Including interview guidelines
and onboarding plan

Report
Staff

EXTRACT

Candidate: Jane Doe
Date of testing 5/18/2016

Version for: **HR department** | Candidate | Management

SCHUHFRIED

passion for psychology
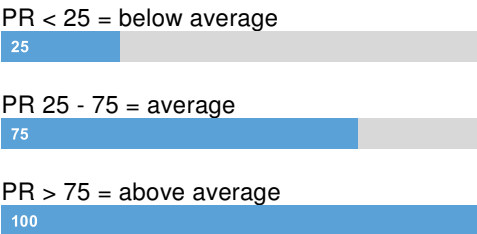
About this report

This report contains your candidate's test results relating to her potential for success in an office or service position.

Office and service jobs are not specific to a certain branch of business, industry, or company size but rather are found throughout many companies, industries, and businesses. Many different job descriptions are included under the generic term "office jobs". In this report, office positions refers to all jobs in which traditional office tasks are carried out, as is the case with businesspeople for office communication, office clerks, and specialized employees for office communication. Likewise included are bookkeepers, auditors, tax consultants, accountants, and office employees in industry, retail, insurance, banking, supply chain management, and quality management. Service activities are understood as tasks performed in the reception area and at the service counter. Activities in restaurant business, like working as a waiter, are excluded here. This report also excludes consultants, scientists, technicians, production employees, and managers.

On the basis of these test results, training options for the candidate will be suggested and customized interview guidelines provided. An onboarding plan will help with the candidate's induction if she is appointed.

The glossary at the end contains comprehensive explanations and background information.

The report is available in three different versions, which are directed at different target groups and hence differ in the scope of their content. You have the report intended for the HR department. The other versions include one for the candidate herself and one for management members involved in the HR decision.

Please note that the test results contain personal details that should be treated as confidential. You should therefore exercise care when passing on this report.

The assessment scales
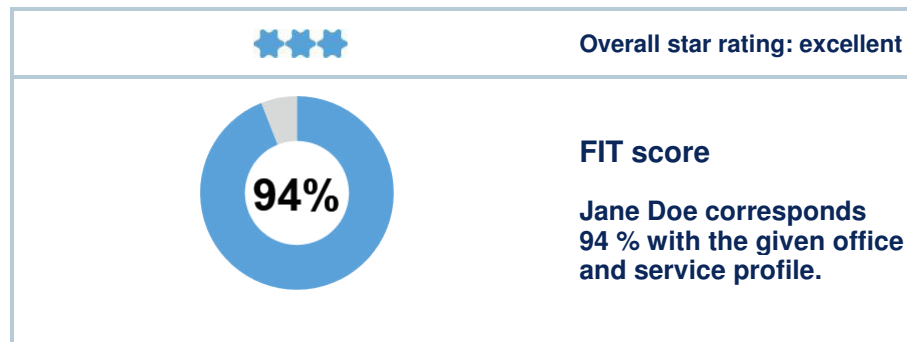Office and service skills are given a rating based on a star system:

