



**We Improve Productivity
Through People.**



**Banking Services Representative
Assessment Report**

Candidate: Marsha Parker

Date: 05/19/2008



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Prepared For: Employers

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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			◆		
Conscientiousness			◆		
Cross Selling Potential	◆				
Customer Service / Responsiveness				◆	
Emotional Stability / Resilience			◆		
Extroversion			◆		
Integrity				◆	
Intrinsic Motivation				◆	
Long Tenure Potential				◆	
Teamwork			◆		
Work Drive			◆		



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Math

65% Correct

Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
Perceptual Speed and Accuracy										X

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.



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Personality Assessment

Strengths:

- She is usually a person who keeps her word and does what she says she will do, when she says she will do it. However, Marsha also shows a fair amount of discretion in how she meets her commitments and when she does so.
- Marsha emphasizes customer service and satisfaction in her work and management philosophy. She typically addresses the concerns and preferences of customers in a prompt, responsive manner.
- She can handle most ordinary types of job stressors and hassles. Marsha is moderately well-adjusted and able to manage her emotions fairly well in demanding situations.
- Marsha tends to be cordial and sincere in her work-based interactions. She won't be swayed by social factors when making decisions or attending to her own job tasks and duties.
- Marsha is above-average in terms of honesty and integrity on the job. She can be trusted to perform her job in a rule-following manner, consistent with company rules, ethical codes, and values.
- The intrinsic aspects of her job, such as task variety, stimulation, and responsibility, motivate Marsha far more than money and financial incentives. She needs a job that offers the opportunity to do work that is personally meaningful and significant.
- Marsha is moderately teamwork-oriented. She usually works cooperatively with other employees, but also works well in situations calling for individual contribution and self-reliance.
- Marsha's work drive is average. She usually works hard enough to meet the demands of her job and to fit into the norms of the group in terms of trying to meet goals in a reasonable and timely manner.

Developmental Concerns:

- Marsha could be somewhat more reliable in her work habits. She could, at times, do her job in a more conscientious manner that inspires greater confidence in coworkers of her stated intentions and commitments.
- Marsha avoids being viewed as pushy or controlling, so cross selling will probably be hard for her. She will perceive it to be an objectionable task, so she will find excuses not to do it even if given training and coaching on this subject.
- Marsha may have difficulty keeping her emotions under control when subjected to high levels of job pressure and strain. She may become stressed out by factors that most employees in this job take in stride.
- In work situations that call for frequent social interaction, either with co-workers or customers, Marsha could strengthen her communication effectiveness. She could, at times, be more outgoing and warmhearted in her job-based interactions.
- She could be more inclined to work cooperatively with other employees. Marsha could do more to contribute to work group cohesion and interdependence.



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- She may, at times, need to invest more time and effort into her work. Long-term job success and organizational advancement may require Marsha to extend herself more to meet pressing or heavy job demands.



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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?
- * How would you handle it differently in the future?

CROSS SELLING POTENTIAL

- Tell me about any sales activities you have done in your life -- even including selling Girl Scout cookies and the like. How much did you get involved? How successful were you? What did you enjoy / dislike about those activities?
- When you go into a bank to deposit a check and the teller starts telling you about their investment plans, how do you feel? To what degree do you see that teller as being helpful or as being pushy and intrusive?
- Here at this bank, we ask that anyone who comes into contact with customers make some effort to sell a variety of banking products. What are some ways that the employee can achieve that goal?
- Would you want to include cross selling as part of your job responsibilities? Why and why not?

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.

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.



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- 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?

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