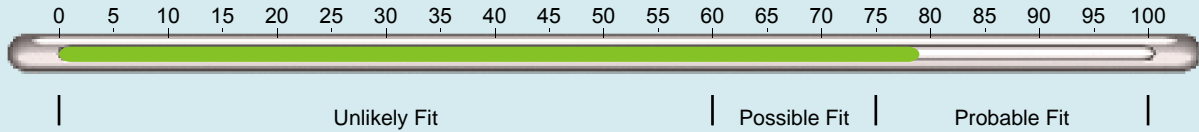


Overall Score

The overall score takes into account all the assessment types you have selected for this job. Each assessment type is then weighted as shown in the Assessment Weighting section. The weighting for the assessment types are used to calculate the Overall Percentage Job Fit.

Overall Percentage Job Fit = 79%



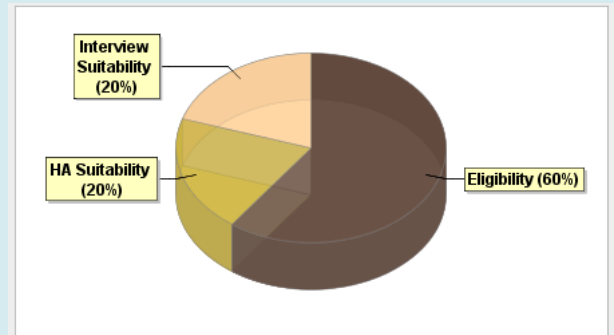
Assessment Weighting

The pie graph below indicates the weighting you have given to each of the assessments you have selected for this job. Each assessment affects the overall score according to the weighting given.

Eligibility (60%): Your selected weighting for this assessment is 60%. This assessment includes prior experience, education, and abilities, which you have selected for recruitment for this job.

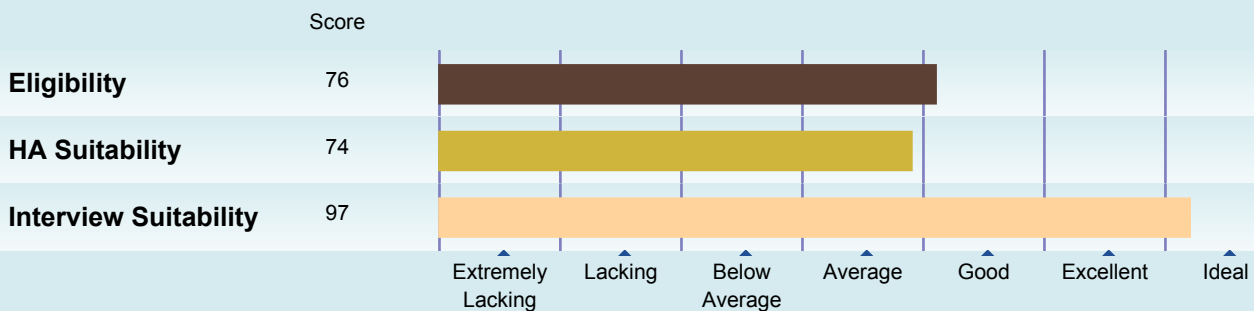
HA Suitability (20%): Your selected weighting for this assessment is 20%. This suitability assessment includes attitudes, motivations, task preferences, interests, and work environment preferences that relate to success for this job. The factors included in this template are based on Harrison Assessments success research regarding suitability success factors for this job.

Interview Suitability (20%): Your selected weighting for this assessment is 20%. This assessment is based on the suitability scores given to Pete during the interview using the Harrison Assessments interview guide.



Assessment Scores

The score below is the score Pete has received for each assessment. The bar graph to the right reflects the meaning of the score.



Eligibility

This section includes prior experience, education and skills that you have selected for this job. The score below each factor shows the answer that the applicant chose or the adjusted answer from the interview (if the interview has occurred).

The green or red ball in each graph indicates the degree of positive (green) or negative (red) impact that the factor is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the factor can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars are determined by the weightings you have given to each factor in the Job Success Formula setup.

