



## COMPETENCY ASSESSMENT SERIES

### COMPREHENSIVE REPORT



**DEVELOPED BY:**  
JvR PSYCHOMETRICS (PTY) LTD

**NAME:** Joe Sample  
**COMPANY:** ABC Org  
**GENDER:** Male

#### **CONFIDENTIAL REPORT**

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## 1. INTRODUCTION

The candidate was requested to complete a variety of competency based simulation exercises. The exercises assessed various behavioural competencies drawn from the CAS Competency Model, which are necessary for the required position.

## 2. THE CAS V3 COMPETENCY MODEL

JvR Psychometric's CAS V3 Competency Model is based on the work of Arthur, Day, McNelly, and Edens (2003) and Borman and Brush (1993). Two comprehensive meta-analyses on competencies and optimal managerial performance were integrated to arrive at the current CAS competency model.

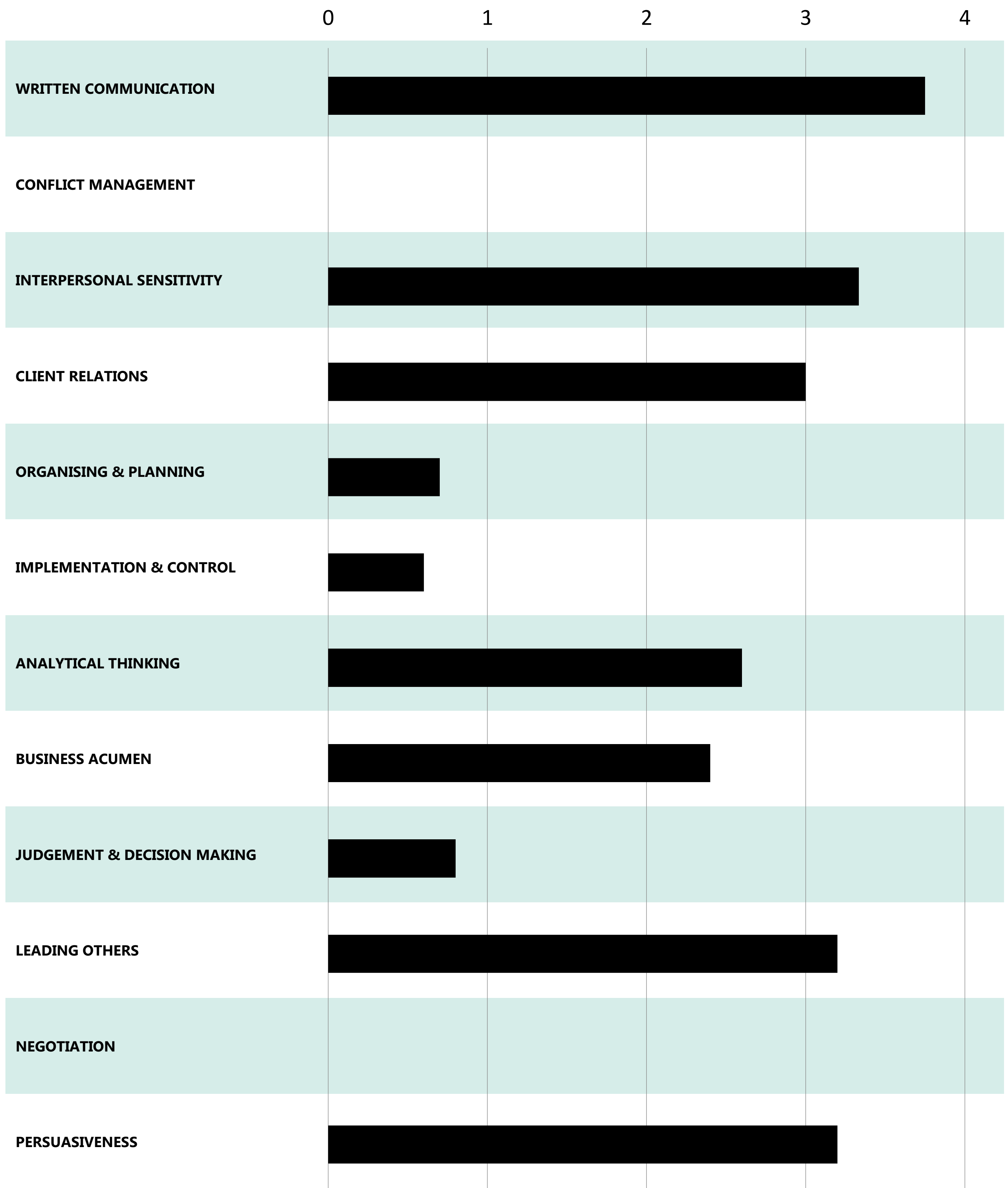
OVERARCHING DIMENSIONS	7 BUCKETS	COMPETENCIES	COMPETENCY DEFINITIONS
INTERPERSONAL FACILITATION & COMMUNICATION	COMMUNICATION	WRITTEN COMMUNICATION	The ability to express ideas effectively in a written format.
		VERBAL COMMUNICATION	The ability to express ideas effectively in individual or group situations (including non-verbal communication).
		PRESENTATION SKILLS	The ability to effectively express oneself when presenting ideas or tasks to an individual or group (including nonverbal communication).
	CONSIDERATION / AWARENESS OF OTHERS	CONFLICT MANAGEMENT	The ability to effectively manage and resolve conflict situations in the workplace.
		INTERPERSONAL SENSITIVITY	The ability to be empathetic towards the needs and feelings of others.
		CLIENT RELATIONS	The ability to provide and maintain customer satisfaction.
		TEAMWORK	A genuine intention to work collaboratively towards a common goal.
MECHANICS OF MANAGEMENT/ ADMINISTRATIVE ACTIVITIES	DRIVE	DRIVE & COMMITMENT	The ability to stay with a position or plan of action until the desired objective is achieved or it is no longer reasonably attainable.
	ORGANISING & PLANNING	ORGANISING & PLANNING	The ability to establish courses of action for self and/or others.
		IMPLEMENTATION & CONTROL	The ability to implement plans and monitor progress through to completion.
	PROBLEM SOLVING	ANALYTICAL THINKING	The ability to systematically analyse information to identify main themes and their causal relationships.
		BUSINESS ACUMEN	The ability to understand the key business issues impacting on the success of the organisation.
		JUDGEMENT & DECISION MAKING	The ability to evaluate information and carefully consider a wide range of possibilities and implication when making sound decisions.
LEADERSHIP & SUPERVISION	INFLUENCING OTHERS	LEADING OTHERS	The ability to lead, inspire and empower others to work towards a desired goal.
		NEGOTIATION	The ability to bargain between parties to reach agreement.
		PERSUASIVENESS	The ability to communicate in a convincing manner and to influence people.
	VISION & STRATEGY	STRATEGIC THINKING	The ability to distil large amounts of information into a higher order long term plan to achieve organisational success.

