

Go assessment

SAFETY LEADER

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 managerial position exercising formal authority over employees, coordinating operational activities and requiring the candidate to adopt a safe behaviour, such as when accompanying their employees in hazardous locations or when taking part in tasks that involve risks.

This report contains the following:

HUMAN RESOURCES	DISTINCTIVE COMPETENCIES	<ul style="list-style-type: none"> - An indicator of the applicant's potential to demonstrate the key skills that generally lead to success in a safety leader position - A score for the overall fit between the individual's results on key competencies for a position of safety leader and the expected profile
	SAFETY INDICATORS	<ul style="list-style-type: none"> - An overall safety score with an average of six safety indicators
	RISK FACTORS	<ul style="list-style-type: none"> - Risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure
	INTERVIEW QUESTIONS	<ul style="list-style-type: none"> - Suggested questions for use during the recruitment interview based on the assessment results
MANAGER	INTEGRATION ADVICE	<ul style="list-style-type: none"> - 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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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 position of safety leader. 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 safety leader 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 safety leader position.

ASSESSMENT RESULTS Sample candidate

		Average			
DISTINCTIVE COMPETENCIES	VISION	Learning Ability <i>Tends to understand and assimilate new information.</i>			
		Problem Solving and Analysis <i>Tends to detect a problem, analyze it, assess possible solutions and choose the most appropriate.</i>			
	EXECUTION	Ability to Organize and Coordinate Work <i>Tends to allocate resources and organize work effectively, and take the necessary steps to reach set goals.</i>			
		Ability to Control Work <i>Tends to exercise control over the work performed by others to ensure that they accomplish their assigned mandates.</i>			
	RELATIONSHIPS	Engaging Leadership <i>Tends to motivate people to work with enthusiasm, more effectively, and whole-heartedly.</i>			
		Collaboration <i>Tends to show that they are available to partners (clients, colleagues and superiors), to help achieve shared goals and create opportunities for discussion.</i>			
	SELF-MANAGEMENT	Stress Management <i>Tends to remain calm and maintain a consistent level of performance under pressure.</i>			
		Agility <i>Tends to adapt quickly, be flexible and effectively manage ambiguity.</i>			
		Focus on Results <i>Tends to devote great effort to reaching objectives, and consider it essential to attain targeted outcomes.</i>			

