

# 2020 Skills v2.0™

PREMIER EMPLOYEE ASSESSMENT SERVICES



IDENTIFY APPLICANTS MOST  
QUALIFIED AND COMPATIBLE WITH  
YOUR CORPORATE CULTURE

*HR professionals know that two questions need to be answered about applicants at all levels:*

Do they fit your corporate culture?

Can they do the job?

HVS International – the preeminent global provider of hospitality consulting services – is proud to offer the 20 20 Skills™ online assessment to help you answer these questions **efficiently** and **effectively**.

Despite a wealth of competing products, 20 20 Skills™ remains the tool of choice for some of the most respected and successful businesses in the industry – including the Mandarin Oriental and the Peninsula Hotel of Beverly Hills. Of course, we ourselves also rely on it at HVS. By providing objective and state-of-the-art assessment across ten core competencies of peak performers **specific to the hospitality industry**, 20 20 Skills™ will significantly streamline your HR screening, interview, and training processes for line, middle and senior-level positions.

Please take a few minutes to learn about my qualifications, as well as how the unique benefits and features of 20 20 Skills™ can dramatically improve your human capital management.

Looking forward to serving you,

**James Houran, Ph.D.**

*President, 20 20 Skills™ Assessment*

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**James Houran, Ph.D.**  
*President, 20 20 Skills™*

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Dr. Jim Houran is an author, media personality and a 15-year veteran in psychological research and assessment, including online testing. Dr. Houran's award-winning work has been profiled by a myriad of media outlets and programs including the Discovery Channel, A&E, BBC, NBC's Today show, *Wilson Quarterly*, *USA Today*, *New Scientist*, *Psychology Today*, and *Rolling Stone*.

At HVS, Dr. Houran spearheads a team of testing experts to provide clients with assessment tools that facilitate effective and efficient HR screening, selection and training. In addition to constantly expanding the 20 20 Skills™ assessment tool, his responsibilities include educating audiences about the latest in online testing methodologies and conducting research on peak performers in the hospitality industry.

Dr. Houran received a doctorate in psychology from the University of Adelaide and a master's in clinical psychology from the University of Illinois. Before joining HVS, Dr. Houran was an Instructor of Clinical Psychiatry and researcher of peak experiences at the Southern Illinois School of Medicine, and most recently, served as the Chief Psychology Officer for True.com, helping to bring professional testing standards to cyberspace.

**B.A.** Psychology, *Benedictine University*

**M.A.** Clinical Psychology,  
*University of Illinois at Springfield.*  
*Clinical Graduate Practicum,*  
*Department of Psychiatry, Southern*  
*Illinois University School of Medicine.*

**Ph.D.** Psychology, *University of Adelaide*

- *Author of 90 journal publications*
- *Peer reviewer for nine academic journals*
- *Specialist in Item Response Theory and test bias*
- *Member of the American Psychological Association and American Psychological Society*

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THE **ONLY** HR ASSESSMENT  
SPECIFICALLY DESIGNED FOR  
THE HOSPITALITY INDUSTRY

## *The 5 Step Program for Success*

### **STEP 1 | Orientation**

Our consultants and your senior management team set goals, timelines and desired outcomes. Together, we communicate the benefits of 20 20 Skills™ to your employees and educate them on the subject of screening, benchmarking, and measuring processes.

### **STEP 2 | Training**

We conduct training for your company's designated 20 20 Skills™ administrators. Training includes sessions on product use, customization, interpretation, and measurement techniques. The training program set-up and implementation requires 1-2 days to complete.

### **STEP 3 | Benchmark**

To maximize the benefit of 20 20 Skills™ in your hiring process, we assist you in establishing company benchmarks. Your employees complete a 20 20 Skills™ profile and the results are compiled. A customized report is submitted to you that identifies internal benchmarks for positional success and areas of organizational strength and limitation.

### **STEP 4 | Implementation**

Our consultants support your administrators in the rollout of the program. After implementation, technical and interpretive support is available on an "as needed" basis.

