



Confidential Report

for

Pat Sample

Thursday, September 27, 2008

**Excelsior Search Partners
Rochester, NY
585-785-8600**

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 Distortion Factor for this assessment is 8

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 INTERVIEWING REPORT

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

PART ONE

Quick Check – This section answers five questions about Mr. Sample:

1. What is his employment status?
2. When can Mr. Sample 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 I – Inconsistent Responses– Noted inconsistency between two or more responses

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

Quick Check

1. Mr. Sample is currently employed.
2. Mr. Sample is not sure when he is able to begin employment.
3. Mr. Sample is available to work full-time.
4. His most recent monthly salary was \$5,001 - \$7,000.
5. He supervised others at work more than one time.

Section I – 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 had a problem working for a supervisor? (Once)
- How would you describe the relationship you have with your supervisor in your current, or last, job? (Fair)

Section II – Employment Profile

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

- Mr. Sample reports that he was employed for 3-6 months in his most recent/current job.
Interview Question: Describe the relationship between your job satisfaction at your previous/current job and the amount of time you were employed there.
- Mr. Sample reports that the reason for his present job search was not covered by the options provided on the questionnaire.
Interview Question: What are the primary reasons you have for your present job search?
- Pat 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?
- Mr. Sample reports that he has never quit a job without giving notice.
Interview Question: What ethical considerations are you aware of concerning quitting a job without giving proper notice?

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- Mr. Sample states that he has had a problem working for a supervisor one time.
Interview Question: Describe the situation you had in the past concerning a problem with a supervisor.
- Mr. Sample states that he has had a problem with a co-worker more than one time.
Interview Question: Your past problems with co-workers could be easier for me to understand if you describe the common issues of the problems, if any. What tends to cause these problems, from your perspective?
- Mr. Sample reports that his primary motivation for changing jobs in the past has been better work assignments.
Interview Question: What does "better work assignments" mean to you? How have these been lacking where you worked in the past?
- Mr. Sample reports that he has given (or plans to give) more than two weeks notice before leaving his previous (or current) job.
Interview Question: Describe the situation involved when you gave more than two weeks notice at a previous job.
- Mr. Sample reports that the relationship with his current or last supervisor was fair.
Interview Question: If the relationship with your current or last supervisor was only fair, what prevented it from being better?
- Mr. Sample reports that he has never filed a medical claim when in good health.
No interview question provided.
- Mr. Sample reports that his performance was never rated by his supervisor.
Interview Question: Was the lack of a supervisor rating at your current or previous job a common situation? What other kinds of feedback or informal advice did you receive?

Termination

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

- Pat states that he is not really sure if he has been fired or quit a job to avoid being fired.
Interview Question: Have you ever been fired or quit a job to avoid being fired? Please briefly describe the situations pertaining to the incident(s).
- Mr. Sample reports that he has never been fired or quit to avoid being fired.
No interview question provided.

Section III – Theft

Theft of Money

- Mr. Sample reports that he has never taken (stolen) money from any of his employers.

Interview Question: What do you think about those who steal or “borrow” money from their employers?

Theft of Property

- Pat indicates that he has taken (stolen) equipment, material, parts, supplies, etc. from employers more than one time.

Interview Question: What consequences occurred after you took or stole equipment from your employers?

- Pat reports the estimated value of equipment, materials, parts, supplies, etc. he has taken from all the companies he has worked for to be less than \$100.

Interview Question: Did you ever receive any consequences for the property taken or stolen from your employers and were those consequences based on the value of the property?

- Mr. Sample reports that he took (stole) equipment, etc. from former employers more than three years ago.

Interview Question: With regard to the equipment, etc. that you say you took or stole from an employer more than three years ago, what consequences followed this act and what actions have you taken to improve your behavior?

- Pat states that the things he has taken (stolen) from any employer was not important enough to hurt their business.

Interview Question: How would you define “important” materials and property as it pertains to your statement that things you have taken from employers were not particularly significant? What sorts of things were these?

Theft of Data or Time

When reviewing this section of the survey with the applicant, this is an opportunity to share your company’s policy concerning the use of confidential computerized information, Internet usage and other computer-related issues.

- Mr. Sample reports that on more than one occasion, he had access to confidential computerized business information at work.

No interview question provided.

