MANAGEMENT TEST BATTERY

The Management Test Battery (MTB) involves a work simulation that is designed to measure a candidate's ability to effectively handle a variety of management-level situations. Candidates are asked to assume the role of a manager in a fictitious organization. No special knowledge regarding the work of this fictitious organization is required in advance. Candidates are first given 30 minutes to review background information relating to a fictitious organization. This background information includes a description of the work of the organization, an organizational chart, memoranda, etc. After reviewing these materials and the test instructions, multiple choice test questions are presented that relate to the manager's staff, program and role in the fictitious organization. Candidates will have access to the background material throughout the test for reference purposes.

The examination is administered via computer. Most candidates find the process of taking the test on the computer fairly simple. For example, when answering test questions, candidates simply use the computer mouse to point to their answer selection on the computer screen. The computer screen also presents a count-down clock so that candidates can keep track of their time. While other information and instructions are provided at the time of the test, please be aware that candidates may not "skip" over test questions that are presented on the computer. That is, they must choose an answer to each question before they can move forward to answer another question. Also, candidates may not go backwards to return to a test question and change an answer they previously selected. The total number of questions is 80, with a maximum time limit of 2 hours and 30 minutes. Candidates receive their test scores immediately upon completion of the examination.

Since this exam attempts to simulate actual situations that may occur on the job, it's possible a question may contain more than one correct answer. That is, as in life, there may be more than one way to appropriately address a situation, but some ways are clearly better than others. To represent this in a testing situation, differentially-weighted answer options may be used in response to a given question. For example, an answer choice may be assigned a weight or score of .2, .4, .6, .8 or 1.00. In other words, candidates can receive credit for partially correct answers. Every question, however, will have at least one answer option that is weighted 1 point. A candidate's final score equals the sum of his/her scores across all of the questions. The maximum possible score on this examination is 80.

The MTB has been reviewed extensively by managers from various occupations and agencies and the test content has been determined to accurately assess the major competencies that are common to a wide variety of management positions. Since this standardized examination is used on a continuous basis, candidates are not permitted to review its content (i.e., the test questions and/or answers) following test administration.

Upon completion of the MTB, a candidate's test score is automatically banked for up to three years and may be used for future job announcements. That is, should a candidate apply and be eligible for another announcement involving another managerial title sometime during this three-year period, his/her MTB score will be applied to that announcement. Candidates have the option, however, to retake the MTB after one year but only in response to a future announcement, for which they are eligible, that uses the MTB.

Below is a list of some of the major competency areas that the MTB is designed to assess. Based on extensive research and job analyses, these competency areas have been found to be important to the success of a manager.

PROBLEM SOLVING - Identifies and analyzes problems; uses sound reasoning to arrive at conclusions; finds alternative solutions in order to make organizational improvements; designs and implements new or cutting-edge programs/processes.

LEADERSHIP - Inspires, motivates, guides and directs others toward goal accomplishment; coaches, supports, mentors, and challenges subordinates; adapts leadership styles to a variety of situations. Inspires others by modeling high standards of behavior (e.g., courage, honesty, trust, openness, and respect for others, etc.) and by applying these values to daily behaviors.

DECISION-MAKING - Makes sound and well-informed decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, in order to accomplish organizational goals; causes change.

INTERPERSONAL SKILL - Considers and responds appropriately to the needs, feelings, and capabilities of others; adjusts approaches to suit different people and situations. Develops and maintains collaborative and effective working relationships with others.

HUMAN RESOURCE MANAGEMENT - Empowers people by sharing power and authority; develops lower levels of leadership by pushing authority downward and outward throughout the organization; shares rewards for achievement with employees; ensures that staff are appropriately selected, utilized, appraised, and developed and that they are treated in a fair and equitable manner.

COMMUNICATION - Expresses facts and ideas both orally and in writing in a succinct, clear, accurate, thorough, organized and effective manner. Reviews, proofreads and edits written work constructively. Presents facts to individuals or groups effectively; makes clear and convincing oral presentations; listens to others; facilitates an open exchange of ideas.

TEAM BUILDING - Manages group processes; encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

CONFLICT MANAGEMENT - Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact. Hopefully, the above information gives you an idea about the test content, as well as the policies and procedures associated with the Management Test Battery.

PROCESS IMPROVEMENT - Develops new insights into situations and associated processes. Applies, designs and/or implements solutions to make organizational improvements.

Please find below a list of books that may help candidates prepare for the Management Test Battery.

1. *The New Manager's Survival Manual* by Clay Carr, 1995
2. *Coaching for Improved Performance* by Ferdinand Fournies, Revised Edition, 1999
3. *Resolving Conflicts at Work* by Kenneth Cloke and Joan Goldsmith, 2000
4. *Developing the Leader Within You* by John C. Maxwell, 1993
5. *Winning Decisions – Getting it Right the First Time* by J. Edward Russo, Margo Hittleman, and Paul J.H. Schoemaker, 2002
6. *Who Moved My Cheese?* by Spencer Johnson, M.D., 1998
7. *The Complete Idiot's Guide to Grammar and Style* by Laurie E. Rozakis, 1997