



IN-BASKET EXERCISE BUSINESS OPTIONS INC.

EVALUATION REPORT

- Candidate: Candidate X
- Evaluation date: January 200X

ÉVALUATION PERSONNEL
SÉLECTION INTERNATIONAL INC.

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In-Basket Exercise

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Explanation of the In-Basket Exercise

The In-Basket Exercise Business Options Inc. evaluates a candidate's ability to react appropriately, in writing, to situations that could occur on the job in a middle management position. These situations could include letters sent to the organization, memos from an employing officer, an employee or a colleague, or short reports on topics such as the budget or client services.

For this exercise, the candidate will have to provide answers to a series of situations in text format or in point form. This exercise contains twelve (12) situation scenarios that must be completed by using the skills that match the six (6) evaluation criteria below. The candidate will have to analyze each situation and make a decision that best suits the information provided.

Rating scale

For this report, the results are presented using the following rating scale:

| | |
|-----------------------|---|
| Excellent 5 | All major issues/criteria were addressed, answers were appropriate. Candidate surpassed your expectations. |
| Very good 4 | Most of the major issues were addressed, no major deficiencies exist in the areas assessed. Candidate demonstrated a consistently better than average level of performance. |
| Good 3 | Some of the major and minor issues were addressed, some deficiencies exist in the areas assessed, but none of major concern. |
| Weak 2 | Few issues were addressed, some major deficiencies, some problems. |
| Poor 1 | Few or no issues addressed, many deficiencies, a major problem exists. No answer or inappropriate. |
| Absent 0 | The candidate does not demonstrate in any manner the evaluation criteria. |

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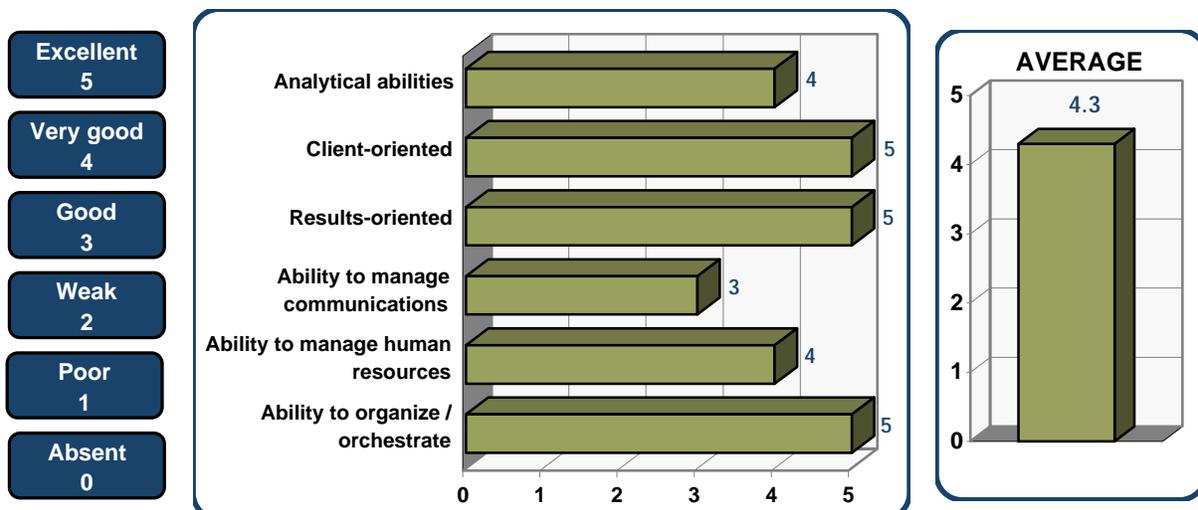
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Definition of the competencies evaluated

- **ANALYTICAL ABILITIES:** Identifies the basic elements of a situation or a problem, links these elements and identifies the structural principles required to gain a systematic outlook of the situation.
- **CLIENT-ORIENTED:** Aims to establish a long-term relationship with clients, to provide quality services that meet their needs and to maintain a high level of satisfaction.
- **RESULTS-ORIENTED:** Puts in lots of efforts to reach set goals and considers the achievement of results as a main concern.
- **ABILITY TO MANAGE COMMUNICATIONS:** Ability to manage communications in such a way that the people involved get the required information at the right time in a format that meets their needs.
- **ABILITY TO MANAGE HUMAN RESOURCES:** Implements mechanisms used to create a positive working environment and to obtain, maintain and develop a competent work force that will work towards achieving the organization's strategic goals.
- **ABILITY TO ORGANIZE / ORCHESTRATE:** Distributes resources, efficiently organizes work and takes the necessary measures to reach the goals set.

