

SELF-DIRECTED SITE LICENSE PROGRAM

MANAGEMENT COPY

- Performance Appraisal

BILL CROWDER

regarding the position of

Quality Control

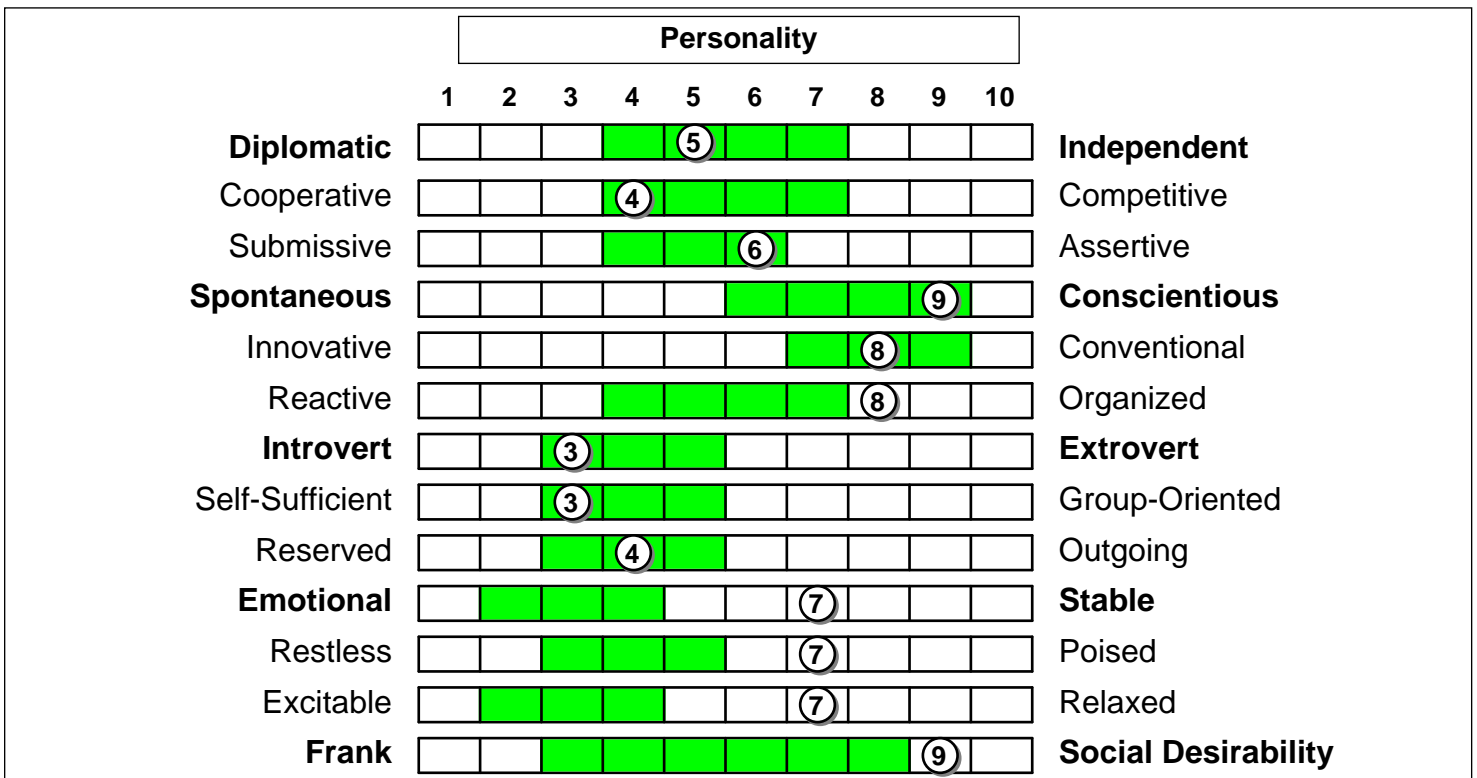
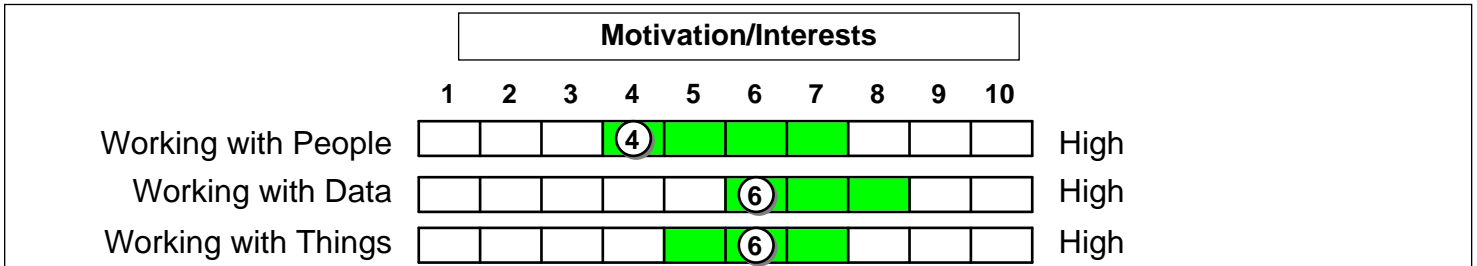
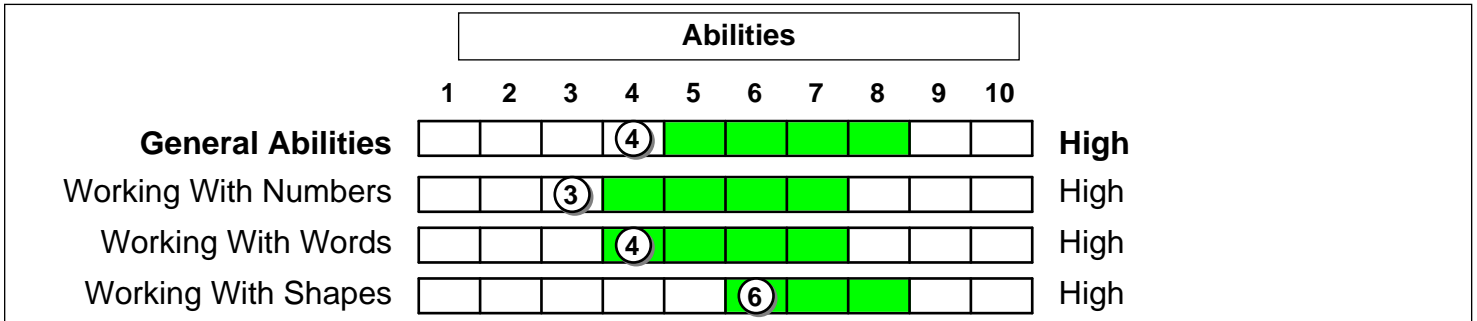
Sample Report



