



Human Resources Manager Assessment Report

Candidate:
John SamplePerson

Date:
03/03/2026

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www.resourceassociates.com

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 Date: March 03, 2026

Username: RESOPZJIG0001
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The following information is a feedback report based on the results of validated psychological assessment dimensions. Depending on the sections included in the test battery, there may be multiple pages of explanatory information. Please review thoroughly for the best overall interpretation of your candidate's scores.

PERSONALITY TRAITS

The profile 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 (designated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

| | 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 | | | ◆ | | |

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GENERAL COGNITIVE APTITUDE ASSESSMENT

OVERALL GENERAL COGNITIVE SCORE



Compared to general adult norms using standardized tests validated for a wide range of jobs, we estimate overall level of mental ability to be in the **70-79%ile** range. His individual aptitude levels are:

| | |
|--------------------|-----------|
| Abstract Reasoning | 70-79%ile |
| Numeric Reasoning | 70-79%ile |
| Verbal Reasoning | 70-79%ile |

John demonstrates an above-average level of cognitive ability. He will be a fairly good problem solver and should be able to assimilate most new information readily. He is likely to be a satisfactory cognitive performer in this job.

Score Breakdown by Question Type (44 total questions)

ABSTRACT REASONING—Demonstrates ability to make sense of conceptual information, reason abstractly and determine patterns and relationships among symbolic stimuli:

Candidate scored **9 correct out of 14** possible questions or 64% correct.

NUMERIC REASONING—Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships:

Candidate scored **11 correct out of 13** possible questions or 85% correct.

VERBAL REASONING—Demonstrates ability to to comprehend English vocabulary, reason with verbally-based information, and draw conclusions based on complex verbal stimuli:

Candidate scored **10 correct out of 17** possible questions or 59% correct.

General Cognitive Aptitude Score Interpretation

These aptitude scores reflect percentile rankings -- not percent correct on the test. For example, if a person scores 80-89%ile on a specific test in this report, it means that they scored at least as well or better than 80-89%ile of the norm group, but not as high as about 10-20%ile of the norm group.

The **Overall General Cognitive Aptitude Score** is an average of the standardized scores for the three separate aptitude tests given to this candidate.

The lower the score, the more difficulty a candidate is likely to have learning new information and making decisions. If experienced in their profession, they may perform well practiced tasks effectively but struggle with new things. They may need extra training or more support from managers. Low scorers can become overwhelmed by complexity and generally prefer duties requiring specific answers rather than insightful solutions.

The higher the 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 | Mr. Sampleperson's Responses |
|--|------------------------------|
| <i>My career goal for five years from now...</i> | ... |
| <i>To better myself I...</i> | ... |
| <i>Working with coworkers who do not know as much as I do...</i> | ... |
| <i>If I feel underutilized in my job...</i> | ... |
| <i>To get ahead in most companies, you have to...</i> | ... |
| <i>I sometimes felt my career advancement was limited by...</i> | ... |
| <i>My ideal job would be...</i> | ... |
| Demotivators | Mr. Sampleperson's Responses |
| <i>What annoys most workers...</i> | ... |
| <i>I would quit my job if...</i> | ... |
| <i>At work, I feel tense when...</i> | ... |
| <i>I don't like to work with people who...</i> | ... |
| <i>My work performance suffers when...</i> | ... |
| <i>I would really dislike a manager who...</i> | ... |
| Job Satisfaction | Mr. Sampleperson's Responses |
| <i>The kind of assignment I like best is...</i> | ... |
| <i>I enjoy working with people who...</i> | ... |
| <i>I would turn down a job if...</i> | ... |
| <i>The best way to get ahead in an organization...</i> | ... |
| <i>The most fulfilling job I had...</i> | ... |
| <i>My greatest satisfaction in a job...</i> | ... |
| <i>A boss deserves loyalty if...</i> | ... |
| <i>What I want most from a job is...</i> | ... |
| <i>The best type of manager for me would be someone who...</i> | ... |
| <i>Working closely with other people...</i> | ... |
| Leading a Team | Mr. Sampleperson's Responses |
| <i>The way I get people to work together is...</i> | ... |
| <i>I get people to participate in team discussions by...</i> | ... |
| <i>Creating a strong team is not as important as...</i> | ... |
| <i>Content of my team meeting typically consists of...</i> | ... |

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| <i>Team meetings are best used for...</i> | ... |
|---|-------------------------------------|
| Management Style | Mr. Sampleperson's Responses |
| <i>As a manager, my greatest satisfaction at work...</i> | ... |
| <i>Effective leadership...</i> | ... |
| <i>Mentoring employees who report to me...</i> | ... |
| <i>When I have to make a decision quickly...</i> | ... |
| <i>Giving performance feedback...</i> | ... |
| <i>When I have to reprimand or discipline an employee...</i> | ... |
| <i>Besides supervising other people, a manager should...</i> | ... |
| <i>The average employee...</i> | ... |
| <i>An employee who brings personal problems to work...</i> | ... |
| <i>The key to my success as a manager...</i> | ... |
| <i>The biggest challenge to a manager dealing with today's workforce...</i> | ... |
| <i>The best way to motivate people...</i> | ... |
| Work Drive | Mr. Sampleperson's Responses |
| <i>Responsibility at work...</i> | ... |
| <i>Working long hours every week...</i> | ... |
| <i>It's hard to do good work when...</i> | ... |
| <i>When my suggestions at work are turned down I...</i> | ... |
| <i>Having to work on the weekend...</i> | ... |
| <i>Overnight travel...</i> | ... |

