

NAME: Applicant #1  
 CANDIDATE ID: #078808  
 EMAIL:  
 JOB APPLYING FOR: N/A  
 INVITED BY: Diana Clarke (dclarke@silverwoodassoc.com)  
 ORGANIZATION: Silverwood Associates  
 TESTING TIME: 5 min. 16 seconds  
 TEST VERSION: Custom  
 REPORT VERSION: **SELECTION**

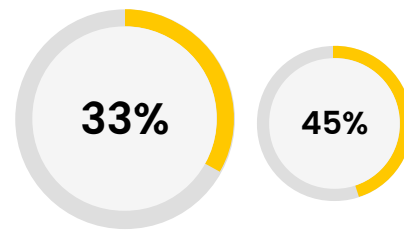


**ELITE PROFILING SYSTEM**  
**PPO People Skills**

STARTED: 03/26/24 04:40 PM  
 COMPLETED: 03/26/24 04:54 PM

**TOTAL SCORE SUMMARY**

The large circle represents the average of the scale scores included in this profile. Scores are presented in terms of percentiles and indicate where the candidate falls relative to everyone else who has completed this profile. The smaller circle is the percent match against your Star Profile. Review individual scale details to understand strengths and potential areas for improvement.



Applicant 1 scored in the **33rd** percentile on the overall score (Moderate), meaning Applicant 1 scored lower than 67 percent of the candidates who have completed this assessment.

Applicant 1 also had a 45% match with the Star Profile Benchmark.

■ Caution (1-29) 
 ■ Moderate (30-69) 
 ■ High (70-99)

**SCORE DETAILS**



## SCALE SCORE INTERPRETATIONS

The information that follows offers detailed interpretations for each scale included in this profile. The Strength of Responses graphic below shows the candidate's response pattern for a particular scale. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with the behavioral dimensions assessed in this profile.

### ASSERTIVENESS



The degree to which the individual is likely to assert themselves, speak their mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).

Applicant 1 scored in the 51st percentile on Assertiveness (Moderate), meaning she scored higher than 51 percent of other candidates who have completed this assessment.

#### Strength of Responses



- Strong: 0%
- Above Average: 40%
- Average: 40%
- Below Average: 20%
- Weak: 0%

Average Time to Complete Each Question **5.62 seconds**

#### Expected Behaviors

- Does not normally engage in overly controlling behaviors.
- Tends to show an even-tempered demeanor when it comes to assertiveness.
- Is not overly persistent with other people.
- On occasion can be expected to speak their mind.
- This score is consistent with most other candidates.

### FLEXIBILITY



The degree to which the individual is likely to be able to adapt to change and is more open minded than stubborn. This characteristic is important for fast paced jobs where priorities often shift. It is also important for organizations that are in transition or are expecting changes that will affect work duties and responsibilities.

Applicant 1 scored in the 27th percentile on Flexibility (Caution), meaning she scored lower than 73 percent of other candidates who have completed this assessment.

#### Strength of Responses



- Strong: 0%
- Above Average: 80%
- Average: 0%
- Below Average: 20%
- Weak: 0%

Average Time to Complete Each Question **5.61 seconds**

#### Expected Behaviors

- May be less willing or able to adapt to change than most others.
- May have difficulties changing assigned priorities.
- Generally has difficulty changing their schedule or plans to help others.
- Tends to be stubborn.

## INTERPERSONAL SKILLS



The degree to which the individual is friendly, people-oriented and exhibits excellent interpersonal skills. This characteristic is important for all jobs that involve interacting with customers.

Applicant 1 scored in the 30th percentile on Interpersonal Skills (Moderate), meaning she scored lower than 70 percent of other candidates who have completed this assessment.

### Strength of Responses



Strong:	0%
Above Average:	60%
Average:	0%
Below Average:	40%
Weak:	0%

### Expected Behaviors

- Is generally friendly and exhibits satisfactory interpersonal skills.
- Does not have a problem interacting with others.
- Can be outgoing at times and appears personable.
- Can deal effectively with most customers.
- This score is consistent with most other candidates.

Average Time to Complete Each Question **6.31 seconds**

## KINDNESS



The degree to which the individual is caring, empathetic and generous towards others.

