

Sample Test Material for:

Direct management of work and resources

Test material will be presented in a job simulation exercise format.

For more information about this format, please see the More Information on Job Simulation Exercises following the Sample Job Simulation Exercise.

Test Task: You will be given **Background** information on a fictional agency and your role in the agency. You will then be presented with a series of situations. Each situation will be followed by a list of choices that represent possible responses one could make. You will need to read the information presented and select the best choice(s) to take to collect relevant information and/or resolve the problem(s) in the situation described.

SAMPLE JOB SIMULATION EXERCISE:

Background and Section A:

BACKGROUND

Assume you are a new supervisor in a unit that helps small businesses in New York State with a variety of activities related to financing and promotion. As head of the unit, you supervise three staff members: John Raleigh, Paul Wilson, and Rosa Blanco. Paul is an excellent analyst, and Rosa is a highly skilled writer. John is very competent, but he is not as skilled an analyst as Paul or as skilled a writer as Rosa. All staff work 40 hours a week.

It is Monday morning, and your supervisor has asked your unit to take responsibility for a special assignment. She has told you that the assignment is due to her in three weeks. She expects it to take 40 to 55 person-hours to complete. The assignment has three distinct parts: information gathering, analysis of the information gathered, and generation of a written report. The information gathering will take 20 to 25 person-hours. The analysis will take 15 to 20 hours, and the report writing will take 5 to 10 hours. Due to the nature of the information that must be gathered, your supervisor tells you the assignment should be started immediately. She also tells you that you will need to review the work before it is submitted to her. She wants you to take one week for your review to allow time for any changes that you might think necessary.

Your unit's current work commitments are as follows:

- You have multiple assignments and duties that require a fulltime commitment for the next two weeks.
- John Raleigh is working on two assignments. The first requires a fulltime commitment and will be finished Wednesday afternoon. The second requires 30% of John's time and is due in three weeks.
- Paul Wilson has one assignment, which will require a fulltime commitment for four weeks beginning Friday morning.
- Rosa Blanco is working on two assignments that will require a total of 60% of Rosa's time for the next six weeks.

Staff who are working on assignments less than full time have partial availability each day proportional to their total uncommitted time.

Continue now with SECTION A

SECTION A

To effectively distribute the work for this assignment, you would: **(Choose UP TO THREE.)**

1. Have John take responsibility for the information gathering.
2. Have Paul take responsibility for the information gathering.
3. Have Rosa take responsibility for the information gathering.
4. Have John take responsibility for the analysis.
5. Have Paul take responsibility for the analysis.
6. Have Rosa take responsibility for the analysis.
7. Have John take responsibility for writing the report.
8. Have Paul take responsibility for writing the report.
9. Have Rosa take responsibility for writing the report.

- Mark 'A' on your answer sheet if you are **selecting** that choice or action.
- Mark 'B' on your answer sheet if you are **not selecting** that choice or action.
- You **must** mark **A or B** for **each** choice presented.

This is the end of the sample Background and Section A.

The Solution to Section A is found on the following page.

Solution to Section A from the Sample Job Simulation Exercise:

In the sample Section A presented above, the most effective distribution of the work is described in choices 2, 4, and 9.

Choice 2 has Paul take responsibility for the information gathering. This is effective because Paul has no assignments until Friday morning, at which time he will be committed fulltime to an assignment for three weeks. Additionally, John is unavailable until Thursday, and Rosa has limited availability, which would make her unable to meet the expected time requirement for gathering the information. Having Paul take responsibility for the information gathering provides him with work at a time when he is underutilized and helps avoid the risk of missing the deadline for this assignment.

Choice 4 has John take responsibility for the analysis. This is effective because Paul will be unavailable when the analysis is conducted and Rosa's availability might not be sufficient to meet the expected time requirement for conducting the analysis. John will be able to start the analysis on Thursday and finish Wednesday morning at the latest. If Rosa were to do the analysis, she might not finish until Friday morning, which would not leave enough time for the report to be written.

Choice 9 has Rosa take responsibility for writing the report. This is effective because not only is she a skilled writer, but her availability is sufficient for this task if she begins on Tuesday afternoon, which is the latest John will have finished working on the analysis.

Therefore, in this "Choose UP TO THREE" section, choices 2, 4, and 9 are valued at +1. Choices 1, 3, 5, 6, 7, and 8 are either less effective or inappropriate; therefore, these choices are valued at 0.