Prevue Benchmark

Bill Crowder

Quality Control



A Prevue benchmark illustrates the required characteristics for this job as decided by management. The shadowed areas above graphically represent the benchmark for this Quality Control position. The number on each scale is Bill Crowder's actual score. The following percentage reflects the degree of suitability of his scores when compared to this benchmark.

Prevue Job Suitability

The Prevue benchmark suitability should comprise not more than one-third of the selection decision process. The other aspects of the selection decision process, including the job interview, candidate history and background check, should be furnished by management.

Benchmark Suitability

84%

UNDERSTANDING THIS REPORT

IMPORTANT: The Analyst-Link Commentary analysis that follows uses the Prevue Benchmark for this position along with a review by our analysts, taking into account, education, work-history, stability, intelligence, and other factors. Whilst the Prevue rating is totally benchmark driven and may contain highly focused organizational preferences, the Analyst-Link rating compares the examinee to successful people in a similar type of job using PSI National Statistical Averages. The Analyst-link rating evaluates overall job suitability in an impartial and global manner. The Analyst-Link rating will often be higher or lower than the Prevue Benchmark rating.

■ HOW TO USE THIS REPORT:

The report is divided into two sections. Part One, labeled as CONFIDENTIAL is for use by Management. Part Two, labeled as "Development Information" is intended to be Distributed to the employee for use as part of the facilitation and performance development program.

■ THE PURPOSE OF THIS REPORT:

The Prevue Appraisal Report (PAR) is designed to provide information that will assist Management in understanding the candidate's unique profile. The goal of this report is to provide insight to better understand the employee's approach to the job, the organization, and the work environment. The PAR also provides insight into the candidate's personality and a wide range of important work related characteristics. Properly matching the employee to the job is beneficial to the organization and to the candidate, as job matching virtually enhances job satisfaction, reduces turnover, and can be a catalyst for high levels of performance and productivity.

■ BENCH MARKING:

The Job Suitability Survey submitted by management is used to define the behavioral, motivational, and skill requirements of the job and create the percentile rank showing JOB SUITABILITY. The acceptable range for each trait or competency is shaded in green. Special attention should be paid, and the facilitation interview should be focused, on any trait where the candidate tests below, or is less than the benchmark for the job. Likewise, carefully examine traits that are far in excess of the requirements of the job (*two points or more*) to make certain the employee will be comfortable within the constraints of the job.

■ THE FACILITATION INTERVIEW:

This report includes a series of Interview Questions that are custom designed and specific to the examinee. Management should use the recommended questions as a guide and focus on those most important to success on the job. The quantity and level of intensity of the interview questions should vary depending on level of responsibility required by the job. Make careful notes of the examinee's responses. Both the Manager and the employee should complete an action plan for improvement for use during the facilitation interview.

■ WHERE DOES THE INFORMATION IN THIS REPORT COME FROM?

The information in this report is derived from the candidate's responses to the assessment. This evaluation is comprised of the personality and interest inventories from the validated and reliable ICES Plus Assessment test, a psychometric test battery developed in the early 1990's by View Assessments International under the direction of Dr. David Bartram, one of the world's leading psychometricians. The ICES Plus Assessment is the cornerstone of a number of respected and established employment and vocational assessments. These products have been used to assess more than one million people in North America alone.

FOCUSED INTERVIEW GUIDE

■ **FOCUSED INTERVIEW GUIDE**

THIS SECTION HIGHLIGHTS AREAS WHERE THE EXAMINEE IS ABOVE OR BELOW THE BENCHMARK. IT PROVIDES QUESTIONS YOU SHOULD ASK TO HELP UNDERSTAND STRENGTHS AND WEAKNESSES AND HOW TO FOCUS TRAINING IN THE RIGHT DIRECTION.

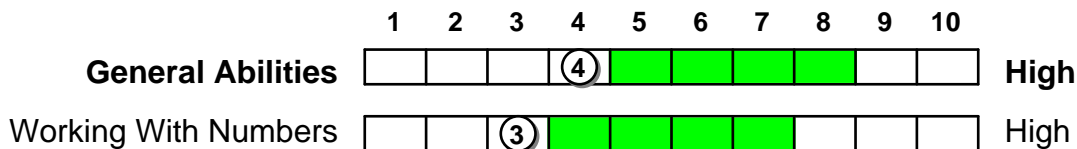
NOTES:

How to Use the Prevue Assessment in the Coaching / Training Process

One of the challenges management faces in coaching and training individuals is the process of correctly identifying developmental needs. The Prevue Personal Training Report provides specific coaching and training information by simply matching Mr. Crowder's assessment to this Quality Control benchmark. For each particular requirement in the benchmark the manager or training professional is provided with a starting point that identifies the appropriate skills or competencies required for the Quality Control position.

Coaching Areas Off the Benchmark

The following are areas where Mr. Crowder did not match this benchmark. A brief explanation of the benchmark and score result is followed by suggestions and statements which may assist you in coaching his future performance as a Quality Control.



