

# test center

by People Systems

## Human Resources Specialist 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
<b>Agreeableness</b>			◆		
<b>Assertiveness</b>			◆		
<b>Company Loyalty</b>			◆		
<b>Conscientiousness</b>			◆		
<b>Customer Service / Responsiveness</b>		◆			
<b>Emotional Stability / Resilience</b>			◆		
<b>Extroversion</b>		◆			
<b>Impression Management</b>		◆			
<b>Integrity</b>			◆		
<b>Intrinsic Motivation</b>					◆
<b>Openness</b>			◆		
<b>Optimism/Enthusiasm</b>			◆		
<b>Teamwork</b>			◆		
<b>Work Drive</b>			◆		
<b>Overall Cognitive Aptitude</b>					◆

## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Jordyn's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	80-89%ile

Jordyn 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 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.

	<b>Ms. Majors's Responses</b>
<i>Responsibility at work...</i>	Motivates me to do my best.
<i>Working long hours every week...</i>	Is a sign that the company has a lot of business.
<i>It's hard to do good work when...</i>	You dont have enough job authority and scope.
<i>When my suggestions at work are turned down I...</i>	assess why, then reformulate new ones.
<i>Having to work on the weekend...</i>	Is not my fiorst choice, but is something I will do to help out.
<i>Overnight travel...</i>	Is something I enjoy, if it is not constant.
<i>My approach to customer service is...</i>	To treat the customer as I would want to be treated.
<i>Dealing with difficult customers...</i>	Requires patience, courtesy, persistence, and good people skills.
<i>What customers really want from me is...</i>	For me to treet them fairly and with respect.
<i>When I am training a new staff on customer service, I emphasize...</i>	the importance of such work and systematic learning of required skills and knowledge.
<i>I am least effective with certain customers who...</i>	arew hostile and have a short fuse on their temper.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	very important. It is something I have been told I am good at.
<i>To me, being a good team player means...</i>	Working supportively with team members to achieve shared goals.
<i>I enjoy teamwork when...</i>	others are cooperative and have a sense of humor.
<i>The optimal split between team and independent work is...</i>	whatever is most important for a task, assignment, or project.
<i>Most team meetings are...</i>	necessary to ensure communication and cohesion.
<i>My experiences with being on a team...</i>	have usually been enjoyable, though sometimes frustrating when team members argue.
<i>In most companies teams are...</i>	crucial for success.
<i>The kind of assignment I like best is...</i>	one that gives me a chance to use my skills and make a real contribution to company success.
<i>I enjoy working with people who...</i>	are pleasant, self-assured, and have a good work ethic.
<i>I would turn down a job if...</i>	required me to do something illegal or immoral.
<i>The best way to get ahead in an organization...</i>	To do ones best every day.
<i>The most fulfilling job I had...</i>	Gave me a chance to show what I can do and recognized my contributions.
<i>My greatest satisfaction in a job...</i>	comes when I do something challenging that makes a difference in the company.
<i>A boss deserves loyalty if...</i>	he or she earns it.
<i>What I want most from a job is...</i>	The chance to showcase my skills and abilities.

<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 fun with everybody is dedicated and willing to collaborate to achieve shared goals.
<i>My career goal for five years from now...</i>	To have advanced to a higher level in the organization based on my performance for the previous five years.
<i>To better myself I...</i>	take SHRM continuing education and certification programs.
<i>Working with coworkers who do not know as much as I do...</i>	can be an opportunity to learn from them.
<i>If I feel underutilized in my job...</i>	I ask my boss for more challenging assignments.
<i>To get ahead in most companies you have to...</i>	To your best on a continuing basis.
<i>I sometimes felt my career advancement was limited by...</i>	lack of opportunities for promotion.
<i>My ideal job would be...</i>	one where I could make valuable contributions to company success, be recognized for what I have done, and put myself in a position to be considered for promotion. I would also like to be a leader.
<i>What annoys most workers...</i>	Is people who dont work or try to take credit for what others do.
<i>I would quit my job if...</i>	If it did not use my skills or if I was asked to do something unethical.
<i>At work I feel tense when...</i>	others feel tense.
<i>I don't like to work with people who...</i>	are mean, arrogant, or back-stabbers.
<i>My work performance suffers when...</i>	I am sick.
<i>I would really dislike a supervisor who...</i>	tried to take credit for my work.
<i>Responsibility at work...</i>	Is something I want.
<i>Most of the official rules at work...</i>	Are there for a reason and should be respected.
<i>I get annoyed at work when...</i>	people argue with each other or try to do as little as possible.
<i>Sometimes employers can place too much emphasis on...</i>	simply meeting production goals without recognizing the contributions of those who helped the company achieve those goals.
<i>When I make a mistake and someone criticizes me for it, I...</i>	figure out how to correct it and try to do better in the future.