�֍	modest
✖✖	solid
✖✖✖	excellent

Test results are given in percentile ranks (PR). You can find further information on the assessment scales in the glossary:
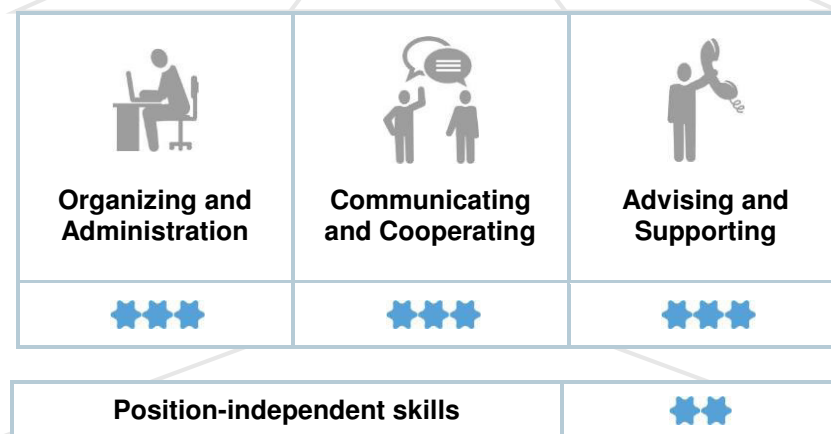
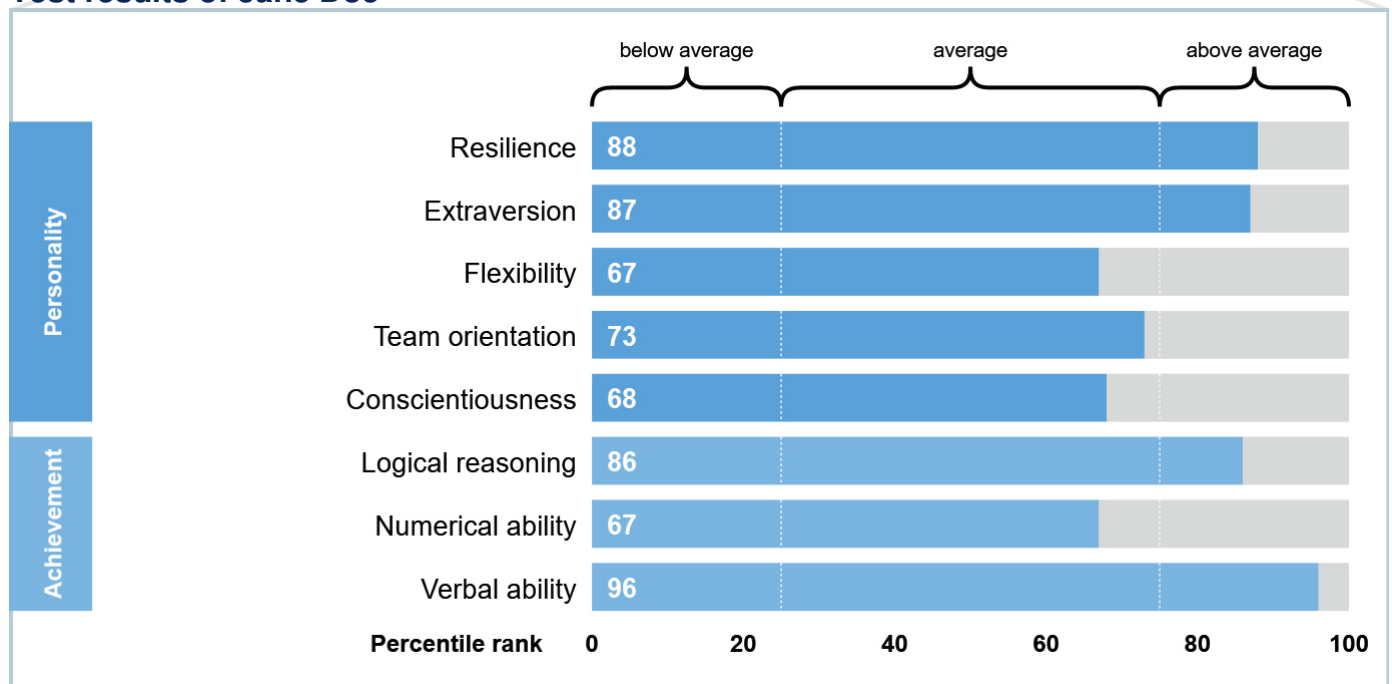PR < 25 = below average

25

PR 25 - 75 = average

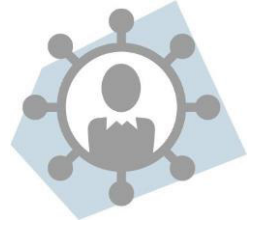75

PR > 75 = above average

100

1. Summary of results

Overall assessment of Jane Doe

★★★   **Overall star rating: excellent**

94%

FIT score

Jane Doe corresponds 94 % with the given office and service profile.

