test center

by People Systems

Property Manager Assessment Report

Candidate: XXXXXXXXXXXX
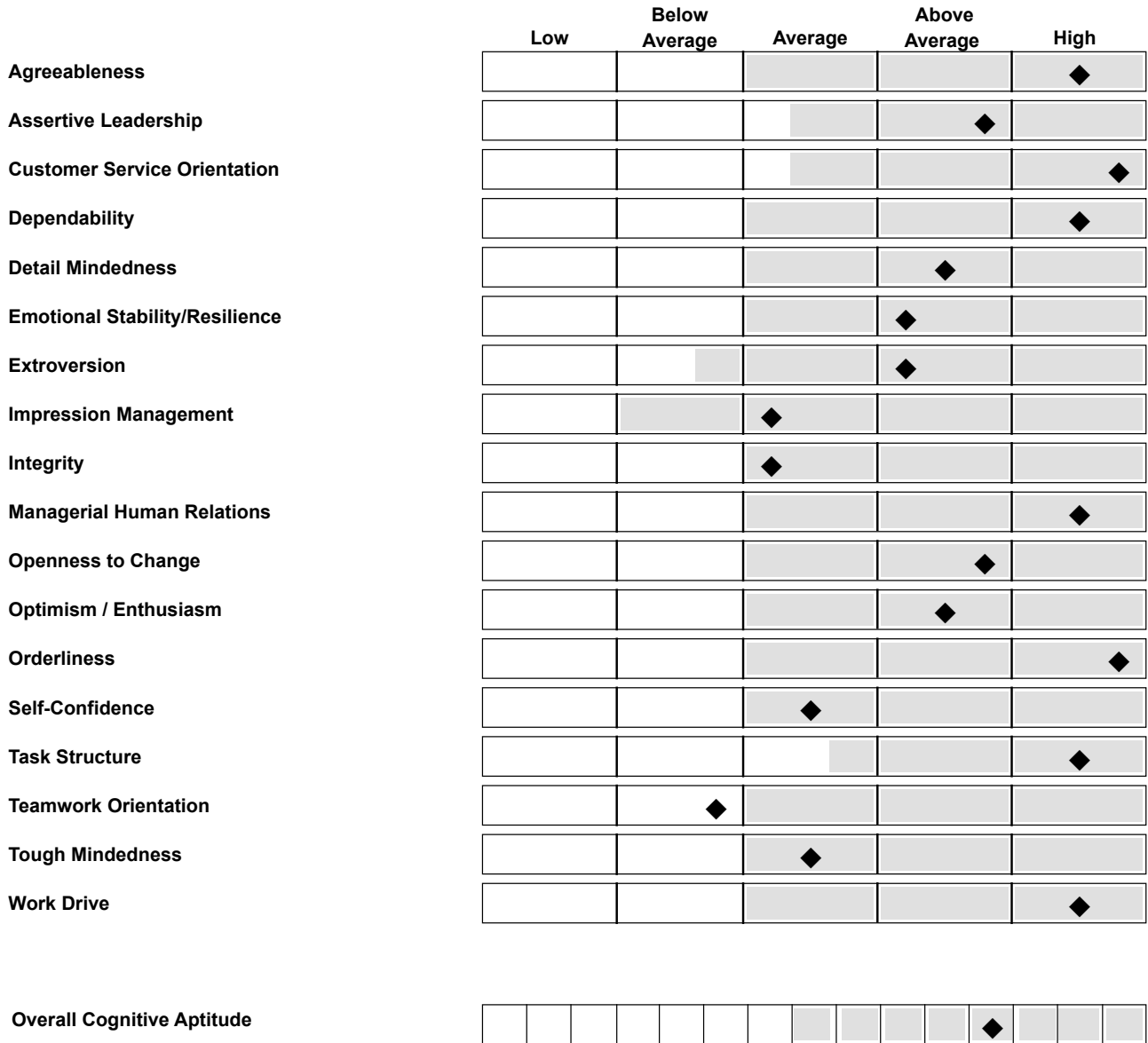Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

