



**Software Developer /
Programmer Assessment Report**

**Candidate:
Robert SamplePerson**

**Date:
01/19/2023**

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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 | | | ◆ | | |
| Conscientiousness | | | | ◆ | |
| Detail Mindedness | | | ◆ | | |
| Emotional Stability / Resilience | | | ◆ | | |
| Integrity | | | ◆ | | |
| Intrinsic Motivation | | | | | ◆ |
| Long Tenure Potential | | ◆ | | | |
| Openness | | | | ◆ | |
| Orderliness | | | ◆ | | |
| Preference for a Quiet Job | ◆ | | | | |
| 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 Robert's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 70-79%ile

Robert has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

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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Personality Assessment

Strengths:

- For the most part, he is agreeable and easygoing at work. Robert will usually avoid disagreements, conflict, and arguments with other people.
- He is conscientious and dependable in the way he works. Robert will typically follow through on his commitments and do what he says he will do.
- He can handle most ordinary types of job stressors and hassles. Robert is moderately well-adjusted and able to manage his emotions fairly well in demanding situations.
- Intrinsic rewards such as personal enjoyment of his tasks are much more appealing to Robert than extrinsic features of a job such as bonuses, job status, etc. He is drawn to jobs that he finds interesting and meaningful.
- He is receptive to new ways of doing things on his job. Robert will also be motivated by opportunities for professional training and development.
- He is moderately systematic and reasonably organized. However, Robert can improvise or go with the flow when it is helpful to do so.
- Robert values independence and autonomy. He probably prefers assignments which require him to work in a self-reliant manner much of the time.
- Robert ordinarily takes the concerns and preferences of others into account when making decisions. He is likely to be viewed by coworkers as an empathetic, understanding person.
- Generally, Robert works hard enough to meet most job demands while also achieving a balance between work and the rest of his life. His work drive registers as being about average.

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Developmental Concerns:

- He can occasionally come across to others as stubborn and argumentative. Robert could be more consistently agreeable and amiable when interacting with other people on his job.
- Robert is the type of person who tends to take a rather careless approach to his work and does not always do routine checks. Errors are likely so, he is not particularly well suited to a job where detail and accuracy are extremely important.
- Robert 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 and/or controlling his emotions in a mature, professional manner.
- Robert's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas" in a manner that reflects the company's concern for integrity and rule-adherence.
- His style predisposes him to be happy in a socially stimulating work environment where there are a lot of people to talk to. A quiet, placid work atmosphere will get on his nerves and lead to non-productive behaviors such as higher absenteeism. Other employees will probably find the fact that Robert has a great need to talk as very bothersome.
- He may over-emphasize the individual contributor role at the expense of collective action, shared goals, and group solidarity. Robert could do more to work with other employees in an interdependent, mutually supportive manner.
- Robert can occasionally be too tender-minded and swayed by his own feelings or the perceived feelings of other people. It may be hard for him to be objective about things. Also, Robert may sometimes become emotionally wounded and distraught by negative remarks and disapproval from other people.
- Robert may sometimes need to work longer hours and extend himself for his job. He may need to put more time and effort into his work.

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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?

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.

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?

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

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LONG TENURE POTENTIAL

- Tell me what you would do if you continued to be dissatisfied with your job pay , benefits, or advancement opportunities.
- How easy or difficult do you think it would be for someone to find a new job like this (the one you are applying for) if this did not work out?
- What could entice you to take a new job over your current job even if you were fairly satisfied with your current position?
- Tell me what you would do if you felt that your career was not advancing quickly enough in the company you were employed by?
- Describe what you see as the advantages and disadvantages of advancing within one company versus advancing between companies.
- Describe what actions you would take if you were not satisfied with some important aspect of your job.

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 on your job.

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 .

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 on this question with answers to the next question in terms of level of detail and enthusiasm.)

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- 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?

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?

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