



**Delivery Driver Assessment
Report**

**Candidate:
John Sample**

**Date:
03/28/2020**

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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		◆			
Comfort with Procedure			◆		
Company Loyalty				◆	
Conscientiousness/Dependability			◆		
Customer Service Orientation			◆		
Emotional Stability/Maturity				◆	
Independence				◆	
Integrity/Trustworthiness			◆		
Introversion					◆
Tough Mindedness		◆			
Work Drive			◆		

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Test	Percent Correct Score	This score is considered to be:
Basic Math Skills	80% Correct	Above Average

Explanation of this “Percent Correct” Aptitude Score

The scoring for tests like this one is based on a “percent correct” calculation which is total number of correct answers divided by total number of questions on the test. The candidate has ample time to complete each question, so it is possible to achieve a 100% score.

Lower scores suggest the candidate will make a high number of errors on the job. Their basic skills in this topic area are probably lacking. If hired, you need to consider on-the-job training in this topic area.

Higher scores suggest the candidate is less likely to make mistakes of this type on the job. Their skills are adequate to good, so they can probably improve accuracy as they practice tasks on the job - especially if you give them feedback about errors as they occur during job performance.

We offer the following guideline:

0% to 50% correct	51% - 70% correct	71% to 85% correct	86% to 100% correct
Low Score	Below Average	Above Average	High Score

Most companies are simply trying to weed out candidates who would have the most trouble handling job tasks of this nature. If that is the case, you need to think about what is the lowest “Percent Correct” score you will tolerate. If errors are not particularly costly to your operations, then you may be able to accept candidates who score in the Below Average range.

Some companies are trying to enhance the overall quality of their workforce with the use of standardized aptitude testing. If this is the case for your company, then we advise that you accept candidates in the Above Average or High categories. If errors of this nature cause very serious problems in your company, then you should only hire people who score in the High category.

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Personality Assessment

Strengths:

- John is fairly conscientious and reliable about following procedures. He will operate within organizational boundaries and guidelines most of the time. However, John also uses his own judgment to determine how promptly or thoroughly he will carry out responsibilities and commitments.
- John generally views supervisors and managers at the company in a positive way so he will be trusting and accepting when new directives or policies are announced. His attitude reflects a sense that the company has reasonable expectations of workers and that managers will usually do their best to treat the workforce well. When someone criticizes the company, John will usually offer a different perspective.
- John is generally conscientious and systematic, following through on his commitments and doing what he says he will do. On the other hand, John also uses a fair amount of personal discretion and judgment in deciding how to perform job tasks and duties.
- He has an above-average level of emotional stability. John should be able to handle effectively the stressors associated with this job and not let problems or crises cause undue anxiety or worry.
- He is moderately self-reliant. John. He should be comfortable setting his own pace on his job and working with minimal supervision.
- John is above-average in terms of honesty and integrity on the job. He can be trusted to perform his job in a rule-following manner, consistent with company rules, ethical codes, and values.
- An introvert, John is an efficient, to-the-point communicator who does not waste time in extraneous conversations or chit-chat on the job. He focuses his attention on immediate problems and works comfortably in situations where there is limited social input.
- John will often base his decisions on his own personal feelings and the perceived feelings of the people he works with, rather than on facts and data. He is likely to demonstrate empathy and understanding in his relations with coworkers.
- John's work drive is average. He usually works hard enough to meet the demands of his job and to fit into the norms of the group in terms of trying to meet goals in a reasonable and timely manner.

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Developmental Concerns:

- John can sometimes be disagreeable or divisive. He could put more effort into being pleasant and courteous in his interactions with other employees.
- John sometimes acts in ways that others see as undependable or of unacceptable quality. He may need to reduce the gap between his job performance and what is expected by his boss or employer.
- He may need to place slightly more emphasis on customer service in his work. John could be more attuned to customer requests, concerns, and needs.
- John's integrity is average. This is not an unacceptable score, but his 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.
- John may dislike job tasks and avoid work situations that involve intensive social interaction and sharing of ideas. A quiet, impersonal individual, he will not communicate very often with others, so you will probably have to ask him occasionally what he is thinking and how things are going on his job.
- John may sometimes not be objective or dispassionate enough when doing analyses or making decisions which affect others. His interpretation of people, actions, and events around him can occasionally be too subjective and biased by his own emotions and values.
- John may, at times, need to be more willing to extend himself when long hours or an irregular work schedule are required. He may be reluctant to make any personal sacrifices for his 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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

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.

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?

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?

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