



**Training Coordinator Assessment
Report**

**Candidate:
Heather SamplePerson**

**Date:
09/08/2020**

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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			◆		
Competitiveness			◆		
Conscientiousness					◆
Customer Service / Responsiveness			◆		
Detail Mindedness				◆	
Emotional Stability					◆
Empathy					◆
Extroversion					◆
Impression Management					◆
Integrity			◆		
Openness			◆		
Optimism			◆		
Self-Confidence				◆	
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 Heather's overall level of general intellectual aptitude to be in the **80-89 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 80-89%ile

Heather 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.

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:

- For the most part, she is agreeable and easygoing at work. Heather will usually avoid disagreements, conflict, and arguments with other people.
- Heather is mildly assertive when the situation permits or calls for it. However, she is by no means aggressive or overbearing and tries to bring her influence to bear in a respectful, reasonable manner.
- Heather is moderately concerned with standing out among her peers as a good performer. She may occasionally compare her performance to that of other company employees, but she is not preoccupied with doing so. Although somewhat competitive, she is not aggressively determined to "beat" other employees on performance indices.
- She can be counted on to perform her work in a very trustworthy and conscientious manner. Heather makes good on her job commitments, keeps her promises, and follows through on obligations.
- Heather is alert to detailed requirements in her work. She can be counted on to put in the necessary time to remove errors and achieve a high quality product or service.
- She has very good control over her emotions and is able to handle considerable stress on the job. Heather keeps her composure and energy while under the pressure and strain of difficult situations or extended periods of work overload.
- She makes an effort to understand and resonate to the feelings and problems of other people. Heather should be good at reading the moods and concerns of customers. She is an empathetic, considerate person who can get close to the people she works with and will offer a helping hand to those in need.
- Heather registers as being extroverted, cheerful, and expressive in her job-based interactions. Most employees will feel comfortable seeking her out for sharing ideas and exchanging information. She should demonstrate good communication skills and awareness of interpersonal dynamics in the workplace.
- She is very concerned with adjusting her speech and behavior to make others think highly of her. Heather tailors her image to suit her audience.
- Heather's level of integrity is average. She will perform her job in a manner that is generally consistent with company rules, ethical codes, and values, yet Heather is flexible enough to make exceptions in unusual circumstances.
- She is moderately open to change and new learning. Heather is also fairly comfortable with tried-and-true methods. She is not one to change things about herself or her work just for the sake of trying something new.
- She is generally optimistic about most future possibilities and contingencies. However, Heather is also somewhat wary about what can go wrong. Employees probably feel that she sets fairly reasonable goals that are motivating, yet not too difficult.
- Heather is fairly secure with herself and her performance capabilities. She will usually make decisions promptly without wavering between alternative courses of action.

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- She has a strong commitment to teamwork and group accomplishment. As a manager, Heather encourages subordinates to work together cooperatively to achieve shared goals. She will focus on team goals instead of individual ones and will communicate primarily with the group as a whole.
- With an above-average work drive, Heather works energetically and persistently to fulfill job responsibilities. She is usually willing to extend himself, when necessary, to meet heavy or irregular job demands, including working long hours or a difficult schedule. As a manager, Heather will set a fairly good example for employees of working hard.

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Developmental Concerns:

- At times, Heather can be hard to get along with. She could make more of an effort to be consistently agreeable and pleasant in her job-based interactions.
- Heather may need to be more assertive and influential in some situations. She could be more inclined to seize the initiative and address problem situations.
- Heather's commitment to customer service could be further developed. She could do more, at times, to sense customers' preferences, address their concerns promptly, and ensure their satisfaction.
- Heather can sometimes identify too strongly with the feelings and emotions of the people she works with. This can cause her to get caught up in their problems and to lose perspective of what is the best course of action. Heather may need to become more objective and professional in some situations.
- Heather 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.
- Those working with Heather may find it difficult to get to know her or to fully trust what she says. She could improve her interpersonal effectiveness by being more authentic and genuine in the way she presents herself to the people she works with.
- Heather registered an average score on the integrity measure. Although this is not an unacceptable score, she should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices. Heather also needs to understand the company's commitment to integrity and the consequences for improper behavior.
- Heather could be more willing to innovate and learn new approaches to her work. She could be more open to improving job-related knowledge, skills, and abilities for herself and her subordinates.

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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?

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.

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

- Describe a situation when your ability to communicate made a difference in the outcome of a project, assignment, or task at work.
- 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?

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs, resources, and interest levels of the people you are interacting with.

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.

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