### **STEP 5 | Measure Outcomes**

Using national and internal benchmarks, you can measure success against any number of critical indices. Common indices include guest and employee satisfaction, service defects, asset integrity, and profitability. We recommend that you measure on a quarterly or annual basis.

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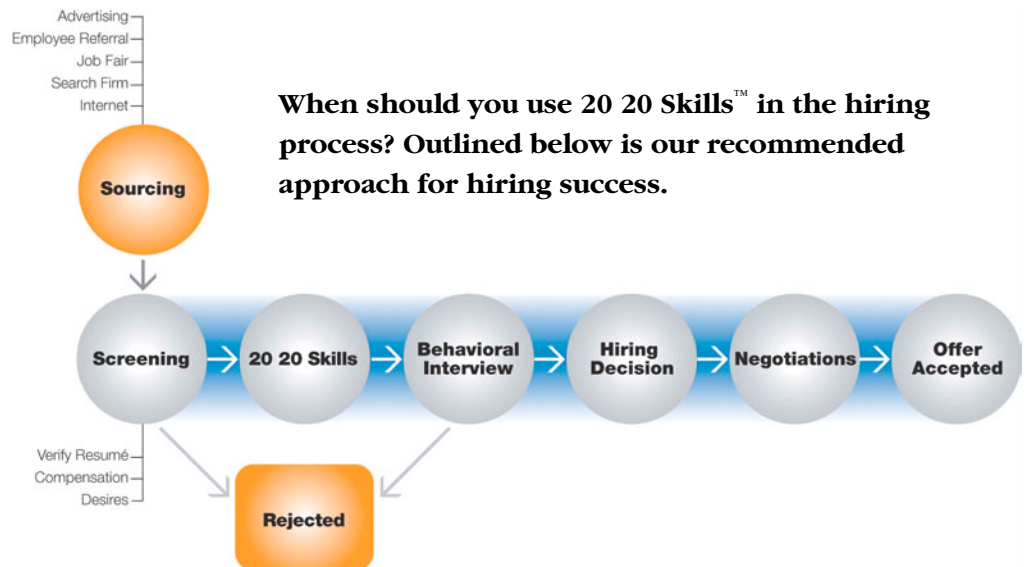
PREMIER EMPLOYEE ASSESSMENT SERVICES



THE **ONLY** HR ASSESSMENT  
SPECIFICALLY DESIGNED FOR  
THE HOSPITALITY INDUSTRY

20 20 Skills™ is the original and best customizable system for human capital management in the hospitality-service industry because it is:

- grounded in Item Response Theory – which is the same statistical gold standard used for such well-known assessments like the GRE, LSAT, and MCAT.
- designed to conform to the *Standards for Educational and Psychological Testing* and *Uniform Guidelines on Employee Selection Procedures*.
- legally defensible by avoiding unfair differences across sub-groups of test-takers
- able to reveal in unprecedented detail your candidates' hidden strengths and weaknesses and presents these in a format to guide your job interviews and performance training needs and evaluations

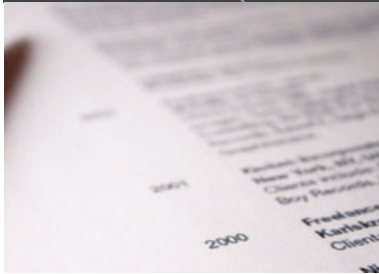


The usefulness of the 20 20 Skills™ assessment goes beyond HR screening and selection. Our assessment also offers a streamlined and structured approach for:

- **benchmarking** employees and job positions
- **identifying** crucial challenges to your team's cohesion and performance
- **establishing** specific performance goals for coaching and training
- **documenting** aspects of job performance for periodic evaluations

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THE ONLY HR ASSESSMENT  
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Only 20 20 Skills™ includes a special proprietary **Lie** subscale that addresses two critical issues that should affect your impression of a candidate:

*Did the candidate take the assessment seriously?*

and

*Did the candidate answer honestly?*

Regardless of the segment, professionals in the global hospitality industry seek talented and passionate personnel. These peak performers bring key competencies to their positions.

