

Dear Candidate,

Employment testing is an important part of our hiring process. The assessment you are about to complete has been carefully designed and is related to job performance at our company. It is important that you do your best on this assessment and answer each item as accurately as possible. There are no “trick questions,” only items that reflect your potential to be a successful employee at our company.

If you require an accommodation under relevant disabilities legislation, please notify the test administrator or appropriate party prior to starting the assessment.

Please do not make any marks in the assessment booklet. Record your answers on the answer sheet provided.

Please turn the page and begin.

Section 1

Workplace Aptitude Test (WAT)

The Workplace Aptitude Test consists of 40 multiple-choice items. There are several subsections, each containing a set of instructions. Please read each set of instructions before responding to the items in each subsection.

You may use scratch paper for calculations. No calculators, dictionaries, or other study aids are allowed. Record your answers on the answer sheet provided.

Please turn the page and begin.

Please answer items 1-5.

1. In a four-day period, a restaurant sold the following number of appetizers per day: 120, 230, 140, and 110. What was the average number of appetizers sold per day?
 - a. 120
 - b. 130
 - c. 150
 - d. 230
2. If chicken breasts sell for \$1.56 per pound and you need to purchase four and a half pounds, how much would you pay? (Exclude tax.)
 - a. \$ 6.06
 - b. \$ 6.24
 - c. \$ 6.75
 - d. \$ 7.02
3. You need 40 salads prepped. You have 16 salads ready. You can prepare 10 salads in 5 minutes. How long will it take to finish preparing 40 salads?
 - a. 10 minutes
 - b. 12 minutes
 - c. 22 minutes
 - d. 35 minutes
4. If a customer's check subtotal comes to \$27.14, and a tax of 6% needs to be added, what would be the final total? (Round to the nearest penny.)
 - a. \$ 1.36
 - b. \$ 1.63
 - c. \$28.77
 - d. \$28.88
5. How much would a customer pay if she ordered a drink at \$2.79, an appetizer at \$3.29, and two entrées at \$4.99 each? (Exclude tax.)
 - a. \$11.07
 - b. \$16.06
 - c. \$16.60
 - d. \$22.64

For the next three items, choose the word with the meaning most opposite of the meaning of the capitalized word.

6. FLUCTUATE

- a. vary
- b. stabilize
- c. adjust
- d. vacillate

8. OFFENSIVE

- a. vile
- b. repugnant
- c. sordid
- d. ingratiating

7. ARBITRARY

- a. whimsical
- b. considered
- c. random
- d. badgered

In each item below, a related pair of words is followed by four other pairs of words. Choose the pair that *best* represents a relationship most similar to the relationship expressed in the original pair.

9. FLOUR : COOKIE

- a. iron : steel
- b. knot : wood
- c. mast : boat
- d. peak : mountain

11. DEGREE : STUDY

- a. car : drive
- b. school : classroom
- c. pageant : prize
- d. discovery : explore

10. PARSIMONIOUS : FRUGAL

- a. grimace : smile
- b. hirsute : bald
- c. plethora : myriad
- d. harmonious : glowing

Production Sheet

Items currently in the walk-in refrigerator:

- 20 lbs. of Vegetable Soup
- 45 lbs. of Pork Chops
- 35 lbs. of Cole Slaw
- 60 lbs. of Chicken Strips
- 40 lbs. of Minestrone Soup
- 40 lbs. of Alfredo Sauce
- 32 lbs. of Caesar Salad
- 30 lbs. of Peeled Shrimp
- 35 lbs. of Fettuccine
- 20 lbs. of Potato Skins

Column 1, labeled "Production Item" in the table below, contains a list of products.

The restaurant currently has some quantities of these items available for use. (See walk-in refrigerator list above.) For example, 20 pounds of Vegetable Soup are currently available in the walk-in refrigerator. The "Final Amount Needed" (column 2) is the total amount needed for the day. It is a combination of items currently in the walk-in refrigerator and what still needs to be produced (column 3). Occasionally, surplus or extra product is produced (column 4).

PRODUCTION ITEM	FINAL AMOUNT NEEDED (lbs.)	TO BE PRODUCED (lbs.)	SURPLUS- Extra Product Produced (lbs.)
Vegetable Soup	40		0
Cole Slaw	40	10	5
Minestrone Soup		20	0
Caesar Salad	45	18	5
Fettuccine	50		5
Pork Chops		20	0
Chicken Strips	60	0	0
Alfredo Sauce	65	30	
Peeled Shrimp	55	35	10
Potato Skins	40	25	5

Please use the table on the preceding page to answer items 12-16.

