



**Purchasing Manager Assessment
Report**

**Candidate:
Cathy Bartelme**

**Date:
08/14/2015**

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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					◆
Assertive Leadership				◆	
Company Loyalty					◆
Competitiveness	◆				
Dependability				◆	
Detail Mindedness			◆		
Emotional Stability			◆		
Extrinsic Motivation	◆				
Impression Management	◆				
Integrity				◆	
Managerial Human Relations					◆
Managerial Task Structuring				◆	
Openness				◆	
Optimism				◆	
Self-Confidence				◆	
Teamwork				◆	
Tough Mindedness		◆			
Work Drive				◆	
Overall Cognitive Aptitude				◆	

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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 Cathy's overall level of general intellectual aptitude to be in the **60-69 percentile** range. His individual aptitude levels are:

Abstract Reasoning	30-39%ile
Numeric Reasoning	Top 5%ile
Verbal Reasoning	60-69%ile

Cathy 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.

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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. Bartelme's Responses
<i>My career goal for five years from now...</i>	is to move up within the company.
<i>To better myself I...</i>	continually self-reflect on what I can do personally to improve my job performance.
<i>Working with coworkers who do not know as much as I do...</i>	provides me with the opportunity to mentor them.
<i>If I feel underutilized in my job...</i>	I would let my supervisor know in a respectful manner.
<i>To get ahead in most companies you have to...</i>	have a good work ethic.
<i>I sometimes felt my career advancement was limited by...</i>	the structure of the company.
<i>My ideal job would be...</i>	working with various departments to provide the customer with the best product possible.
Demotivators	Ms. Bartelme's Responses
<i>What annoys most workers...</i>	is feeling micro-managed and not being respected.
<i>I would quit my job if...</i>	I medically could not perform it.
<i>At work I feel tense when...</i>	people begin to create a negative work environment.
<i>I don't like to work with people who...</i>	do not respect others and feel that they are above everyone else.
<i>My work performance suffers when...</i>	I overextend myself.
<i>I would really dislike a supervisor who...</i>	does not treat others with respect.
Job Satisfaction	Ms. Bartelme's Responses
<i>The kind of assignment I like best is...</i>	one that requires creative, attention to details, and allows interaction with the various departments within and outside the company.
<i>I enjoy working with people who...</i>	have a positive mental attitude and take pride in their work.
<i>I would turn down a job if...</i>	I felt I would not be a good match for the company and their goals.
<i>The best way to get ahead in an organization...</i>	is to be consistent and work hard.
<i>The most fulfilling job I had...</i>	was being a production coordinator at J.M. Grimstad.
<i>My greatest satisfaction in a job...</i>	is hearing positive feedback from the customer service department from their customers on their satisfaction with our product.
<i>A boss deserves loyalty if...</i>	they are positive and fair to their employees by providing a safe, respectful work environment.
<i>What I want most from a job is...</i>	to achieve personally satisfaction in a job well done.

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<i>The best type of supervisor for me would be someone who...</i>	does not micromanage and provides positive constructive feedback.
<i>Working closely with other people...</i>	is something that I enjoy and encourage within a company.

Leading a Team	Ms. Bartelme's Responses
<i>The way I get people to work together is...</i>	value individuals thoughts and ideas on how we can problem solve and share in the success of the group.
<i>I get people to participate in team discussions by...</i>	listening to everyone on the team and allowing all individuals to give their input.
<i>Creating a strong team is not as important as...</i>	the outcome from the team.
<i>Content of my team meeting typically consists of...</i>	an agenda, an open discussion period, and a wrap-up that allows everyone to know what needs to be accomplished.
<i>Team meetings are best used for...</i>	focusing on the task at hand and allowing individuals concerns to be heard.

Management Style	Ms. Bartelme's Responses
<i>As a manager, my greatest satisfaction at work...</i>	is having successful workers that can achieve the companys goals.
<i>Effective leadership...</i>	is a necessity for long term accomplishments of the companys current and future goals.
<i>Mentoring employees who report to me...</i>	is important for the growth and success of the employee and the company.
<i>When I have to make a decision quickly...</i>	I use my experiences and problem solving skills to make the decision to the best of my ability.
<i>Giving performance feedback...</i>	is best done by using positive affirmation and providing suggestions on how someone could improve their performance.
<i>When I have to reprimand or discipline an employee...</i>	I speak to the employee privately and professionally to ensure that employees privacy is kept without disrupting the work environment in the rest of the company.
<i>Besides supervising other people, a manager should...</i>	be aware of the safety of the employees and current manufacturing schedule that needs to be upheld to.
<i>The average employee...</i>	should be ready and willing to work by being a team player and contributing to the overall goals set forth by their job descriptions.
<i>An employee who brings personal problems to work...</i>	needs to be counseled to ensure that their personal problems do not impede their productivity and focus while completing their job tasks. They may need outside services to resolve their problems.
<i>The key to my success as a manager...</i>	is to remain unbiased and fair when delegating jobs, providing positive affirmation and suggestions on how someone could strengthen their job performance, and praising employees performances.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	is the distraction of social media websites and potential language barriers that employees may have that can create a negative work environment.
<i>The best way to motivate people...</i>	is by example.

