

Eligibility

The questions on the left are the key questions designated for this job, that were answered by the applicant.

Eligibility answer options on the right are those presented to the applicants when they applied for this job. The answer they chose is indicated by the blacked-in circle.

Please confirm their answers during their interview and reference checks. Indicate any revised answers on this page to be reentered into the Harrison Assessments system.

How many years of experience do you have working as a full time human resources manager for a company with over 200 employees?

- ☐ None
- ☐ Less than 1 year
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 to 5 years
- ☒ 6 to 8 years
- ☐ 9 to 11 years
- ☐ 12 to 14 years
- ☐ 15 to 17 years
- ☐ 18 to 20 years
- ☐ 21 or more years

NOTES:

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?

- ☐ None
- ☐ Less than 1 year
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 to 5 years
- ☐ 6 to 8 years
- ☒ 9 to 11 years
- ☐ 12 to 14 years
- ☐ 15 to 17 years
- ☐ 18 to 20 years
- ☐ 21 or more years

NOTES:

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?

- ☐ None
- ☐ Less than 1 year
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 to 5 years
- ☒ 6 to 8 years
- ☐ 9 to 11 years

NOTES:

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- ☐ 12 to 14 years
- ☐ 15 to 17 years
- ☐ 18 to 20 years
- ☐ 21 or more years

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?

- This activity was not relevant to that job
- ☐ Was greatly below expectations
- ☐ Was below expectations
- ☐ Met expectations
- ☐ Exceeded expectations
- ☐ Greatly exceeded expectations

NOTES:

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

- This activity was not relevant to that job
- ☐ Was greatly below expectations
- ☐ Was below expectations
- ☐ Met expectations
- ☐ Exceeded expectations
- ☐ Greatly exceeded expectations

NOTES:

If we were to ask your previous employer for which you will provide a reference, how would you be rated in motivating employees?

- This activity was not relevant to that job
- ☐ Was greatly below expectations
- ☐ Was below expectations
- ☐ Met expectations
- ☐ Exceeded expectations
- ☐ Greatly exceeded expectations

NOTES:

If we were to ask your previous employer for which you will provide a reference, how would you be rated in achieving management objectives?

- This activity was not relevant to that job
- ☐ Was greatly below expectations
- ☐ Was below expectations
- ☐ Met expectations
- ☐ Exceeded expectations
- ☐ Greatly exceeded expectations

NOTES:

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Indicate the largest size of annual budget you have been responsible for allocating as a manager for at least one year?

- ☐ This activity was not relevant to that job
- ☐ 100 to 999 U.S. Dollars
- ☐ 1,000 to 9,999 U.S. Dollars
- ☐ 10,000 to 49,999 U.S. Dollars
- ☐ 50,000 to 99,999 U.S. Dollars
- ☒ 100,000 to 199,999 U.S. Dollars
- ☐ 200,000 to 299,999 U.S. Dollars
- ☐ 300,000 or more U.S. Dollars

NOTES:

How many years of experience do you have working as a full time human resources administrator of any kind?

- ☐ None
- ☐ Less than 1 year
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 to 5 years
- ☒ 6 to 8 years
- ☐ 9 to 11 years
- ☐ 12 to 14 years
- ☐ 15 to 17 years
- ☐ 18 to 20 years
- ☐ 21 or more years

NOTES:

How many years of full time Human Resources experience do you have in the Health Care industry?

- ☒ None
- ☐ Less than 1 year
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 to 5 years
- ☐ 6 to 8 years
- ☐ 9 to 11 years
- ☐ 12 to 14 years
- ☐ 15 to 17 years
- ☐ 18 to 20 years
- ☐ 21 or more years

NOTES:



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What is the highest university degree you have achieved?

- ☐ None
- ☐ 2 years or equivalent
- ☐ Bachelor Degree
- ☒ Masters Degree
- ☐ Ph. D.

NOTES:

How many years of experience do you have in full time human resources position where Employee Counseling was a key element of that position?

- ☒ None
- ☐ Less than 1 year
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 to 5 years
- ☐ 6 to 8 years
- ☐ 9 to 11 years
- ☐ 12 to 14 years
- ☐ 15 to 17 years
- ☐ 18 to 20 years
- ☐ 21 or more years

NOTES:

How many years of experience do you have in full time human resources position where Employee Relations was a key element of that position?

- ☒ None
- ☐ Less than 1 year
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 to 5 years
- ☐ 6 to 8 years
- ☐ 9 to 11 years
- ☐ 12 to 14 years
- ☐ 15 to 17 years
- ☐ 18 to 20 years
- ☐ 21 or more years

NOTES:

Suitability

The questions on the left are key suitability questions that are suggested for each suitability factor. These are listed in descending order with traits having the greatest impact listed first.

The answer options on the right are to be scored by the interviewer, based on asking the interview question, and applying the criteria stated on the section marked 'Look For...'

At the end of the interview, enter these scores into the Harrison Assessments system to calculate the interview score and overall score.

After you have entered these scores, if you then print this report, it will show your scores for informational purposes.

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

Suitability

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☐ Excellent
- ☒ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

Suitability

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

Suitability

Enlists Cooperation

Give me some examples of how you have successfully enlisted others to co-operate and/or participate in achieving an objective.

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. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

Planning

Tell me an example of a project you have done that required careful planning. How did you go about it?

Look For...

Pete's enjoyment of planning, the quality of his/her examples, and the relevance of the examples to the position. The more Pete has of this trait, the more likely he/she will perform well.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

Enthusiastic

Tell me your most important goals and how you feel about them.

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. Only if Pete is reasonably lacking in this trait, will it have a negative impact on performance.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable



Suitability

Pressure Tolerance

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?

Look For...

Pete's ability to deal with significant deadline pressure and a history of activity that demonstrates it. Only if Pete is reasonably lacking in this trait, will it have a negative impact on performance.

- ☐ Ideal
- ☒ Excellent
- ☐ Good
- ☐ Average
- ☐ Mediocre
- ☐ A Little Lacking
- ☐ Somewhat Lacking
- ☐ Lacking
- ☐ Very Lacking
- ☐ Extremely Lacking
- ☐ Unacceptable

Overall Notes/Score