



## **Firefighter I Assessment Report**

**Candidate:**  
**Jane Sampleuser**

**Date:**  
**03/28/2020**

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Candidate: Jane Sampleuser

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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, Above 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

	Low	Below Average	Average	Above Average	High
Agreeableness		◆			
Assertiveness		◆			
Conscientiousness		◆			
Drug Use Potential				◆	
Emotional Stability / Resilience		◆			
Flexibility			◆		
Integrity		◆			
Interpersonal Sensitivity	◆				
Intrinsic Motivation		◆			
Openness		◆			
Optimism/Enthusiasm		◆			
Teamwork			◆		
Work Drive		◆			

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## Personality Assessment

### Strengths:

- Jane is not aggressive, contentious, or overbearing in her dealings with other people. She will readily accept the leadership of others and do what she is asked or told to do.
- Jane is spontaneous and well able to improvise as needed. She can readily adapt to changing circumstances and conditions on the job.
- Like the average employee, Jane will consider new ideas and ways of doing things on her job, but she needs to be convinced of their usefulness before making a change.
- She is ordinarily tough-minded and objective when appraising information and making decisions. Jane will base her conclusions and actions on facts and data, not personal feelings or sentimentality.
- She tends to be respectful of traditional ways of doing things. Jane values convention and is comfortable with the organizational status quo.
- She is fairly vigilant, questioning, and alert to potential problems in the workplace. Jane is not easily deceived or misled by other people. She will be inclined toward such functions as checking, reviewing, inspecting, and monitoring.
- Jane is self-reliant and autonomous. She can function well on her own and in situations requiring independence and self-directedness.

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## Developmental Concerns:

- Some people may view her style as being hard to get along with in group settings. Jane will probably need feedback from time to time about the need to be more amiable and agreeable in her interactions with coworkers and other people.
- She can be too deferential, accommodating, and prone to go along with what other people want or demand. Jane will be reluctant to confront problems and stand up for matters which are in her best interests. She may fail to question the ideas of other people or express opinions which she thinks may be unpopular in group settings.
- Jane may not be sufficiently conscientious or dutiful about established ways of doing things on her job. She may cut corners too sharply or act in ways that her superiors would find untrustworthy and unacceptable.
- Her responses on the Drug Use Potential Scale are similar to the attitudes and values of known drug users. More so than the typical citizen, Jane appears to have knowledge of several types of drugs, see no problems with using, believe they are safe for long term use, and feels that drugs should be readily available for personal consumption.
- Jane is not very stable or well-adjusted. She may be overwhelmed by job stress. Heavy pressure and a hectic work environment may cause her to lose her composure and perform at a lower level of productivity. Absenteeism could be a problem during difficult times.
- Jane could be more flexible and willing to adapt to new procedures.
- Jane scored low on integrity and adherence to ethical standards. Her behavior on the job may directly or indirectly violate company rules and policies. If placed in a job where Jane will be in ambiguous or tempting situations, good surveillance will be needed and she needs to understand clearly the serious consequences for rule violations.
- Jane registers as being highly motivated by extrinsic factors in the workplace-- money, prestige, and status are very important to her and she expects opportunities for raises and bonuses in response to meeting specific goals. She considers work a means to an end, not an end in itself, so emphasizing the personal gratification she can get from a job does not carry much weight with Jane.
- Often set in her ways, Jane may not be willing enough to try new practices and procedures on her job. She could be more receptive to company-sponsored innovation and continuous improvement efforts.
- Jane could be more optimistic and upbeat at times. She could occasionally look more for positive qualities in the people she works with and the situations she works in. She may quit working on problems too quickly because she views them as unsolvable.
- Jane does not strongly emphasize teamwork, which can ultimately lower group unity and productivity. She could do more to contribute to cooperation, collaboration, and interdependence in her work group.
- Jane has a low work drive and is not one to willingly work long hours or an irregular schedule. She may balk at or be demotivated by any job demands that she sees as cutting into what she is entitled to in terms of her personal or family life.

# Firefighter I Assessment Report

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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?

## AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee?  
[Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

## 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.

# Firefighter I Assessment Report

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Date: March 28, 2020

- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

## CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

## EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

## 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?

# Firefighter I Assessment Report

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## INTRINSIC MOTIVATION

- Tell me about what factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.
- When you think about what you get out of a job, what comes to mind?

## OPENNESS

- 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.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

## OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

## TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

## WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.

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- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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