



Human Resource Specialist Assessment Report

Candidate:
Kristen Sampleuser

Date:
02/04/2020

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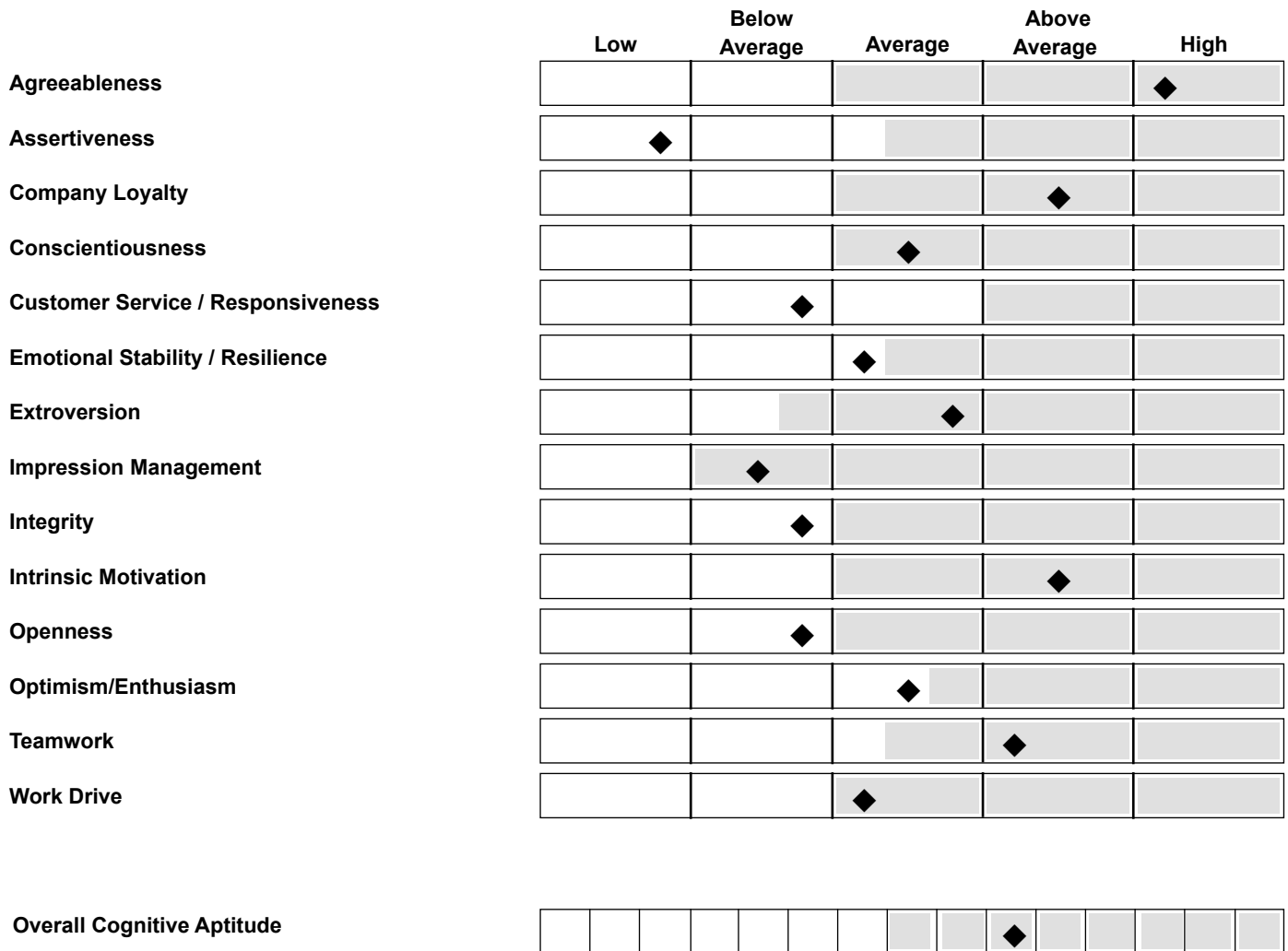
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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, 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



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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 Kristen'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 60-69%ile

Verbal Reasoning 40-49%ile

Kristen 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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Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

