



**INDIVIDUAL ASSESSMENT REPORT - STRICTLY
CONFIDENTIAL**

The purpose of the assessment has been to provide further information to assist with the recruitment of

Mr. Sam Sample

On: Friday, 5th March 2010

for
ACME Inc

Prepared by
Psych Press - Talent Management Psychologists

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Confidentiality

This highly confidential document is provided to the client on the candidate named on the cover sheet on the basis that the need for this confidentiality is recognised, accepted and that such confidentiality will be strictly maintained.

It should therefore only be read by staff specifically involved with the selection, promotion or development of the person named, and stored securely with minimum access.

Should a report be required at a later date, it can be obtained without further cost, from Psych Press archives.

Objectives

The report on the candidate's capabilities has been compiled on the basis of several assessment materials used to provide objective information about the competencies which might be required for the specific position.

Cross validation of Outcomes

This report provides objective information on candidate's capabilities. We recommend supplementing it with other information obtained from other sources like interviews or other reports.

1. EXECUTIVE SUMMARY

Purpose

This report is intended to fulfil the dual purpose of evaluating Mr. Sample's suitability for a customer service role, as well as using more complex assessment instruments to separately assess management potential.

Potential Strengths

- Mr. Sample will be methodical and persistent when providing assistance to customers while still following regulations and guidelines as to how he performs his tasks.
- He will exhibit a calm approach to meeting his targets or when he has demanding requirements or other pressures of a dynamic, customer-service driven environment.
- He has a sympathetic approach to understanding others' circumstances and should be supportive of colleagues and customers.
- His preference for delivering quality outcomes will be an asset when he needs to deliver on challenging targets or maintain an accurate approach to tasks.

Potential Development Needs

- Mr. Sample tends to avoid controversial issues or other conflict, and he may be less comfortable in addressing sensitive issues directly.
- He seems to be less flexible in adapting to changing circumstances, and may be less effective at balancing competing priorities.
- With a preference for established systems, he will be less open to new ideas and creative methods to overcome problems.

2. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	98th percentile (Attempted 60 of 60, Correct 53)	Mid-level Managers and Graduates
Verbal Reasoning	92nd percentile (Attempted 40 of 40, Correct 32)	Mid-level Managers and Graduates
Numerical Reasoning	91st percentile (Attempted 30 of 36, Correct 26)	Mid-level Managers and Graduates

Abstract/Conceptual Reasoning: 98th Percentile



The test of Conceptual Reasoning provides a valid measure of generalised intellectual functioning and correlates most highly with other tests of generalised or natural problem solving capacity. The test itself requires Mr. Sample to work with ambiguous, novel and highly complex information. The ability to grasp complex conceptual relationships and to operate without a basis of prior knowledge are some of the aptitudes found to be measured by this test. Job competencies relevant to this measure include the capacity for flexible and creative thought, technical problem solving, the capacity to acquire information quickly and an aptitude for adapting existing knowledge to new situations.

Mr. Sample' performance on the measurement of Conceptual Reasoning has placed him in the superior range compared to an Australian mid-level manager and graduate sample. This result indicates that he has outstanding lateral and strategic thinking skills and the ability to tackle issues of a highly complex and abstract nature. He possesses a flexible mental approach and has the capability to quickly learn new, complex organisational information and apply it to solve problems outside his area of expertise. He is likely to be able to quickly and effectively address issues in a strategic manner grasping the 'big picture'.

Verbal Reasoning: 92nd Percentile



The Verbal Reasoning assessment measures Mr. Sample' ability to communicate with others, written communication skills, the ability to understand internal and external clients' needs and the ability to convey complex information in a clear and understandable format to clients, team members or managers.

Mr. Sample' performance on the measure of Verbal Reasoning is of an exceptional standard and suggests a strong grasp of the business-related language in comparison to an Australian mid-level manager and graduate sample. Accordingly, he is likely to be a very effective communicator in both verbal and written forms. He demonstrates the ability to draw on a broad business-related vocabulary when interacting with work colleagues, managers or clients and should be capable of effectively adapting his business-related language to suit the various levels of contact. He is also likely to quickly and effectively identify critical issues and logically draw accurate conclusions from written material such as reports, marketing and sales material, and competitor information. He will also effectively convey ideas, concepts and information to work colleagues, managers or clients, as well as produce effective written documentation such as reports.

