HUCAMA Factors
Report Options

HUCAMA
HUMAN CAPITAL MANAGEMENT

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realising *your* potential

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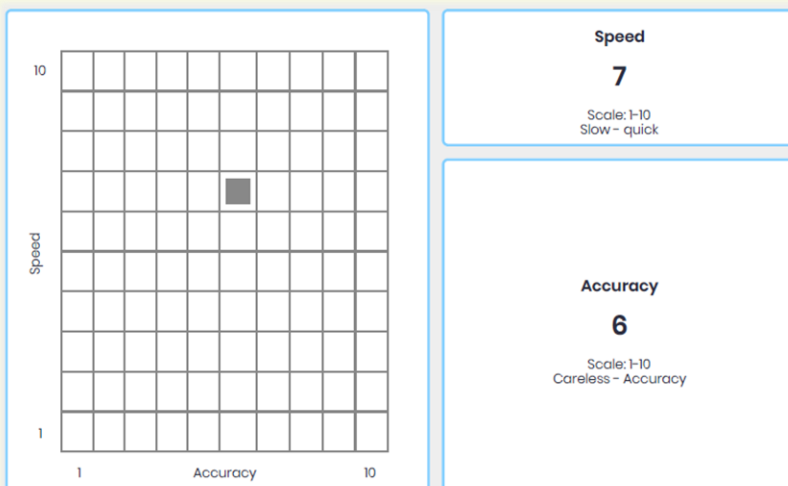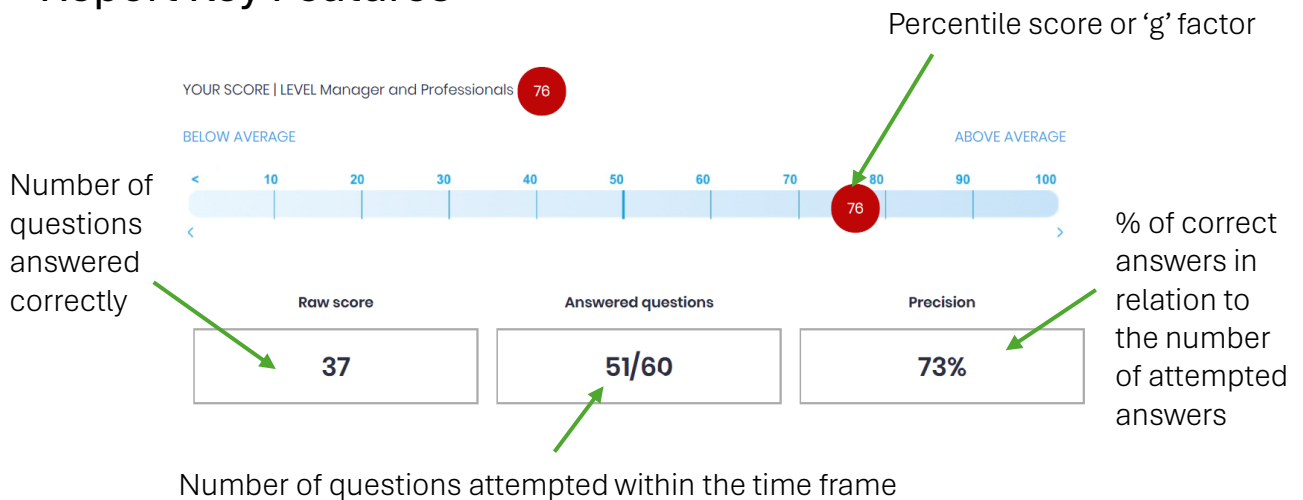
HUCAMA Ability Factors (AF)

A collection of cognitive ability tests which assess how an individual processes information to predict their cognitive performance in a role.

AF-Full:

Diagrammatic Matrices
20 items/8 mins

Spatial Reasoning
20 items/8 mins

Number Series
20 items/8 mins

Shorter version available – contact us to find out more

Report Key Features

Percentile score or 'g' factor

YOUR SCORE | LEVEL Manager and Professionals 76

BELOW AVERAGE   ABOVE AVERAGE

< 10 20 30 40 50 60 70 80 90 100

76

Number of questions answered correctly

% of correct answers in relation to the number of attempted answers

Raw score	Answered questions	Precision
37	51/60	73%

Number of questions attempted within the time frame

Speed
7
Scale: 1-10
Slow – quick

Accuracy
6
Scale: 1-10
Careless – Accuracy

Processing Style:

Indicates how fast and accurate a person works under pressure by looking at two dimensions:

- **Speed** = number of items attempted

- **Accuracy** = number of items completed correctly, compared to the number of items attempted

HUCAMA Competency Factors (CF)

A 360-degree assessment, measuring an individual's performance in relation to 8 competency factors.

