BASIS

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: John Doe	
ID: HA043902	
DATE: July 23, 2009	
Job Title: Field Officer	

POWERED BY
HOGAN

INTRODUCTION

This is the Pre-Employment Assessment Report for John Doe. 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.
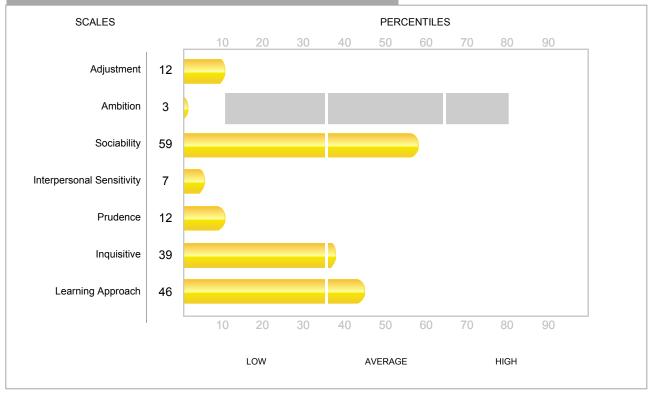
SECTION IV – OVERALL EVALUATION OF CANDIDATE

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

Scale	Score
Adjustment	12
Ambition	3
Sociability	59
Interpersonal Sensitivity	7
Prudence	12
Inquisitive	39
Learning Approach	46

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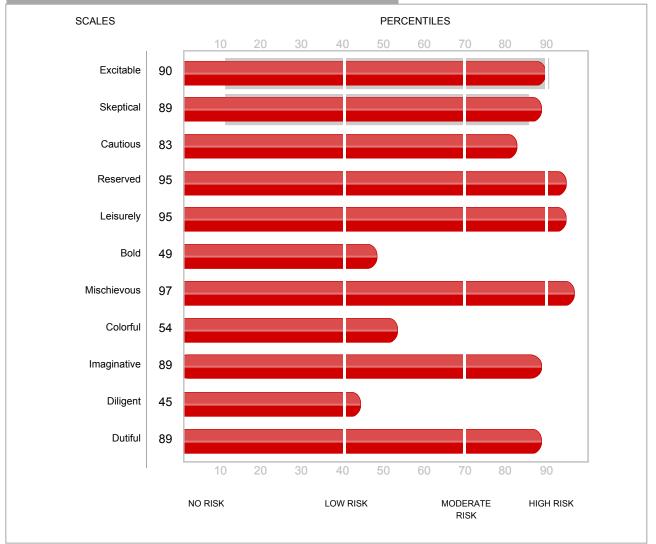
LOW   AVERAGE   HIGH

NOTES:= Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.
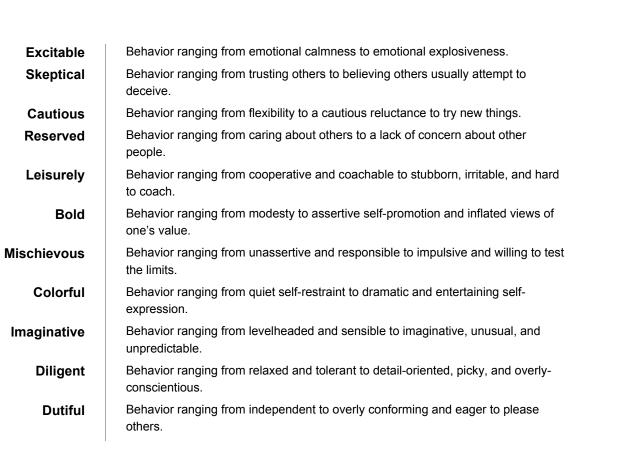
Adjustment	Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
Ambition	Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive 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.

