



Administrator's Manual

Your guide to the assessment process

Partnering With You to Drive Organizational Effectiveness

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introduction

Welcome to Online Assessments. This overview will give you the information you need to conduct the online assessment within legal guidelines and get the most accurate results. Please read the following sections carefully and call us if you have questions.

the 16PF Online

The 16PF Fifth Edition Questionnaire is a 185-item multiple choice assessment that gives you an in-depth look at personality characteristics along 16 different dimensions and 5 global scales.

The assessment is written at a 5th grade reading level and will take about 30-45 minutes. It can be completed online at The Executive Group website www.theeg.com.

You will need to contact our office for the authorization codes to access and use the assessment site.

define YOUR COMPANY POLICY

It is important to define your **COMPANY POLICY** related to selection and retention using this process and that you train your staff on its procedures.

Your hiring practice should be based on a **BALANCED SCORECARD** approach when using assessments.

Assessment results should be a **STEP** in your evaluation process **NOT** the sole basis to deny employment or promotion. Here are suggestions to proctor the assessment and handle the feedback appropriately with your candidates.

- Always refer to the 16PF as an **ASSESSMENT** not a **TEST**. It is not pass or fail and by no means determines whether a candidate is hired or not hired, promoted or not promoted. Assessment results give you objective data to help confirm your thoughts and ideas about your candidate. Plus, they help you form 2nd interview questions and validate references.
- Evaluate your candidate's overall qualifications and base your decision on the extent to which your candidate's **ENTIRE** set of qualifications and experience match the requirements you have established for the position.
- Adopt a standard rejection letter or thank you for consideration letter. If you prepare your candidates by using the proper dialogue it is much easier to tell them their qualifications and experience do not meet the criteria of the position.



types OF REPORTS

The following selection and development reports can be generated using the 16PF online. The first three are confidential management tools only. The two development reports can be used by personnel and their managers to begin a dialogue for personal and professional development. Choose the report which best fits your needs.

Personnel Report (PR) – Used for external or internal candidates to assist in selection for entry to mid-level positions. The report targets areas of potential concern, looks at work related performance potential across four main areas and discusses likely behavioral outcomes based on assessment results. Confidential management tool not to be shared with the candidate.

Sales Personnel Report (SPR) – Used for external or internal candidates to assist in selection for sales and mid level sales management positions. This report flags areas of potential concern, reveals key strengths and weaknesses and pinpoints areas of development related to sales. Confidential management tool not to be shared with the candidate.

Management Interview Guide (MIG) - Used for external or internal candidates to assist in selection and promotion for management and VP positions. The report provides personality and ability scores for a candidate relative to scores of successful managers. Each dimension has Overall and Strong statements, plus, interview questions that are targeted to the candidate and his/her rating scale. Confidential management tool not to be shared with the candidate.

Manager Development Report (MDR) – Compares a candidate's characteristics with other successful managers in 6 critical areas of leadership competency. Focuses on personality traits that influence management styles and how to capitalize on strengths and develop areas to get to the next level. A coaching and development tool targeted specifically for personal and professional self development.

Sales Development Report (SDR) – Compares a sales candidate's characteristics with other successful salespeople in 7 key areas critical to sales success. Helps take the first step toward self awareness and provides developmental suggestions and Action Plan options to drive development forward.



preparing THE CANDIDATE

introduction FOR YOU

Personality questionnaires represent one kind of self-presentation, in principle no different from self-presentation in a conversation or an interview. The way in which a person responds to the questionnaire determines their slant on themselves, or their self-presentation. This is referred to as their “test taking mentality.” It is important to assess a person’s test taking mentality. This helps to determine how accurate their self-presentation is when interpreting the data from the report.

Getting accurate results is critical for obtaining an accurate interpretation. Putting the candidate at ease and conducting the process correctly will help reduce “distortion.” Distortion results when a candidate tries to outsmart, or manipulate the assessment instrument to present themselves in a good light or hide something for some reason other than being completely truthful.

It is also important to set the tone and establish a positive mindset for candidates taking the 16PF. If a candidate believes the assessment they are about to take may impede their ability to get the job or get the promotion, they are likely to over exaggerate certain things about themselves, which may give a false reading.

It is your responsibility to inform your candidates their results are considered with all their other qualifications. This will help them to relax, be comfortable and have a good frame of mind so the results will reveal an accurate self-portrayal.

introduction FOR THE CANDIDATE

Here are some suggestions to prepare your candidate for a good assessment experience.