Created from the latest, cutting-edge research by HVS, Cornell University, and the world renowned psychometric firm Integrated Knowledge Systems, the 20 20 Skills™ assessment provides feedback on **10** crucial performance characteristics:

## Leadership

Measuring big picture orientation, vision and goal setting.

## Group Process and Team Building

Measuring needs for collaboration, affiliation, and team work.

## Creativity

Measuring aspects of innovation, creativity and curiosity.

## Sensitivity to Diversity

Measuring sensitivities to individual, cultural, and ethnic differences.

## Ethical Awareness

Measuring concerns for fairness, equity, integrity, and ethics.

## Personal & Applied Problem Solving

Measuring ability to think strategically, and find solutions to complex situations.

## Service Orientation

Measuring concerns for guest or customer satisfaction.

## Motivation & Self-Efficacy

Measuring aspects of emotional intelligence, confidence, independence, self-direction, and reaction to stress

## Loyalty

Measuring a candidate's capacity to strongly identify with an employer and exhibit dedication and obedience to company policies, procedures, and the company's vision and mission

## Sense of Humor

Measuring ability to use and appreciate humor in social and business situations as a means to build rapport and diffuse interpersonal conflict and tension.

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OTHER ASSESSMENTS GIVE  
YOU TEST SUMMARIES.  
**20 20 SKILLS™ GIVES YOU  
AN ACTION PLAN!**

*A common question we  
hear from customers of  
HR assessments is...*

“Now that I have the  
test results what exactly  
should I do with them?”

## 20 20 Skills v2.0™ REPORT

Assessment Completed 3/13/2006  
Mandarin Oriental Hotels  
Maria S. (#4947546)

Middle Level Position

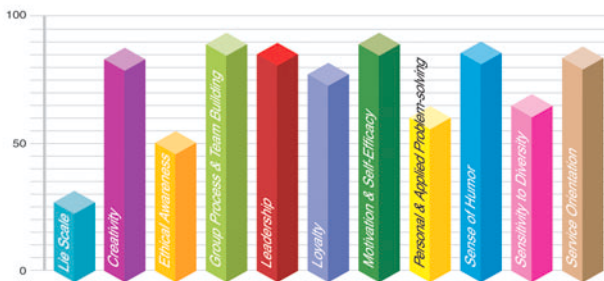
### Overview

#### Lie Scale

Maria's response patterns indicate she was highly motivated and attentive while completing the assessment. Additionally, her patterns suggest that her responses are highly trustworthy and are not significantly distorted by her attempt to make herself look overly favorable.

### Summary

- Maria's overall pattern reveals she is high on both "task orientation" and high on "group maintenance and social orientation." This is a profile of a peak performer in the hospitality-service industry.
- This pattern suggests that you can expect Maria to have the cognitive abilities to quickly learn and master the technical aspects of the position. Moreover, she appears well-suited to navigate varied social situations and environments. In addition to having a strong propensity to fulfill customers' needs and expectations, her profile suggests that she can be expected to adjust well to your corporate culture and to foster collaborative relationships with peers and supervisors.
- Maria scored at competence levels that meet or exceed the median standards of the selected reference groups.



NOTE: This report is a guide that was designed to assist in the HR screening, selection, and training/coaching process. The report should not be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and transferability can be assessed.

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20 20 Skills™ was specifically designed to answer such questions for you. It is the only assessment with test feedback that makes your job easier and more productive by actually *outlining an action plan with:*

- **Succinct, easy-to-understand summaries of the candidate's scores on each competency** – No lengthy feedback reports that are filled with psychological jargon that never get to the point.
- **Full documentation on how candidates scored on each individual test question relative to customizable norms** – No absence of detail in documentation for HR files.
- **Dynamically-generated sets of questions to ask candidates or their professional references, based on candidates' distinctive response patterns.** No need for you to learn complicated psychological concepts or to spend valuable time deciphering the feedback to develop an action plan.