GRAPHIC REPORT - HOGAN DEVELOPMENT SURVEY

SCALES		PERCENTILES
Excitable	90	
Skeptical	89	
Cautious	83	
Reserved	95	
Leisurely	95	
Bold	49	
Mischievous	97	
Colorful	54	
Imaginative	89	
Diligent	45	
Dutiful	89	

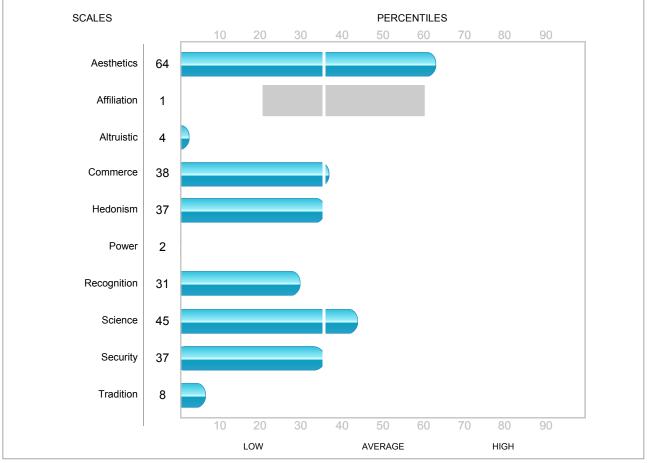NO RISK   LOW RISK   MODERATE RISK   HIGH RISK

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

SCALES	Score
Aesthetics	64
Affiliation	1
Altruistic	4
Commerce	38
Hedonism	37
Power	2
Recognition	31
Science	45
Security	37
Tradition	8

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.
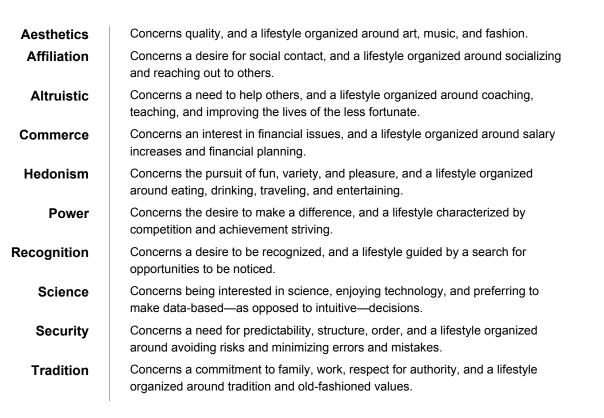
Aesthetics	Concerns quality, and a lifestyle organized around art, music, and fashion.
Affiliation	Concerns a desire for social contact, and a lifestyle organized around socializing and reaching out to others.
Altruistic	Concerns a need to help others, and a lifestyle organized around coaching, teaching, 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

John Doe may sometimes be self-critical, moody, and irritable when frustrated. Although John Doe may be willing to delegate responsibility and can change directions quickly, he may also be impulsive, somewhat careless, and resist close supervision. John Doe may be interested in training and staying up to date. However, he may prefer to learn on the job rather than in a formal training situation.

Job Fit — Suitability for the Position

Mr. Doe will have difficulty handling stressful situations, especially those involving drastic changes in plans, heavy workloads, and argumentative or demanding employees. John Doe seems indecisive and unassertive; he should be a good team player but reluctant to take leadership positions. Mr. Doe tends to dislike routine and close supervision, and may have difficulty following established rules and procedures. He may be disorganised and resist planning activities. Mr. Doe seems somewhat creative and innovative, but will be better at evaluating ideas rather than generating his own.