Office and service profile for Jane Doe

Organizing and Administration	Communicating and Cooperating	Advising and Supporting
★★★	★★★	★★★

Position-independent skills	★★

Test results of Jane Doe

	below average	average	above average

Personality

Resilience	88
Extraversion	87
Flexibility	67
Team orientation	73
Conscientiousness	68

Achievement

Logical reasoning	86
Numerical ability	67
Verbal ability	96

Percentile rank   0   20   40   60   80   100

Glossary & help

2. Executive summary

In summary, on the basis of the results of the ability and personality tests Jane Doe shows high potential for working successfully in an office or service position. With a FIT score of 94%, she deviates by only 6% from the ideal profile of an office or service employee.
It is therefore recommended that Jane Doe continues to be considered in the selection process.
A major influence on the good result was the levels of verbal ability and resilience. As a result, there is a very good basis for being able to master the following office and service skills successfully:
› Organizing and Administration
› Communicating and Cooperating
› Advising and Supporting

3. The office and service profile in detail and the extent to which Jane Doe meets these criteria

3.1. Overview of the office and service profile for Jane Doe

Organizing and Administration	Communicating and Cooperating	Advising and Supporting
★★★	★★★	★★★

3.2. Organizing and Administration

Office and service employees have a wide spectrum of operational tasks to process. These include not only efficient information and data management, but also processing correspondence and files. There are also documents to follow up on, material to review and order, as well as business trips, training sessions, and meetings to plan, organize and guide. Constant adjustments to technical innovations, an economic approach, and good time management are crucial.

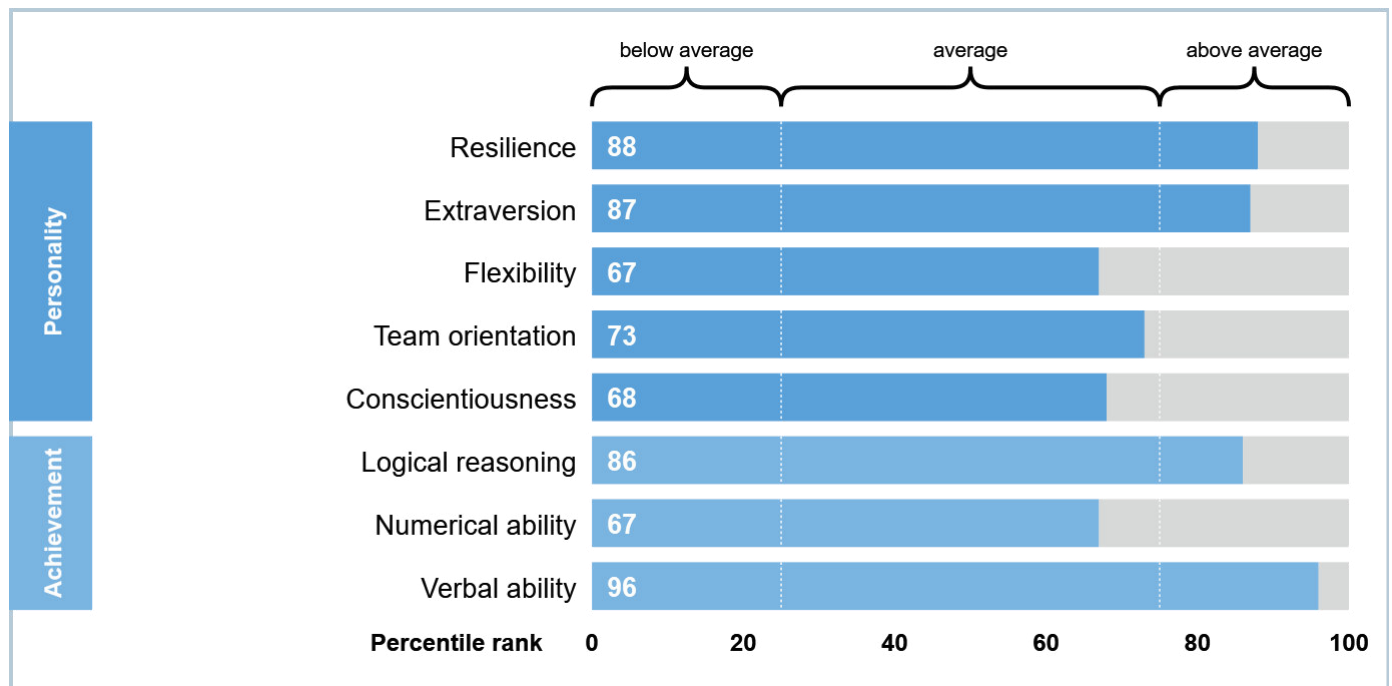| Organizing and Administration |
|:---:|
| ★★★ |