Report Key Features

The Competency Factors Report is based directly on the 9-point rating scale and unlike the AF or PF, does not use norms (mean rating is around 7).
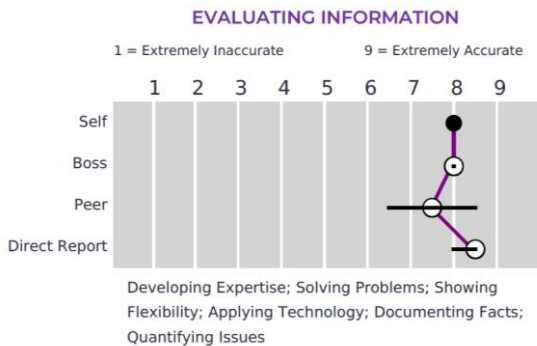
Average score across all competencies

The highest, average and lowest rating is displayed per rater group and across all raters

		Raters			
	Self	All Raters	Boss	Peer	Direct Report
Overall Rating					
Highest	--	7.96	6.21	7.96	7.85
Average	7.04	7.35	6.21	7.40	7.67
Lowest	--	6.21	6.21	6.90	7.33

Factor Graphs

EVALUATING INFORMATION

1 = Extremely Inaccurate   9 = Extremely Accurate

	1	2	3	4	5	6	7	8	9
Self									
Boss									
Peer									
Direct Report									

Developing Expertise; Solving Problems; Showing Flexibility; Applying Technology; Documenting Facts; Quantifying Issues

● Self-ratings

○ Average ratings for rater groups

— Range of scores between raters

Individual's ten strongest and weakest competencies based on average of Self and Others' ratings.

By equally weighting Self and Others, the individual is more likely to 'own' their result.

Weakest Competencies

CREATING SOLUTIONS	Effective at Using Imagination Inviting Creative Inputs; Exploring Abstract Ideas; Creating Designs; Developing a Vision	4.50
	...rating Emotional Agility ...gs; Regulating Emotions; Communicating ...motions	5.79
	...g Individuals ...arting Conversations; Showing ...g Relationships	5.86
	...g Confidence ...hinking Positively; Countering Negativity;	5.93
	...g Relationships ...eepening Conversations; Sharing ...ng Networks	5.93
	...Empathy ...especting Feelings; Acting with ...y Interpersonal Sensitivity	6.00
	...Trust ...ng Confidence; Establishing Mutual Trust;	6.07
	...g Attention ...Creating Anticipation; Generating ...g Engagement	6.07
	...rking ...Activities; Developing Collaboration; ...s; Promoting Inclusion and Diversity	6.14
	...th Consideration ...duals; Giving Encouragement; Helping ...rance	6.14

Strongest Competencies

EVALUATING INFORMATION	Effective at Solving Problems Critical Reasoning; Identifying Issues; Probing Arguments; Developing Solutions	8.57
SUPPORTING INDIVIDUALS	Effective at Upholding Standards Adhering to Ethical Principles; Acting with Integrity; Keeping Promises; Fostering Fairness	8.50
DRIVING SUCCESS	Effective at Creating Momentum Investing Energy; Expediting Activities; Clearing Blockages; Outperforming Competitors	8.36
EVALUATING INFORMATION	Effective at Quantifying Issues Numerical Reasoning; Gathering Data; Interpreting Tables and Graphs; Performing Calculations	8.36
EXERTING INFLUENCE	Effective at Challenging Views Expressing Opinions; Challenging Assumptions; Contradicting Others; Expressing Criticism	8.29
EXERTING INFLUENCE	Effective at Making Decisions Reviewing Options; Deciding Approaches; Making Commitments; Accepting Responsibility	8.21
DRIVING SUCCESS	Effective at Acting with Determination Implementing Plans; Persisting with Tasks; Correcting Mistakes; Showing Tenacity	8.21
STRUCTURING WORK	Effective at Planning Activities Identifying Tasks; Setting Priorities; Making Work Plans; Monitoring Progress	8.14
EXERTING INFLUENCE	Effective at Taking Charge Outlining Goals; Directing Others; Coordinating Activities; Taking Control	8.14
STRUCTURING WORK	Effective at Demonstrating Competence Implementing Solutions; Making Things Work; Establishing Credibility; Showing Self-Belief	8.07

HUCAMA Personality Factors (PF)

An in-depth personality assessment, used to identify people's personality preferences in the workplace.