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Work Drive	Ms. Bartelme's Responses
<i>Responsibility at work...</i>	is to help the company achieve its goals by involving employees to do their best at all times.
<i>Working long hours every week...</i>	could have an adverse effect on productivity.
<i>It's hard to do good work when...</i>	not given the proper resources to do so.
<i>When my suggestions at work are turned down I...</i>	evaluate why and how I could have presented my ideas in a more effective manner.
<i>Having to work on the weekend...</i>	may be necessary from time to time, but done too often can impede productivity.
<i>Overnight travel...</i>	when necessary is acceptable.

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Personality Assessment

Strengths:

- Coworkers are likely to see Cathy as very easy to get along with. Cathy will avoid arguments and unpleasantness whenever possible. He tries to be agreeable in his daily interactions with coworkers and other people.
- He can be assertive in his interpersonal style. Cathy is likely to be comfortable in a leadership role where he is responsible for the activities and performance of a group of employees.
- When Cathy hears other people complaining about the company, you can expect that he will not participate; instead, he may choose to get involved by offering a more positive perspective of the situation. He believes the company and its managers make decisions that are for the good of all, so being loyal will provide many advantages.
- He is a fairly dependable and trustworthy person who fulfills his job responsibilities reliably and conscientiously. Cathy will typically follow through on his promises and do what he says he will do for his customers and his employer.
- He can handle most ordinary types of job stressors and hassles. Cathy is moderately well-adjusted and able to manage his feelings fairly well in demanding situations. He will seldom display anger or frustration to the people he works with.
- Intrinsic rewards are much more important for Cathy than are extrinsic ones. He is motivated by such factors as job challenge, responsibility, variety, autonomy, and quality of customer relationships in a sales role.
- Cathy 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 Cathy are likely to perceive him as highly sincere and genuine.
- Cathy appears to be a principled and ethical person in how he performs job tasks and duties. He adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- As a manager, Cathy is very concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are high priorities for him. Cathy is comfortable relating to subordinates on a personal level, coaching them, and using praise and affirmation rather than criticism or reprimand to motivate them.
- He is open to new learning on the job. Cathy will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. He will listen to employee suggestions for continuous improvement. Cathy will be energized by most opportunities for work-related training and development.
- Cathy often emphasizes what is good and promising in current situations as well as future possibilities. He has an upbeat style which he uses to accentuate the positive in his work situations. He will usually keep a positive frame of mind when confronted with job setbacks and obstacles, and he will encourage subordinates to do the same. Others in the organization, including his boss, are likely to appreciate the "can-do" attitude that Cathy projects most of the time.

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- His level of self-assurance is above-average. Cathy is usually secure with his skills and knowledge and can act decisively when needed.
- As a manager, Cathy is inclined toward organizing the work environment and structuring tasks for subordinates. He will be fairly closely involved in such functions as scheduling, goal-setting, performance monitoring, and providing feedback to subordinates.
- He has an above-average commitment to teamwork. As a manager, Cathy emphasizes cooperation, mutual supportiveness, and cohesion among the employees who report to him.
- He looks at both the objective factors and subjective considerations when making decisions. Cathy places importance on not only personal feelings, but also empirical data and logical relations in determining a course of action.
- Cathy has a solid work ethic. He is usually willing to put in long or irregular hours at work when needed. Cathy is likely to put forth considerable effort to attain job goals. As a manager, he is likely to expect similar effort levels from subordinates.

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Developmental Concerns:

- Cathy can sometimes try too hard to get along with everyone that he gives in on important issues just to keep the peace. People may view him as too accommodating and unwilling to address sensitive topics. In meetings with executives, he will tend to go along with the majority because he is uncomfortable with being different than everyone else.
- Cathy is not motivated by competition. Performance incentives that are based on relative results or comparisons with others hold little or no appeal for him. Cathy will need different forms of motivation.
- He is not as careful and thorough in checking his work as is needed for any job where details and accuracy are important. Cathy should be counseled on how to do proper quality checks to assure an acceptable outcome.
- Cathy 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 him in terms of managing his anxiety or controlling his anger.
- If you hire Cathy for this job, it will be important to keep him sufficiently challenged. His needs for such intrinsic factors as variety, responsibility, and meaningfulness are so high that failure to meet them could lead to dissatisfaction and withdrawal.
- Cathy can sometimes be too upfront and unpolished in what he says to others. He could increase his interpersonal effectiveness in some situations by being more consistently discreet and diplomatic.
- Cathy may sometimes 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 Cathy to do things which he thinks others might dislike or not approve of.

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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?

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?]

COMPETITIVENESS

- Describe a situation where you had to compete with other employees to reach a goal. What was the situation and how much did you enjoy it? How did it turn out?
- What types of competitive experiences have you had at work? To what degree were you successful in competing against your peers... or competing to reach a company goal? Tell me about one of those situations.
- To what degree do you prefer a job that involves competition, e.g. competing between employees to see who can produce the highest volume or achieve the lowest defects, etc.

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EMOTIONAL STABILITY

- 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.

MONEY MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

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.

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