

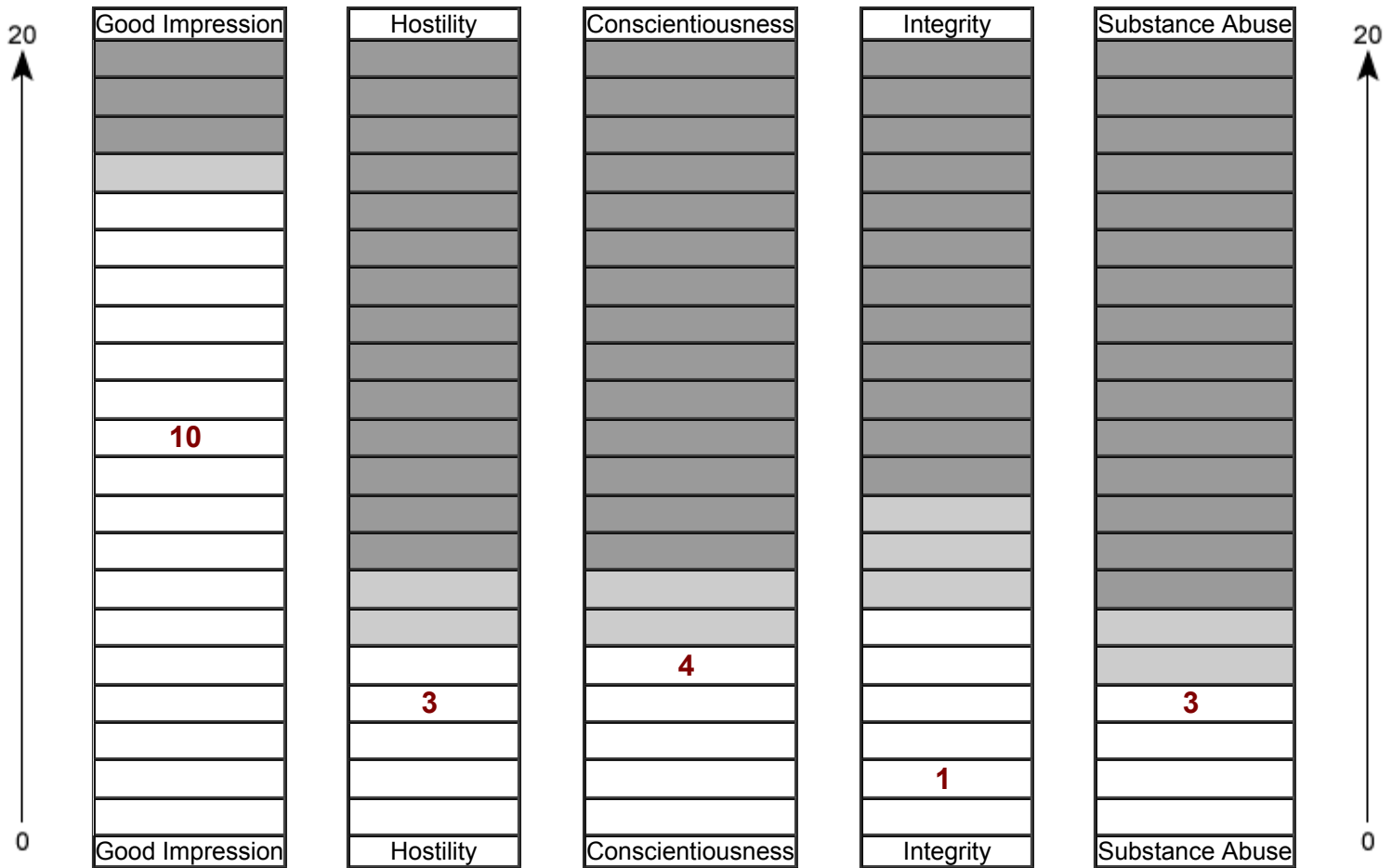


Overall Low Concern

Attitude Graphic

Color Key

Low Concerns Not likely to engage in counter-productive behavior.	Some Concern May engage in counter-productive behavior.	Serious Concern Likely to engage in counter-productive behavior.
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Attitude Behavioral Interview Questions

Hostility

Assessment Question: *I have never hit anybody in anger.*

Interview Question(s): How often have you just had to hit somebody because you were angry? Tell me about the last time this happened.

