BASIS

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For:Jane Smith	
ID:HA228811	
DATE:June 03, 2010	
Job Title:Executive	

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INTRODUCTION

This is the Pre-Employment Assessment Report for Jane Smith. It is divided into different sections, and they are described below.

SECTION I - GRAPHIC REPORT

Hogan Personality Inventory (HPI) Graphic Report
This section provides a graphic report of the candidate's results on the Hogan Personality Inventory (HPI). The HPI evaluates people on seven well-known characteristics that influence occupational success.

Hogan Development Survey (HDS) Graphic Report
This section provides a graphic report for the candidate's results on the Hogan Development Survey (HDS). The HDS identifies 11 potentially derailing characteristics that can cause an otherwise effective individual to struggle in their career.

Motives, Values, Preferences Inventory (MVPI) Graphic Report
This section provides a graphic report of the candidate's results on the Motives, Values, and Preferences Inventory (MVPI). The MVPI evaluates individual fit within a corporate culture; it indicates the kind of jobs, work, and environments people will find most satisfying.

SECTION II - SUMMARY OF ASSESSMENT RESULTS

Employment Fit
This section reviews the candidate's results, focusing on general characteristics relevant to that person's success in most work environments. The review covers the candidate's reaction to stressful situations, how the candidate will manage the assignments associated with a job, and how the candidate will approach learning in a new job.

Job Fit
This section reviews the candidate's assessment results in terms of fit with a particular job. Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

Job Risks
This section provides an overview of results from the Hogan Development Survey (HDS) which indicate risk factors that can impede performance effectiveness if not managed.

Organization Fit
This section reviews the candidate's results in terms of fit within a particular organization. The culture of every organization is different, and just because a candidate fits with a specific job, does not mean that he/she will fit within the organization. This report has been customized to provide information regarding the fit of a candidate to the organization's culture.

Candidate Fit Recommendation
This section provides an overall recommendation regarding the candidate's degree of fit within the job at your organization. This recommendation is based on the assessment data.

Candidate Interview Style
This section summarizes the candidate's interview style. Interview style can impact the evaluation of a candidate's fit for the position. This section indicates what to expect from a candidate in order to minimize the impact of interviewing skills.
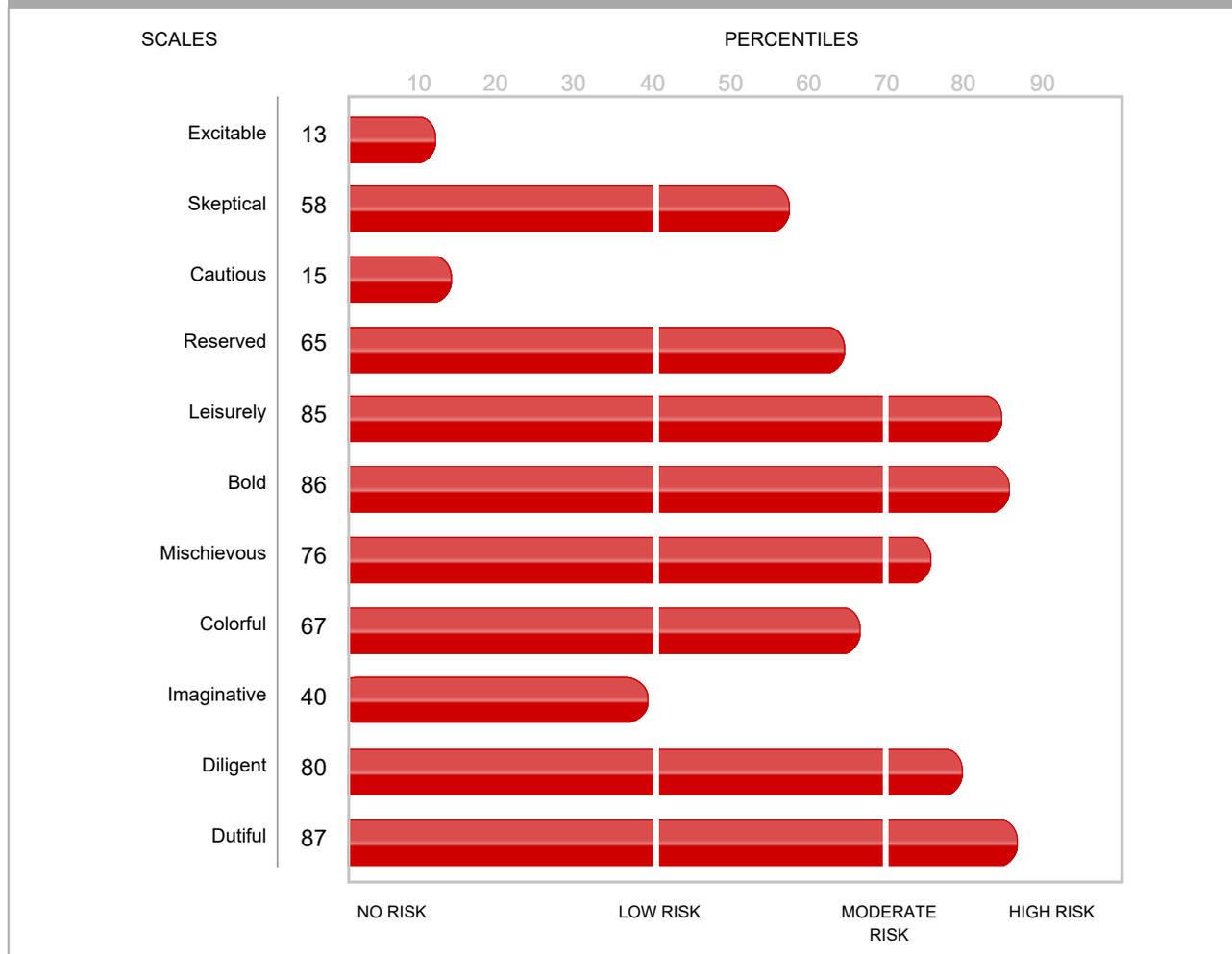
SECTION III - STRUCTURED INTERVIEW GUIDE

