

Candidate:
Jenny SamplePerson

Date: 06/15/2023

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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol:

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

				Below								ove		
	L	_ow	1	Av	erag	e	Αv	erag	е	Av	erag	е	Hiç	jh
Assertiveness													♦	
Conscientiousness / Dependability								♦						
Customer Service / Responsiveness									♦					
Detail Mindedness											♦			
Emotional Stability / Resilience										♦				
Extroversion													♦	
Flexibility							♦							
Integrity								♦						
Interpersonal Sensitivity / Empathy											♦			
Optimism / Enthusiasm									♦					
Teamwork / Collaboration											♦			
Overall Cognitive Aptitude													•	

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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Jenny's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 50-59%ile

Verbal Reasoning Top 5%ile

Jenny has a high level of general cognitive aptitude. She can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect <u>percentile rankings</u> -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The <u>lower the Overall Cognitive Aptitude score</u>, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The <u>higher the Overall Cognitive Aptitude score</u>, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

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Personality Assessment

Strengths:

- Jenny can readily assert herself and confront difficult situations. She can also seize the initiative and bring her influence to bear in a wide range of situations. Jenny has some potential for a supervisory or managerial role. She will be comfortable interfacing with those above her in the organization.
- Jenny is usually conscientious and reliable. She generally follows through on her commitments and does
 what she says she will do. On the other hand, Jenny also uses some personal discretion and judgment
 in deciding how to perform job tasks and duties.
- Care and attention is given to her work to ensure that the final results will meet everyone's expectations . Jenny takes pride in the quality of her work products.
- She has an above-average level of emotional stability. Jenny should be able to handle effectively the stressors associated with this job and not let problems or crises cause undue anxiety or worry.
- Jenny is outgoing, personable, and friendly in job-based interactions. She will readily share information with other employees and go out of her way to get to know other people on the job.
- Jenny is comfortable with the status quo. But when the company's situation changes and people need to adapt, she will generally respond well if the need is explained.
- She is fairly empathetic and insightful. Jenny can usually tune into the feelings, concerns, and emotions of other people. She will be viewed by many of people as someone who is perceptive, considerate, and understanding.
- She is not one to judge others in advance of observing their behavior and performance. Jenny takes
 people at their word until facts persuade her otherwise.
- Jenny is typically group-minded and inclined to work cooperatively with coworkers. She will usually
 contribute positively to teamwork and cohesion in the workplace.

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Developmental Concerns:

- Jenny can sometimes come on too strong and behave in ways that others perceive as aggressive or
 overbearing. She may need to tone down her style when making requests of other people or trying to
 influence their behavior. Some employees may feel that she takes on too much responsibility without the
 proper authority.
- Jenny may not be as consistently conscientious and dependable as others who hold this job. She may need to perform job tasks, duties, and assignments in a more reliable manner that others can consistently count on.
- Jenny's customer service orientation could be higher. She could place more consistent emphasis on trying to address customers' preferences and concerns promptly and responsively.
- She may occasionally talk too much when she should be listening or concentrating on her work. Jenny
 may be so easily influenced by social cues and opportunities for interaction that she becomes distracted
 and loses her work focus.
- Jenny may find it difficult to engage in or benefit from opportunities for growth and professional development, as she is not very open to doing things a different way.
- Jenny registered an average integrity score. Although this is not an objectionable score, you might want to make sure that she is well trained on company rules and policies and that she understands the consequences for unethical behavior on the job.

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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the
 most difficult customer you have had to deal with and what efforts you made to accommodate him or
 her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.

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• There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people. Describe a situation
 where your style did not mesh well with that of another employee. [Probe: How did your styles differ?
 What problems did this lead to? What adjustments did you make?]
- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been
 a problem for you and, if so, how you dealt with it.

FLEXIBILITY/ADAPTABILITY

- Tell me about a time you have had to adapt the way you tried to deal with a problem to solve it more
 effectively.
- Describe the kinds of adjustments you have had to make when an old way of problem-solving would not work. What changes did you make? How were these more effective than previous methods?
- Tell me about a situation where there has been a shortage of resources or equipment available to you and you have had to improvise and make do with what you have to solve a problem or complete a task.
- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

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