12. How much Vegetable Soup needs to be produced?
- a. 20 oz.
 - b. 30 oz.
 - c. 20 lbs.
 - d. 40 lbs.
13. How much extra Alfredo Sauce was produced?
- a. 0 lbs.
 - b. 5 lbs.
 - c. 10 lbs.
 - d. 30 lbs.
14. What is the total amount of Minestrone Soup needed?
- a. 20 lbs.
 - b. 40 lbs.
 - c. 50 lbs.
 - d. 60 lbs.
15. The walk-in refrigerator currently has the largest amount of which of the following products?
- a. Chicken Strips
 - b. Alfredo Sauce
 - c. Pork Chops
 - d. Peeled Shrimp
16. What is the final amount of Pork Chops needed?
- a. 20 lbs.
 - b. 45 lbs.
 - c. 60 lbs.
 - d. 65 lbs.

For items 17-19, what is the meaning of the underlined word?

17. In an effort to raise money for homebound and disabled people, over 100 chefs prepared samples of their signature dishes for their annual charity event.
- a. one named after themselves
 - b. personal favorite
 - c. one they make most often
 - d. one for which they are known
18. Success in the restaurant industry depends on the owner's passion, vision, and focus, which evolve from genuine feelings about people, service, and hospitality.
- a. imitate
 - b. derive
 - c. add
 - d. reinforce
19. One of the most pervasive trends in contemporary restaurant design is to knock down walls and eliminate visual barriers, placing guests in the center of the action.
- a. modern
 - b. expensive
 - c. old-style
 - d. gothic

Please use the table below to answer items 20-23.

ENTRÉE	DESCRIPTION	PRICE
Prime Rib	A tempting 16-ounce cut; oven roasted and served with french fries or a baked potato.	\$17.99
Chicken Platter	Generous portion of grilled chicken breast served with a baked potato and a side of vegetables.	\$12.99
Pork Chops	Two 8-ounce, center-cut pork chops served with mashed potatoes or french fries and corn on the cob.	\$13.99
Lamb Platter	A 16-ounce rack of lamb served with a Cabernet sauce.	\$14.99
Smothered Chicken	Grilled chicken breast and bacon smothered in onions and melted Monterey Jack and served with honey mustard sauce. Comes with french fries.	\$12.99

20. Which entrée is served with Cabernet sauce?
- Chicken Platter
 - Lamb Platter
 - Smothered Chicken
 - Prime Rib
21. What is the price per ounce cost of the Prime Rib? (Round to the nearest penny.)
- \$1.12
 - \$1.32
 - \$1.79
 - \$2.60
22. What would the total be if a couple dining in the restaurant ordered the Pork Chops and Smothered Chicken? (Exclude tax and tip.)
- \$26.98
 - \$26.99
 - \$27.49
 - \$27.98
23. If a couple wants to spend exactly \$31.98, which two entrées could they order? (Exclude tax and tip.)
- Chicken Platter and Smothered Chicken
 - Chicken Platter and Prime Rib
 - Lamb Platter and Prime Rib
 - Prime Rib and Pork Chops

Please use the table below to answer items 24-27.

TICKET TIMES FOR RESTAURANT #999

CHECK #	DESCRIPTION OF ORDER	TIME IN	TIME OUT
1112	CHICKEN (1) CHIC BREAST HOUSE (BC SD) MIX VEG	DOUBLE CHICKEN (2) CHIC BREASTS HOUSE (RCH) FRENCH FRIES	6:57 P.M. 7:12 P.M.
1113	ANGEL HAIR PASTA (1) SLICED CHICKEN FETT ALF MUSH MIX VEG 3		7:02 P.M. 7:18 P.M.
1114	CHICKEN (1) CHIC BREAST HOUSE (BC) MIX VEG	RIBEYE (1) RIBEYE (MR) CAESAR BK POTATO (BUTTER ONLY)	7:07 P.M. 7:24 P.M.
1115	FILET (1) FILET (R) ADD ON MUSH HOUSE (BC) VEG MEDLEY		7:08 P.M. 7:15 P.M.
1116	CHICKEN WINGS (1) MILD	PORK CHOPS (2) CHOPS (MW) CAESAR POTATO (LOADED)	7:12 P.M. 7:28 P.M.
1117	MINESTRONE (1) BOWL	CAESAR SALAD (1) BC	7:49 P.M. 8:02 P.M.