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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He is very kind, agreeable, and accommodating. John will not be disruptive in group settings and will avoid conflict whenever possible. He is generous and giving of his time and attention.
- He is fairly assertive in his managerial style. John will direct the work of subordinates in a straightforward manner and deal with challenges to his authority without seeming domineering.
- Very dependable and conscientious on the job, he will reliably honor job expectations and commitments.
- Having an above average level of customer service commitment, John usually works to meet customers' demands in a timely and courteous manner. He often takes time to give extra attention to customers to ensure their satisfaction and repeat business.
- John is generally conscientious and dependable. He has fairly good follow-through and tries to perform his work in a reliable manner.
- He is quite resilient in the face of job stress and strain. John can handle demanding conditions and work pressure, even on a continuing basis without becoming unduly frustrated. He will respond to work crises in a calm, even-tempered manner.
- He is fairly attuned to the feelings and emotional states of other people. John is likely to be perceived by most people he works with as someone who is empathetic and considerate. He will usually make himself available to assist them with problems they are having.
- John is extroverted, gregarious, expressive, and open about sharing his information. He is likely to be an effective communicator who is attuned to social cues and interpersonal dynamics in the workplace. John will try to establish and maintain contacts with other areas in the organization, including other managers and departments.
- John presents himself sincerely and unpretentiously most of the time. He is not one to exaggerate the facts or say something just because he thinks it is what the other person wants to hear. John will usually come across the same way regardless of whom he is interacting with.
- John's level of integrity is average. He will perform his job in a manner that is generally consistent with company rules, ethical codes, and values, yet John is flexible enough to make exceptions in unusual circumstances.
- The intrinsic aspects of his job, such as task variety, stimulation, and responsibility, motivate John far more than money and financial incentives. He needs a job that offers the opportunity to do work that is personally meaningful and significant.
- This candidate is typically responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is usually considerate and understanding. He puts considerable effort into creating and maintaining good morale in his work group.
- He is very open to new learning on the job. John will embrace and promote planned change programs and innovation initiatives in the workplace. He will be energized by opportunities for work-related training and development, both for him self and the people who report to him.

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- He has a highly optimistic disposition. John will look for good things from his job, subordinates, and employer. He will not become demoralized by setbacks and will stay upbeat in the face of problems. John will communicate positive expectations to his subordinates.
- John is very sure of himself and what he can do on the job. He will project a can-do image to coworkers and customers.
- His management style is to trust his subordinates to perform their work in a self-directed manner. He is definitely not a micromanager. He is best-suited to employees who are self-starters and motivated to do well in their jobs without a lot of oversight.
- He has a strong commitment to teamwork and group accomplishment. He encourages subordinates to work together cooperatively to achieve shared goals. He will focus on team goals instead of individual ones and will communicate primarily with the group as a whole.
- John is average in terms of work drive. He exerts reasonable effort to meet normal job demands. John will work long hours under special circumstances, but would not want to make a habit of it, either for himself or the people who report to him.

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Developmental Concerns:

- He may put so much energy into creating a pleasant working environment where everyone gets along, he may fail to address problems that lead to disagreement and conflict. As such, interpersonal differences go unresolved and other sensitive topics are put off until they reach emergency status. If an idea is proposed that requires his input, he will tend to agree without going through a serious critique.
- John can occasionally become too emotionally involved with other people. This may compromise his objectivity when making decisions which affect them. Also, he may try too hard to help other people, which can be seen as too invasive or inappropriate.
- John may, at times, let his needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. His high need for social interaction can sometimes lower his own work efficiency.
- John may sometimes be too upfront or tactless in what he says to other people. He could probably be more effective on the job if he were more discreet and tactful.
- John's integrity score is in the average range. This is not an unacceptable score, but if he is hired, his supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. John needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.
- He tends to see things as more positive than they really are. As a manager, John needs to do more to verify or question the ideas and reports of subordinates. He may sometimes be blindsided by unexpected negative developments. John may occasionally push for additional resources to deal with problems that most other people perceive as impractical or unrealistic.
- John may be too confident at times and not realize when the job demands exceed his capabilities. He needs to be willing to seek out and listen to the advice and constructive input of other people when making important decisions.
- He may be inattentive to the day-to-day activities and accomplishments of his subordinates, with the possibility that work group performance levels can suffer. He could manage much more closely and do much more in terms of setting goals, assessing results, and taking corrective action where needed, especially when dealing with new hires or employees who are not inclined to perform well without oversight.
- John may sometimes need to work longer hours and extend himself more for his job. He may need to put more time and effort into meeting work demands.

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INTERVIEW QUESTIONS

Resource Associates highly recommends conducting a final interview prior to making an offer to hire, using this candidate's assessment results as a guide. To help with this process, we offer a set of interview questions which can help explore potential "red flags" or areas of concern. Most of these interview questions are situation-based items which ask the candidate to describe their behaviors, attitudes, and opinions while on the job. If you choose to conduct this type of interview to further investigate and clarify concerns, 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 during your interview. You will probably want to customize 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. 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?]

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.)
- 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.)

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EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people . Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]
- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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?

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?

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SELF CONFIDENCE

- Describe a situation where you were more confident than your coworkers or boss about the feasibility of a project or deadline. Was your confidence justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you were over-confident about a project or problem at work and did not adequately estimate the level of difficulty or prepare for possible difficulties that arose .

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 to monitor 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.

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?