

## MANAGEMENT TEST BATTERY

The Management Test Battery involves a work simulation which 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 provided background information regarding the organization, along with memoranda and letters, to review. Candidates will have up to 30 minutes to review this material. After reviewing these materials, candidates then answer multiple-choice test questions on a computer. The test questions will concern issues, tasks, situations, etc., associated with the candidate's role as a manager in the fictitious organization. All background material remains with the candidate during the test administration for reference purposes.

The examination is administered via computer. Most candidates find the process of taking the test on the computer relatively simple. Candidates do not use the computer keyboard when they take the test; rather, they simply use the computer's mouse to point to their answer selection on the computer screen. Instructions regarding how to take the test on the computer are provided at the time of the test administration. Please be aware that candidates may not "skip" over questions 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 change an answer they have already given. The total number of questions is 79, with a maximum time limit of 2 hours and 30 minutes. Candidates receive their test scores when they finish 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, we use differentially weighted options for each question. Therefore, each answer option associated with a given question may have a weight or score of 0.2 through 1.00, depending how well it addresses the situation presented in the question. In other words, candidates are given credit for partially correct answers. 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 79.

The Management Test Battery has been extensively reviewed 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 examination will be used repeatedly in the future, candidates are not permitted to review its content (i.e., the test questions and/or answers) following test administration.

Upon completion of the Management Test Battery, a candidate's test score is 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 Management Test

Battery score will be applied to that announcement. Candidates may, however, retake the Management Test Battery after one year in response to a future announcement for which they are eligible.

Below is a list of some of the major competency areas associated with this test. Through research and job analyses conducted throughout the state, these competency areas have been found to be important for a manager to succeed in a variety of public sector positions. The test has been designed to assess these areas.

**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.) the individual 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.**

**PROCESS IMPROVEMENT - Develops new insights into situations and associated processes. Applies innovative solutions to make organizational improvements; designs and implements new or cutting-edge programs/processes.**

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.

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

The New Manager's Survival Manual by Clay Carr, 1995

Coaching for Improved Performance by Ferdinand Fournies, Revised Edition, 1999

Resolving Conflicts at Work by Kenneth Cloke and Joan Goldsmith, 2000

Developing the Leader within You by John C. Maxwell, 1993

Winning Decisions – Getting it Right the First Time by J. Edward Russo, Margo Hittleman, and Paul J.H. Schoemaker, 2002

Who Moved My Cheese? By Spencer Johnson, M.D., 1998

The Complete Idiot's Guide to Grammar and Style by Laurie E. Rozakis, 1997