Assessment Question: *There are just too many rules at work.*

Interview Question(s): People are often bothered by excessive rules at work. How do you feel about such rules? Are you tempted to just ignore them? Or what? How do your co-workers react to these rules?

Assessment Question: *Not being able to control your temper is a sign of weakness.*

Interview Question(s): How often do you lose your temper at work? Does this cause you any problems? Do you think that it's important to try to control your temper?

Conscientiousness

Assessment Question: *If a co-worker stole something at work I would always report him or her.*

Interview Question(s): Who is responsible for monitoring theft on the job? Tell me about the last time a co-worker was involved in on-the-job theft. Were you involved? Were you tempted to turn them in?

Assessment Question: *Dressing neatly is a sign of respect for others.*

Interview Question(s): How do you feel about how you dress on the job? How do others dress? Do you ever feel that people ought to be more concerned about their appearance on the job?

Assessment Question: *People often find it hard to get much satisfaction from their job.*

Interview Question(s): How much satisfaction do you get from your job? What do you do to try to find satisfaction in your job? How widely shared is this view of work among your co-workers?

Assessment Question: *Work gets me pretty discouraged sometimes.*

Interview Question(s): It's often hard to be upbeat about your job. How often has this been true for you? How do you handle this? What are the consequences?

Integrity

Assessment Question: *Most people lie a little on employment applications.*

Interview Question(s): Would you give me an example of when you exaggerated or lied a bit on a job application? Has this ever happened again?

Substance Abuse

Assessment Question: *If I had been drinking at work, I would find it difficult to concentrate on my job.*

Interview Question(s): Can you tell me about how drinking at work affects your job? How often does that happen?

Assessment Question: *People who use an illegal drug should go to jail.*

Interview Question(s): How do you think illegal drug users ought to be treated? Have you ever used such drugs? How often have you seen such drugs used on the job? What have you done in such situations?

Assessment Question: *I wish none of my coworkers would drink on the job.*

Interview Question(s): How widespread is drinking at your job? Have you ever gotten involved? Are there any sanctions for drinking on the job?

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Date: 09/26/2011

Name: Cindy Smith
ID: 921861



Attitude Interpretive

Introduction

The Attitudes Assessment contains questions that can be completed in approximately 15 minutes or less. The information produced by this assessment is often used as an inexpensive way to determine whether or not the participant's self-admitted attitudes and work-related behaviors are likely to create concerns in the work place.

Participant results from this assessment are presented in 3 individual reports:

1) Attitudes Interpretive Report - shows the individual scales measured by this assessment along with interpretive information for each scale.

2) Attitudes Graphic Report - provides a one-page quick look at the participant's scores and the respective level of concern for each scale.

3) Attitudes Behavioral Interview Question Report - contains "follow-up" behavioral interview questions (except for the Good Impression scale) produced from the assessment items in which the participant has admitted to counter-productive behaviors or attitudes. These behavioral interview questions can be used in follow-up interviews.

You may choose to view and print any 1 or all 3 reports for each participant depending on your company's policies and procedures.

Attitude Interpretive

Good Impression

Participant's Good Impressions Score is **10**

Understanding Good Impression Scale

The Good Impression (GI) Scale measures an applicant's tendency to underreport counter-productive behaviors on the survey. Low scorers are open about acknowledging their normal faults and imperfections. High scorers deny normal shortcomings and exaggerate personal virtues, suggesting that their scores on the other scales may be artificially depressed (underreported) by their efforts to make a good impression. Scores on this scale are to be used to determine the degree of confidence that should be placed in the remainder of the report.

