



INDIVIDUAL ASSESSMENT REPORT - STRICTLY CONFIDENTIAL

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

Ms. Sam Sample

On Thursday, 16th July 2009

Prepared by

Psych Press - Talent Management Psychologists

Please direct queries to Daniel Fruchter
General Manager / Psychologist

Psych Press, Level 1, 224 Queen Street Melbourne VIC 3000 Australia
Telephone 1300 308 076 or +61 3 9670 0590 - Facsimile +61 3 9642 3577
Email: info@psychpress.com.au Website: www.psychpress.com

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 done based on 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

The following report has been based on a series of scientifically validated profiles, each providing elements of insight or understanding into Mr. Sample's work behaviour style. Each profile is intended to provide you with a point of reference from which you can objectively assess his work suitability or strengths and weaknesses as part of a career development plan.

The assessment results indicate the following potential strengths and development needs with regards to the role of Specialist/Maintenance Specialist in ABC.

Key Issues

With the exception of abstract reasoning, Mr. Sample has sound intellectual abilities for the position, having intellectual abilities within the average range for two of the four abilities assessed, with verbal reasoning being within the above average range.

These intellectual skills are considered appropriate for the current role and for positions above it. However, due to Mr. Sample's low score on conceptual reasoning, care should be exercised in considering succession planning where roles involve a significant amount of problem-solving in new contexts or the rapid adjustment to a new working context where previous experience is not directly relevant to the new context.

In terms of personality, Mr. Sample has a quintessential engineering profile with high levels of conscientiousness, a fact-based analytical approach to work, a high degree of trust in co-workers and a direct, self assured and conventional approach to work tasks.

In terms of safety, he is quite self-disciplined, emotionally stable and composed.

Additionally his natural enthusiasm and social skills will enable him to liaise effectively with his co-workers and managers, who will see him as confident, capable and a strong communicator.

Potential Strengths

He will:

- avoid excessive deliberation when making decisions, and will adopt a pragmatic, rational and objective approach to decision-making. In doing so he will exhibit strong levels of self-assurance and confidence.
- “stick to the rules” in terms of response plans, maintenance schedules and remediation processes. He will prefer to utilise tried-and-tested solutions to problems, and colleagues will appreciate his “no-nonsense”, direct approach. Having said this, he is not arrogant, and will willingly take the views of others into account, and be trusted for his frank and open manner.
- tend to be practical and realistic, with his feet firmly on the ground.
- show a concern for effective systems and procedures – the safety implications being that he is unlikely to experiment with the untried or untested.

Potential Development Needs

He may:

- give the impression of being uncomfortable with or resistant to change, possibly preferring a more conventional route to innovation. This may be exacerbated by his low conceptual reasoning score, indicating that he would be expected to struggle to quickly assimilate strategic information. He may be seen as a little inflexible, needing to be convinced about the value of change.

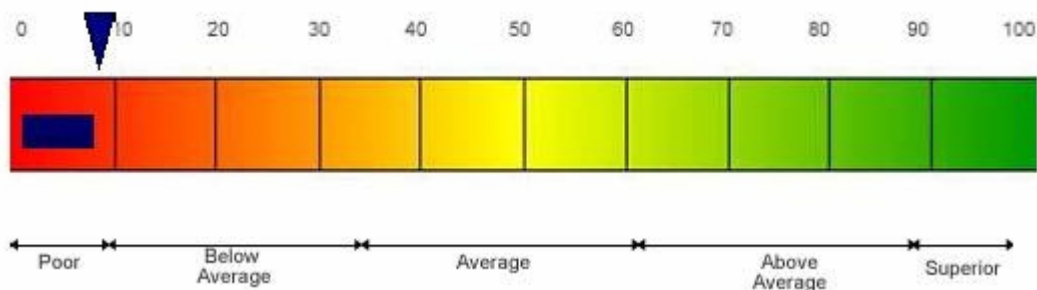
Recommendation

He is clearly recommended for hire.

