

Guardian

Assessment On: John Wright
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Position: Service Technician

Company: Acme Service Company
Report Type: Service Technician

Assessment Date: 4/1/2008

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----- History of Dishonesty -----

- * NO SIGNIFICANT HISTORY OF STEALING
- * NO SIGNIFICANT HISTORY OF DRUG OR ALCOHOL ABUSE

----- Mental Aptitudes -----

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MENTAL ACUITY - How quickly an individual comprehends information and is able to reason through and solve problems -- Average learner who should be capable of learning the job within a reasonable period of time.

Basic Math

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MATH SKILLS measures the general knowledge of arithmetic an individual possesses. Mr. Wright's knowledge of general arithmetic is excellent. He can be expected to add, subtract or multiply with the speed and degree of accuracy required of a position that requires excellent knowledge of general arithmetic.

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

NUMERICAL PERCEPTION measures an individual's accuracy in handling numeric and alphabetic data. Mr. Wright's above-average Numerical Perception score indicates he can process data quickly and carefully.

----- Personality Structure -----

Energy

① ② ③ ④ ⑤ ⑥ ⑦ **⑧** ⑨

ENERGY- Energy and drive to get the job done. -- Physically "laidback" person who prefers working in a stationary position for long periods of time, and who may procrastinate on assignments.

Flexibility

① ② ③ ④ ⑤ **⑥** ⑦ ⑧ ⑨

FLEXIBILITY - Level of flexibility, creativity, integrity and adaptability to change -- Dependable and honest; will follow company guidelines, yet can also adapt to changes and be creative.

Organization

① ② ③ ④ ⑤ **⑥** ⑦ ⑧ ⑨

ORGANIZATION - Desire to organize assignments to better utilize time and resources -- Well-organized and always aware of priorities, yet flexible enough to handle schedule changes or interruptions, when necessary.

Communication

① ② ③ ④ **⑤** ⑥ ⑦ ⑧ ⑨

COMMUNICATION - Ability to communicate and willingness to share knowledge with others to achieve common goals -- Equally able to work alone or with others. This indicates good communication skills and the ability to converse with people, or work alone, as necessary.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ **⑧** ⑨

EMOTIONAL DEVELOPMENT - Level of ego and confidence -- Inclined to complacency; little sense of urgency; tendency to procrastinate. Strong ego strength.

Assertiveness

① ② ③ ④ **⑤** ⑥ ⑦ ⑧ ⑨

ASSERTIVENESS - Cooperativeness versus the tendency to be opinionated -- Can both give and take orders on the job. Average ability to deal firmly with matters. Sufficient degree of dominance for most positions.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ **⑧** ⑨

COMPETITIVENESS - Desire to compete against others and win vs. desire to work as part of a team -- Individualistic achiever who enjoys a position where a competitive spirit is needed, i.e. sales.

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----- Personality Structure, cont. -----

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MENTAL TOUGHNESS - Ability to handle negative aspects of job as well as ability to exhibit empathy towards others -- Tough about self and others; not easily discouraged nor empathetic.

Questioning /Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

QUESTIONING/PROBING - Desire to question and probe, rather than accepting things at face value -- Good ability to ask questions, analyze answers and deal better with situations.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MOTIVATION - Achievement orientation and internal motivation to initiate changes and take risks in order to advance -- Needs some security in a position, but always has the urge to achieve more. Will respond well to added incentives such as commissions and bonuses.

----- Validity Scales -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

DISTORTION - Proper vs. improper reporting -- Gave good, frank answers about self.

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

EQUIVOCATION - Certainty of personal response -- Accurate; represented self clearly and consistently.

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with

the interview, reference check, education and experience.

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Mental Aptitudes - for Service Technician position												
		1	2	3	4	5	6	7	8	9		
MENTAL ACUITY	Slow Learn	[. X . . .]									Quick learn	
BASIC MATH	Low Skills	[. X . . .]									High Skills	
NUMERICAL PERCEPTION	Imprecise	[X]									Accurate	
Personality Dimensions - for Service Technician position												
		1	2	3	4	5	6	7	8	9		
ENERGY	Restless	[.] X									Calm	
FLEXIBILITY	Flexible	[. X . . .]									Rigid	
ORGANIZATION	Disorganized	[. X . . .]									Planful	
COMMUNICATION	Reserved	[. X . . .]									Interactive	
EMOTIONAL DEV	Impatient	[.] X									Tolerant	
ASSERTIVENESS	Cooperative	[. X]									Authoritative	
COMPETITIVENESS	Team Player	[.] X									Individualist	
MENTAL TOUGHNESS	Sensitive	[.] X									Tough	
QUESTIONING /PROBING	Trusting	[. X . . .]									Skeptical	
MOTIVATION	Security	[. X]									Recognition	
Validity Scales - for Service Technician position												
		1	2	3	4	5	6	7	8	9		
DISTORTION	Frank Answer	[. X . . .]									Exaggerates	
EQUIVOCATION	Choose Alter.	[. X . . .]									Choose Middle	

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 or 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development or Mental Toughness* are areas of concern.

Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

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Interview Questions for Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"

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Interview Questions for Emotional Development

Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?

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Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

-----x-----	-----x-----	-----x-----	-----x-----	-----x-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Tell me about the toughest job situation you've encountered which involved not only you, but other people. What role did you play in resolving the problem?

Describe the highest goal you have ever set for yourself and reached. How did reaching that goal affect you?

Give an example of a time when you felt it was easier to do everything yourself, rather than teach or depend on others to help you. Do you usually feel this way? If so, why?

Tell me about the last time you competed for something and lost. How did that make you feel and what, if anything, would you do differently if you were in that same situation in the future?

Interpretive Guides

Did the part the candidate played in resolving the problem exhibit good team work? Did the candidate exhibit good leadership skills and take appropriate action?

Was the goal an obvious "stretch" for the candidate? Did the candidate exhibit perseverance in reaching the goal?

Does the candidate admit to being someone who believes "no one can do anything as well as he/she?" Does it appear the candidate can also work as part of a team? Look for words indicating team spirit, i.e., "we" and "our team," as opposed to "I" and "me."

Does the candidate appear to be resentful over the loss? Does it appear the candidate can take criticism and failure in stride, or does the candidate become discouraged? Did the candidate appear to learn anything from this experience?

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Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment

meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.

-----x-----x-----x-----x-----x-----
Very strong Strong Some Strong Very strong
evidence evidence evidence evidence evidence
skill is skill is skill is skill is skill is
not present not present present present present

Probes

Tell me about a time in a former job when someone accused you of being insensitive. Was the accusation correct and if so, did you do anything to resolve the issue?

Tell me about the most difficult set of circumstances you have been faced with in a job. How did you work through the difficulty?

There are many times when we are faced with making a decision based either on emotional issues, or on facts. Tell me about a time you made a decision based purely on the facts, overlooking the emotional issues, and later regretted your decision. If given the chance, what decision would you make?

Describe for me a person you've worked with in the past who was overly sensitive or emotional. Did you consider this person's sensitivity to be a weakness? How did you react to this person?

Interpretive Guides

Does the candidate appear insensitive and uncaring about the feelings of others? Does the candidate appear to take pride in the fact that he or she is less emotional?

Is the candidate capable of persevering in the face of strong obstacles? Did the candidate overcome a great deal of adversity?

Is the candidate willing to admit that emotions play a part in some decision-making? If not, will the candidate be working with, or leading, people who are likely to be more sensitive than he or she?

Is the candidate quick to criticize those who are more sensitive? Is the candidate capable of working with all types of people including those who are more sensitive? Can the candidate incorporate empathy into his or her approach with others?