### 3. INDIVIDUAL COMPETENCY REPORT

The competencies that were assessed are listed below with their corresponding definitions and results obtained by the candidate in this exercise. The scores reflected below are the average score per competency over all the completed exercises. Please also note that the competencies Teamwork, Drive and Commitment and Strategic Thinking were not measured in this simulation battery.

OVERARCHING DIMENSIONS	7 BUCKETS	COMPETENCIES	DEVELOPMENT AREA	COACHING REQUIRED	ON TARGET / ACCEPTABLE	STRENGTH
INTERPERSONAL FACILITATION & COMMUNICATION	COMMUNICATION	<b>WRITTEN COMMUNICATION</b> The ability to express ideas effectively in a written format.				
	CONSIDERATION / AWARENESS OF OTHERS	<b>CONFLICT MANAGEMENT</b> The ability to effectively manage and resolve conflict situations in the workplace.				
		<b>INTERPERSONAL SENSITIVITY</b> The ability to be empathetic towards the needs and feelings of others.				
		<b>CLIENT RELATIONS</b> The ability to provide and maintain customer satisfaction.				
INTERPERSONAL FACILITATION & COMMUNICATION	ORGANISING & PLANNING	<b>ORGANISING &amp; PLANNING</b> The ability to establish courses of action for self and / or others.				
		<b>IMPLEMENTATION &amp; CONTROL</b> The ability to implement plans and monitor progress through to completion.				
	PROBLEM SOLVING	<b>ANALYTICAL THINKING</b> The ability to systematically analyse information to identify main themes and their causal relationships.				
		<b>BUSINESS ACUMEN</b> The ability to understand the key business issues impacting on the success of the organisation.				
		<b>JUDGEMENT &amp; DECISION MAKING</b> The ability to evaluate information and carefully consider a wide range of possibilities and implication when making sound decisions.				
LEADERSHIP & SUPERVISION	INFLUENCING OTHERS	<b>LEADING OTHERS</b> The ability to lead, inspire and empower others to work towards a desired goal.				
		<b>NEGOTIATION</b> The ability to bargain between parties to reach agreement.				
		<b>PERSUASIVENESS</b> The ability to communicate in a convincing manner and to influence people.				