Candidate Strengths	Candidate Areas of Concern
• May possess a strong sense of urgency which can be harnessed to drive future performance	• May be stress prone; may react negatively to setbacks and inconveniences
• May be receptive to and use feedback as a means for improving job performance	• May become discouraged when organisational activities do not unfold as planned
• Willing to follow an external agenda	• Reluctant to take initiative
• Modest and self-effacing	• May not make expectations clear
• Very flexible, adaptable, and strong at multi-tasking	• May be impatient with details and could resist or neglect planning
• Open to innovation and good at delegating tasks to staff	• May be easily bored and have trouble following schedules
• Will perform well when taking ideas and translating them into workable solutions	• Will contribute and respond positively to innovation, but may not be a leader of innovation
• Will excel at implementing the ideas and solutions of others	• Will have some difficulty implementing creative or extremely big-picture ideas

Job Risks - Tendencies that Could Undermine Performance Success

John Doe has the following potential risks that need to be managed:

- He will become moody, tense, and irritable when unable to achieve organisational goals. He will be prone to emotional outbursts and may display an observable negative attitude when requests are met with a "No" or when bad news surfaces. He may display extreme shifts in behaviour from hot to cold, and could become quickly disappointed when challenges arise.

- Mr. Doe likely seems content and unassuming and likely has low risks associated with over self-confidence.

- Mr. Doe
is usually perceived as clever, innovative, and unconventional. Under stress, his unique ways of expressing his views can lead to impractical decisions, and he may have difficulty selling his eccentric ideas. He may earn a reputation of big ideas with little implementation, and could frustrate others with his tendency to jump from idea to idea.

Organization Fit - Suitability for the Culture

Mr. Doe may prefer working alone and will be most comfortable when people solve their own problems. He may not like working in a team environment. Mr. Doe will not have a strong interest in positions that require leadership or that have a high degree of decision-making responsibility or autonomy. Mr. Doe prefers to balance analysis and action. He will make intuitive decisions when necessary, but will also want to have sufficient information to complete the analysis necessary to reach an informed decision.

Overall Candidate Recommendation

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

Low Fit	Moderate Low	Moderate	Moderate High	High
☐	◼	☐	☐	☐

Candidate Interview Style
The following suggests how John Doe **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 Mr. Doe. 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

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

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 Mr. Doe's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for

Adjustment

Can you tell me about a time you received feedback from a manager or colleague that you did not agree with. What did you do?

Notes:

Demonstrate that he/she can accept feedback from others.

Question Rating:		
Low	Moderate	High

Adjustment

Can you give me an example of a time that you became upset about an incident at work? What happened and what did you do?

Notes:

The ability to control temper and emotion.

Question Rating:		
Low	Moderate	High

Ambition

Tell me about a time that you had to defend or execute a team decision that you did not personally agree with. What were the results? How did you express your disagreement?

Notes:

Show that he/she could execute a team based decision which they didn't necessarily agree with. Demonstrate their willingness to be a team player.

Question Rating:		
Low	Moderate	High

Prudence

Tell me about a time when you didn't follow standard organisation procedure. What was the outcome?

Notes:

Demonstrate that he/she can follow standard process.

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 John Doe'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

Affiliation

Describe a situation where you had to act independently for the good of the organisation?

Ability to act independently when required.

Notes:

Question Rating:		
Low	Moderate	High

Affiliation

Can you give me an example of a time that working with others was vital to the success of a task or project? How did you work as part of a team, and what was you role?

Recognition of situations that demand teamwork and collaboration.

Notes:

Question Rating:		
Low	Moderate	High

Power

Describe a time when you put aside your own self interests and worked hard to deliver on team results. How did this lead to higher levels of job performance?

Look for signs that he/she was a good team player.

Notes:

Question Rating:		
Low	Moderate	High

Science

Give an example of a time when you had to make a decision with incomplete information.

Ability to make intuitive decisions even when additional data would be helpful.

Notes:

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:		
Notes:	Question Rating: Low Moderate High	
QUESTION:		
Notes:	Question Rating: Low Moderate High	
QUESTION:		
Notes:	Question Rating: Low Moderate High	
QUESTION:		
Notes:	Question Rating: Low Moderate High	
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 John Doe

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.
X 2= Moderate Low	
⎯ 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
⎯ 4= Moderate High	
⎯ 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.

John Doe's BASIS Employment Assessment Report is complete.