



**We Improve Productivity
Through People.**



Hospitality II Assessment Report

Candidate: Ricardo Mendez

Date: 06/20/2008



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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			◆		
Assertiveness				◆	
Company Loyalty				◆	
Customer Service / Responsiveness		◆			
Extroversion			◆		
Impression Management					◆
Integrity			◆		
Optimism			◆		
Teamwork				◆	
Work Drive				◆	



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Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
General Reasoning										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:

- Ricardo usually gets along smoothly with the people he works with. Unless Ricardo has to work with someone he particularly dislikes, he will interact with others in an agreeable manner.
- Ricardo is fairly forceful and assertive. He will usually address difficult situations in a direct manner and stand up to people who criticize, dispute, or argue with him.
- When Ricardo hears other people making derogatory remarks about the company, he is not inclined to participate. If asked, he will offer a positive perspective of the situation. For the most part, he believes the company and its managers make reasonable decisions that will support the workers.
- Ricardo is generally amiable and pleasant in his interactions with others at work. He can also concentrate his attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.
- He is very concerned with adjusting his speech and behavior to make others think highly of him. Ricardo tailors his image to suit his audience.
- He is not one to judge others in advance of observing their behavior and performance. Ricardo takes people at their word until facts persuade him otherwise.
- Ricardo is group-minded and teamwork-oriented person. He cooperates with and helps other employees when needed.
- Ricardo has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or working long hours, to meet the demands of his job.

Developmental Concerns:

- He can occasionally come across to others as stubborn and argumentative. Ricardo could be more consistently agreeable and amiable when interacting with other people on his job.
- He could place slightly more emphasis on customer service in his work. Ricardo could be more sensitive and responsive to customer requests, concerns, and needs. He could make their satisfaction a higher priority.
- When good social skills are important for successful job performance, Ricardo could sometimes communicate more effectively. He could be more consistently sociable and outgoing when interacting with other people.
- He may sometimes act in ways that others perceive as phony or lacking in candor. Ricardo could be more genuine in his job-based interactions, particularly among people with whom he must work closely with on a continuing basis.
- Ricardo scored at an average level on our measure of integrity. Even though this score is in the acceptable range, it is advisable to provide him clear and unambiguous messages about the need to adhere to company rules and policies, as well as to conduct himself in an ethical manner in all work situations.



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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?

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?]

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.



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- 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.

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?

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