



**Safety / Environment Manager  
Assessment Report**

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**Candidate:  
Albert Sampleuser**

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**Date:  
04/11/2020**

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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			◆		
Assertive Leadership				◆	
Dependability				◆	
Emotional Stability			◆		
Extroversion	◆				
Goal-Setting					◆
Impression Management	◆				
Integrity				◆	
Managerial Human Relations					◆
Openness				◆	
Optimism				◆	
Orderliness				◆	
Safety-Mindedness					◆
Self-Confidence				◆	
Task Structuring				◆	
Team-Oriented Management			◆		
Work Drive			◆		
Overall Cognitive Aptitude				◆	

## Safety / Environment Manager Assessment Report

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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 Albert's overall level of general intellectual aptitude to be in the **60-69 percentile** range. His individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 60-69%ile

Verbal Reasoning 50-59%ile

Albert has a slightly above-average level of general cognitive aptitude. He should be able to handle most of the problem-solving demands of this job in a satisfactory manner.

#### 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.

## Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

### Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

<b>Career Growth</b>	<b>Mr. Sampleuser's Responses</b>
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.
<b>Demotivators</b>	<b>Mr. Sampleuser's Responses</b>
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.
<b>Job Satisfaction</b>	<b>Mr. Sampleuser's Responses</b>
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.

## Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.

<b>Leading a Team</b>	<b>Mr. Sampleuser's Responses</b>
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.

<b>Management Style</b>	<b>Mr. Sampleuser's Responses</b>
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.

## Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

<b>Work Drive</b>	<b>Mr. Sampleuser's Responses</b>
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

# Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

## Personality Assessment

### Strengths:

- He will usually be agreeable and congenial in his interactions with other people. Unless he is particularly upset about something at work, you can expect him to avoid arguments and contentious interactions.
- Albert is moderately assertive, but not aggressive, in his managerial style. He makes requests of subordinates and provides direction to them in a straightforward manner.
- Albert typically performs his job in a fairly trustworthy, reliable, and conscientious manner. Albert generally makes good on his work commitments, keeps his promises, and responsibly follows through on obligations to his customers and his employer.
- He should be able to withstand most of the stressors associated with this job. Albert is unlikely to lose his temper, or experience a lot of anxiety when subjected to work hassles and pressure.
- As someone who is introverted, Albert is not one to waste words in needless communication or in job-based interaction unless there is a clear reason for doing so. He is comfortable in work situations where there is limited social interaction and where employees do not need much contact with him.
- Albert consistently uses goal-setting to structure his work efforts. You can count on him to take time to prioritize his tasks and establish long and short term objectives.
- Albert presents himself in a very sincere, unpretentious manner. He is not one to exaggerate the facts or say something just because he thinks it is what the other person wants to hear. Albert projects a consistent image to the people he works with, regardless of the situation.
- Albert will perform his work tasks and duties in a manner consistent with company rules and policies. He is honest and ethical in his job behavior. Employees will trust him to exercise good judgment and do the right thing, even in ambiguous situations.
- As a manager, Albert is very concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. He will move quickly to dispel their fears, worries, grievances, and tensions, if possible. Albert is likely to enjoy employee coaching and mentoring.
- He is open to new learning on the job. Albert 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. Albert will be energized by most opportunities for work-related training and development.
- He is upbeat and optimistic most of the time. Albert tends to look for the best in the people he works with and the situations he works in. When faced with problems on the job, Albert usually stays positive and perseveres to overcome them. As a manager, he typically conveys positive expectations to subordinates.
- He is methodical and systematic in the way he organizes and carries out tasks and assignments. Albert is usually concerned with doing things correctly and in an orderly manner on his job.
- Albert is highly oriented to know and reinforce all the safety rules. He wants to promote safety through appropriate processes.

## Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

- His level of self-assurance is above-average. Albert is usually secure with his skills and knowledge and can act decisively when needed.
- As a manager, Albert is likely to be structured and organized. He prefers to create work schedules, set goals, monitor tasks, and give contingent performance feedback to subordinates.
- Albert's leadership style allows him to be comfortable working with employees in teams or one-on-one. He will encourage cooperation and mutual supportiveness among people in his department.
- Albert has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, Albert will expect reasonable levels of effort from subordinates.



## Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

### Developmental Concerns:

- In stressful situations, he can sometimes come across to others as disagreeable or difficult to get along with. Albert may need to make more of an effort to be courteous and pleasant in all of his interactions with others in the workplace.
- Albert could be more persuasive and influential in his leadership style. He could be more willing to take charge of problem situations and impose his will on other people. Albert may not be a strong advocate for his work group or department in meetings with upper management.
- He may have some difficulty handling high-pressure work situations. Albert may find it hard to handle a lot of job stress, particularly on a prolonged basis.
- Albert can be seen by other employees as impersonal, reserved, or distant. The communication climate in his work could be improved. Rather than taking the initiative to develop relationships with other people, Albert may wait for them to approach him. Interactions with subordinates may be sparse and incomplete, which can be a disadvantage to the employees who report to him.
- Albert can sometimes be too upfront and unpolished in what he says to others. He could increase his interpersonal effectiveness in some situations by being more consistently discreet and diplomatic.
- Albert 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.

# Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

## 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?

### ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- 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 successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

### EMOTIONAL STABILITY

- 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.

### 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?]

## Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

- 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.
- He is systematic and orderly in his work. He should be comfortable managing job-related data and information.

### STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

### TEAM-ORIENTED MANAGEMENT STYLE

- Describe your team meetings with an emphasis on what you do versus what your employees do.
- What do you think makes an effective team?
- What is the proper role of the supervisor or manager with a group where the company emphasizes team principles?
- How do you typically get employees to take an active role in the team? What types of things would they do? To what degree have you been successful in getting employees to function as true team members?
- What problems have you had implementing team principles with your department?

### 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?

## Safety / Environment Manager Assessment Report

Candidate: Albert Sampleuser

Date: April 11, 2020

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