



**Dental Assistant / Hygienist
Assessment Report**

**Candidate:
Jane Sampleuser**

**Date:
03/10/2020**

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Candidate: Jane Sampleuser
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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				◆	
Emotional Stability / Resilience		◆			
Empathy					◆
Extroversion				◆	
Integrity				◆	
Intrinsic Motivation				◆	
Nurturance			◆		
Openness	◆				
Optimism		◆			
Teamwork		◆			
Work Drive	◆				

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Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
General Reasoning								X		

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:

- For the most part, she is agreeable and easygoing at work. Jane will usually avoid disagreements, conflict, and arguments with other people.
- Jane tends to be very humble, modest, and unpretentious in her dealings with other people. She is mild-mannered and goes along with the wishes of others.
- She is moderately orderly and conscientious in the way she does her work. Jane also uses a fair amount of her own judgment in determining when and how she will carry out her job responsibilities and commitments.
- Jane has good intentions for providing appropriate levels of service to your client population, and will be receptive to blending into an organization that sets a high standard for excellent customer satisfaction.
- She can identify closely with the feelings and concerns of other people. Jane has a high level of empathy which enables her to understand and relate to the people she works with. She is likely to be perceived by customers as someone who is very insightful, sympathetic, and helpful.
- Jane will communicate with others as needed while also concentrating on her own tasks and duties. She is generally cordial and pleasant, but not socially distractible.
- Jane is above-average in terms of honesty and integrity on the job. She can be trusted to perform her job in a rule-following manner, consistent with company rules, ethical codes, and values.
- The intrinsic aspects of her job, such as task variety, stimulation, and responsibility, motivate Jane far more than money and financial incentives. She needs a job that offers the opportunity to do work that is personally meaningful and significant.
- Jane probably wants to be viewed as a helper and caregiver. She can be effective in some situations that call for her to be nurturing and kind.
- She places a high value on continuity, familiarity, and predictability. Jane is most comfortable if she can develop a set way of doing things, then sticking with it, rather than making continuous changes.
- She is fairly vigilant, questioning, and alert to potential problems in the workplace. Jane is not easily deceived or misled by other people. She will be inclined toward such functions as checking, reviewing, inspecting, and monitoring.
- Jane usually prefers to perform her work in a self-sufficient, independent manner. She should be comfortable with solo work where she does not have to coordinate closely with other people.

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Developmental Concerns:

- In stressful situations, she can sometimes come across to others as disagreeable or difficult to get along with. Jane may need to make more of an effort to be courteous and pleasant in all of her interactions with others in the workplace.
- Jane is unassertive. She may back off from situations which she should confront. Jane may give in or keep quiet about things which are in her best interests to challenge and address in a direct manner. Even if Jane has valuable knowledge or insights, she may avoid sharing them with other employees if she feels any challenge or debate is possible.
- Jane may occasionally be unreliable or inattentive to details in the way she performs her job. She could sometimes be more conscientious about performing job tasks as expected and on time.
- Scoring average on the Customer Service dimension, Jane may be responsive some patient needs while ignoring others. She probably sticks to the standard set of services without going above and beyond to address unusual requests.
- 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.
- Jane can sometimes become too emotionally involved with other people. This can compromise her objectivity when making decisions which affect them. Also, her reflexive attempts to help others may sometimes be perceived as invasive or inappropriate.
- When good social skills are important for successful job performance, Jane could sometimes communicate more effectively. She could be more consistently sociable and outgoing when interacting with other people.
- In jobs that call for a lot of helpfulness and nurturance, Jane may not always be able to perform up to your standards. She probably needs a job that gives her some respite from these demands for a significant part of the day.
- She should be more open to new ideas and ways of doing things on her job. At times, Jane may be too rigid and set in her ways, which could limit her ability to benefit from organizational innovation and change efforts.
- Jane could be somewhat more optimistic in her outlook. She may occasionally be too critical and prone to look for problems and the downside of situations, leading her to give up on problems that other employees perceive as solvable.
- She may sometimes be too independent and not willing enough to support teamwork and group efforts. Jane could be more willing to work closely with other employees to achieve shared goals and objectives.
- Jane has a low work drive and is not one to willingly work long hours or an irregular schedule. She may balk at or be de-motivated by any job demands that she sees as cutting into what she is entitled to in terms of her personal or family life.

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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?]

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.

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- 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.

CUSTOMER SERVICE

- Some patients (or their family members) can be awfully demanding when they ask for extra special consideration. Tell me about a situation that happened to you in which the patient, or their family, asked for something you felt was way beyond what is normal. What was the situation? What made it unusual? How did you decide to handle it and what was your rationale?
- 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 client satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- 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.
- Tell me about a client who gave your admin staff a hard time. What was the request; how was it handled; did it a good or bad outcome, and why do you say that?

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 dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)

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- 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? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

NURTURANCE

- Tell me about a person with whom you have been in a care giving relationship. How was it difficult for you? How was it rewarding?
- Tell me about a person who has depended on you for service of some kind. What did you do for them? In what ways did you try to take care of their all of their needs -- not just the immediate request? (Listen for someone who tries to understand what the other person is going through and who tries to do something extra to deal with the objective need as well as the emotional needs.)

OPENNESS

- 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.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

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WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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