Applicant 1 scored in the 3rd percentile on Kindness (Caution), meaning she scored lower than 97 percent of other candidates who have completed this assessment.

### Strength of Responses



Strong:	10%
Above Average:	30%
Average:	40%
Below Average:	20%
Weak:	0%

### Expected Behaviors

- Tends to demonstrate little interest in sociable behaviors.
- Is more focused on tasks than on helping others.
- Is not customer focused.
- Does not demonstrate generous attitudes.
- Tends to be unempathetic.

Average Time to Complete Each Question **5.24 seconds**

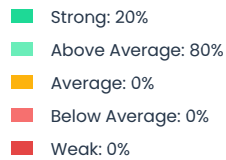
## OPEN MINDEDNESS



The degree to which the individual is willing to learn from others and from their own mistakes. Is not stubborn. Listens to the needs and advice of others. Is open to new ideas and concepts.

Applicant 1 scored in the 83rd percentile on Open Mindedness (High), meaning she scored higher than 83 percent of other candidates who have completed this assessment.

### Strength of Responses



Average Time to Complete Each Question **6.53 seconds**

### Expected Behaviors

- Open to learning new ways of doing things.
- Listens to the perspectives of others.
- Accepts change.
- Is open to new ideas and concepts.

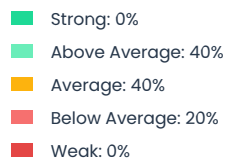
## SELF-CONFIDENCE



The degree to which the individual is likely to be self-assured, is not overly affected by what others think of them, and is confident in their decisions and actions. This characteristic is important for jobs that require independent thought, a self-starter attitude, sales and management.

Applicant 1 scored in the 29th percentile on Self-Confidence (Caution), meaning she scored lower than 71 percent of other candidates who have completed this assessment.

### Strength of Responses



Average Time to Complete Each Question **4.25 seconds**

### Expected Behaviors

- Has trouble being self-assured.
- Is generally overly affected by what others think of them.
- May not demonstrate self-confidence in their decisions.
- Bouncing back from negative situations is difficult for them due to their lack of belief in self.
- They are unsure.

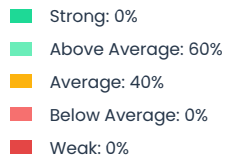
## SOCIAL AWARENESS



The degree to which the individual is caring, empathetic, service oriented and vigilant of other's needs.

Applicant 1 scored in the 42nd percentile on Social Awareness (Moderate), meaning she scored lower than 58 percent of other candidates who have completed this assessment.

### Strength of Responses



Average Time to Complete Each Question **6.03 seconds**

### Expected Behaviors

- Is often friendly, generous and giving.
- Is generally in tune with the needs of others' but at times can be focused on self.
- In most situations, this individual puts the needs of others before self.
- This score is consistent with most other candidates.

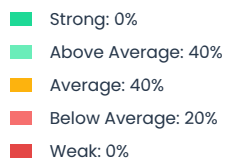
## STRESS MANAGEMENT



The degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multitasking and jobs in fast paced organizations.

Applicant 1 scored in the 10th percentile on Stress Management (Caution), meaning she scored lower than 90 percent of other candidates who have completed this assessment.

### Strength of Responses



Average Time to Complete Each Question **6.09 seconds**

### Expected Behaviors

- Has some trouble demonstrating patience and managing stress during times of conflict.
- May have difficulty dealing with change.
- Tends to resist change and may seem inflexible.
- High pressure situations may frustrate them and therefore they tend to avoid them.

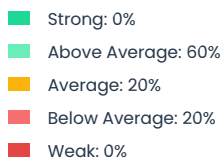
## TEAM CARE



The degree to which the individual is likely to be flexible and compromising in all aspects of his or her work relationships, including working cooperatively with coworkers and customers.

Applicant 1 scored in the 26th percentile on Team Care (Caution), meaning she scored lower than 74 percent of other candidates who have completed this assessment.

### Strength of Responses



### Expected Behaviors

- May experience difficulty working in a team environment.
- Prefers assignments that can be completed individually.
- Is more concerned with self-preferences than the benefit of the group.
- Is individualistic in nature.

Average Time to Complete Each Question **5.67 seconds**

## MANAGEMENT STRATEGIES

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses.