## Personality Assessment

### Strengths:

- She will usually be agreeable and congenial in her interactions with other people. Unless she is particularly upset about something at work, you can expect her to avoid arguments and contentious interactions.
- Jordyn is fairly forceful and assertive. She will usually address difficult situations in a direct manner and stand up to people who criticize, dispute, or argue with her.
- Jordyn tends to trust that company policies are reasonable and that managers make good decisions for all concerned. She tries not to get involved with people who hold negative or distrustful beliefs about the company.
- Jordyn is usually conscientious and reliable. She generally follows through on her commitments and does what she says she will do. On the other hand, Jordyn also uses some personal discretion and judgment in deciding how to perform job tasks and duties.
- She is usually stable and in control of her emotions. Jordyn can handle most normal forms of job stress without lowering her job effectiveness.
- Jordyn is fairly sincere and straightforward in her interactions with other people on the job. She can readily concentrate on her own tasks and duties without spending too much time in extraneous conversations.
- She is attuned to what is the right thing to say and do in social situations. Very observant and shrewd, she tries to evaluate the consequences of her decisions before committing herself to a course of action.
- Jordyn strives for meaningfulness and personal gratification in her work. Cash prizes and bonuses have little or no motivational value for her, while challenges and variety motivate her a great deal.
- She is generally receptive to innovation and change in the workplace. Still, Jordyn is fairly committed to the status quo and needs some motivation and rationale before trying out new ideas on the job.
- She takes many situations and people at face value, without preconceptions or advance judgments. While Jordyn is usually optimistic about most prospects and future contingencies, she is not gullible or unrealistic in her expectations.
- Jordyn has a solid teamwork orientation. She likes working cooperatively with others to achieve common objectives.
- Jordyn has an above-average work drive. She will put considerable time and effort into meeting job demands, including working long hours as needed.

**Developmental Concerns:**

- In trying to handle situations that are particularly upsetting or aggravating, she can sometimes be disagreeable or harsh in how she comes across to others. Jordyn might benefit from feedback on maintaining consistently positive relationships with others on the job.
- After coming to work at your company, Jordyn may develop negative attitudes and display disloyal behaviors if she works on a team where such beliefs are prevalent.
- Jordyn can sometimes use too much discretion in deciding how and when she will carry out job tasks, duties, and responsibilities. She could be more conscientious and reliable, at times, in her work habits.
- Her customer service commitment is not as strong as it should be. Jordyn could do more to attend to customers' preferences, address their concerns, and make them satisfied.
- Jordyn may not be able to handle as much job stress as other employees in this position. Highly demanding situations and heavy job stress could be a problem for her in terms of managing her anxiety and/or controlling her emotions in a mature, professional manner.
- In work situations where good communication skills are needed, Jordyn could be more cheerful, outgoing, and sociable. She may need to communicate more readily at times.
- She can sometimes be too concerned with her public image and how she comes across to other people. Jordyn could try to present herself in a more sincere, genuine manner when interacting with coworkers.
- Jordyn registered an average integrity score. Although this is not an objectionable score, you might want to make sure that she is well trained on company rules and policies and that she understands the consequences for unethical behavior on the job.
- At times, Jordyn may be too comfortable with the status quo and current ways of doing things in the workplace. She could be more inclined to improve her job-related knowledge, skills, and abilities.

## 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?

### 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.



**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.

**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.

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