Scalable solutions for all levels of the organisation:

Executive (PF48)
Full questionnaire suitable for executive level positions

Professional (PF32)
Extended questionnaire suitable for professional positions

General (PF16)
Core questionnaire suitable for entry level positions

HUCAMA Personality Factors allows you to generate multiple report outputs after completing just one assessment.

These include:

- **Personal Report**
- **Prediction Report**
- **Role Wheel Report**

- **Primary Colours Leadership Report**
- **Great 8 Type Report**
- **Aspects Report**

An in-depth, dynamic **expert report** is also available to qualified practitioners.

HUCAMA PF – Personal Report

Report Key Features

The personal report or 'candidate' report is designed for self-interpretation and provides an overview of the individual's PF assessment results.

Results are compared with a norm group consisting of people who previously completed the questionnaire. Scores are displayed as Sten scores.
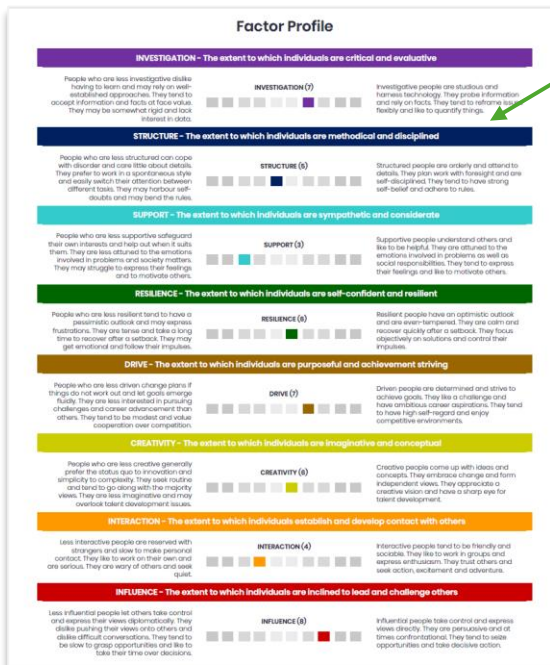
Overview of scores at the factor level. The more extreme the score, the more likely the corresponding description is relatable to the individual.
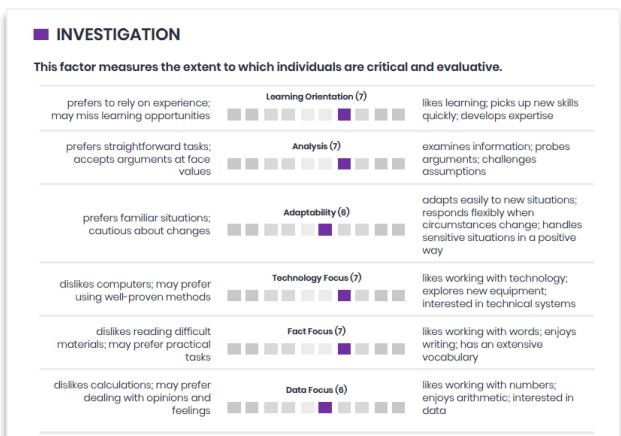
Scores at the facet level. Text provided at the bottom of the page to highlight key interpretation points based on the individual's facet scores.