### ASSERTIVENESS



- Candidates who score in this range from time to time may not be as assertive as they should be for certain positions. Past situations when they lacked assertiveness should be brought to their attention.
- Develop a specific action plan to enhance assertiveness.
- Develop strategies during training, focusing on specific instances where they can improve and giving them the tools to do so.
- May want to consider assigning the individual to job responsibilities where assertiveness is not a priority.

### FLEXIBILITY



- Outline specific expectations with respect to being flexible and closely monitor their behavior.
- Consistently reprimand behaviors that are inflexible and stubborn in nature.
- Consider the individual for positions where flexibility is not critical.
- May be ideal for jobs requiring focused thinking with little room for creativity or open-mindedness.

### INTERPERSONAL SKILLS



- Recognize excellent customer service through praise and awards to reinforce and maintain such behaviors.
- Offer coaching or training to enhance customer service skills.
- Monitor interactions with customers and discuss strengths and weaknesses with the candidate, offering suggestions for improvement where needed.
- May be appropriate for jobs requiring some degree of customer service but not constant interaction with the customer.

## KINDNESS



- This candidate's supervisor will need to monitor behaviors closely as this individual may not fit the customer service environment and may not be seen as overly caring by customers.
- Be alert for non-service related attitudes. Provide detailed instructions about expected behaviors.
- Offer customer service training if feasible.
- Reward service related behaviors to reinforce such behaviors.

## OPEN MINDEDNESS



- Continually reinforce open-minded thinking.
- Offer an environment where the individual has the freedom to express new ideas and concepts.
- Involve the individual in work activities that require learning new concepts and ideas.
- Challenge the individual to think "outside the box."

## SELF-CONFIDENCE



- Having confidence and feeling one is in control of situations is critical for all aspects of work and life in general. This candidate needs to be positively reinforced consistently.
- Criticism should be avoided. Instead, reinforce positive behaviors through praise and acknowledgment.
- Training should focus on repetition of specific tasks that require decision-making. This will build confidence.
- The key with these individuals is building their self-esteem and self-confidence so that they feel they are in control during their day-to-day activities.



## SOCIAL AWARENESS



- If this employee becomes too task focused, remind them about appropriate service behaviors with customers.
- Provide this individual with clear guidelines on how to interact with others and monitor behavior for inappropriate interactions.
- Reward empathetic behaviors consistently.

## STRESS MANAGEMENT



- Significant training should be offered to this individual focusing on specific work situations that are considered stressful.
- These stressful situations should be role-played with the individual and appropriate behaviors need to be identified. And practiced.
- This candidate requires extensive monitoring and coaching during high-pressure job responsibilities.
- Consider placing the candidate in jobs where stress and work pressures are minimal.

## TEAM CARE



- This candidate prefers working alone; therefore, they need to be closely monitored in situations requiring teamwork. Provide and enforce clear expectations of team oriented behaviors.
- This individual may negatively affect the productivity and morale of the team if their individualism is not monitored and potentially addressed. Make sure all members of the team understand appropriate behavior and have a system of consequence and incentives in place with respect to team achievements.

## INTERVIEW GUIDE

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

### ASSERTIVENESS

#### QUESTION

How have you influenced others? Please give work-related examples.

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



#### QUESTION

If you are in a meeting and you have something you want to say, but you have not had the opportunity to speak, what would you do? How would you handle the situation?

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Would you say you are more laid back than assertive? Give examples from your work experience to support your answer.

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**FLEXIBILITY**

**QUESTION**

Why do you find it difficult to adapt to changing situations? What work-related experiences have you had that causes you to feel this way?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

What are some of the things that bother you about dealing with people at work?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

What are the difficulties you have faced in trying to maintain positive relationships with all people? Do you feel it is realistic to want to get along with everyone?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Describe a work situation when someone thought you were not giving or as helping as you could have been. Why do you think they said this?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Describe a time when you did not go above and beyond to help someone in need. Is it difficult for you to take time out of your busy schedule to help someone out? Explain.

