

# test center

by People Systems

## Maintenance/ Facilities 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
<b>Agreeableness</b>			◆		
<b>Assertive Leadership</b>			◆		
<b>Conscientiousness</b>				◆	
<b>Emotional Stability</b>		◆			
<b>Extroversion</b>			◆		
<b>Goal-Setting</b>					◆
<b>Impression Management</b>					◆
<b>Integrity</b>			◆		
<b>Managerial Human Relations</b>			◆		
<b>Openness</b>		◆			
<b>Optimism</b>				◆	
<b>Orderliness</b>				◆	
<b>Self-Confidence</b>				◆	
<b>Task Structuring</b>					◆
<b>Team-Oriented Management</b>			◆		
<b>Tough Mindedness</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 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 Top 5%ile

Verbal Reasoning 50-59%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. Webb's Responses
<i>Responsibility at work...</i>	is something I preach to every employee.
<i>Working long hours every week...</i>	You have to expect long hours as part of any managers job.
<i>It's hard to do good work when...</i>	people dont follow through on their assignments.
<i>When my suggestions at work are turned down I...</i>	I step back adn try again another time.
<i>Having to work on the weekend...</i>	is not unusual if you are trying to meet tight deadlines and keep our customers happy.
<i>Overnight travel...</i>	I do not expect that will be a big part of the job I am seeking, but it is not a problem for me.
<i>As a manager, my greatest satisfaction at work...</i>	seeing our projects get accomplished in a timely and cost effective manner.
<i>Effective leadership...</i>	Is creating a strong team where everyone utilizes their talents and gives full participation to the team process.
<i>Mentoring employees who report to me...</i>	is a part of my job that I really enjoy. I think that helping other people gain technical skills and decision making expertise is a key role of any manager.
<i>When I have to make a decision quickly...</i>	I make sure to evaluate all the information at hand, consider my alternatives carefully, then make the decision in a timely manner.
<i>Giving performance feedback...</i>	is part of helping employees improve their performance and skills.
<i>When I have to reprimand or discipline an employee...</i>	I gather all the facts, have a frank discussion with the employee, focusing on what is wrong and what needs to be fixed, then make sure to write it up all the details of the interaction. The employee and I make plans to followup on the problems we discussed.
<i>Besides supervising other people, a manager should...</i>	be well organized and coordinate well with other departments / levels in the company.
<i>The average employee...</i>	is hard working and wants to do a good job then go home to enjoy his family.
<i>An employee who brings personal problems to work...</i>	needs to be careful that he does not make mistakes and hurt somebody.
<i>The key to my success as a manager...</i>	is making sure our assignments get done properly and on time.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is hiring the ones who will work hard and do their best.



<i>The best way to motivate people...</i>	is helping them take pride in good workmanship, then making sure that people get the recognition and praise that they deserve for good work.
<i>The way I get people to work together is...</i>	having regular meetings and coordinating everybodys efforts.
<i>I get people to participate in team discussions by...</i>	ask for their input and ideas.
<i>Creating a strong team is not as important as...</i>	making sure the work gets done and that the facility here is well maintained.
<i>Content of my team meeting typically consists of...</i>	going over our schedules and any existing problems we need to address.
<i>Team meetings are best used for...</i>	coordination and sharing information.
<i>The kind of assignment I like best is...</i>	one that challenges me to come up with new ideas and new approaches.
<i>I enjoy working with people who...</i>	are hard working and who can work independently.
<i>I would turn down a job if...</i>	I felt my family obligations would not allow me to do a good job for the company.
<i>The best way to get ahead in an organization...</i>	is show that you can be depended on to get the job done.
<i>The most fulfilling job I had...</i>	was Facility Manager at XXX Corp.
<i>My greatest satisfaction in a job...</i>	is seeing our team work well together and meet our goals in an efficient manner.
<i>A boss deserves loyalty if...</i>	he is your boss.
<i>What I want most from a job is...</i>	a chance to show that I can do a good job and be an asset to my employer.
<i>The best type of supervisor for me would be someone who...</i>	gives me the authority to do what needs to be done to achieve our goals.
<i>Working closely with other people...</i>	is enjoyable and necessary to get the job done.
<i>My career goal for five years from now...</i>	is to be Facilities Manager for this company.
<i>To better myself I...</i>	try to stay on top of latest developments in my profession.
<i>Working with coworkers who do not know as much as I do...</i>	gives me a chance to help them learn more.
<i>If I feel underutilized in my job...</i>	I would look around for other ways I could benefit the company.
<i>To get ahead in most companies you have to...</i>	do a good job, achieve your goals, and understand how you can best serve the company achieve its mission.
<i>I sometimes felt my career advancement was limited by...</i>	nothing. I feel I am in control of what happens in my career.
<i>My ideal job would be...</i>	Facility Manager for a high tech manufacturing company.
<i>What annoys most workers...</i>	not being told the truth and management withholding information.
<i>I would quit my job if...</i>	I could no longer be effective in my role.
<i>At work I feel tense when...</i>	I am not feeling well and have to struggle to get things done.
<i>I don't like to work with people who...</i>	are not committed to the well-being of this company.
<i>My work performance suffers when...</i>	I have to work in I am sick.
<i>I would really dislike a supervisor who...</i>	avoided talking to me and who did not listen to our ideas.

