



SELECT for Administrative Support

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Survey Results for: **Patti Smith**
ID: 1234555555555555
Test Date: 7/30/2001 9:54:18 AM
Organization: Production & Distribution

INVALID RESPONSE PATTERN: This person's responses indicate that he/she has answered the survey in an unusual manner. It is very likely that he/she answered the questions randomly or cannot read well enough to complete the survey.

DO NOT USE SCORES OBTAINED FROM THIS SURVEY IN YOUR HIRING DECISION. We recommend you retest the candidate. Determine if the person has a reading disability, and if appropriate, have someone read the questions to him. If the language in which he/she was tested in is not his/her first language, you may opt to present the survey in another language by changing the language setting on the Test menu.



This Report Is Confidential

- Lock it up
- Don't leave it out
- Don't show it to the candidate



Use This Report To Make Good Decisions

- Retest or avoid candidates with Invalid results
- Avoid candidates with Avoid scores
- Use interview probes and other report information to evaluate Okay, Good or Better candidates
- Combine information from all sources (survey, interview, references, etc.) to make a final decision

**Random Response:**

A check for random responding. If Invalid, the candidate could not or did not read the test well enough to avoid responding randomly, and these results should not be used.

Random Response:	Valid	Invalid
		X

Integrity Index:

A measure of the candidate's attitudes about personal integrity and work ethic.

Score:	Avoid	Okay	Good
5	X		
	0-9	10-11	12-13

Performance Index:

A measure of the traits associated with successful performance in this job.

Score:	Avoid	Okay	Better
24	X		
	0-33	34-36	37-62



Performance Sub-scale Analysis:

The table presents the candidate's scores for each sub-scale of the Performance Index.

Flagged areas should be probed in the interview.

Subscale	Okay	Flag*
Energy (activity level; action orientation)		X
Multi-Tasking (juggle many tasks)		X
Attention to Detail (attend to the details)	X	
Self Control (restraint over words and actions)	X	
Productive Attitude (desire to be personally productive)		X
Criticism Tolerance (accept criticism constructively)	X	
Interpersonal Insight (perceptiveness about people)		X
Self-Reliance (work independently)		X
Task Focus (not distracted by office socializing)	X	
Acceptance of Diversity (tolerance of others different from self)	X	

*If flagged, see interview probe suggestion(s) in later section.

Job Task Responses:

How willing are you to . . .	Would do it and enjoy it	Would do it	Would do it, but not like it	Would not want to do it	Would not do it
Arrive early or stay late to complete a task?		X			
Commit to being on time, every time?		X			
Compile, copy, sort and file?	X				
Proofread letters, reports, etc.?	X				
Operate office machines?	X				
Transcribe dictation?		X			
Compose letters and other correspondence?	X				
Type letters and other correspondence?		X			
Work with computers?		X			
Answer the phone, respond to requests & deliver messages?	X				
Learn new computer software on your own?	X				
Attend to detail and accuracy?	X				
Change priorities quickly upon request?	X				
Handle demanding people?	X				

The table above reports the candidate's stated willingness to do tasks commonly required in jobs similar to this one. Indications of reluctance should be probed during the interview.



In this section, undesirable responses by the candidate to theft, job commitment, work ethic, resistance to direction, safety, etc. questions are presented. The total number of survey questions for each topic is given in parenthesis. The candidate selected an undesirable response to the following:

ILLEGAL DRUG USE (3 possible questions)

- Which category best describes your current involvement with illegal drugs (for example, speed, cocaine, marijuana, heroin, etc.)? . . . **Often, most days**
- Using marijuana illegally before starting work . . . **Helps me get through the day**
- Using marijuana illegally during work . . . **Helps me get through the day**

THEFT (4 possible questions)

- Taking a few things from the job really does not hurt anybody. . . **Agree**

JOB COMMITMENT (9 possible questions)

- This job will probably be temporary until you find a better one. . . **Agree**
- How long have you worked at your current job or last job if not now employed? . . . **Less than 3 months**
- Most supervisors accept that you cannot always be on time for work. . . **Agree**
- Most supervisors accept that you cannot always call in for an absence. . . **Agree**

WORK ETHIC (8 possible questions)

- It would bother you very much if you knew another employee was losing the company money because of rudeness to customers or vendors. . . **Disagree**
- If you put more into a job than they are willing to pay you, you are cheating yourself. . . **Agree**
- In the long run, people who give their best effort at work are taken advantage of by the company. . . **Agree**

- People who always follow the rules do not advance their careers. . . **Agree**
- It would bother you very much if you knew another employee was losing the company money by wasting time. . . **Disagree**

RESISTANCE TO DIRECTION (4 possible questions)

- You often resist doing what you are told to do. . . **Agree**

SAFETY (4 possible questions)

- Sometimes it is better to take a risk than to follow every safety rule. . . **Agree**
- There is not much you can do to avoid slips and falls on the job. . . **Agree**
- Being injured on the job is more a matter of fate or luck than how carefully you work. . . **Agree**
- Most safety rules are more trouble than they are worth. . . **Agree**



Preparation:

- Review the application form
- Review the test results

STEP 1: Open the Interview

Hello, my name is _____ and I'm the _____ (your position). We're glad that you are interested in this position. The purpose of this interview is to learn more about you and your work experiences. I will be asking you some questions about your previous experience, how you approach certain things, etc. You will probably see me jotting down some notes -- that's to help me remember better what you said after the interview is over. There are no correct or incorrect answers, what we want is to learn more about you. At the end, I'll leave some time to answer any questions you might have. If you are ready, we can begin.

