



**Youth Program Manager
Assessment Report**

**Candidate:
Sample Candidate**

**Date:
12/11/2013**

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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					◆
Assertive Leadership				◆	
Attitudes Toward Child Management					◆
Conscientiousness			◆		
Customer Service Orientation				◆	
Dependability			◆		
Emotional Stability				◆	
Empathy					◆
Extroversion					◆
Impression Management				◆	
Integrity				◆	
Intrinsic Motivation					◆
Managerial Human Relations					◆
Openness				◆	
Optimism			◆		
Self-Confidence		◆			
Task Structuring	◆				
Teamwork			◆		
Work Drive					◆

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Overall Cognitive Aptitude



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Cognitive Aptitude Assessment

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

Abstract Reasoning	Top 5%ile
Numeric Reasoning	80-89%ile
Verbal Reasoning	Top 5%ile

Sample has a very high level of general cognitive aptitude. She 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.

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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.

	Ms. Candidate's Responses
<i>Responsibility at work...</i>	is something we all need to work on together and share the load.
<i>Working long hours every week...</i>	is part of the program manager role.
<i>It's hard to do good work when...</i>	there is high turnover among your workforce and staff is low.
<i>When my suggestions at work are turned down I...</i>	analyze why my idea was not acceptable and use that information to try to make valuable contributions in some other way.
<i>Having to work on the weekend...</i>	is definitely part of this job.
<i>Overnight travel...</i>	I doubt I will be doing overnight except for attending conferences occasionally.
<i>As a manager, my greatest satisfaction at work...</i>	is seeing our kids improve and get to the point of being able to return to their home environment.
<i>Effective leadership...</i>	is vital for an organization to have the direction and organization it needs to be successful.
<i>Mentoring employees who report to me...</i>	is very gratifying to me -- hopefully it is helpful to the employee.
<i>When I have to make a decision quickly...</i>	I try to weigh all the factors, consider consequences, then make the best choice with what I have to work with.
<i>Giving performance feedback...</i>	is important for employee growth. I want to make sure they come out of the experience feeling that they have gained insight and that they now feel more valued and appreciated by our program.
<i>When I have to reprimand or discipline an employee...</i>	it is very painful for both of us, but I share the problem behavior in a factual manner so that we can make sure we are both talking about the same situation, and then we jointly come up with a plan of action.
<i>Besides supervising other people, a manager should...</i>	spend some time with the kids himself to get to know them and make sure they feel he is accessible.
<i>The average employee...</i>	is dedicated and loyal to the program.
<i>An employee who brings personal problems to work...</i>	is nothing unusual we need to help them deal with their issues and still get their jobs done well.
<i>The key to my success as a manager...</i>	is getting to know my employees well and understand their differences and preferences.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	understanding all the different perspectives of young people today.
<i>The best way to motivate people...</i>	is to provide them with a nurturing, supportive environment with challenging, interesting work.

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<i>The way I get people to work together is...</i>	have regular meetings where people share their feelings and their concerns.
<i>I get people to participate in team discussions by...</i>	opening up the topic then letting people chime in as they feel is appropriate. Typically my team meetings provide a good environment for sharing.
<i>Creating a strong team is not as important as...</i>	making sure that our kids are well cared for.
<i>Content of my team meeting typically consists of...</i>	Review of our upcoming scheduled events, sharing of important information from other departments or upper management, group problem solving.
<i>Team meetings are best used for...</i>	group problem solving.
<i>The kind of assignment I like best is...</i>	dealing with a work group where quality standards are low where I can really make a difference.
<i>I enjoy working with people who...</i>	are kind-hearted and want the best for the kids in our program.
<i>I would turn down a job if...</i>	I felt quality standards or safety was compromised.
<i>The best way to get ahead in an organization...</i>	I am not sure I want to rise any higher in an organization than program manager, but I worked hard and learned as much as I could to get here.
<i>The most fulfilling job I had...</i>	was where I felt I made a big difference in the success of childrens lives.
<i>My greatest satisfaction in a job...</i>	is seeing children grow and resolve their problems.
<i>A boss deserves loyalty if...</i>	he or she is fair, ethical, and has a position of authority.
<i>What I want most from a job is...</i>	personal satisfaction that I am making a difference in childrens lives.
<i>The best type of supervisor for me would be someone who...</i>	is equally supportive of the highest standards of care as I am.
<i>Working closely with other people...</i>	is a joy.
<i>My career goal for five years from now...</i>	is to be in a program manager working with children and youth.
<i>To better myself I...</i>	constantly learn from peers through reading books and journals, going to conferences. I learn also from co-workers as we share. And, I learn from the children by trying to figure out what works and what does not.
<i>Working with coworkers who do not know as much as I do...</i>	is a chance for me to share my knoweldge.
<i>If I feel underutilized in my job...</i>	that would be rare.
<i>To get ahead in most companies you have to...</i>	be competitive, but I choose to work in programs where we treat each other with respect.
<i>I sometimes felt my career advancement was limited by...</i>	nothing.
<i>My ideal job would be...</i>	program manager over youth programs.
<i>What annoys most workers...</i>	feeling undervalued or ignored.
<i>I would quit my job if...</i>	I felt quality was not a real concern to upper management.
<i>At work I feel tense when...</i>	there is a lot of conflict among co-workers.
<i>I don't like to work with people who...</i>	are lazy and uncaring.
<i>My work performance suffers when...</i>	I have been sick and have no one to cover for me.