Shows individual's 10 most extreme scores. Text details key strengths and overuse risks – highlighting how extreme preferences can be helpful in some situations and a hindrance in others.
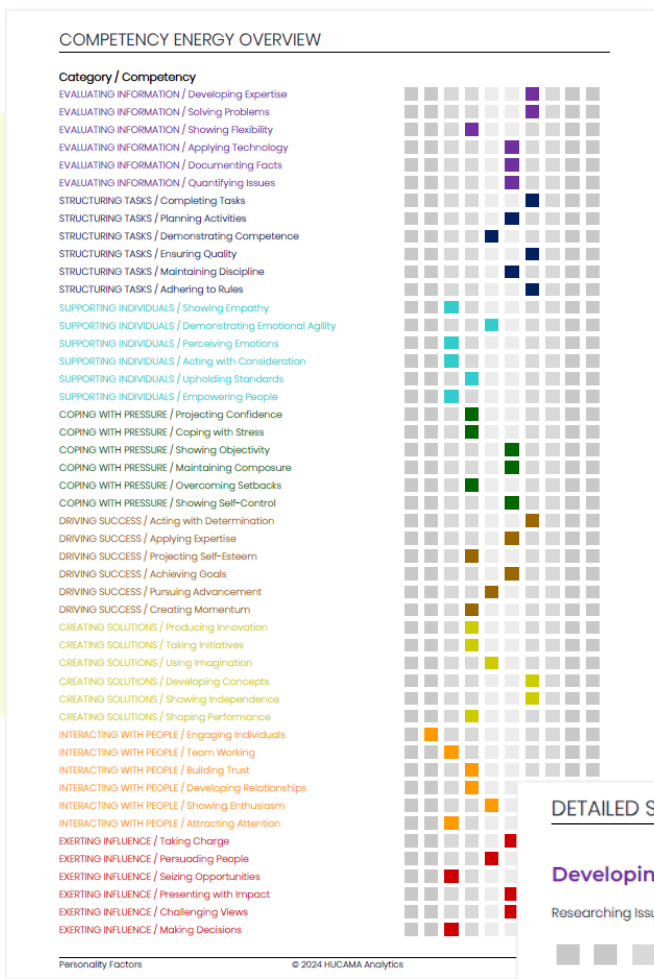
HUCAMA PF – Prediction Report
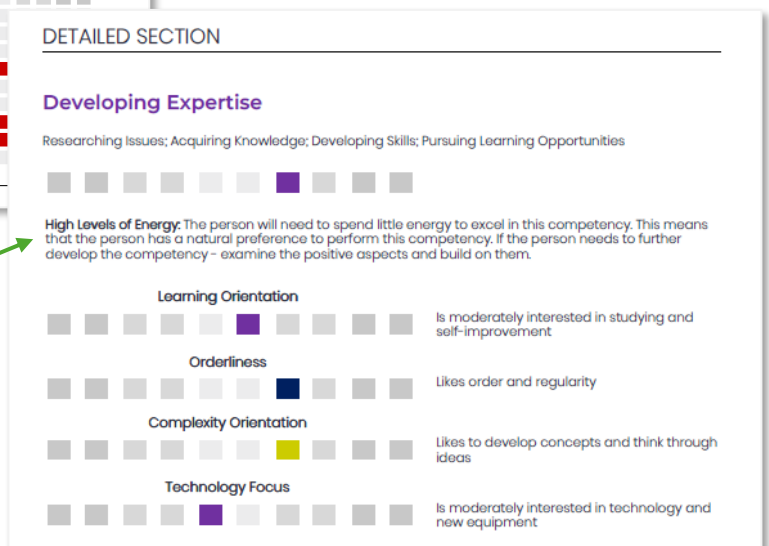
Report Key Features

The prediction report predicts how likely it is that the individual will demonstrate each competency effectively, based on their PF results.

It has been designed for Competency-Based HR processes such as recruitment, development and performance management.

Each competency is predicted from several facets. Individuals who score highly on these facets will find it easier to demonstrate that competency. Those with low scores on these facets will find it more difficult to demonstrate that competency.

The **Competency Energy Overview** gives an overview of the predicted competency scores in an easy-to-use graphic.

Describes the amount of energy required to excel in this competency based on the individual's natural preferences
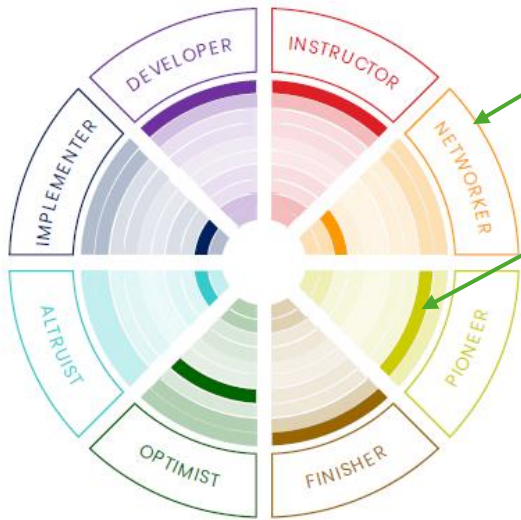
PF Facets that are important to this competency

HUCAMA PF – Role Wheel Report

Report Key Features

The Role Wheel Report uses the core personality facets to determine 8 role preferences.