Numerical Reasoning: 91st Percentile

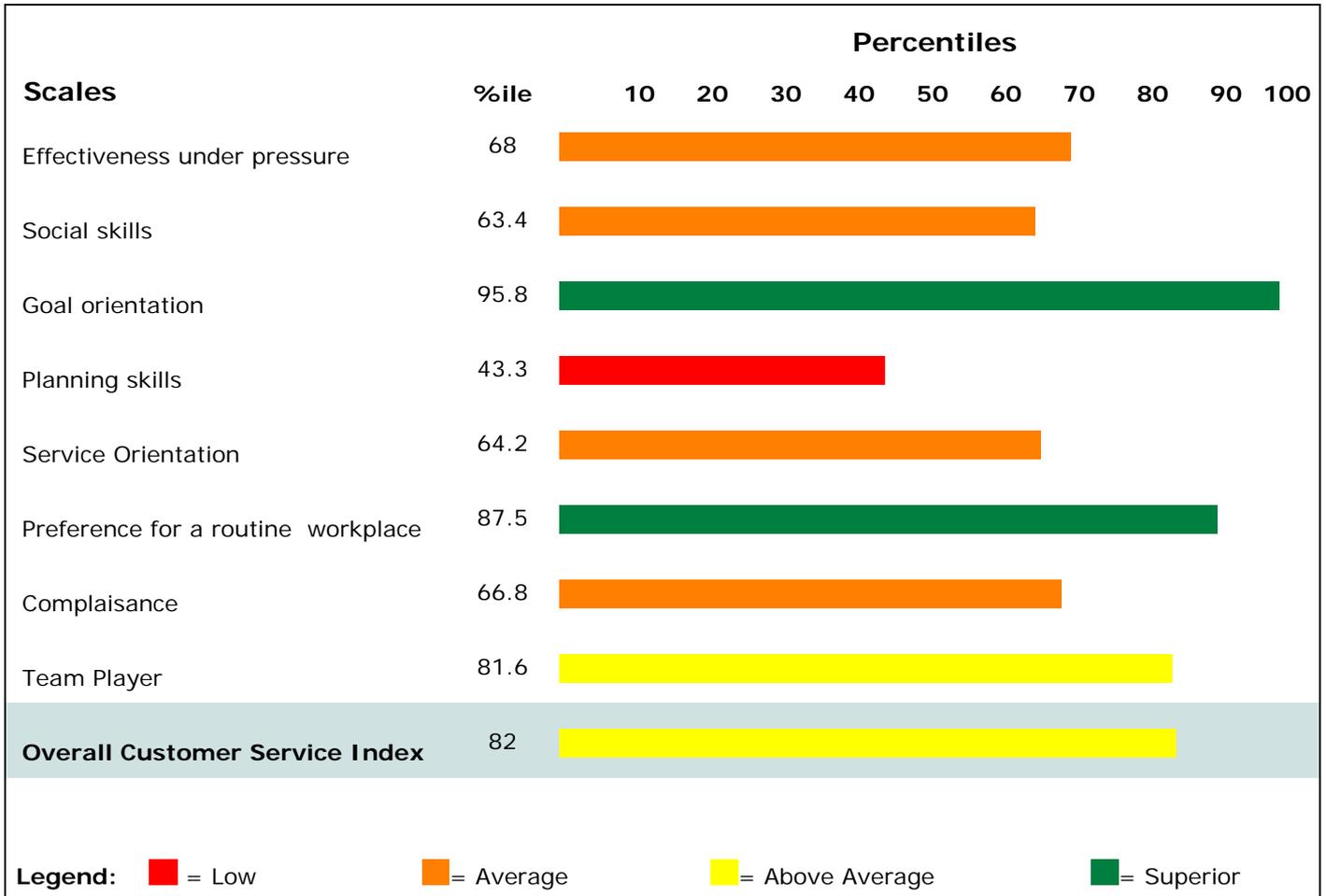


The test of Numerical Reasoning measures Mr. Sample' basic arithmetic ability, understanding and use of numbers, tables and graphs as a reasoning tool to support the decision making process. Competencies relevant to this measure include numerical and financial calculations and basic statistical calculations.

