the flow when it is helpful to do so.
- He works comfortably in situations requiring independence as well as in situations where he must work cooperatively with others. Tom will try to promote group cohesion while also relating to employees one-on-one.
- He takes into account both objective facts and subjective cues when appraising problems and making judgments. Tom considers both analytical data and interpersonal factors when choosing a course of action.
- Generally, Tom 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. As a manager, Tom is unlikely to expect extensive overtime from subordinates.

Developmental Concerns:

- Tom can sometimes use too much discretion in deciding how and when he will carry out job tasks , duties, and responsibilities. He could be more conscientious and reliable, at times, in his work habits.
- Tom's customer service orientation is not high compared to most candidates for this job . If hired, his supervisor should encourage him to address customers' preferences and concerns more consistently . Tom could be more focused on trying to make customers highly satisfied .
- From the standpoint of emotional stability and endurance, Tom registers as below-average. He may not be able to handle much job stress. Tom may not be able to weather much work pressure and strain , which can eventually lead to absenteeism and lowered work efficiency .
- To improve information flow within his work group, Tom could strengthen his communication and social skills. He probably needs to be more expressive, sociable, and outgoing in his job-based interactions. Tom could be more approachable by employees and be more willing to exchange information with them .
- He may sometimes act in ways that others perceive as phony or lacking in candor. Tom could be more genuine in his job-based interactions, particularly among people with whom he must work closely with on a continuing basis.
- Tom registered an average integrity score. Although this is not an objectionable score, you might want to make sure that he is well trained on company rules and policies and that he understands the consequences for unethical behavior, and how to appropriately interpret and judge unusual circumstances in order to make appropriate decisions.
- Tom could be more willing to innovate and learn new approaches to his work . He could be more open to improving job-related knowledge, skills, and abilities for himself and his subordinates.
- As a manager, Tom could place greater emphasis on group unity , interdependence, and a shared sense of purpose among the employees who report to him. He may need to be more actively team-minded.
- Tom can sometimes be so feeling sensitive that it may be hard for him to critically and objectively appraise situations, problems, and people. He may overreact to negative feedback, criticism, or disapproval. Tom may need to toughen up and develop more of a thick skin if he is to function comfortably in some work settings.
- Tom may, at times, need to be more willing to extend himself when long hours or an irregular work schedule are required. He may be reluctant to make any personal sacrifices for his job.

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

- 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?

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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