Assessment

Jane Doe shows an above average level of reasoning ability. Even with a large number of different operational tasks, Jane Doe can quickly set the right priorities, evaluate critical analytical information, and derive the right consequences from the given information. Jane Doe is very likely an employee who thinks for herself and offers good suggestions for operational processes. Many organizational tasks require good numerical skills and knowledge of mathematical rules. The average degree of numerical ability for Jane Doe indicate that she has a basic understanding of how to work with data and numbers. she can generally master tasks in the areas of data analysis, budgeting/cost calculation, and cost-benefit analysis. Tables and statistics are often interpreted correctly and any errors in analyses, data, and presentations of results are detected. It is possible that Jane Doe will require more time to perform pending tasks. Jane Doe has above average verbal skills which which makes a significant contribution to processing correspondence, files, forms, and documents satisfactorily. When preparing reports, presentations, meeting minutes, and documentation, employees with high levels of verbal skills are able to express themselves more efficiently, clearly, and skillfully, and handle these tasks more quickly than the average. Many different tasks are given to office and service employees and they oftentimes need to be worked on simultaneously yet efficiently. A high level of stress tolerance helps in setting the right priorities, keeping an overview, avoiding errors, and completing work in the time available. Employees with high stress tolerance are always able to maintain a sense of calm in stressful situations. The chief characteristics of a successful office or service employee include fast and accurate work as well as a certain reliability and goal-orientation. These characteristics are based on a high level of conscientiousness. They are especially critical when working with files, forms, and data of all types. An average level of conscientiousness fulfills the basic prerequisites. Time-intensive and cost-intensive errors can generally be avoided and provide the qualifications for acting with integrity.
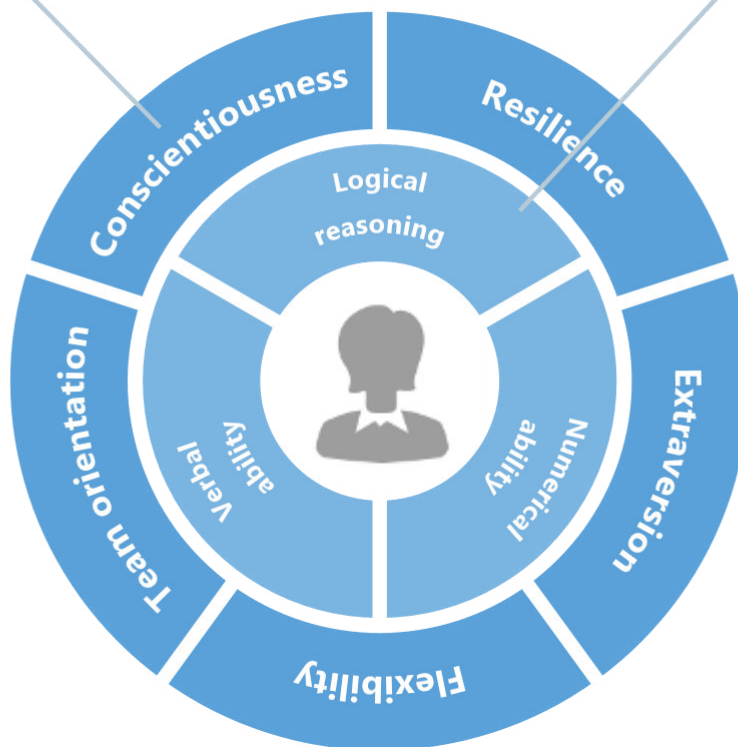
5. The test results in detail

5.1. Overview of the test results of Jane Doe

	below average	average	above average

Personality

	Percentile rank
Resilience	88
Extraversion	87
Flexibility	67
Team orientation	73
Conscientiousness	68