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Tell me about a time when you had to decide between helping someone and completing your job responsibilities. What did you do?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Explain a time when it was difficult for you to help someone in need. Do you often find it difficult? Why?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

When was the last time you were placed in a situation where you had the opportunity to help someone in need? How did you handle this situation?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Describe a time when you had difficulty developing a friendship at work. How difficult is it for you to develop close working relationships?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



## OPEN MINDEDNESS

### QUESTION

The candidate demonstrated a high level of skill in this area, therefore follow-up questions are not provided for this dimension. You may ask your own question and rate the response on the rating scale provided.

### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



## SELF-CONFIDENCE

### QUESTION

Before you make an important decision, do you seek the advice of others or do you take matters into your own hands? Please give work-related examples.

### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer





**QUESTION**

How do you deal with managers that constantly criticize your work? Or don't seem to appreciate anything you do?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

What situations have made you feel the most confident and which ones have made you feel least confident?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

When in conversation with someone, what are some of the things you try and observe or listen to in order to understand their needs?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Tell me about a time when you misread the needs of a coworker or customer. What should you have done differently?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

When you feel stressed over work-related matters, how do you cope? What do you do?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

How would you describe yourself when it comes to dealing with stressful work-related situations? Do you get anxious or remain calm? Please give work-related examples.

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

What stresses you out most at work? And how do you handle it?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**TEAM CARE**

**QUESTION**

Provide an example of a time when you became frustrated while working as part of a team. What do you think caused this frustration?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### QUESTION

Provide an example from your past experience where a change at work created a situation that was worse than before the change. Did this affect how you approached your work? If so, how?

### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**SUM OF RATINGS :**

**NUMBER OF QUESTIONS RATED:**

**AVERAGE RATING :**

(Sum of all ratings divided by the number of questions rated.)

The hiring decision should always be based on whether there is a match between a candidate's job relevant skills, abilities and/or interests and the job itself. PsyMetrics' assessments represent one source of information in helping to make that decision. Using all sources of candidate information (e.g., assessments, a structured job interview, reference/background checks, work history) available to the human resource professional will result in a more comprehensive view of the applicant and the best employee-job fit.

The employer assumes full responsibility for the proper use of the PsyMetrics assessments. This includes establishing each test's job relatedness and periodically examining selection rates to ensure the hiring process continues to be fair and free from bias. PsyMetrics, its partners and the test developer do not accept liability for any unlawful use of this product.

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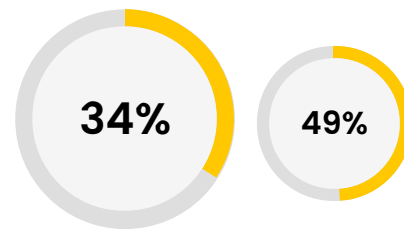


**ELITE PROFILING SYSTEM**  
**PPO Work Habits**

STARTED: **03/26/24 04:40 PM**      COMPLETED: **03/26/24 04:54 PM**

**TOTAL SCORE SUMMARY**

The large circle represents the average of the scale scores included in this profile. Scores are presented in terms of percentiles and indicate where the candidate falls relative to everyone else who has completed this profile. The smaller circle is the percent match against your Star Profile. Review individual scale details to understand strengths and potential areas for improvement.

