



Patient Service Career Battery

Manager Report
PSI

Prepared For
Evelyn Walton
2019-02-11

MANAGER REPORT

Patient Service Career Battery

PROFILE REPORT OVERVIEW

Participant: Evelyn Walton

Test Date: 2019-02-11

Overall Band

Band Levels

A	Very likely to succeed in role
B	Likely to succeed in role
C	Acceptable likelihood of success in role
→ D	Unlikely to succeed in role

The → represents Evelyn Walton's overall performance

The overall score information presented above is the best predictor of the participant's likelihood of success in role. It is calculated by optimally weighting each component of the test using the best available evidence for your organization.

INSTRUCTIONS FOR MANAGERS

This report contains three sections to help you understand the results.

1. Profile Report

- Performance Indicators: characteristics needed for success in this role (e.g., problem solving, working effectively with others, handling stress effectively). Ratings are provided on each performance area at three levels: Strength, Proficient, and Growth Opportunity.
- Engagement Readiness Index (ERI): Employee Engagement is the extent to which people value, enjoy, and believe in what they do. The ERI optimally integrates selected inventory scores to predict on-the-job engagement levels. Performance Indices are presented graphically as a percentile score.

The performance areas on this profile report are descriptions of areas where the participant is likely to have strengths and where the participant is likely to encounter challenges. They should be used along with other data sources to build development plans.

2. Suggested Interview Questions

Provides follow up interview questions to gather further information about the participant.

3. Glossary of Terms

Provides definitions for all performance areas.

