



S A M P L E

Confidential Report

for

Thomas Trouble

Wednesday, February 25, 2004

This Sample Report provided by

McClain Group, LLC
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NOTICE REGARDING THIS REPORT

The results from this assessment should not be used as the sole determination whether to hire or not hire this individual. One must review previous work experience, the skills required by the job as well as personal references. When the safety of others must be considered, a background check, a drug screening and a physical from a medical doctor should all be considered. This assessment does not measure violent tendencies, psychotic conditions, sexual deviance or political opinions and cannot be used in identifying these conditions or to predict any associated behaviors. Please consult the User's Guide for additional instruction on using these results.

THE INTERVIEWING REPORT

The **Step One Survey II** Report contributes information for your consideration while making an employment decision regarding Mr. Trouble.

PART ONE

Section I – Quick Check – This section answers five questions about Mr. Trouble:

1. What is his employment status?
2. When can Mr. Trouble start?
3. What days/hours is he available to work?
4. What is his most recent salary?
5. Has he supervised others at work?

Section II – Employment Profile – Essential information regarding his employment history with possible follow-up interview questions.

Section III – Theft – A summary of self-admissions regarding theft of money, property, data and/or time.

Section IV – Illegal Substance Abuse – Personal admissions regarding the personal use and/or distribution of illegal and/or regulated substances.

Section V – Criminal Convictions – Personal admissions regarding criminal convictions, if any.

PART TWO

Section I – Applicant's attitudes regarding Integrity, Substance Abuse, Reliability, and Work Ethic along with descriptions of the factors being measured.

Structured interview questions that relate to specific issues raised by the applicant's responses are provided here for the interviewer.

Section II – Graph – A visual summary of the applicant's results.

PART ONE

Section I – Quick Check

1. Mr. Trouble is not currently employed.
2. Mr. Trouble is not sure when he is able to begin employment.
3. Mr. Trouble is available to work either full-time or part-time.
4. His most recent monthly salary was \$1,000 - \$2,500.
5. He supervised others at work only one time.

Section II – Employment Profile

Some representative statements made by Mr. Trouble are shown with the questions for the interview.

- Mr. Trouble reports that he left or is planning to leave his last job because he had a problem with a supervisor.

Interview Question: *Describe for me the details involved with your supervisor conflict in your most recent job.*

- Mr. Trouble states that he has worked here before.

Interview Question: *What work have you done with us before, and what impressions do you have of that experience?*

- Thomas reports working here for 0-2 months.

Interview Question: *Your time with us was rather short term; what would you say provoked your early departure?*

- Thomas states that he left here because he was fired.

Interview Question: *Describe for me the details involved with your being fired from this company before.*

- Mr. Trouble indicates quitting a job without giving notice one time.

Interview Question: *What motivated you to quit your job in the past?*

- Thomas indicates that his primary reason for wanting to change jobs is for friendlier supervision.

Interview Question: *What would you say motivates you to seek friendlier supervision in your next job?*

- Mr. Trouble reports that he would describe the relationship with his current or last supervisor as not so good.

Interview Question: *Describe for me what is "not so good" about your relationship with your current/former supervisor.*

- Thomas reports that his current or last supervisor would rate his overall job performance as unacceptable.

Interview Question: *What may have caused your supervisor to rate your overall job performance as unacceptable? What portion, if not all, of this rating is justified in your opinion, and what goals do you have for improvement?*

- Mr. Trouble states that if asked to submit to a drug test according to company policy, he would comply only under certain circumstances.

Interview Question: *You state that you may not be willing to submit to a drug test if requested to do so by company policy, depending on the situation, so please explain your feelings about this; what objections do you have about this process and what exceptions are relevant?*

- Thomas reports that he is not really sure when he can start work.

Interview Question: *You state that you are not sure when you could be available to start work if hired; can you provide me with more information?*

Termination

This information was supplied by Mr. Trouble concerning previous terminations.

- Thomas states that he left here because he was fired.
- Thomas reports that the most recent time he was fired or quit to avoid being fired was between 1 and 3 years ago.

Inconsistent Responses

The following pairs of statements suggest an inconsistency in his responses (shown in parentheses). Please review each pair for possible discussion in the interview.

- Have you ever been fired or quit a job to avoid being fired? (No)
- When was the most recent time you were fired or quit to avoid being fired? (Between 1 to 3 years ago)
- Why did you leave? (Got fired)
- Have you ever been fired or quit a job to avoid being fired? (No)
- Why did you leave your most recent job or plan to leave your current job? (Problem with a supervisor)
- Have you ever had a problem working for a supervisor? (No)

- Have you ever had a problem working for a supervisor? (No)
- What has been your primary reason for wanting to change jobs? (Friendlier supervision)

Evasive Answers

The following responses suggest that Mr. Trouble did not wish to share the requested information.

- Mr. Trouble states that he is not really sure if he has had a problem with a co-worker.
- Mr. Trouble states that if asked to submit to a drug test according to company policy, he would comply only under certain circumstances.
- Mr. Trouble indicates that he's not sure if he is on parole or court mandated probation.