# 2020 Skills v2.0™

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## 20 20 Skills v2.0™ REPORT

Assessment Completed 3/13/2006  
Mandarin Oriental Hotels  
Maria S. (#4947546)

Middle Level Position

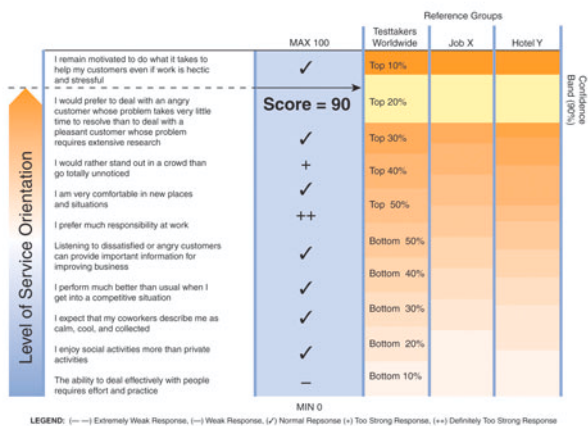
### Dimension 10: Service Orientation

#### Synopsis

Service Orientation refers to a set of attitudes and behaviors that affect the quality of the interaction between the staff of an organization and its customers.

- As indicated by the horizontal yellow confidence band, Maria's score of 90 (out of 100) on this competency indicates a high level of Service Orientation.
- Customers experience high Service-Oriented employees as cooperative, responsive, personable, and considerate. High service-oriented employees have a strong emotional IQ and are good at interacting with others. As a result, they can be reliable ambassadors for representing your organization to customers, for fulfilling consumer needs and expectations, and for producing a positive tone and mood with clients and even coworkers.
- Maria is at a competence level that meets or exceeds the median standards of the selected reference groups.

#### Distinctive Response Patterns



LEGEND: [---] Extremely Weak Response, [---] Weak Response, [✓] Normal Response, [✓] Too Strong Response, [++] Definitely Too Strong Response  
NOTE: This report is a guide that was designed to assist in the HR screening, selection, and training/coaching process. This report should not be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.  
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*Clear, intuitive map and interpretation of test-takers' distinctive response patterns.*

*In-depth action plan automatically generated from the test-takers' distinctive response patterns.*

*Feedback Reports Unprecedented in the HR Assessment Industry*

## 20 20 Skills v2.0™ REPORT

Assessment Completed 3/13/2006  
Mandarin Oriental Hotels  
Maria S. (#4947546)

Middle Level Position

### Service Orientation: Follow-up Issues and Action Items

**A. Maria had a somewhat stronger than usual response to the issue of preferring to "stand out in a crowd rather than going totally unnoticed."**

To better understand this response, consider addressing the following issues with Maria or with the professional references. If this assessment is for benchmarking or training purposes, the issues can be used as the basis for performance goals:

- **Issue: Too attention seeking?** During the interview or during your due diligence process, pay special attention to any indications that Maria is overly attention seeking in her manner, speech or dress. High attention seekers tend to be perceived very negatively by coworkers and customers.
- **Issue: Too competitive?** "You seem to be a competitive person in social situations. Please provide some examples of how your competitive drive has caused conflicts or tension with coworkers or customers in the workplace."

**B. Maria had a somewhat stronger than usual response to the issue of "preferring much responsibility at work."**

To better understand this response, consider addressing the following issues with Maria or with the professional references. If this assessment is for benchmarking or training purposes, the issues can be used as the basis for performance goals:

- **Issue: Stretched too thin?** During the interview or during your due diligence process, explore whether there are indications that Maria has a tendency to stretch herself too thin at work. Successful multi-tasking is fundamental, but it requires contentment and an attention to detail.
- **Issue: Overly focused on work?** "Are you primarily career-focused right now, or do you have many interests and activities outside of work?"
- **Issue: Poorly sets limits?** "Do you tend to accept many assignments at work given to you by peers and supervisors, or do you tend to seek out additional responsibilities on your own initiative?"
- **Issue: Poor prioritizer?** "In your previous position, what percentage of time would you say that you have not accomplished your assigned goals or tasks because you over-committed yourself?" and "Explain in detail how you prioritize your work assignments?"
- **Issue: Poor evaluator?** "In your previous position, what percentage of time would you say that you have not accomplished your assignments because you underestimated the level of effort of those assignments?"