Eligibility Factors (in order you designated)	Negative Impact		Positive Impact	
	Very strong	Strong	Substantial	Moderate
Human Resources Manager Over 200 Experience: How many years of experience do you have working as a full time human resources manager for a company with over 200 employees? Pete's Answer: 9 to 11 years Interviewer's Answer: 6 to 8 years				
Managed at Least 200 Employees Experience: How many years of experience do you have working in a full time job where the total number of employees below you on the management hierarchy for which you were responsible was at least 200 employees? Pete's Answer: 12 to 14 years Interviewer's Answer: 9 to 11 years				
Managed at Least 50 Employees Experience: How many years of experience do you have working in a full time job where the total number of employees below you on the management hierarchy for which you were responsible was at least 50 employees? Pete's Answer: 9 to 11 years Interviewer's Answer: 6 to 8 years				
Coaching and/or Mentoring Employees Evaluation: If we were to ask your previous employer for which you will provide a reference, how would you be rated as far as your effectiveness in coaching and/or mentoring employees? Pete's Answer: This activity was not relevant to that job Interviewer's Answer: This activity was not relevant to that job				
Creating Effective Strategies Evaluation: If we were to ask your previous employer for which you will provide a reference, how would you be rated in your ability to create effective management strategies? Pete's Answer: This activity was not relevant to that job Interviewer's Answer: This activity was not relevant to that job				
Motivating Employees Evaluation: If we were to ask your previous employer for which you will provide a reference, how would you be rated in motivating employees? Pete's Answer: This activity was not relevant to that job Interviewer's Answer: This activity was not relevant to that job				
Achieving Management Objectives Evaluation: If we were to ask your previous employer for which you will provide a reference, how would you be rated in achieving management objectives? Pete's Answer: This activity was not relevant to that job Interviewer's Answer: This activity was not relevant to that job				

Eligibility

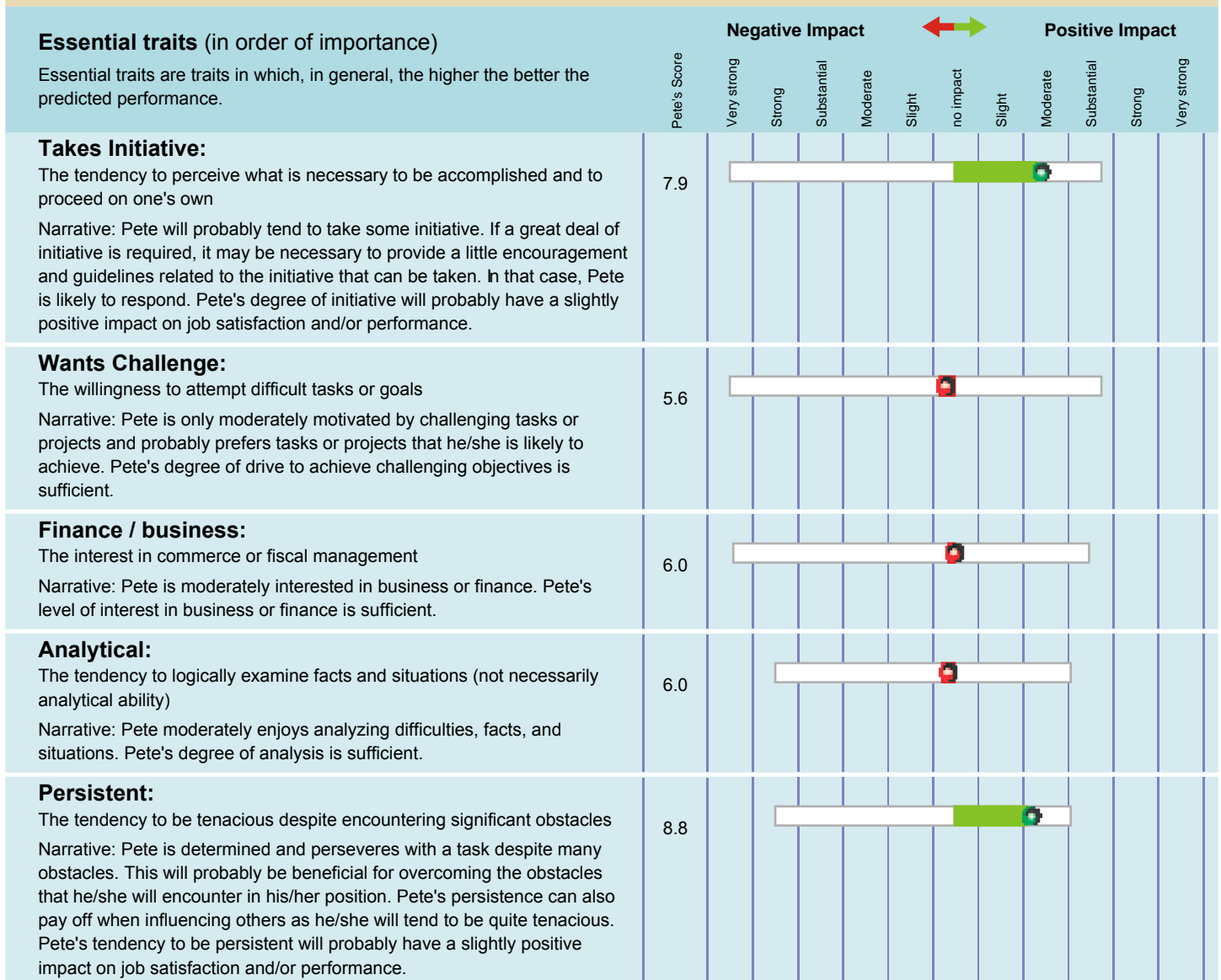
Eligibility Factors (in order you designated)	Negative Impact					Positive Impact					
	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Highest Budget Responsibility : Indicate the largest size of annual budget you have been responsible for allocating as a manager for at least one year? Pete's Answer: 100,000 to 199,999 U.S. Dollars Interviewer's Answer: 100,000 to 199,999 U.S. Dollars						■					
Human Resources Administration Experience/General: How many years of experience do you have working as a full time human resources administrator of any kind? Pete's Answer: 9 to 11 years Interviewer's Answer: 6 to 8 years						■					
Human Resources Industry Sector Experience/Health Care: How many years of full time Human Resources experience do you have in the Health Care industry? Pete's Answer: None Interviewer's Answer: None						■					
University Degree: What is the highest university degree you have achieved? Pete's Answer: Masters Degree Interviewer's Answer: Masters Degree											■
Compound Factor - Administration: How many years of experience do you have in full time human resources position where Employee Counseling was a key element of that position? Pete's Answer: None Interviewer's Answer: None How many years of experience do you have in full time human resources position where Employee Relations was a key element of that position? Pete's Answer: None Interviewer's Answer: None											■

Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor show the applicant's score as calculated for each trait.

The green or red ball in each graph indicates the degree of positive (green) or negative (red) impact that the trait is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the trait can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars and determined by the weightings you have given to each trait in the Job Success Formula setup.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Pete's consistency score is 100 which indicates that Pete is 100% consistent in answering the questionnaire. This indicates a high likelihood that Pete was truthful, accurately self-aware, and able to concentrate on the questionnaire.



Harrison Assessments Suitability

Essential traits (in order of importance)	Pete's Score	Negative Impact						Positive Impact														
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong										
Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility Narrative: Pete has a strong desire to have decision-making authority and is very willing to accept responsibility. Pete's tendency to take responsibility for decisions will probably have a slightly positive impact on job satisfaction and/or performance.	9.4																					
Judgment (strategic): The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy Narrative: Pete's preferences and tendencies indicate that he/she probably has an average level of strategic decision judgment. Pete's degree of strategic decision judgment is sufficient.	7.2																					
Wants To Lead: The desire to be in a position to direct or guide others Narrative: Pete has only a moderate desire to be in a leadership position. He/She may be ambivalent about taking charge. Pete's willingness to be in a leadership position is sufficient.	5.6																					
Enlists Cooperation: The tendency to invite others to participate in or join an effort Narrative: Pete usually enjoys enlisting the co-operation of others. Pete's degree of enlisting the co-operation of others is sufficient.	7.6																					
Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective Narrative: Pete moderately enjoys planning. Pete's degree of planning is sufficient.	6.8																					
Desirable traits (in order of importance)	Pete's Score	Negative Impact																				
Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.		Very strong	Strong	Substantial	Moderate	Slight	no impact															
Collaborative: The tendency to collaborate with others when making decisions Narrative: Pete enjoys collaboration and is probably willing to collaborate with others with regard to making important decisions. Pete's degree of collaboration is sufficient.	8.9																					
Diplomatic: The tendency to state things in a tactful manner Narrative: Pete is reasonably capable of being tactful and usually tends to state things in a diplomatic manner. Pete's degree of diplomacy is sufficient.	7.5																					