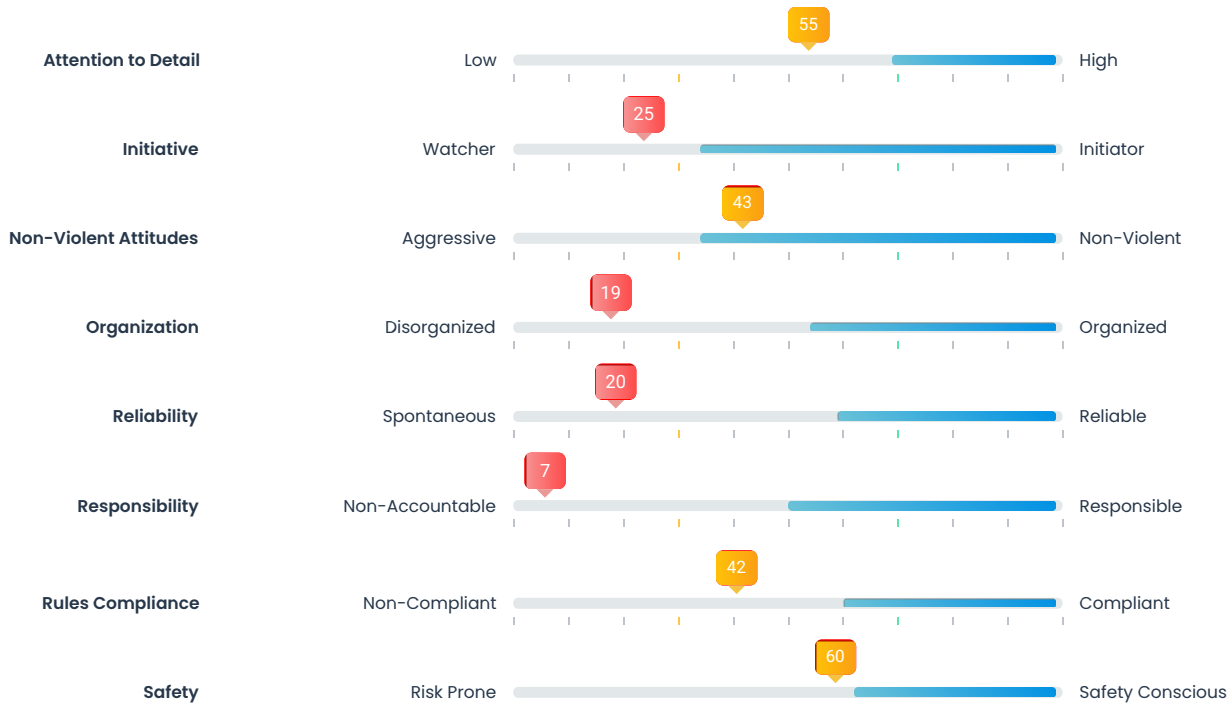


Applicant 1 scored in the **34th** percentile on the overall score (Moderate), meaning she scored lower than 66 percent of the candidates who have completed this assessment.

Samantha Shoger also had a 49% match with the Star Profile Benchmark.

■ Caution (1-29)    ■ Moderate (30-69)    ■ High (70-99)

**SCORE DETAILS**



## SCALE SCORE INTERPRETATIONS

The information that follows offers detailed interpretations for each scale included in this profile. The behavioral scales generate a Strength of Responses graphic. This graphic shows the candidate's response pattern for a particular scale. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with the behavioral dimensions assessed in this profile. The Cognitive scales generate a Skill Level graphic. This graphic shows the percentage of test items the candidate answered correctly compared to those answered incorrectly. This illustration is useful for assessing the degree of skill/knowledge the individual demonstrated.

### ATTENTION TO DETAIL



The degree to which the individual can quickly and accurately compare two strings of letters and/or numbers much like tasks that involve verifying information. This ability is important for most clerical jobs. It is also appropriate for jobs that require proofing tasks.

Applicant 1 scored in the 55th percentile on Attention to Detail (Moderate), meaning she scored higher than 55 percent of other candidates who have completed this assessment.

#### Skill Level



Average Time to Complete Each Question **6.31 seconds**

Attempted: 20/20 = 100%

Correct 17/20: 85%  
Incorrect 3/20: 15%

Correct/Total Possible: 17/20 = 85%

Population Avg. Correct/Total Possible: 18/20 = 90%

#### Expected Job Behavior

- Is generally detail-oriented.
- Is able to verify and proof written information at a satisfactory level.
- Is able to quickly inspect information at an average speed.
- This core is consistent with most other candidates.

### INITIATIVE



The degree to which the individual attempts to solve problems instead of avoiding them. Is not afraid to be the first to try something new. Always looks for ways to better self. Actively participates in work projects or meetings instead of sitting back and watching.

Applicant 1 scored in the 25th percentile on Initiative (Caution), meaning she scored lower than 75 percent of other candidates who have completed this assessment.

#### Strength of Responses



Average Time to Complete Each Question **7.3 seconds**

Strong: 0%  
Above Average: 67%  
Average: 33%  
Below Average: 0%  
Weak: 0%

#### Expected Behaviors

- Has difficulty consistently confronting problems when they surface.
- Prefers to see if problems go away with no intervention.
- Rarely open to try new things and is reluctant to take calculated risks.
- Will rarely engage in self-improvement activities.