This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide also provides a systematic method for making a hiring decision using a combination of the assessment and the interview results.

SECTION IV – OVERALL EVALUATION OF CANDIDATE

This section provides a way in which to combine the candidate's assessment and interview results into an overall evaluation. From this, you will be able to make a more informed hiring decision.

GRAPHIC REPORT - HOGAN PERSONALITY INVENTORY

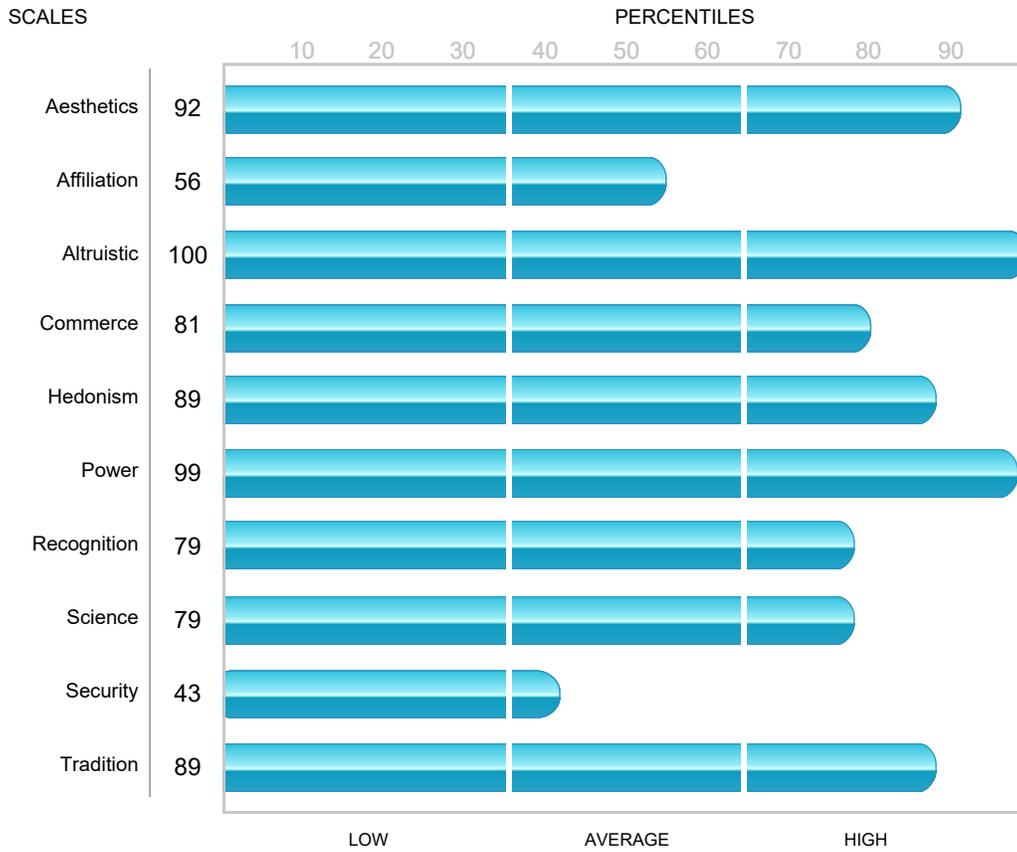| SCALES		PERCENTILES

NOTES:= Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

Adjustment	Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
Ambition	Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement.
Sociability	Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
Interpersonal Sensitivity	Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
Prudence	Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
Inquisitive	Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.
Learning Approach	Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.

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GRAPHIC REPORT - HOGAN DEVELOPMENT SURVEY

SCALES

PERCENTILES

10 20 30 40 50 60 70 80 90

Scale	Score
Excitable	13
Skeptical	58
Cautious	15
Reserved	65
Leisurely	85
Bold	86
Mischievous	76
Colorful	67
Imaginative	40
Diligent	80
Dutiful	87

NO RISK   LOW RISK   MODERATE RISK   HIGH RISK

NOTES:= Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

Excitable	Behavior ranging from emotional calmness to emotional explosiveness.
Skeptical	Behavior ranging from trusting others to believing others usually attempt to deceive.
Cautious	Behavior ranging from flexibility to a cautious reluctance to try new things.
Reserved	Behavior ranging from caring about others to a lack of concern about other people.
Leisurely	Behavior ranging from cooperative and coachable to stubborn, irritable, and hard to coach.
Bold	Behavior ranging from modesty to assertive self-promotion and inflated views of one's value.
Mischievous	Behavior ranging from unassertive and responsible to impulsive and willing to test the limits.
Colorful	Behavior ranging from quiet self-restraint to dramatic and entertaining self-expression.
Imaginative	Behavior ranging from levelheaded and sensible to imaginative, unusual, and unpredictable.
