

# Go assessment

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## PEOPLE AND PROPERTY PROTECTION

Recruiting Assessment  
Report

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**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 that involves the protection of people and property—such as a police officer, a fire fighter, an ambulance technician, a 911 dispatcher, a security officer or a correctional officer—and that requires safe behaviour, particularly when working in dangerous locations, ensuring the safety of people and places or participating in tasks that involve risks.

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 position that involves the protection of people and property
		- A score for the overall fit between the individual’s results on key competencies for a position involving protection of people and property and the expected profile
	SAFETY INDICATORS	- An overall safety score with an average of six safety indicators
	RISK FACTORS	- Risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure
MANAGER	INTERVIEW QUESTIONS	- Suggested questions for use during the recruitment interview based on the assessment results
	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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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 position involving protection of people and property. 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 position that involves the protection of people and property.

### 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 position that involves the protection of people and property.

### ASSESSMENT RESULTS Sample candidate

Average

Competency Category	Competency	Assessment Result
TAKE EFFECTIVE ACTION	<b>Abstract Reasoning Skills</b> <i>Ability to understand and assimilate new abstract information.</i>	Above average
	<b>Depth of Analysis</b> <i>Tends to seek additional information, to anticipate potential obstacles and to take a step back to understand situations more thoroughly before taking action.</i>	Above average
	<b>Autonomy</b> <i>Tends to be self-reliant when no instructions are given and use the full latitude granted in their work.</i>	Above average
BE TRUST-WORTHY	<b>Compliance with Rules</b> <i>Tends to comply with established rules, policies and procedures.</i>	Slightly below average
	<b>Reliability</b> <i>Tends to show integrity, be easy to supervise and do what it takes to fulfill their responsibilities.</i>	Slightly below average
DEAL WITH PRESSURE	<b>Self-Control</b> <i>Tends to remain calm in situations of differing views and adversity.</i>	Above average
	<b>Stress Management</b> <i>Tends to remain calm and maintain a consistent level of performance under pressure.</i>	Above average
	<b>Agility</b> <i>Tends to adapt quickly, be flexible and effectively manage ambiguity.</i>	Above average
BE A PARTNER	<b>Collaboration</b> <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>	Above average
	<b>Consideration for Clients and Citizens</b> <i>Tends to seek to understand the needs of clients and citizens, and prioritize their satisfaction.</i>	Above average
	<b>Conflict Management</b> <i>Tends to react calmly and try to understand the other’s point of view when there are disagreements about interests, motivations or ideas.</i>	Above average
	<b>Persuasiveness</b> <i>Tends to share ideas with confidence and to try to convince others by understanding their perspective and using different strategies.</i>	Slightly below average

**Legend**       Above average       Slightly below average       Significantly below average

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**ABOVE AVERAGE PARTIAL FIT WITH THE EXPECTED PROFILE**

# OVERALL SAFETY RATING

This section presents the individual’s overall safety rating, i.e. the person’s tendency to adopt safe behaviour in the workplace. The following graph positions the individual by comparing their rating to those of people working in positions where safe behaviour is necessary to avoid accidents.

This result cannot predict an individual’s safety or accident record. Some people will be involved in an accident in spite of an average or high overall safety rating, because bad things can happen to good people. Similarly, some people who have a lower overall safety rating, and who adopt unsafe behaviour, may never be involved in an accident. Nonetheless, they may behave in a manner that can result in an accident. The lower the score, the greater the risk.



## 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.

## RISK FACTORS

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



- Seem exceptionally confident in their abilities and to engage in self-promotion.
- Overestimate their abilities and to ignore constructive comments or criticism.
- Seem less inclined to consult with others and to learn from mistakes.



- Make decisions intuitively and to be hesitant to submit to rules.
- Push limits, take many risks and promise more than they can really deliver.
- Ultimately, seem impulsive and less genuine.



- Monopolize discussions.
- Have difficulty letting others speak or may seem to place little importance on what others have to say.
- Be looking for attention, to worry more about being busy than being productive, and to give the impression that they are promoting their own abilities.

## ONBOARDING ADVICE

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

### ABSTRACT REASONING SKILLS

The candidate will require little support in learning new things. Your organization would benefit from relying on the candidate's sense of logic and ability to assimilate information quickly. You will be able to leverage the candidate's learning ability by giving them opportunities to resolve complex problems.