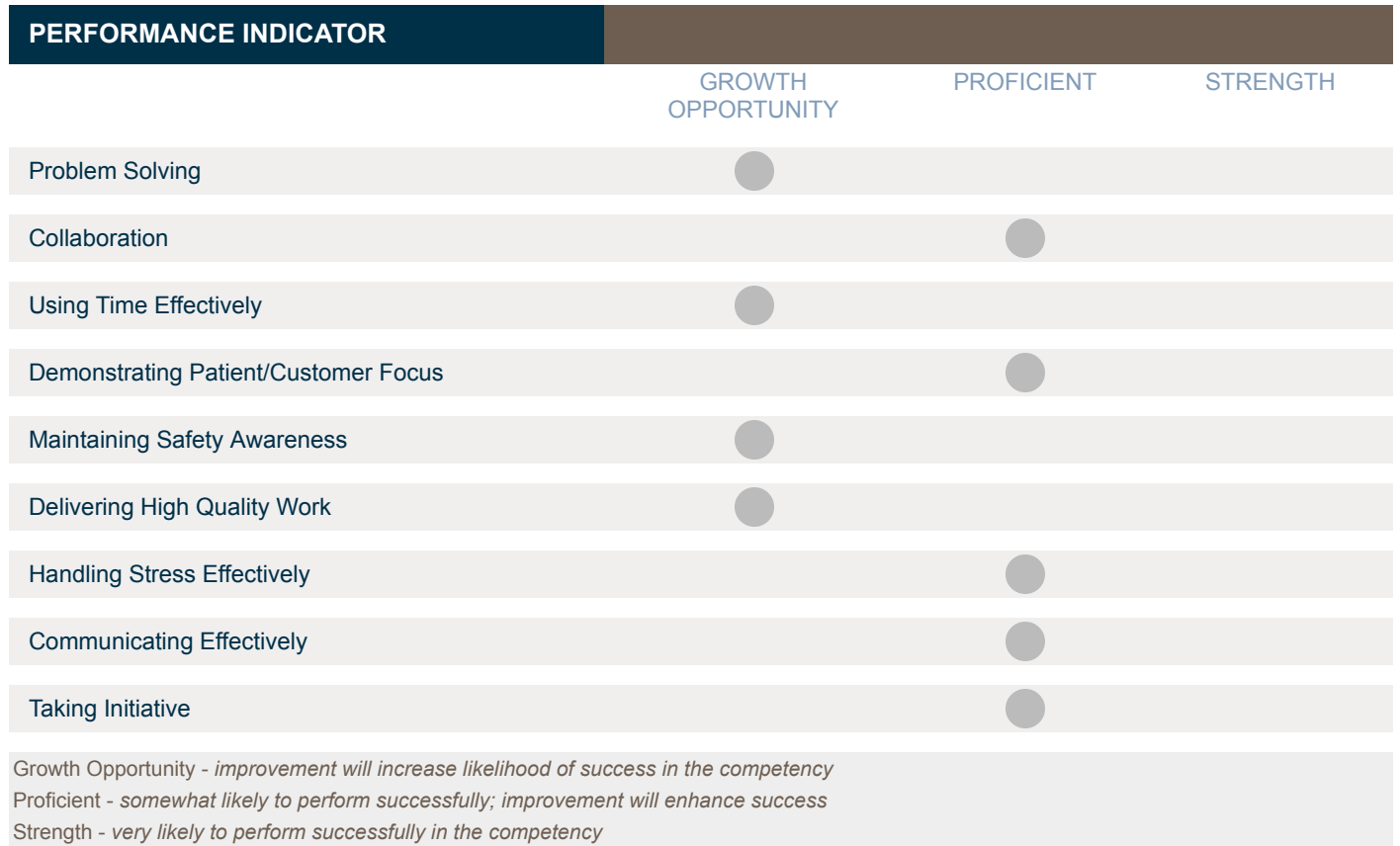
MANAGER REPORT

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PROFILE REPORT OVERVIEW

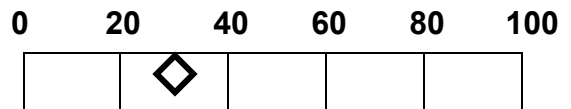
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ENGAGEMENT READINESS INDEX

This participant's Engagement Readiness Index (ERI) projects his or her Engagement level as:



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BEHAVIORAL INTERVIEW GUIDE

Participant: Evelyn Walton

Test Date: 2019-02-11

Instructions and Important Considerations

Use these questions to further explore performance in each area.

- The following questions are designed to elicit past behaviors related to competencies common to many work roles. These questions can be used to gather additional information regarding the candidate's qualifications.
- Use of this section of the report should be consistent across all candidates - that is, all candidates should be asked a consistent set of test questions.
- Interviewers should be sufficiently trained before administering these interview questions.

PERFORMANCE INDICATORS	SUGGESTED INTERVIEW QUESTIONS
Problem Solving	<ol style="list-style-type: none"> 1. Describe a situation in which you had to decide whether to accept or reject a recommendation. What did you decide, and why? 2. If we're lucky, sometimes we can identify a small problem and correct it before it becomes a major problem. Give me an example of a time when you identified a small problem before it became big. 3. We all make decisions that turn out to be mistakes. Describe a work decision you made that turned out to be a mistake.
Collaboration	<ol style="list-style-type: none"> 1. Can you describe a situation in which you needed to cooperate with others to solve a problem? 2. Tell me about a situation in which you became frustrated or impatient when dealing with a peer / team member / other employee. 3. Tell me about a situation when a peer / team member strongly disagreed with your ideas or actions.
Using Time Effectively	<ol style="list-style-type: none"> 1. Give me a recent example of a time when your schedule was disrupted by something unexpected. 2. We've all been in situations in which we couldn't complete everything we needed to on time. Tell me about a time when this happened to you. 3. At one time or another, we've all forgotten to do something important for work. Tell me about a recent time when this happened to you.
Demonstrating Patient Focus	<ol style="list-style-type: none"> 1. Describe a time when you had to ask questions and listen carefully to understand a patient/customer's problem. 2. Patient/customer requests can come at inconvenient times. Tell me about a time when this happened to you. 3. Describe a time when you provided quick and thorough service in response to a request or problem from a patient, physician, or other unit.
Maintaining Safety Awareness	<ol style="list-style-type: none"> 1. Give me an example of a time when you noticed others violating a safety or security regulation. 2. Describe a time when your supervisor / team leader talked to you, either formally or informally, about a safety or security problem. 3. Have you trained others to use safety equipment or procedures? Give me a specific example.

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BEHAVIORAL INTERVIEW GUIDE

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Use these questions to further explore performance in each area.

PERFORMANCE INDICATORS	SUGGESTED INTERVIEW QUESTIONS
Delivering High Quality Work	<ol style="list-style-type: none"> 1. Describe something you did at work that required paying close attention to and following prescribed instructions. 2. If we're lucky, we can identify a small error or problem and correct it before it becomes a major problem. Tell me about a time when this happened to you. 3. When doing the same thing over and over it's easy to lose concentration and miss important details that could cause problems later. Give me an example of a time when this happened to you.
Handling Stress Effectively	<ol style="list-style-type: none"> 1. We all have times when our jobs are overwhelming. Give me an example of a time when you felt overwhelmed at work. How did you react to this? 2. Give me an example of a time when you worked in very unpleasant work conditions (heat, dust, noise, etc.). How did you handle this? 3. Sometimes angry customers (patients) make personal accusations or attacks. Tell me about a time when this happened to you. How did you react?
Communicating Effectively	<ol style="list-style-type: none"> 1. NOTE: No interview questions are supplied for Communicating Effectively. The best way to assess the candidate's ability in this area is to observe their communication-related behavior during the interview process.
Taking Initiative	<ol style="list-style-type: none"> 1. Can you give me an example of a new idea you suggested to your manager / supervisor / team leader recently? 2. Describe a situation in which you exceeded a customer's expectations. 3. Have you taken any steps to make your job easier / more efficient / more productive? Give me an example.
Engagement Readiness	<ol style="list-style-type: none"> 1. Describe a time when you faced an overwhelming work situation. How did you react? 2. Describe the most positive professional relationship you've developed. How did you develop that relationship? 3. Describe what you've done to show your commitment to your work or organization.