#### 4. COMPETENCY RATING ACROSS EXERCISES



█ E-basket

## 5. DETAILED ITEM COMPETENCY RATINGS

As competencies can look different in varying contexts, it is valuable to report your specific ratings across the various assessment exercises that you were assessed on (i.e., in-basket, presentation and role-play). For example a person can illustrate good Interpersonal Sensitivity in an interactive format (e.g., role-play) but have some difficulty displaying it in a written format (e.g., in-basket). This format allows you to tailor your individual development plan to meet your specific development areas.

As you often find varying degrees of performance on different elements of a competency, the scoring entails rating specific behavioural indicators with either a 1, 2, 3, 4 or No Evidence. The table below explains these ratings:

Rating	Meaning
<b>4</b>	Strength - you displayed more evidence than what was required.
<b>3</b>	Adequate - you displayed effective behaviour and thus competence.
<b>2</b>	Coaching Required - you displayed competence in some aspects, but require development in others.
<b>1</b>	Development Required - you did not display effective behaviours, development is suggested.
<b>No Evidence</b>	You did not display the necessary behaviours and this could mean one of two things: 1. That you have the skill but did not demonstrate it, or 2. That you do not have this skill yet and it could therefore be considered an area for development.

### 1 WRITTEN COMMUNICATION

#### E-BASKET

	1	2	3	4	No evidence
Written communication is clear and to the point					
Uses a writing style that is appropriate to the context					
Uses logical and systematic writing style					
Uses appropriate grammar and punctuation					

### 2 CONFLICT MANAGEMENT

#### E-BASKET (Item 2.2)

	1	2	3	4	No evidence
Considers all relevant information pertaining to Metro Bank as well as Chilli Red					
Shows an understanding of the different perspectives of the conflicting parties					
The suggested action takes a calm and objective approach					
Suggested actions would promote the reaching of a resolution					
Shows an understanding of the possible consequences of conflict in the given situation					



**3 INTERPERSONAL SENSITIVITY**

**E-BASKET (Item 3)**

	1	2	3	4	No evidence
Shows sensitivity in the response to Miles					
Shows care in choice of words					
In their response, candidate appeared to be open and					
Acknowledges others' viewpoints					
Encourages co-operation					

**E-BASKET (Item 4)**

	1	2	3	4	No evidence
Showed sensitivity in response to Tandi					
Shows care in choice of words					
In their response, candidate appears to be open and approachable					
Acknowledges others viewpoint					
Encourages co-operation					
Remains objective in dealings with Tandi					

**4 CLIENT RELATIONS**

**E-BASKET (Item 6)**

	1	2	3	4	No evidence
Shows an understanding of the possible needs of clients					
Suggestions provided by the candidate is aimed at meeting client expectations					
In the suggestions made, candidate displayed an awareness of having respect for clients					
The suggestions were aimed at building a collaborative relationship with clients					
Through the suggestions, candidate appears to be open and approachable					

**5 ORGANISING & PLANNING**

**E-BASKET (Item 2.3)**

	1	2	3	4	No evidence
Clearly specifies goals and objectives of suggested actions					
Establishes priorities					
Assessing and organising available resources to ensure the execution of suggested actions					
Includes contingency plans were necessary					
Indicates people responsible for various tasks or delegates if necessary or appropriate					

**E-BASKET (Item 5)**

	1	2	3	4	No evidence
Clearly specifies goals and objectives					
Establishes priorities					
Assesses and organises available resources					
Includes contingency plans were necessary					
Includes responsibilities for people where necessary					

**6 IMPLEMENTATION & CONTROL**

**E-BASKET (Item 6)**

	1	2	3	4	No evidence
Assigns specific roles to individuals to ensure completion of both initiatives					
Delegates and sets appropriate parameters for the completion of both initiatives					
Establishes feedback mechanisms					
Provides measures to continuously monitor progress					
Sets appropriate timelines for completion of tasks					

