test center

by People Systems

Physician Assessment Report

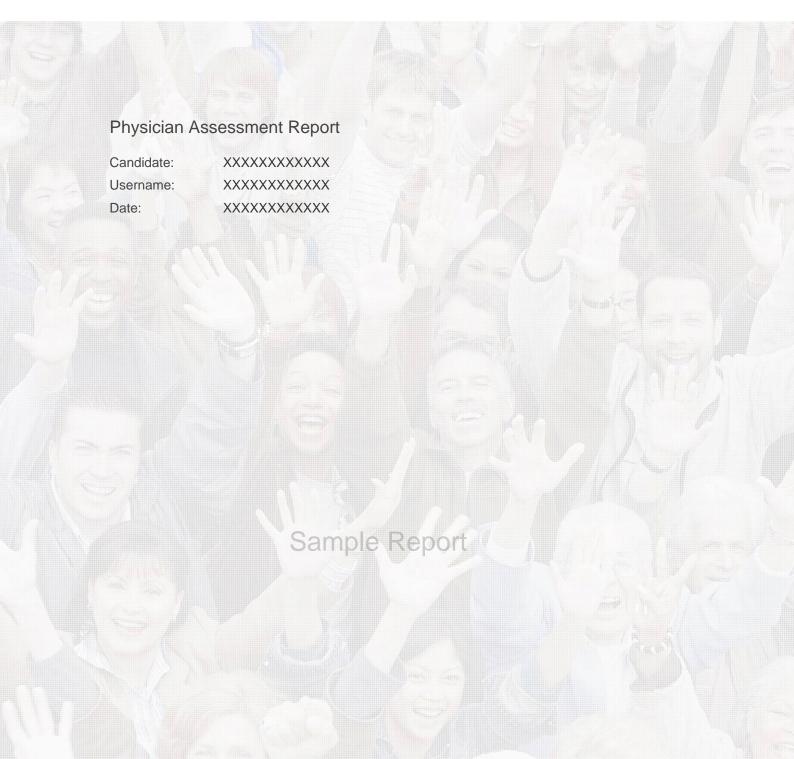|	
Candidate:	XXXXXXXXXXXX
Username:	XXXXXXXXXXXX
Date:	XXXXXXXXXXXX

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 : ◆

	Low	Below Average	Average	Above Average	High
Agreeableness					◆
Assertive Leadership				◆	
Customer Service				◆	
Dependability				◆	
Emotional Stability/Resilience			◆		
Empathy					◆
Extroversion				◆	
Integrity		◆			
Intrinsic Motivation			◆		
Managerial Human Relations				◆	
Openness to Change				◆	
Optimism / Enthusiasm				◆	
Social Networking					◆
Teamwork Orientation			◆		
Work Drive					◆

Overall Cognitive Aptitude ◆ (High)

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Mary's overall level of general intellectual aptitude to be in the **Top 5 percentile** range. Her individual aptitude levels are:

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

Mary has a superior level of general cognitive aptitude. She 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.

	Ms. Hartford's Responses
The most fulfilling job I had...	working in an inner-city clinic.
What I want most from a job is...	gatification of knowing that I am helping others in a position that offers reasonable hours.
My career goal for five years from now...	be well respected by my peers
The set of responsibilities I enjoy most are...	seeing patients in my practice and developing long term relationships with them.
I enjoy working with people who...	dedicated to doing their jobs the best they possibly can.
The best way to get ahead in an organization...	demonstrate competence and be an effective member of the healthcare team.
The personal strengths I possess that will help me be successful in this job include...	intelligence, perseverance, and cofidence that I will do well at anything I take on
Working long hours every week...	Is normal if one is to succeed in a good, high-paying job
To better myself I...	continually look for new skills and ablities I can acquire to enhance my proficiency.
My attitude about work-home balance is...	To strive for an appropriate balance between work and my family. Neither one should dominate.
The key to success in my career...	Is to nev er get too comfortable and continually seek out new challenges.
To get ahead in a company...	I do the best I can in my job and help those aounrd to their best. The rest tends to ta ke care of itself.
When I am criticized...	I listen for opportunities to learn, reflect, and try to change, if it seems called for.
When I have to make a decision quickly...	I do so if I have the knowledge to make a high-quality decision.
My success as a manager derives from...	he succcess of the people who rport to me and a golod relation ship between myself and them.
Mentoring employees who report to me...	Is something I enjoy.
Besides supervising other people, a manager should...	Should keep abreast of what is going on in their business, keep up with new technology, and built excellent networks.
The best way to motivate people...	I sto appeal to their bestg nature and show them how their goal-directed ac tion wqill lead to the attainment of impotant goals for them and the team,
The average employee...	Is above-average in more tha one way.
An employee who brings personal problems to work...	Should stimulate an inquiry into the reasons for the problems and identification of ways to prevent that fom happening

