test center

by People Systems

Safety/ Environment Manager Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

Sample Report

test center
by People Systems
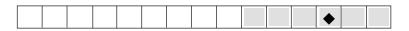
The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high 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				◆	
Dependability			◆		
Emotional Stability					◆
Extroversion					◆
Goal-Setting					◆
Impression Management	◆				
Integrity		◆			
Managerial Human Relations					◆
Openness					◆
Optimism				◆	
Orderliness		◆			
Safety-Mindedness					◆
Self-Confidence				◆	
Task Structuring		◆			
Team-Oriented Management			◆		
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 Charles's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	80-89%ile
Verbal Reasoning	80-89%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. Dossett's Responses
Responsibility at work…	Responsibility at work is extremely important. It is everyones job to be responsible for their actions and to do their jobs safely and efficiently.
Working long hours every week…	Working long hours every week can sometimes lead to burnout. It is okay to work long hours in an emergency, to prepare for an audit, or when installing new machines, but long hours on a consistent basis is not healthy or effective.
It's hard to do good work when…	Its hard to do good work when the resources needed to get the job done are not available.
When my suggestions at work are turned down I…	When my suggestions at work are turned down I will re-examine my suggestions and try to make a better argument for having them considered.
Having to work on the weekend…	Having to work on the weekend is sometimes necessary to get the job done.
Overnight travel…	Overnight travel is okay as long as it leads to improvement, either in learning new things that will help my facility or help me to do a better job.
As a manager, my greatest satisfaction at work…	As a manager, my greatest satisfaction at work is helping others to find ways to improve and to enjoy their work.
Effective leadership…	Effective leadership is motivating others to give their best efforts to achieve a common, worthwhile goal.
Mentoring employees who report to me…	Mentoring employees who report to me gives me great satisfaction, and I do all that I can to help them to improve and succeed.
When I have to make a decision quickly…	When I have to make a decision quickly, if there is no time to gather additional information or input from others, I make the best decision possible with the information I have.
Giving performance feedback…	Giving performance feedback is sometimes uncomfortable, but it is a necessary task if you expect others to know your expectations and how and where they need to improve.
When I have to reprimand or discipline an employee…	When I have to reprimand or discipline an employee, it is important that they completely understand why they are being reprimanded or disciplined and what they have to do to correct the situation.

Besides supervising other people, a manager should…	Besides supervising other people, a manager should a resource that others can look to for help and advice on how to do their jobs better, how to develop their skills and talents and how to improve their leadership skills.
The average employee…	The average employee wants to do a good job. It is up to the employees managers and supervisors to make sure they know what is expected of them, give them the resources they need and to create a climate where the employees can perform up to their potential.
An employee who brings personal problems to work…	An employee who brings personal problems to work needs to be reminded of any assistance that is available to them through the workplace. Personal problems often lead to distractions, which can lead to poor performance.
The key to my success as a manager…	The key to my success as a manager lies in my ability to develop relationships, communicate my expectations, to make sure that everyone understands the groups goals and what they need to do to help reach those goals and to motivate everyone to work towards those goals.
The biggest challenge to a manager in dealing with today's workforce…	The biggest challenge to a manager in dealing with todays workforce is working with people of different cultures, backgrounds and ages and to understand how they respond in different situations.
The best way to motivate people…	The best way to motivate people is to lead by example, to communicate clearly, and to have a worthwhile goal that everyone understands and is motivated to achieve.
The way I get people to work together is…	The way I get people to work together is to clearly articulate the goal, make sure that everyone understands why the goal is important, and to try to use each persons strenths in such a way that they can make a contribution.
I get people to participate in team discussions by…	I get people to participate in team discussions by creating an atmosphere where everyone feels comfortable, asking questions to get people to open up and giving positive feedback on comments.
Creating a strong team is not as important as…	Creating a strong team is not as important as creating a team that will work together to achieve the goal.
Content of my team meeting typically consists of…	Content of my team meeting typically consists of reviewing any issues that have arisen, along with getting ideas and input on how to solve problems and assigning tasks and responsibilities.
Team meetings are best used for…	Team meetings are best used for solving problems.
The kind of assignment I like best is…	The kind of assignment I like best is one that stretches me to do something new where I really have to dig in and use all of my available resources.
I enjoy working with people who…	I enjoy working with people who enjoy each other, work hard and take responsiblity.
I would turn down a job if…	I would turn down a job if I was asked to do anything illegal or unethical.

