Go assessment

CLIENT SERVICE
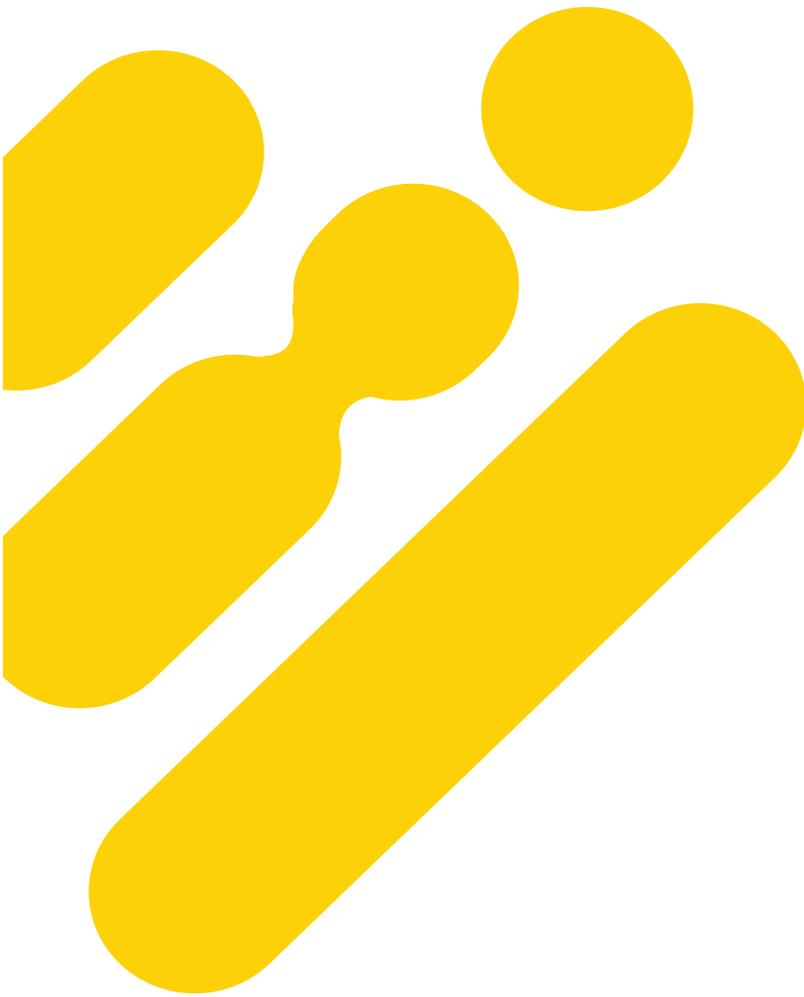
Recruiting Assessment
Report

Sample candidate
January 1, 2020

Company name

Confidential Document

HUMANCE
Culture & Performance

INTRODUCTION

- This assessment report for **Sample candidate** has been generated by the **Humance** expert system.
- It contains information that can help you make recruiting decisions regarding applicants for a client service position.

This report contains the following:

HUMAN RESOURCES	DISTINCTIVE COMPETENCIES	– An indicator of the applicant's potential to demonstrate the key skills that generally lead to success in a client service position
	OVERALL FIT SCORE	– A score for the overall fit between the individual's results on key competencies for a client service position and the expected profile
	INTERVIEW QUESTIONS	– Suggested questions for use during the recruitment interview based on the assessment results
MANAGER	INTEGRATION ADVICE	– Advice on integration that will help you provide the conditions for successful hiring

CAVEAT ON USE OF THE REPORT

- This assessment report may only be used as part of a recruiting decision in connection with the competencies and job category as recommended by **Humance**, in compliance with the **consent form signed by the candidate**.
- It must not be used to make a recruiting decision more than **24 months after the assessment**, to set a reasonable time limit on the assessment findings.
- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.

INTERPRETATION OF FINDINGS

The competency ratings are based on personality or cognitive ability indicators derived from the candidate's responses. Note that demonstration of a competency depends on other factors as well, including the candidate's work experience, degree of motivation and the work context. This report should be used as a complement to other recruitment efforts, such as the interview and reference checks, to create a more accurate portrait of the competencies of the person assessed.

The overall fit score, developed using the Delphi method, helps assess to what extent the candidate's competency results match the expected profile for a client service position. This profile has been established by our experts and represents what many organizations typically expect in this type of role. However, the context, culture and requirements specific to your organization and the type of position to be filled must be taken into consideration when making your decision on candidates, because some competencies may have greater importance than others.

Therefore, **the fit score must not be considered a hiring recommendation**, but rather a general indication of the fit between the candidate's profile and the typical profile of a client service position.

POOR FIT	BELOW AVERAGE PARTIAL FIT	ABOVE AVERAGE PARTIAL FIT	GOOD FIT
A profile with poor fit means that the candidate obtained results that do not really match the profile typically sought for the position.	A profile with below average partial fit means that the candidate obtained results that match a few points of the profile typically sought for the position.	A profile with above average partial fit means that the candidate obtained results that match several points of the profile typically sought for the position.	A profile with good fit means that the candidate obtained results that match the profile typically sought for the position.