**7 ANALYTICAL THINKING**

**E-BASKET (Item 1)**

	1	2	3	4	No evidence
Grasps the key elements of the problem(s) with regard to the budget figures					
Understand the link between elements					
Systematically considers details and facts pertaining to the stated problem					
Understands relevant causes for the problems at hand					
Weighs consequences of various suggestions					

**E-BASKET (Item 7)**

	1	2	3	4	No evidence
Grasps the key elements of the problem(s)					
Understands the link between elements					
Demonstrates ability to summarise pros and cons with regards to outsourcing					
Demonstrates ability to summarise pros and cons with regards to staying with current service provider					
Systematically considers relevant details and facts					

**8 BUSINESS ACUMEN**

**E-BASKET (Item 1)**

	1	2	3	4	No evidence
Identify the problems impacting the competitiveness of Metro Branch Bank from a business perspective					
Understands the forces impacting on profitability and sustainability within Metro Bank					
Weighs the impact and consequences of various options for staying competitive and sustainable					
Suggests actions aimed at staying competitive and cutting costs					
Takes various sources, such as budget figures, into account					

**9 JUDGEMENT & DECISION MAKING**

**E-BASKET (Item 2.1)**

	1	2	3	4	No evidence
Evaluates all relevant information					
Considers various alternatives, courses of action and stakeholders					
Suggests a course of action					
Suggestions made were based on evidence and reasoning					
Displays an understanding of implications of decisions or					

**E-BASKET (Item 4)**

	1	2	3	4	No evidence
Evaluates all relevant information					
Considers various alternatives, courses of action and stakeholders					
Suggestions made were aimed at addressing the situation at hand					
Suggestions were based on evidence and reasoning					
Understands implications of suggested actions					

**E-BASKET (Item 7)**

Evaluates all relevant information					
Considers various alternatives, courses of action and stakeholders					
Understands implications of decisions					
Makes suggestion based on the situation at hand					
Provides evidence to support suggestion made					

**10 LEADING OTHERS**

**E-BASKET (Item 5)**

	1	2	3	4	No evidence
Provides direction to the group					
Displays a willingness to be personally committed to improve the current organisation climate					
Generates and promotes co-operation within the group					
The conveyed message is inspiring and motivating					
Motivates and promotes the suggested strategy					

**11 NEGOTIATION**

**E-BASKET (Item 2.2)**

	1	2	3	4	No evidence
Considers the position of Chilli red in the situation					
Identifies points of agreement or disagreement between					
Presents and explores alternatives that could be implemented to avoid legal action					
Suggestions are focused on the set objectives					
Suggestions made would promote the possible reaching of					

**12 PERSUASIVENESS**

**E-BASKET (Item 3)**

	1	2	3	4	No evidence
Conveys message in a convincing manner					
Response promotes gaining the agreement from others					
Provides rationale for their point or position					
Demonstrates confidence in their own conviction					
Message is aimed at the concerns and reservations of the target audience					



## 6. STRENGTH AND DEVELOPMENT AREAS

Another useful view is to consider your strengths and areas for development in each exercise. In the tables that follow we have rank ordered the behavioural indicators in each exercise to help you to identify your strengths and development areas.