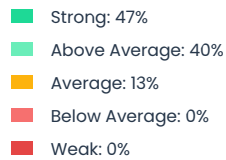
## NON-VIOLENT ATTITUDES



The degree to which the individual is likely to respect others and not engage in aggressive workplace behaviors such as intentionally damaging company property or resorting to physical or verbal threats.

Applicant 1 scored in the 43rd percentile on Non-Violent Attitudes (Moderate), meaning she scored lower than 57 percent of other candidates who have completed this assessment.

### Strength of Responses



Average Time to Complete Each Question **5.82 seconds**

### Expected Behaviors

- Studies have shown that approximately 20% of individuals scoring in this range engaged in some form of aggressive workplace behavior at some point in their lives.
- This score is consistent with most other candidates.

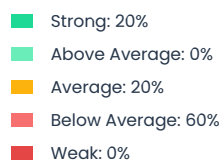
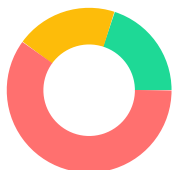
## ORGANIZATION



The degree to which the individual is organized, structured and thoughtful about their work.

Applicant 1 scored in the 19th percentile on Organization (Caution), meaning she scored lower than 81 percent of other candidates who have completed this assessment.

### Strength of Responses



Average Time to Complete Each Question **7.84 seconds**

### Expected Behaviors

- May have trouble being organized and structured.
- May choose to not establish priorities or contingency plans.
- Tends to be less conscientious than most.
- May focus less on organization than those who score higher.



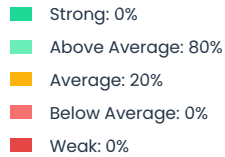
## RELIABILITY



The degree to which the individual is likely to be dependable, hardworking and conscientious about the quality of their work.

Applicant 1 scored in the 20th percentile on Reliability (Caution), meaning she scored lower than 80 percent of other candidates who have completed this assessment.

### Strength of Responses



### Expected Behaviors

- Needs follow-up to ensure tasks are completed.
- The quality of their work is not a priority.
- Tends to be somewhat disorganized.
- Is not goal-oriented.
- Can be spontaneous.

Average Time to Complete Each Question **6.67 seconds**

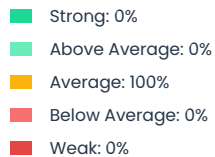
## RESPONSIBILITY



The degree to which the individual is likely to be dependable, stable, takes responsibility for their actions and as a result, is not likely to have attendance problems. This characteristic is appropriate for all jobs.

Applicant 1 scored in the 7th percentile on Responsibility (Caution), meaning she scored lower than 93 percent of other candidates who have completed this assessment.

### Strength of Responses

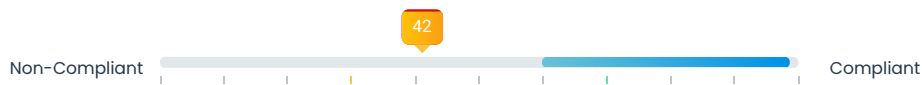


### Expected Behaviors

- Often does not take responsibility for their actions.
- Generally believes success is often a result of luck and not hard work.
- Is not accountable.
- May not exhibit responsible behaviors.

Average Time to Complete Each Question **7.32 seconds**

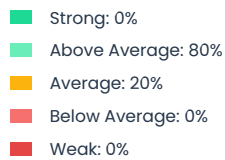
## RULES COMPLIANCE



The degree to which the individual is likely to follow company policies and adhere to rules and procedures established by management. This characteristic is appropriate for most, if not all jobs, with special emphasis on jobs requiring much trust (e.g., bank teller, cashier) and positions of authority (security guards, police officers).

Applicant 1 scored in the 42nd percentile on Rules Compliance (Moderate), meaning she scored lower than 58 percent of other candidates who have completed this assessment.

### Strength of Responses

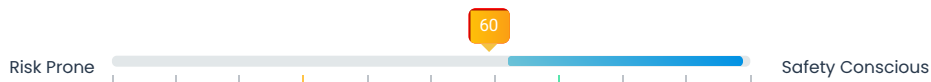


Average Time to Complete Each Question **5.65 seconds**

### Expected Behaviors

- May bend the rules here and there.
- May follow the more obvious rules and policies in place but may be tempted to take shortcuts when possible.
- May be tempted at times to not follow directives if they strongly disagree with them.
- This score is consistent with most other candidates.