- **Scores of 16 and below** on the Good Impression Scale suggest that the applicant's answers were forthright and free from distortion and defensiveness. Applicants with GI scores in this range provide confidence that their scores are not artificially depressed or underreported.
- **Scores of 17** on the Good Impression Scale suggest that the applicant's answers may be somewhat distorted by defensiveness and a desire to give a "good impression." The applicant should be considered to have underreported, to some degree, troublesome behavior. A score of 17 should never be used to disqualify a candidate from consideration. Because most applicants want the jobs for which they apply, conscious or unconscious efforts to create a "good impression" may be present. It is the responsibility of each administrator to determine how much risk or distortion can be tolerated before declaring the report invalid.
- **Scores of 18 and above** on the Good Impression Scale suggest that the applicant's answers significantly underrepresent his or her potential for disruptive behavior in the workplace. There is little likelihood that any confidence can be placed in the accuracy of the applicant's reported scores. The report is not to be considered valid with GI scores in this range.

Hostility

Participant's Hostility Score is **3**

Concerns About Hostility

Low scorers handle their feelings well and are unlikely to be disruptive. High scorers can be aggressive,

hostile, disruptive, and have poor control of their anger.

- **Scores of 4 and below** on the Hostility Scale indicate that the applicant's responses give **little or no concern** that the applicant will exhibit aggressive behavior towards others on the job. The score suggests that the applicant handles hostile feelings well, keeps a level head, and is unlikely to be disruptive at work through anger or aggression.
 - **Scores of 5 to 6** on the Hostility Scale indicate that the applicant's responses raise **concerns** about the handling of anger and hostility. The applicant may be less than completely in control of anger and hostility at work. Areas of potential concern should be further explored using the behavioral interview question(s).
 - **Scores of 7 and above** on the Hostility Scale indicate that the applicant's responses raise **serious concerns** about the handling of anger and hostility. The applicant is likely to be hostile, be ready to anger, have poor self-control, and be disruptive at work.
-

Conscientiousness

Participant's **Conscientiousness** Score is **4**

Concerns About Conscientiousness

Low scorers are dependable, conscientious, and reliable. High scorers can be undependable, careless, lazy, and disorganized.

- **Scores of 4 and below** on the Conscientiousness Scale indicate that the applicant's responses give **little or no concern** in the area of dependability. The score suggests that the applicant will be conscientious, dependable, reliable, and organized at work.
 - **Scores of 5 to 6** on the Conscientiousness Scale indicate that the applicant's responses raise **concerns** about dependability. The applicant may be less than completely reliable, dependable, conscientious, or organized at work. Areas of potential concern should be further explored using the behavioral interview question(s).
 - **Scores of 7 and above** on the Conscientiousness Scale indicate that the applicant's responses raise **serious concerns** about dependability. The applicant is likely to be unreliable, undependable, lacking in conscientiousness, and/or disorganized at work.
-

Integrity

Participant's **Integrity** Score is **1**

Concerns About Integrity

Low scorers have no problem with workplace dishonesty. High scorers have the potential for dishonest behavior in the workplace.

- **Scores of 5 and below** on the Integrity Scale indicate that the applicant's responses raise **little or no concern** about dishonesty. The score suggests that the applicant is likely to be honest at work and is unlikely to cause problems at work in this area.
- **Scores of 6 to 8** on the Integrity Scale indicate that the applicant's responses raise **concerns** about the possibility of dishonesty in the workplace. The applicant might steal from an employer and may be too willing to condone such behavior by others at work. Areas of potential concern should be further explored using the behavioral interview question(s).
- **Scores of 9 and above** on the Integrity Scale indicate that the applicant's responses raise **serious concerns** about the potential for dishonesty at work. These concerns are especially important in a

work situation that presents opportunities for employee theft. The applicant is likely to be dishonest and condone dishonesty by others.