8 role preferences listed around the chart

Solid line represents the Sten score. The closer the score to the outer edge of the chart, the stronger the preference for that role

Interaction of three highest and two lowest role preferences and interpretative text

Team roles in order of preference

FINISHER (HIGH)	9.67	
INSTRUCTOR (HIGH)	9.66	
DEVELOPER (HIGH)	9.65	
PIONEER	8.63	
OPTIMIST	6.51	
NETWORKER	3.35	
ALTRUIST (LOW)	2.33	
IMPLEMENTER (LOW)	2.32	

Potential Areas for Development

ALTRUIST (LOW)
IMPLEMENTER (LOW)
Individuals with this combination prefer to act spontaneously and pursue their own interests. They dislike having to proceed in a prescribed manner and to take account of everyone's preferences. They could get exhausted when the key responsibilities of the role revolve around details and feelings.

Top Preference Combinations

FINISHER (HIGH)
INSTRUCTOR (HIGH)
Individuals with this combination are motivated to get results. They are driven and want to be in charge. They are suited to roles that require coordination and leadership.

FINISHER (HIGH)
DEVELOPER (HIGH)
Individuals with this combination strive for expertise and insight into how things work. They want to understand and resolve problems. They are suited to activities that require specialist expertise and technological savvy.

INSTRUCTOR (HIGH)
DEVELOPER (HIGH)
Individuals with this combination promote continuous learning. They want to be up-to-date in terms of knowledge and technologies. They are suited to leading technological change initiatives and roles where clearly conveying information is key.

Also in this report:

- **Derailment risk** – identifying possible outcomes from imbalances of high-low role preferences

- **Dealing with role preference** – tips on how to approach individuals with a particular preference

- **Managing change** – insight on how each role preference is likely to deal with and manage change

HUCAMA PF – Primary Colours Leadership Report

PF48

Report Key Features

Based on the Primary Colours Leadership model, this report identifies how an individual's personality helps and hinders them in developing leadership competence.

Primary Colours® Leadership Model

The Leadership Report covers **3 Leadership Domains** with **8 Leadership Functions** each.

Each leadership function features three sub-functions underpinned by two facets.

All 48 Facets in Personality Factors (PF48) are used once.
The report includes a page covering each function, sub-function and facet score.

Covers what impact their leadership approach is likely to have, based on their highest and lowest scoring leadership sub-functions.

HUCAMA PF – Great 8 Type Report

Report Key Features

The Great 8 type report provides an overview of an individual's preference for 8 role types that underpin job performance.

Competency Factors (Other rating)

This report is powered by the PF48 with optional inclusion of Competency Factors (CF48) Self Ratings and Other Ratings.

Sten score: based on intra-personal scoring *(see pg.12)* which eliminates the effect of response style (PF48) and leniency/acquiescence (CF48)
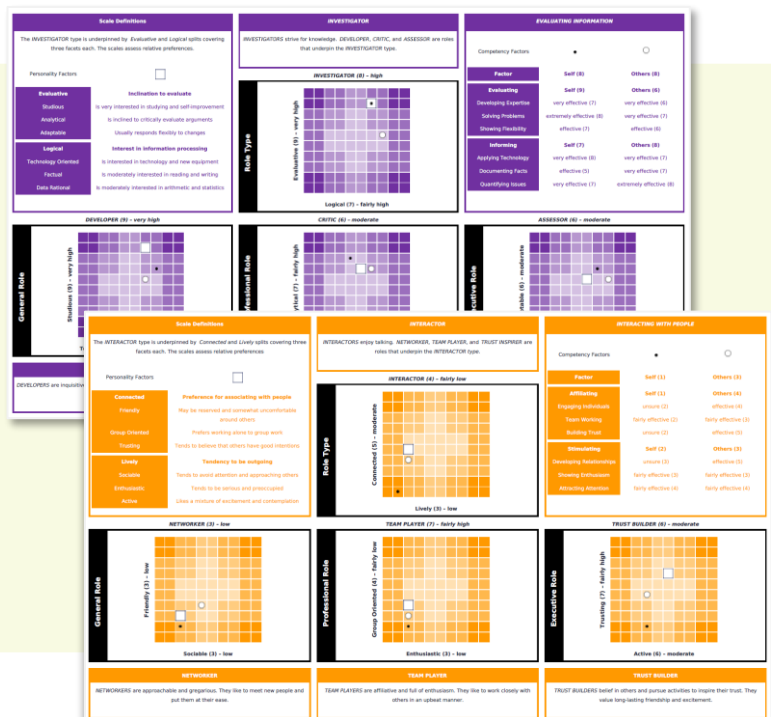
Competency Factors (Self rating)