Achievement

	Percentile rank
Logical reasoning	86
Numerical ability	67
Verbal ability	96

Percentile rank 0 20 40 60 80 100

5.2. Personality factors

5.3. Ability factors

Conscientiousness
Resilience
Logical reasoning
Team orientation
Verbal ability
Numerical ability
Extraversion
Flexibility

Glossary & help

6. Training options

6.1. Suggestions for improving the personality factors

Personality characteristics are considered to be relatively stable and there is only limited scope for changing them. At the decision-making stage consideration should therefore be given to whether the candidate fundamentally matches the criteria. The analysis of the candidate's personality traits and the behaviors that result from them can be used as a basis for targeted action. Behavior that is contrary to preferences in certain situations can be identified and counteracted. Consolidating the desired behavior requires motivation on the part of the employee and feedback from managers and colleagues.

Extraversion

The strengths of these employees lie in their communications abilities. They are well suited to a position with customer contact, at the reception desk, or on the counter. Wherever possible, the employee's perceptiveness should be improved with training and periodic meetings. What are the interests of other persons and what does their body language indicate? Which employee needs to speak up more in the team? Where is understatement on your part appropriate, and how can that be realized?

Flexibility

The employee's flexibility should be encouraged by periodically providing her with new stimuli through varied areas of responsibility and different teams.

Team orientation

An average level of team orientation is an ideal qualification for being added to a team and not neglecting one's own ideas and interests. If the employee has problems dealing with difficult customers, work with her to find ways to make successful customer contact. Reflect together on their encounters with the relevant customer(s). Under some circumstances it can be helpful to work together with experienced colleagues to develop ideas and strategies for successful interaction with difficult customers.

Conscientiousness

As management or a supervisor you should observe whether the employee performs their assigned tasks carefully and reliably. If there are signs of unsystematic or careless work habits, you should discuss this with the employee and work together with them to develop procedures to improve their work habits. If possible, colleagues with a high level of conscientiousness can help to establish the skills of the relevant person by providing guidance and acting as a role model. Additional training measures can also have a positive effect. Regular monitoring and feedback should be used to support the overall process.

Structured interview guidelines for Jane Doe (Staff)

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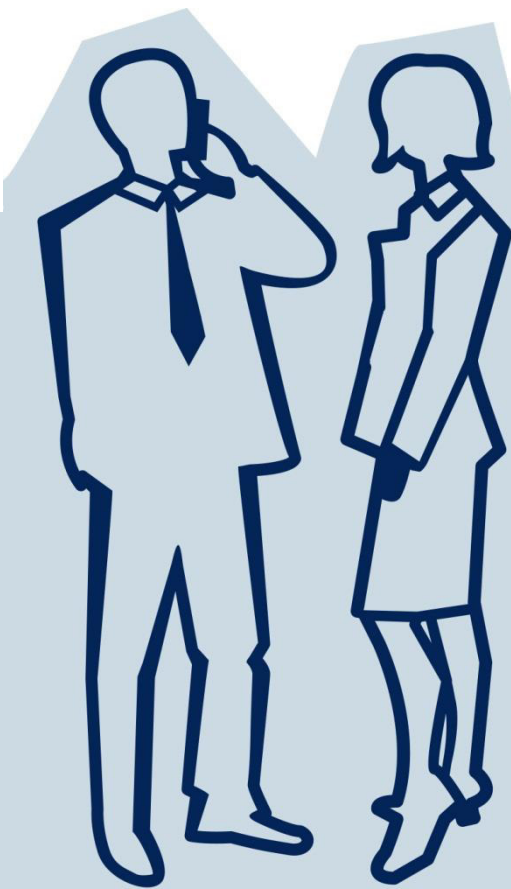
7.Structured interview guidelines for Jane Doe

7.1. Preparing for the interview

The interview gives you an opportunity to explore the candidate's experience, knowledge and skills through discussion with her. It is also a chance to look for evidence of how the candidate's personality traits have been manifested in the past as a basis for assessing what impact they will have in the future role.

The aim of the interview

Your aim should be to use the interview to form an assessment of the opportunities and risks of the candidate in relation to the future job.
› Do the candidate's strengths match the example and her behavior in the interview?
› Has the candidate already developed appropriate ways of minimizing risks?
› Is the candidate self-aware and prepared to work on possible weaknesses?

