

test center

by People Systems

Engineer IV Assessment Report

Candidate: XXXXXXXXXXXX
Username: XXXXXXXXXXXX
Date: XXXXXXXXXXXX

Sample Report

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Ed's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning Top 5%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 80-89%ile

Ed has a very high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a very 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.

Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
3-D Reasoning	X									
Mechanical Reasoning										X
Overall Aptitude						X				

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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. Lawson's Responses
<i>The most fulfilling job I had...</i>	was working on new engine designs for XYZ Manufacturing.
<i>What I want most from a job is...</i>	job security, decent pay, access to high tech design tools
<i>My career goal for five years from now...</i>	is to be a Senior Design Engineer
<i>The set of responsibilities I enjoy most are...</i>	engineering design work
<i>I enjoy working with people who...</i>	are smart, capable, creative.
<i>The best way to get ahead in an organization...</i>	is do your job well and come up with innovations.
<i>The personal strengths I possess that will help me be successful in this job include...</i>	excellent design skills, creative, cooperative, loyal, hard working, interact well with customers.
<i>Working long hours every week...</i>	should not be a consistent pattern every week or there is something wrong with how the company manages the workforce in light of the tasks that need to get done.
<i>To better myself I...</i>	try to keep up with new design technology and learning as much as I can to be up-to-date in my profession.
<i>My attitude about work-home balance is...</i>	work is important but there has to be time for peoples personal life too.
<i>The key to success in my career...</i>	is being good at what I do.
<i>To get ahead in a company...</i>	you need to be an excellent performer so that your work is well known, and you need to get along well with others and be able to mentor those less experienced than you.
<i>When I am criticized...</i>	I try not to get defensive and I try to learn something useful from it. And, I try to modify my behavior.
<i>When I have to make a decision quickly...</i>	I can be efficient when I have to.
<i>My success as a manager derives from...</i>	my technical skills, intelligence, creativity, and attention to detail.
<i>Mentoring employees who report to me...</i>	gives me great pride to be able to share my knowledge with them.
<i>Besides supervising other people, a manager should...</i>	attend meetings with other managers, take care of budgets, deal with customers.
<i>The best way to motivate people...</i>	is giving them the proper tools and resources and then getting out of their way.
<i>The average employee...</i>	wants a good job with decent pay so that they can take care of their families.
<i>An employee who brings personal problems to work...</i>	needs to keep his mind on his work and try not to worry or be upset.

<i>I deal with conflict in my team by...</i>	getting people to share what their issues are and then using group process to come up with ideas for resolving the problem.
<i>To increase employee commitment I...</i>	try to give people praise for good work.
<i>To be a valuable member of a senior management team, I try to...</i>	offer good ideas for how the company can be more competitive.
<i>As a leader, my greatest satisfaction at work...</i>	seeing customers happy with what we provide for them.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	finding well educated people in the line of work we are in.
<i>When I have to reprimand or discipline an employee...</i>	try to do it tactfully and in private.
<i>The organizational culture I try to create is best described as...</i>	collegial, respectful, consistent, interesting, challengign.
<i>I don't like to work with people who...</i>	really dont have the intellectual capacity to do this kind of technical work.
<i>I get annoyed at work when...</i>	people dont show up or when people get behind on their projects but do not admit that to anyone else, and then we end up losing an importabt contract.
<i>At times my work has suffered because...</i>	my skills were not properly utilized on tasks where it would make the most difference for the company .
<i>I would really dislike a supervisor who...</i>	did not show people the respect of asking for and listening to their opinions.
<i>People should recognize I am stressed out when...</i>	I get a serious look on my face and am very quiet.
<i>It's hard to do good work when...</i>	the goals for our project are unclear.
<i>I would turn down a job if...</i>	it did not offer the right mix of technical challenges.