Legend

Above average

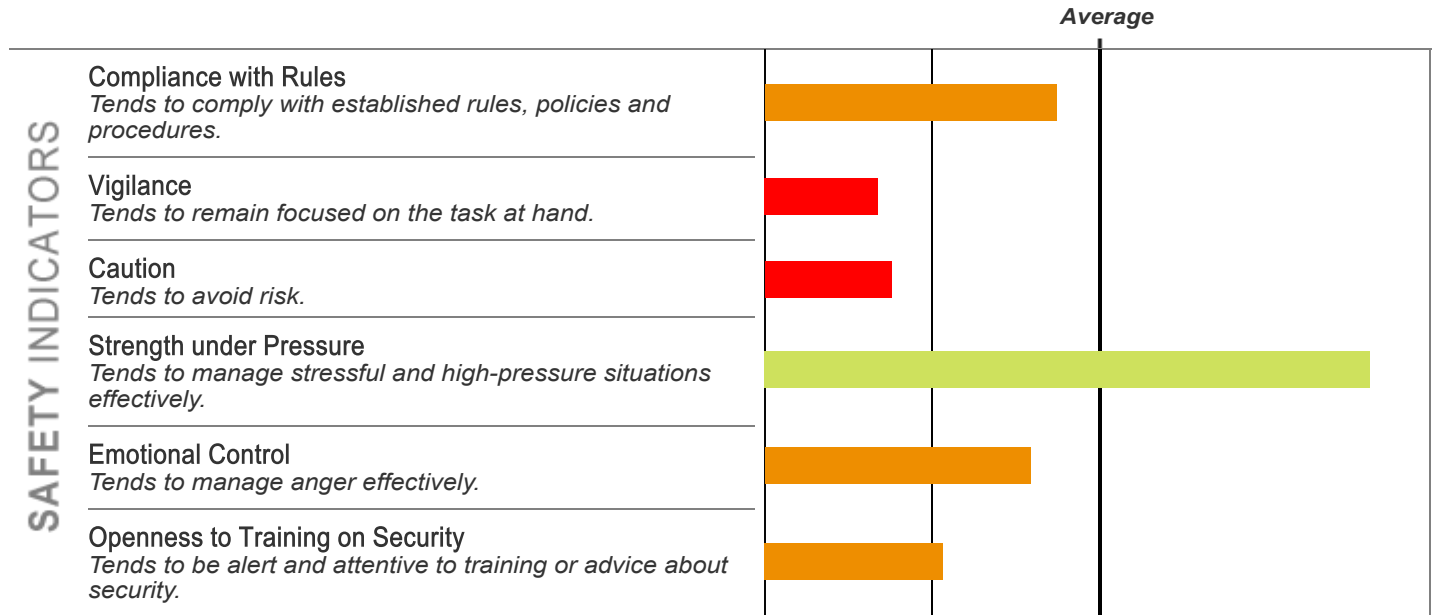
Slightly below average

Significantly below average

>
ABOVE AVERAGE PARTIAL FIT WITH THE EXPECTED PROFILE

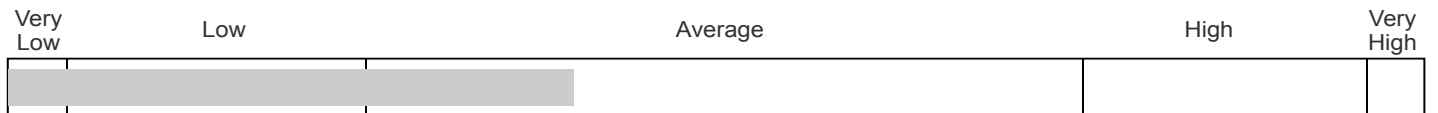
SAFETY INDICATORS

This section presents the results obtained by Sample candidate for the characteristics generally associated with safe behaviours. These position the candidate by comparing their scores with those of workers in jobs where it is required to engage in safe behaviour to avoid accidents. Note that these safety indicators do not designate the person's propensity to create a culture of safety. The overall safety index presents the average obtained by candidates based on six safety indicators.



Legend Above average Slightly below average Significantly below average

OVERALL SAFETY RATING



RISK FACTORS

'Risk factors' include behaviour that a candidate is likely to adopt when under pressure that can affect their performance or interpersonal relations at work. Basically, it is often an individual's strength that becomes overused in certain circumstances.

Most individuals display risk factors, some of which will be more harmful than others, depending on the context, position or organizational culture. **These behaviors are generally more likely to emerge if the "stress management" competency is below average.** Moreover, the impact of these potential risks could be reduced if the person is aware of them and when they are most likely to occur.

In this section, the risk factors marked with a box and a check mark indicate the ways in which the person being evaluated could be perceived by colleagues in a stressful situation.

Under pressure, people with a similar score will tend to:



- Give the impression of being inconsistent, with irregular moods, and seem hard to please.
- Seem unpredictable and be perceived to lack perseverance.
- Appear genuine but, because of their lack of consistency, have difficulty forming strong interpersonal relationship with the people they work with.



- Seem critical or argumentative.
- Give the impression of adopting a defensive attitude.
- Be perceived as being distrustful of others and thus have difficulty quickly establishing a climate of confidence and trust.



- Seem reluctant to take risks and be hesitant to begin new projects.
- Give the impression of avoiding criticism and being particularly conservative.
- Be afraid of failure that could delay their decision making and be perceived as a lack of confidence or assertiveness.



- Distance themselves from others and thus appear unsympathetic and detached.
- Step aside and become overly autonomous or independent when their team requires support and thus appear less available.
- Step aside or be less inclined to offer colleagues feedback and support.



- Give the impression of ignoring colleagues' requests while hesitant to speak about it directly.
- Put off tasks that do not interest them and become irritated if they are interrupted to focus on something else.
- Give the impression, in the long term, of being nonchalant, unreliable, stubborn and not very collaborative.

ONBOARDING ADVICE

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

LEARNING ABILITY

The candidate will require little support in learning new things and will quickly become familiar with the position's procedures and issues. You should focus on their logical sense and ability to quickly assimilate information. You will gain the most from their abilities by giving them the opportunity to regularly learn new things and work on complex files.

PROBLEM SOLVING AND ANALYSIS

The candidate will tend to analyze the situations and problems they encounter in detail. They will take the time to gather relevant information, display concern for finding the best solution; they should evaluate the implications of their decisions. Your organization should focus on leveraging their analytical abilities by assigning them tasks that include a high degree of complexity.