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VERIFICATION INTERVIEW GUIDE

Participant: Evelyn Walton

Test Date: 2019-02-11

Use these questions to further explore performance in each area.

Instructions and Important Considerations

- The following questions have been generated based on test responses provided by the candidate – these questions can be used to gather additional data to understand and interpret his or her responses to the test.
- The overall percentile or band should still be considered the best indicator of overall success in the target role.
- Use of this section of the report should be consistent across candidates – that is, all candidates should be asked follow-up questions to a consistent set of test questions.
- Interviewers should be sufficiently trained before administering these interview questions.

CANDIDATE TEST QUESTION	CANDIDATE'S RESPONSE CHOICE	SUGGESTED FOLLOW-UP QUESTION
You have just started working at the front desk and have noticed that the coworker who was assigned to train you is often impolite to you. You have also noticed that he has to stay longer to close the front desk, but then becomes resentful about it. What might you do in this situation?	Ask your supervisor if you can learn the closing duties and begin alternating closing days with your coworker.	Tell me about the thought process you used to answer this question. What information did you use to arrive at this answer?
You promised a patient that you would return her call today at noon. It is now 11:30 a.m., and your supervisor just scheduled a 30-minute meeting to start at noon. The only people who are excused from the meeting are the administrative assistants. You are not an administrative assistant; therefore, you must attend this meeting. Given this information, you decide to:	arrange to have the patient call you back at a more convenient time.	Tell me about the thought process you used to answer this question. What information did you use to arrive at this answer?
Rate the effectiveness of the following action for dealing with an angry patient who has come to you with a complaint: Listening to the patient's concerns and saying nothing.	Very Ineffective	Tell me why you rated this action as "Very Ineffective" in this situation.
Rate the effectiveness of the following action for dealing with a difficult coworker: Continuing to work with this person and trying to ignore the behaviors that bother you.	Ineffective	Tell me why you rated this action as "Ineffective" in this situation.
I don't usually seek the assistance of other people when making important decisions.	Disagree	Tell me about the last time you made an important decision at work. Did you seek the assistance of other people before making it? Why or Why not?
When have you made potentially costly mistakes, you have:	asked your supervisor how to fix the mistake.	Tell me about the last time you made a mistake on the job. How did you handle the situation? What was the outcome?

Glossary of Terms

PROBLEM SOLVING:

Identifying and understanding problems and opportunities by gathering, analyzing, and interpreting quantitative and qualitative information; choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives, and making timely decisions; taking action that is consistent with available facts and constraints and optimizes probable consequences.

COLLABORATION:

Working cooperatively with others to help a team or work group achieve its goals.

USING TIME EFFECTIVELY:

Effectively managing one's time and resources to ensure that work is completed efficiently.

DEMONSTRATING PATIENT/CUSTOMER FOCUS:

Ensuring that the internal or external patient/customer perspective is a driving force behind strategic priorities, business decisions, organizational processes, and individual activities; crafting and implementing service practices that meet patient/customers' and own organization's needs; promoting and operationalizing patient/customer service as a value.

MAINTAINING SAFETY AWARENESS:

Taking responsibility for conditions that affect patients', own, and others' safety; identifying conditions that might cause health or safety hazards and taking action to remove those hazards.

DELIVERING HIGH QUALITY WORK:

Accomplishing tasks by considering all areas involved, no matter how detailed; showing concern for all aspects of the job; accurately checking processes and tasks; being watchful over a period of time.

HANDLING STRESS EFFECTIVELY:

Maintaining stable performance under pressure or opposition (e.g., experiencing time pressure, conflict, or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.

COMMUNICATING EFFECTIVELY:

Conveying information and ideas clearly and concisely to individuals or groups in an engaging manner that helps them understand and retain the message; listening actively to others.

TAKING INITIATIVE:

Taking prompt action to accomplish work goals; taking action to achieve results beyond what is required; being proactive.

ENGAGEMENT READINESS:

Demonstrating a willingness to commit to one's work and to invest one's time, talent, and best efforts in accomplishing organizational goals.