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**Software Developer /  
Programmer Assessment Report**

**Candidate:  
Charles Parker**

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**Date:  
01/29/2015**

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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                    |     |               |         | ◆             |      |
| 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 Charles's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

|                    |            |
|--------------------|------------|
| Abstract Reasoning | Top 10%ile |
| Numeric Reasoning  | Top 5%ile  |
| Verbal Reasoning   | 80-89%ile  |

Charles has a very high level of general cognitive aptitude. He 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:

- He is the type of person who tends to have smooth, amiable working relationships. Charles is courteous and agreeable in most job situations.
- He is reliable and conscientious on the job. Charles will honor his job expectations and commitments in a manner that others can depend on.
- He is usually stable and in control of his emotions. Charles can handle most normal forms of job stress without lowering his job effectiveness.
- Charles derives satisfaction from enjoying a task, taking pride in a job well done and being challenged in his work. He is not one to constantly push for more money, especially if his job has intrinsic motivators to keep him energized and engaged.
- He is very open to new learning on the job. Charles should be quite comfortable with planned change programs and innovation initiatives in the workplace. He will make a continuing effort to acquire new job-related skills and abilities.
- He is very methodical and organized in the way he approaches and carries out tasks and assignments. He will be comfortable keeping track of data and information.
- Charles does not need much social input during the day to be productive and satisfied. He can tolerate a quiet working environment, but he does like some social involvement with co-workers.
- Charles likes a balance of independent and interdependent work. He can work closely with others, but he can also switch gears and function well on his own.
- He is objective and tough-minded in the way he appraises information, situations, and people. Charles bases his decisions on facts and data, not on personal feelings or subjective cues.
- With an average work drive, Charles usually works industriously during regular job hours. However, he is not a workaholic and tries to balance job demands and his personal/family life.

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### Developmental Concerns:

- Charles's work needs extra supervision and review to deal with his somewhat careless style which will produce more than average level of errors. He needs to be instructed on proper methods for checking details or possibility of errors.
- Charles 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.
- Charles registered an average integrity score. Although this is not an objectionable score, you might want to make sure that he is well trained on company rules and policies and that he understands the consequences for unethical behavior on the job.
- He may occasionally need to do more to work with others in a mutually supportive, cooperative manner. Teamwork could be a higher priority for Charles, especially in work settings requiring a high level of interdependence.
- He could be more empathetic and insightful in his dealings with other people. Charles may not be good at reading other people and being attuned to what they are thinking and feeling.
- Charles 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?

### ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.

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- Describe your approach to doing long-range planning and strategic development on your job.

### 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.)
- 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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