test center

by People Systems

Hospitality 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 : ◆

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertiveness				◆	
Company Loyalty			◆		
Customer Service / Responsiveness		◆			
Extroversion			◆		
Impression Management					◆
Integrity			◆		
Optimism			◆		
Teamwork				◆	
Work Drive				◆	

Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
General Reasoning										X

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.

Personality Assessment

Strengths:

- For the most part, he is agreeable and easygoing at work. Ricardo will usually avoid disagreements, conflict, and arguments with other people.

- Ricardo 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.

- Should a negative culture develop in Ricardo's department, he will generally refrain from reinforcing negative beliefs. He tries to be positive and loyal even in face of others' negative attitudes.

- Ricardo is sincere and unpretentious in his job-based interactions. He won't become overly-involved with talking to other people and can concentrate on immediate tasks and assignments.

- He is very concerned with adjusting his speech and behavior to make others think highly of him. Ricardo tailors his image to suit his audience.

- He balances optimism with vigilance in his posture toward other people as well as new situations. Ricardo doesn't prejudge others, but he is also not gullible or easily deceived.

- Ricardo is typically group-minded and inclined to work cooperatively with coworkers. He will usually contribute positively to teamwork and cohesion in the workplace.

- Ricardo has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job and employer.

Developmental Concerns:

- In stressful situations, he can sometimes come across to others as disagreeable or difficult to get along with. Ricardo may need to make more of an effort to be courteous and pleasant in all of his interactions with others in the workplace.

- After coming to work at your company, Ricardo may develop negative attitudes and display disloyal behaviors if he works on a team where such beliefs are prevalent.

- Ricardo'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. Ricardo could be more focused on trying to make customers highly satisfied.

- In job situations calling for good social skills, Ricardo could be somewhat more sociable, gregarious, and outgoing on his job. He may need to communicate more frequently and effectively at times.

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

- Ricardo registered an average score on the integrity measure. Although this is not an unacceptable score, he should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices.

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?]

COMPANY LOYALTY

- We've all had the experience of hearing co-workers grumble about the company or its management. What type of experiences have you had? Tell me about one of them: what were the complaints, why were people upset, what was the situation. What did you say / how did you react to the conversation? (Listen for whether the candidate's comments promoted positive or negative attitudes.)

- In a previous job, when someone in the public would ask you about your company, what type of things would you say? (You'd like to hear that the candidate took the opportunity to create positive impressions about the company.)

- When you get upset about a work-related problem. Who do you typically talk to? Tell me about a time when you were aggravated or upset about a problem at work (maybe a team issue or something about company policies), what did you tell him or her? (Listen for someone who would badmouth the company in public.)

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.

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?