



## **Human Resources Manager Assessment Report**

**Candidate:**  
**Kevin Sampleuser**

**Date:**  
**03/22/2020**

# Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

Date: 03/22/2020

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			◆		
Assertive Leadership				◆	
Conscientiousness				◆	
Customer Service Orientation				◆	
Dependability				◆	
Emotional Stability				◆	
Empathy			◆		
Extroversion				◆	
Impression Management				◆	
Integrity				◆	
Intrinsic Motivation				◆	
Managerial Human Relations				◆	
Openness				◆	
Optimism			◆		
Self-Confidence				◆	
Task Structuring		◆			
Teamwork			◆		
Work Drive					◆

Overall Cognitive Aptitude



# Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Kevin's overall level of general intellectual aptitude to be in the **60-69 percentile** range. His individual aptitude levels are:

Abstract Reasoning 60-69%ile

Numeric Reasoning 40-49%ile

Verbal Reasoning 80-89%ile

Kevin has a slightly above-average level of general cognitive aptitude. He 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.

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

### 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	Mr. 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.
Demotivators	Mr. 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.
Job Satisfaction	Mr. Sampleuser's Responses

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

<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.
Leading a Team	Mr. Sampleuser's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.
Management Style	Mr. Sampleuser's Responses
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.

<b>Work Drive</b>	<b>Mr. Sampleuser's Responses</b>
<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.

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

*Overnight travel...*

Answer not included in public website samples.



# Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

## Personality Assessment

### Strengths:

- He tends to have smooth working relationships with most people on the job. Kevin is usually viewed as being courteous and agreeable, unless he has to work with someone who is very difficult and demanding.
- Kevin can be directive and assertive in the way he manages employees. He usually takes the initiative and brings his influence to bear in group settings.
- He is trustworthy and reliable in the way he performs his job. Kevin fulfills his work commitments in a reliable manner others can count on.
- Kevin tends to be committed to providing courteous, timely service to customers in his establishment. He usually makes their satisfaction a high priority on his job.
- Kevin typically performs his job in a fairly trustworthy, reliable, and conscientious manner. Kevin generally makes good on his work commitments, keeps his promises, and responsibly follows through on obligations to his customers and his employer.
- He is generally stable and well-adjusted. Kevin can usually work with composure under hectic conditions and job stress.
- While Kevin is receptive to viewpoints and concerns of other people, he does not allow others to unduly sway his judgment. He will balance objective and subjective concerns in his decision-making style.
- Kevin is usually sociable, outgoing, and friendly in his work-based interactions. He is likely to be a capable communicator who shares his ideas and views readily with other employees.
- Often inclined to adjust the way he presents himself to fit the situation he is in, Kevin usually tries to say and do things that he thinks others will like. He often tries to project a positive image to others in the workplace.
- Kevin is above-average in terms of honesty and integrity on the job. He can be trusted to perform his job in a rule-following manner, consistent with company rules, ethical codes, and values.
- The intrinsic aspects of his job, such as task variety, stimulation, and responsibility, motivate Kevin far more than money and financial incentives. He needs a job that offers the opportunity to do work that is personally meaningful and significant.
- As a manager, Kevin registers as having good human relations skills. He is usually considerate of the feelings of subordinates and responsive to their concerns. Kevin usually listens well and tries to be understanding when they have problems.
- He is open to change and innovation in the workplace. Kevin is motivated to engage in new learning and professional development, both for himself and his subordinates.
- He is generally optimistic about most future possibilities and contingencies. However, Kevin is also somewhat wary about what can go wrong. Employees probably feel that he sets fairly reasonable goals that are motivating, yet not too difficult.

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

- Kevin is fairly secure with himself and his performance capabilities. He will usually make decisions promptly without wavering between alternative courses of action.
- As a manager, Kevin gives his employees a fair amount of leeway and discretion in how they perform their work. He usually prefers to empower them on their jobs rather than closely monitor and direct their day-to-day activities.
- He works comfortably in situations requiring independence as well as in situations where he must work cooperatively with others. Kevin will try to promote group cohesion while also relating to employees one-on-one.
- Kevin has a high work drive. He invests a lot of time and energy into his job, even when long hours are required. As a manager, Kevin sets a good example for subordinates of working hard.

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

### Developmental Concerns:

- At times, Kevin can be hard to get along with. He could make more of an effort to be consistently agreeable and pleasant in his job-based interactions.
- Others who work with Kevin may find it difficult to get to know him or as someone who is insincere . Kevin could improve his interpersonal effectiveness by being more authentic and genuine in the way he presents himself to the people he works with.
- Kevin may sometimes be too hands-off and removed from the day-to-day activities and accomplishments of subordinates. He could, at times, supervise more closely and be more inclined to set goals, assess results, and take corrective action where needed.
- Kevin may need to be more concerned with teamwork and cooperation among his subordinates. He could try harder to get them to help each other and to work cooperatively to achieve common goals.

# Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

## 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?

## 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.

## STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

## 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.

## Human Resources Manager Assessment Report

Candidate: Kevin Sampleuser

Date: March 22, 2020

The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (865) 579-3052 or by sending E-mail to [info@resourceassociates.com](mailto:info@resourceassociates.com).