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 : ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness					◆
Assertive Leadership				◆	
Customer Service Orientation					◆
Dependability					◆
Detail Mindedness				◆	
Emotional Stability/Resilience				◆	
Extroversion				◆	
Impression Management			◆		
Integrity			◆		
Managerial Human Relations					◆
Openness to Change				◆	
Optimism / Enthusiasm				◆	
Orderliness					◆
Self-Confidence			◆		
Task Structure					◆
Teamwork Orientation		◆			
Tough Mindedness			◆		
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 Ted's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	40-49%ile
Verbal Reasoning	Top 10%ile

Ted has an above-average level of general cognitive aptitude. He should be able to handle the problem-solving demands of this job in a capable manner.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect <u>percentile rankings</u> -- 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 <u>lower the Overall Cognitive Aptitude score</u>, 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 <u>higher the Overall Cognitive Aptitude score</u>, 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.

Test	Percent Correct Score	This score is considered to be:
Basic Math Skills - Arithmetic	76% Correct	Above Average

Explanation of this "Percent Correct" Aptitude Score

The scoring for tests like this one is based on a "percent correct" calculation which is total number of correct answers divided by total number of questions on the test. The candidate has ample time to complete each question, so it is possible to achieve a 100% score.

Lower scores suggest the candidate will make a high number of errors on the job. Their basic skills in this topic area are probably lacking. If hired, you need to consider on-the-job training in this topic area.

Higher scores suggest the candidate is less likely to make mistakes of this type on the job. Their skills are adequate to good, so they can probably improve accuracy as they practice tasks on the job - especially if you give them feedback about errors as they occur during job performance.

We offer the following guideline:

0% to 50% correct	51% to 70% correct	71% to 85% correct	86% to 100% correct
Low Score	Below Average	Above Average	High Score

Most companies are simply trying to weed out candidates who would have the most trouble handling job tasks of this nature. If that is the case, you need to think about what is the lowest "Percent Correct" score you will tolerate. If errors are not particularly costly to your operations, then you may be able to accept candidates who score in the Below Average range.

Some companies are trying to enhance the overall quality of their workforce with the use of standardized aptitude testing. If this is the case for your company, then we advise that you accept candidates in the Above Average or High categories. If errors of this nature cause very serious problems in your company, then you should only hire people who score in the High category.

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. Taylor's Responses
Responsibility at work…	is important.
Working long hours every week…	should not become a habit unless you are short of manpower.
It's hard to do good work when…	you dont have enough reliable help.
When my suggestions at work are turned down I…	making new ones.
Having to work on the weekend…	is part of the job--things break on the weekend too!
Overnight travel…	is not anything I want to do on my job.
As a manager, my greatest satisfaction at work…	is seeing our properties be well managed and our customers are happy.
Effective leadership…	is getting people organized, providing good training and performance standards, being clear about assignments.
Mentoring employees who report to me…	is something I try to do whenever possible.
When I have to make a decision quickly…	I do it and dont waste a lot of time worrying about it.
Giving performance feedback…	is important that praise be given freely and criticism be given in a tactful manner.
When I have to reprimand or discipline an employee…	I take them aside and make sure they understand what is wrong and how it should be done. I make sure the employee knows what acceptable behavior is.
Besides supervising other people, a manager should…	make sure that we have necessary tools and supplies necessary to do a job.
The average employee…	is willing to do a good job for a good days pay.
An employee who brings personal problems to work…	needs to keep his mind on his work. I am willing to cut some slack if i know what is going on with the employee.
The key to my success as a manager…	is to keep on top of a wide varietyof tasks and insist on high standards.
The biggest challenge to a manager in dealing with today's workforce…	getting reliable help.
The best way to motivate people…	give them a decent paying job and provide good training so that.
The way I get people to work together is…	communicate that we expect people to coordinate and help each other with their tasks.
I get people to participate in team discussions by…	We have team meetings every morning and I ask for input. Most people feel free to make comments.
Creating a strong team is not as important as…	making sure we get our work done and that high standards of workmanship are met.
Content of my team meeting typically consists of…	Review of current assignments, discussion of problems.