You will be moving ahead to the next step in our evaluation process. The next step will be for you to complete an assessment online. The Executive Group has been selected to facilitate this process and they will forward your results back to us.

The assessment results are only **one** of the criteria used to make selection or promotion decisions at our Company. You will be considered based on the extent to which your entire set of qualifications and experience match the position’s requirements. All information gathered from the following components is considered in the process:

- | | |
|-------------------------|---------------------------|
| -Resume and interview | -Work history/experience |
| -Skills and abilities | -Reference check |
| -Education and training | -Assessment data/feedback |



tips FOR PROCTORS

preparing FOR THE ASSESSMENT

We suggest you administer the assessment at your facility to get optimum results and insure validity. Schedule the assessment so the candidate has enough time to receive instructions, log onto the site and complete the entire questionnaire in one sitting. The online assessment will take approximately 30-45 minutes and some take longer so allow at least an hour for the entire process.

Check the area where the candidate will be testing to ensure comfort, convenience and a stress free environment:

- Privacy; quiet space free from noise and interruptions
- Comfortable chair with adequate desk space
- Adequate lighting
- Moderate temperature/ventilation
- Functional computer equipment; meets IT requirements

remote TESTING

With online assessments you have the flexibility to test the candidate at your facility or at a remote location. While it is preferable to proctor the assessment in your offices, sometimes it is not always possible or convenient.

requesting CODES

Request the codes and directions from The Executive Group to email to your candidate. Do not use a candidate's business email with his/her current employer, use a personal email instead.

Codes may be purchased in blocks of 10 or individually depending on your needs. A code memo with all the pertinent information can be emailed to your candidate. We caution you to use only personal email addresses, no business or work emails of current employers.



tips FOR PROCTORS (cont'd)

release AND HOLD HARMLESS AGREEMENT

Each candidate must complete a Release and Hold Harmless Agreement and agree to the terms to access the online assessment. The functions of the Release and Hold Harmless Agreement are as follows:

- The agreement releases your Company, The Executive Group and other related parties from legal liability as a result of the evaluation.
- Collects demographic information on age, sex, race, etc. to ensure that there is no disproportionate impact on any protected group.
- Keeps a database for The Executive Group's exclusive use and will not affect in any way the information sent to your company or be used in the hiring process.
- Authorizes the candidate's consent to take the assessment and verifies agreement to the terms and conditions. Specifically, this is NOT the sole criterion for hiring and the candidate will NOT receive the results.
- Gives authorization to The Executive Group to provide a screening summary based upon personnel data and conclusions to your company.

If a candidate agrees to the terms the Release Agreement will be automatically forwarded to The Executive Group.



online ASSESSMENT ADMINISTRATION

It is important to set the tone and establish a positive mindset for candidates taking the 16PF. Prepare the candidate with advice about what to expect during the assessment and what your Company's procedure is for getting back to them.

PREPARING THE CANDIDATE

We suggest the following dialogue to put your candidates at ease and encourage them to be as straightforward as possible.

The assessment you are about to take contains questions to see what interests you have and how you feel about things. The best way to approach this task is to respond with your first impression, and work quickly while responding with candor and spontaneity.

In order to begin the questionnaire, you will be asked to complete a form to authorize release of information and consent to the terms and conditions of the process. The assessment results will **not** be shared with you but will be returned to the Company to be considered with all your other qualifications.

You will be asked to complete a Hold Harmless and Release Agreement and agree to its terms and conditions. In the event a candidate refuses to comply with the terms he or she will not be permitted to take the assessment.

As you answer the questions keep these things in mind:

Questions 1-170 are more subjective in nature

- there are no right or wrong answers
- use the middle response (b ?) in this section sparingly
- don't OVERANAYLZE; go with your first response

Questions 171-185 have with only one correct answer

- choose from a, b, or c in this section
- if you are unsure choose your best estimate
- use scrap paper if you need it; NO calculators

You must answer each question in a section to advance to the next page. When you exit the site the results will automatically be forwarded to The Executive Group.

Do you have any questions?



online ASSESSMENT ADMINISTRATION (*cont'd*)

STEP 1 ACCESSING THE WEBSITE

Log on to the assessment site through The Executive Group website using a compatible browser.