2. ABILITIES AND APTITUDES

Ability	Percentile Result	Norm Group
Abstract/Conceptual Reasoning	8th percentile (Attempted 15 of 50, Correct 10)	General Population
Verbal Reasoning	89th percentile (Attempted 32 of 32, Correct 23)	General Population
Numerical Reasoning	55th percentile (Attempted 16 of 32, Correct 15)	General Population
Spatial Thinking	56th percentile (Attempted 11 of 15, Correct 11)	General Population

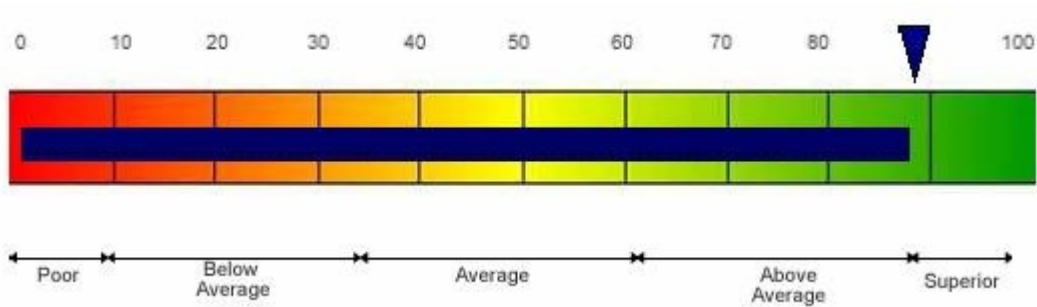
Abstract/Conceptual Reasoning: 8th Percentile



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's performance on the measurement of Conceptual Reasoning has placed him in the lowest range compared to an Australian general population sample. This result suggests that he may struggle when required to solve complex problems, think laterally or grasp complex abstract concepts, when compared to the normative group. He may require more time and some assistance to integrate new complex and sometimes conflicting information or to develop new knowledge to address complex issues. He may also be less effective with respect to adapting knowledge and skills to issues that are outside his areas of expertise.

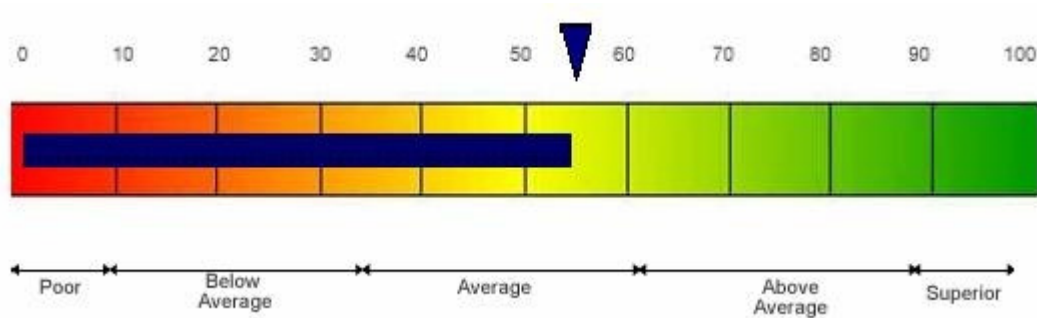
Verbal Reasoning: 89th Percentile



The Verbal Reasoning assessment measures Mr. Sample's 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's performance on the measure of Verbal Reasoning has placed him in the above average range compared to an Australian general population sample. The result suggests that he would be a competent communicator in both spoken and written forms. He will be able to effectively convey business-related ideas, concepts or instructions to work colleagues, managers and clients as well as quickly identify critical issues and logically draw accurate conclusions from written material such as organisational policies, meeting summaries, work procedures etc. He will also be able to effectively produce written organisational documentation such as performance, production reports or any other organisational documents.