Section III – Theft

Theft of Money

- Mr. Trouble states that he has taken (stolen) less than \$100 from any of his employers.
- Thomas reports that he has taken (stolen) money from employers once.
- Mr. Trouble states that the most recent time he took (stole) money from any employer was between 1 and 3 years ago.
- Even though he always puts it back later, Mr. Trouble reports that he has taken money from an employer without anyone knowing it once.
- Thomas reports that the crime he was convicted of involved theft.

Theft of Property

- Thomas indicates that he is not sure how many times he has taken (stolen) equipment, material, parts, supplies, etc. from employers.
- Thomas reports that he is unsure of the total value of equipment, materials, parts, supplies, etc. he has taken from all the companies he has worked for.

- Thomas reports that the crime he was convicted of involved theft.
- Thomas states that he is not sure whether the things he has taken (stolen) from any employer was enough to hurt their business.

Theft of Data or Time

- Thomas states that he made personal use of a company's computer to access the Internet for reasons other than business more than one time.
- Thomas reports that he has made personal use of a company's computer for personal email, chat sessions and/or newsgroups more than one time.
- Thomas indicates the most recent time he made personal use of a company's computer for personal email, chat sessions, and/or newsgroups was within the last 12 months.

Section IV – Illegal Substance Abuse

Personal Use

- Mr. Trouble indicates that the most recent time he used illegal drugs while at work was between 1 and 3 years ago.
- Thomas indicates that he currently uses illegal drugs once or twice a month.
- Mr. Trouble reports that he has used illegal drugs while at work once.

Distribution

- Mr. Trouble reports that he's not sure when the most recent time was that he sold or gave any illegal drugs to co-workers.

Section V – Criminal Convictions

- Thomas states that he has been convicted of, or plead guilty to a crime once in the last five years that has not been completely stricken by the court.

PART TWO

APPLICANT'S ATTITUDES

INTRODUCTION

This report provides information on the four Attitude Scales (Integrity, Substance Abuse, Reliability and Work Ethic). Each attitude is represented by a graph. The paragraph below each graph describes the applicant's attitude.

Some of the applicant's responses may suggest further inquiry during the interview. Also included are possible interview questions related to the scales. The number for each question is shown in parentheses. **Note that the "Critical Issue" statements are written to the interviewer and should not be asked of the applicant.**

SECTION I – Attitude Scores

Integrity – (Adherence to moral and ethical principles acceptable in the workplace.)

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Thomas often states that property is only safe when companies take extra efforts to secure it. He seems to feel that property is open for the taking if not adequately protected.

The following interview questions are presented for your consideration as you interview Mr. Trouble:

Critical Issue: Does the applicant possess an overly careless attitude about rules or procedures concerning company property?

Applicant's Response: (2) Taking something from your company with the good intention of paying for it later is not the same as stealing. (Mr. Trouble agrees)

Interview Questions:

- What's the difference between stealing and taking company property that you pay for later?
- Would you say that your opinion about this is somewhat speculative, or have you done something like this yourself, even though you had an excuse?
- Would you say that some rules concerning taking company property (even if you DO pay for it later) are too strict? Why?

Critical Issue: Does the applicant tend to equivocate about stealing in order to hide an unacceptable behavior?

Applicant's Response: (10) There are some circumstances that justify taking money or merchandise without permission from your employer. (Mr. Trouble agrees)

Interview Questions:

- What circumstances would you say justify the taking of money or merchandise?
- What makes these circumstances different? What makes them appropriate?
- Is your perspective on this issue purely hypothetical, or has there been a time in which you acted upon these circumstances yourself?

Critical Issue: Does the applicant's attitude about wages imply actual theft potential?

Applicant's Response: (56) It is only fair to steal from your employer to make up for low wages. (Mr. Trouble agrees)

Interview Questions:

- What is it about low wages that provokes some people to steal from their employers?
- Would you say that this situation is common, or just an extreme circumstance? Why?
- You described low wages as a reasonable excuse for stealing, so how often have you found that your wages in previous jobs motivated you to steal?

Critical Issue: While the applicant may not be motivated to steal money, is he likely to consider materials as acceptable targets for theft?

Applicant's Response: (60) Stealing equipment, supplies and merchandise from your company is not the same as stealing money. (Mr. Trouble agrees)

Interview Questions:

- Would you treat employee theft of money casually if you were a manager or supervisor? How about employee theft of merchandise or supplies?
- What's the difference, if any, between stealing money from an employer and stealing merchandise or other materials?
- Have you ever known of a co-worker stealing merchandise or supplies from work? Would you or have you done the same?

Substance Abuse – (Attitudes toward substance abuse in the workplace.)

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Thomas appears to be very tolerant of substance abuse related behaviors in the workplace.

The following interview questions are presented for your consideration as you interview Mr. Trouble:

Critical Issue: Is working while under the influence of illegal drugs a behavior that the applicant is likely to do?