Substance Abuse

Participant's **Substance Abuse** Score is **3**

Concerns About Substance Abuse

Low scorers have no problems with alcohol and/or illegal drugs. High scorers report substantial use of alcohol and/or illegal drugs and may be disruptive.

- **Scores of 3 and below** on the Substance Abuse Scale indicate that the applicant's responses give **little or no concern** in the area of substance abuse. The score suggests that the applicant is unlikely to use alcohol or illegal drugs in the workplace and is unlikely to be disruptive at work because of substance abuse.
 - **Scores of 4 to 5** on the Substance Abuse Scale indicate that the applicant's responses raise **concerns** about the use of alcohol and illegal drugs in the workplace. The applicant might be a user of illegal drugs or alcohol at work and may be too willing to tolerate their use by others. Areas of potential concern should be further explored using the behavioral interview question(s).
 - **Scores of 6 and above** on the Substance Abuse Scale indicate that the applicant's responses raise **serious concerns** about his or her use of illegal drugs and alcohol at work. The applicant is likely to abuse illegal drugs and alcohol at work and condone their use by others.
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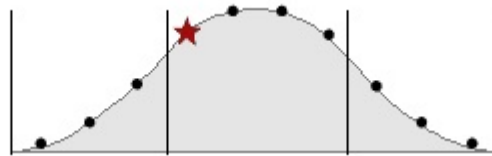
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Customer Service Summary

General Reasoning (Cognitive)

Slower Processing
Accepts Simple & Repetitive Work



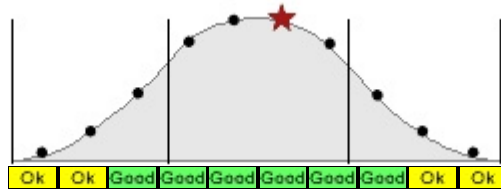
Faster Processing
Needs Intellectual Challenge

- Cindy acquires new information at an average rate of speed
- Customer Service roles that require moderate problem solving skills are best
- Environments where the product or service are very simplistic may not provide enough challenge to avoid boredom

Question: Give me an example of a difficult problem you solved for a customer. What was the situation?

Conscientious (Organization)

Carefree
Impulsive



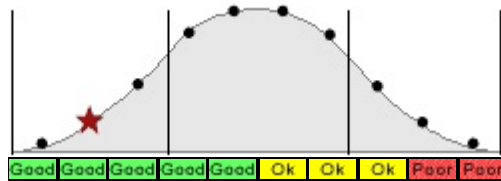
Detail Oriented
Dependable

- A good balance of planning and being able to react to customers
- Cindy will usually be thorough but at the same time be prepared for interruptions from customers

Question: Tell me about a time when you were helping a customer but someone else needed something urgently. What did you do?

Tough Minded

Cooperative
Agreeable



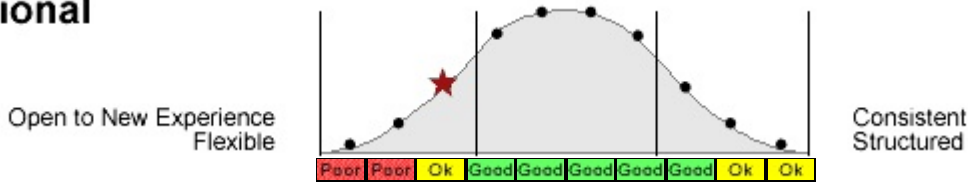
Direct
Determined

- Customers will likely view Cindy as very likeable and easy going
- Cindy will likely build rapport with customers quickly
- May have difficulty with up-selling efforts unless those efforts can be very low key and gentle
- Eagerness to cooperate and to make the customer happy may create unnecessary returns

or discounts

Question: Tell me about a time when a customer returned an order because it wasn't what they asked for and they were unhappy about it.

