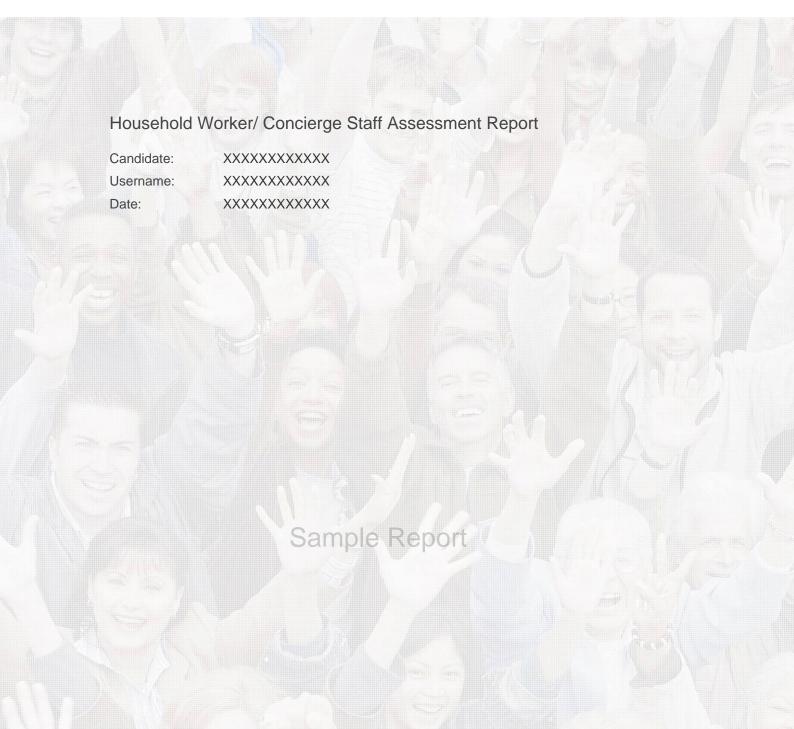
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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Above 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		J			•
Avoidance of Violence					•
Conscientiousness				•	
Customer Service / Responsiveness			•		
Detail Mindedness			•		
Drug Use Potential			•		
Emotional Stability / Resilience				♦	
Integrity				♦	
Life Stability				•	
Optimism/Enthusiasm			•		
Orderliness					•
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%
General Reasoning				Χ						

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:

- She is consistently agreeable, easygoing, and amiable. Melanie will go the extra mile to maintain a pleasant, harmonious working environment.
- When angry about something involving another person, she can handle things in a mature, controlled
 manner without becoming aggressive. Even when attacked verbally or physically, Melanie will search for
 ways to deal with the situation in a more appropriate manner, where both parties are able to interact with
 less show of feelings.
- She is trustworthy and conscientious in her work habits. Melanie will perform job tasks and duties in a reliable manner that others can count on.
- She is stable and well-adjusted. Melanie can work well under conditions of job stress and not succumb to work-related anxiety or tension.
- Melanie registers as having a sound level of integrity and honesty. She is unlikely to do things which others would consider to be improper, immoral, or dishonest.
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- Although fairly optimistic in her outlook most of the time, Melanie is not naïve or unrealistic. She tempers
 her positive expectations with an awareness of the potential for problems and difficulties.
- She is orderly and systematic in the way she approaches and carries out tasks and assignments. Melanie will keep job-related information well organized.
- Melanie 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:

- Melanie's customer service orientation could be higher. She could place more consistent emphasis on trying to address customers' preferences and concerns promptly and responsively.
- Melanie is the type of person who tends to take a rather careless approach to her work and does not
 always do routine checks. Errors are likely so, she is not particularly well suited to a job where detail and
 accuracy are extremely important.

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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.

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too
 much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development on your job.

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