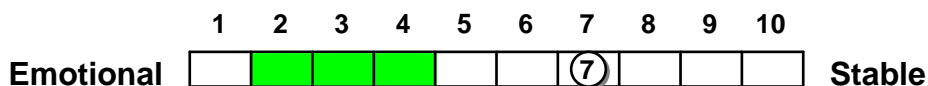
It will be evident that Mr. Crowder does not fall within the Benchmarks for all of the dimensions of Abilities for this Quality Control position.

A score above any of the Abilities Benchmarks will not generally be detrimental to overall performance. If this is the case for Mr. Crowder, consideration should be given to whether the position provides him with sufficient challenge, stimulation and opportunity.

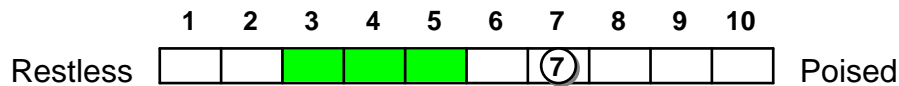
A score below any of the Abilities Benchmarks suggests Mr. Crowder may have difficulty in quickly and effectively addressing and completing those aspects of the job where he is below the Benchmark. Courses at local colleges coupled with tutoring in the subject areas where Mr. Crowder has scored below the Benchmark should be considered.



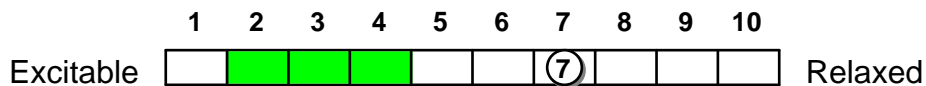
Being highly organized, Bill Crowder likes to plan thoroughly before beginning any job. While meticulous behavior is good for routine tasks, this Quality Control may be frustrated when spontaneous events or less methodical people disrupt his schedule. He will be irritated by co-workers who are unprepared or overlook details. To promote quick reactions, coaching for Mr. Crowder should emphasize flexible planning and goal setting with variable priorities. A seminar in social psychology might also help him to deal more effectively with those who are not as systematic as he is.



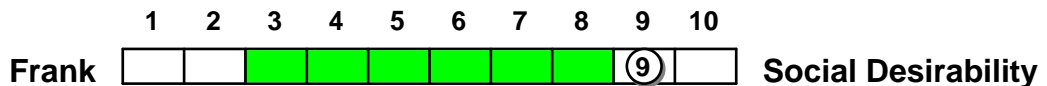
Calm and confident, Mr. Crowder is emotionally stable. He can be wary of other's motives and would likely react quickly and appropriately to someone who tried to take advantage of his easygoing nature. This Quality Control has good coping skills, but could benefit from training to be more vehement about resolving business issues.



Objective and rational, Bill Crowder copes well with both challenges and setbacks. He can usually maintain his composure even if embarrassed or upset. Co-workers will appreciate his poise. Mr. Crowder does not require coaching in self-control, but role-playing exercises would encourage him to be more empathetic.



Only moderately sensitive to stress, Bill Crowder will be collected and patient in all but the most trying situations. He will tend to accept people at face value and is rarely suspicious of other's motives. While composure and optimism are positive attributes for a Quality Control, the expedient response to some problems requires more emotional intensity and reasonable doubt about other's motives. Coaching should include role playing so that he can learn when and how to vent his feelings and exercises to promote critical thinking and skepticism.



Caution. This Social Desirability score calls for further analysis. It may have resulted from one of two factors. This high score could derive from an eagerness to create a favorable impression. If this individual is exaggerating to gain approval, he may have exaggerated when responding to other items as well. Alternatively, this person is genuinely "good" and not exaggerating to gain approval, but is as wonderful as he appears to be. Both the "slightly exaggerated assessment" and the "good" person examples will occur more frequently in situations where the subject is a current employee who is expressing a learned company profile. This coaching assessment cannot determine which of these has occurred. It is suggested that you draw your own conclusions after gaining additional information. Analyze data you obtain from a background check and ask probing questions to gain a better understanding of this individual.

PERFORMANCE DEVELOPMENT

■ **PERFORMANCE DEVELOPMENT**

FOLLOW THE FACILITATION GUIDELINES WHEN CONDUCTING THE DEVELOPMENT INTERVIEW. WORK WITH THE EXAMINEE TO CREATE A MUTUALLY AGREEABLE ACTION PLAN FOR IMPROVEMENT.

NOTES:

THE PREVUE PERFORMANCE DEVELOPMENT PROGRAM:

**Go to: www.analyst-link.net - Click on the SDP workbook link.
Print workbook #20 - The Prevue Success Discovery Process.
Distribute the report to the examinee. Review the report with them.**

*(Optional - For more senior positions also print workbook #22 "Influencing Others"
if the position is sales related print out workbook #27)*

Performance Development- Page 1

Total Person Description

Bill Crowder

Quality Control

Note:

The Total Person is a combination of all the elements Mr. Bill Crowder completed in his Prevue Assessment.

Mr. Bill Crowder has above average spatial reasoning skills, average verbal skills, and lower than average ability to work with numbers. He is best equipped for assignments that involve mental manipulation of shapes or objects. These could include reading blueprints, interpreting graphs, and following moderately difficult diagrams. He would also be good at estimating space requirements. Because Mr. Crowder has average abilities in reading, writing, and working with text, ordinary paperwork is within his scope. He will be slower than most workers to learn any new tasks requiring numeric skills.

Since he needs more time to absorb numeric information and has only average verbal skills, he may be at a disadvantage when working with others in a competitive environment. Frequent changes in the work routine may result in errors.

Mr. Crowder has strong, balanced interests in data and things. He is well motivated to collect, collate, and analyze information. He sees this as a primary approach to solving most problems. He also has a marked preference for working directly with tools or machinery. Regarding computer tasks, he would be best suited to data management. He has some interest in interacting with other people. This means that, while he can enjoy teamwork, he also can work well alone.