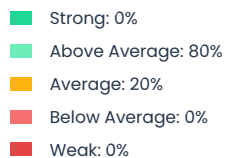
## SAFETY



The degree to which the individual is likely to follow company safety rules and procedures, and is cautious and vigilant about avoiding workplace accidents. These characteristics are appropriate for jobs that involve the use of equipment (e.g., tools, forklifts, machinery), including jobs in warehouse, production, assembly and light industrial settings.

Applicant 1 scored in the 60th percentile on Safety (Moderate), meaning she scored higher than 60 percent of other candidates who have completed this assessment.

### Strength of Responses



Average Time to Complete Each Question **6.34 seconds**

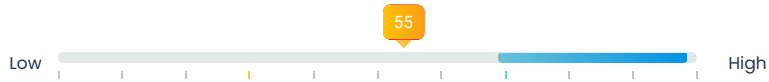
### Expected Behaviors

- Is generally safety conscious.
- Usually makes an effort to behave and work in a safe manner.
- Generally does not take unnecessary risks, but is not as concerned with safety as those scoring higher.
- Avoids accidents, but at times may relax a bit and may show signs of somewhat careless behaviors.
- This score is consistent with most other candidates.

## MANAGEMENT STRATEGIES

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses.

### ATTENTION TO DETAIL



- Expect this individual to be able to verify and check information at an average level of efficiency and accuracy. Therefore monitor their work to ensure it is up to expected standards.
- Discuss expectations with respect to speed and accuracy of verification and checking tasks.
- Set achievable, yet challenging goals to maintain or increase performance levels.

### INITIATIVE



- Discuss the negative outcomes of not taking action to resolve specific work problems.
- Have consequences in place for lack of obvious action for specific work problems.
- Reward those who engage in self-improvement activities.
- Offer a safe environment for taking calculated risks. Make sure thoroughly researched decisions are supported regardless of the outcome.

### NON-VIOLENT ATTITUDES



- While it is unlikely that individuals who score in this range will engage in violent or aggressive work behaviors, be vigilant with regards to other counterproductive behaviors.
- Have strict policies in place with respect to the importance of following company rules and procedures.

## ORGANIZATION



- Given the lack of emphasis on organization and structure by this candidate, working closely with this individual to establish optimal organization skills is critical.
- Consistent supervision to ensure they exhibit organization skills is also recommended.

- Consequences for not setting priorities, being organized or not meeting deadlines should be in place to stress their importance. Rewards and recognition for goal attainment based on their focused behaviors should also take place when appropriate.

## RELIABILITY



- Given the lack of emphasis on planning and goal setting by this candidate, working closely with the individual to establish goals and priorities is a must.
- Consistent supervision to ensure behaviors leading to set goals are accomplished is also recommended.

- Consequences for lack of consistency, punctuality and unreliable behaviors should be in place to stress their importance. Rewards and recognition based on what motivates the individual should also take place when they do exhibit conscientious and reliable behaviors.
- The effects of this individual's unreliable behaviors on team members or their department is also of concern, therefore strict enforcement of team/department rules and procedures needs to take place to reduce negative impacts.

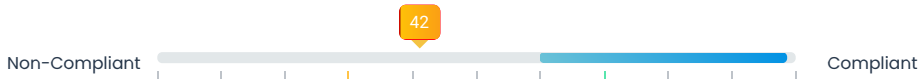
## RESPONSIBILITY



- Given the lack of responsible and dependable behaviors often exhibited by this candidate, working closely with the individual to ensure objectives are accomplished is important. Consistency in supervision is critical.
- Consequences for less than reliable behaviors and not taking responsibility for those behaviors should be in place to stress their importance.

- Rewards and recognition based on what motivates the individual should also take place when they exhibit responsible behaviors.
- The effects of this individual's lack of responsibility on those around them should be a concern. Strict enforcement of team/department expectations with respect to responsible behaviors needs to take place to reduce negative impacts.