Each type is underpinned by 3 roles:

General Roles: based on the Role Wheel Report and universally applicable

Professional Roles: applicable to most professional jobs

Executive Roles: applicable to leader positions but often have wider relevance in the world of work

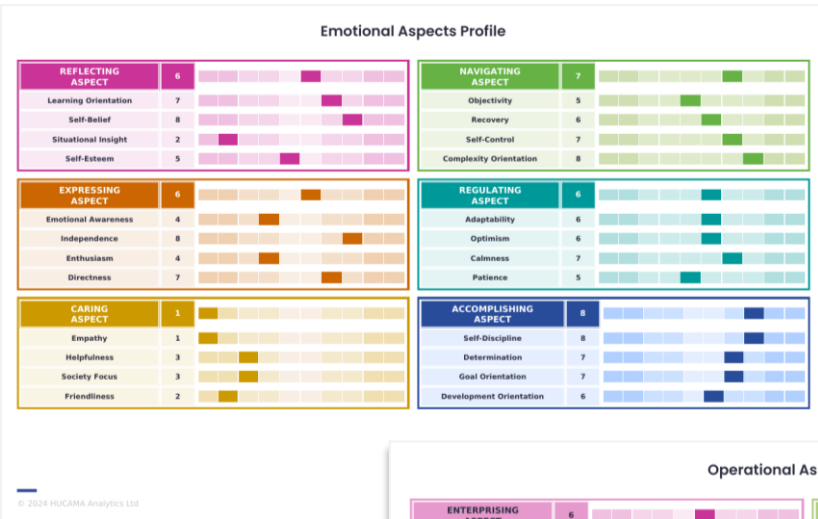The report highlights the individual's role preferences within each type.
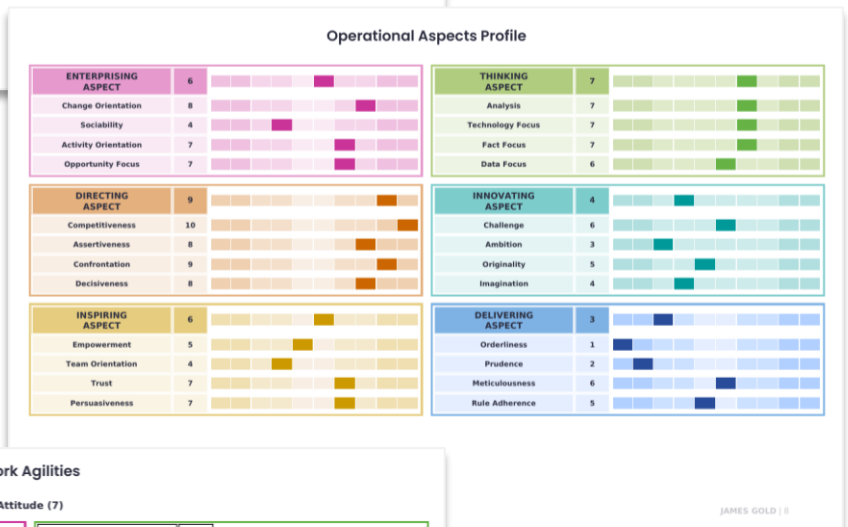
HUCAMA PF – Aspects Report

Report Key Features

The Aspects report explores emotional intelligence and learning agility through 'Emotional' and 'Operational' Aspects and Work Agilities.

