

Go assessment

PROJECT MANAGEMENT

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 position including project management or coordination responsibilities within a matrix-based approach, such as a project manager or project lead.

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 project management position
	OVERALL FIT SCORE	- A score for the overall fit between the individual's results on key competencies for a project management 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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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 project management 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 project management position.

POOR FIT

A profile with poor fit means that the candidate obtained results that do not really match the profile typically sought for the position.

BELOW AVERAGE PARTIAL FIT

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.

ABOVE AVERAGE PARTIAL FIT

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.

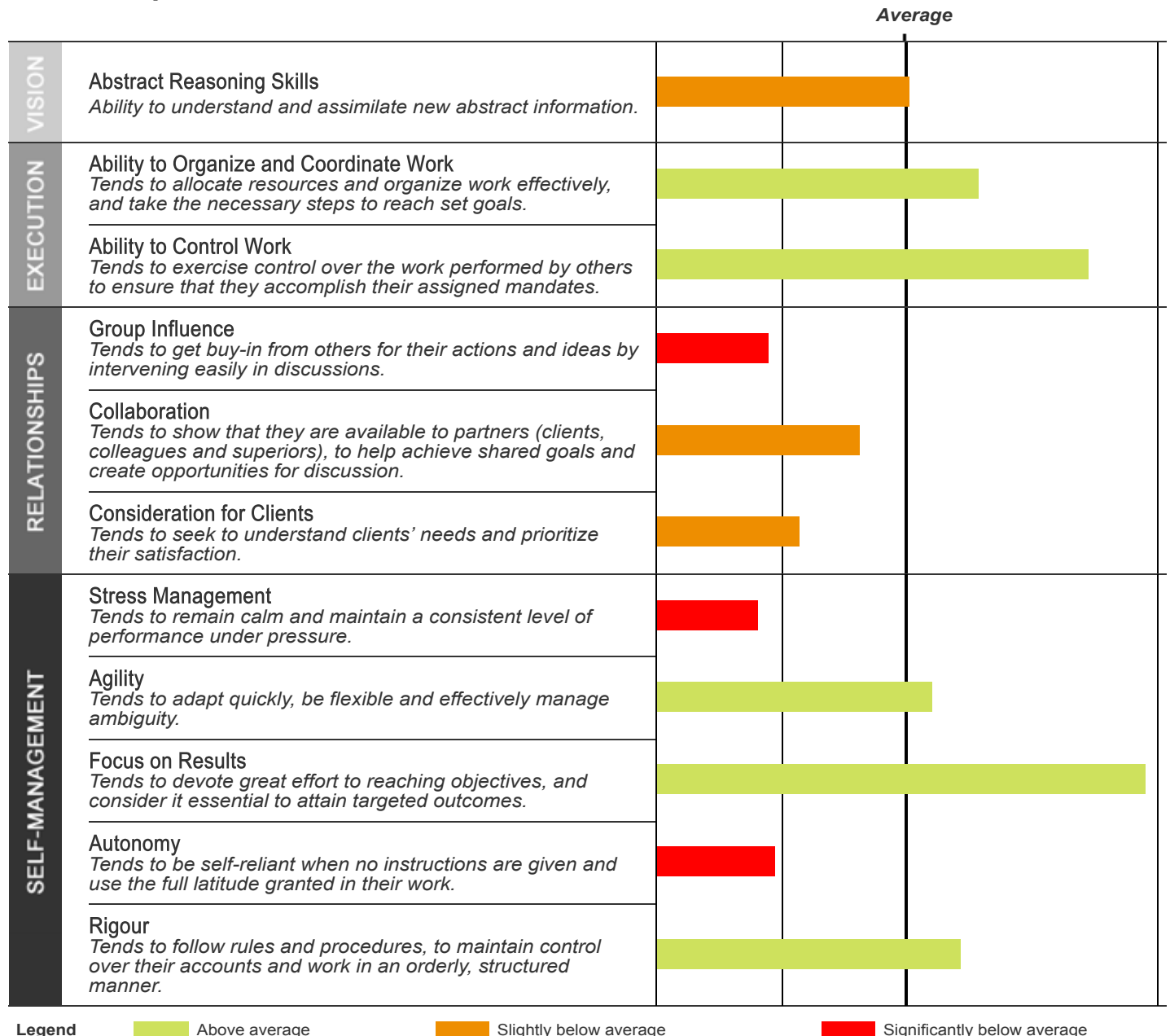
GOOD FIT

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 project management position.

ASSESSMENT RESULTS Sample candidate



>
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.

