

Candidate:
Jane Sampleuser

Date: 02/07/2020

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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, 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

		Below	A	Above	I P I-
	Low	Average	Average	Average	High
Agreeableness					•
Conscientiousness				•	
Detail Mindedness				♦	
Emotional Stability / Resilience					•
Extroversion			♦		
Impression Management	•				
Integrity				•	
Intrinsic Motivation			♦		
Long Tenure Potential					•
Orderliness				*	
Responsive Service				•	
Tough Mindedness		•			
Work Drive				•	

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Test	Percent Correct Score	This score is considered to be:
Filing Aptitude	100% Correct	High Score
Test	Percent Correct Score	This score is considered to be:
Grammar & Spelling	56% Correct	Below Average

Explanation of this "Percent Correct" Aptitude Score

The scoring for tests like this one is based on a "percent correct" calculation which is total number of correct answers divided by total number of questions on the test. The candidate has ample time to complete each question, so it is possible to achieve a 100% score.

<u>Lower scores</u> suggest the candidate will make a high number of errors on the job. Their basic skills in this topic area are probably lacking. If hired, you need to consider on-the-job training in this topic area.

<u>Higher scores</u> suggest the candidate is less likely to make mistakes of this type on the job. Their skills are adequate to good, so they can probably improve accuracy as they practice tasks on the job - especially if you give them feedback about errors as they occur during job performance.

We offer the following guideline:

0% to 50% correct	51% to 70% correct	71% to 85% correct	86% to 100% correct
Low Score	Below Average	Above Average	High Score

Most companies are simply trying to weed out candidates who would have the most trouble handling job tasks of this nature. If that is the case, you need to think about what is the lowest "Percent Correct" score you will tolerate. If errors are not particularly costly to your operations, then you may be able to accept candidates who score in the Below Average range.

Some companies are trying to enhance the overall quality of their workforce with the use of standardized aptitude testing. If this is the case for your company, then we advise that you accept candidates in the Above Average or High categories. If errors of this nature cause very serious problems in your company, then you should only hire people who score in the High category.

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Personality Assessment

Strengths:

- She is very motivated to have smooth, amiable working relationships. Jane tries to be courteous and agreeable at all times on the job.
- She is reliable and conscientious on the job. Jane will honor her job expectations and commitments in a manner that others can depend on.
- People will view Jane's work as accurate, precise, and thorough. She will put in extra proofing time to make sure everything is completed properly and do not contain errors.
- She has a high level of emotional stability and resilience. Jane copes effectively with job stress and pressure. She is level-headed and collected in times of work crises.
- Jane is sincere and unpretentious in her job-based interactions. She won't become overly-involved with talking to other people and can concentrate on immediate tasks and assignments.
- Jane presents herself in an accurate, consistent manner. She does not try to put on a false front or manipulate the image she presents to other people. Others who work with Jane are likely to perceive her as highly sincere and genuine.
- Jane will perform her work tasks and duties in a manner consistent with company rules and policies. She is honest and ethical in her job behavior.
- For Jane, the nature of her job, including variety, challenge, responsibility, and relationships with coworkers, are about as important as just making a lot of money or achieving a high status position.
- She prefers to form a strong attachment to one company and is unlikely to want to leave for another job. When problems arise at work, Jane is more likely than most to tough them out rather than quit in frustration.
- She is systematic and orderly in her work. She should be comfortable managing job-related data and information.
- Jane places substantial emphasis on customer satisfaction and retention in her work. She usually tries to anticipate and fulfill customer needs and demands courteously and without delay.
- Jane ordinarily takes the concerns and preferences of others into account when making decisions. She is likely to be viewed by coworkers as an empathetic, understanding person.
- Jane has an above-average work drive. She usually works hard and does what it takes, including putting in overtime or working long hours, to meet the demands of her job.

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Developmental Concerns:

- Jane can sometimes try so hard to get along with everyone that she gives in on important issues just to keep the peace. People may view her as too accommodating and unwilling to address difficult situations.
- In job situations that require good social skills, Jane may need to be more consistently outgoing and expressive. She could communicate more readily and effectively in some settings.
- Jane could improve her interpersonal effectiveness by adjusting her approach to fit her audience and situation. She could gear her presentations and statements more toward the person she is trying to influence.
- Jane may sometimes not be objective or dispassionate enough when doing analyses or making
 decisions which affect others. Her interpretation of people, actions, and events around her can
 occasionally be too subjective and biased by her own emotions and values.

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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?

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?]

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs, resources, and interest levels of the people you are interacting with.
- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.

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TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- 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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