



ADVANTAGE POINTS IN-BASKET EXERCISE (ADVANTAGE-IB 06)

EVALUATION REPORT

Candidate:
Smith, John

Evaluation date:
2008/05/20

In-Basket Exercise Advantage Points

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Explanation of the In-Basket Exercise

The In-Basket Exercise Advantage Points evaluates a candidate's ability to react appropriately, in writing, to situations that could occur on the job in an operational 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 seven (7) 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 suit 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.

In-Basket Exercise Advantage Points

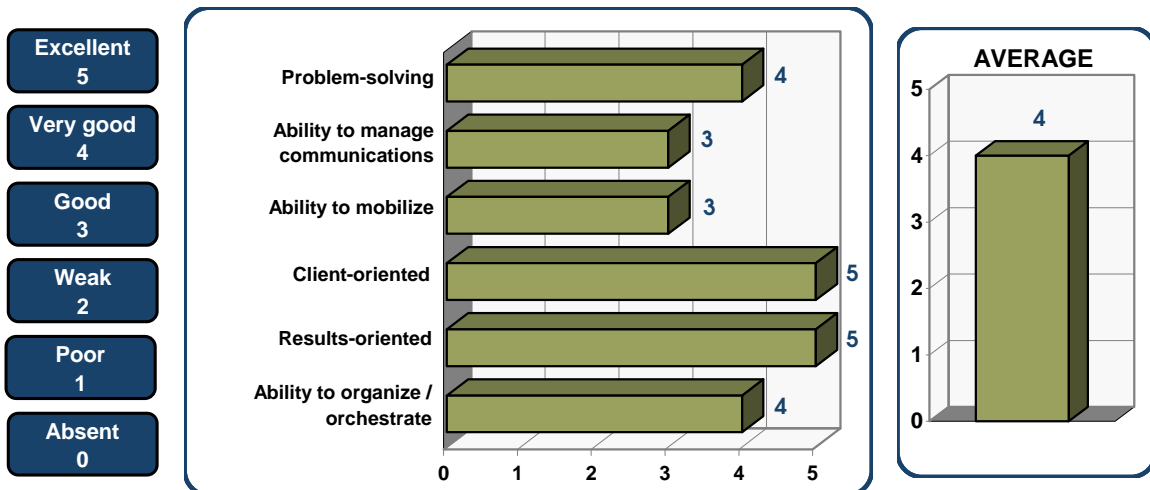
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Definition of the competencies evaluated

- **PROBLEM-SOLVING:** Identifies problems, possible solutions, as well as the best strategies to solve them.
- **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 MOBILIZE:** Motivates others to commit themselves by holding them responsible for their work and by giving meaning to their work.
- **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 ORGANIZE / ORCHESTRATE:** Distributes resources, efficiently organizes work and takes the necessary measures to reach the goals set.

Results obtained



Productivity



In-Basket Exercise Advantage Points

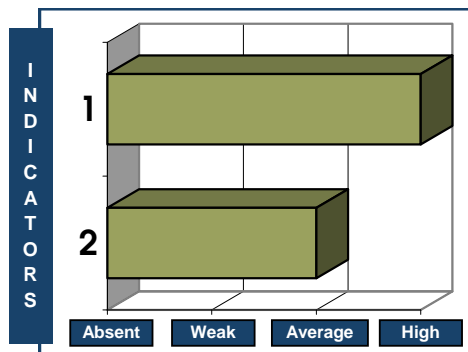
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Result per competency

Problem-solving

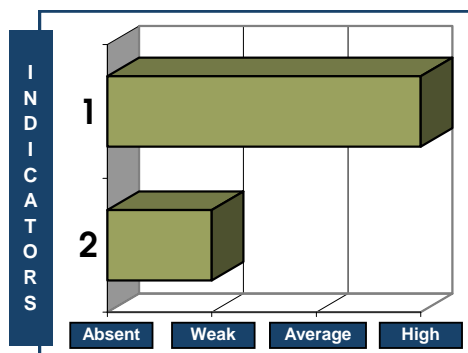
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- 1 Analyzes the situation**
Evaluates the extent to which the candidate analyzes the complexity of problems that arise by questioning the people involved and by verifying the accuracy of the information provided or the hypotheses offered. Also evaluates the extent to which the candidate is able to make links using information provided.
- 2 Identifies solutions**
Evaluates the extent to which the candidate takes a position on situations and makes relevant recommendations to resolve problems.