Personality Assessment

Strengths:

- He is very motivated to have smooth, amiable working relationships. Ed is quite accommodating and compliant, particularly when conflict arises. He tries to be civil and polite at all times.
- Ed is not aggressive, contentious, or overbearing in his interactions with other people. He is fairly respectful and deferential.
- He is often conscientious and dependable in his job performance. Yet, Ed can also adjust to changing circumstances and be flexible in how and when he carries out tasks and assignments.
- Most types of work pressure and strain will not be a problem for Ed. He has an average level of emotional stability and resilience. Ed is not quick to anger or become agitated in frustrating situations.
- Ed is quiet and introverted, not needing much social contact. He focuses his attention on what needs to be done and can immerse himself in his work.
- He often changes the way he acts toward other people to better influence them. Ed is fairly careful about how he comes across to people and can be tactful and discreet.
- He is unlikely to do things which others would consider improper, illegal, or dishonest, yet he is not so rigid that he could not handle unusual situations on a case-by-case basis. He is reasonably ethical in his work behavior.
- He is moderately open to change and new learning. Ed is also fairly comfortable with tried-and-true methods. He is not one to change things about himself or his work just for the sake of trying something new.
- He is fairly vigilant, questioning, and alert to potential problems in the workplace. Ed is not easily deceived or misled by other people. As a manager, he will be inclined to check and review the work of subordinates.
- He is reasonably organized and systematic in his work. Ed is also flexible and adaptable, adjusting his style to changing job circumstances.
- Ed is usually self-confident and sure of his ability to handle most problems which might arise on his job. He will act decisively, when necessary, and move ahead on assignments in a forthright manner.
- He is about equally committed to teamwork and individual contributor roles with his direct reports. Ed usually tries to get people to work together in a cooperative manner, but he will also emphasize the importance of employees working self-reliantly.
- He is generally analytical and tough-minded in the way he appraises problems and draws conclusions. Ed will not give much credence to personal factors or feelings when making decisions.
- With an above-average work drive, Ed works energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands, including working long hours or a difficult schedule. As a manager, Ed will set a fairly good example for employees of working hard.

Developmental Concerns:

- Ed has a below-average level of assertiveness. He may sometimes be too timid and hesitant to be effective, especially when difficulties arise on the job or he feels threatened. Ed may need to stand up more for his own best interests.
- Ed sometimes acts in ways that others see as undependable. He may need to reduce the gap between his stated intentions and actual behavior.
- His customer service commitment is not as strong as it should be. Ed could do more to attend to customers' preferences, address their concerns, and make them satisfied.
- Ed may not be able to handle as much job stress as other employees in this position. Highly demanding situations and heavy job stress could be a problem for him in terms of managing his anxiety or controlling his anger.
- Ed may avoid work situations that involve intensive social interaction and sharing of ideas. Work group meetings may not occur often enough or be utilized for sharing information and ideas. He can be too quiet, distant, and impersonal to bond well with other employees.
- Ed can occasionally give overly positive presentations about himself, his work, and his evaluations. He could be a bit more authentic and sincere with coworkers and customers.
- Ed's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas", in a manner consistent with the company's code of ethics. He needs to have a solid understanding of organizational rules and consequences for inappropriate behavior.
- Ed may find it difficult to engage in or benefit from some opportunities for growth and professional development, as he may not always be open to new learning. In some situations, he could be more receptive to opportunities to acquire and disseminate new knowledge, skills, and abilities.
- Ed may sometimes be too pessimistic and inclined to expect negative outcomes. Some people may feel that Ed is too quick to conclude that a solution to a problem is unattainable. As a manager, Ed could do more to get subordinates to see future plans and prospects in a positive light.
- As a manager, Ed could do more to encourage the people who report to him to work together cooperatively and supportively of each other. Teamwork and interdependence could be higher priorities for him.
- He may not be particularly good at reading or understanding other people. Ed could try harder to tune into the feelings of the people he works with and behave in a more considerate manner. He may sometimes have difficulty relating to or understanding people who are tender-minded and feeling-sensitive.

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?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.

- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

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.

EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project, assignment, or task at work.
- 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?

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?

OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

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.

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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