



Confidential Report

for

Deb R Sample

Tuesday, February 20, 2007

**Southard & Associates
2416 N. 26th St
Boise, ID 83702
208-409-1005**

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 9

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 Ms. Sample.

PART ONE

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

1. What is her employment status?
2. When can Ms. Sample start?
3. What days/hours is she available to work?
4. What is her most recent salary?
5. Has she supervised others at work?

Section I – Inconsistent Responses– Noted inconsistency between two or more responses

Section II – Employment Profile – Essential information regarding her 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. Ms. Sample is currently employed.
2. Ms. Sample is available to begin employment in two weeks.
3. Ms. Sample is available to work either full-time or part-time.
4. Her most recent monthly salary was \$5,001 - \$7,000.
5. She supervised others at work more than one time.

Section I – Inconsistent Responses

The following pairs of statements suggest an inconsistency in her 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)

- What has been your primary reason for wanting to change jobs? (Friendlier supervision)
- How would you describe the relationship you have with your supervisor in your current, or last, job? (Fair)

- Have you ever been fired or quit a job to avoid being fired? (No)
- When was the most recent time you were fired or quit to avoid being fired? (I can't remember for sure when it was)

- When was the most recent time you used any illegal drugs while at work? (Within the last 12 months)
- Indicate your current use of any illegal drugs. (I do not use illegal drugs)

- When was the most recent time you used any illegal drugs while at work? (Within the last 12 months)
- How many times have you used any illegal drugs while at work? (I have never used any illegal drugs while at work)

- Indicate your current use of any illegal drugs. (I do not use illegal drugs)
- The illegal drugs you have used at work were not enough to hurt your performance. (I agree)
- How many times have you taken (stolen) money from your employers? (I'm not really sure how many times)
- When was the most recent time you took (stole) money from any of your employers? (I have never taken (stolen) any money from any of my employers)
- How many times have you taken (stolen) money from your employers? (I'm not really sure how many times)
- You have taken money from your employer without anyone knowing it, but you always put it back later. (I have never taken (stolen) any money from any employer)
- How many times have you used any illegal drugs while at work? (I have never used any illegal drugs while at work)
- The illegal drugs you have used at work were not enough to hurt your performance. (I agree)

Section II – Employment Profile

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

- Ms. Sample reports that she was employed for 3-6 months in her 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.

- Ms. Sample reports that the reason for her 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?

- Ms. Sample reports that she 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?

- Ms. Sample states that she 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.

- Ms. Sample reports that she has never had a problem working with a co-worker.

Interview Question: What have you done in the past to maintain satisfactory relationships with your co-workers?

- Deb indicates that her primary reason for wanting to change jobs is for friendlier supervision.

Interview Question: What would you say motivates you to seek friendlier supervision in your next job?

- Ms. Sample reports that she has given (or plans to give) two weeks notice before leaving her previous (or current) job.

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

- Ms. Sample reports that the relationship with her 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?

- Ms. Sample reports that she has never filed a medical claim when in good health.
No interview question provided.

- Ms. Sample reports that her performance was rated as “acceptable” by her supervisor.

Interview Question: In light of the “acceptable” rating you received by your supervisor, what goals would you set to enhance your rating to “very good?”

Termination

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

- Ms. Sample reports that she 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)?

- Ms. Sample reports that she was fired or quit to avoid being fired but does not recall how long ago that was.

Interview Question: Please describe the events concerning the last time you were fired (or quit to avoid being fired). Are you sure you cannot recall how long ago that was?

Section III – Theft

Theft of Money

- Ms. Sample reports that she has never taken (stolen) money from any of her employers.

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

- Deb reports that she's not really sure how many times she has taken (stolen) money from employers.

Interview Question: *The fact that you stated that you are unsure if you ever took or stole money from your employers deserves further clarification. Please explain.*

Theft of Property

- Deb indicates that she has taken (stolen) equipment, material, parts, supplies, etc. from employers once.

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

- Deb reports the estimated value of equipment, materials, parts, supplies, etc. she has taken from all the companies she 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?*

- Deb indicates that she can't remember when it was that she took (stole) equipment, materials, parts, supplies, etc. from any employer.

Interview Question: *With regard to the equipment, etc. that you say you took or stole from an employer, what actions have you taken to improve your behavior? Do have any idea why the time since the incident is not so easy for you to recall?*

- Deb states that the things she 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.

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

No interview question provided.

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

No interview question provided.