Preparation for the interview

Read the candidate's CV. What situations can you use as a basis for questions about specific scenarios and activities?
Take a look at the test results. What opportunities and risks would you like to explore in more detail? At what points in the interview could this best be done? Make relevant notes in the interview guidelines.
Highlight in the guidelines the questions you want to ask. You do not have to use all of the questions provided. Choose those that you feel are the best.

Greeting the candidate and structure of the interview

Greet the candidate, introduce yourself and summarize the aim and structure of the interview:

Aim of the interview:
› Getting to know the candidate and her thoughts on the target position.
› Learning about the candidate's motivation and previous experience
› Giving the candidate information about the company and the job

Structure of the interview:
Provide a brief description of what will happen:
In the next 60 to 90 minutes we shall cover the following areas:
1. Career, experience and motivation
2. Discussion of specific work situations
3. The candidate's questions about the company and the job
4. The next stages in the process

Tell the candidate that you are taking notes and that you may interrupt her answers in order to focus on the points that are important to you. Answer any questions the candidate may have and move on to the subject of career and experience.

Onboarding for Jane Doe (Staff)

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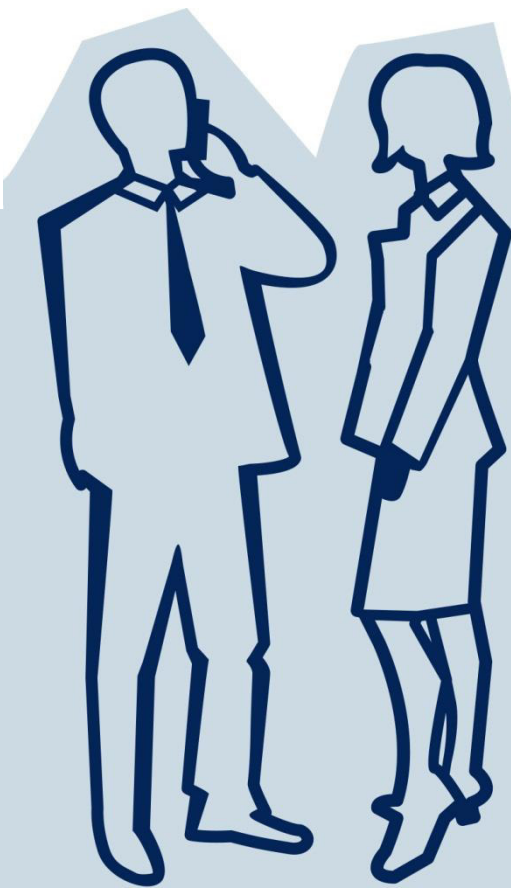
8.4. Worksheet: Onboarding planner
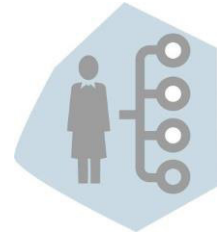
Use the onboarding planner to plan activities in the coming weeks and months. Define the work packages and take the tactics into account in order make the onboarding motivating for the employee.
Consider beforehand how you intend to measure the attainment of objectives and discuss this in the meeting with the employee. To define objectives, use your usual procedure or the SMART GOAL method (see example).
Example of an onboarding work package with SMART GOAL:

Onboarding component	Development goal
Acquiring new knowledge	SMART GOAL (example): **What:** Becoming familiar with customer databases, budgeting, filing and organizational systems, proper classification/entry of customer files and data, etc. **Why:** Overview of existing systems, get to know typical processes, understand priorities. **Who:** Name of new employee **Where:** at workplace, with employee XY. **By when:** in 3 weeks or date. **Support:** New employee receives general information about the focus of the duties and work packages from GH (superior), shadows MN (administration), and introduces themselves to EF (team lead).

Onboarding planner

Onboarding component	Development goal
Acquiring new knowledge	Issue: Agreed objective:
Working together with others	Issue: Agreed objective:
	Issue: Agreed objective:
Using administrative processes	Issue: Agreed objective:
	Issue: Agreed objective:
Other components	Issue: Agreed objective:
	Issue: Agreed objective: