



**Project Coordinator Assessment  
Report**

**Candidate:  
Sally SamplePerson**

**Date:  
02/13/2023**

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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, 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			◆		
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience				◆	
Extroversion					◆
Flexibility	◆				
Initiative			◆		
Integrity		◆			
Interpersonal Sensitivity	◆				
Optimism / Enthusiasm			◆		
Teamwork			◆		
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 Sally's overall level of general intellectual aptitude to be in the **70-79 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 60-69%ile

Verbal Reasoning 80-89%ile

Sally has an above-average level of general cognitive aptitude. She should be able to handle the problem-solving demands of this job in a capable manner.

#### Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- 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 lower the Overall Cognitive Aptitude score, 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 higher the Overall Cognitive Aptitude score, 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:

- She will usually be agreeable and congenial in her interactions with other people. Unless she is particularly upset about something at work, you can expect her to avoid arguments and contentious interactions.
- Sally is assertive, but by no means aggressive or oppositional. She will make requests of others in a low-key, non-invasive manner.
- She is often conscientious and dependable in her job performance. Yet, Sally can also adjust to changing circumstances and be flexible in how and when she carries out tasks and assignments.
- She has an above-average level of emotional stability. Sally can handle most types of job stress and pressure without lowering her performance effectiveness. She will usually deal with work crises in a calm, level-headed manner.
- Sally is sociable, outgoing, and cheerful in her dealings with other people on the job. She should be a good communicator who readily gets to know other employees.
- Sally won't change just for the sake of change. She functions best where she has to take a rigid interpretation of company rules and guidelines.
- When working on a new assignment, Sally will take the time to put a plan in place, but she also urges others to get moving to accomplish things in a timely manner.
- Sally has an analytical, logical thinking style which relies on facts and data as the basis of decisions. She will be comfortable giving criticism and negative feedback to other people.
- Guardedly optimistic in her approach to work, Sally not only will look for positive qualities in most situations and people, but she also has a healthy amount of skepticism.
- Sally is balanced with respect to teamwork versus individual contributor roles. She can alternate between working closely with others and working independently.

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### Developmental Concerns:

- At times, Sally can be hard to get along with. She could make more of an effort to be consistently agreeable and pleasant in her job-based interactions.
- Sally may need to be more strong-willed and assertive in some situations. She should let others know what she really thinks or feels about things at times.
- Sally could be somewhat more reliable and careful in her work habits. She could, at times, do her job in a more conscientious, quality-minded manner.
- She could strengthen her customer service orientation. Sally may need to be more responsive to the needs and preferences of customers in her area of responsibility.
- Sally may be too involved in the social side of work. She may spend time chatting and interacting with others when she should be concentrating on her own work obligations.
- Sally often has trouble dealing with change and uncertainty on the job. Some people will view her as hindering change.
- Sally registers as having a below average score on our measure of integrity. She may act in ways that others consider to be improper, unethical, or even illegal, especially when presented with an ambiguous or tempting situation.
- She may not be good at reading or understanding other people. Sally could try harder to tune into the feelings and concerns of the people she works with. Her decisions may suffer at times from her not taking the sensitivities of other people into account.
- She may occasionally need to do more to work with others in a mutually supportive, cooperative manner. Teamwork could be a higher priority for Sally, especially in work settings requiring a high level of interdependence.

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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.

#### 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.

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## 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.

## 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?

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- 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?

### INTERPERSONAL SENSITIVITY

- Tell me about a time when you were able to establish rapport with a “difficult” person.
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

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