test center

by People Systems

Nurse Practitioner Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX
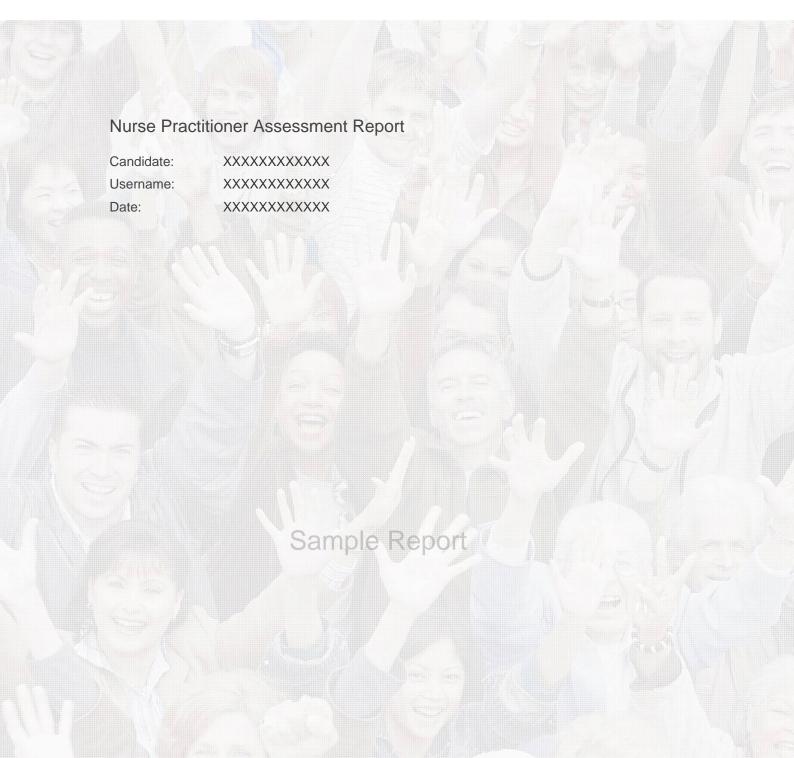
Sample Report

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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, 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					◆
Assertive Leadership				◆	
Customer Service			◆		
Dependability			◆		
Detail Mindedness			◆		
Emotional Stability/Resilience				◆	
Empathy					◆
Extroversion				◆	
Impression Management					◆
Integrity			◆		
Intrinsic Motivation					◆
Managerial Human Relations					◆
Openness to Change			◆		
Optimism / Enthusiasm			◆		
Self-Confidence				◆	
Task Structure		◆			
Teamwork Orientation				◆	
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 Shane's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	Top 5%ile
Verbal Reasoning	Top 5%ile

Shane has a superior level of general cognitive aptitude. He should learn new information very quickly, solve the most complex problems efficiently, and be able to handle an exceptionally heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect underlined 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. Carter's Responses
The most fulfilling job I had...	has always been when I had the most contact with patients and families.
What I want most from a job is...	the chance to make a difference in peoples lives, work in an office where we have the time to get to know our patients, decent income potential, and a schedule that does not work me to death.
My career goal for five years from now...	is to be in a direct service role in the health care field.
The set of responsibilities I enjoy most are...	taking care of pateints and collaborating with collegues over unusual cases
I enjoy working with people who...	are also patient centered, kind, helpful, smart, and hard working.
The best way to get ahead in an organization...	is to do your best, care about your aptients, take care of business details, and work cooeratively with fellow staff.
The personal strengths I possess that will help me be successful in this job include...	I have excellent education and experience for this role. I am truly a dedicated, caring health care professional who is good at what I do.
Working long hours every week...	is a given in this profession.
To better myself I...	read professional medical journals / do research on the Internet to keep up with the latest findings, and do some of my own investigations into new ideas on the homeopathic literature.
My attitude about work-home balance is...	you have to maintain some sort of reasonable balance or your health or spirit will suffer in the long term.
The key to success in my career...	is being good at what I do and loving my career. I truly enjoy my profession and take a lot of satisfaction out of being able to help people have better lives.
To get ahead in a company...	I do not really have any aspirations for moving into a leadership position.
When I am criticized...	I try to hear what the other person is really saying, then try to assess how I can use that information to improve myself.
When I have to make a decision quickly...	I assess the information at hand and make the best decision I can at the time.
My success as a manager derives from...	I try to be thoughtful, kind, and considerate with other staff, and I try to take their needs and obligations in mind as I do my work.
Mentoring employees who report to me...	is enjoyable.
Besides supervising other people, a manager should...	be effective at doing what it takes to move the practice forward