Mr. Sample' performance on the measurement of Numerical Reasoning has placed him in the superior range compared to an Australian mid-level manager and graduate sample. This result reflects a very strong ability to work with facts and figures from numerical information such as tables and graphs. The result also suggests a very strong ability to perform basic computations, quickly identify critical issues and logically draw accurate conclusions from numerical data such as market analysis, performance and productivity data. He would accurately calculate familiar formulas as required when dealing with producing numerical reports and should be very comfortable performing tasks that include evaluating financial or other numerical information.

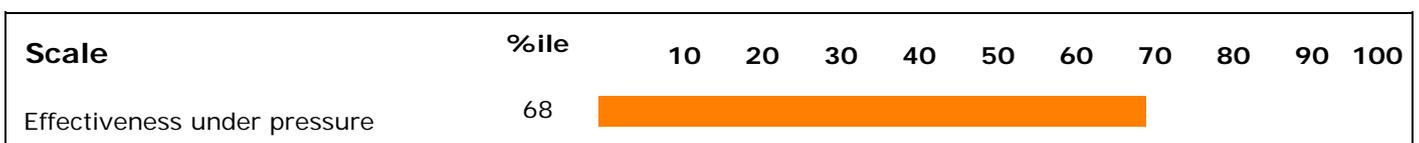
2. CUSTOMER SERVICE PROFILE

Graphical Summary



Effectiveness under pressure

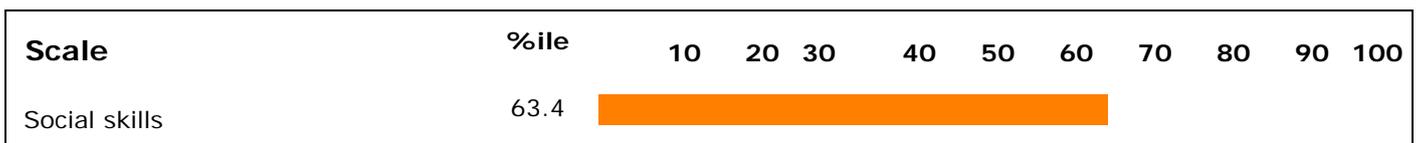
This scale measures the tendency of an individual to remain calm under pressure and maintain self-control. It examines one's ability to interact well with customers as well as colleagues, particularly in trying or adverse conditions. Typically, higher scorers tend to remain objective and not become upset by other people, "take most things in their stride", and remain even-tempered.



This result suggests that Mr. Sample will demonstrate reasonable coping skills when placed in a stressful work situation in comparison to others working in the Australian customer service industry. Reasonably emotionally resilient and stable in mood, he should have little difficulty facing customer service related challenges in a calm and collected manner. Usually unruffled by events, he is likely to be viewed as being somewhat dependable in a crisis such as attending to customers when short staffed. He should have the inner resources to cope with very demanding customer service situations. He should be able to recharge his depleted inner resources after facing a demanding work situation.

Social Skills

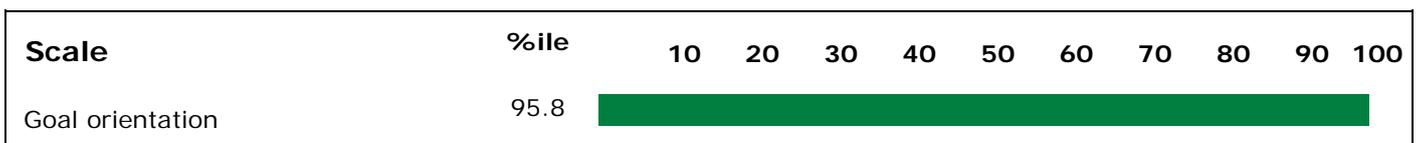
This scale measures the tendency of an individual to have a positive and outgoing demeanour, as well as enjoying interacting with customers and working collaboratively with colleagues.