Results obtained

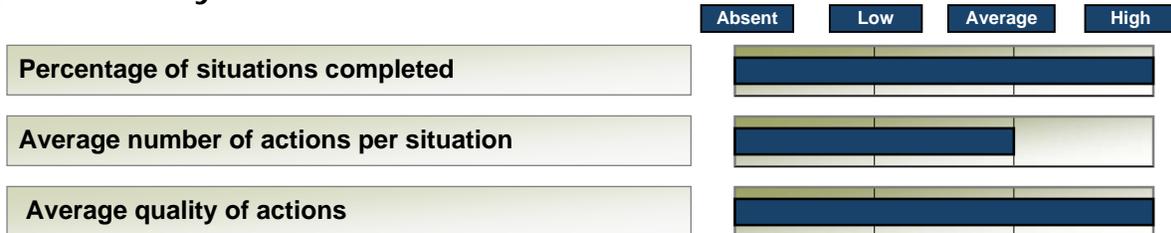


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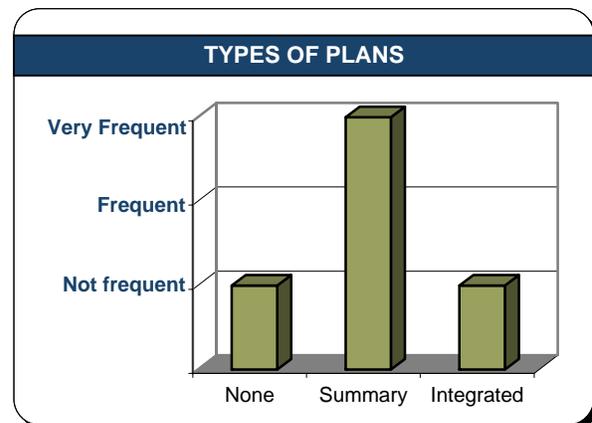
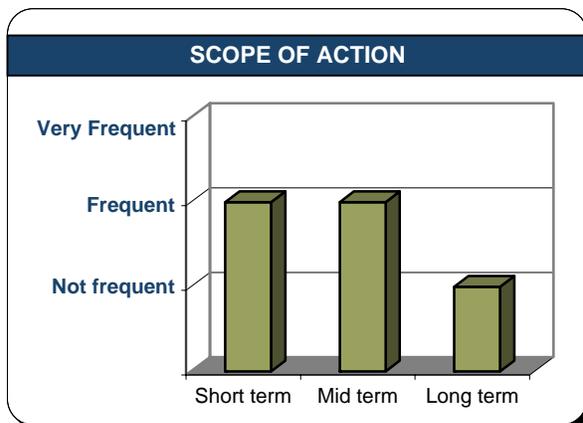
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Productivity



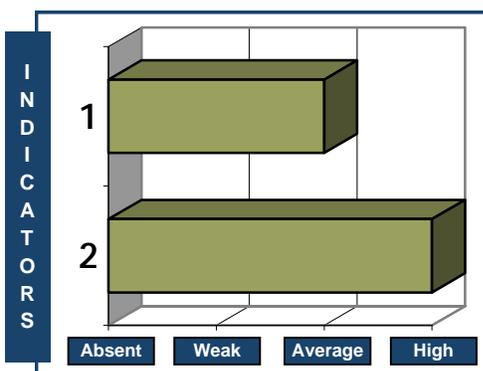
Scope of Action and Types of Plans



Result per competency

Analytical abilities

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- Analyzes the context**
Evaluates the extent to which the candidate analyzes the complexity of problems that arise by questioning the people involved and by verifying the accuracy of the information provided or the hypotheses offered.
- Looks at the overall picture**
Evaluates the extent to which the candidate can get an overview of the situation, by questioning the relevance of the actions to be taken or by evaluating the impact of committing to the projects proposed.

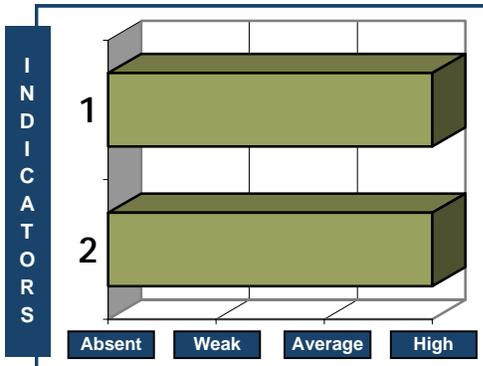
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Client-oriented