The best way to motivate people...	is show them that their welfare is important to you and that you appreciate their efforts.
The average employee...	needs a good role model to maintain a good customer service for our patient population.
An employee who brings personal problems to work...	Needs a sympathetic ear from the other staff, but with the understanding that our work still needs to be done and we do not want to burden our patients with our own problems.
I deal with conflict in my team by...	bringing people together, get to each share their perspective, keep the focus on what will it take to achieve a good outcome for all concerned.
To increase employee commitment I...	let people know that we appreciate their efforts and that everyone of us is important in being able to meet our patient needs.
To be a valuable member of a senior management team, I try to...	I come to team meetings well prepared and give the topics under consideration serious attention, and I come up with innovative, constructive ideas to improve the practice whenever possible.
As a leader, my greatest satisfaction at work...	is seeing our team work well together to achieve efficient, effective patient services.
The biggest challenge to a manager in dealing with today's workforce...	is choosing people to work for you who are truly kind and caring i.e. they dont have to be trained endlessly to be empathetic and interpersonally sensitive.
When I have to reprimand or discipline an employee...	I make sure that I have a full understanding of the issues involved (the bad job performance and the situation it occured in), have a meeting with the person to review the issues, and try to come up with a remedial action plan.
The organizational culture I try to create is best described as...	happy, patient-centered / customer-responsive, caring, harmonious, technically efficient.
I don't like to work with people who...	are sarcastic, uncaring, rude, insensitive, dour, and those who can t get along with other staff.
I get annoyed at work when...	I see people in our practice act in ways that are not as kind and caring as we ought to be. I also dislike squabbles among the staff.
At times my work has suffered because...	I was sick and could not work for a few days.
I would really dislike a supervisor who...	was remote, inaccessible, or overly critical of staff, and insensitive to the patients needs.
People should recognize I am stressed out when...	I have a stressed out look on my face.
It's hard to do good work when...	staff are not getting along well and cooperating to achieve our goals.
I would turn down a job if...	felt the practice was not dedicated to providing excellent customer service and patient care and standards of treatment were lacking.

Personality Assessment

Strengths:

- He is very agreeable, easygoing, and kind-hearted. Shane strives to maintain a pleasant, non-conflictual working environment. He will subsume his own needs and preferences to those of other people to preserve harmony.

- He has a typically self-assured, take-charge leadership style.   Shane can bring his influence to bear on subordinates and direct their efforts toward goal attainment in a straightforward manner .

- Shane has good intentions for providing appropriate levels of service to your client population, and will be receptive to blending into an organization that sets a high standard for excellent customer satisfaction.

- Shane is moderately dependable and reliable. He generally follows through on his work commitments and does what he says he will do. On the other hand, Shane also uses his discretion and judgment in deciding how to fulfill his obligations.

- He is fairly stable and well-adjusted. Shane usually can work well under conditions of job stress and pressure.

- He can identify closely with the feelings and concerns of other people. Shane has a high level of empathy which enables him to understand and relate to the people he works with. He is likely to be perceived by customers as someone who is very insightful, sympathetic, and helpful.

- Shane is usually outgoing, talkative, and congenial in his interactions with customers and coworkers. He will be a fairly effective communicator on the job .

- He is quite concerned with how others perceive him. Shane will try to present himself and his work credentials in the most favorable light he can during the application process. He carefully manages the image he projects to other people.

- Shane scores in the average range on integrity. He is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.

- Personal satisfaction and accomplishment of tasks are very important to Shane and he values a job that gives him personal satisfaction. He considers work an end in itself, so he will be motivated by task variety, challenge, and meaningfulness of the responsibility.

- As manager, Shane registers as having good human relations skills. He is likely to show consideration of the feelings and concerns of employees. When they have personal problems, he listens well and tries to be understanding. Shane will likely enjoy coaching employees for personal and professional improvement.

- Shane's openness to change is in the average range . He is not closed to new ideas and procedures in the workplace; but he needs an explanation and rationale for making a change from standard operating procedures. Shane will probably require some solid evidence to induce him to try new job procedures and techniques.

- He is not one to judge others in advance of observing their behavior and performance. Shane takes people at their word until facts persuade him otherwise.

- His level of self-assurance is above-average. Shane is usually secure with his skills and knowledge and can act decisively when needed.

- As a manager, Shane usually lets subordinates perform their jobs in a self-directed manner. Not a micromanager, he gives the people who report to him a fair amount of latitude in how they carry out their duties and assignments.

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

- With an above-average work drive, Shane works fairly energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands.

Developmental Concerns:

- Scoring average on the Customer Service dimension, Shane may be responsive some patient needs while ignoring others. He probably sticks to the standard set of services without going above and beyond to address unusual requests.

- Shane could be somewhat more dependable and conscientious in his work habits. He could be more consistent in his follow through and fulfillment of job commitments and responsibilities.

- Shane is the type of person who tends to take a rather careless approach to his work and does not always do routine checks. Errors are likely so, he is not particularly well suited to a job where detail and accuracy are extremely important.

- Shane can sometimes become too emotionally involved with other people. This can compromise his objectivity when making decisions which affect them. Also, his reflexive attempts to help others may sometimes be perceived as invasive or inappropriate.

- He may not have given an accurate picture of himself and his work history during the application procedure for this job. Subsequent reference-checking and interviewing should attempt to verify the facts about him before making a job offer. If hired, Shane may, at times, be too hesitant to admit to mistakes or shortcomings to be able to give an accurate status report to his boss.

- Shane'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. Shane needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.

- Shane could be more willing to experiment with new ideas and procedures on his job. Some employees may perceive him as being unwilling to listen to ideas for change. He could be more interested in professional development and continued learning, both for himself and the people who report to him.

- As a manager, Shane may sometimes give his employees too much latitude and discretion. He may need to be more closely involved in such functions as goal-setting, clarifying responsibilities, keeping track of work performed, and giving contingent feedback to the people who report to him.

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?

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.)

IMPRESSION MANAGEMENT

- Our analysis of your individual answers on the personal style inventory indicates that you have a tendency to present yourself in a highly favorable manner and not admit to any shortcomings or imperfections. Please explain why this is. [Additional probe: If you are hired, how do you think this tendency will affect your progress or status reports to your boss?]

- Describe the advantages and disadvantages of presenting yourself and your work in the best possible light in the workplace.

- Describe how you change the way you present yourself to the people you work with so as to create a more favorable impression and help persuade them to your point of view.

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.

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.