Applicant's Response: (11) There is nothing wrong with using illegal drugs on the job if it helps you to relax and do a better job. (Mr. Trouble agrees)

Interview Questions:

- You seem to feel that some people may have their own reasons to use illegal drugs while on the job. Have you ever done so yourself?
- You have stated that some illegal drugs can improve job performance. Can you explain more about this and have you tried this tactic to improve your own performance?
- Your statement about using drugs to relax on the job is interesting. Would this be a purely hypothetical point of view, or have you tried this yourself in the past?

Critical Issue: Is the applicant expressing a hypothetical opinion or is this a sign of habitual on-the-job drug use?

Applicant's Response: (39) It is okay to use illegal drugs on the job as long as it does not become a habit. (Mr. Trouble agrees)

Interview Questions:

- Habitual drug use while on the job is something you do not seem to tolerate. What would you define as "habitual" drug use and what on-the-job drug use is actually okay?
- Although you obviously do not think that habitual on-the-job drug use is okay, what about any use that is less than "habitual?"
- You may have implied that less-than-habitual on-the-job drug use is okay, but did you mean that this is something you've done before?

Critical Issue: Is the applicant's ambivalent attitude concerning drugs a sign that drug use may be possible when he is at work?

Applicant's Response: (62) There is never a good reason to use illegal drugs while at work. (Mr. Trouble disagrees)

Interview Questions:

- What would you say are a few reasons someone might use illegal drugs while at work?
- Have you ever been motivated by such reasons to use one or more illegal drugs while at work?
- Did you follow through with that reasoning or is your opinion about this more of an opinion, rather than something that relates directly to your own experiences?

Reliability – (Attitudes toward tardiness and personal dependability deemed acceptable in the workplace.)

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Mr. Trouble does not typically express a willingness to completely accept the intentions of others or conform to the authority of his supervisors.

The following interview questions are presented for your consideration as you interview Mr. Trouble:

Critical Issue: Is the applicant referring to himself?

Applicant's Response: (1) Most people try to do the right thing when given a chance. (Mr. Trouble disagrees)

Interview Questions:

- Why do you believe that most people will not do the right thing when given a chance?
- Can you give a specific example that supports this belief?

Critical Issue: Is the applicant overly critical, negative and fault finding?

Applicant's Response: (3) I believe I should overlook other people's faults and make an effort to get along with everyone. (Mr. Trouble disagrees)

Interview Questions:

- Why do you believe you should not overlook other people's faults and make efforts to get along with everyone?
- Any particular faults?
- Any specific individual or group of people?

Critical Issue: Is the applicant biased against any specific group of people?

Applicant's Response: (8) There are many things about people that really annoy me. (Mr. Trouble agrees)

Interview Question:

- What annoys you most about people?

Critical Issue: Can this applicant be trusted not to cheat and/or steal?

Applicant's Response: (66) Everybody will cheat and steal if they know they won't get caught. (Mr. Trouble agrees)

Interview Questions:

- Why do you believe everybody would cheat and steal if they know they won't get caught?
- Recent experience or example, consequence?

Work Ethic – (Belief in the value of work and appropriate supervisory relationships in the workplace.)

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Mr. Trouble often states the opinion that strict guidelines for performance hamper a worker's freedom. For example, he may feel that taking long lunches is no major concern.

The following interview questions are presented for your consideration as you interview Mr. Trouble:

Critical Issue: Is the applicant going to follow rules?

Applicant's Response: (18) It is okay to get around rules, as long as you don't actually break them. (Mr. Trouble agrees)

Interview Questions:

- When is it okay to get around rules?
- Work related example, what was the rule? How did you get around it? What was the outcome?
- When is it not okay to get around the rules?
- What is the difference between getting around vs. breaking rules?

Critical Issue: Is the applicant actually willing to cheat others of their well-deserved recognition or is this merely an example of immodest self-confidence?

Applicant's Response: (43) It would bother me to receive credit for something I did not deserve. (Mr. Trouble disagrees)

Interview Questions:

- Have you ever received credit for something you did not deserve?
- What was it for and what was the credit?
- Who should have actually received the credit?

Critical Issue: Is this tendency going to cause work related problems?

Applicant's Response: (57) I usually do most of the work and get little of the credit. (Mr. Trouble agrees)

Interview Questions:

- Why do you feel you do most of the work and get little of the credit?
- Any recent example?
- Who was responsible for this situation?

Critical Issue: Does the applicant possess a persistently bad attitude?

Applicant's Response: (73) I am often blamed for things I didn't do. (Mr. Trouble agrees)

Interview Questions:

- Why do you feel you are often blamed for things you did not do?
- Who is doing the blaming, for what things, why are you being blamed?
- Have you tried to change this situation? Consequences?

SECTION II – SUMMARY GRAPH

The following scores for Mr. Trouble are summarized in this graph. Higher numbers suggest a lower risk factor.

Risk Factors								
Integrity								
	2							
Substance Abuse								
		3						
Reliability								
		3						
Work Ethic								
		3						

DISTORTION FACTOR

The Distortion Factor indicates the respondent’s frankness while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candor.

The Distortion Factor for this assessment is 8