

test center

by People Systems

Human Resources Manager 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			◆		
Assertive Leadership			◆		
Conscientiousness			◆		
Customer Service Orientation			◆		
Dependability			◆		
Emotional Stability	◆				
Empathy					◆
Extroversion			◆		
Impression Management					◆
Integrity			◆		
Intrinsic Motivation					◆
Managerial Human Relations				◆	
Openness		◆			
Optimism			◆		
Self-Confidence				◆	
Task Structuring				◆	
Teamwork				◆	
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 Charles'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	Top 10%ile

Charles 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 part of everyones job.
<i>Working long hours every week...</i>	is part of most managerial level positions because we are operating so lean in the last few years.
<i>It's hard to do good work when...</i>	you are tired.
<i>When my suggestions at work are turned down I...</i>	accept it and go on to support whatever the team decided.
<i>Having to work on the weekend...</i>	would be hard for me bcause I have a lot of family obligations.
<i>Overnight travel...</i>	I cnat do overnight travel for my job except in very rare circumstances.
<i>As a manager, my greatest satisfaction at work...</i>	helping the company be successful by providing valuable services to our employees and maintaining satisfied, content workforce.
<i>Effective leadership...</i>	is making sure our department is working on things identified as main goals and objectives and doing os in an effecive manner.
<i>Mentoring employees who report to me...</i>	is a very enjoyable part of my job and I look forward to it.
<i>When I have to make a decision quickly...</i>	I get all the readily available information I can, review it for insights about the best course of action, then make the decision.
<i>Giving performance feedback...</i>	is part of our human resource system that we recently redesigned. With the right performance appraisal tools, I think employees will be getting much more effective and personally meaningful feedback from now on.
<i>When I have to reprimand or discipline an employee...</i>	I ahve the evidence at hand for us to discuss, then we come up with a decision about how to move forward.
<i>Besides supervising other people, a manager should...</i>	coordinate well with other departments and levels in the organization.
<i>The average employee...</i>	is hard working and needs a job to support the family.
<i>An employee who brings personal problems to work...</i>	is fairly common, so I would encouage them to seek out EAP services if they need it.
<i>The key to my success as a manager...</i>	is getting to know my employees well so that our workplace is fun, interesting,and motivating.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	finding people who have the core values that match the ones at thisc company.
<i>The best way to motivate people...</i>	is provide valuable incentives.
<i>The way I get people to work together is...</i>	having regular meetings where we share the good and the bad.

<i>I get people to participate in team discussions by...</i>	asking for input. If that doesn't work, I go around the room and ask for input.
<i>Creating a strong team is not as important as...</i>	making sure the people in your department are doing things that help the company be successful.
<i>Content of my team meeting typically consists of...</i>	reviewing past / ongoing projects, then reviewing upcoming obligations.
<i>Team meetings are best used for...</i>	making sure that we are all operating off the same page.
<i>The kind of assignment I like best is...</i>	a challenging, interesting one that offers flexibility to also meet personal needs.
<i>I enjoy working with people who...</i>	are hard working and dedicated to doing excellent work.
<i>I would turn down a job if...</i>	I felt the company was not interested in using the HR department for best practices.
<i>The best way to get ahead in an organization...</i>	is show your interest and knowledge about other parts of the company.
<i>The most fulfilling job I had...</i>	was HR Manager at AEP company where we had a lot of backlog to remedy.
<i>My greatest satisfaction in a job...</i>	is having a great group of employees have fun while doing great work.
<i>A boss deserves loyalty if...</i>	he or she is dedicated to doing the right thing for the company.
<i>What I want most from a job is...</i>	job security, authority to do my job the best way I know how.
<i>The best type of supervisor for me would be someone who...</i>	An ideal manager for me would be one who is competent as a leader, respects employees, tries to build a strong team where everyone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
<i>Working closely with other people...</i>	is very enjoyable.
<i>My career goal for five years from now...</i>	is to be in this position but to have created a department that effectively meets employees needs.
<i>To better myself I...</i>	I read journals and books, attend the local SHRM meetings, and always make myself open for new ideas.
<i>Working with coworkers who do not know as much as I do...</i>	gives me a chance to teach them what I know.
<i>If I feel underutilized in my job...</i>	ask for more responsibility.
<i>To get ahead in most companies you have to...</i>	let people know you are interested in either upward or lateral transfer.
<i>I sometimes felt my career advancement was limited by...</i>	a workforce where the average age was low so there was not any room at the top - no one was leaving the company.
<i>My ideal job would be...</i>	Marketing Manager with a staff of about 10.
<i>What annoys most workers...</i>	being ignored, no one asking their opinions.
<i>I would quit my job if...</i>	I could not be effective in my job.
<i>At work I feel tense when...</i>	people are not getting along well.
<i>I don't like to work with people who...</i>	are uncooperative and insensitive to our customers -- our employees!