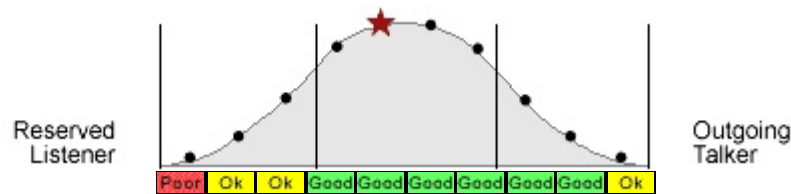
Conventional (Rules)



- Cindy may not consistently follow service policies and procedures tending to treat each customer somewhat differently
- Enjoys learning new things and new ways to solve customer's problems
- Better suited for environments that require creativity in the approach to customer issues

Question: Tell me how you have worked around a procedure when a customer had asked you to bend the rules.

Extroversion



- Usually will greet the customers in a friendly manner
- Has a good balance between talking and listening to the customer and their needs

Question: Describe a time when you had to continually greet customers in an upbeat manner. How did you stay enthusiastic?

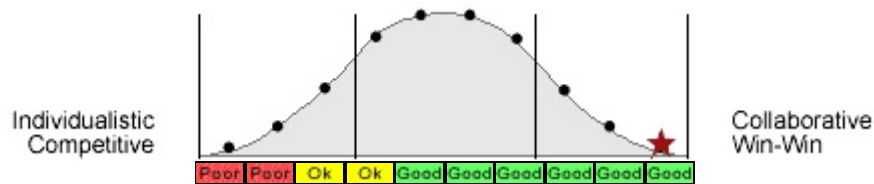
Stable



- Cindy is typically calm under pressure and able to handle difficult customers with poise
- Generally able to handle the stress that is inherent in providing Customer Service
- Customers may see Cindy's calm nature as a lack of sense of urgency
- Important to be clear with deadlines and objectives to avoid procrastination

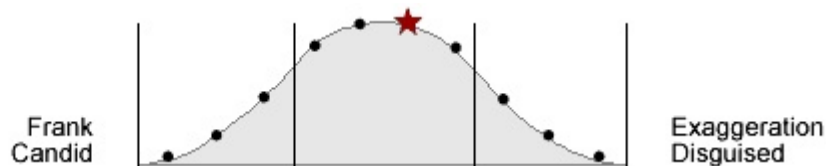
Question: Tell me about a time when you were able to keep your cool and as a result able to keep a customer from becoming angry.

Team



- Cindy tends to be loyal and interested in creating a win for the team
 - Prefers team rewards and is generally less motivated by individual recognition
 - May be quick to try and make other team members happy even when it is not warranted
- Question: Tell me about an instance when a customer was very pleased with your service and it made you stand out over the team. What was it like?

Good Impression (Social Desirability)



- Cindy has responded with a moderate level of exaggeration, but still within acceptable levels

Overall **93%**

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Date: 09/27/2011

Name: Cindy Smith
ID: 921861



Customer Service Interview Questions

General Reasoning

Question: Give me an example of a difficult problem you solved for a customer. What was the situation?

Question: How do you keep motivated to continue dealing with the same types of customer issues over and over again?

Question: Give me an example of a position that had many routine responsibilities. How did you handle that?

Conscientious

Question: Tell me about a time when you were helping a customer but someone else needed something urgently. What did you do?

Question: Give me an example of a purchase that a customer made but then they immediately changed their mind. How did you handle it?

Question: Give me an example of how you keep track of the details of a customer's request.

Tough Minded

Question: Give me an example of a time when a customer seemed to really like you and because of that, they became a great customer? What was the situation?

Question: Tell me about a situation when you were asked to talk a customer into buying something they didn't want. How did you handle it?

Question: Tell me about a time when a customer returned an order because it wasn't what they asked for and they were unhappy about it.

Conventional

Question: Give me an example of when a customer tried to return a product to you even though it was against store policy. What did you do?

Question: Tell me how you have worked around a procedure when a customer had asked you to bend the rules.