Mr. Crowder is a good team player, assertive yet still considerate of others. Relationships are important to him, and he sees mutually cooperative efforts as being the most effective. He will put himself forward in some situations but not so far as to compromise team spirit. With appropriate encouragement, Mr. Crowder can assume the role of group leader. He can deal with confrontation except in the most extreme cases. He will often be outspoken but, in very competitive situations with new acquaintances, Bill Crowder is more likely to defer to others.

Bill Crowder works in a conventional, meticulous way and is completely reliable when following established practices, but he may find it difficult to adapt to new or rapidly changing circumstances. He prefers to have a well-thought-out plan before beginning any project. He values punctuality, and may resent tardiness in others or unexpected changes in the schedule. Dealing with spontaneous events will be frustrating for him. He prefers working with proven procedures and established policies, and is uncomfortable in unstructured situations, although he will strive to bring order out of chaos. Mr. Crowder can deal with procedural changes if they are carefully explained and justified. Ultimately, he wants to get the job done and will work hard to achieve his goals.

While Bill Crowder can work with others, he generally prefers to work alone. For highest productivity, he should work in an orderly fashion in a quiet environment. He is not bored by routine tasks but he prefers some variety. In a group situation, Mr. Crowder will work unobtrusively, without drawing attention to himself. With familiar people, he will be conversational and outgoing, but he will rarely seek to be the center of attention.

Total Person Description

Bill Crowder

Quality Control

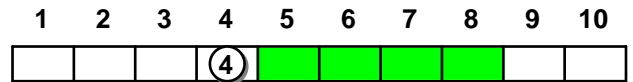
Bill Crowder is generally rational and calm. He can take criticism quite well and, because he strives to be objective, he is usually able to shrug off rejection and continue with his work. Most times he is relaxed and able to cope well with pressure but can become anxious when things do not go well. Although he can work on demanding, high-pressure projects that require dealing with people openly and objectively, Mr. Crowder may feel some anxiety in such circumstances.

NOTE:

The individual traits on the following pages are descriptions of Mr. Crowder's characteristics as determined by the Prevue Assessment. The 1 - 10 scoring scale used throughout the Prevue Assessment is called a sten scale. Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population would have sten scores in the 1 - 3, and 16% in the 8 - 10 ranges. The other 68% of the population will score in the middle ranges 4 - 7.

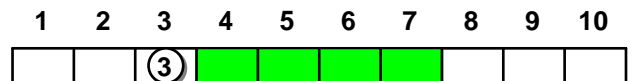
General Abilities

Mr. Crowder is likely to be reasonably competent, but tends to learn slightly more slowly than the average person, finding it hard at times to absorb new information. He may have difficulty coping with problems that require mental reasoning combined with time pressures. Mr. Crowder is likely to be very efficient working within a structured environment, where there are opportunities to develop his skills at his own pace.



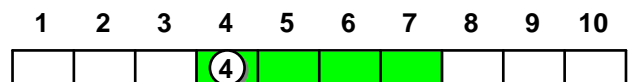
Working With Numbers

Bill Crowder is in the low average range for Numerical Reasoning. His capacity is typical of the lower one-third of all workers in this skill. This indicates that his speed and accuracy is not typical of the average working adult population when dealing with information derived from simple numbers.



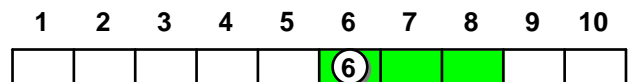
Working With Words

A sten score of four indicates a low average ability for working with words. People with this capacity are likely to be reasonably competent in dealing with written material, and their learning speed could be acceptable. When under time pressure they are more likely to make mistakes.



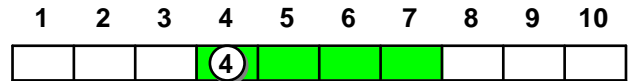
Working With Shapes

Mr. Crowder has an average capacity for working with spatial material when compared to others in the general adult working population. His speed and accuracy in using spatial material indicates that he is as able as most adult workers to deal with information that involves thinking about and manipulating shapes and objects.



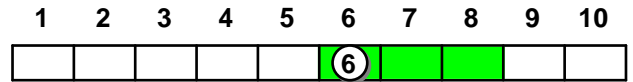
Working With People

Mr. Crowder shows an average level of interest in work that involves dealing with people. He is likely to prefer employment that involves a degree of contact with others. However, he is unlikely to want interaction with other people to be the major function of his work.



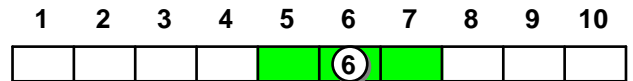
Working With Data

Mr. Crowder has some interest in working with data. Such a person will be able to relate and balance this limited interest in data to those tasks in the job that require working with people or working with machinery and equipment. He would not necessarily feel the need to work with data to form the major part of his job.



Working With Things

Bill Crowder expresses an average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be comfortable in handling goods or equipment, but would not see that interest being central to their work.



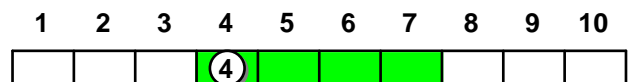
Diplomatic / Independent

To achieve his point of view, Bill Crowder occasionally can be an individual competitor, both controversial and argumentative. In other situations, Mr. Crowder can also be concerned with maintaining the team spirit and coordinating the team effort. This score indicates an employee who is good at getting things done while taking into account the needs of others.



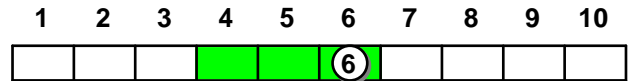
Cooperative / Competitive

He can be described as an individual within the team environment. He is somewhat competitive, and will play hard to win for the good of the team. Such people may down play their own achievement to instill the cooperative spirit.



