



Dental Assistant / Hygienist Assessment Report

Candidate: Clarissa Baker

Date: 05/27/2009



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Prepared For: Employers

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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				◆	
Assertiveness		◆			
Conscientiousness				◆	
Customer Service / Responsiveness			◆		
Emotional Stability / Resilience			◆		
Empathy					◆
Extroversion					◆
Integrity				◆	
Intrinsic Motivation					◆
Nurturance			◆		
Openness		◆			
Optimism			◆		
Teamwork					◆
Work Drive				◆	



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Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
General Reasoning				X						

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 is agreeable and easygoing. Clarissa strives to maintain pleasant, harmonious working relationships, and avoids disagreement or discord.
- Clarissa is generally willing to go along with the wishes of other people. She is comfortable following the lead of others and will usually defer to those who are more assertive than she is.
- She is trustworthy and conscientious in her work habits. Clarissa will usually perform job tasks and duties in a reliable manner that others can count on. She is also fairly methodical and systematic in the way she carries out projects and assignments.
- She is about average in terms of emotional stability and coping skills. Clarissa can deal effectively with most normal forms of job stress and strain and not let her emotions undermine her job performance.
- She can tune into the feelings of other people and empathize with their problems and perspectives. Clarissa is a considerate, sympathetic person who can gain rapport readily with customers. She will take their feelings into account when making decisions. Others are likely to perceive Clarissa as a sensitive person who is receptive to hearing their perspectives.
- Clarissa is sociable, outgoing, and cheerful in her dealings with other people on the job. She should be a good communicator who readily gets to know other employees.
- Clarissa registers as having a sound level of integrity and honesty. She is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- Clarissa wants a job that provides a variety of positive experiences at work. For her, doing interesting and personally meaningful work is a highly desirable factor in a job. She is highly motivated by such factors as challenge and task variety.
- Clarissa probably wants to be viewed as a helper and caregiver. She can be effective in some situations that call for her to be nurturing and kind.
- Clarissa usually prefers to rely on what she already knows rather than having to learn new ways of doing things on her job. She is supportive of custom, convention, and established ways of doing things in the workplace.
- She balances optimism with vigilance in her posture toward other people as well as new situations. Clarissa doesn't prejudge others, but she is also not gullible or easily deceived.
- Clarissa is very team-minded. She will work with other employees in a coordinated, mutually supportive manner.
- Clarissa has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job and employer.



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Developmental Concerns:

- Clarissa may occasionally find it difficult to stand up to more strong-willed people, interpersonal conflict, or other types of problems. She may tend to back off too easily from situations that she should confront.
- She may need to deepen her commitment to providing responsive, high-quality service to customers. Clarissa could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- Clarissa may have trouble coping with extensive or intensive job stress. She may not bear up as well under heavy pressure as many others who hold this job.
- Clarissa may not be objective or dispassionate enough when analyzing information or making decisions which affect others. Her conclusions and interpretations can sometimes be biased by her own emotional identification with the other person. Also, Clarissa may sometimes offer advice and help which is not wanted.
- Clarissa may sometimes become too involved in socializing and talking with other people. She may need to stay more focused on the work at hand and spend less time fraternizing.
- Clarissa can be overwhelmed by high demand situations where she is constantly called upon to be caring and considerate. If hired, she should probably be placed in roles that require nurturing activities for only part of the day.
- She needs to guard against relying too much on what she already knows and is familiar with. Clarissa could be more receptive to opportunities for change, improvement, and development.



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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?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

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.

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.

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- 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?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

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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NURTURANCE

- Tell me about a person with whom you have been in a care giving relationship. How was it difficult for you? How was it rewarding?
- Tell me about a person who has depended on you for service of some kind. What did you do for them? In what ways did you try to take care of their all of their needs -- not just the immediate request? (Listen for someone who tries to understand what the other person is going through and who tries to do something extra to deal with the objective need as well as the emotional needs.)

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.

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