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 projects that require a heightened sense of organization.

ABILITY TO CONTROL WORK

As a leader, the candidate will demonstrate great concern for staying informed of the progress of operations and projects under their responsibility. They will also tend to monitor the 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 identify the occasions where it is better to have confidence in the team, and ensure that their approach with employees is appropriate when intervening regarding performance discrepancies.

ENGAGING LEADERSHIP

As a leader, the candidate will demonstrate true concern for motivating their team. They should pay particular attention to the work atmosphere and will demonstrate good listening skills in order to identify the interests and needs of colleagues. They will also know how to influence colleagues positively in order to increase their performance at work. You should assign them mandates in which team motivation plays an important part in reaching objectives.

ONBOARDING ADVICE

COLLABORATION

The candidate will have a natural tendency to foster teamwork, and will demonstrate particular care in maintaining harmonious work relationships. Do not hesitate to encourage them to participate in projects that require synergy among colleagues. However, it may be important to have them understand the importance of advancing the views of each person, even if they differ from each other.

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

As a leader, the candidate may voice various concerns regarding new ideas and change. They might also not be inclined to react quickly in the face of significant ambiguity. Your organization should provide them with a relatively stable environment and mandates that include more continuity than change. You should also remind them of the importance of being open to co-workers' ideas. Do not hesitate to offer increased support during major organizational changes.

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.

ONBOARDING ADVICE

COMPLIANCE WITH RULES

The candidate will likely comply only with safety directives that have meaning for them. They will need to be convinced of a rule's relevance before they obey it. When introducing new procedures, you should re-emphasize the importance of personal compliance with safety directives, in order to ensure they serve as a role model for their team. Do not hesitate to explain the reasons for certain non-negotiable rules in order to gain the candidate's support.

VIGILANCE

The candidate will tend to be distracted and may make careless mistakes. They may be caught off guard by risks and hazards they could have foreseen had they been more alert to their surroundings. They are best assigned activities they find stimulating, to ensure they remain alert to the risks around them. In situations where the risk of distraction rises (fatigue, monotonous tasks, complex work, etc.), you should urge them to pay close attention to their work.

CAUTION

The candidate will tend to take unnecessary or uncalculated risks. They may appear careless and act spontaneously, potentially compromising their own safety and the safety of others. Whenever possible, avoid placing the candidate in situations where taking risks might affect their safety or the safety of those around them. Where a task entails risks, you should have the candidate work in tandem with less adventurous coworkers.

STRENGTH UNDER PRESSURE

The candidate will tend to maintain their composure, steadiness and self-confidence, regardless of the stress level in any situation they are facing. Under stress, they will respond calmly and remain focused on safety issues. Your organization should assign the candidate responsibilities that require working under pressure without making mistakes. They should share their stress management techniques with their team.

EMOTIONAL CONTROL

The candidate occasionally will display good self-control in frustrating or irritating situations. When angry, they may make a few mistakes or behave unsafely. You should remind them often of the potential impact of their negative emotions on their own safety and the safety of their team. Encourage them to take initiative in identifying and addressing irritating situations, to limit the impact on safe behaviour.

OPENNESS TO TRAINING ON SECURITY

The candidate will sometimes disregard the safety directives or training that they received. Occasionally, they may disregard some critical observations conveyed to them. When training the candidate on an important procedure, you should give them a memory aid to ensure that they remember the best way to apply that procedure. Encourage them to be attentive when being given certain critical information linked to safety, which might appear less important at first glance.

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.

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?

AGILITY

- Tell me about a recent situation where you had 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?

COMPLIANCE WITH RULES

- Tell me about a time when you had to comply with a safety procedure or rule that you considered fairly irrelevant or pointless.
 - How did you react? Did you comply with the rule or procedure? Why?

VIGILANCE

- Tell me about a task you performed at work that required a lot of concentration.
 - What strategies did you use to avoid careless mistakes? What was the outcome?

CAUTION

- Tell me about a situation in which you had to take a safety risk to achieve your work objectives.
 - How did you react? What did you do or say?

EMOTIONAL CONTROL

- Tell me about a time at work when you felt particularly impatient, irritated or angry. What happened? How did you react? What did you do or say?
 - What situations tend to make you more impatient at work?

INTERVIEW QUESTIONS

OPENNESS TO TRAINING ON SECURITY

- Tell me about the last time you received safety training or advice that you didn't want to take or didn't agree with.
 - What did you do?
 - What was the context?