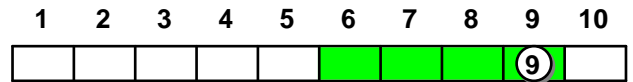
Submissive / Assertive

You will find, depending on the situation or the people involved, Bill Crowder can be assertive and outspoken. In groups he may promote himself as the leader.



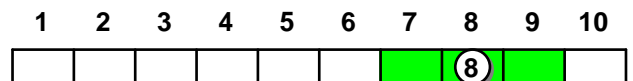
Spontaneous / Conscientious

This individual has a strong moral code and adheres to traditional methods and values. He will always follow rules, established procedures and policies, therefore, he can be a dependable and detail-conscious employee. He is likely an adapter rather than an innovator, with a preference for tidiness and being well prepared.



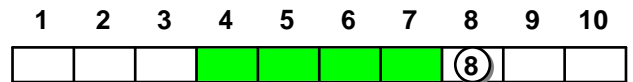
Innovative / Conventional

Mr. Crowder sees himself as a Quality Control who abides by rules, and whose work will be structured. He behaves conventionally, and strives to preserve existing standards. Bill Crowder will produce his best work in a climate where the structure is clear and unambiguous.



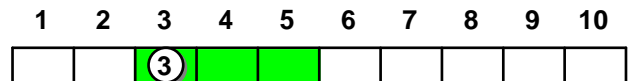
Reactive / Organized

Such people are systematic and meticulous. They are reliable and predictable, and work best in situations where they have had the chance to plan ahead and be organized.



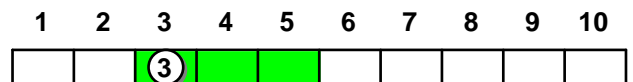
Introvert / Extrovert

This individual prefers his own company and working in a quiet, calm environment. Within a group, he is most likely to be an observer and rarely the center of attention. His social preference will be the company of a few close friends. Bill Crowder would be described by others as reserved.



Self-Sufficient / Group-Oriented

Such people are happy to work on their own and in quiet places, and tend to avoid noisy situations and group activities. They prefer their own company to that of others.



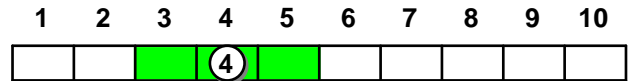
Individual Traits

Bill Crowder

Quality Control

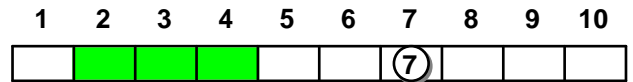
Reserved / Outgoing

Although he is comfortable in the company of others, he does not seek their attention. An individual like this can be talkative and outgoing in limited job situations.



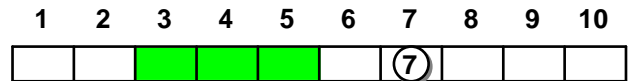
Emotional / Stable

As a relaxed and easygoing person, he is able to face most setbacks with calmness and ease. He rarely gets irritable or upset, as he is fairly secure in himself, and self-assured even under normal stress.



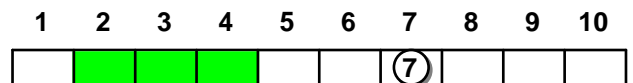
Restless / Poised

Bill Crowder is fairly calm and unruffled. A Quality Control like this will remain objective in all but the most difficult work related situations.



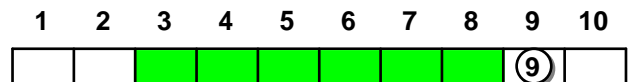
Excitable / Relaxed

Usually he is calm and relaxed in response to most situations. For the most part, such people are able to manage their problems without anxiety. It should not be difficult for him to cope with very demanding and high-pressure jobs.



Social Desirability

This very high score may indicate Mr. Crowder is not being totally frank with his assessment. Bill Crowder will present a positive image that conforms to social expectations. If this high score is the result of a need to present a socially acceptable rather than an open picture, then scores on some of the other scales could be influenced.



VALIDITY INTRODUCTION:

- The rules for identifying patterns of responses in the Personality Section of the Prevue Assessment which might be "invalid" include systematic, but non-meaningful response patterns, omissions and excessive use of the "B" answer option. Systematic, but non-meaningful response patterns occur when the distribution of the responses differ from the norm and are considered unusual. The omission rule occurs if more than three responses are omitted in a given scale, making the results appear more average than they are. The "B" answer rule is affected by the total number of "B" responses selected. The candidate had the choice of an "A", "B", or "C" for every question in the Personality Section of the Prevue Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

VALIDITY COMMENTARY:

- The total number of "B" responses chosen by the candidate in the course of completing the Prevue Assessment Questionnaire, including questions that were not answered, was 46.
- This number of "B" choices is excessive and could affect the validity of this report by making the candidate appear more "average" than they really are.

BEST PRACTICE RECOMMENDATIONS:

- **Assessment Administration:** Best practice protocol recommends that assessments be administered to candidates in a controlled environment under the supervision of a proctor to ensure that:
 - The person who completes the Assessment is in fact the candidate;
 - A candidate's responses to the Assessment questions are not affected by collusion with others or by other actions that would invalidate the Assessment;
 - The supervisor is able to address unexpected conditions or problems affecting a candidate and to provide reasonable accommodation for candidates where required;

Where an Assessment is administered without the recommended supervision, the accuracy of the report cannot be guaranteed. If the report is a significant consideration in any final selection or other high stakes decision, you might wish to have the candidate retake the Prevue Assessment in a controlled environment;

For more information on the administration of the Prevue Assessment, please see "Administering the Prevue Assessment" in the Prevue User Guide posted at www.prevueassessments.com.