STEP 2: Review the Application and Investigate Potential Problem Areas

- | | |
|--|--|
| <input type="checkbox"/> All blanks completed? | <input type="checkbox"/> Employment gaps? |
| <input type="checkbox"/> Application signed? | <input type="checkbox"/> Extremely high or low earnings? |
| <input type="checkbox"/> Several jobs in the last 2 years? | <input type="checkbox"/> Earnings show progress? |
| <input type="checkbox"/> Vague reasons for leaving job(s)? | <input type="checkbox"/> Can complete all essential functions? |

Example Questions:

I see that you were unemployed from _____ to _____. Please tell me about this period of unemployment.

I see that you left your previous employer for personal reasons. Would you explain further?

I noticed that you have changed jobs frequently in the recent past. Why?

STEP 3: Review Test Flags and Begin In-depth Questions

While asking the following interview questions, be sure to listen and probe in the following areas:

- Questionable Ethics/Integrity
- Low Energy Level
- Low Multi-tasking
- Low Productive Attitude
- Low Interpersonal Insight
- Low Self Reliance

1. Tell me about your responsibilities in your previous (or current) job. Which did you like most and why? Also, which did you like the least and why? (*Listen for relevant work experience and likes and dislikes that may or may not fit this job.*)

2. Why are you considering leaving or why did you leave your current/last job? (*Listen for reliability, job fit.*)

3. What attracts you to this job in our company? Why? (*Listen for a desire to work and a desire to serve others as well as an interest in your organization.*)

4. How would you describe yourself as an employee? What are your strengths? What things do you think you might need to improve? (*Listen for work ethic, willingness to serve others.*)

5. In terms of administrative skills, what are your strengths? In what areas do you think you might need to improve? How would you go about improving in these areas? (*Listen for job fit and a willingness to learn.*)

6. What type of people do you like best? And least? Why? (*Listen for openness and a lack of prejudice.*)

7. What type of supervisor do you like best? Why? (*Listen for a willingness to be supervised.*)

8. In your current (or most recent) job, tell me how you manage your time? Give me an example of when your schedule was interrupted suddenly. What did you do? How did you see that everything was still accomplished? (*Listen for flexibility and multi-tasking.*)

9. Tell me about a time when you were asked to do a task you knew nothing about or a time when you had to solve an extremely difficult problem. (*Listen for self-reliance and personal responsibility for achieving results.*)

10. Sooner or later, we all have to work with someone who is unreasonable. What types of behavior would you find most frustrating? How would you respond under such a circumstance? (*Listen for openness, tact and ability to handle difficult people.*)

11. From your understanding of the job, what aspects of the job will you like the most? What are some things you might dislike? (*Listen for job knowledge and job fit responses.*)

If you are still concerned about the Performance Flag areas, here are some additional questions to ask:

Questionable Ethics/Integrity: Tell me how you would deal with an employee who stole a small item or who covered up a minor mistake. (Listen for an inclination to bend rules or adjust the truth for himself/herself or to accept less than

honest behavior from others.) Describe what it was like working for your previous employers. How did those companies treat their employees? (Listen for a tendency to view companies as taking advantage of people.)

Low Energy Level: Describe your preferred work pace. In what types of work situations would you like to be more energetic? (Listen for answers that suggest that the candidate can't handle the pace of the job, or can't self-start to get the job done.)

Low Multi-tasking: What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time? (Listen for a dislike for or an inability to multi-task.)

Low Productive Attitude: What type of work do you like? Dislike? What type of people do you work best with? How would other people describe your approach to work? (Listen for indications of being or not being cooperative and hard working.)

Low Interpersonal Insight: Describe a recent disagreement or a difference of opinion you have had with a co-worker. What was their perspective? What was yours? What were the underlying issues? (Listen for an ability and willingness to understand and anticipate another person's perspective.)

Low Self Reliance: In your previous jobs, what types of decisions did you typically make? What issues were involved? How did you make your decisions? (Listen for a willingness to rely on self in making decisions versus a tendency to look to others to decide.) Please describe a recent situation for which you assumed personal responsibility for making a decision or taking an action. (Listen for indications of active pursuit of increased responsibility versus passive acceptance.)

STEP 4: Conclude the Interview

Those are all the questions that I have for you. I appreciate the time that you have given to me. Is there anything that you would like to ask me?

STEP 5: Make the Hiring Decision

- Resist the temptation to hire someone just because you need to fill the job. You are likely to pay for a hiring mistake both in money and time.
- Focus on how well the candidate fits the demands of the job, not how much you like the candidate's personality or how much you have in common with the candidate.
- The selection process is designed as an aid to the well-reasoned judgment of a hiring manager, not a replacement for this judgment. In the end, every hiring decision is a judgment call. Use the tools provided in this process to inform your decision, not make it for you.

Use the following checklist to guide your decision. Please indicate your recommendation and write your comments in the appropriate Recommendation box. In addition, write your initials in the Initials column.

Actions	Recommendation			Initials
Review Application	Not Acceptable	Some Reservations	Consider Further	
Prescreen (Optional)	Not Acceptable	Some Reservations	Consider Further	
Test Candidate & Review the Test Results	Not Acceptable	Some Reservations	Consider Further	
Behavioral Interview	Not Acceptable	Some Reservations	Acceptable	
Reference Checks (Optional)	Not Acceptable	Some Reservations	Acceptable	
Background Check (Optional)	Not Acceptable	Some Reservations	Acceptable	
Decide	Do Not Make Offer	Eligible At Later Date	Make Offer	
Drug/Medical Screen (Optional)	Fail		Pass	

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