Emotional Aspects Profile

REFLECTING ASPECT	6		NAVIGATING ASPECT	7
Learning Orientation	7		Objectivity	5
Self-Belief	8		Recovery	6
Situational Insight	2		Self-Control	7
Self-Esteem	5		Complexity Orientation	8
EXPRESSING ASPECT	6		REGULATING ASPECT	6
Emotional Awareness	4		Adaptability	6
Independence	8		Optimism	6
Enthusiasm	4		Calmness	7
Directness	7		Patience	5
CARING ASPECT	1		ACCOMPLISHING ASPECT	8
Empathy	1		Self-Discipline	8
Helpfulness	3		Determination	7
Society Focus	3		Goal Orientation	7
Friendliness	2		Development Orientation	6

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Emotional Aspects: concerned with people, feelings and communication

Operational Aspects Profile

ENTERPRISING ASPECT	6		THINKING ASPECT	7
Change Orientation	8		Analysis	7
Sociability	4		Technology Focus	7
Activity Orientation	7		Fact Focus	7
Opportunity Focus	7		Data Focus	6
DIRECTING ASPECT	9		INNOVATING ASPECT	4
Competitiveness	10		Challenge	6
Assertiveness	8		Ambition	3
Confrontation	9		Originality	5
Decisiveness	8		Imagination	4
INSPIRING ASPECT	6		DELIVERING ASPECT	3
Empowerment	5		Orderliness	1
Team Orientation	4		Prudence	2
Trust	7		Meticulousness	6
Persuasiveness	7		Rule Adherence	5

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Operational Aspects: concerned with tasks, thoughts and actions

Work Agilities

Attitude (7)

IMPROVING PROSPECTS	6		EVALUATING PROBLEMS	7
REFLECTING	6		NAVIGATING	7
ENTERPRISING	6		THINKING	7

Equal focus on improving the internal and external conditions

Equal focus on evaluating feelings and information

Process (7)

ALIGNING PEOPLE	8		ENVISIONING SUCCESS	5
EXPRESSING	6		REGULATING	6
DIRECTING	9		INNOVATING	4

Greater focus on aligning people in an authoritative than an inclusive way

Slightly greater focus on channelling emotions than ideas

Impact (4)

FOSTERING ENGAGEMENT	4		ACHIEVING OBJECTIVES	5
CARING	1		ACCOMPLISHING	8
INSPIRING	6		DELIVERING	3

Very much greater focus on engaging individuals through stimulation than altruism

Very much greater focus on aspiration rather than execution

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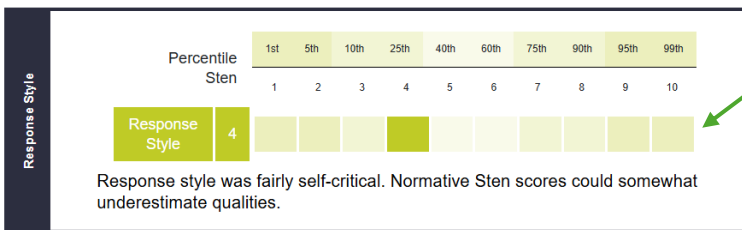**Work Agilities:** building on learning agility, aligns Social & Emotional Aspects with Operational Aspects

HUCAMA PF – Expert Report

Report Key Features

The Expert Report assists the practitioner in the exploration of the PF assessment. It is aimed at the HUCAMA Factors Practitioner and should not be made available to the participant or third parties.

The report is available as a dynamic, online report allowing for real-time changes, such as language translations and adding in-depth features. It can also be downloaded as a PDF.

Percentile Sten	1st	5th	10th	25th	40th	60th	75th	90th	95th	99th
	1	2	3	4	5	6	7	8	9	10

Response Style: 4

Response style was fairly self-critical. Normative Sten scores could somewhat underestimate qualities.

Highlights if the individual was generally harsh or lenient in their response style when answering questions about their personality preferences

Imbalances across different areas can lead to overuse or underuse risks of certain behaviours. The Quadrant and Factor wheels highlight these imbalances with interpretative text based on the individual's scores.

Quadrant Wheel

Task

People

Stability

Plasticity

People

Task

INFORMATION (6)
COMMUNICATION (4)
EMOTION (5)
MOTIVATION (2)

Factor Wheel

INVESTIGATION (3)
INFLUENCE (4)
STRUCTURE (9)
INTERACTION (5)
SUPPORT (5)
CREATIVITY (1)
RESILIENCE (5)
DRIVE (4)

