



**Work from Home/Telecommuting
II Assessment Report**

**Candidate:
Jane Sample**

**Date:
03/17/2020**

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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
Autonomy			◆		
Conscientiousness			◆		
Customer Responsiveness			◆		
Emotional Stability / Resilience					◆
Extroversion				◆	
Flexibility			◆		
Initiative					◆
Integrity			◆		
Openness				◆	
Optimism/Enthusiasm				◆	
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 Jane's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. Her individual aptitude levels are:

Abstract Reasoning	Top 10%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	Top 5%ile

Jane has a very high level of general cognitive aptitude. She can learn new information quickly, solve complex problems efficiently, and be able to handle a very 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:

- Jane enjoys working independently and functions very effectively without supervision or having to work as part of a team. She might resent a supervisor who “micromanages” or regularly interferes with her work process.
- She is often conscientious and dependable in her job performance. Yet, Jane can also adjust to changing circumstances and be flexible in how and when she carries out tasks and assignments.
- She is quite resilient in the face of job stress and strain. Jane can handle demanding conditions and work pressure, even on a continuing basis. She will respond to work crises and emergencies in a calm, even-tempered manner.
- Jane registers as being outgoing, cordial, and friendly in her job-based interactions. She is usually a good communicator who relates pleasantly to other people.
- Jane is comfortable with the status quo. But when the company’s situation changes and people need to adapt, she will generally respond well if the need is explained.
- Jane is definitely one you can count on to get things moving in a forward direction on a new project. She has a distinct preference for taking action in order to see some quick results.
- She is open to new learning on the job. Jane should be fairly comfortable with organizational change and innovation initiatives in the workplace, as well opportunities to advance her skills and abilities.
- Jane is often optimistic in her outlook. She usually expects good things from her job and the situations she encounters at work. Jane will seldom become demoralized by setbacks and will keep a positive attitude in the face of problems.
- Jane has a high work drive. She willingly invests a lot of time and energy into meeting the demands of her job, even when long hours are required.

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Developmental Concerns:

- Jane's high levels of autonomy may mean her is so independent about scheduling and deciding her own work activities that she doesn't consult her supervisor or consider the needs, opinions or experience of coworkers. Her self-reliance can sometimes disrupt the activities of her work group.
- Jane sometimes acts in ways that others see as undependable or of unacceptable quality. She may need to reduce the gap between her job performance and what is expected by her boss or employer.
- She could enhance her level of customer service orientation. Jane may need to show more concern for customer satisfaction on a consistent basis.
- Though neither rigid nor set in her ways, Jane could be more receptive to change and innovation in the workplace. She could be more willing to try new procedures and practices on her job.
- Jane's integrity is average. This is not an unacceptable score, but her supervisor will want to reinforce the importance of company rules, policies, and guidelines and to provide examples of how to handle ethically ambiguous situations along with consequences for improper behavior on the job.

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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?
- * How would you handle it differently in the future?

AUTONOMY

- How do you prefer to be managed? Do you enjoy working on your own and being responsible for your decision-making, or would you rather have regular support and guidance by your supervisor?
- Tell me about a project that required you to work independently, without interference from supervisors, or help from coworkers.
- Describe how you manage your time and work pace in unstructured work situations when you are expected to start and finish a project on your own.
- Do you prefer responsibility delegated to you, or do you prefer to follow procedures and be told what to do?
- Think about a time when you worked on a project but were not the project leader. How did you contribute to the project's final output? What did you like and not like about following someone else's lead?

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.

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- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

FLEXIBILITY/ADAPTABILITY

- Tell me about a time you have had to adapt the way you tried to deal with a problem to solve it more effectively.
- Describe the kinds of adjustments you have had to make when an old way of problem-solving would not work. What changes did you make? How were these more effective than previous methods?
- Tell me about a situation where there has been a shortage of resources or equipment available to you and you have had to improvise and make do with what you have to solve a problem or complete a task.
- 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.]

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?

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