To distribute the work for this assignment, you would: **(Choose UP TO THREE.)**

1. Have John take responsibility for the information gathering. 0
2. Have Paul take responsibility for the information gathering. +1
3. Have Rosa take responsibility for the information gathering. 0
4. Have John take responsibility for the analysis. +1
5. Have Paul take responsibility for the analysis. 0
6. Have Rosa take responsibility for the analysis. 0
7. Have John take responsibility for writing the report. 0
8. Have Paul take responsibility for writing the report. 0
9. Have Rosa take responsibility for writing the report. +1

Scoring Section A from the Sample Job Simulation Exercise:

Section A is a "Choose UP TO THREE" section. There are **three** positive choices in this section, choices 2, 4, and 9, which are valued at +1. There are six other choices for this section, choices 1, 3, 5, 6, 7, and 8, and they are valued at 0.

In a "Choose UP TO THREE" section, only three of the candidate's choices are scored. Choices with a value of 0 are scored before choices with a value of +1.

Some of the possible scoring outcomes include the following:

- A candidate would receive the maximum credit for this section (+3) if the three choices valued at +1 were selected and none of the choices valued at 0 were selected (i.e., if the candidate marked 'A' on the answer sheet for choices 2, 4, and 9 and 'B' for choices 1, 3, 5, 6, 7, and 8).
- A candidate who selected three choices, two valued at +1 and one valued at 0, would receive a section score of +2, the sum of the three choices.
- A candidate who selected three choices, one valued at +1 and two valued at 0, would receive a section score of +1, the sum of the three choices.
- A candidate who selected *only two choices* would receive the section score that reflected the sum of those two choices (i.e., either +2, +1, or 0).
- A candidate who selected *only one choice* would receive the score associated with that choice (i.e., either +1 or 0).
- If a candidate selected **more than** three choices, only three choices would be scored. The choices valued at 0 would be scored first, then +1 choice(s) would be scored, up to a maximum of three choices total.
- A candidate would receive a section score of 0 if **no** choices were selected.

End Of Sample Job Simulation Exercise

MORE INFORMATION ON JOB SIMULATION EXERCISES:

Job simulation exercises present candidates with situational judgment problems, similar to those encountered on the job, and many possible answer choices.

Each answer choice is numbered. Candidates must select the best answer choice(s) presented and, on the separate scannable answer sheet, mark 'A' for the choice(s) selected and 'B' for the choice(s) not selected. Candidates must mark each and every answer choice as either one they are selecting or one they are NOT selecting.

In the Sample Job Simulation Exercise presented above, each choice has a value of +1 or 0. In sections that specify the number of choices to select (e.g. Choose ONLY ONE or Choose UP TO THREE), only that number of choices are scored. In these sections, a candidate's choices with a value of 0 are scored before the candidate's choices with a value of +1. If a candidate has selected more than the specified number, only the number of choices specified are scored.

To compute subtest scores for a job simulation exercise, candidate section scores are totaled and scaled according to the range of possible points for the subtest (e.g., 0 to 15, 0 to 30, etc.)

Directions for Job Simulation Exercises:

The job simulation exercises will present you with situations that are similar to those you might encounter on the job. The job simulation exercise will start with **Background** information that will tell you about the job setting and your role in that setting. The Background may also include some job-related issues, situations, and/or resource materials for you to consider.

You will then be given a series of situations in simulation Sections. Each Section will present the situation and choices representing possible responses one could make in that situation. You are to read the information and select the best choice(s) to take to collect relevant information and/or resolve the problem(s) in the situation presented.

The job simulation exercise will start with **Section A**. The Sections will continue in alphabetical order (Section B, then Section C, etc.) to the end of the exercise. Each Section will present you with choices, and you are to select the most appropriate choice(s) from among those presented.

Instructions for Selecting Answer Choices:

Each section will include an instruction on **how many** choices to select in that section. The instructions may tell you to:

- choose a specific number of choices, e.g., **“Choose ONLY ONE.”**
- choose **“up to”** a maximum number of choices, e.g., **“Choose UP TO THREE.”** (Candidates may choose fewer than three, but should not choose more than three.)
- choose as many choices as are appropriate, e.g., **“Choose AS MANY as are appropriate.”**

Follow the instructions to each section carefully. Failure to follow the instructions may result in a lower score.

Instructions for Marking Answer Choices:

In order to be scored, all your answers must be recorded on a separate, scannable answer sheet. Using a No. 2 pencil, you are to mark ‘A’ for the choices you select and ‘B’ for the choices you are not selecting. The following instructions will appear at the end of each Section:

- Mark 'A' on your answer sheet if you are **selecting** that choice or action.
- Mark 'B' on your answer sheet if you are **not selecting** that choice or action.
- You **must** mark **A or B** for **each** choice presented.

You must mark either **A** or **B** for each choice presented because your answer sheet will be optically scanned by a machine that reads the darkest filled-in circle next to a choice number as your selection for that choice number. Marking **A** for choices you select and **B** for choices you do not select will ensure that your choices are recorded accurately.

Complete instructions on how to mark your answer sheet will be provided with your test materials on the day of your test. Be sure to follow these instructions carefully to ensure that your answers are scored correctly.

End of More Information on Job Simulation Exercises