Diligent	Behavior ranging from relaxed and tolerant to detail-oriented, picky, and overly-conscientious.
Dutiful	Behavior ranging from independent to overly conforming and eager to please others.

GRAPHIC REPORT - MOTIVES, VALUES, PREFERENCES INVENTORY

SCALES		PERCENTILES

Scale	Score
Aesthetics	92
Affiliation	56
Altruistic	100
Commerce	81
Hedonism	89
Power	99
Recognition	79
Science	79
Security	43
Tradition	89

Percentile axis: 10 20 30 40 50 60 70 80 90

LOW   AVERAGE   HIGH

NOTES:= Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

Aesthetics	Concerns quality, and a lifestyle organized around art, music, and fashion.
Affiliation	Concerns a desire for social contact, and a lifestyle organized around socializing and reaching out to others.
Altruistic	Concerns a need to help others, and a lifestyle organized around coaching, teaching, and improving the lives of the less fortunate.
Commerce	Concerns an interest in financial issues, and a lifestyle organized around salary increases and financial planning.
Hedonism	Concerns the pursuit of fun, variety, and pleasure, and a lifestyle organized around eating, drinking, traveling, and entertaining.
Power	Concerns the desire to make a difference, and a lifestyle characterized by competition and achievement striving.
Recognition	Concerns a desire to be recognized, and a lifestyle guided by a search for opportunities to be noticed.
Science	Concerns being interested in science, enjoying technology, and preferring to make data-based—as opposed to intuitive—decisions.
Security	Concerns a need for predictability, structure, order, and a lifestyle organized around avoiding risks and minimizing errors and mistakes.
Tradition	Concerns a commitment to family, work, respect for authority, and a lifestyle organized around tradition and old-fashioned values.

Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Jane Smith usually is poised, confident, and self-assured but also may overestimate her abilities, and may ignore feedback. She will be conscientious and hard working but also can be controlling, inflexible, and reluctant to delegate. Jane Smith tends to be achievement oriented, interested in training, and will stay up to date on new developments in business and technology.

