



Supervisor Assessment Report

Candidate:
Samantha Sampleuser

Date:
03/07/2020

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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 | | | | ◆ | |
| Conscientiousness | | | | ◆ | |
| Emotional Stability | | ◆ | | | |
| Extroversion | | | | ◆ | |
| Integrity | | | | ◆ | |
| Managerial Human Relations | | | | | ◆ |
| Openness | | | | ◆ | |
| Optimism | ◆ | | | | |
| Task Structuring | | | | ◆ | |
| Teamwork | ◆ | | | | |
| 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 Samantha's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 50-59%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 50-59%ile

Samantha has a slightly above-average level of general cognitive aptitude. She 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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Personality Assessment

Strengths:

- She tends to have smooth working relationships with most people on the job. Samantha is usually viewed as being courteous and agreeable, unless she has to work with someone who is very difficult and demanding.
- She is fairly assertive and forceful in her managerial style. Samantha can usually take charge of unstructured situations and marshal group resources for goal attainment.
- She is conscientious and dependable in the way she works. Samantha will typically follow through on her commitments and do what she says she will do. In addition, Samantha is usually orderly and detail-minded in the way she performs job tasks and duties.
- Samantha is fairly sociable, outgoing, and amiable in her work-based interactions. She will be effective communicator in most situations. Samantha can disseminate and share important information readily.
- Samantha scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- As a manager, Samantha is very concerned with the feelings, attitudes, and sensitivities of the people who report to her. Their morale and emotional well-being are high priorities for her. Samantha is comfortable relating to subordinates on a personal level, coaching them, and using praise and affirmation rather than criticism or reprimand to motivate them.
- She is open to new learning on the job. Samantha will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. She will listen to employee suggestions for continuous improvement. Samantha will be energized by most opportunities for work-related training and development.
- Definitely not gullible or naïve, Samantha stays on guard against people who are trying to deceive, manipulate, or exploit her. She is very vigilant and on the lookout for potential problems in the workplace. Samantha will not allow herself or the company to become involved in needless or unjustified expenditures of time and/or money.
- As a manager, Samantha is inclined to create and maintain a structured task environment. She usually clarifies roles, duties, and assignments to subordinates and gives them appropriate performance feedback.
- She prefers to work autonomously on her job. As a manager, Samantha will expect employees to perform their work independently, without having to depend much on each other. She functions best in settings where employees accomplish job tasks and duties by themselves.
- Samantha's work drive is best described as average. She will usually work hard enough to meet the demands of her job. As a manager, Samantha will expect similar levels of work effort from subordinates.

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Developmental Concerns:

- She can sometimes be unpleasant or difficult to deal with when interacting with other people . Samantha may need some feedback about being more consistently pleasant and congenial in her interactions with coworkers.
- Samantha is not very emotionally resilient or well-adjusted. Samantha may become rattled, frustrated, or destabilized by job stress and pressure and react in ways that cause even more problems.
- Samantha may be too ready to look for what is wrong with situations and individuals. Subordinates may become demoralized by her frequently pessimistic reactions to plans and proposals designed to solve problems. They may react by ignoring her or by lowering their own expectations and effort levels. In order to be a more effective motivator, she needs to be more optimistic and inclined to expect good things from the people she works with and the situations she works in.
- She may be so independently-minded that she gives short shrift to teamwork and group effort among her direct reports. Samantha could place much more emphasis on cooperation, interdependence, and cohesion in her work group. Samantha probably needs to coordinate better with other managers and work teams in order to facilitate higher levels of organizational productivity.
- Samantha may, at times, need to be more willing to work long hours or an irregular schedule. She may have to go above and beyond normal effort levels to meet intense demands and /or deal with unexpected problems.

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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

- 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.

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?

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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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.

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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