



**IN-BASKET EXERCISE  
BUSINESS OPTIONS INC. (BUSINESS-IB 10)**

**EVALUATION REPORT**

**Candidate:**  
Participant, John

**Evaluation date:**  
2010/7/22

The present report is confidential. All measures must therefore be taken to preserve the confidentiality of the data presented. Only authorized persons should have access to the content of the report.

# In-Basket Exercise

## Business Options Inc.

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### Explanation Note for this Type of Exam

The **Business Options Inc. In-Basket Exercise** 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 seven (7) 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:

<b>Excellent</b> <b>5</b>	The candidate responds to the main aspects and criteria of the evaluation and his/her responses are appropriate. The candidate has surpassed expectations.
<b>Very good</b> <b>4</b>	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.
<b>Good</b> <b>3</b>	Some of the main and secondary criteria of the evaluation were raised. The candidate demonstrates some minor deficiencies with regards to the evaluated criteria.
<b>Weak</b> <b>2</b>	The candidate omits important aspects and criteria of the evaluation. The candidate presents some major deficiencies and is having problems.
<b>Poor</b> <b>1</b>	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.
<b>Absent</b> <b>0</b>	The candidate did not demonstrate this evaluation criterion in any way.

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## Business Options Inc.

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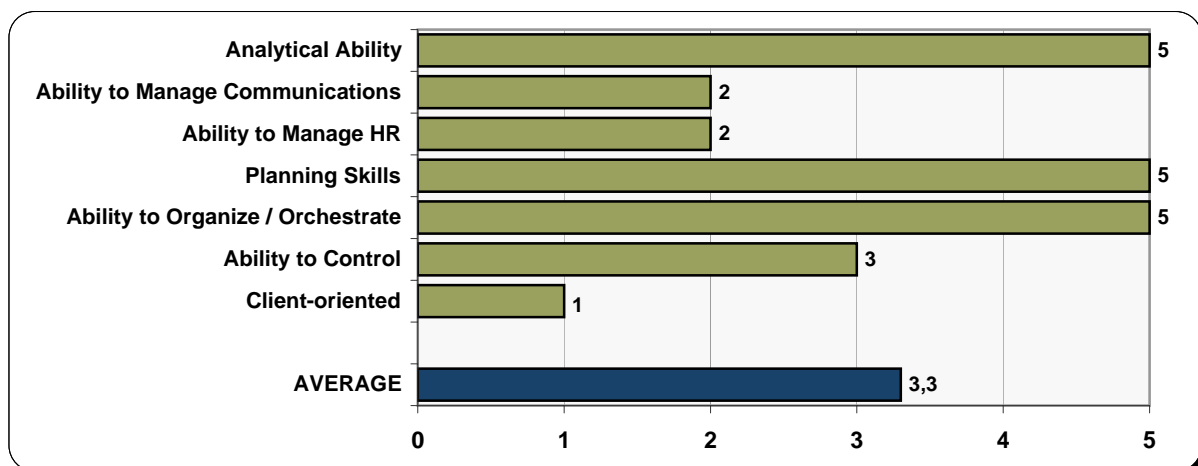
Evaluation date: 2010/7/22

### Definition of the Competencies Evaluated

- **ANALYTICAL ABILITY:** Able to achieve a systematic understanding of a situation or problem by identifying its key elements, the interrelationships among the elements, and the structural principles that explain the interrelationships.
- **ABILITY TO MANAGE COMMUNICATIONS:** Able to coordinate communications in such a way that the targeted audience receives the required information at the right time in a format that meets their needs.
- **ABILITY TO MANAGE HUMAN RESOURCES:** Able to implement procedures used to create a positive and productive work environment and to obtain, develop, and maintain a work force that efficiently and effectively strives toward the achievement of the organization's goals.
- **PLANNING SKILLS:** Able to specify a sequence of activities and events designed to achieve a goal in the context of relevant time and resource constraints.
- **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.

