

PROJECT MANAGEMENT

Recruiting Assessment
Report

John Doe
Month DD, YYYY

Company Name

Confidential Document

INTRODUCTION

- This assessment report for **John Doe** has been generated by the **D-TECK** 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 **D-TECK**, 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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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.

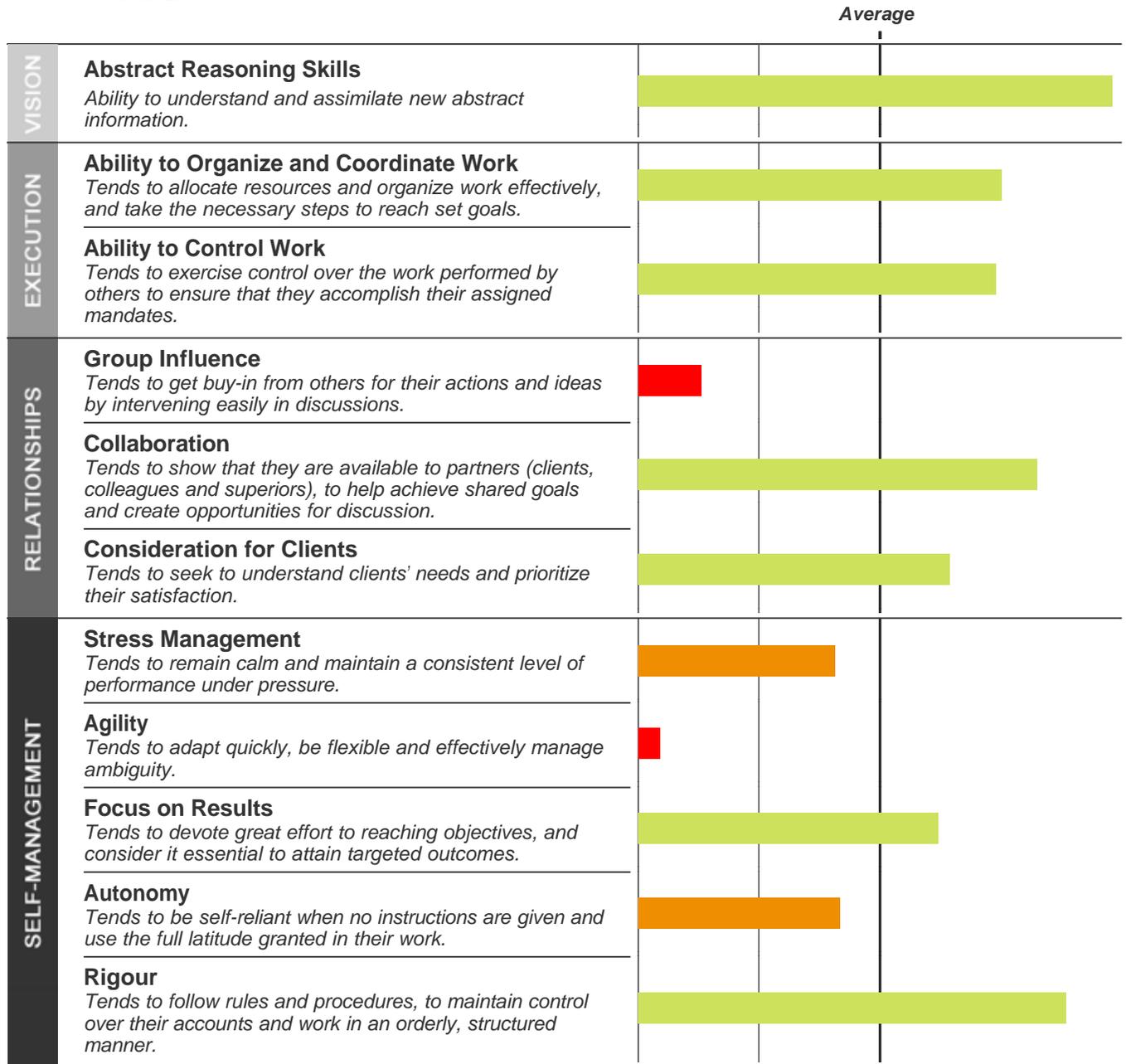
Therefore, **the fit score must not be considered a hiring recommendation**, but rather a general indication of the fit between the candidate's profile and the typical profile of a project management position.

POOR FIT	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 John Doe 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 John Doe



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.

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.

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 have a natural tendency to foster teamwork, and will demonstrate particular care in maintaining harmonious work relationships. Do not hesitate to put them in charge of projects that require synergy among colleagues. However, it may be a good idea to remind them of the importance of asking for everyone's point of view without always needing to seek a consensus at all costs.

ONBOARDING ADVICE

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.

STRESS MANAGEMENT

The candidate will tend to experience a certain amount of stress when under pressure. They may sometimes be momentarily destabilized when the pressure rises, and will have to step back to calm down again. You should inquire about their mood and stress level during periods of higher stress, as these situations will be a challenge to them. You can also help them put various situations into perspective and find solutions to stressful situations.

AGILITY

The candidate may be inflexible with regard to change and new ideas. They may prefer routine work and maintaining the status quo and as a result, they may appear resistant to new ideas and display exaggerated caution. Your organization should assign them a role that adheres to the usual methods, with little change. You should also support them to develop their ability to take risks, and their ability to navigate change and ambiguous situations.

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 will appreciate the ability to obtain validation on their decisions from others and will rely on their assistance when hesitant. In new or uncertain situations, they will seek to determine the key aspects of a task before acting. You should give them assignments in which they can make some decisions alone in their areas of expertise. It might also be appropriate to help them perceive the importance of taking a stance without someone else's support.

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.

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?

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?

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?

D - T E C K

SMART PREDICTION