I deal with conflict in my team by...	By directly addressing the source of the conflict and taking whatever action is reuired to dissipate the conflict in way that satisfies all parties.
To increase employee commitment I...	I lead by the exampler of my own commitment and challenge employees to do as I do.
To be a valuable member of a senior management team, I try to...	demonstrate my value to the organization and strengthen the bonds of the senior managemnt team.
As a leader, my greatest satisfaction at work...	Comes when the employees who report to me excel in their work.
The biggest challenge to a manager in dealing with today's workforce...	Is to balance tghe needs of diverse individuals with the interests of the organization.
When I have to reprimand or discipline an employee...	I do so in private using specific examples of what they have done wrong and hel pig tghem develop an action plan tgo remediate the problem.
The organizational culture I try to create is best described as...	An unrelenting, shared passion for excellence, continuous improvement, and win-win solutions to interpersonal problems.
I don't like to work with people who...	are lazy, pessimistic, void of passion, and unwilling to take responsibility.
I get annoyed at work when...	I am annoyed at work by what other people say or do. I then try to move into a calmer work mode.
At times my work has suffered because...	I was not given the resources or the responsibility to do the work expected of me.
I would really dislike a supervisor who...	Lied to his or her sujbordinates and tried to take credit for work they did.
People should recognize I am stressed out when...	I talk too much about what is frustrating me.
It's hard to do good work when...	When you are not given the resources and opportunities to do good work.
I would turn down a job if...	it was not a major step up from my current job, bot in terms of challenge and financial compensation.

Personality Assessment

Strengths:

- Coworkers are likely to see Mary as very easy to get along with. Mary will avoid arguments and unpleasantness whenever possible. She tries to be agreeable in her daily interactions with coworkers and other people.

- She is fairly assertive in her managerial style. Mary will direct the work of subordinates in a straightforward manner and deal with challenges to her authority without seeming domineering.

- Mary brings a service orientation with her to the job, so dealing directly with your clients to meet their needs will be enjoyable for her. She typically addresses client concerns and preferences of in a prompt, responsive manner.

- Mary is generally conscientious and dependable. She has fairly good follow-through and tries to perform her work in a reliable manner.

- She should be able to withstand most of the stressors associated with this job. Mary is unlikely to lose her temper or have emotional outbursts on the job.

- She can tune into the feelings of other people and empathize with their problems and perspectives. Mary is a considerate, sympathetic person who can gain rapport readily with customers. She will take their feelings into account when making decisions. Others are likely to perceive Mary as a sensitive person who is receptive to hearing their perspectives.

- Mary is fairly sociable, outgoing, and amiable in her work-based interactions. She will usually be an effective communicator.

- Mary is motivated by both intrinsic factors and extrinsic rewards on her job, suggesting that she responds favorably to opportunities for tangible rewards and raises, while also taking some enjoyment from daily work activities, accomplishments, and personal relationships at work.

- She is receptive to new ideas and practices on her job, no matter whether they come from her own work group or other parts of the organization. Improving operations and implementing organizational change efforts will be a fairly high priority for her. Mary will also strive to advance the job knowledge and skills of her subordinates and her self.

- Mary often expects favorable outcomes in the future, both for herself and her customers. Being fairly optimistic, she tries to look for the best in others and on the bright side of most situations.

- Developing a variety of social relationships with people in the community – vendors, customers, government, and other professionals – is something that Mary engages in on a regular basis. She understands the importance of having an extended network of people who can be of benefit to her company.

- Mary prefers some independence as well as some cooperative activity in her work. She values both team player and individual contributor functions in achieving organizational goals.

- Mary has a high work drive. She invests a lot of time and energy into meeting the demands of her job.

Developmental Concerns:

- High levels of job stress and chronic pressure may undermine Mary's emotional stability and job performance. She may need to develop more effective coping skills for such situations.

- Mary may have difficulty viewing other people in a realistic, objective manner. Her judgment may be clouded by her own feelings and identification with them. Mary may give undue weight to the perceived emotions of other people when determining what to do. Also, she may have difficulty both giving and receiving criticism because of her sensitive nature.

- Mary has a below average score on honesty and integrity, which suggests she may fail to consistently adhere to company rules and policies. This could send the wrong message about acceptable behavior to subordinates and create a work environment where the company is not strict about its rules and code of ethics. If Mary is hired, she needs a thorough orientation to the company's integrity expectations and the consequences for inappropriate behavior.

- Mary may need to be more concerned with teamwork and cooperation. She could do more to help coworkers, work toward common goals in a cooperative manner, and help promote group cohesion.

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/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.

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?