<i>My work performance suffers when...</i>	when I am tired and stressed out.
<i>I would really dislike a supervisor who...</i>	would not respond to the emails and phone calls, and would not meet with employees.

Personality Assessment

Strengths:

- For the most part, he is agreeable and easygoing at work. Charles will usually avoid disagreements, conflict, and arguments with other people.
- Charles is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- Charles is usually reliable and conscientious in the way he performs his job. However, Charles uses a fair amount of personal discretion and judgment in deciding how he will meet his obligations and duties.
- Charles is usually reliable on his job. He fulfills most work commitments and expectations, though Charles also makes up his own mind about how he will do so.
- He has a high level of empathy. Charles can resonate to the feelings, concerns, and emotions of other people. He will be viewed by those he works with as someone who is understanding, perceptive, and easy to relate to.
- Charles is generally amiable and pleasant in his interactions with others at work, sharing information that he feels others need to know and spending time listening to ideas when it seems important to do so. He can also concentrate his attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.
- He is adept at managing the image he presents to customers and coworkers. Charles will alter his style depending on who he is with in an effort to achieve desired outcomes .
- Charles 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.
- Intrinsic rewards such as personal enjoyment of his tasks are much more appealing to Charles than extrinsic features of a job such as bonuses, job status, etc. He is drawn to jobs that he finds interesting and meaningful.
- As a manager, Charles is typically responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is usually considerate and understanding. Charles puts considerable effort into creating and maintaining good morale in his work group .
- He tends to be respectful of traditional ways of doing things. Charles values convention and is comfortable with the organizational status quo.
- Although fairly optimistic most of the time, Charles is not naïve or unrealistic. He tempers his positive outlook with an awareness of the potential for problems and difficulties . As a manager, Charles typically communicates realistic expectations to subordinates.
- Charles is generally sure of himself and what he can do on the job. He has faith in his performance potential and ability to handle most problems capably on his job.
- Charles is concerned with setting up a sound organizational structure where subordinates know what is expected of them and how well they are performing. He usually clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback when needed.

- He is teamwork-oriented. As a manager, Charles fosters cooperation and interdependence in his work group. Most of his communications will be directed toward the group instead of individuals.
- His work drive is in the average range. Though not a workaholic, Charles usually invests sufficient effort into his job to meet its demands. As a manager, Charles will have reasonable expectations about the effort levels of subordinates.

Developmental Concerns:

- In trying to handle situations that are particularly upsetting or aggravating, he can sometimes be disagreeable or harsh in how he comes across to others. Charles might benefit from feedback on maintaining consistently positive relationships with others on the job.
- Charles could be more persuasive and influential in his leadership style. He could be more willing to take charge of problem situations and impose his will on other people. Charles may not be a strong advocate for his work group or department in meetings with upper management.
- Charles may occasionally be unreliable in the way he performs his job. He may sometimes need to be reminded about the need to be more conscientious about doing things as expected.
- He could strengthen his customer service orientation. Charles could be more responsive to the needs and preferences of customers in his job capacity.
- Charles may need to be slightly more dependable in the way he fulfills job expectations and obligations. He can sometimes act in ways which others perceive as unreliable.
- Charles is not very emotionally resilient or well-adjusted. Charles may become rattled, frustrated, or destabilized by job stress and pressure and react in ways that cause even more problems.
- Charles may have difficulty viewing other people in a realistic, objective manner. His judgment may be clouded by his own feelings and identification with them. Charles may give undue weight to the perceived emotions of other people when determining what to do. Also, he may have difficulty both giving and receiving criticism because of his sensitive nature.
- Charles could sometimes do more to ensure that sufficient information is shared with subordinates and that effective exchange of ideas is established with employees in other areas of the organization. He could, at times, be more expressive, outgoing, and cheerful in his dealings with other employees.
- He can sometimes be too concerned with his public image and how he comes across to other people. Charles could try to present himself in a more sincere, genuine manner when interacting with coworkers.
- Charles's integrity score is in the average range. This is not an unacceptable score, but if he is hired, his supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. Charles needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.
- Charles can sometimes be set in his ways, which could limit his ability to benefit from innovation and change efforts in the workplace. He could be more open to new ideas and ways of doing things in his job as well as opportunities for professional growth and development. As a manager, Charles could also do more to improve the knowledge, skills, and abilities of the people who report to him.
- Charles may sometimes need to work longer hours and extend himself more for his job. He may need to put more time and effort into meeting work demands.

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.

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?

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.

- Describe whether you empower the people who report to you to function independently, and if so, how.

The information contained in this report is Test Center's business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at info@test.center.