### 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.



Rating scale:

Absent  
0

Poor  
1

Weak  
2

Good  
3

Very good  
4

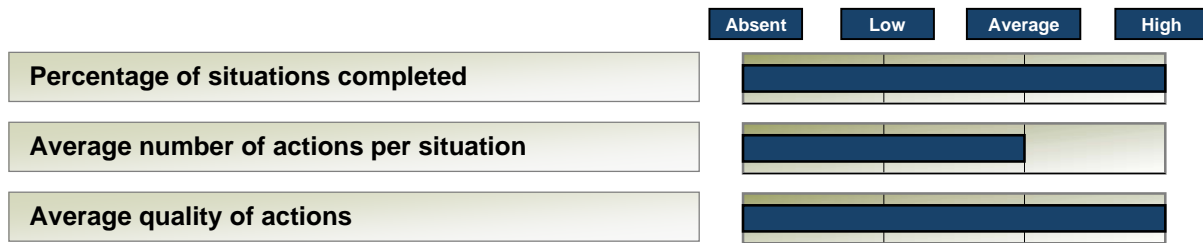
Excellent  
5

# In-Basket Exercise Business Options Inc.

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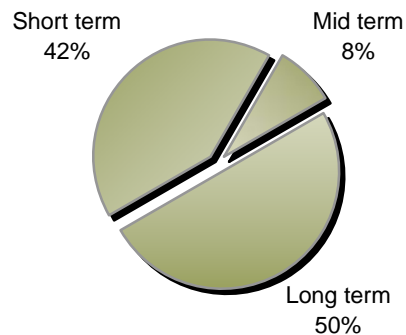
## Productivity



## Scope of Action and Types of Plans

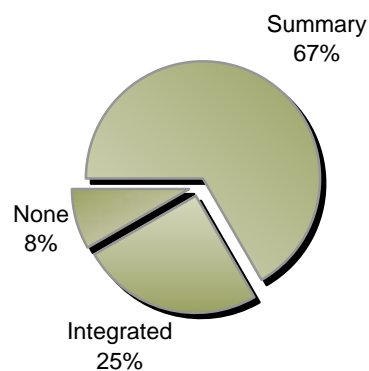
### Scope of Action

Distribution of the range of actions proposed for the situations completed by the candidate.



### Types of Plans

Distribution of the types of plans proposed for the situations completed by the candidate.



\* An integrated plan involves analysis, several actions to resolve the situation, and a follow-up.

# In-Basket Exercise

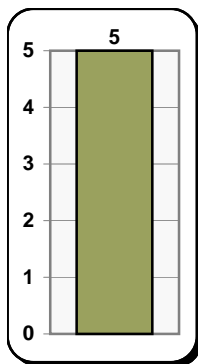
## Business Options Inc.

Candidate: Participant, John

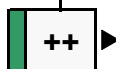
Evaluation date: 2010/7/22

### Results per Competency

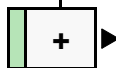
<b>2</b>	<b>ANALYTICAL ABILITY</b>	<b>Result</b>	<b>5 / 5</b>
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#### DETAILS ON THE RESULT OBTAINED:

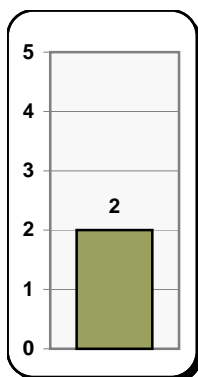


The candidate systematically analyzed the information relating to each of the simulated situations presented. Meaning that the candidate frequently ensured that the facts were verified, and did not hesitate to request additional relevant information that would give him/her a fair and accurate understanding of the situations presented.

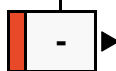


In general, the candidate was able to form a comprehensive picture of the entire situation. Meaning that the candidate was able to establish links between some of the elements and on occasion could identify the probable causes and effects of the problems presented.

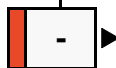
<b>13</b>	<b>ABILITY TO MANAGE COMMUNICATIONS</b>	<b>Result</b>	<b>2 / 5</b>
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#### DETAILS ON THE RESULT OBTAINED:



The candidate was not always able to communicate horizontally or vertically within the hierarchy. Meaning that the candidate rarely focused on transmitting information to colleagues and superiors, nor did the candidate discuss various topics with them that might be of their concern.



The candidate did not always know how to communicate with his/her employees, meaning that the candidate rarely informed employees of upcoming changes taking place within the organization, and displayed no inclination to discuss ongoing projects or assignments with them.