- Type in the following URL: <http://www.theeg.com>
- Choose "Begin Online Assessment" in the top right hand corner
- Read the "Welcome" screen
- Hit **Click Here** to continue

STEP 2 RELEASE AND HOLD HARMLESS AGREEMENT

Complete items on the [Release Form](#) and click [Submit](#)

- If your Company does not assign ID #'s use the name of the position in this space.
- Hiring Manager is the person whom the candidates reports to
- Authorize the terms and click [Forward to the Executive Group](#)

STEP 3 16PF QUESTIONNAIRE

Click on [Enter](#) below the 16PF Symbol at the assessment site

Enter the assigned User Name and Password

- Authorize terms and conditions of 16PF
- Enter Personal Information (not the same as User Name)
- First Name, Middle Initial, Last Name
- Use Position as ID#
- Read instructions how to complete the questions
- Answer each question 1 -185
- Exit the site



online ASSESSMENT ADMINISTRATION (cont'd)

RESUMING ASSESSMENT IF INTERRUPTED

Situation #1 – Just looking, I did not complete any questions

If a candidate gets into the site and then for some reason exits without starting the questionnaire he will be locked out if he tries to reenter the site again. Call The Executive Group to clear the lockout. This situation will cause problems for the candidate that tries to enter multiple times without starting the questionnaire.

Situation #2 – I answered some questions then had to exit without finishing

If the test-taking session is interrupted, the candidate can resume the test by reconnecting to The Executive Group website www.theeg.com and re-entering the codes.

When the candidate has entered access codes for an interrupted test administration, the candidate will be prompted to either;

“Resume testing where I left off” **or** “Start over from the beginning”.

If the candidate chooses to resume testing, the candidate will be taken to the page from which they exited, and all of their previously entered responses will be saved.

If the candidate chooses to start over, they will be taken to the first screen of instructions, and all of their previously entered responses will be lost.

If a candidate quits or is interrupted during their testing session, they must resume and complete their testing session within seven (7) days.

Situation #3 – I answered some questions then had to exit without finishing and a whole week has passed. Now I’m locked out again!

If the test is not completed before the seven (7) day limit, the candidate will not be given the option to resume.

After seven (7) days the Codes will automatically reset and the candidate will have to restart the test from the beginning.



receiving THE REPORT

how MANAGERS RECEIVE THE REPORTS

Our customer service desk monitors your candidate's progress through our system. We receive notification when a release form is completed and again when the candidate logs onto the assessment. Results from the completed assessment are automatically forwarded back to when the candidate exits the site.

We process the information and create your report in a PDF format. This file is emailed as an attachment to the Hiring Manger within 24 hours. The reports can be viewed and printed using Adobe Acrobat Reader.

Reports are emailed with a Request Read Receipt. We ask Mangers to please click the "yes" response to confirm they actually have received the report. The Read Receipt is our way to verify you have actually received your report.

Let us know if you need a quick turnaround, we can usually expedite your special requests if our workload permits.

confidentiality

The assessments contain **HIGHLY CONFIDENTIAL** information and should **NEVER** be shared with a candidate or employee. Results should be used exclusively as a management tool by the appropriate hiring manager. Therefore we request that managers treat these results in the following manner:

- Share results from the assessments only with others who have a need to know.
- Never quote from them or show them to the individual concerned. We have special reports that are designed specifically for employee feedback, self development and coaching.
- After review, the assessments should be filed in a separate folder established exclusively for that purpose, not in the employee's personnel file.

Note: please keep in mind the date on which the assessments were taken. Personality test data is of questionable validity one to two years after it was obtained, people do change.



trouble shooting / TECHNICAL SUPPORT

Our customer service staff is ready to help you get the most benefit from the online assessment process. We are available to answer your technical questions and help you troubleshoot problems.

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ORIENTATION

We offer an orientation and virtual tour of the assessment site for new clients. Please call us to arrange an appointment at your convenience.



system REQUIREMENTS

assessment ONLINE

The candidate must use a web browser that meets the minimum requirements. The test site currently supports:

- Internet Explorer® 4.0 or later
- Netscape®Navigator or Netscape® Communicator 4.0 or later
- Versions of these browsers prior to 4.0 will probably not work well with the secure server
- The test site is designed to use only widely supported HTML syntax compatible with popular browsers
- Other browsers will probably work if they support SSL-3, HTTP 1.1 and HTML 3.2 (especially tables)

Reports are written in PDF format. To be viewed and printed, your systems must have Acrobat Reader. You can link to information about downloading and installing Adobe's Acrobat Reader at <http://www.adobe.com>