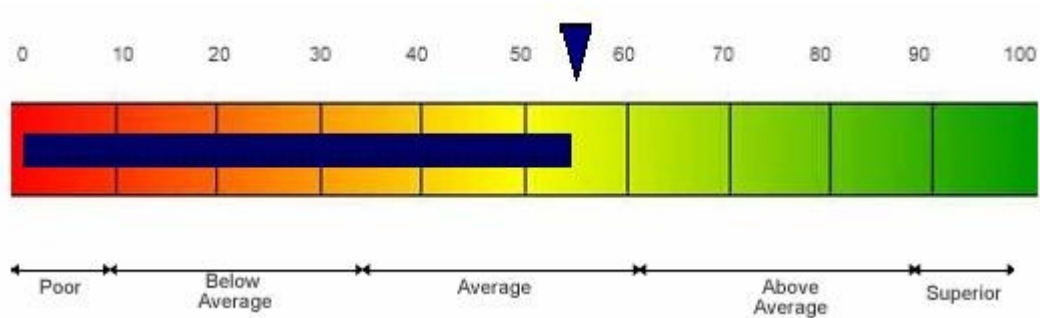
Numerical Reasoning: 55th Percentile



The test of Numerical Reasoning measures Mr. Sample's 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's performance on the measurement of Numerical Reasoning has placed him in the average range compared to an Australian general population sample. The result reflects a sound ability to work with facts and figures and to understand organisational information presented in numerical forms such as tables and graphs. The result also suggests a sound ability to provide general numerical information and perform basic computations when reviewing organisational activities. He will accurately calculate familiar formulae as required when dealing with monthly or daily organisational reports and would be relatively comfortable performing tasks that include evaluating numerical information.

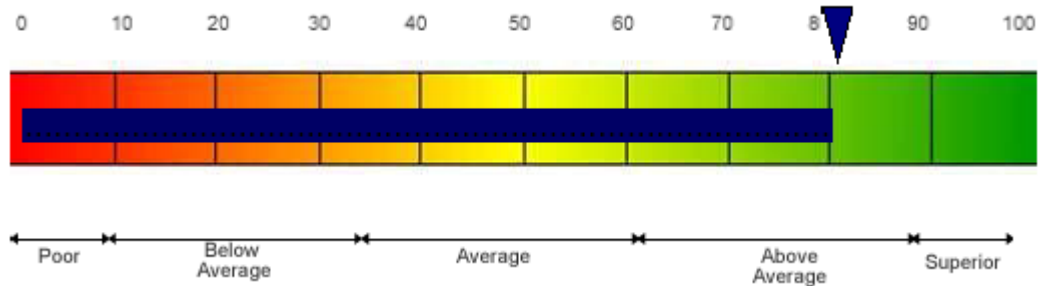
Spatial Thinking: 56th Percentile



The test of Spatial Reasoning measures the ability to visualise how a single or a number of separate objects would appear when combined or rotated in a two and three dimensional spaces. Successful performance, which is related to higher work safety behaviour, depends critically on the perception of the correct proportions of the object as well as on the ability to reorient shapes in order to fit them together in a certain space. Competencies relevant to this measure include layout and space utilisation, flexibility, identify and resolve mechanical problems. These skills are of crucial importance in the manufacturing, designing and resources environments

Mr. Sample's performance on the test of Spatial Reasoning is in the average range compared to the Australian general population. The result suggests that he should identify and overcome common problems which require changes or modification to the physical workplace. He should also be effective in identifying hazards in the physical workplace which can result in work safety incidents.

Work Safety: 80th Percentile



The work safety profile measures Mr. Sample's work-related attitude and style in relation to work safety behavior. The profile assesses his compliance with rules and regulations, structured work approach, risk avoidance and work safety attitude.