24. How long did it take to prepare (i.e., the ticket time) the order on check #1113?

- a. 13 minutes
- b. 14 minutes
- c. 15 minutes
- d. 16 minutes

26. Which order took the longest amount of time to prepare?

- a. Check #1112
- b. Check #1114
- c. Check #1115
- d. Check #1117

25. How long did it take to prepare (i.e., the ticket time) the order on check #1117?

- a. 13 minutes
- b. 14 minutes
- c. 15 minutes
- d. 16 minutes

27. Which order took the least amount of time to prepare?

- a. Check #1112
- b. Check #1114
- c. Check #1115
- d. Check #1117

Please use the table below to answer items 28-35.

SERVER STATION CHART

SERVER	STATION	SCHEDULE	SIDEWORK	TOTAL SALES	REPORTED TIPS
Leslie S.	1	4:30 - 11:00	Wipe down and clean out the dessert box.	\$458.62	\$64.21
Ivan B.	2	5:30 - 9:30	Refill condiments and return to walk-in.	\$372.58	\$44.71
Will B.	3	5:30 - 11:00	Clean and restock the coffee, tea, and pink lemonade stations.	\$298.79	\$47.81
James W.	4	4:00 - 10:00	Roll silverware and stock in hostess stand.	\$402.16	\$52.28
Henry R.	5	4:00 - 9:00	Roll silverware and stock in hostess stand.	\$316.22	\$53.76
Lanie T.	6	3:30 - 8:00	Clean and restock napkin stands.	\$278.66	\$41.80
Peter C.	7	4:30 - 9:00	Wipe down chairs and booth cushions with a clean, moist cloth.	\$305.19	\$54.93
Cheryl M.	8	4:00 - 10:00	Roll silverware and stock in hostess stand.	\$397.15	\$55.60
Roger D.	9	4:00 - 9:30	Break down and clean soda fountain.	\$403.06	\$68.52
Jenny F.	10	5:00 - 10:00	Wipe down menus and update promo inserts.	\$283.14	\$36.81
Astrid C.	11	5:00 - 10:30	Sweep the lobby and dining area.	\$347.59	\$52.14
Cheryl K.	12	5:30 - 11:00	Wipe down and refill the salt and pepper shakers.	\$372.63	\$59.62

28. Which server's tips were the greatest percent of his/her sales?
- Henry R.
 - Peter C.
 - Astrid C.
 - Cheryl K.
29. Which server made the most in tips?
- Roger D.
 - Lanie T.
 - Leslie S.
 - James W.
30. How many hours was Lanie T. scheduled to work?
- 4.0
 - 4.5
 - 5.5
 - 6.0
31. What percent of her total sales did Jenny F. make in tips?
- 12%
 - 13%
 - 14%
 - 15%
32. How many servers were scheduled to work 5 or more hours?
- 6
 - 7
 - 8
 - 9
33. What was Cheryl M.'s hourly wage in tips? (Round to the nearest penny.)
- \$ 8.75
 - \$ 9.12
 - \$ 9.27
 - \$10.12
34. What was Astrid C.'s hourly wage in tips? (Round to the nearest penny.)
- \$ 9.26
 - \$ 9.36
 - \$ 9.48
 - \$ 9.88
35. Who was asked to refill the salt and pepper shakers?
- Cheryl K.
 - Ivan B.
 - Lanie T.
 - Jenny F.

The following is an excerpt from the vision document of a hypothetical company.
Use this to answer items on the following page.

The Happy Way

Overall success at The Happy Camper is measured by its sales and profit and is the result of completely indulging our guests. Building long-term relationships with our guests drives our business; without these relationships, we would not be successful. In order to ensure long-term relationships with our guests, The Happy Camper believes in maintaining a solid foundation based on a common purpose, core values, and goals.

We believe that if we take care of our guests, then success at The Happy Camper will follow. We believe that guests are driven to patronize a store for reasons beyond the products offered – they want to be indulged. We respect the needs of each individual guest, the value of their business, and the importance of treating each with kindness, thoughtfulness, and compassion. We consider our guests to be part of our team. Therefore, we thrive by understanding their needs and strive to meet them in all ways possible. We believe the most important function of The Happy Camper is to provide our employees with the resources needed to effectively serve our guests. Our *purpose* is to prepare our employees to interact meaningfully with our guests and to live *The Happy Way*. This preparation will result in a guest-focused store that endures, prospers, and establishes long-term relationships with all guests. There are five core values that guide us:

Core Values

Guest Focus is helping for the sake of helping, rather than for the sake of gaining. It is assisting our guests to a greater degree than what is expected; it is sincerely saying “please” and “thank you” and showing a willingness to help all guests in tangible ways.