The best way to get ahead in an organization…	The best way to get ahead in an organization is to work hard, prepare for success, take or volunteer for stretch assignments and to help those around you succeed.
The most fulfilling job I had…	The most fulfiling job I had was one where I was asked to start from scratch to build a safety program for a facility where the managers, supervisors and workers really appreciated my efforts and worked hard to make the program succeed.
My greatest satisfaction in a job…	My greatest satisfaction in a job occurs when I know that I have done my best and that I have had a positive impact on the people around me.
A boss deserves loyalty if…	A boss deserves loyalty if he or she supports your efforts and wants and helps you to succeed.
What I want most from a job is…	What I want most from a job is to know that I have the support and resources I need to do my best and to be thanked for my efforts.
The best type of supervisor for me would be someone who...	The best type of supervisor for me would be someone who clearly communicated his or her expectations, gave me the support and resoures I needed and then gave me the freedom to get the job done without constant oversight, knowing that I would give him or her regular updates and would ask for advice and help when I needed it.
Working closely with other people…	Working closely with other people is something that I enjoy when we share a common goal and work together to achieve it.
My career goal for five years from now…	My career goal for five years from now is to increase my knowledge, skills and abilities in my chosen field and to work towards advancement in my career.
To better myself I…	To better myself I will continue to learn, to seek out others who can help me better myself and to do all that I can to grow personally and professionally.
Working with coworkers who do not know as much as I do…	Working with coworkers who do not know as much as I do gives me an opportunity to teach them and to increase their knowledge and skils.
If I feel underutilized in my job…	If I feel underutilized in my job, I will seek out opportunities to contribute in other areas where I feel I have something to offer.
To get ahead in most companies you have to…	To get ahead in most companies you have to do your job effectively, get along with your co-workers and contribute above and beyond what might be normally be expected.
I sometimes felt my career advancement was limited by…	I sometimes felt my career advancement was limited by my reluctance to try to ingratiate myself with my managers by pretending to be something I was not.
My ideal job would be…	My ideal job would be one that challenged me, that gave me opportunities to improve my skills and that gave me opportunities to contribute outside of my job title.
What annoys most workers…	What annoys most workers is poor supervision, being asked to get the job done without adequate resources and not being recognized for their efforts.

I would quit my job if…	I would quit my job if I was asked to do anything illegal or unethical.
At work I feel tense when…	At work I feel tense when a deadline is approaching and I dont have all the information or resources I need to complete a task.
I don't like to work with people who…	I dont like to work with people who make excuses, avoid responsibility and who blame others.
My work performance suffers when…	My work performance suffers when I am not challenged.
I would really dislike a supervisor who…	I would really dislike a supervisor who criticized his or her workers without first understanding the situation and then giving them the feedback and opportunities necessary to improve, especially if they did it in front of others.

Personality Assessment

Strengths:

- He is very kind, agreeable, and accommodating. Charles will not be disruptive in group settings and will avoid conflict whenever possible. He is generous and giving of his time and attention.

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

- He is stable, and well-adjusted. Charles can work well under hectic conditions and job stress without losing his composure.

- Charles is outgoing, personable, and friendly in his job-based interactions. He   will make an effort to forge good working relationships within his work group and with other organizational areas.   Charles will readily share information with other employees and be willing to listen to what they have to say.

- Charles consistently uses goal-setting to structure his work efforts . You can count on him to take time to prioritize his tasks and establish long and short term objectives.

- Charles presents himself in a very sincere, unpretentious manner. He is not one to exaggerate the facts or say something just because he thinks it is what the other person wants to hear. Charles projects a consistent image to the people he works with, regardless of the situation.

- As a manager, Charles is very concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. He will move quickly to dispel their fears, worries, grievances, and tensions, if possible. Charles is likely to enjoy employee coaching and mentoring.

- He is quite open to new ideas and ways of doing things on the job. Charles will embrace opportunities for organizational change and innovation. Charles continually tries to improve his knowledge, skills, and abilities as well as those of his subordinates.

- Charles often expects favorable outcomes in the future, both for himself and other people. Being generally optimistic, he tries to look for the best in others and on the bright side of most situations. Charles seldom feels discouraged when confronted with obstacles or setbacks on his job. He will usually encourage subordinates to see work challenges as something they can overcome.

- He puts a great deal of effort into promoting safe work practices and eliminating threats to safety wherever he can.

- He is typically self-confident. Charles has a fair amount of assurance in his own abilities. He will approach most tasks with assurance that he can handle problems that arise on his job.

- As a manager, Charles usually delegates responsibility and has a fair amount of confidence in subordinates to perform their work in an autonomous manner. He leans toward an empowering, participative managerial style.

- Charles works comfortably in situations requiring independence as well as in situations where he must work cooperatively with others. He can adapt reasonably well to a company where teamwork is expected to be promoted in every department.

- Charles has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, Charles will expect reasonable levels of effort from subordinates.

Developmental Concerns:

- Charles could more consistently honor his work commitments and obligations. He could do a somewhat better job of doing everything he says he will do for customers and following through on his pledges and promises to them.

- Charles may sometimes become too involved in socializing and talking with other people. He may need to stay more focused on the work at hand and spend less time fraternizing.

- Charles can sometimes be too frank and candid about his feelings and opinions. He may need to be more tactful and politically astute in the way he treats other people and comes across to them.

- Registering below-average on integrity, Charles may occasionally act in ways that is ethically questionable or inappropriate. He may violate or fail to uphold some company rules and policies or professional standards. Accordingly, Charles would not be an appropriate role model for subordinates or other employees. If he is hired, you should carefully review with him the company's expectations for proper behavior and the consequences for violation of rules and ethical guidelines.

- He may sometimes need to be more methodical and orderly in the way he performs his job tasks and assignments, especially when trying to manage a large amount of data or material.

- Charles may sometimes not be engaged enough in managing the ongoing activities and work accomplishments of his subordinates. He could be more involved in such functions as goal setting, clarifying expectations, monitoring performance levels, and giving corrective feedback as needed.

- Charles may sometimes need to work longer hours and extend himself for his job. He may need to put more time and effort into his work.

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?

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.

- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.

- All of us have different styles of interacting and communicating with other people . Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]

- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?

- Describe your techniques for building rapport with coworkers and customers.

- Talk about the ways you tailor yourself and your presentations to fit the needs , resources, and interest levels of the people you are interacting with.

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

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]

- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.

- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]

- Describe the most significant thing you have done to help yourself become better organized 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.

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?

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.

- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?

- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?

- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.

- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?