Job Fit — Suitability for the Position

Ms. Smith will be calm, composed, and steady in the face of adversity, will seem unaffected by time pressure and the demands of meeting challenging business objectives, and her team will appreciate her composure and confidence. She will seem energetic, confident, competitive, and driven. She will set high expectations for herself and others, and will take the initiative even when it is not necessary. His desire for leadership positions may outrun his ability to attract the loyal support that he will need. Jane Smith will seem diplomatic, charming, warm, and friendly. She will develop and maintain effective relationships with colleagues and clients. However, her desire to avoid conflict may interfere with good business and personnel decisions. She will seem self-disciplined, planful, and well-organized and will respect existing policies and procedures. She will be conscientious and dependable, but may resist change and need a lot of structure, guidance, and direction, especially in ambiguous circumstances.

Candidate Strengths	**Candidate Areas of Concern**
• Will be calm and even-tempered despite heavy workloads and ambiguous task demands	• May overestimate own talents and abilities and ignore criticism and negative feedback
• Tends to approach challenging work with confidence and optimism	• May underestimate challenges that are more critical than they initially appear
• Will be seen as an energetic, self-confident, and action-oriented leader	• May tend to compete with colleagues, team members, and subordinates
• Enjoys making decisions and meeting difficult challenges	• May become dissatisfied if opportunities for advancement don't come quickly enough
• Will read social and political cues quickly and easily	• May seem conflict-averse and have difficulty confronting staff when performance issues arise
• Will work hard in an effort to please everyone	• May have difficulty giving subordinates negative feedback
• Will have a keen eye for detail, provide staff with step-by-step instructions, and follow procedures	• May have difficulty prioritizing work due to a tendency to consider all details as critical
• Should have high standards regarding timeliness, quality, and adherence to rules	• May have problems changing direction quickly and being flexible

Job Risks - Tendencies that Could Undermine Performance Success

Jane Smith has the following potential risks that need to be managed:

- She may tend to take action without considering all of the potential risks associated with her decisions.
- Although she maintains high standards of performance for herself and others, she also has a tendency to micromanage subordinates and to be demanding.
- Ms. Smith is typically calm and self-assured. When crises arise, she may seem to lack a sense of urgency or possible even engagement.
- Her scores suggest that others may perceive her as aloof and detached. Under pressure, she may withdraw and stop communicating.

Organization Fit - Suitability for the Culture

She will prefer to work in an environment where she is able to make decisions, set goals for herself and others, and make a difference. She may become dissatisfied in jobs where there are few opportunities for personal success. Jane Smith will prefer jobs and work environments where there are opportunities to stand out, where individual accomplishment will be recognized, and where he can take part in high visibility projects, large business opportunities, and chances to be successful. Jane Smith is likely motivated to find ways to make money, both for herself and the organization. She probably is focused on bottom-line results, return on investment, and budgetary goals. Ms. Smith will enjoy jobs and assignments that require careful data analysis and problem-solving. She will struggle in jobs where decisions have to be made quickly, based on experience and instinct.

Overall Candidate Recommendation

Based on the HPI, HDS and MVPI assessment results, and in comparison to the job specific profile created for your company, Jane Smith's overall fit for the position is:

Low Fit	Moderate Fit	High Fit
☐	☐	☒

Candidate Interview Style
The following suggests how Jane Smith **is likely to behave during the interview.**

Interview Style	Low	Moderate	High
Emotional Demeanor Candidates with low scores may appear tense and nervous; those with high scores may appear calm and relaxed.			X
Rapport Candidates with low scores may seem quiet and even shy; those with high scores may seem talkative and approachable.			X
Relationship Building Candidates with low scores may appear challenging and independent; those with high scores may seem agreeable and ingratiating.			X

Section III - Structured Interview Guide

Part 1 - Interview (Employment Fit)

These questions about Employment Fit focus on how easy it will be to manage Ms. Smith. The questions are derived from the Assessment Report - Employment Fit.

Scale - Question	What to look for
Adjustment Give an example of how your ability to keep a "level head" made the difference between success and failure.	The ability to remain calm in pressure-filled situations, to avoid responding emotionally, and to learn from past mistakes.

Notes:

Question Rating:		
Low	Moderate	High

Scale - Question	What to look for
Prudence Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.	The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.

Notes:

Question Rating:		
Low	Moderate	High

Scale - Question	What to look for
Learning Approach Give an example of how you remain up-to-date with respect to new developments in business and technology that affect your job.	Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.

Notes:

Question Rating:		
Low	Moderate	High

Employment Fit Rating		
Clear issues or concerns that may present management challenges regardless of coaching and development.	Some potential management challenges that could be overcome through coaching and development.	Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.