Teamwork is doing all we can do together to help our guests. It includes sharing information, helping coworkers when help is needed, taking responsibility for our actions, and caring about coworkers. It is a feeling of “we” rather than “me.”

Seeking Excellence is having a purpose and striving to improve. It is paying attention to detail. It is consistently meeting and then exceeding our standards and the demands of our guests.

Happiness is exhibiting a sense of play while at work, being able to laugh at ourselves, and displaying a positive attitude at all times.

Commitment is living *The Happy Way* and meeting the needs of our guests with sincerity and within the boundaries of our core values. It is being focused on service, remembering the value of each guest, and meeting their individual needs. We show our guests that we are committed to each and every one of them.

Our core values and appreciation for our guests are critical to our success, apply to all aspects of our business, and determine how we do our jobs and conduct ourselves. We focus on service, teamwork, and success. We ensure success by living *The Happy Way* and through putting our guests first.

Please use the excerpt from the previous page to answer items 36-40.

36. Putting our guests first will result in:
- Happy Campers
 - Success at The Happy Camper
 - A common purpose
 - Teamwork
37. Which statement helps define the Core Value of Guest Focus?
- Inviting guests to participate in our celebrations
 - Having a purpose and always working to improve
 - Having shared values and a common purpose
 - Helping for the sake of helping, rather than the sake of gaining
38. What is The Happy Camper's purpose?
- To increase sales and profit
 - Having people participate in the fruits of our success
 - To prepare employees to interact meaningfully with guests and to live The Happy Way
 - To meet standards with absolute discipline
39. Which of these is NOT a part of the core value of Happiness?
- Being spontaneous
 - Being able to laugh at ourselves
 - Displaying a positive attitude
 - Exhibiting a sense of play
40. What core value includes consistently meeting and then exceeding the demands of our guests?
- Guest Focus
 - Teamwork
 - Seeking Excellence
 - Happiness

Section 2

Employee Qualities Inventory (EQI)

The Employee Qualities Inventory contains 30 items. Please indicate how much you agree or disagree with each statement found on the next page using the 6-point scale below.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

Please describe yourself honestly, and state your opinion as accurately as possible. There is no time limit, but do not “over think” your ratings. Respond with your first impression.

Please turn the page and begin.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

1. People ask me for my opinion on a regular basis.
2. My day-to-day life is a source of happiness for me.
3. I prefer working in an environment where there is a sense of teamwork.
4. I love to think up new ways of doing things.
5. I usually end up in charge of whatever group I am a member of.

6. I tend to be on time, prepared, and focused.
7. I have a rich imagination.
8. There is a sense of satisfaction with my life.
9. I know how things work.
10. I work to improve my relationships with other people.

11. It is easy to inspire people.
12. People who know me well would describe me as disciplined.
13. I am interested in abstract ideas.
14. People who know me well would describe me as a leader.
15. I am a happy person.

16. I am able to sacrifice things I want now for things I want in the future.
17. It is easy for me to become distracted from my work.
18. I avoid difficult reading material.
19. I am good at completing assignments on time.
20. There is something good about even the most difficult situations.

21. I try to avoid complex people.
22. It's easy for me to keep focused on a project until its completion.
23. I can see the bright side of most situations.
24. It is hard to get people to follow my lead.
25. I do not have a good imagination.

26. Getting people to work toward group goals is easy for me.
27. I want to be the person responsible for leading people in a project.
28. Happiness is an achievable goal for me.
29. I am satisfied with my prospects for the future.
30. I am good at cheering people up.

Section 3

Drive for Service Index

The Drive for Service Index contains 100 items. Please indicate how much you agree or disagree with each statement found on the following pages using the 6-point scale below.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Slightly Agree	5 Agree	6 Strongly Agree
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Please describe yourself honestly, and state your opinion as accurately as possible. There is no time limit, but do not "over think" your ratings. Respond with your first impression.

Please turn the page and begin.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

1. I regularly expect that I will have a good day at work.
2. I have high hopes for myself in my job.
3. When I experience problems at work, I remain positive.
4. It is useless to try to control what will happen in the future.
5. I tend to spend time dwelling on it when something goes badly in my life.

6. I feel tired at work because I never get a chance to relax.
7. At work, I expect to be the best at what I do.
8. I view problems I encounter at work as "personal challenges" I can overcome.
9. When something bad happens at work, I often feel powerless to do anything about it.
10. I have had more good days at work than bad days.

