



**Engineer I / Scientist  
Assessment Report**

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**Candidate:  
Tony Sampleuser**

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**Date:  
02/19/2020**

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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                 |     |               | ◆       |               |      |
| Customer Service / Responsiveness |     |               |         | ◆             |      |
| Emotional Stability               |     |               |         |               | ◆    |
| Extroversion                      |     |               | ◆       |               |      |
| Impression Management             |     |               |         |               | ◆    |
| Integrity                         |     |               | ◆       |               |      |
| Openness                          |     |               |         | ◆             |      |
| Optimism                          |     |               |         | ◆             |      |
| Orderliness                       |     |               | ◆       |               |      |
| Self-Confidence                   |     |               | ◆       |               |      |
| 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 Tony's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

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

Tony 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:

- Coworkers are likely to see Tony as very easy to get along with. Tony will avoid arguments and unpleasantness whenever possible. He tries to be agreeable in his daily interactions with coworkers and other people.
- Tony can usually assert himself when he feels it acceptable and worthwhile to do so. However, he is not stubborn or aggressive, and makes requests of others in a low-key manner.
- Tony is usually conscientious and reliable. He generally follows through on his commitments and does what he says he will do. On the other hand, Tony also uses some personal discretion and judgment in deciding how to perform job tasks and duties.
- Having an above average level of customer service commitment, Tony works to meet customers' demands in a timely and courteous manner. He often takes time to give extra attention to customers to ensure their satisfaction and repeat business. Tony also reinforces quality customer service among the people who report to him.
- Tony has a high level of emotional stability and resilience. He can cope effectively with job stress and pressure. He is level-headed and collected in times of work crises and group conflict. Subordinates will not fear an angry response by Tony when they approach him with bad news.
- Tony is generally amiable and pleasant in his interactions with others at work, sharing information that he feels others need to know and spending time listening to ideas when it seems important to do so. He can also concentrate his attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.
- He is attuned to what is the right thing to say and do in social situations. Very observant and shrewd, he tries to evaluate the consequences of his decisions before committing himself to a course of action.
- Tony will perform his work tasks and duties in a manner consistent with company rules and policies. He is likely to be viewed as fairly honest and ethical in his everyday job behavior.
- He is open to new learning on the job. Tony will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. He will listen to employee suggestions for continuous improvement. Tony will be energized by most opportunities for work-related training and development.
- Tony often emphasizes what is good and promising in current situations as well as future possibilities. He has an upbeat style which he uses to accentuate the positive in his work situations. He will usually keep a positive frame of mind when confronted with job setbacks and obstacles, and he will encourage subordinates to do the same. Others in the organization, including his boss, are likely to appreciate the "can-do" attitude that Tony projects most of the time.
- He is reasonably organized and systematic in his work. Tony is also flexible and adaptable, adjusting his style to changing job circumstances.
- In his management role, Tony relies on a balance of independent and interdependent work. He will emphasize individual as well as group goals, feedback, and accomplishments.

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- He takes into account both objective facts and subjective cues when appraising problems and making judgments. Tony considers both analytical data and interpersonal factors when choosing a course of action.
- With an average work drive, Tony usually works hard to meet job demands; however, he is not a workaholic and tries to balance job demands and his personal/family life. Tony will work overtime when it is really needed, but he would prefer not to do so regularly, and he would not expect his subordinates to work long hours frequently.

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### Developmental Concerns:

- Tony can sometimes try too hard to get along with everyone that he gives in on important issues just to keep the peace. People may view him as too accommodating and unwilling to address sensitive topics. In meetings with executives, he will tend to go along with the majority because he is uncomfortable with being different than everyone else.
- Tony could be more assertive and forceful in some situations. He could, at times, stand up more for what is in his best interests and confront problem situations more readily.
- Tony could be somewhat more reliable in his work habits. He could, at times, do his job in a more conscientious manner that inspires greater confidence in coworkers of his stated intentions and commitments.
- As a manager, Tony could probably strengthen his communication effectiveness by sharing information more frequently with subordinates and by making himself receptive to inputs from them. He could, at times, be more outgoing and warmhearted in his job-based interactions.
- Others may sometimes see Tony as putting on a false front or as trying to manipulate them. He could be more genuine and candid in the way he interacts with coworkers and customers.
- Tony 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, and how to appropriately interpret and judge unusual circumstances in order to make appropriate decisions.
- As a manager, Tony may occasionally need to do more to foster group unity and cohesion among the people who report to him. He could place more consistent emphasis on teamwork and group accomplishment.
- Tony can sometimes be so feeling sensitive that it may be hard for him to critically and objectively appraise situations, problems, and people. He may overreact to negative feedback, criticism, or disapproval. Tony may need to toughen up and develop more of a thick skin if he is to function comfortably in some work settings.
- Tony may sometimes need to work longer hours and extend himself more for his job. He may need to put more time and effort into meeting work demands.

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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?]

### 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.

### 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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## ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized on your job.

## SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

## TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative .

## 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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