### DEPTH OF ANALYSIS

The candidate is likely to stand out due to their ability to analyze different facets of a situation in depth before taking action. They will enjoy contemplating complex issues and will take a step back, as necessary, to determine the best solution. Your organization should use their skills for complex situations and to partner them with individuals who are less analytical to help them obtain a better grasp of the issues. Moreover, in some situations, it may be a good idea to show them when a more cursory analysis or solution would be appropriate.

### 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 responsibilities that allow them to make their own decisions and require little supervision. It might also be appropriate to give them tasks that require them to work alone in uncertain circumstances and rely on their own know-how.

### COMPLIANCE WITH RULES

The candidate will generally try to follow the rules. By emphasizing selected non-negotiable rules and explaining their purpose, your organization can ensure that the candidate will follow them.

### RELIABILITY

The candidate will tend to honour commitments and assume their responsibilities when no major obstacles are in the way or when only few personal sacrifices are needed. They may also, at times, be more difficult to supervise or may adopt a negative attitude towards authority. You should make them aware of how hasty decision-making could impact their ability to honour commitments; they should also be made aware of the importance of fulfilling responsibilities even when difficulties arise.

### SELF-CONTROL

The candidate should easily keep cool in situations of differing views or adversity that may arise at work. They should show tolerance and will not be easily irritated by others. However, their propensity to maintain good control over emotions could give the impression of being detached or indifferent regarding the situation. You could encourage the candidate to be willing to show more emotions, depending on the type of situation.



## ONBOARDING ADVICE

### STRESS MANAGEMENT

The candidate will tend to experience little stress and will find it easy to put things into perspective with what concerns them at work. When there is high stress, this candidate will tend to remain focused on the desired objective and perform effectively. Do not hesitate to assign high-pressure responsibilities to them. However, in situations that require acting promptly, the candidate may appear to be without passion or a sense of urgency. You should make them aware of the fact that others may be more affected by certain stressful situations.

### AGILITY

The ability of the candidate to develop easily in a changing context is above average. They will enjoy latitude in their work, cope with ambiguity well and be able to react promptly to unforeseen events and changes. Your organization should offer this person a variety of assignments that require them to adapt quickly and take calculated risks. Since the candidate is flexible in their approach, it might be useful to give them opportunities to help less agile colleagues.

### COLLABORATION

The candidate will naturally join a work group and care about maintaining harmonious relations with partners (clients, colleagues, superiors). They should enjoy assignments that involve interactions with those around them and prioritize teamwork over individual work. You should find opportunities to use their natural tendencies to collaborate with others. However, it might be useful to help this person understand the full importance of sharing their viewpoints, even if they are divergent, and not aligning too quickly with the group opinion. Moreover, if the candidate must work alone frequently, it may negatively affect their motivation.

### CONSIDERATION FOR CLIENTS AND CITIZENS

The candidate makes it their duty to establish positive relationships with clients or citizens and is autonomous in doing so. Given this strength, you should have the candidate deal with individuals who are in delicate situations. It may also be appropriate to use this person as an example for colleagues and to encourage the candidate to share their insights on how they manage client problems effectively.

### CONFLICT MANAGEMENT

The candidate will tend to remain calm and in control of their reactions in the event of a dispute. They will stand out due to their desire to maintain good relations with others and their empathy, in spite of the existence of a conflict. Nonetheless, they may have some trouble taking a step back from very tense situations or asserting themselves in a disagreement. You should rely on their natural talent to get along with others and to find a consensus.

### PERSUASIVENESS

The candidate will tend to be comfortable defending their positions when facing minor resistance. However, they may have more difficulty finding ways to convince others, when faced with opposition, and may only perform a cursory analysis of the reasons underlying this opposition. You should encourage the candidate to develop a better understanding of situations and to think more about the reasons that could create opposition from others. You may also want to provide assignments requiring the candidate to convince others, but where the outcome would only have minor repercussions.

## 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.

### COMPLIANCE WITH RULES

- Talk to me about a situation in which you had to deviate from established procedure in order to achieve an objective.
  - What were the circumstances?
  - What were you trying to achieve?

### RELIABILITY

- We are all human and nobody is perfect. It is therefore possible that we make a commitment and are not able to honour it. Give me a concrete example of a situation where you had to go back on a commitment. What was the context? What did you do? How did you feel?

### PERSUASIVENESS

- Give me a recent example of a situation where you had to convince someone to support your idea or point of view.
  - How did you do this?
  - What arguments did you use? What was the result?