- Mr. Sample reports that he has never violated company policy concerning the use of confidential computerized business information.

No interview question provided.

- Mr. Sample reports that on more than one occasion, he had use of a company's computer to access the Internet.

No interview question provided.

- Pat states that he made personal use of a company's computer to access the Internet for reasons other than business more than one time.

Interview Question: *Has your usage of company time and computer access to browse the Internet for personal reasons ever created a conflict for you at work? If so, please tell me about it.*

- Pat reports that he has made personal use of a company's computer for personal email, chat sessions and/or newsgroups more than one time.

Interview Question: *How did your personal use of online communications tools (email, chat, newsgroups, etc.) while at work impact your performance and efficiency?*

- Mr. Sample reports that he last made personal use of company access to the Internet more than three years ago.

Interview Question: *What was the policy at the job(s) you held over three years ago concerning personal use of the Internet while at work?*

Section IV – Illegal Substance Abuse

Personal Use

- Mr. Sample reports that he has not used illegal drugs at the workplace within the past 3 years.

Interview Question: *What would you say are the primary concerns about illegal drug use in the workplace? Do you think that employer-sponsored therapeutic aid for on-the-job abusers (in order to maintain employment) is a good idea?*

- Mr. Sample reports that he does not currently use illegal drugs.

Interview Question: *What underlies the importance of putting an end to the use of illegal drugs in the workplace? What part should the non-drug-using employee play in maintaining a safe and efficient workplace?*

- Mr. Sample reports that within the last three years, he has not failed a drug test.

No interview question provided.

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- Mr. Sample reports that he would agree to submit to a drug test if it were company policy.

Interview Question: *How many drug tests have you taken at an employer's request and what results were derived?*

- Mr. Sample reports that he has never used illegal drugs at work.
No interview question provided.

Distribution

- Mr. Sample reports that he has never sold or given illegal drugs to co-workers.
No interview question provided.

Section V – Criminal Convictions

- Mr. Sample reports that in the last 5 years, he has not been convicted of any crime that has not been completely stricken by the court.
No interview question provided.

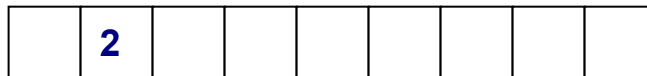
PART TWO APPLICANT'S ATTITUDES

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.

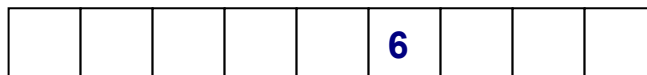
SECTION I – Attitude Scores

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



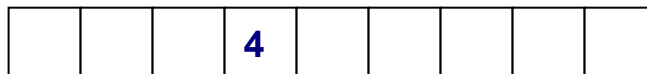
Pat expresses less concern than most regarding the right of a company to claim its property. He tends to rationalize excuses for stealing.

Substance Abuse – Attitudes toward substance abuse in the workplace.



His tendency appears to be to disapprove of drug use at work, but on occasion his tolerance for “trivial” violations may be expressed.

Reliability – Attitudes concerning following procedures, dealing with authority figures and working positively with others in the workplace.



In general, Pat appears capable of trusting the intentions of others. However, some situations may weaken this trust.

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

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A casual attitude is expressed by Pat concerning what others should expect of him at work.

Interview Questions

The following interview questions are presented for your consideration as you interview Mr. Sample. *Note that the “Critical Issue” statements are written to the interviewer and should not be asked of the applicant.*

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

Applicant's Response to: I have little sympathy for people who stick to their old ways when doing so results in their unhappiness. (Mr. Sample agrees)

Interview Questions:

- Why do you not have much sympathy for people who stick to their ways?
- What do you mean by “old ways?” Give me some examples.
- Why do you think they stick to their old ways?

Critical Issue: Is this positive (sense of independence) or negative (rebellion)?

Applicant's Response to: I prefer to do things my way without thinking about what others think. (Mr. Sample agrees)

Interview Questions:

- Give me a recent example of something you did your way without regard to what others thought? How did it turn out?
- Who were the “others”?

Critical Issue: Is the applicant going to have a problem following rules?

Applicant's Response to: If no one will really be hurt, it is okay to bend the rules. (Mr. Sample agrees)

Interview Questions:

- When is it okay to bend rules?
- What do you mean by “bend?”
- Does this apply to all rules?