Career Growth	Ms. Sampleuser's Responses
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.
Conscientiousness	Ms. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Most of the official rules at work...</i>	Answer not included in public website samples.
<i>I get annoyed at work when...</i>	Answer not included in public website samples.
<i>Sometimes employers can place too much emphasis on...</i>	Answer not included in public website samples.
<i>When I make a mistake and someone criticizes me for it, I...</i>	Answer not included in public website samples.
Customer Service	Ms. Sampleuser's Responses
<i>My approach to customer service is...</i>	Answer not included in public website samples.
<i>Dealing with difficult customers...</i>	Answer not included in public website samples.
<i>What customers really want from me is...</i>	Answer not included in public website samples.
<i>When I am training a new staff on customer service, I emphasize...</i>	Answer not included in public website samples.
<i>I am least effective with certain customers who...</i>	Answer not included in public website samples.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	Answer not included in public website samples.
Demotivators	Ms. Sampleuser's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

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Job Satisfaction	Ms. Sampleuser's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.
Teamwork	Ms. Sampleuser's Responses
<i>To me, being a good team player means...</i>	Answer not included in public website samples.
<i>I enjoy teamwork when...</i>	Answer not included in public website samples.
<i>The optimal split between team and independent work is...</i>	Answer not included in public website samples.
<i>Most team meetings are...</i>	Answer not included in public website samples.
<i>My experiences with being on a team...</i>	Answer not included in public website samples.
<i>In most companies teams are...</i>	Answer not included in public website samples.
Work Drive	Ms. Sampleuser's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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Personality Assessment

Strengths:

- Coworkers are likely to see Kristen as very easy to get along with. Kristen will avoid arguments and unpleasantness whenever possible. She tries to be agreeable in her daily interactions with coworkers and other people.
- Kristen goes along with the wishes and demands of other people. She is respectful and deferential toward other people, particularly those in positions of authority.
- Kristen comes to her job with a reasonable attitude about work expectations and company personnel policies. For the most part, she believes that management acts for the long term benefit of workers. Even when new policies lead to employee unrest, Kristen will try to maintain a positive perspective.
- She is often conscientious and dependable in her job performance. Yet, Kristen can also adjust to changing circumstances and be flexible in how and when she carries out tasks and assignments.
- She is about average in terms of emotional stability and coping skills. Kristen can deal effectively with most normal forms of job stress and strain and not let her emotions undermine her job performance.
- Kristen is generally amiable and pleasant in her interactions with others at work. She can also concentrate her attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.
- Kristen presents herself in a fairly accurate and consistent manner. She does not try to put on a false front or manipulate the image she presents to other people.
- The intrinsic aspects of her job, such as task variety, stimulation, and responsibility, motivate Kristen far more than money and financial incentives. She needs a job that offers the opportunity to do work that is personally meaningful and significant.
- She tends to be respectful of traditional ways of doing things. Kristen values convention and is comfortable with the organizational status quo.
- She takes many situations and people at face value, without preconceptions or advance judgments. While Kristen is usually optimistic about most prospects and future contingencies, she is not gullible or unrealistic in her expectations.
- Kristen is supportive of organizational goals for teamwork and cooperation. She usually contributes to cohesiveness and interdependence in her work group.
- Kristen's work drive is average. She usually works hard enough to meet the demands of her job and to fit into the norms of the group in terms of trying to meet goals in a reasonable and timely manner.

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Developmental Concerns:

- Kristen definitely lacks assertiveness. She may be too meek, pliable, or threat-sensitive to be effective in some situations to protect her own best interests or the best interests of the company. She will avoid being placed in roles where responsibility for others' work is involved, and she will hesitate to offer opinions in meetings where different ideas and approaches are being discussed.
- She may sometimes fail to do things when and how she said they would be done. Kristen could be more conscientious and reliable in the way she meets job expectations and responsibilities.
- Kristen's customer service orientation is not high compared to most candidates for this job. If hired, her supervisor should encourage her to address customers' preferences and concerns more consistently. Kristen could be more focused on trying to make customers highly satisfied.
- Kristen may not be able to handle as much job stress as other employees in this position. Highly demanding situations and heavy job stress could be a problem for her in terms of managing her anxiety and/or controlling her emotions in a mature, professional manner.
- When good social skills are important for successful job performance, Kristen could sometimes communicate more effectively. She could be more consistently sociable and outgoing when interacting with other people.
- Kristen may sometimes be too upfront or tactless in what she says to other people. She could probably be more effective on the job if she were more discreet and tactful.
- Kristen scored below norm on integrity, suggesting that she may not always adhere to company rules and guidelines. She may occasionally engage in behaviors on the job that are considered improper or ethically questionable.
- She needs to guard against relying too much on what she already knows and is familiar with. Kristen could be more receptive to opportunities for change, improvement, and development.
- Kristen may, at times, need to be more willing to extend herself when long hours or an irregular work schedule are required. She may be reluctant to make any personal sacrifices for her job.

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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.

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.

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- 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.

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.

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?

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.

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.

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- 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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