- **Assessment Weighting:** The weight given to the Prevue Assessment in any human resource selection or other high stakes decision should not exceed one-third of the total process. The remainder of the process, including the candidate's work history, interview, background checks, etc., should be considered in association with the results of this report.
- **Ensure Fairness:** When properly administered, the use of the Prevue Assessment will help to ensure that applicants are treated fairly without regard to race, colour, religion, sex or national origin. The Prevue Assessment was designed and developed to conform with the human rights legislative and best practice requirements prevailing in the various countries where the Prevue Assessment is distributed. This includes the EEOC Guidelines, the Americans for Disabilities Act and the standards for test development and administration published by the American Psychological Association, the British Psychological Society and the Association of Test Publishers.

WORKING CHARACTERISTICS

■ **APPROACH TO THE WORK ENVIRONMENT**

REVIEW TO MAKE CERTAIN THE APPROACH TO THE WORK ENVIRONMENT IS CONSISTENT WITH THE REQUIREMENTS OF THE JOB.

NOTES:

Working Characteristics

Bill Crowder

This report provides additional information on certain Working Characteristics of Mr. Crowder. This summary will be significant for Managers, Supervisors, and Human Resource Professionals. The Working Characteristics are derived from personality traits as referred to in the Prevue Assessment. Distinct from the Prevue Benchmark, these work-related features help to answer questions such as:

- 1. Is Mr. Crowder inclined to take risks?**
- 2. Does he live to work or work to live?**
- 3. Does he prefer a fixed salary or flexible income?**

This information, in conjunction with the Prevue Assessment and the job interview, previous work history, and a background check, will assist with Human Resource decisions regarding Mr. Crowder.

Working Characteristics Summary

How does he want to be paid?	Prefers a secure income rather than relying on performance-based earnings.
How important is work to him?	Puts a very high value on work and on being employed.
Does he make risky decisions?	Is inclined to consider all options and take the safest route.
How does he deal with change?	Prefers routine work with a well-defined schedule.
What is his perception of the world?	A well-grounded individual who is inclined to hold pessimistic views.

Working Characteristics

Compensation Preference

This Working Characteristic identifies whether Mr. Crowder is more motivated to work by either performance-based remuneration or a fixed wage or salary. This helps to determine if he will be satisfied with the remuneration this position offers. It will also expedite the design of a compensation package that will encourage his best performance.

Is Mr. Crowder better motivated by fixed salary or by an incentive remuneration program?

Prefers Salary Prefers Bonus

- Mr. Crowder prefers a secure income over the excitement of striving for greater but less certain rewards.
- He is reluctant to depend on bonus or commission income because he is not comfortable with the uncertainty of performance-based earnings.
- His careful, meticulous approach may cause him to miss opportunities, but it makes him "a safe pair of hands" for routine task or projects requiring calm, steady guidance.

Focus on Work

This Working Characteristic provides information on the importance of work for Bill Crowder. Some people define themselves by their work. They are often labeled workaholics. Others see work as a means to an end, rather than an end in itself. While such differences are not a function of personality, they are related to it. This Working Characteristic is particularly significant for assessing whether Bill Crowder will fit with the culture of the workplace or with the team that he may be assigned to.

Does Mr. Crowder live to work or work to live?

Works to Live Lives to Work

- Bill Crowder probably defines himself by his job.
- He puts strong emphasis on professional accountability.
- His leisure and social activities may be related to his career.
- Domestic arrangements will usually be changed in preference to altering his work schedule.
- He greatly values work and being employed.

Working Characteristics

Tolerance for Risk

This Working Characteristic indicates the likelihood of Mr. Crowder engaging in risky behaviors or actions. This attribute will be relevant in determining whether he can accommodate the decisions required in this particular job. It also provides insight regarding his fitness to be a member of an existing team.

Is Mr. Crowder likely to make risky decisions?

Not Risk Inclined Risk Inclined

- Bill Crowder might admire boldness, but he is more inclined to consider all options and take the safest course.
- He will not readily indulge in risk.
- He will consider the complications of a proposed action and what can go wrong.
- His careful approach will appeal to those who value steadiness, but could be a liability when dealing with others who want quick answers and fast actions.

Preference for Change

Good performance in some jobs requires a quick response to fast changes, but efficiency in other positions depends on tolerance for routine and working carefully at a steady pace. This Working Characteristic explains where Mr. Crowder fits on the continuum between these diametric requirements.

Does Mr. Crowder prefer to work in rapidly changing circumstances or with a set routine?

Prefers Routine Prefers Change

- Routine work with a well-defined system suits Mr. Crowder very well.
- He is reserved and likes to do things "by the book".
- He will likely find change difficult to manage.
- He may have difficulty coping with personnel changes, reorganization, and downsizing or expansion.
- He will probably adapt old methods to new demands rather than devise new procedures.

Working Characteristics

Perception of the World

Bill Crowder's attitude to day-to-day events in the workplace is important to his overall job performance. This Working Characteristic identifies whether he will approach problems and issues with optimism or with caution. The job itself defines which approach is appropriate.

How does Mr. Crowder perceive and approach problems and events?

Sees Drawbacks Sees Opportunities

- Bill Crowder is a well-grounded individual who is inclined to hold pessimistic views.
- He sees the world as containing some dangers but not as a hostile place.
- He might be anxious about expressing negative opinions, but he would not hide his concerns.
- He will proceed cautiously with new and potentially risky ventures.