DISTINCTIVE COMPETENCIES

This section presents the assessment results of Sample candidate for the distinctive competencies. These results provide an indication as to the candidate's potential to demonstrate the key skills relating to a client service position.

ASSESSMENT RESULTS
Sample candidate

Average

Learning Ability
Tends to understand and assimilate new information.

Collaboration
Tends to show that they are available to partners (clients, colleagues and superiors), to help achieve shared goals and create opportunities for discussion.

Agility
Tends to adapt quickly, be flexible and effectively manage ambiguity.

Rigour
Tends to follow rules and procedures, to maintain control over their accounts and work in an orderly, structured manner.

Autonomy
Tends to be self-reliant when no instructions are given and use the full latitude granted in their work.

Client Orientation
Tends to provide good service to clients.

Emotional Stability
Tends to handle pressure and stress without becoming emotional or upset.

Reliability
Tends to show integrity, be easy to supervise and do what it takes to fulfill their responsibilities.

CLIENT SERVICE INDICATORS

Legend	Above average	Slightly below average	Significantly below average

> ABOVE AVERAGE PARTIAL FIT WITH THE EXPECTED PROFILE

ONBOARDING ADVICE

This section presents advice that will help you achieve optimum integration of the candidate into the position.

LEARNING ABILITY

When the candidate needs to learn new things, your organization would benefit from allowing time to assimilate the required information. We recommend that you emphasize structured, on-the-job learning divided into small segments, and identify colleagues with whom the candidate could consult, if necessary.

COLLABORATION

The candidate will enjoy individual work and tend to be independent; they may place little importance on establishing or maintaining relationships. As a result, they may be reluctant to align with group decisions, be difficult to convince and could argue when in disagreement. You should provide opportunities for the candidate to work alone and independently in their duties. It might also be useful to help them understand the importance of maintaining harmonious relations with partners (clients, colleagues, superiors) when expressing diverging opinions.

AGILITY

The candidate will tend to show some flexibility. They will usually be comfortable in a job that includes some routine and will be able to adapt to changes in reasonable timeframes. However, it may not be natural for the candidate to react quickly when there is a great deal of ambiguity. You should offer a relatively stable environment and delegate assignments that allow them to work in their comfort zone.

RIGOUR

The candidate will perform well in a role that requires order and structure. They will seek to abide by the organization's rules and should show ease in clearly and effectively structuring their work methods. Do not hesitate to seek this individual's cooperation to structure processes or improve existing work methods. However, you still might have to remind them that excessive focus on details sometimes detracts from the achievement of objectives or the development of a comprehensive vision.

AUTONOMY

The candidate should prefer work that allows them to rely on their own expertise and experience for making decisions. They will enjoy having latitude in their assignments and prefer to rely on their own know-how. You should give them assignments that let them make their own decisions and require little supervision. It might also be appropriate to give them assignments in which they need to work alone in uncertain circumstances and rely on their own know-how.

ONBOARDING ADVICE

CLIENT ORIENTATION

The candidate will provide above-average client service. They will tend to maintain a relationship of trust with their clients and enjoy their interactions. Do not hesitate to assign them to more difficult clients, so they can build trust in these relationships. You should encourage them to help their coworkers who experience difficulty building positive relationships with their clients.

EMOTIONAL STABILITY

The candidate will tend to remain in a good mood and tolerant of others, even in situations that trigger strong reactions. In critical situations, they will remain relaxed and calm, which can have a reassuring effect on others. Feel free to assign them to positions with a high level of stress or pressure. You should give them the opportunity to work with colleagues who have trouble keeping their cool.

RELIABILITY

The candidate will tend to meet deadlines and follow instructions for assigned tasks. When major obstacles arise, they might have trouble meeting their obligations. You should assign them to positions in which they will face few obstacles. You should stress to them the importance of meeting their commitments despite the difficulties encountered.

INTERVIEW QUESTIONS

Below is a list of questions based on the results of the assessment that will help you and the candidate to explore factors that require clarification and could have an impact on job performance.

LEARNING ABILITY

- Tell me about a time at work when you had to learn very quickly how to perform an abstract or complex task.
  - What approach did you use to learn faster? What was the outcome?

COLLABORATION

- Tell me about a recent work situation in which you had to work with partners (colleagues, clients, superiors) to achieve an objective or finalize a project. What was your role?
  - What did you do or say to foster teamwork? What was the outcome?

AGILITY

- Tell me about a recent situation in which you had to adapt to a major unexpected event at work.
  - What was your comfort level in this situation? What strategies did you use to deal with this unexpected event? What was the outcome?

RELIABILITY

- We are all human and no one is perfect. Sometimes we make a commitment but fail to carry through. Give me a practical example in which you had to go back on a commitment.
  - What was the context? What did you do? How did you feel?