Critical Issue: Can the applicant be trusted?

Applicant's Response to: It would bother me to stretch the truth a little. (Mr. Sample disagrees)

Interview Questions:

- What does "bother" mean (i.e. anger, resentment, etc.)?
- When is it okay to stretch the truth a little?
- What is the difference between lying and stretching the truth?
- Recent work related example, consequences.

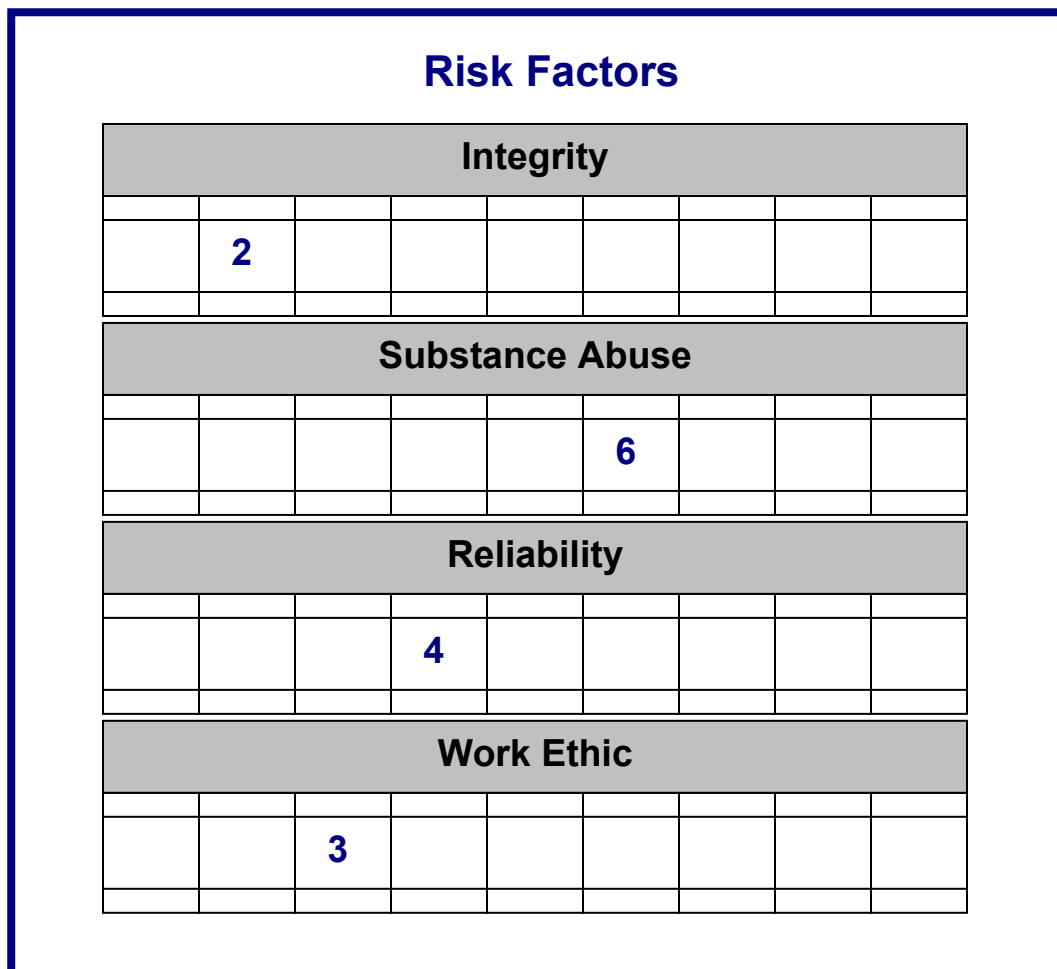
Critical Issue: A possible issue for Mr. Sample is his opinion about respecting the assets and property of others.

Interview Questions:

- What is your opinion about those who say borrowing something from the workplace is not the same as stealing it?
- What is the difference between "minor" and "major" theft from an employer? Should they be treated differently?
- What is the appropriate consequence for people who borrow minor things from their employers without permission?
- What would you do if you witnessed theft in the workplace?

SECTION II – SUMMARY GRAPH

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



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