The results suggest that Mr. Sample’s social skills are in the average range in comparison to other Australian customer service providers. He will exhibit a sufficient level of sociability required to facilitate a desirable customer service atmosphere. However, at times, he will experience difficulties in approaching, engaging and developing service-oriented conversations with customers, which may limit his ability to establish productive and effective working relationships.

Goal Orientation

This scale measures one's tendency to work towards set customer service goals, make decisions to achieve those goals on a consistent basis, and show determination to complete their job properly to provide a high quality customer service experience.



The results suggest that Mr. Sample regards reaching challenging goals as a very high priority in comparison to other Australian customer service providers. This result reflects a

very high drive to achieve results. It is expected that he will invest considerable efforts to fully attend to customers' needs. As he is exceedingly goal and task oriented, it is expected that during challenging customer service situations such as handling customer complaints, he will show determination to manage the situation to a conclusion that achieves customer satisfaction.

Planning Skills

This scale measures one's tendency to have well-organised customer service habits, orderliness when approaching customer service activities and the ability to follow a systematic approach to doing things and adhering to a schedule.

Scale	%ile	10	20	30	40	50	60	70	80	90	100	
Planning skills	43.3											

The results suggest that Mr. Sample finds working in a planned and organised manner to be of a low priority in comparison to other Australian customer service providers. He will generally find planning ahead a challenging activity which may hinder his ability to attend to customers' needs in an organised and timely fashion. His planning skills may cause him to become flustered when communicating with customers, thereby impeding on his ability to establish and maintain positive customer relations. His lower preference for managing service delivery in an organised manner, is likely to adversely impact customer service through lack of forward planning.

Service Orientation

Scale	%ile	10	20	30	40	50	60	70	80	90	100	
Service Orientation	64.2											

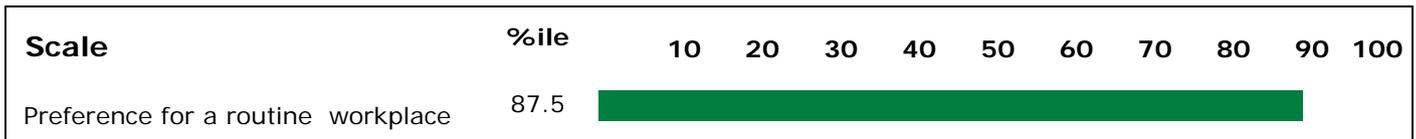
This scale measures the tendency to demonstrate care and concern, as well as interest in customers' needs. It also measures one's generosity to assist customers, convey friendliness and build rapport with customers.

The results suggest that Mr. Sample will exhibit similar levels of understanding and friendliness to those exhibited by other Australian customer service providers. He will have a typical capacity or inclination to be understanding and friendly to both customers and

colleagues. However, in some instances this capacity may be exhausted when dealing with difficult customers.

Preference for a routine workplace

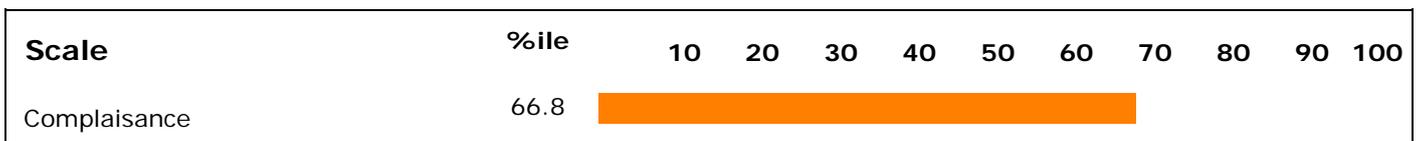
This scale measures the tendency to prefer consistency and routine, rather than a variety in work.