11. I doubt that my future will be any better than now.
12. On-the-job training is the responsibility of management alone.
13. Employees should keep up-to-date regarding recent trends within their industry.
14. It is the responsibility of all employees to help new hires.
15. It is the responsibility of all employees to help others with significant workloads.

16. All employees should volunteer for extra tasks.
17. Cooperating with other employees is important so that everyone can be successful.
18. As long as the job gets done, holding personal phone conversations at work is acceptable.
19. It is essential to speak well of your employer away from work.
20. Offering suggestions for improvement at work should be the responsibility of management alone.

21. Once a managerial decision has been made, all employees should enthusiastically support it.
22. It is every employee's responsibility to help implement administrative decisions.
23. Employees should be allowed to be late to work as long as they have a reason.
24. All employees should maintain their appearance based on their employer's standards.
25. Perfect attendance should be expected of all employees.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

26. There is always time to give advance notice if unable to come to work on time.
27. Volunteering is very important to overall job success.
28. Being courteous to coworkers is just as important as being courteous to customers.
29. Attending non-mandatory meetings is important.
30. Out-of-the-ordinary customer requests cause many problems.

31. Job-related knowledge that helps an employee do his/her job well should be shared with all coworkers, even those with poor attitudes.
32. In reality, listening to most customer complaints is useless.
33. Giving extra effort on the job leads to success.
34. I enjoy helping others even if I have to make some sacrifices.
35. My day-to-day life is a source of happiness for me.

36. I often wait for others to lead the way.
37. I become nervous easily.
38. I enjoy reading challenging material.
39. It is important for me to try to see things from other people's perspectives.
40. It is easy to forgive people who have hurt me.

41. I like to attract attention.
42. I always consider other people's feelings when I speak.
43. I enjoy large parties.
44. I am concerned whenever I see someone crying or hurting, even if it is someone I don't know.
45. Without fail, I take responsibility for my actions.

46. I believe that others have good intentions.
47. I am good at reading the emotions of other people.
48. It is easy for me to fit in with the people around me.
49. I work hard regardless of the task.
50. I strive to treat all people in a warm manner.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

- 51. I like to solve complex problems.
- 52. I am known for being a team player.
- 53. It is important to me that people like me.
- 54. I seldom put off working on things.
- 55. Without exception, I keep my commitments to others.

- 56. I like to amuse others.
- 57. I am relaxed most of the time.
- 58. I feel very good about the way I live my life.
- 59. I am a very good listener.
- 60. It is sometimes difficult to be pleasant with other people.

- 61. I am good at keeping personal information in confidence.
- 62. I seek adventure.
- 63. I often make myself the center of attention.
- 64. I spend a lot of time wondering if I said or did the right thing.
- 65. I complete anything that is asked of me.

- 66. I approach all situations in a good-natured manner.
- 67. It is easy for me to handle difficult situations with other people.
- 68. I don't mind going along with what others want to do.
- 69. When friends are in trouble, I am usually the first to offer to help.
- 70. When I am in a group, I honestly try to do what is best for the group rather than pursue my own agenda.

- 71. I am sympathetic to people around me who are hurting.
- 72. It doesn't matter to me if people like me.
- 73. Success is more a matter of hard work than luck.
- 74. I don't like crowded events.
- 75. Sometimes, I become overwhelmed by my emotions.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

76. If something goes wrong, I usually blame myself.
77. I am known to be a reliable person.
78. Generally speaking, the success that I have had has been due to a lot of hard work.
79. I know how to comfort others.
80. My friends would describe me as someone who can easily put myself in other people's shoes.
81. I seek harmony in all of my relationships.
82. People who know me well would describe me as understanding.
83. I work hard on a task, regardless of how exciting or boring it is.
84. I spend a lot of time worrying about problems in my life.
85. I have more control over my environment than it has over me.
86. I have a positive opinion of myself.
87. I prefer small groups to large ones.
88. People tell me things that they do not tell others.
89. I do just enough to get by.
90. It is easy for other people's arguments to sway my decision.
91. I am not troubled with problems for a long period of time.
92. I wish I could be more like other people.
93. I accept myself for who I am and what I am.
94. I frequently feel insecure about my life.
95. I am known for being able to keep a secret.
96. Those around me would describe me as friendly.
97. I would rather be alone than doing something that I don't want to do with others.
98. I suspect hidden motives in others.
99. Those who know me well would say that I am extremely trustworthy.
100. It is very important to try to get along with other people.