



Maintenance / Facilities Manager Assessment Report

Candidate:
John SamplePerson

Date:
03/03/2026

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Username: RESOJLPH0001
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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		◆			
EMOTIONAL STABILITY				◆	
EXTROVERSION			◆		
GOAL-SETTING				◆	
IMPRESSION MANAGEMENT	◆				
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS					◆
OPENNESS			◆		
OPTIMISM				◆	
ORDERLINESS			◆		
SELF-CONFIDENCE			◆		
TASK STRUCTURING LEADERSHIP					◆
TEAM-ORIENTED MANAGEMENT				◆	
TOUGH MINDEDNESS		◆			
WORK DRIVE				◆	

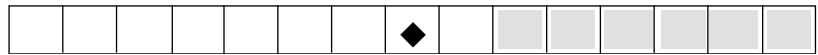
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GENERAL COGNITIVE APTITUDE ASSESSMENT

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 **50-59%ile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	30-39%ile
Verbal Reasoning	60-69%ile

John scored in the average range on cognitive aptitude. He will not be a top cognitive performer but should be able to handle most common tasks without difficulty. He will probably be able to handle the mental demands of the position of this job in an adequate manner.

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 **8 correct out of 14** possible questions or 57% correct.

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

Candidate scored **7 correct out of 13** possible questions or 54% 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 **9 correct out of 17** possible questions or 53% 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 consistently agreeable, easygoing, and amiable. John will go the extra mile to maintain a pleasant, harmonious working environment.
- John 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.
- With a below-average level of conscientiousness, he is able to function effectively in less structured situations where the answers to problems and guidelines for behavior are not clearly defined. He often uses his own judgment about how and when to perform job tasks and achieve work goals.
- He is generally resilient and well-adjusted. John can weather most forms of job stress and strain without lowering his effectiveness.
- John is a reasonably sociable person who gets to know people on the job, yet he won't become overly-involved with talking with them. John is concerned with sharing important information with subordinates and other employees in other areas of the organization, but he can also readily concentrate on immediate tasks and assignments.
- He likes using goal-setting for some projects, but not for others.
- John presents himself in an accurate, consistent manner. He does not try to put on a false front or manipulate the image he presents to other people. Others who work with John are likely to perceive him as highly sincere and genuine.
- John scores above-average in terms of being honest and rule-following. He will internalize and promote company norms, values, and policies on his job.
- This candidate is very concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. He will move quickly to dispel their fears, worries, grievances, and tensions, if possible. is likely to enjoy employee coaching and mentoring.
- John's openness to change is in the average range. He is not closed to new ideas and procedures in the workplace; but he needs an explanation and rationale for making a change from standard operating procedures. John will probably require some solid evidence to induce him to try new job procedures and techniques.
- He is not one to judge others in advance of observing their behavior and performance. John takes people at their word until facts persuade him otherwise. As a manager, he probably sets performance goals expectations that subordinates find reasonably challenging, but not unrealistic.
- His average score in Orderliness suggests he will be moderately organized and systematic in the way he approaches and completes job tasks.
- He lets his subordinates know what is expected of them, monitors their performance, and gives them contingent feedback as needed. He tries to set up a smooth-running infrastructure where roles, expectations, and performance standards are well-defined.

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- As a manager, John is generally group-minded and ready to work with associates in a cooperative, collaborative manner to achieve team-based goals.
- Scoring below average in the trait of Tough-Mindedness, he is inclined to be empathetic and tuned into the feelings and emotional states of the people he works with. He usually tries to take into account their concerns and sensitivities when drawing conclusions and choosing a course of action.
- John has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job and employer.

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Developmental Concerns:

- John 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. If someone presents a proposal, he will tend to agree without going through a serious critique.
- John can sometimes come across as domineering or autocratic in a leadership role. Some subordinates may take offense from time to time with his bossy style, especially if it conflicts with team norms. He may need to be more low-key when trying to persuade employees to attain work goals or advancing his agenda with other managers.
- Below the norm in conscientiousness, he could be somewhat more dependable on his job. He could do better in terms of following through on his things and doing what he says he will do.
- John could sometimes do more to ensure that sufficient information is shared with subordinates and that effective exchange of ideas is established with employees in other areas of the organization. He could, at times, be more expressive, outgoing, and cheerful in his dealings with other employees.
- John can sometimes be too frank and candid about his feelings and opinions. He may need to be more tactful and politically astute in the way he treats other people and comes across to them.
- John may find it difficult to engage in or benefit from some opportunities for growth and professional development, as he may not always be open to new learning. In some situations, he could be more receptive to opportunities to acquire and disseminate new knowledge, skills, and abilities.
- Sometimes he may have trouble keeping his own feelings out of his interpretations, analyses, and conclusions. He may be over-influenced by what he perceives will be the feelings and reactions of other people when making decisions. It may be difficult for he to do things which he thinks others might dislike or not approve of.

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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?]

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.

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EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project , assignment, or task at work.
- 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?

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.

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.

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized in your job.

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SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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.

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer to this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?