The results suggest that Mr. Sample prefers a more routine and stable work environment in comparison to other Australian customer service providers. He will feel very comfortable following routine customer service policies and procedures and will achieve high consistency in the level and content of service provided to all customers. He will offer a consistent level of service to all customers, regardless if the customer is first or last for the work period. He will maintain a consistent level of motivation when approaching customers, and feel comfortable using organisational guidelines and recommended approaches to address customer's needs.

Complaisance

This scale measures one's need for recognition, rather than their ability to be humble in their work achievements.



The results suggest that Mr. Sample will place no more or less importance on recognition of his personal achievements from customers or superiors than the average Australian customer service provider. He is expected to invest efforts in providing customer service without being affected by personal recognition factors. This means that he will not become preoccupied with obtaining high recognition for personal efforts in all but the most extreme circumstances, where the recognition benefits greatly outweigh those associated with providing effective customer service.

Team Player

This scale measures one's leader seeking behaviour as opposed to the individual being comfortable as a member of a team, group or organisation.

Scale	%ile	10	20	30	40	50	60	70	80	90	100
Team Player	81.6										

The results suggest that Mr. Sample will place strong importance on being a member of the team and company in comparison to other Australian customer service providers. He will be very comfortable working co-operatively as a member of the company and the customer service team. He is expected to identify with the organisation and accept 'the way things are done' in the organisation and in customer service policies. He would be expected to work collaboratively with others and is also expected to represent the organisation very positively.

The following interview questions may assist with further clarification of the issues raised above.

Conceptual Reasoning

- Describe a situation where you felt as though you lacked experience and you had to decide between several alternatives. How did you make a decision on one alternative? What were the outcomes from this decision?
Look for ability to operate in an ambiguous situation.
- Describe a situation where you were asked to perform a new task you felt inexperienced in. How did you approach the task? What were the outcomes?
Look for ability to operate within a new and unfamiliar environment.

Verbal Reasoning

- What experience do you have in the evaluation of complex written instructions or verbal information? What was involved? How comprehensive do you believe your conclusions were?
Look for ability to write and communicate in English, the ability to understand written instructions and the ability to convey information in a clear and understandable format such as to individuals and groups. Probe for and evaluate evidence that their communications are easily understood.
- Can you tell me about a task on which you were involved where you had to produce a written outcome? What was involved? How did you feel about addressing this? What was the end result?
Look for ability to communicate and express complicated concepts in written English.
- Can you give me an example of a situation that you were required to communicate instructions or concepts to others? What were the circumstances? How did you respond? What was the end result?
Look for ability to convey information in a clear and understandable format such as presentations to individuals and groups.

Numerical Reasoning

- How would you describe your numerical analysis skills? What is a task on which you have been involved that required you to evaluate or interpret numerical information and to make a decision based on your conclusions?

Look for ability to understand and use of numbers as a reasoning tool.

- Tell me about a time when you had to complete a task which required you to analyse or interpret statistical or other numerical information? What aspects did you find challenging? Did you seek coaching or other assistance in order to complete the task? What was the outcome of this task?

Look for capability in basic quantitative or statistical analysis.

General Information for Interpreting Report findings

Objective Information	This report provides objective information on the candidate's abilities.
Educated Decision Making	The candidate's performance is compared with a relevant population group to assist in achieving effective Human Capital decision making.
Interpreting Results	The results are presented in terms of a percentile (%) score for each test administered. A percentile is a score equal to or below which a certain percentage of the members of a selected sample group fall. Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in work performance.
Population Norms	Candidate's specific scores can be compared to a relevant Australian adult sample as a reference group or to a relevant sample from ones organisation.
Score Ranges	Psych Press uses a basic score range for ability percentile scores: 91st - 99th percentile – Superior performance 63rd - 90th percentile – Above Average performance 37th - 62nd percentile – Average performance 10th - 36th percentile – Below Average performance 1st - 9th percentile – Poor performance