



## **Auditor Assessment Report**

**Candidate:**  
**John Sampleuser**

**Date:**  
**11/06/2019**

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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				◆	
Detail Mindedness				◆	
Emotional Stability / Resilience					◆
Integrity			◆		
Intrinsic Motivation		◆			
Openness					◆
Optimism/Enthusiasm					◆
Orderliness			◆		
Preference for a Quiet Job	◆				
Self-Directed Learning					◆
Teamwork			◆		
Work Drive				◆	
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 John's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 70-79%ile

John has an above-average level of general cognitive aptitude. He 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:

- He is agreeable and easygoing. John strives to maintain pleasant, harmonious working relationships, and avoids disagreement or discord.
- John has an average level of assertiveness. He will sometimes address tough situations directly and stand up for what he believes in, though he is also willing to accommodate to the preferences and demands of others.
- He is consistently conscientious and dependable in the way he works. John will follow through on his commitments and do what he says he will do.
- John emphasizes customer service and satisfaction in his work and management philosophy. He typically addresses the concerns and preferences of customers in a prompt, responsive manner.
- John is alert to detailed requirements in his work. He can be counted on to put in the necessary time to remove errors and achieve a high quality product or service.
- He is well-adjusted and resilient. John can consistently weather job stress and strain without lowering his effectiveness.
- He is very open to new learning on the job. John should be quite comfortable with planned change programs and innovation initiatives in the workplace. He will make a continuing effort to acquire new job-related skills and abilities.
- He consistently anticipates favorable outcomes in the workplace, both for himself and his employer. John has positive job expectations, even when faced with problems.
- He often approaches tasks methodically, paying attention intermediate steps in task completion. However, John can also improvise when necessary and adjust his approach to accommodate changing demands and constraints.
- John readily engages in activities that improve his work-related knowledge, skills, and abilities. He has a high level of commitment to self-directed learning for professional development.
- John is moderately teamwork-oriented. He usually works cooperatively with other employees, but also works well in situations calling for individual contribution and self-reliance.
- With an above-average work drive, John works energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands, including working long hours.

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### Developmental Concerns:

- John could be more assertive in some situations. He could also be more inclined to bring his influence to bear on other people and to address problems directly.
- John scored in the average range on our measure of integrity. Although this does not necessarily signify a problem, it might be good to further reinforce his ethical code with thorough training that clarifies company rules and regulations as well as consequences for inappropriate behavior.
- Financial incentives and other extrinsic rewards are more appealing to John than are the intrinsic features of a job, such as how interesting or personally meaningful it is. He is fairly motivated by salary increases, bonuses, prizes, and promotions.
- John's optimistic outlook may sometimes lull him into a false sense of security. He may not always prepare adequately for future concerns or unforeseen problems. He may persevere on unsolvable problems long after others have ceased to work on them.
- In a very quiet work setting where people are expected to do their work by themselves with minimal interruptions, he is likely to be unhappy. Being a more socially outgoing person who needs a stimulating work environment, John will find it very difficult to adapt, so he will probably engineer some way to create some social involvement at work.
- He could place greater emphasis on group unity, cohesion, and a shared sense of purpose with his fellow employees. John may need to be encouraged to be more actively team-minded, especially in work settings where close cooperation and interdependence are required.

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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?

### 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.

### 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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### 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?

### OPTIMISM

- Describe a situation where you were more optimistic than your coworkers or boss about the feasibility of a project or deadline. Was it justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you had unduly high expectations about a project or problem at work and did not adequately estimate the difficulty level or prepare for possible difficulties that arose.

### ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality. Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

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