



MULTIPLE CHOICE IN-BASKET EXERCISE - NATIONAL RENEWABLE ENERGIES CORPORATION (NREC-IB 09)

EVALUATION REPORT

Candidate:

Smith, John

Evaluation date:

2010/01/15

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Multiple Choice In-Basket Exercise - National Renewable Energies Corporation

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Explanation Note for this Type of Exam

The **National Renewable Energies Corporation Multiple Choice In-Basket Exercise** assesses a candidate's ability to react to situations that might be encountered on the job in a 1st level management position in an administrative sector context. These situations can touch several topics such as client satisfaction, employee or immediate supervisor requests, procedures, and workload.

Following the 13 situations presented in this In-Basket, 70 multiple choice questions were submitted to the candidate. In this context, the candidate had to choose the most appropriate statement to answer the different questions asked.

These questions call for the management abilities usually required for this level of position and aims at assessing seven (7) assessment criteria.

Rating Scale

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

Excellent 5	The candidate responds to the main aspects and criteria of the evaluation and his/her responses are appropriate. The candidate has surpassed expectations.
Very good 4	The candidate responds to most of the criteria of the evaluation and there were no major deficiencies noted for the aspects evaluated. The candidate demonstrated an above-average performance.
Good 3	Some of the main and secondary criteria of the evaluation were raised. The candidate demonstrates some minor deficiencies with regards to the evaluated criteria.
Weak 2	The candidate omits important aspects and criteria of the evaluation. The candidate presents some major deficiencies and is having problems.
Poor 1	The candidate omits most of the aspects that are evaluated and presents several major deficiencies. The candidate is incapable of responding or the answers are inappropriate.
Absent 0	The candidate did not demonstrate this evaluation criterion in any way.

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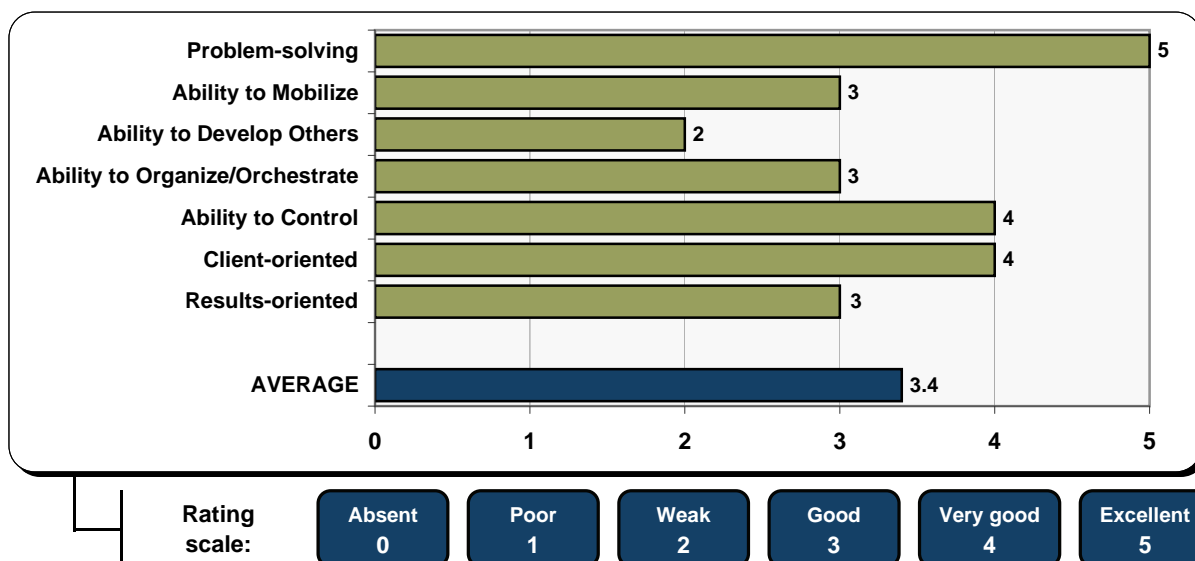
Evaluation date: 2010/01/15

Definition of the Competencies Evaluated

- **PROBLEM-SOLVING:** Able to identify and analyze a problem, evaluate possible solutions, and select the most suitable one.
- **ABILITY TO MOBILIZE:** Able to motivate individuals to work harder, more effectively, and with greater enthusiasm.
- **ABILITY TO DEVELOP OTHERS:** Encourages the professional development of individuals by helping them to learn and develop job-relevant skills and to enhance their contributions to the organization.
- **ABILITY TO ORGANIZE/ORCHESTRATE:** Able to efficiently assign responsibilities, set work schedules, distribute resources, and coordinate activities in the process of reaching a goal.
- **ABILITY TO CONTROL:** Able to exercise control over the work activities of individuals thereby ensuring they fulfill their assigned responsibilities.
- **CLIENT-ORIENTED:** Strives to establish positive long-term relationships with clients/customers and to achieve high client/customer satisfaction by providing quality services or products that meet their wants, needs, and expectations.
- **RESULTS-ORIENTED:** Devotes high effort to reach set goals and regards the achievement of results as a major concern.

Global Results

Here is a summary of the candidate's results for the assessment criteria assessed by this test. You will also find clarifications regarding the results in the following pages.



