

Go assessment

PROFESSIONAL

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 professional position that involves an advisory role. The advisory role must involve an intervention process whereby the professional puts their expertise at the service of an external or internal client. This involves studying facts to solve a problem, improve a situation or help the client deal with that situation.

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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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

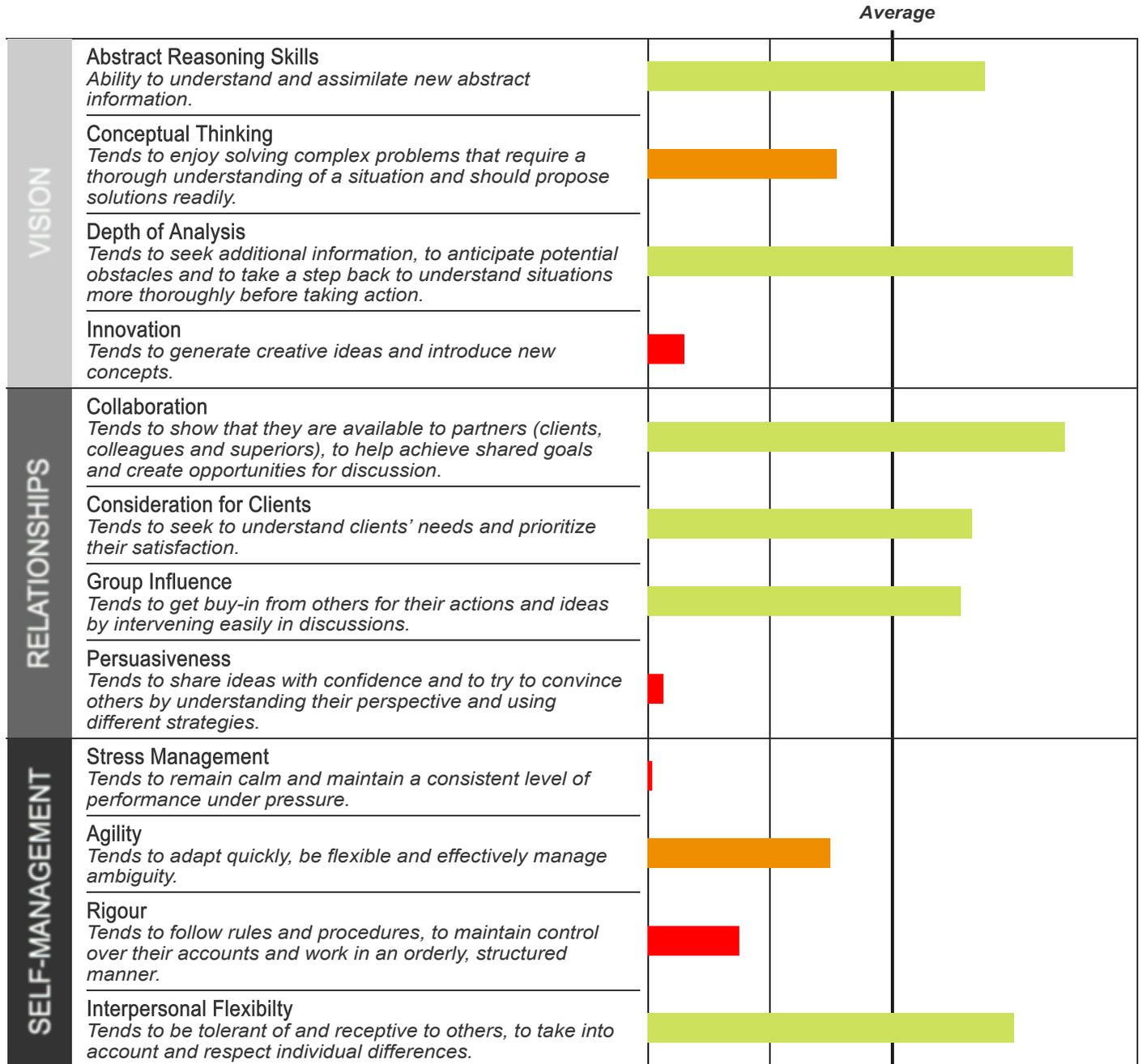
A profile with above average partial fit means that the candidate obtained results that match several points of the profile typically sought for the position.

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 professional position.



Legend Above average Slightly below average Significantly below average

>
BELOW 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 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.

CONCEPTUAL THINKING

The candidate will tend to show more interest in finding solutions for applied problems. They may want to delve into problems in more detail for issues that are not overly complex. The candidate should be able to find a few solutions to deal with a problem, but may take more time to think of these different solutions. It would be beneficial to have them work on mandates that require a proven solution to a well-defined problem.

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.

INNOVATION

The candidate would be inclined to prefer the conventional and known and appreciate familiar ideas. They may settle for limited information and show little curiosity in what is around them. You should assign them mandates where it is important to meet existing standards and maintain stability. You may want to encourage them to set aside time when they have to develop new processes and allow them to gradually test new ideas that are outside of their comfort zone.

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

The candidate should make it a priority to develop and maintain pleasant, personalized relations with clients. In order to encourage their efforts to exceed expectations, you should put the candidate in contact with clients as often as possible. It might also be relevant to cite them as an example for other colleagues.

ONBOARDING ADVICE

GROUP INFLUENCE

The candidate will seek to take a central role and actively lead the conversation when interacting with others. You would benefit from leveraging this talent by assigning them projects that require them to take charge of a delicate or controversial situation and see it through to completion. It would also be effective to use the candidate as a model for other colleagues.

PERSUASIVENESS

The candidate will tend to be cautious and hesitant when presenting arguments. They may find it difficult to use methods that would allow them to convince others and may give up if they cannot convince the person easily, without trying to understand the reasons for this opposition. You could encourage the candidate to think about the other person's motivations and develop corresponding arguments. You should not give the candidate many responsibilities requiring them to convince others. You should provide support when a third party needs to be convinced to ensure a successful outcome for the matter.

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 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 generally will not be inclined to organize or structure their work. They might experience challenges in a position that demands order and structure. It might be wise to have the candidate receive support from a disciplined colleague when they must structure very complex tasks. It would also be beneficial to implement methods to help them track their accounts and to remind them of the benefits of taking a disciplined approach.

INTERPERSONAL FLEXIBILITY

The candidate will show a great deal of openness and receptiveness to co-workers even when their opinions or values are outside the norm. It may be a good idea to put them in contact with different types of people, since they will be receptive to others' ideas and prepared to find common ground.

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.

CONCEPTUAL THINKING

- Tell me about an important situation that required you to resolve a complex problem.
 - What did the problem entail?
 - What was the end-result? How did you achieve it?

INNOVATION

- Tell me about an original idea that you came up with at work.
 - How was it original?
 - How did you come up with this idea? How did you implement it?

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?

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 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?

RIGOUR

- Tell me about a situation in which you had to produce high quality work that involved a lot of details. What tactics did you use to obtain such high quality? In what way did you find this situation motivating or demotivating?