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

No interview question provided.

- Deb states that she 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.*

- Ms. Sample reports that she has never utilized email, online chat sessions and/or newsgroups for personal reasons while at work.

No interview question provided.

- Deb indicates that she's not really sure when the last time was that she made personal use of a company's computer to access the Internet.

Interview Question: *What was the policy of your former employer concerning personal use of the Internet while at work?*

Section IV – Illegal Substance Abuse

Personal Use

- Ms. Sample indicates that the most recent time she used illegal drugs while at work was within the last 12 months.

Interview Question: *As a consequence, if any, of using illegal drugs at work, did you seek employer-sponsored therapeutic aid and if so, what has that done for you?*

- Ms. Sample reports that she 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?*

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

No interview question provided.

- Ms. Sample states that if asked to submit to a drug test according to company policy, she would comply only under certain circumstances.

Interview Question: *You state that you may not be willing to submit to a drug test if requested to do so by company policy, depending on the situation, so please explain your feelings about this; what objections do you have about this process?*

- Ms. Sample reports that she has never used illegal drugs at work.

No interview question provided.

- Ms. Sample reports that her use of illegal drugs at work did not hurt her performance.

Interview Question: *You have stated that your drug use at work did not hurt your performance. How do you know this?*

Distribution

- Ms. Sample reports that she is unsure how many times she has sold or given illegal drugs to co-workers.

Interview Question: *The fact that you stated that you are unsure if you ever sold illegal drugs to co-workers deserves further clarification. Please explain.*

- Ms. Sample states that she's not sure if the small amount of illegal drugs she sold or gave co-workers was not enough to hurt their performance.

Interview Question: *What kind of negative effects could drugs have on the performance of employees? How important to you are company policies concerning on-the-job drug use?*

- Ms. Sample reports that she's not sure when the most recent time was that she sold or gave any illegal drugs to co-workers.

Interview Question: *Regarding the distribution of drugs that you mentioned on the survey, however long ago it may have been, what steps have you taken to stop these activities at work?*

Section V – Criminal Convictions

- Ms. Sample reports that in the last 5 years, she has not been convicted of any crime that has not been completely stricken by the court.

No interview question provided.

PART TWO

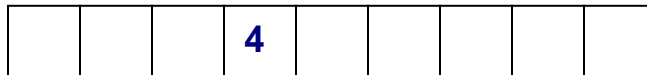
APPLICANT'S ATTITUDES

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.

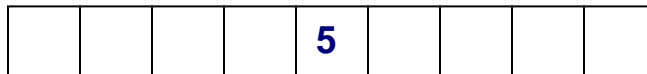
SECTION I – Attitude Scores

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



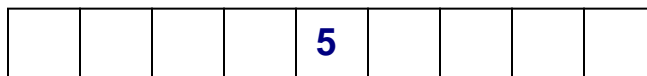
Generally respectful of a company's right to its property and assets, Deb nonetheless may possess some opinions in this area that tend to be rather vague.

Substance Abuse – Attitudes toward substance abuse in the workplace.



Her tendency appears to be to disapprove of drug use at work, but on occasion her tolerance for "trivial" violations may be expressed.

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



While Ms. Sample is generally trusting of others, accepting their intentions at face value, dubious claims and assertions may raise doubts for her.

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

				5				
--	--	--	--	---	--	--	--	--

It appears that Deb understands the value of a strong work ethic, but not to the exclusion of the other priorities in her personal life.

Interview Questions

The following interview questions are presented for your consideration as you interview Ms. 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 she 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. (Ms. 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. (Ms. 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 the applicant biased against any specific group of people?

Applicant's Response to: There are many things about people that really annoy me. (Ms. Sample agrees)

Interview Question:

- What annoys you most about people?

Critical Issue: Does the applicant possess a pessimistic attitude about people or is she merely being pragmatic?

Applicant's Response to: Most people act polite to cover up how they really feel. (Ms. Sample agrees)

Interview Questions:

- Why do you feel that most people act polite to cover up how they really feel?
- Can you give me an example of what you mean?
- Do you use politeness to cover up how you really feel?

Critical Issue: Can the applicant be trusted?

Applicant's Response to: It would bother me to stretch the truth a little. (Ms. 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.

SECTION II – SUMMARY GRAPH

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

Risk Factors								
Integrity								
			4					
Substance Abuse								
				5				
Reliability								
				5				
Work Ethic								
				5				

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 9