



**Work from Home/Telecommuting
Assessment Report**

**Candidate:
John Sample**

**Date:
03/17/2020**

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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
Autonomy				◆	
Conscientiousness				◆	
Customer Responsiveness			◆		
Emotional Stability / Resilience				◆	
Extroversion			◆		
Flexibility			◆		
Initiative				◆	
Integrity				◆	
Openness		◆			
Optimism/Enthusiasm				◆	
Work Drive				◆	

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Personality Assessment

Strengths:

- He has an above-average level of self-autonomy. John is fairly well suited for situations in which he works unsupervised. He should adequately manage tasks on his own, without input, support and encouragement from others.
- He is reliable and conscientious on the job. John typically honors his job expectations and commitments in a manner others can depend on. He is usually organized and orderly, paying attention to details and quality standards.
- He is a fairly resilient person who has good control over his emotions. John can weather most forms of job hassles, stress, and pressure. He usually keeps his composure when dealing with work crises and emergencies.
- John is generally amiable and pleasant in his interactions with others at work. 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 generally open to change new learning, especially when the need to change has been explained. John is also fairly comfortable with tried-and-true methods.
- When he has a goal in sight, John likes to see quick results, so he will demonstrate initiative and show a distinct preference for action.
- John usually prefers to rely on what he already knows rather than having to learn new ways of doing things on his job. He is supportive of custom, convention, and established ways of doing things in the workplace.
- He is generally optimistic about most future possibilities and contingencies. However, John is also somewhat wary about what can go wrong.
- Generally, John works hard enough to meet most job demands while also achieving a balance between work and the rest of his life. His work drive registers as being about average.

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Developmental Concerns:

- He could be sometimes be more interdependent and collaborative in some aspects of his work. John could occasionally do a better job of soliciting feedback and consulting with his coworkers, work teams or supervisor when the need arises.
- He may need to deepen his commitment to providing responsive, high-quality service to customers. John could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- When good social skills are important for successful job performance, John could sometimes communicate more effectively. He could be more consistently sociable and outgoing when interacting with other people.
- John could be more flexible and willing to adapt to new procedures.
- John 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 on the job.
- He needs to guard against relying too much on what he already knows and is familiar with. John could be more receptive to opportunities for change, improvement, and development.
- John may sometimes need to work longer hours and extend himself for his job. He may need to put more time and effort into his work.

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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?

AUTONOMY

- How do you prefer to be managed? Do you enjoy working on your own and being responsible for your decision-making, or would you rather have regular support and guidance by your supervisor?
- Tell me about a project that required you to work independently, without interference from supervisors, or help from coworkers.
- Describe how you manage your time and work pace in unstructured work situations when you are expected to start and finish a project on your own.
- Do you prefer responsibility delegated to you, or do you prefer to follow procedures and be told what to do?
- Think about a time when you worked on a project but were not the project leader. How did you contribute to the project's final output? What did you like and not like about following someone else's lead?

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.

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?

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.

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?

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- 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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