



**We Improve Productivity
Through People.**



**Customer Service Representative II
Assessment Report**

Candidate: Martin Foster

Date: 09/04/2008



Customer Service Representative II Assessment Report

Candidate: Martin Foster
 Date: September 04, 2008

Date: 09/04/2008

Prepared For: Employers

Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

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		◆			
Customer Service / Responsiveness				◆	
Emotional Stability / Resilience				◆	
Empathy					◆
Integrity	◆				
Long Tenure Potential		◆			
Optimism			◆		
Teamwork	◆				
Work Drive				◆	
Overall Cognitive Aptitude					◆



Customer Service Representative II Assessment Report

Candidate: Martin Foster
Date: September 04, 2008

Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Martin'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	60-69%ile
Verbal Reasoning	60-69%ile

Martin 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 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.



Customer Service Representative II Assessment Report

Candidate: Martin Foster
Date: September 04, 2008

Personality Assessment

Strengths:

- For the most part, he is agreeable and easygoing at work. Martin will usually avoid disagreements, conflict, and arguments with other people.
- Usually adaptable and able to make on-the-spot adjustments in his work, Martin can often go with the flow. He should be fairly comfortable responding to unplanned developments and changing conditions on his job.
- He has an above-average level of emotional stability. Martin should be able to handle effectively the stressors associated with this job and not let problems or crises cause undue anxiety or worry.
- He has a high level of empathy. Martin can resonate to the feelings, concerns, and emotions of other people. He will be viewed by those he works with as someone who is understanding, perceptive, and easy to relate to.
- Although fairly optimistic in his outlook most of the time, Martin is not naïve or unrealistic. He tempers his positive expectations with an awareness of the potential for problems and difficulties.
- Martin is independent-minded and does not need to consult with others to validate his decisions and beliefs. He likes to work on his own without input from others in order to complete tasks and assignments.
- Martin has an above average work drive. He invests considerable time and energy into meeting the demands of his job and career.

Developmental Concerns:

- He can occasionally come across to others as stubborn and argumentative. Martin could be more consistently agreeable and amiable when interacting with other people on his job.
- Martin could be more consistently conscientious and reliable in the way he performs job tasks, duties, and assignments. He could follow through more dependably and carefully on his work commitments and obligations.
- He may need to deepen his commitment to providing responsive, high-quality service to customers. Martin could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- It may be hard for Martin to critically evaluate information about other people and to make objective decisions which affect them. He may need to put more psychological distance between himself and other people at times. Martin can so strongly identify with the emotional experience of his customers or clients that he can confuse their feelings with his own.
- Martin registers as having a low score on our measure of integrity. He may act in ways that others consider to be illegal, unethical, or morally questionable. If hired, Martin needs to be educated on the company's definition of proper behavior in work situations, ethical standards, and consequences for violating rules and guidelines.



Customer Service Representative II Assessment Report

Candidate: Martin Foster
Date: September 04, 2008

- Martin may place too much emphasis on independence and autonomy to the extent that group unity and cohesion suffer. He could do much more to support teamwork and cooperation.



Customer Service Representative II Assessment Report

Candidate: Martin Foster
Date: September 04, 2008

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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.



Customer Service Representative II Assessment Report

Candidate: Martin Foster
Date: September 04, 2008

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.

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

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?

LONG TENURE POTENTIAL

- Tell me what you would do if you continued to be dissatisfied with your job pay, benefits, or advancement opportunities.
- How easy or difficult do you think it would be for someone to find a new job like this (the one you are applying for) if this did not work out?
- What could entice you to take a new job over your current job even if you were fairly satisfied with your current position?



Customer Service Representative II Assessment Report

Candidate: Martin Foster
Date: September 04, 2008

- Tell me what you would do if you felt that your career was not advancing quickly enough in the company you were employed by?
- Describe what you see as the advantages and disadvantages of advancing within one company versus advancing between companies.
- Describe what actions you would take if you were not satisfied with some important aspect of your job.

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.

The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (800) 840-4749 or by sending E-mail to info@resourceassociates.com.

copyright © 2008 resource associates, inc.