Team meetings are best used for…	sharing informantion and making sure people have the information the need.
The kind of assignment I like best is…	is seeing our properties be well managed and our customers are happy.
I enjoy working with people who…	is getting people organized, providing good training and performance standards, being clear about assignments.
I would turn down a job if…	is something I try to do whenever possible.
The best way to get ahead in an organization…	I do it and dont waste a lot of time worrying about it.
The most fulfilling job I had…	was taking on responsibility for a really run down property and getting it ready for use in 1 month ahead of schedule.
My greatest satisfaction in a job…	is meeting our productivity goals and budget.
A boss deserves loyalty if…	he is boss-period.
What I want most from a job is…	job security, satisfaction from a job well done, and recognition for my accomplishments.
The best type of supervisor for me would be someone who...	An ideal manager for me would be one who is competent as a leader, respects employees, tried to build a strong team where everone in the department coordinates well with each other, keeps our focus on the end customer, and we enjoy working together.
Working closely with other people…	is very important in meeting your objectives.
My career goal for five years from now…	is to be the best Property Manager possible.
To better myself I…	work hard at doing my job as well as I can I learn from other people and I try to stay up to date on new tools and types of supplies.
Working with coworkers who do not know as much as I do…	is very enjoyable to help someone grow in their career.
If I feel underutilized in my job…	I would talk to me boss about it.
To get ahead in most companies you have to…	show that you can do your job well, then express an interest in moving to a new assignment.
I sometimes felt my career advancement was limited by…	nothing.
My ideal job would be…	Property Manager for multi-site facilities.
What annoys most workers…	not having the right tools or equipment to do the job properly.
I would quit my job if…	I could no longer be effective.
At work I feel tense when…	supplies are running low because of missed shipments.
I don't like to work with people who…	are lazy, unethical, or rude to other people.
My work performance suffers when…	I am sick and still come to work because the company needs me.
I would really dislike a supervisor who…	did not communicate very often but expected you to read his mind.

Personality Assessment

Strengths:

- He is consistently agreeable, easygoing, and amiable. Ted will go the extra mile to maintain a pleasant, harmonious working environment.

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

- Ted puts a great deal of effort into trying to fulfill customers' needs and concerns. Their satisfaction is a consistently high priority for him.

- Ted is a highly reliable person. He is very dependable and trustworthy in the way he carries out his work and fulfills his obligations to customers and his employer.

- People will view Ted's work as accurate, precise, and thorough. He will put in extra proofing time to make sure everything is completed properly and do not contain errors.

- He has an above-average level of emotional resilience. Ted can handle most types of job stress and pressure without lowering his performance effectiveness.

- Ted is fairly sociable, outgoing, and amiable in his work-based interactions. He will usually be an effective communicator.

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

- As manager, Ted 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. Ted will likely enjoy coaching employees for personal and professional improvement.

- He is open to new learning on the job. Ted will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. He will listen to employee suggestions for continuous improvement. Ted will be energized by most opportunities for work-related training and development.

- Fairly optimistic about most things, Ted tries to look for positive qualities in people and future opportunities. He is not one to form negative preconceptions quickly.

- He is orderly and systematic in the way he approaches and carries out tasks and assignments. Ted will keep job-related information well organized.

- As a manager, Ted 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.

- Somewhat independent-minded, Ted does not usually need to consult with others to validate his decisions and beliefs. He often prefers to work on his own without the constraints of group membership.

- He will be sensitive to both task and interpersonal consequences of his actions and decisions.   Ted will take both the objective parameters and the feelings of other people into account when formulating a course of action.

- Ted works very energetically and persistently to fulfill job responsibilities and demands . He has a strong work drive and commitment to productivity.

Developmental Concerns:

- Ted 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.

- Ted may place too much emphasis on individual contribution and solo efforts. He could concentrate more on contributing to group cohesion, collaboration, and teamwork.

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?

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?

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.

- Describe how you use details to make plans and develop long-term strategies.

- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.

- Describe your approach to doing long-range planning and strategic development on your job.

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.

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.

- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.

- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.

- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.