Ability to manage communications

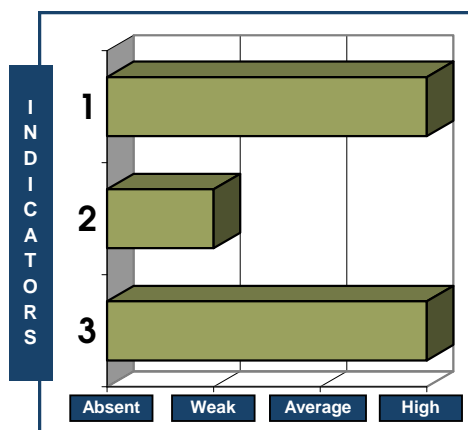
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- 1 Communication with peers and supervisors**
Evaluates the extent to which the candidate facilitates communication and/or involvement with both colleagues and higher hierarchic levels.
- 2 Communication with employees**
Evaluates the extent to which the candidate demonstrates concern for encouraging staff communication and involvement in exploring solutions.

Ability to mobilize

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- 1 Motivates employees**
Evaluates the extent to which the candidate demonstrates concern for motivating human resources in order to achieve established goals.
- 2 Delegates responsibility to employees**
Evaluates the extent to which the candidate knows how to implicate and delegate responsibilities to employees and how to encourage accountability in employees when they take on a task or a mandate.
- 3 Ensures employee competencies**
Evaluates the extent to which the candidate demonstrates concern with employee competencies and seeks to improve them through training.

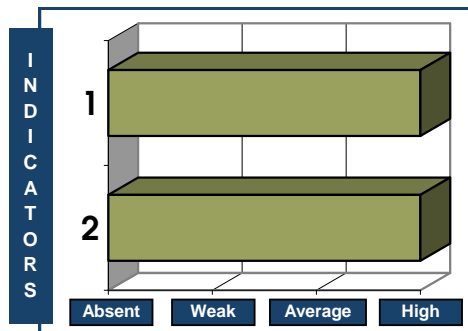
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Client-oriented

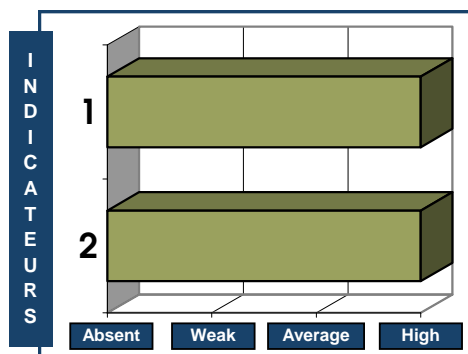
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- 1 Stresses quality of service**
Evaluates the extent to which the candidate demonstrates concern for quality of service and client satisfaction and acts to improve them. Also evaluates the extent to which the candidate targets the competition and fosters effective market development through specific actions.
- 2 Communicates and collaborates with clients/partners**
Evaluates the extent to which the candidate encourages communication and participation with clients to resolve their issues. Also evaluates the extent to which the candidate is concerned for the image of the organization projects.

Results-oriented

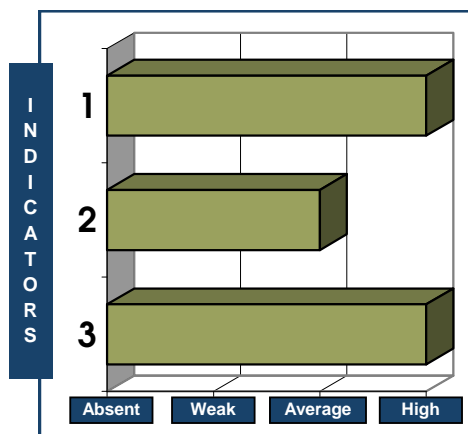
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- 1 Ensures achievement of results**
Evaluates the extent to which the candidate is preoccupied by achieving established results or objectives. Also evaluates the extent to which the candidate manages the work and efforts of human resources based on results to be achieved.
- 2 Coordinates financial and material resources**
Evaluates the extent to which the candidate identifies and coordinates the financial and material resources required to achieve objectives.

Ability to organize / orchestrate

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- 1 Identifies priorities**
Evaluates the extent to which the candidate is able to prioritize the actions he or she plans to take.
- 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.