



Firefighter II 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		◆			
Assertiveness			◆		
Conscientiousness		◆			
Drug Use Potential				◆	
Emotional Stability / Resilience			◆		
Flexibility		◆			
Integrity			◆		
Interpersonal Sensitivity				◆	
Intrinsic Motivation			◆		
Openness		◆			
Optimism/Enthusiasm		◆			
Teamwork			◆		
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 **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 60-69%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning Top 5%ile

Jane has a high level of general cognitive aptitude. She can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

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Personality Assessment

Strengths:

- Jane is usually mild-mannered and low-key in her interactions with others. She is neither disruptive nor divisive and usually goes along with the wishes of other people.
- Jane functions effectively in less structured situations where the answers to problems and guidelines for behavior are not clearly defined. She often uses her own judgment about how and when to perform job tasks and achieve work goals.
- Jane won't change just for the sake of change. She functions best where she has to take a rigid interpretation of company rules and guidelines.
- She can usually empathize with other people and tune into their concerns and problems. Jane is a fairly considerate person who can gain rapport with most people. She will typically earn their trust and confidence.
- She looks for a job where the tasks and the organizational climate are appealing, but she also likes the opportunity to obtain bonuses or other types of tangible rewards for a job well done.
- She places a high value on continuity, familiarity, and predictability. Jane is most comfortable if she can develop a set way of doing things, then sticking with it, rather than making continuous changes.
- She keeps her guard up and does not let problems escape her attention. Jane will not take anything for granted or at face value, preferring instead to look for the truth of the matter, regardless of appearances. When evaluating proposals and planned courses of action, Jane will not rush to judgment and will look hard for potential pitfalls.
- 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 disagreeable and unpleasant in her interactions with coworkers and customers. Jane could try to get along more harmoniously with other people.
- Jane may need to be more assertive and strong-willed in some situations. She tends to avoid dealing with problems and difficulties in a direct manner. If people are interesting in hearing what Jane really thinks about issues, they will have to draw her out, despite her hesitation to speak up.
- Jane could be somewhat more dependable and conscientious on her job. She could do better in terms of following through on her things and doing what she says she will do.
- Jane's response pattern suggests that she agrees with many of the descriptors of drug users: experience with several illegal drugs, associating with drug users, having positive attitudes about drugs, seeing few long term consequences for drug use, and feeling drug use should be a private matter not under legal jurisdiction.
- Scoring below-average on emotional stability, Jane may not always have good control over her emotions. She may have considerable difficulty handling heavy job pressure and frustration in an appropriate manner.
- She needs to guard against relying too heavily on what she already knows and is familiar with. Co-workers will probably get annoyed with her for being inflexible and rigid.
- Jane scored in the low range on our measure of integrity, suggesting that she is not prone to follow all company rules and guidelines on a consistent basis. She may engage in behaviors on the job that are considered dishonest, illegal, or immoral. Jane may succumb to tempting situations. If she is hired, adequate surveillance needs to be in place and the harsh consequences of unethical behavior should be spelled out to her as soon as possible.
- She is not likely to be open to opportunities for new learning and professional development. Jane may be resistant to organizational change and innovation. She may not be motivated to acquire new knowledge, skills, and abilities.
- Jane may be unduly pessimistic and prone to expect the worst. She may give up too soon on difficult problems that can be solved. Jane needs to be more positive about future prospects and the resolution of current problems. She can sometimes bring down work group morale with her constant negativity.
- 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-average. Jane may not be willing enough to work overtime, come into work unexpectedly during non-work hours, or go above and beyond the call of normal duty to handle job problems and demands. She may be viewed as lacking in commitment to her job or employer.

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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?]

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.

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- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

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.

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.

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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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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