Question: Describe a time when you were praised for thinking of a creative way to solve a customer's problem.

Extroversion

Question: Describe a time when you had to continually greet customers in an upbeat manner. How did you stay enthusiastic?

Question: Give me an example of when you have lost a customer because you couldn't meet their needs.

Question: Tell me how you choose between what the customer wants versus what you would like to them to have.

Stable

Question: Give me an example of a time when you had to deal with a difficult customer.

Question: Tell me about a time when you were able to keep your cool and as a result able to keep a customer from becoming angry.

Question: Tell me about an important deadline that you missed. Did it create problems for you?

Team

Question: Tell me about an instance when a customer was very pleased with your service and it made you stand out over the team. What was it like?

Question: Have you ever let a coworker know you thought there was a better way to handle a customer. What did you say?

Question: Tell me about a time when you made a customer happy, but it was not in the best interest of your employer. What was the situation?

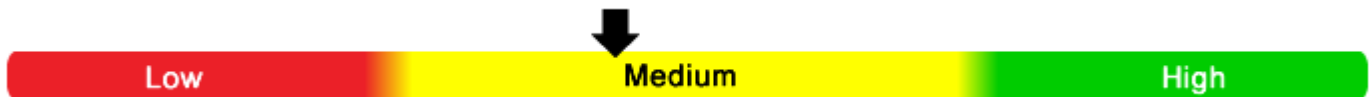
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Engagement Summary

Job Engagement

Average

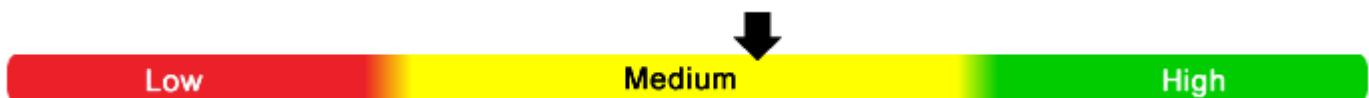


Cindy's responses to the assessment questions indicate an AVERAGE level of engagement with the work involved in doing the previous job. Cindy reports average level of job satisfaction, some pride in doing the previous job, and occasionally was able to maximize efforts in doing the job. Cindy's average level of job engagement indicates a reasonable fit with that previous job and a average degree of commitment to working. To determine how well Cindy would fit with the present job opening, the following questions should be asked:

- Cindy, tell me about your last job. What did you like about doing this job? Were there elements that you sometimes found frustrating? And how did you handle such frustrations?
- Cindy, tell me about the kinds of jobs that you have found less than satisfying. Did you ever hold such a job? What caused you to leave that job?

Employer Engagement

Average



Cindy's responses to the assessment questions indicate a AVERAGE level of engagement with the prior employer. Cindy reports having some commitment to working for this prior company, demonstrating some concern about its future success, and having a degree of confidence in the company's management. If this average level of employer engagement persists on the next job, it is likely that Cindy will become a satisfactory employee. This level of engagement with the prior employer may be a function of weak management, lack of a clear organizational strategy, or a variety of other valid reasons. Thus, understanding the underlying reasons for Cindy's negative attitudes toward the former employer is crucial. To investigate this matter, the following questions should be asked:

- Cindy, tell me about your previous boss and the company for which you worked. What you liked and disliked about how they went about doing business and how they treated their employees?
- Cindy, what specifically did they do that made you feel positive and other things that made you feel negative about this company? Were there also things that you liked about the way the company operated?

Summary

Cindy's responses to the assessment questions indicate that engagement on the previous job with the work itself and with the prior employer were average. This pattern of responses suggests a fair job fit between Cindy and the work involved as well as with the prior employer. Given Cindy's attitudes to both the job and the prior employer, it is quite possible that Cindy was an adequate resource in the prior job. Cindy can become an equally adequate employee on a new job if there is a similar good job fit and a fit between what Cindy expects from an employer and what your organization can provide.