



***Confidential Report***

***for***

**Russ Sample**

Monday, July 12, 2004

**The Payton Company  
512-342-8696  
[www.PaytonCo.com](http://www.PaytonCo.com)**

## **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 available to begin employment in two weeks.
3. Mr. Sample 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 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? (More than one time)
- How would you describe the relationship you have with your supervisor in your current, or last, job? (Good)

### 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 7-12 months in his most recent/current job.

*Interview Question: After working for less than a year at your previous/current employer, what motivated you to seek a new employer?*

- Mr. Sample reports that a preference for a better job was the reason for his present job search.

*Interview Question: Please elaborate further about your interest in finding a better job. What defines a “better job” for you?*

- 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?*

- Mr. Sample states that he has had a problem working for a supervisor more than one time.

**Interview Question:** Your past problems with supervisors 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 states that he is not really sure if he has had a problem with a co-worker.

**Interview Question:** Describe a few of the professional relationships you've shared with your co-workers. What part did you play in those successes or failures?

- Mr. Sample has not specified what his primary motivation for changing jobs in the past has been.

**Interview Question:** What has been your primary motivation for changing jobs in the past? What are you looking for now?

- Mr. Sample reports that he has given (or plans to give) two weeks notice before leaving his previous (or current) job.

**Interview Question:** What obligations and responsibilities do you think are relevant when an employee gives notice before leaving a job?

- Mr. Sample reports that the relationship with his current or last supervisor was good.

**Interview Question:** If the relationship with your current or last supervisor was good, what helped to create the success of that relationship?

- 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 rated as "very good" by his supervisor.

**Interview Question:** What goals would you set to maintain your supervisor's rating of "very good" in the future?

## Termination

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

- Mr. Sample reports that he has never been fired or quit to avoid being fired.

**Interview Question:** Can you attribute any specific personal qualities to the fact that you have never been fired (or had to quit to avoid being fired)?

## 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

- Mr. Sample reports that he has never taken (stolen) equipment, etc. from his employers.

**Interview Question:** *Would you say theft in the workplace happens often and why?*

- Mr. Sample reports that he has never taken property from his employers.

*No interview question provided.*

### 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.*

- Russ 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.*

- Russ 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?*

- Russ indicates the most recent time he made personal use of a company's computer to access the Internet was within the last 12 months.

**Interview Question:** *What was the policy at the job(s) you held over the last twelve months 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 is unsure of the frequency of his current use of illegal drugs.

**Interview Question:** *Your uncertainty concerning the frequency of your current use of illegal drugs deserves further clarification. Please explain.*

- Mr. Sample reports that within the last three years, he has not failed a drug test.  
*No interview question provided.*

- 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.*

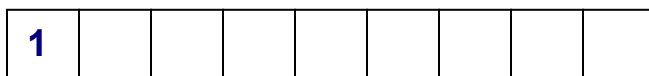
## PART TWO APPLICANT'S ATTITUDES

### 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.

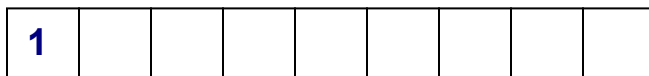
### SECTION I – Attitude Scores

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



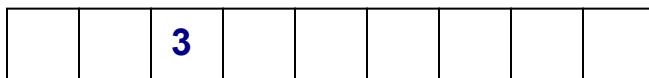
Russ expresses less concern than most regarding the right of a company to claim its property. He tends to rationalize excuses for stealing.

**Substance Abuse** – Attitudes toward substance abuse in the workplace.



When faced with issues concerning the abuse of illegal substances in the workplace, Russ often takes a rather tolerant position.

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



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

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

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Russ states that he is willing to adhere to what is expected of him at work, but it is apparent that his commitment is not boundless.

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

**Applicant's Response to:** Stealing equipment, supplies and merchandise from your company is not the same as stealing money. (Mr. Sample 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?

**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:** Can the applicant be trusted?

**Applicant's Response to:** I believe in the principle “crime doesn't pay”. (Mr. Sample disagrees)

#### Interview Questions:

- Give me an example when “crime does pay.”
- Any personal experience that supports your belief?

**Critical Issue:** A possible issue for Mr. Sample is his stance concerning illegal drug use on the job.

**Interview Questions:**

- Other than the drug user, who is most likely to be impacted by illegal drug use on-the-job? Explain.
- Where do you draw the line between tolerable on-the-job drug use and hazardous on-the-job drug abuse? Explain.
- Should you hold yourself to a higher level of accountability than your coworkers as far as on-the-job drug use is concerned? Explain.

## SECTION II – SUMMARY GRAPH

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

Risk Factors								
Integrity								
1								
Substance Abuse								
1								
Reliability								
		3						
Work Ethic								
			4					

## 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**