ABSTRACT REASONING SKILLS

The candidate should be able to deal with abstract concepts relatively well. It would be beneficial for you to provide enough time to allow the person to assimilate the information and think about less common problems. It would be in your interest to include some concrete examples to make abstract problems easier to understand.

ABILITY TO ORGANIZE AND COORDINATE WORK

The candidate will tend to effectively plan and organize their team's work in detail. They will also be concerned about providing clear and precise directives to their team. Your organization should focus on their ability to coordinate work by assigning them complex projects or work requiring careful organization.

ABILITY TO CONTROL WORK

The candidate will demonstrate great concern for staying informed of the progress of operations and projects under their responsibility. They will also tend to take action in the event of discrepancies between their expectations and the actual performance of their team, and will remind the team of the importance of complying with regulations and directions. However, you should help them to determine the appropriate frequency for follow-ups so their team members still feel trusted. You should also verify their approach when they are addressing performance discrepancies.

GROUP INFLUENCE

The candidate will generally have difficulty taking an active role in leading conversations when interacting with others. Specifically, they may experience some discomfort in social relationships and may avoid being the centre of attention. You should clearly target this individual's difficulties and provide specific support. It would also help to partner this individual with an employee who can easily convince their audience.

COLLABORATION

The candidate will tend to prefer working alone rather than in a group, and may miss various opportunities to promote collaboration or synergy among the team. Do not hesitate to talk with the candidate to follow up on their relations with colleagues, and to offer advice, as required. Generally, you should have them understand the benefits of maintaining synergy among those around them and the importance of rallying the group towards a common goal, even if diverging opinions exist.

ONBOARDING ADVICE

CONSIDERATION FOR CLIENTS

The candidate will tend to meet clients' requests and needs. However, you should provide them with less problematic clients, as the candidate might feel less comfortable intervening with demanding clients. It might be appropriate to provide opportunities for learning in order to further develop these skills and be better equipped to deal with this type of client.

STRESS MANAGEMENT

The candidate will tend to take stressful situations at work to heart, and may appear regularly concerned and worried. Under pressure, they may sometimes have unpredictable moods or appear somewhat uncertain, which may hinder performance on occasion. Avoid assigning them responsibilities that include constant and high stress. During stressful situations it is important to encourage them to gain a better perspective of the context and adopt the best strategies for stress management. You should also make the candidate aware of the impact their stress could have on their team.

AGILITY

The candidate will know how to adapt quickly to changes and unforeseen events. They may work easily in ambiguous conditions and will be able to take chances when making decisions. Do not hesitate to assign projects that require them to adapt quickly to change and unexpected events. However, your organization should make them aware of the importance of providing stability to their team and to consider the impact of their riskier decisions.

FOCUS ON RESULTS

The candidate will be concerned about team performance. They will emphasize surpassing performance targets and look for ways to encourage their team to exceed objectives. You will bring out the best in this candidate by setting ambitious goals and ensuring that you provide them the resources and tools they require to reach those objectives. You may sometimes have to remind them to reduce the level of expectations for their team. You can also verify the importance the candidate places on balancing attainment of results, work quality, and work climate.

AUTONOMY

The candidate should prefer work that allows them to rely on others to make decisions. In uncertain or new situations, they may wait for instructions or approval before moving into action. You should encourage them to be self-reliant in making decisions when issues are not critical, even when in doubt. It might also be useful to give them the opportunity to have frequent discussions with their superior in order to receive feedback on the decisions they have made alone.

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.

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.

ABSTRACT REASONING SKILLS

- Tell me about a recent situation at work in which you had to become familiar with a great deal of information very quickly to complete a complex task.
 - What approach did you use to learn faster? What was the outcome?

GROUP INFLUENCE

- Tell me about a recent situation in which you found it especially hard to direct or lead the conversation with a colleague regarding a project. What were you trying to accomplish and what was the outcome? Which of your strategies proved most or least effective?

COLLABORATION

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

CONSIDERATION FOR CLIENTS

- Tell me about a particularly difficult or demanding client you recently had to deal with. How did you manage the situation?
 - How did the client react to your approach? What was the outcome?

STRESS MANAGEMENT

- Describe a recent situation at work where your stress level was higher than normal. What concerned you? What did you do to manage the situation? What was the outcome?
 - What situations normally cause you stress at work?

AUTONOMY

- How reliable or dependable do you consider yourself in new or uncertain situations? Give me an example that clearly illustrates this type of situation.
 - In what type of situations do you prefer to rely on someone else?