## Personality Assessment

### Strengths:

- He usually gets along smoothly with other people in the workplace. Charles tends to have amiable relations with coworkers.
- 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.
- He is reliable and conscientious on the job. Charles will honor his job expectations and commitments in a manner that others can depend on.
- Charles is usually congenial and straightforward in his interactions with other people on the job. He views the maintenance of good communication as one of his managerial responsibilities. Yet, Charles can also readily concentrate on his own tasks and duties without spending too much time in extraneous conversations.
- He consistently includes goal setting in planning his work as a way to prioritize his tasks and to ensure he is using his time well.
- Charles readily changes the way he acts toward other people so as to influence their perception of him. He is very careful about how he comes across to the people he is interacting with.
- Charles scores as average in terms of being honest and rule-following. He will usually adhere to company norms, values, and policies on his job.
- As manager, Charles is generally considerate of the feelings of subordinates and responsive to their concerns. He usually listens to employees when they express personal problems, although he will not get overly involved.
- He is comfortable with tried-and-true work practices and procedures. Charles does not make sudden changes or readily alter his problem-solving style without adequate justification. He prefers familiar tasks and assignments.
- He has an optimistic outlook on most things. Charles will usually look for positive attributes in the people he works with and the situations he works in, even problematic ones. As a manager, Charles tries to motivate subordinates to see future work possibilities as attainable through concerted effort.
- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.
- 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.
- As a manager, Charles lets his subordinates know what is expected of them, monitors their performance, and gives them contingent feedback as needed. He tries to set up a smooth-running infrastructure where roles, expectations, and performance standards are well-defined.
- As a manager, he can work closely with others to push for employee involvement and group-based goals, but he is also comfortable working with employees one-on-one.

- He is ordinarily tough-minded and objective when appraising information and making decisions. Charles will usually base his conclusions and actions on facts and data, not personal feelings or sentimentality.
- Charles 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:**

- He can sometimes be unpleasant or difficult to deal with when interacting with other people . Charles may need some feedback about being more consistently pleasant and congenial in his interactions with coworkers.
- Charles may sometimes need to be more assertive in his leadership style. He could be more directive and forceful, especially in situations involving challenges to his authority and when dealing with difficult employees.
- He registers as being fairly emotionally reactive and lacking in resilience. Charles may not hold himself together well in highly stressful job situations, or when personal problems away from the job are weighing on him. People may avoid bringing Charles bad news or involving him in situations where he might overreact.
- Charles could, at times, make more effort to share information and ideas with his subordinates and other organizational areas. He could be more cheerful and outgoing in some social situations.
- Charles can sometimes give unduly positive presentations about himself, his work, and his intentions. He could be more straightforward and realistic in his job-based interactions.
- Charles scored at an average level on our measure of integrity. If he is hired, it is advisable to provide him with training that addresses ethical guidelines, examples of ambiguous situations, and the consequences for violation of company rules and policies.
- Sometimes coming across as set in his ways, Charles may not be willing enough to try and promote new practices and procedures on his job. Subordinates may not feel comfortable suggesting ideas for improvement to him. He may not be receptive enough to company-sponsored innovation or training and development activities.
- Charles can sometimes be too tough-minded in situations where interpersonal sensitivity and empathy are called for. He could be more considerate of and attentive to the feelings and concerns of the people he works with.



## 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?

### 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.

### 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?

### 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.
- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.

#### 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.

#### TEAM-ORIENTED MANAGEMENT STYLE

- Describe your team meetings with an emphasis on what you do versus what your employees do.
- What do you think makes an effective team?
- What is the proper role of the supervisor or manager with a group where the company emphasizes team principles?
- How do you typically get employees to take an active role in the team? What types of things would they do? To what degree have you been successful in getting employees to function as true team members?
- What problems have you had implementing team principles with your department?

#### TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

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