



**Credit & Collections Specialist  
Assessment Report**

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**Candidate:  
Jane Sampleuser**

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**Date:  
02/24/2020**

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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
Agreeableness					◆
Assertiveness			◆		
Competitiveness		◆			
Conscientiousness				◆	
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience		◆			
Empathy		◆			
Extrinsic Motivation		◆			
Integrity				◆	
Long Tenure Potential				◆	
Optimism/Enthusiasm			◆		
Selling Confidence	◆				
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 Jane's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	80-89%ile
Verbal Reasoning	10-19%ile

Jane has a slightly above-average level of general cognitive aptitude. She should be able to handle most of the problem-solving demands of this job in a satisfactory 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 is very kind and agreeable. Jane will not be disruptive in group settings. She is generous and giving of her time and attention.
- Jane is assertive, but by no means aggressive or oppositional. She will make requests of others in a low-key, non-invasive manner.
- She fulfills her job responsibilities reliably and conscientiously. Jane typically does what she says she will do in a manner others can depend on.
- She will usually weigh the facts and consider the objective parameters of a situation before making a decision or choosing a course of action. Jane will not be swayed by appeals to feelings or emotional considerations in her conclusions.
- For Jane, the nature of her job, including variety, challenge, responsibility, and relationships with coworkers, are slightly more important than just making a lot of money or achieving high status. As a manager, Jane is likely to be a good role model for front-line staff by demonstrating the importance of intrinsic job motivators.
- Jane registers as having a sound level of integrity and honesty. She is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- She usually prefers to form an attachment to one company, reducing her likelihood of leaving for another job elsewhere. When problems arise at work, Jane is inclined to tough them out rather than quit in frustration.
- Although fairly optimistic in her outlook most of the time, Jane is not naïve or unrealistic. She tempers her positive expectations with an awareness of the potential for problems and difficulties.
- Jane has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job and employer.

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### Developmental Concerns:

- Jane much prefers to interact with people about neutral or pleasant topics. When problems or unpleasant topics have to be addressed, she allows the other person to change the subject.
- Jane could be more assertive and forceful in some situations. She could, at times, stand up more for what is in her best interests and confront problem situations more readily.
- Jane does not have a strong need to compete with or gauge her success against peers. Because of this, she may not always put forth as much effort as those who are more competitive and driven to out-perform their peers.
- She could enhance her level of customer service orientation. Jane may need to show more concern for customer satisfaction on a consistent basis.
- Scoring below-average on emotional stability, Jane may not always have good control over her emotions. She may have considerable difficulty handling heavy job pressure and frustration in an appropriate manner.
- She may not be good at reading or understanding other people. Jane could try harder to tune into the feelings of the people she works with and behave in a more considerate manner. She may have trouble understanding and relating to people who are tender-minded and feeling-sensitive.
- Jane is lacking in self-confidence as a salesman. She has doubts about herself and her ability to sell. Jane is often unsure of what is the best course of action to make in a sales situation. Jane may fail to send a message of assurance and capability to potential customers.

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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.

### COMPETITIVENESS

- Describe a situation where you had to compete with other employees to reach a goal. What was the situation and how much did you enjoy it? How did it turn out?
- What types of competitive experiences have you had at work? To what degree were you successful in competing against your peers... or competing to reach a company goal? Tell me about one of those situations.
- To what degree do you prefer a job that involves competition, e.g. competing between employees to see who can produce the highest volume or achieve the lowest defects, etc.

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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.

## 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.

## EMPATHY

- 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?

## MONEY MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

## SELLING CONFIDENCE

- Describe your typical frame of mind or mindset when cold-calling.
- Tell me how you deal with the loss of a big sale you were expecting to get.
- How does customer resistance affect your confidence about making a sale?

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