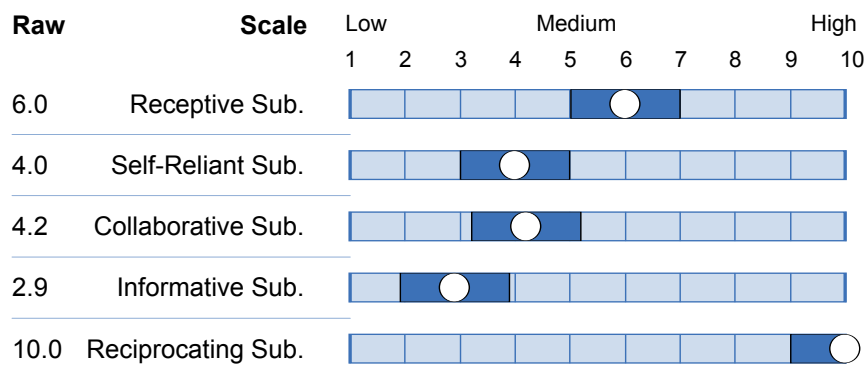
Mr. Sample's performance on the work safety profile has placed him in the above average range compared to technical and plant operators in the petrochemical industry. The result reflects a strong tendency to comply with company's policies and regulations. He is likely to regard planning and prudence as significant factors to reduce the likelihood of work accidents. If things go wrong he may however hold others or the situation accountable. He is highly structured in his approach to tasks, adopting established methods to perform his tasks and solve problems. He is likely to prefer taking a calculated approach to perform tasks with a tendency to plan against risks that are predictable. He is also likely to motivate others to take responsibility for work safety; inspect the work area and equipment for unsafe conditions etc.

SECONDARY INFLUENCING STYLE: PERSEVERER

The Perseverer is often a resilient and determined individual who creates opportunities to influence or sell through making contacts and following up leads with determination and persistence. It is unusual for the Perseverer to take rejections personally or to see them as an obstacle. They believe that by continually expanding the number of contacts they make and following up on opportunities methodically, they will ultimately be rewarded with success.

Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Mr. Sample is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which he is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY SUBORDINATE STYLE: RECIPROCATING SUBORDINATE

Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they are likely to be most complementary to the Negotiative Leader and, given that the Reciprocative Subordinates usually have strong views of their own, any exchanges between subordinate and manager will typically be productive.

Interpersonal and Relationships Building Styles

Mr. Sample will like a good deal of contact with clients, managers or work colleagues and will adopt quite an open style in his communications. He is likely to feel at ease in the company of strangers, and will tend to come forward in work gatherings. He appears however to be quite capable of keeping a reasonable interpersonal distance between himself and others. In spite of his sociability, colleagues and acquaintances might find him a little cool, aloof and lacking in empathy. However, he is likely to be perfectly at home in group settings.

Mr. Sample tends to be spontaneous, enthusiastic and quite optimistic in his approach to work. Fun loving, he will enjoy animated lively work events and activities. His enthusiasm will rub off on those around him. This might at times propel him into rash action. He is likely to be quite bold, venturesome and within the bounds of his personal code of conduct may be quite uninhibited in work interactions. He will be attracted to work settings where he will exhibit a confident, but slightly distant, manner. He will generally have little trouble with public speaking. His ability to withstand external pressures without expending too much inner resources will enable him to face quite difficult emotional work situations. This could be interpreted as an intentional attempt to avoid intimacy and personal involvement. Generally he will be a conformist, avoiding the kind of behaviour that would make him appear out of place.

Generally preferring to work within a team, Mr. Sample enjoys group participation and work recognition. He will tend to feel most comfortable working in a group setting, where he can share his thoughts with, and bounce his creative ideas off, others. Amenable and cooperative, he will be inclined to put the needs of others first - even if this means that at times clients, managers or work colleagues may try to take advantage of him. Not overbearing, he is unlikely to 'rock the boat'. Preferring to avoid unproductive confrontations, he is likely to adopt a participative, egalitarian style in work interactions. Obliging and helpful, without being overly familiar, once stakeholders get to know him, they will enjoy working with him.