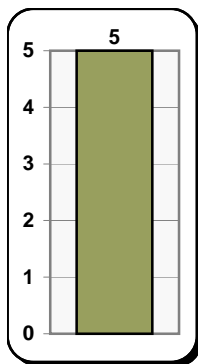
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Results per Competency

6	PROBLEM-SOLVING	Result	5 / 5
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DETAILS ON THE RESULT OBTAINED:

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The candidate carried out a thorough analysis of the situations presented and demonstrated skill in diagnosing the situation when solving the problem presented.

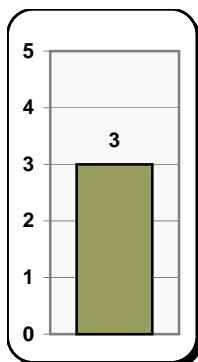
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Faced with a problem situation, the candidate was capable of determining the directions to take and the decisions required to solve the problems faced.

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The candidate gave considerable importance to the involvement of the interveners concerned with the situations. In fact, he (she) frequently undertook discussions that led to the gathering of information needed to solve problems.

22	ABILITY TO MOBILIZE	Result	3 / 5
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DETAILS ON THE RESULT OBTAINED:

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The candidate demonstrated the ability to collaborate with and listen to others with regard to challenging situations at work. This made it possible for the candidate to identify what caused people to be motivated or not in performing their duties.

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The candidate had difficulty influencing employees positively and leading them to reach their full capacity at work. Furthermore, he (she) did not bother to create a positive work environment for the team.

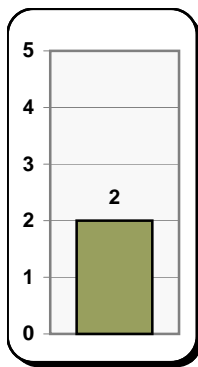
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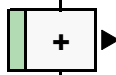
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Results per Competency (continued)

26	ABILITY TO DEVELOP OTHERS	Result	2 / 5
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DETAILS ON THE RESULT OBTAINED:

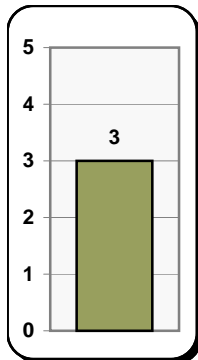


In general, the candidate encouraged employee development. As such, he (she) offered them training sessions and helped them identify development leads to help them advance their careers. In addition, whenever possible, they were offered the opportunity to take on new tasks to diversify their work.

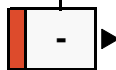


The candidate rarely took time to assess employees' performance based on the goals set. In fact, he (she) did not give them much feedback on their work performance.

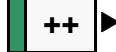
51	ABILITY TO ORGANIZE/ORCHESTRATE	Result	3 / 5
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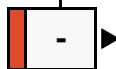
DETAILS ON THE RESULT OBTAINED:



The candidate did not always clearly indicate to employees what had to be done. Indeed, he (she) was not inclined to remind employees of the guidelines on current activities or to assign specific mandates to be carried out.



The candidate demonstrated a great interest in planning the required steps to complete current and future projects.



The candidate was not always capable of organizing operationally the work to be done in order to meet the objectives set by the organization. More specifically, he (she) had difficulty coordinating the tasks and resources available to reach the objectives.

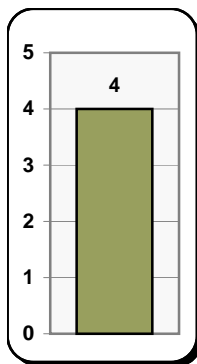
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Results per Competency (continued)

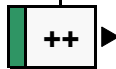
53	ABILITY TO CONTROL	Result	4 / 5
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DETAILS ON THE RESULT OBTAINED:

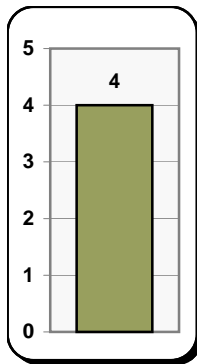


The candidate ensured some monitoring of the work carried out by others. In this regard, he (she) reminded them how important it was to adhere to the rules and policies of the organization linked to the targeted objectives, and to act consistently on them.

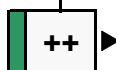


The candidate implemented several regular follow-up mechanisms, which allowed him (her) to monitor properly the progress made based on set standards, objectives and delays.

58	CLIENT-ORIENTED	Result	4 / 5
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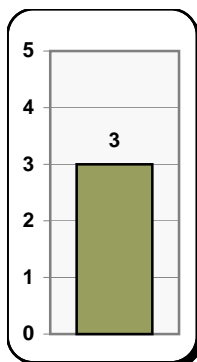


DETAILS ON THE RESULT OBTAINED:



The candidate clearly demonstrated the desire to maintain or enhance client satisfaction. In fact, exceeding the quality standards prescribed by the organization has been at the heart of his (her) concerns.

59	RESULTS-ORIENTED	Result	3 / 5
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DETAILS ON THE RESULT OBTAINED:



In general, the candidate showed proper concern in meeting the objectives set and the overall performance of the organization.



On a few occasions, the candidate showed initiative in situations faced and reacted rapidly to organizational constraints.