



**Emergency Medical Technician
Assessment Report**

**Candidate:
Jane Sampleuser**

**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		◆			
Conscientiousness		◆			
Customer Service			◆		
Drug Use Potential				◆	
Emotional Stability / Resilience		◆			
Integrity		◆			
Nurturance		◆			
Openness		◆			
Optimism/Enthusiasm		◆			
Teamwork			◆		
Work Drive		◆			

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Personality Assessment

Strengths:

- She is very flexible when interpreting what needs to be done and how to deal with work challenges and problems. Jane can think on her own and does not need to have things spelled out for her.
- She likes to set up a standard way of doing things that becomes routinized and leads to predictable outcomes. Jane relies heavily on current knowledge, skills, and abilities.
- She is very attentive to what goes on around her, keeping a close watch on situations that could develop into trouble. Jane will not be blindsided by unexpected negative developments. Very little, if anything, escapes her attention. Jane's trust is something that must be fully earned, not assumed or given freely. In meetings where proposals are being evaluated, she will challenge ideas that are untenable or not well justified.
- Jane can work independently in the service of collective goals. She is comfortable with functioning in both team and individual contributor roles.

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Developmental Concerns:

- She can be difficult to get along with and undermine group harmony. Jane could make a more concerted effort to interact with other people in an agreeable, accommodating manner.
- Jane is not very conscientious, orderly or reliable. She may not be sufficiently dependable and quality-minded to meet company performance expectations.
- Jane's customer service orientation is low compared to most candidates for this job. If hired, you will probably find that she is not very giving or responsive to clients' special needs. This can lead to an increased number of complaints and a decline in customer satisfaction ratings at your facility.
- The way in which Jane responded to items on the Drug Use Potential Scale suggests that she believes drugs are not particularly dangerous because he, or several of her friends, use them without problems and that they are generally safe for long term consumption. Jane also appears to feel drug use should usually be a personal matter not subject to legal oversight.
- Her level of emotional stability is low. Jane is not likely to have much control over her emotions and would probably have a hard time handling the pressure and frustration associated with a demanding job. She will have difficulty maintaining normal efficiency at work while trying to manage personal problems at home.
- Jane scored low on our measure of integrity, which casts doubt on her ability to be honest and ethical on a continuing basis on the job. She may act in ways that upper management deems shady, unethical, or illegal. If she is hired, you should carefully monitor Jane's work and behavior to ensure compliance with company rules and guidelines. Your on-the-job orientation program needs to highlight countermeasures and consequences for theft and other unethical activities.
- Jane scores low on the Nurturance scale. As such, she will probably do the minimum for others, and if anything out of the ordinary is requested, she will probably get quite annoyed and stingy about how much time and effort is reasonable to give.
- She is likely to be intolerant of change and new learning on the job, even when it is constructive and positive. Jane may rely too much on her own experience and what has worked for her previously.
- She may be so pessimistic and inclined to look for negative outcomes that she misses the potential in new ideas, proposals, and plans. Jane may give up on some challenging problems that can be overcome. She can sometimes be so critical or downbeat that she lowers morale in her workgroup.
- Jane may occasionally need to do more to contribute to group unity and cohesion in her work group. If this job requires extensive teamwork, she may need training and coaching on team functioning.
- Her work drive is below normal, suggesting that she may not be as willing to work long hours or an irregular schedule as the more dedicated incumbents in this job. Jane may resist, or be demotivated by, job demands that she sees as cutting into her personal or family life. Her level of effort may fall short of expectations for job success.

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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?

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?]

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

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CUSTOMER SERVICE

- Some patients (or their family members) can be awfully demanding when they ask for extra special consideration. Tell me about a situation that happened to you in which the patient, or their family, asked for something you felt was way beyond what is normal. What was the situation? What made it unusual? How did you decide to handle it and what was your rationale?
- 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 client satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- 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.
- Tell me about a client who gave your admin staff a hard time. What was the request; how was it handled; did it a good or bad outcome, and why do you say that?

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?

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.)

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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.

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?

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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