**C. Maria had a somewhat weaker than usual response to the issue of "it takes effort and practice to deal effectively with people."**

To better understand this response, consider addressing the following issues with Maria or with the professional references. If this assessment is for benchmarking or training purposes, the issues can be used as the basis for performance goals:

- **Issue: Too arrogant?** During the interview or during your due diligence process, explore whether Maria has responded well in the past to requirements for continued customer service training, professional development courses, or setting of performance goals. It may be that Maria believes continued professional development is not necessary or relevant to her.
- **Issue: Not receptive to criticism?** "Please provide some recent examples of professional or constructive criticisms you have received in your past job evaluations."
- **Issue: Too critical of peers?** "What's it like when you see that your coworkers are not as socially-gifted with customers as you are?"

NOTE: This report is a guide that was designed to assist in the HR screening, selection, and training/coaching process. This report should not be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.  
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## *Our* Features:

- A team with 48 years of experience in research psychology, social psychology and test/measurements
- Dynamic versions of the assessment for line, middle and senior-level positions
- Efficient, computerized methodology
- Simple to execute online assessment system
- Multilingual versions
- International validation and norms
- Customizable job and geographic-specific norms
- Compatible with all online software packages
- Flexible packages and cost structure – annual license, packages of 50 and 100 assessments, and single administrations

## *Your* Benefits:

- Improves selection of human resources: less effort, greater precision
- Increases likelihood for superior performance by each individual
- Assists organization in measuring and prioritizing performance criteria
- Online feedback provides immediate report profiles
- Helps with the development of performance-based job descriptions
- Reduces turnover

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Contact Dr. Houran today to discuss your needs and to arrange a FREE trial. Experience firsthand why leaders in the hospitality industry choose 20 20 Skills™

20 20 SKILLS WAS VALIDATED WITH THE COOPERATION OF THESE HOSPITALITY LEADERS:

- ACCOR Hotels
- AX Holdings Ltd
- Bluegreen Corporation
- Destination Hotels & Resorts
- Foxwoods Resort Casino
- Hilton
- Hyatt
- KEN Corporation Limited
- Kerzner
- Marriott
- Morgans Hotel Group
- Morrissey Hospitality
- New York University
- Radisson
- Ramada
- Red Lion
- Royal International
- Starwood
- The Oberoi Group
- Westmont Hospitality Group

*“2020 Skills™ online assessment is an integral part of our recruitment process, and we have made it the group wide standard screening tool.”*

JUDY VARNEY | VP, HUMAN RESOURCES, MANDARIN ORIENTAL HOTEL GROUP

*“More businesses rely on HVS for executive searches than any other firm. With so much at stake, we rely on the 20 20 Skills assessment to help us find the best recruiters to join our team.”*

STEPHEN RUSHMORE | FOUNDER AND PRESIDENT HVS INTERNATIONAL

*“Positive attitudes drive 80% of service success; technical skills account for the rest.”*

GENE FERENGE, PH.D. | PRESIDENT HVS INTERNATIONAL – THE FERENGE GROUP

*20 20 Skills is the first HR assessment to take full advantage of the analytics provided by modern test theory. Thus, it produces far more than just “scores” while giving customers the ultimate in flexibility for customization and providing a level of detail about candidates that is unmatched by any competing product.*

RENSE LANGE, PH.D. | PRESIDENT AND FOUNDER, INTEGRATED KNOWLEDGE SYSTEMS, INC.