Temperamentally, Mr. Sample has a quite trusting nature and is inclined to believe that clients, managers or work colleagues are basically genuine and honest. A high-profile group member, he may occasionally be accused of being overindulgent, but is sufficiently forceful not to be taken advantage of. He will generally give stakeholders the benefit of the doubt without being unduly credulous. In workplace interactions he maintains a balance by not being overbearing nor being too easily dominated. He will assert himself or give way as the work situation demands. He is no more or less assertive than most.

Forthright, genuine, and rather outspoken, Mr. Sample may be insensitive to work expectations. Although he is unassertive, the direct and uncalculating way in which he expresses himself may lack work sophistication. At times, and quite unintentionally, he may upset friends or colleagues.

Thinking and Decision-making Styles

Mr. Sample is a very tough-minded, no-nonsense individual. He emphasises the rational and objective in his approach to problems. Very factual and realistic in his orientation to work, he has a very strong preference for hard evidence and data, rejecting more speculative, intuitive approaches. He will not allow sentiment to control his behaviour. Having a relatively conventional perspective on work, he prefers established, well-proven solutions to problems. He may, as a result, be hesitant about accepting new, innovative ideas, particularly if they are outside the realm of his own personal experience. He may be a little uncompromising with regard to the new and the unconventional.

In possession of a fairly tough exterior, Mr. Sample can demonstrate quite a strong sense of the rational and realistic. Relatively un sentimental and rather hard-headed, his sense of pragmatism will manifest itself in a "no nonsense" approach to things with a focus on practical issues. Disposed to adopt a functional, straightforward approach he will be inclined to reject artistic and cultural elaborations. Highly academic discussions, that have little real-world significance, are unlikely to be to his taste. He will generally give his attention to practical matters and will be quite alert to external realities. Relatively down to earth, he will tend to focus on the here and now. He should be capable of keeping his cool in a crisis. Alertness, caution and practical concern should contribute to a low frequency of accidents. Inclined to reject abstract ideas that have little practical relevance, he will have little time for highly conceptual, theoretically-minded individuals.

Mr. Sample's behaviour and attitudes reflect a balance between his own personal belief system, work norms and internalised societal expectations. Having concern for his reputation and being rather status conscious, he will emphasise self-discipline and control. Although he is strongly drawn to work settings and needs a good deal of stimulation, this should guard him against taking impulsive action and in resisting the temptations of the moment.

Persevering and quite conscientious in character, Mr. Sample will generally accept and reliably discharge responsibility. He has a degree of thoroughness in his work that should predispose him to be quite a good finisher. He is likely to show respect for systems and procedures generally believing there is a right approach, both in work quality and behaviour.

Coping with Pressure and Stress

Mr. Sample is currently experiencing fairly low levels of stress. Quite emotionally resilient and generally stable in mood, he should have little difficulty facing work-related challenges in a calm, collected manner. Generally unruffled by events, he is likely to be viewed as being dependable in a crisis. He should have sufficient inner resources to cope with fairly demanding work situations. He should generally be able to rapidly recharge his depleted inner resources after having faced demanding work schedules.

Highly secure and fairly self-assured, Mr. Sample is likely to be cheerful, optimistic and free of regrets and self-doubt. Extremely sure of himself, he is likely to appear confident, especially in work settings. If things go wrong he is liable to assign blame onto others or the situation.

He appears to others to be a fairly easy going and composed individual. He projects himself as a somewhat calm individual who is not easily perturbed and is not usually moved to outbursts of anger or frustration. Stakeholders may find his relaxed composure in the face of a crisis, reassuringly impressive. Only major frustrations and irritations are likely to upset him.

Conventional Theme: Activities involving organising, administration and well established work practices. High scorers enjoy developing and maintaining systems, operating business machines, doing paperwork, bookkeeping and accountancy.

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	<p>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.</p> <p>Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in work performance.</p>
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	<p>Psych Press uses a basic score range for ability percentile scores:</p> <ul style="list-style-type: none">91st - 99th percentile – Superior performance63rd - 90th percentile – Above Average performance37th - 62nd percentile – Average performance10th - 36th percentile – Below Average performance1st - 9th percentile – Poor performance