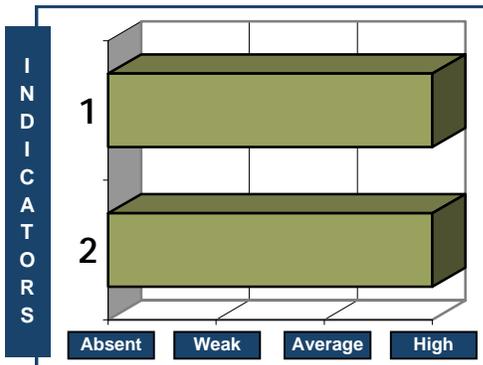
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- 1 **Communicates and collaborates with clients**
Evaluates the extent to which the candidate encourages active communication with clients in resolving problems that arise, and encourages long-term business relationships in doing so.
- 2 **Is committed to providing quality services**
Evaluates the extent to which the candidate is concerned about promoting high-quality service and client satisfaction. Also evaluates the extent to which the candidate encourages effective market development.

Results-oriented

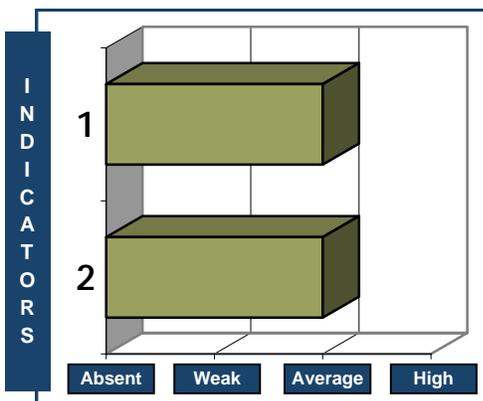
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- 1 **Mobilizes available resources**
Evaluates the extent to which the candidate is concerned about mobilizing material, financial and human resources to achieve prescribed objectives.
- 2 **Establishes policies and guidelines**
Evaluates the extent to which the candidate is concerned about establishing procedures or mechanisms for achieving results.

Ability to manage communications

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- 1 **Communication with his/her employees**
Evaluates the extent to which the candidate is concerned about communicating with his/her employees via discussion or by sharing information about current files or problems that arise, and encouraging their involvement in finding solutions.
- 2 **Communication with peers and superiors**
Evaluates the extent to which the candidate is concerned about communicating with colleagues and superiors via discussion or sharing information about current concerns or problems that arise.

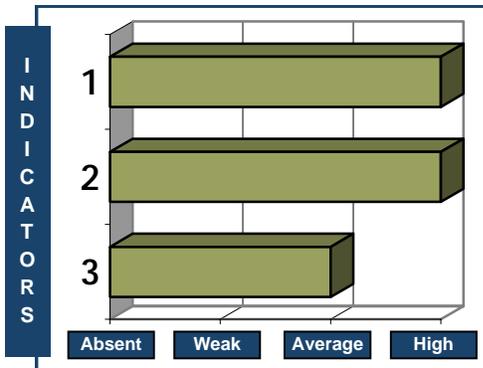
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Ability to manage human resources

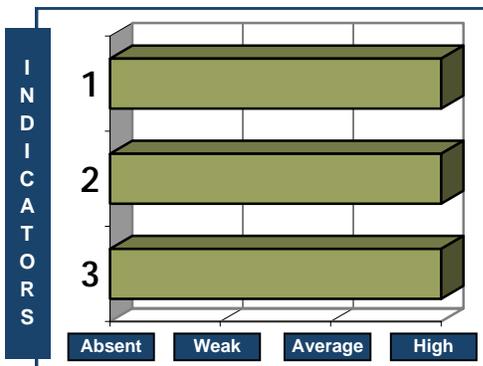
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- 1 Makes his employees accountable**
Evaluates the extent to which the candidate knows how to delegate responsibilities to employees and how to encourage accountability in employees when they take on a task or a mandate.
- 2 Uses of human resources tools**
Evaluates the extent to which the candidate encourages the use of available human resource tools for employees such as training and skill development. Also evaluates the extent to which the candidate is able to determine manpower needs.
- 3 Establishes a healthy workplace**
Evaluates the extent to which the candidate is able to create a stimulating work atmosphere among his / her staff by fostering healthy human resource management practices and by encouraging teamwork.

Ability to organize / orchestrate

5 / 5



- 1 Identifies priorities**
Evaluates the extent to which the candidate is able to prioritize the actions he or she plans to take in relation to one or all of the situations that he or she is dealing with. Also evaluates the extent to which the candidate is able to identify the key elements that will enable him or her to plan activities well.
- 2 Implements and controls**
Evaluates the extent to which the candidate knows how to establish expectations for the work to be done and the deadlines to be met. Also evaluates the extent to which the candidate follows up for on-going projects.
- 3 Plans activities**
Evaluates the extent to which the candidate is able to establish complete action plans divided into a sequence of steps that enable the definitive resolution of problems encountered.