Harrison Assessments Suitability

Desirable traits (in order of importance)	Pete's Score	Negative Impact				
		Very strong	Strong	Substantial	Moderate	Slight
<p>Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.</p> <p>Enthusiastic: The tendency to be eager and excited toward one's own goals Narrative: Pete may tend to be a little lacking in enthusiasm for his/her goals and he/she may lack clarity about goals. This could indicate a lack of enthusiasm for the organization's objectives. Pete's degree of enthusiasm for his/her goals is sufficient.</p>	4.2					
<p>Handles Conflict: The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively Narrative: Pete's preferences indicate that he/she is probably very effective at handling conflict. Pete's level of ability to deal with conflict is sufficient.</p>	9.0					
<p>Helpful: The tendency to respond to others' needs and assist or support others to achieve their goals Narrative: Pete tends to be helpful and conscious of others' needs. Pete's degree of helpfulness is sufficient.</p>	8.3					
<p>Influencing: The tendency to try to persuade others Narrative: Pete frequently engages in persuading and influencing others. Assuming he/she has the right balance of other interpersonal traits, Pete is likely to be skillful in expressing his/her ideas to staff, co-workers, and/or clients. Pete's degree of influencing is sufficient.</p>	9.4					
<p>Optimistic: The tendency to believe the future will be positive Narrative: Pete may tend to be moderately optimistic and cheerful. Pete may occasionally need to adjust his/her attitude to be a little more positive when it comes to dealing with staff and co-workers. A more positive attitude would also support the sales process. Pete's degree of optimism is sufficient.</p>	6.2					
<p>Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules Narrative: Pete prefers to have little pressure of deadlines and tight schedules. Pete's degree of tolerance of pressure is sufficient.</p>	4.6					
<p>Self-acceptance: The tendency to like oneself ("I'm O.K. the way I am") Narrative: Pete is only moderately self-accepting. Pete's degree of self-acceptance is sufficient.</p>	5.9					
<p>Systematic: The enjoyment of tasks that require carefully or methodically thinking through steps. Narrative: Pete usually prefers not to have to do work that requires being systematic. Pete's degree of being systematic is sufficient.</p>	4.2					

Harrison Assessments Suitability

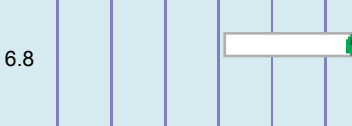
Desirable traits (in order of importance)

Desirable traits are traits in which low scores can hinder performance. However, high scorers do not necessarily perform better than moderate scorers.



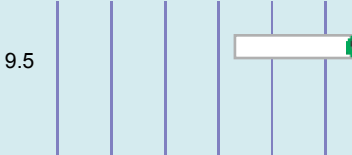
Warmth / empathy:

The tendency to express positive feelings and affinity toward others
 Narrative: Pete moderately expresses warmth and empathy. Pete's degree of expressing warmth and empathy is sufficient.



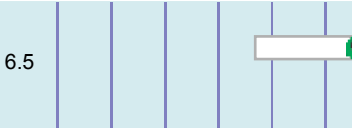
Precise:

The enjoyment of work that requires being exact and the tendency to be detail oriented
 Narrative: Pete very much enjoys precision tasks and tends to be very precise and attentive to detail. Pete's degree of exactness is sufficient.



Manages Stress Well:

The tendency to deal effectively with strain and difficulty when it occurs
 Narrative: Pete is generally able to manage stress. Pete's level of ability to manage stress is sufficient.



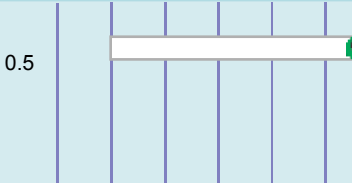
Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.



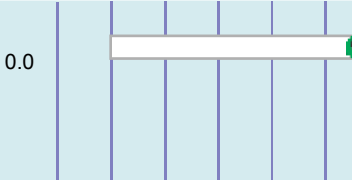
Blindly Optimistic:

The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties
 Narrative: Pete probably does not have a significant degree of being blindly optimistic. Pete's lack of being blindly optimistic will support job satisfaction and will not hinder performance.



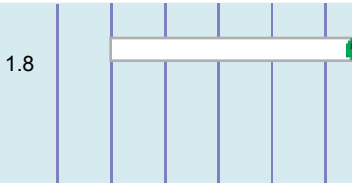
Defensive:

The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
 Narrative: Pete probably does not have a significant degree of defensiveness. Pete's lack of defensiveness will support job satisfaction and will not hinder performance.



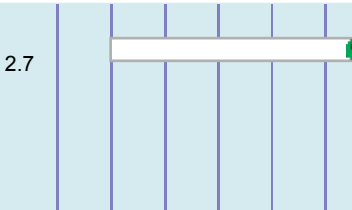
Dogmatic:

The tendency to be certain of one's own opinions while at the same time not open to different ideas
 Narrative: Pete probably does not have a significant degree of being dogmatic. Pete's lack of being dogmatic will support job satisfaction and will not hinder performance.



Impulsive:

The tendency to take risks without sufficient analysis of the potential difficulties
 Narrative: Pete probably has only a very slight tendency to take risks without sufficiently analyzing the potential difficulties of a plan or strategy. Pete's lack of being impulsive when making decisions will support job satisfaction and will not hinder performance.



Harrison Assessments Suitability

Traits to avoid (in order of importance)

Traits to avoid are traits in which high scores can hinder performance.