SELF-DIRECTED SITE LICENSE PROGRAM

EMPLOYEE COPY

- Performance Appraisal

BILL CROWDER

regarding the position of

Quality Control

Sample Report



Prevue Benchmark

Bill Crowder

Abilities

1 2 3 4 5 6 7 8 9 10

General Abilities				4							High
Working With Numbers			3								High
Working With Words				4							High
Working With Shapes						6					High

Motivation/Interests

1 2 3 4 5 6 7 8 9 10

Working with People				4							High
Working with Data						6					High
Working with Things						6					High

Personality

1 2 3 4 5 6 7 8 9 10

Diplomatic					5						Independent
Cooperative				4							Competitive
Submissive						6					Assertive
Spontaneous									9		Conscientious
Innovative								8			Conventional
Reactive								8			Organized
Introvert			3								Extrovert
Self-Sufficient			3								Group-Oriented
Reserved				4							Outgoing
Emotional							7				Stable
Restless							7				Poised
Excitable							7				Relaxed
Frank									9		Social Desirability

UNDERSTANDING THIS REPORT

■ **THE PURPOSE OF THIS REPORT:**

This report is designed to provide information that will assist your manager, coach, or facilitator in understanding your unique profile. It can also help you to better understand yourself and your approach to your job and to the work environment. The report provides insight into your personality and important work related characteristics. It is intended to assist in the coach-client relationship by providing the starting point for a meaningful discussion about your values, needs, and objectives. Further, the report should assist your facilitator in asking pertinent questions and providing relative feedback and ideas that are tailored to you. Our goal is to assist you in developing greater effectiveness on the job and increasing your overall job satisfaction.

■ **WHERE DOES THE INFORMATION IN THIS REPORT COME FROM?**

The information in this report is derived from your responses to the Prevue Assessment. This assessment is comprised of the personality, cognitive, and interest inventories from the validated and reliable ICES Plus Assessment test, a psychometric test battery developed in the early 1990's by View Assessments International under the direction of Dr. David Bartram, one of the world's leading psychometricians. The ICES Plus Assessment is the cornerstone of a number of respected and established employment and vocational assessments. These products have been used to assess more than one million people in North America alone.

■ **RECOMMENDATION:**

We ask that you review this assessment carefully, particularly the your ranking in each category. The standard benchmark for your particular job is shaded. The benchmark was compiled from information submitted by management and is specific to the job.

■ **DEVELOPMENT PROGRAM:**

Attached to this report please find a blank "Action Plan" with space for listing three areas for improvement. Select three things that, after reading this report, you feel should be changed to improve your performance at work, increase your value to the organization, and enhance your sphere of influence over others. Discuss your goals with your manager, coach, or facilitator.

PERFORMANCE DEVELOPMENT

■ **PERFORMANCE DEVELOPMENT**

PRINT AND COMPLETE THE WORKBOOK. DISCUSS THE REPORT WITH YOUR MANAGER OR FACILITATOR.

NOTES:

THE PREVUE PERFORMANCE DEVELOPMENT PROGRAM:

**Go to: www.analyst-link.net - Click on the SDP workbook link.
Print workbook #20 - The Prevue Success Discovery Process.**

*(Optional - For more senior positions also print workbook #22 "Influencing Others"
if the position is sales related print out workbook #27)*

Total Person Description

Bill Crowder

Note:

The Total Person is a combination of all the elements you completed in your Prevue Assessment.

You have above average spatial reasoning skills, average verbal skills, and a lower than average ability to work with numbers. You are best equipped for assignments that involve mental manipulation of shapes or objects. These could include reading blueprints, interpreting graphs, and following moderately difficult diagrams. You will be good at estimating space requirements. Because you have average abilities in reading, writing, and working with text, ordinary paperwork is within your scope. You will be slower than most workers to learn any new tasks requiring numerical skills.

Since you need more time to absorb numerical information and have only average verbal skills, you may be at a disadvantage when working with others in a competitive environment.

You have strong, balanced interests relating to data and things. You are well motivated to collect, collate, and analyze information. You see this as a primary approach to solving most problems. You also have a marked preference for working directly with tools or machinery. Regarding computer tasks, you would be best suited to data management. You have some interest in interacting with other people. This means that, while you can enjoy teamwork, if required you could work well alone.

You are a good team player, assertive yet still considerate of others. Relationships are important to you, and you see mutually cooperative efforts as being the most effective. You will put yourself forward in some situations but not so far as to compromise team spirit. With appropriate encouragement, you can assume the role of group leader. You can deal with confrontation except in the most extreme cases. You will often be outspoken but, in very competitive situations with new acquaintances, you are more likely to defer to others.

You work in a conventional, meticulous way and are completely reliable when following established practices, but you may find it difficult to adapt to new or rapidly changing circumstances. You prefer to have a well-thought-out plan before beginning any project. You value punctuality, and may resent tardiness in others or unexpected changes in the schedule. Dealing with spontaneous events will be frustrating for you. You prefer working with proven procedures and established policies, and are uncomfortable in unstructured situations, although you will strive to bring order out of chaos. You can deal with procedural changes if they are carefully explained and justified. Ultimately, you want to get the job done and will work hard to achieve your goals.

While you can work with others, you generally prefer to work alone. For highest productivity, you should work in an orderly fashion in a quiet environment. You are not bored by routine tasks but you prefer some variety. In a group situation, you will work unobtrusively, without drawing attention to yourself. With familiar people, you will be conversational and outgoing, but you will rarely seek to be the center of attention.

You are generally rational and calm. You can take criticism quite well and, because you strive to be objective, you are usually able to shrug off rejection and continue with your work. Most times you are relaxed and able to cope well with pressure but can become anxious when things do not go well. Although you can work on demanding, high-pressure projects that require dealing with people openly and objectively, you may feel some anxiety in such circumstances.

Individual Traits

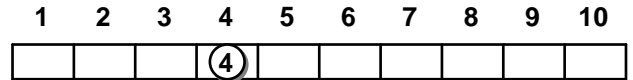
Bill Crowder

NOTE:

The individual traits on the following pages are descriptions of your characteristics as determined by the Prevue Assessment. The 1 - 10 scoring scale used throughout the Prevue Assessment is called a sten scale. Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population would have sten scores in the 1 - 3, and 16% in the 8 - 10 ranges. The other 68% of the population will score in the middle ranges 4 - 7.

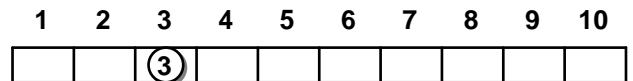
General Abilities

You have a level of speed and accuracy in reasoning and problem solving that indicates that you are as able as most other adult workers. You can learn and absorb new information without too much difficulty. You are efficient working in a reasonably demanding environment.



