



**Janitor/Cleaner Assessment
Report**

**Candidate:
John Sample**

**Date:
03/29/2020**

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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
Comfort with Procedure			◆		
Conscientiousness/Dependability			◆		
Customer Service Orientation			◆		
Drug Use Potential	◆				
Emotional Stability/Maturity					◆
Independence	◆				
Integrity/Trustworthiness			◆		
Introversion		◆			
Long Tenure Potential				◆	
Work Drive				◆	

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Personality Assessment

Strengths:

- John generally follows through on his commitments and performs his work in a manner consistent with company expectations and procedures. On the other hand, John also uses his discretion and judgment in deciding when to follow a company policy or guideline and when to ignore it.
- He is moderately conscientious and methodical in the way he works. John fulfills most commitments and expectations, though he also makes up his own mind about when and how he will do so.
- He has very good control over his emotions and is able to handle considerable stress on the job. John keeps his composure while under the pressure and strain of difficult situations or extended periods of work overload.
- John scores above-average in terms of being honest and rule-following. He will internalize and promote company norms, values, and policies on his job.
- John is fairly sociable, outgoing, and amiable in his work-based interactions. He will usually be an effective communicator.
- He usually prefers to form an attachment to one company, reducing his likelihood of leaving for another job elsewhere. When problems arise at work, John is inclined to tough them out rather than quit in frustration.
- John has a fairly strong work ethic. He is usually willing to put in long or irregular hours at work when needed. John is likely to put forth considerable effort to attain job goals.

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Developmental Concerns:

- John could be somewhat more reliable and careful in his work habits. He could, at times, do his job in a more conscientious, quality-minded manner.
- He could enhance his level of customer service orientation. John may need to show more concern for customer satisfaction on a consistent basis.
- He is dependent on others and lacking in self-reliance. He is not adept at taking responsibility for initiating or executing whole tasks. Independent decision-making is not his strong suit.
- John's integrity is average. This is not an unacceptable score, but his supervisor will want to reinforce the importance of company rules, policies, and guidelines and to provide examples of how to handle ethically ambiguous situations along with consequences for improper behavior on the job.
- John may let social factors undermine his objectivity in making evaluations. His high need for social interaction can sometimes impair his work efficiency.

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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?
- * How would you handle it differently in the future?

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.
- 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.

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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INTROVERSION

- This test describes you as outgoing. Do you agree with that?
- Have you ever had a job where you did not have much opportunity to interact with others? How did that make you feel?

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