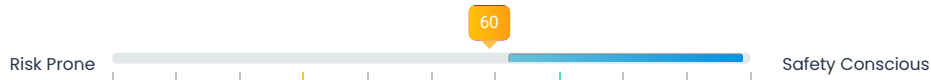
## RULES COMPLIANCE



- Supervise them on occasion to ensure directives are being followed.
- Offer recognition when they follow management's directives particularly when you know they have other views.

- Have policies in place for those who break the rules and enforce them consistently.

## SAFETY



- Reinforce safety conscious behaviors with praise and recognition
- Rules and regulations that pertain to safety issues should be explained and understood.

- Have strict disciplinary procedures in place for those who break safety rules.
- Discuss safety-oriented behaviors often until they become instilled in the employee.

## INTERVIEW GUIDE

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

### ATTENTION TO DETAIL

#### QUESTION

Describe for me previous job responsibilities that required you to demonstrate your attention to detail skills. On a scale from 1-10 with 10 being the best, where would you rate yourself? Where would your supervisor rate you?

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



#### QUESTION

Describe for me times when you have had difficulty performing tasks that involved being very detailed oriented. What is it that gave you such a hard time?

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Give work related examples when you have sat back and let others take the first step in doing something. Are you more comfortable in this role than in taking the lead? Why do you feel this way?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer

**QUESTION**

How would you define your level of energy during your typical workday? Do you start off slow and finish strong? Do you get most of your work done early so you can relax later? Or are you pretty stable throughout the day?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### QUESTION

What are your thoughts on taking calculated risks to achieve success? Are you more of a risk taker or do you like to play it safe? Please give work related examples.

### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### NON-VIOLENT ATTITUDES

### QUESTION

Do you find that you enjoy a good argument? Do you find that you intimidate others when you argue? Discuss a time when you have intimidated others by arguing.

### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer





### QUESTION

Do you prefer confrontation or compromise? Tell me about a time when you have felt it best to be confrontational.

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### ORGANIZATION

### QUESTION

Do you use any tools or strategies to remember things you need to do? Or do you just try to remember everything on your own? Please give examples.

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

How do you feel being organized relates to success? Is being organized important for success? Why or why not?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Tell me about your organization skills? Do you find disorganization to be a distraction? Why or why not?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### QUESTION

What are your thoughts with respect to employees who miss a deadline here and there? Do you take a "no one can be perfect" stance, or do you demand perfection for yourself and others?

### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### RELIABILITY

### QUESTION

From your work experience, explain how success or failure has been due to luck or bad luck rather than hard work.

### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

What specific company policies on absences and tardiness are too strict and unrealistic? What would you have them do differently that would be more fair? How have such policies in the past affected you?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer

**QUESTION**

Give examples of how your past employers affected your productivity and general attitude toward your work.

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Tell me about a work situation when you behaved in a spontaneous manner rather than planning things out.

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

What experiences have you had that might cause you to feel that organizations do not care about the well-being of their employees? How has this affected you? What would companies have to do to change your point of view?

**RESPONSE NOTE:**

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### QUESTION

When was the last time you called off because you did not have the energy to go into work? How do you respond when you feel the pressure of work is overwhelming?

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



### RULES COMPLIANCE

### QUESTION

To what degree have you bent the rules in order to accomplish your work? Please give specific examples.

#### RESPONSE NOTE:

Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**QUESTION**

Which types of jobs is it impossible to avoid accidents and why?

**RESPONSE NOTE:**


Response Expected of a Poor Performer

Response Expected of a Satisfactory Performer

Response Expected of an Excellent Performer



**SUM OF RATINGS :**

**NUMBER OF QUESTIONS RATED:**

**AVERAGE RATING :**

(Sum of all ratings divided by the number of questions rated.)

The hiring decision should always be based on whether there is a match between a candidate's job relevant skills, abilities and/or interests and the job itself. PsyMetrics' assessments represent one source of information in helping to make that decision. Using all sources of candidate information (e.g., assessments, a structured job interview, reference/background checks, work history) available to the human resource professional will result in a more comprehensive view of the applicant and the best employee-job fit.

The employer assumes full responsibility for the proper use of the PsyMetrics assessments. This includes establishing each test's job relatedness and periodically examining selection rates to ensure the hiring process continues to be fair and free from bias. PsyMetrics, its partners and the test developer do not accept liability for any unlawful use of this product.