STABILITY-PLASTICITY

TASK-PEOPLE

INFORMATION-MOTIVATION

EMOTION-COMMUNICATION

INSIGHT Paradox: Investigation & Drive

EXECUTION Paradox: Structure & Creativity

HARMONY Paradox: Support & Interaction

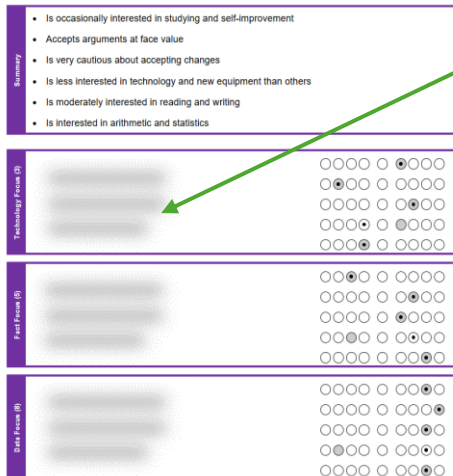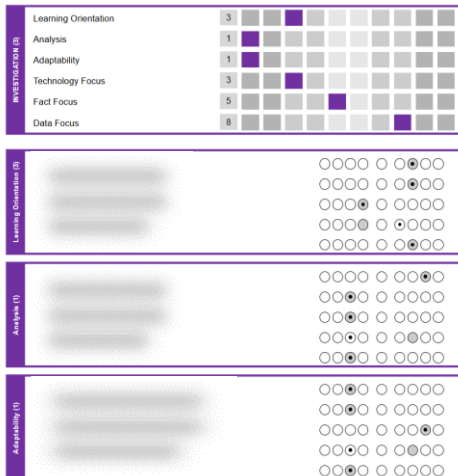**CONTROL Paradox:** Resilience & Influence

HUCAMA PF – Expert Report Continued
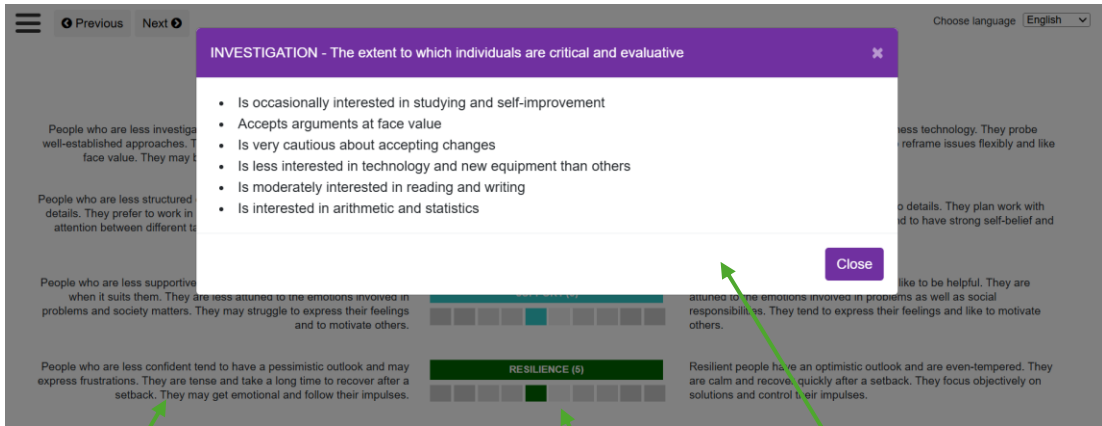
Left and right-hand descriptions are provided to aid interpretation.

The Factors page shows Sten scores for 8 factors.

Pop-up box shows definition of the factor and descriptions of the underpinning facets.

Facet items

- scored value of response (different to pencil mark when item reverse scored)

- 'Pencil mark' (self-score)

In-Depth Features

Range ⬤   Talent Gap ⬤   Intra-Personal ⬤

- **Range:** Shows the range of item responses and looks at consistency for each facet

- **Talent Gap:** Indicates where self-rated talent diverges from their general preference/inclination

- **Intra-Personal:** Highlights how the individual may respond under pressure

Using the HUCAMA Factors Assessment Reports

Recruitment / Talent Selection:

- Ability Factors Report
- Personal Summary Report
- Competency Prediction Report
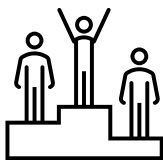
Development / Coaching:

- Personal Summary Report
- Competency Prediction Report
- Aspects Report
- Expert Report
- Competency Factors Report

Team Development:

- Personal Summary Report
- Role Wheel Report

Leadership Development:

- Personal Summary Report
- Primary Colours Leadership Report
- Great 8 Type Report
- Aspects Report
- Expert Report
- Competency Factors Report

Contact us to find out more about the HUCAMA Factors Assessments
or to request sample reports.

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