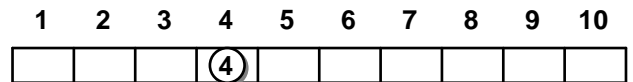
Working With Numbers

You are in the lower range for Numerical Reasoning. For that reason, you are likely to avoid work where information derived from numbers is a major facet.



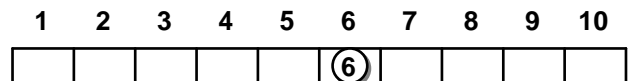
Working With Words

This score is at the lower end of the mid-range of scores for working with written language. You have capable speed and accuracy when using written material.



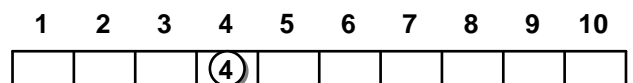
Working With Shapes

Your score places you at the higher end of the mid-range of scores in spatial ability. You have a normal level of speed and accuracy when reasoning with information that involves thinking about manipulating shapes and objects.



Working With People

You will be quite content to work in a job in which there is moderate contact with people. While you would not necessarily avoid contact with other people, you would not want interpersonal relations to form a key function of your responsibility.



Individual Traits

Bill Crowder

Working With Data

You have an average interest in working with data. You can handle tasks that deal with figures, symbols, statistics, accounts and language. You would be unlikely to enjoy a job that did not provide some opportunity for this type of work.

1	2	3	4	5	6	7	8	9	10
					6				

Working With Things

You express an average level of interest in work that deals with inanimate objects such as machinery, tools and equipment.

1	2	3	4	5	6	7	8	9	10
					6				

Diplomatic / Independent

To achieve your point of view, you can be an individual competitor. In other situations, you can also be concerned with maintaining the team spirit and coordinating the team effort. This score indicates a person who is good at getting things done while taking into account the needs of others.

1	2	3	4	5	6	7	8	9	10
				5					

Cooperative / Competitive

You can be described as an individual within the team environment. You are somewhat competitive, and will work for the good of the team. You may compromise your own achievement to instill the cooperative spirit.

1	2	3	4	5	6	7	8	9	10
			4						

Submissive / Assertive

Depending on the situation or the people involved, you can be assertive and outspoken. In some groups you may promote yourself as the leader.

1	2	3	4	5	6	7	8	9	10
					6				

Spontaneous / Conscientious

You have a strong moral code and adhere to traditional methods and values. You prefer to follow rules, established procedures and policies, therefore, you are a dependable and detail-conscious individual. You are likely to be an adapter rather than an innovator, with a preference for tidiness and being well prepared.

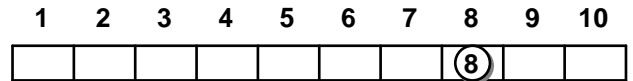
1	2	3	4	5	6	7	8	9	10
								9	

Individual Traits

Bill Crowder

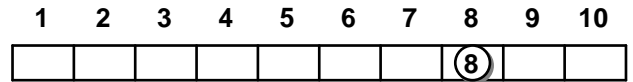
Innovative / Conventional

You see yourself as an individual who abides by rules, and whose work is structured. You behave conventionally and strive to preserve existing standards. You are at your best in a climate where the structure is clear and unambiguous.



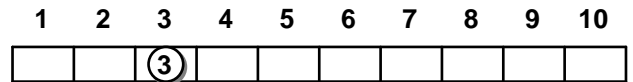
Reactive / Organized

Such people are organized and meticulous. You are reliable and predictable and work best in situations where you have had the chance to plan ahead and be organized.



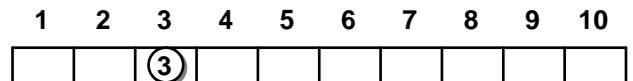
Introvert / Extrovert

You prefer your own company while working in a quiet, calm environment. Within a group, you are most likely to be an observer and rarely the center of attention. You would be described by others as reserved and serious, preferring the company of a few close friends.



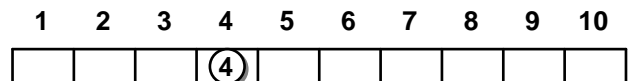
Self-Sufficient / Group-Oriented

Such people are happy to work on their own and in quiet places, and tend to avoid noisy situations and group activities. They prefer their own company to that of others.



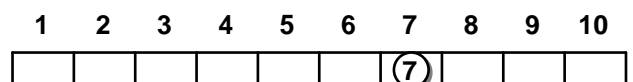
Reserved / Outgoing

Although you are comfortable in the company of others, you do not seek their attention. You can be somewhat talkative and outgoing in limited situations.



Emotional / Stable

A person with this result will be relaxed, easygoing, and able to face most setbacks with calmness and ease. You rarely get irritable or upset, as you are fairly secure in yourself, and self-assured even under normal stress.



Individual Traits

Bill Crowder

Restless / Poised

You are fairly calm and unruffled. You will remain objective in all but the most difficult situations.

1	2	3	4	5	6	7	8	9	10
						7			

Excitable / Relaxed

Usually, you are calm and relaxed in response to most situations. Such people are able to manage their problems without anxiety. It should not be difficult for you to cope with very demanding and high-pressure jobs.

1	2	3	4	5	6	7	8	9	10
						7			

Social Desirability

This very high score indicates that you may present a socially acceptable, rather than an objective picture. You usually will present a positive image that conforms with social expectations.

1	2	3	4	5	6	7	8	9	10
								9	

ACTION PLAN for Self-Development

NAME: _____

List three areas in which you see the need to focus effort along with your plan of action to achieve the desired goal. Select improvement items from the Development Guide , the text report, or suggestions from your manager or facilitator.

■ **FIRST FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

■ **SECOND FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

■ **THIRD FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

Date: / /

Action Plan Commitment Agreement by: _____ (Examinee)

Supported by: _____ (Manager/Facilitator)