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<i>I would really dislike a supervisor who...</i>	was inconsiderate or who belittled employees for small infractions.
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Personality Assessment

Strengths:

- She much prefers to get along with other people and to have smooth working relations. Sample puts a great deal of effort into coming across as courteous and amiable in her interactions with other people .
- She can be assertive in her interpersonal style. Sample is likely to be comfortable in a leadership role where she is responsible for the activities and performance of a group of employees.
- She places a high value on mentoring children. Sample is a patient person who has a great deal of tolerance for kids. She enjoys interacting with them and looks for opportunities to help them learn from their behaviors.
- Sample is strongly attracted toward working with children. She enjoys their company, is patient with them, has realistic expectations regarding their behavior, and is able to maintain appropriate boundaries.
- She is moderately conscientious and trustworthy in the way she works. Sample fulfills most commitments and expectations, though she also makes up her own mind about when and how she will do so.
- Sample tries to meet customers' needs and requests in a timely , personalized manner. She is fairly focused on keeping them satisfied.
- Sample is moderately reliable in her work habits. However, she also uses her own judgment to determine how promptly or thoroughly she will carry out her job responsibilities and commitments.
- She is generally resilient and well-adjusted. Sample can weather most forms of job stress and strain without lowering her effectiveness.
- She makes an effort to understand and resonate to the feelings and problems of other people . Sample should be good at reading the moods and concerns of customers. She is an empathetic, considerate person who can get close to the people she works with and will offer a helping hand to those in need .
- Sample is extroverted, gregarious, expressive, and open about sharing her information. She is likely to be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace . Sample will try to establish and maintain contacts with other areas in the organization, including other managers and departments.
- She often changes the way she acts toward other people to better influence them. Sample is fairly careful about how she comes across to people and can be tactful and discreet.
- Sample scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- Strongly motivated by the inherent enjoyment of the everyday work experience, Sample will enjoy coming to work everyday if the tasks and environment fit her preferences. She consistently looks for meaningful assignments and tasks.

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- Sample is very considerate and respectful of the needs and concerns of subordinates. They are likely to see her as someone who is in touch with what they are feeling. Sample will look for ways to ensure high levels of employee morale and satisfaction in her work group. She is inclined toward coaching and mentoring employees.
- Sample is receptive to new ways of doing things on her job, and will likely create a work environment where employees offer suggestions for improvement. Sample will be motivated by most opportunities for job training and professional development, both for herself and the people who report to her.
- She takes many situations and people at face value, without preconceptions or advance judgments. While Sample is usually optimistic about most prospects and future contingencies, she is not gullible or unrealistic in her expectations. As a manager, Sample will typically set reasonable, but not overly taxing, goals for subordinates.
- As a manager, Sample delegates readily and trusts subordinates to work in a responsible, self-directed manner. She is not one to micromanage or hover over subordinates while they work. Sample's style is most appropriate for self-motivated employees who work well without guidance and oversight.
- She encourages independent action in the service of collective goals. Sample will try to promote a sense of common purposes among team members, while also communicating one-on-one with individuals as needed.
- Sample is willing to extend herself to meet pressing demands at work. She has a high level of work drive. Working overtime or putting up with a demanding schedule will not be a problem for her. As a manager, Sample is a good model for subordinates for working persistently to complete tasks and assignments.

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Developmental Concerns:

- When sensitive issues arise that require the leader to bring competing viewpoints to the table and hash out a reasonable solution, Sample will put off that type of discussion because she prefers to minimize conflict and preserve harmony. When she is in discussions with other managers, she will frequently side with the majority so that she does not have to defend a different perspective .
- Sample can sometimes use too much discretion in deciding how and when she will carry out job tasks, duties, and responsibilities. She could be more conscientious and reliable, at times, in her work habits.
- Sample may sometimes use too much of her own discretion and cut corners too sharply on her job. She may need to perform her work in a more reliable, dependable manner consistent with the expectations of others, particularly customers.
- Sample may have trouble keeping her own emotions separate from the emotions of the people she works with. She can over-identify with their problems and concerns, such that her objectivity and professionalism are undermined. Her decision-making may also be impaired in her efforts to try to please other people .
- Sample may occasionally socialize too much on the job. She may sometimes neglect her work because she is busy talking.
- She can occasionally be too concerned with her public image and how she comes across to other people. Sample could try to present herself in a somewhat more straightforward, genuine manner when interacting with coworkers and customers.
- Sample is fairly insecure and lacking confidence in herself or her job performance capabilities. She sometimes worries and frets about things too much, which could make her indecisive or slow to take definitive action.
- Sample may not be engaged enough in managing the ongoing activities and work habits of subordinates. She may need to be much more involved in such functions as goal setting, clarifying expectations, monitoring performance levels, and giving corrective feedback as needed, especially in situations where employees are new to their jobs or are not internally motivated to do well.
- Sample may need to be more concerned with teamwork and cooperation among her subordinates. She could try harder to get them to help each other and to work cooperatively to achieve common goals.

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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?

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?]

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.)

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EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- 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?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs , resources, and interest levels of the people you are interacting with.

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

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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.

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