# In-Basket Exercise

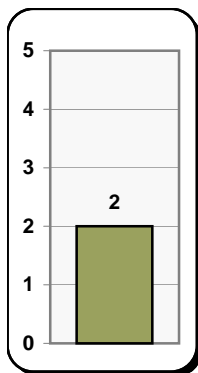
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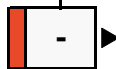
Evaluation date: 2010/7/22

### Results per Competency (continued)

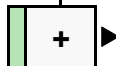
47	ABILITY TO MANAGE HUMAN RESOURCES	Result	2 / 5
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#### DETAILS ON THE RESULT OBTAINED:

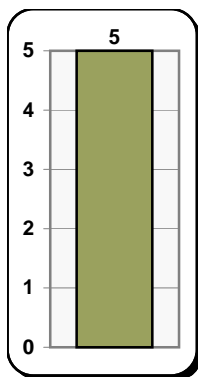


The candidate rarely displayed the ability to make appropriate use of human resource measures for recruiting, developing and motivating qualified workers. Beyond that, the candidate expressed little interest in his/her employees' training and professional development, in motivating them to carry out their assignments, or in attracting employees with the necessary skills to fulfill the organization's objectives.

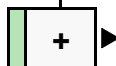


The candidate displayed an interest in establishing a positive working environment within his team. Occasionally, the candidate concerned himself with implementing procedures to create an effective and harmonious working environment for the employees. Similarly, the candidate displayed some interest in establishing appropriate management of human resources.

50	PLANNING SKILLS	Result	5 / 5
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#### DETAILS ON THE RESULT OBTAINED:



In general, the candidate was able to plan the unit's daily activities. Meaning that the candidate was able to establish a few priorities from amongst all the tasks to be completed and maximize the use of available time for some ongoing activities.



The candidate was able to develop concrete comprehensive action plans that incorporated strategic factors. In his/her planning, the candidate also took into consideration the organization's future needs over the medium and long term. In addition, the majority of the candidate's action plans took into account the established objectives which clearly detailed the steps involved and the appropriate follow-up mechanism to be used.

# In-Basket Exercise

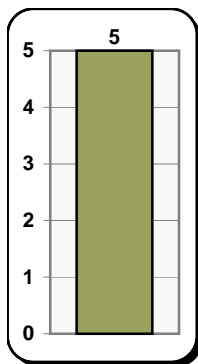
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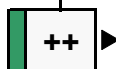
Evaluation date: 2010/7/22

### Results per Competency (continued)

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

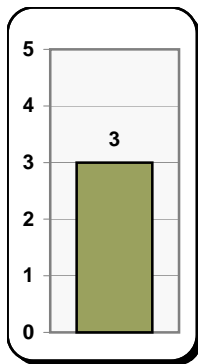


In an effort to achieve the set objectives, the candidate managed his/her employees appropriately by often reminding them of the instructions that were given in order to advance the work. The candidate clearly explained to the employees what needed to be completed, as well as established procedures to be followed and did not hesitate to delegate tasks or responsibilities.



The candidate displayed a superior ability in organizing employees' operational workloads. Meaning that candidate was very able to coordinate tasks and allocate available resources, whether material, physical or financial in an effort to achieve the organization's set objectives.

53	ABILITY TO CONTROL	Result	3 / 5
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#### DETAILS ON THE RESULT OBTAINED:



The candidate established some specific timelines as well as identified certain areas of priority upon which to focus in regard to his/her teams' mandate. In general, the candidate ensured that his/her employees completed their tasks and that they met their objectives by the expected deadlines.



Generally, the candidate introduced measures when required in order to monitor the progress of current assignments. Therefore, in general the candidate promoted the introduction of oversight measures in an effort to ensure the regular, effective management of activities.

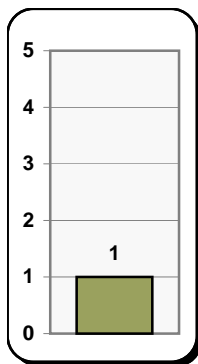
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## Results per Competency (continued)

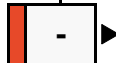
58	CLIENT-ORIENTED	Result	1 / 5
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### DETAILS ON THE RESULT OBTAINED:



In general, the candidate displayed an interest in establishing positive relationships with clientele. As a result, the candidate interacted with clients on several occasions and took some steps in regard to establishing business relationships.



The candidate had little concern with client satisfaction and displayed little interest in improving the organization's standards regarding client services. In addition, the candidate did not identify business opportunities that would have allowed him/her to develop new markets for the organization or enhance the organizations' image.