Part 2 - Interview (Job Fit)

Questions about Job Fit focus on Ms. Smith's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for
Adjustment Tell me about a time when someone provided you with constructive feedback that had a notable impact on your performance. Notes:	Answers suggesting that the applicant hears and will pay attention to feedback in order to make appropriate behavioral changes. Question Rating: Low Moderate High
Adjustment How do you decide when to solicit feedback and from whom? Notes:	Looking for the ability to scan the environment and align strategy and interpersonal approach. Question Rating: Low Moderate High
Ambition Give an example of a time when your impatience interfered with your ability to reach a goal. Notes:	Looking for the ability to modulate his drive to keep others motivated. Question Rating: Low Moderate High
Interpersonal Sensitivity Tell me about a time when a difficult interpersonal situation delayed your ability to make a decision or to address it in a direct and timely manner. Notes:	Looking for answers suggesting the applicant may avoid confronting difficult situations. Question Rating: Low Moderate High

Job Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.

Part 3 - Interview (Organization Fit)

Questions about Organization Fit focus on Jane Smith's fit with the values and culture of the organization. The questions are derived from the Assessment Report - Organization Fit.

Scale - Question	What to look for

Recognition

Give an example of a time of when you took charge of a situation and led an initiative even though you were not supposed to be the leader.

Notes:

Look for signs of the ability to step forward, take control and direct others even if not part of the original plans.

Question Rating:		
Low	Moderate	High

Recognition

Give an example of a time when you completed work yourself that, practically and realistically, you should have delegated to others.

Notes:

Answers suggesting the applicant will tend to be reluctant to assign work to others.

Question Rating:		
Low	Moderate	High

Power

Describe a situation in which you were reluctant to share credit for the success of an important initiative with others. How did you handle the situation?

Notes:

Answer demonstrates the ability to share credit even when they were reluctant to do so, or believed that their contributions were greater than that of the team.

Question Rating:		
Low	Moderate	High

Commerce

Give me an example of a time that you paid too much attention to the bottom line and lost focus on staff needs as a result. How did you remedy the situation?

Notes:

Answer suggests the candidate has learned from past mistakes in balancing people and profitability, and will know where to draw the lines in the future.

Question Rating:		
Low	Moderate	High

Organization Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.

Part 3 - Interview (Position Fit)

Use this part of the interview guide to ask questions that are specific to the requirements of an open position. These questions can range from specific requirements unique to a particular unit of the organization to technical skills that are needed to perform the basic function of the job.

QUESTION:		
QUESTION:		
QUESTION:		
QUESTION:		
Position Fit Rating		
Poor or missing examples of behavior associated with position fit.	Some positive examples of behavior associated with position fit.	Specific, positive examples of behavior associated with position fit.

Section IV – Overall Evaluation for Jane Smith

Part 4 is designed to evaluate the candidate's probability of success in the open position. Complete steps A, B, and C to reach a final hiring decision.

A. Review of the interview results

Transfer your ratings from Section III to the table below by placing an (X) in the appropriate box and note any comments you have on the candidate's performance.

Interview Area	Low	Moderate	High	Comments
Employment Fit				
Job Fit				
Organization Fit				
Position Fit				

Based on your interview ratings, evaluate the candidate's overall probability of success.

Probability of Success (Interview)	
___ 1= Low	Several areas of fit are low and indicate concern regarding the candidate's probability of success.
___ 2= Moderate	Most areas of fit are moderate to high with only minor concerns regarding the candidate's probability of success.
___ 3= High	Moderate to high fit across all areas indicate that the candidate has a high probability of success.

B. Review of the assessment results

Below is the assessment rating the candidate received indicating the probability of success in the position.

Probability of Success (Assessment)	
___ 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
___ 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
X 5= High	The candidate was inside virtually all ranges on key scales indicating a high probability of success.

C. Hiring Decision

Considering all the information you have on this candidate (resume, training and experience, assessment results, interview results), how would you rate this candidate in comparison to other candidates you have seen for this position (or other similar positions)?

Comparing Candidates			
___ 1= Low	One of the worst candidates that I have seen. Would lower our standards.		
___ 2= Moderate	An acceptable candidate.		
___ 3= High	One of the best candidates I've seen. Would raise our standards.		
Considering all of the information, will you offer this candidate the position?		___YES	___NO
Provide an overall rationale for your rating.			

Jane Smith's BASIS Employment Assessment Report is complete.