### 6.1 E-BASKET:

Strength	<ul style="list-style-type: none"> <li>• Showed sensitivity in response to Tandi</li> <li>• Considers various alternatives, courses of action and stakeholders</li> <li>• Remains objective in dealings with Tandi</li> <li>• Provides direction to the group</li> <li>• Uses logical and systematic writing style</li> <li>• Suggestions provided by the candidate is aimed at meeting client expectations</li> <li>• Demonstrates ability to summarise pros and cons with regards to outsourcing</li> <li>• Acknowledges others viewpoint</li> <li>• Evaluates all relevant information</li> <li>• Suggestions made were aimed at addressing the situation at hand</li> <li>• Clearly specifies goals and objectives with regards to the training programme</li> <li>• Understands the link between elements</li> <li>• Makes suggestion based on the situation at hand</li> <li>• Written communication is clear and to the point</li> <li>• Conveys message in a convincing manner</li> <li>• Shows care in choice of words</li> <li>• Motivates and promotes the suggested strategy</li> <li>• Establishes priorities</li> <li>• Provides evidence to support suggestion made</li> <li>• Uses a writing style that is appropriate to the context</li> </ul>
Adequate	<ul style="list-style-type: none"> <li>• Suggests actions aimed at staying competitive and cutting costs</li> <li>• Acknowledges others viewpoints</li> <li>• Response promotes gaining the agreement from others</li> <li>• In their response, candidate appears to be open and approachable</li> <li>• Shows sensitivity in their response to Miles</li> <li>• Encourages co-operation</li> <li>• Assigns specific roles to individuals to ensure completion of both initiatives</li> <li>• Uses appropriate grammar and punctuation</li> <li>• Shows care in choice of words</li> <li>• Demonstrates confidence in their own conviction</li> <li>• The conveyed message is inspiring and motivating</li> <li>• Through the suggestions, candidate appears to be open and approachable</li> <li>• Grasps the key elements of the problem(s) with regards to the budget figures</li> <li>• Understands implications of actions</li> <li>• Provides rationale for their point or position</li> <li>• Identifies the problems impacting the competitiveness of Metro Branch Bank from a business perspective</li> <li>• In their response, candidate appeared to be open and approachable</li> <li>• Encourages co-operation</li> <li>• Message is aimed at the concerns and reservations of target audience</li> <li>• Considers various alternatives, courses of action and stakeholders</li> <li>• Suggestions were based on evidence and reasoning</li> <li>• Generates and promotes co-operation within the group</li> <li>• Clearly specifies goals and objectives with regards to the employee forum</li> <li>• Includes contingency plans where necessary</li> <li>• Shows an understanding of the possible needs of clients</li> <li>• In the suggestions made, candidate displayed an awareness of having respect for clients</li> <li>• Systematically considers relevant details and facts</li> <li>• Evaluates all relevant information</li> </ul>
Coaching Required	<ul style="list-style-type: none"> <li>• Grasps the key elements of the problem(s) with regards to the budget figures</li> <li>• Weighs consequences of various suggestions</li> <li>• The suggestions were aimed at building a collaborative relationship with clients</li> <li>• Weighs the impact and consequences of various options for staying competitive and sustainable</li> <li>• Understands the forces impacting the profitability and sustainability within Metro Bank</li> <li>• Understands the link between elements</li> <li>• Systematically considers details and facts pertaining to the stated problem</li> <li>• Displays a willingness to be personally committed to improve the current organisations climate</li> <li>• Takes various sources, such as budget figures, into account</li> <li>• Understands relevant causes for the problems at hand</li> </ul>
No Evidence	<ul style="list-style-type: none"> <li>• Suggests a course of action</li> <li>• Suggestions made would promote the possible reaching of agreement between Chilli Red and Metro Bank</li> <li>• Shows an understanding of the possible consequences of conflict in the given situation</li> <li>• Assesses and organises available resources</li> <li>• Displays an understanding of implications of decisions or suggestions made</li> <li>• Considers the position of Chilli Red in the situation</li> <li>• Identifies points of agreement or disagreement between Metro Bank and Chilli Red</li> <li>• Shows an understanding of the different perspectives of the conflicting parties</li> <li>• Clearly specifies goals and objectives of suggested actions</li> <li>• Delegates and sets appropriate parameters for the completion of both initiatives</li> <li>• Establishes feedback mechanisms</li> <li>• Demonstrates ability to summarise pros and cons with regards to staying with current service provider</li> <li>• Considers various alternatives, courses of action and stakeholders</li> <li>• Presents and explores alternatives that could be implemented to avoid legal action</li> <li>• Considers all relevant information pertaining to Metro Bank as well as Chilli Red</li> <li>• The suggested action takes a calm and objective approach</li> <li>• Establishes priorities</li> <li>• Indicates people responsible for various tasks or delegates if necessary or appropriate</li> <li>• Provides measures to continuously monitor progress</li> <li>• Sets appropriate timelines for completion of tasks</li> <li>• Evaluates all relevant information</li> <li>• Suggestions made were based on evidence and reasoning</li> <li>• Suggestions are focused on the set objectives</li> <li>• Suggested actions would promote the reaching of a resolution</li> <li>• Assessing and organising available resources to ensure the execution of suggested actions</li> <li>• Includes contingency plans where necessary</li> <li>• Understands implications of suggested actions</li> </ul>

## 7. CONCLUSION

Current psychological theory suggests that the best development processes are where one leverages one's strengths to mitigate one's development areas. Competency based assessment provides individuals with opportunities to display various competencies by simulating typical working environments. This is quite different from personality questionnaires which are based on self-report. So in essence, this report is based on your behaviour as opposed to your personality.

Thank you for your time taken to participate in this assessment and development process. We trust that you will find the feedback useful and enriching.