Negative Impact



	Pete's Score	Very strong	Strong	Substantial	Moderate	Slight	no impact
Skeptical: The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits Narrative: Pete probably does not have a significant degree of deferring decisions. Pete's lack of being skeptical will support job satisfaction and will not hinder performance.	0.0						
Forceful Enforcing: The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation Narrative: Pete probably does not have a significant degree of being forceful when enforcing rules. Pete's lack of being forceful when enforcing rules will support job satisfaction and will not hinder performance.	0.0						
Harsh: The tendency to be overly strict or punitive when enforcing rules and procedures Narrative: Pete probably does not have a significant tendency to be harsh or overly strict. Pete's lack of harshness will support job satisfaction and will not hinder performance.	0.0						
Blunt: The tendency to be frank or direct while lacking in diplomacy or tact Narrative: Pete probably has only a very slight tendency to be blunt. Pete's lack of being blunt will support job satisfaction and will not hinder performance.	2.2						
Permissive: The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior Narrative: Pete probably does not have a significant degree of permissiveness. Pete's lack of permissiveness will support job satisfaction and will not hinder performance.	1.4						

Interview Suitability

This assessment is based on the suitability scores given to Pete during the interview. The score next to each factor below is the score Pete has received for that factor. The impact graph below reflects how each factor will impact the overall Harrison Assessments Suitability score. The number in parenthesis is the Harrison Assessments Suitability score for comparison.

Essential Questions	Pete's Score	Negative Impact					Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Essential Questions Essential questions are questions related to the suitability traits that you designated as essential.												
Takes Initiative: Give me an example of a time when you perceived a need in your organization and took steps to fulfill that need without being asked to do so. Look for: Pete's degree of initiative and appropriateness of initiative.	9.0 (7.9)											
Wants Challenge: Tell me an example of you being motivated by a challenging goal or project. What challenges do you want to pursue in the next few years? Look for: The degree of difficulty of the goal, Pete's degree of motivation related to challenges, and especially the relevance of the challenges to this position.	9.0 (5.6)											
Finance / business: In what ways have you demonstrated an interest in business or finance? Look for: Pete's interest in business OR finance and a history of activity that demonstrates it.	8.0 (6.0)											
Analytical: Tell me a time you enjoyed analyzing a problem and you were particularly effective. Look for: Pete's degree of enjoyment, the difficulty of the problem, and the degree of resolution achieved.	9.0 (6.0)											
Persistent: Tell me a time in which you demonstrated determination to overcome a difficult obstacle. Look for: The difficulty of the obstacle and the degree of determination demonstrated.	9.0 (8.8)											
Authoritative: Describe a time when you took primary responsibility for a difficult decision. How did you feel about it? Look for: Pete's desire for decision-making authority and the willingness to accept complete responsibility.	9.0 (9.4)											
Judgment (strategic): Tell me a time when you exhibited very sound strategic judgment. Look for: Pete's tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy.	9.0 (7.2)											
Wants To Lead: Tell me a time when you demonstrated the desire to take leadership responsibility. What was it like for you? Look for: Pete's degree of responsibility taken and the degree of genuine desire to lead.	9.0 (5.6)											

Interview Suitability

Essential Questions	Pete's Score	Negative Impact					Positive Impact					
		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Essential Questions</p> <p>Essential questions are questions related to the suitability traits that you designated as essential.</p>												
<p>Enlists Cooperation:</p> <p>Give me some examples of how you have successfully enlisted others to co-operate and/or participate in achieving an objective.</p> <p>Look for: Pete's enjoyment of enlisting others' co-operation/participation, the quality of his/her examples, and his/her ability to gain co-operation/participation from others.</p>	9.0 (7.6)											
<p>Planning:</p> <p>Tell me an example of a project you have done that required careful planning. How did you go about it?</p> <p>Look for: Pete's enjoyment of planning, the quality of his/her examples, and the relevance of the examples to the position.</p>	9.0 (6.8)											
Desirable Questions	Pete's Score	Negative Impact					Positive Impact					
Desirable questions are questions related to the suitability traits that you designated as desirable.		Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
<p>Enthusiastic:</p> <p>Tell me your most important goals and how you feel about them.</p> <p>Look for: Pete's clarity of the goals, his/her degree of achievement necessary to accomplish the goals, his/her degree of enthusiasm toward the goals, and especially the relevance of his/her goals to the position.</p>	9.0 (4.2)											
<p>Pressure Tolerance:</p> <p>Tell me about a time when you had significant pressure to meet a difficult deadline. How did you do it? How did you feel about it?</p> <p>Look for: Pete's ability to deal with significant deadline pressure and a history of activity that demonstrates it.</p>	9.0 (4.6)											