

## General Position for Testing


Bob Sample,

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Status: **Completed ERI - did not meet profile**

Scale	Likelihood of Reliable Behavior			
	Highest		Lowest	
	Zone 1	Zone 2	Zone 3	Zone 4
	A B	A B	A B	A B
A Scale - Freedom From Disruptive Alcohol and Illegal Drugs	3B			score is within follow-up questions required range
C Scale - Courtesy	2B			score is within preferred profile
E Scale - Emotional Maturity	2A			score is within preferred profile
F Scale - Conscientiousness	1B			score is within preferred profile
H Scale - Trustworthiness	2A			score is within preferred profile
Q Scale - Long Term Job Commitment	1B			score is within preferred profile
S Scale - Safe Job Performance	2A			score is within preferred profile

 range of preferred profile

 range of 'follow-up questions required'

### A Scale - Freedom From Disruptive Alcohol and Illegal Drugs

This scale assesses the likelihood that a candidate's work performance will be reliable, in that if the person uses alcohol or illegal drugs, his/her performance will not be disrupted by behaviors such as inattentiveness, unauthorized absence/lateness, failing to follow through on assignments, or other inappropriate work behaviors. It is important to emphasize that this scale does not assess the extent of prior or current alcohol or illegal drug use. Similarly, it is not designed to reveal, nor should it be used for the purpose of revealing, the existence, nature, or severity of a disability.

Score:3B

*score is within follow-up questions required range*

The candidate's score on this scale is poorer than 82% of job candidates. This suggests that if the candidate uses alcohol or illegal drugs, there is an above average likelihood that job performance may be disrupted by behaviors such as inattentiveness, unauthorized absence/lateness, failing to follow through on assignments, or other inappropriate work behaviors. For this reason, you should use the structured follow-up questions for the A scale during interviews and reference checks to further clarify this possibility. In general, candidates who get poorer scores on this scale tend to have the following personality characteristics: (1) Feeling ineffective in day to day interactions with others; (2) Pervasive denial of any kind of difficulties in coping with the demands of daily living; and (3) Pervasive denial of any kind of problems in controlling one's behavior. During interviews and reference checks you should ask additional questions which can help you determine whether or not these particular personality characteristics are present in this candidate. This represents an additional technique for clarifying/confirming the accuracy of the candidate's score on this scale.

### **C Scale - Courtesy**

This scale assesses the likelihood that a candidate's work performance will be reliable in that it will be characterized by a high level of courtesy and commitment to service.

Score:2B

*score is within preferred profile*

This is a good score. The candidate answered the questionnaire statements similarly to individuals whose work performance has been characterized by a high level of courtesy and customer service. The candidate's score on this scale is poorer than 46% of job candidates. This suggests that if the candidate will be interacting with customers/guests, there is a good likelihood that these interactions will be characterized by a high level of courtesy and customer service.

### **E Scale - Emotional Maturity**

This scale assesses the likelihood that a candidate's work performance will be reliable, in that it will be characterized by mature behavior, and that it will not be disrupted due to the presence of maladaptive personality traits such as irresponsibility, poor judgement, difficulty in working cooperatively with others, poor frustration tolerance, or poor impulse control. It is important to emphasize that this scale does not assess, nor should it be used to assess, for the presence of a mental or psychological impairment or disorder, or an applicant's general physical or psychological health.

Score:2A

*score is within preferred profile*

This is a good score. The candidate answered the questionnaire statements similarly to individuals whose work performance has not been disrupted by maladaptive personality traits such as irresponsibility, poor judgement, difficulty in working cooperatively with others, poor frustration tolerance, or poor impulse control. The candidate's score on this scale is better than 45% of job candidates. This suggests there is a relatively good likelihood that job performance will be characterized by a high level of emotional maturity.

### **F Scale - Conscientiousness**

This scale assesses the likelihood that a candidate will perform on the job in a conscientious manner, will follow rules and procedures, and will not be fired.

Score:1B

*score is within preferred profile*

This is an excellent score. The candidate answered the questionnaire statements similarly to individuals whose work performance has been characterized by a high level of conscientiousness and compliance with rules and procedures. The candidate's score on this scale is better than 67% of job candidates. This suggests there is a good likelihood that job performance will be characterized by a high level of conscientiousness and compliance with rules and procedures.

### **H Scale - Trustworthiness**

This scale assesses the likelihood that a candidate will perform on the job in a trustworthy manner.

Score:2A

*score is within preferred profile*

This is a reasonably good score. The candidate answered the questionnaire statements similarly to individuals whose work performance has been characterized by a reasonably good level of trustworthiness. The candidate's score on this scale is better than 66% of job candidates. This suggests there is a reasonably good likelihood that job performance will be characterized by an acceptable level of trustworthiness.

### **Q Scale - Long Term Job Commitment**

This scale assesses the likelihood that a candidate will make a long term commitment to the job and will not quit shortly after being hired.

Score:1B

*score is within preferred profile*

This is an excellent score. The candidate answered the questionnaire statements similarly to individuals whose work performance has been characterized by a high level of long-term job commitment. The candidate's score on this scale is better than 72% of job candidates. This suggests there is a good likelihood that job performance will be characterized by a high level of long-term job commitment.

### **S Scale - Safe Job Performance**

This scale assesses the likelihood that a candidate will perform on the job in a safe manner and will not have a significant on-the-job accident.

Score:2A

*score is within preferred profile*

This is a good score. The candidate answered the questionnaire statements similarly to individuals whose work performance has been characterized by a reasonably good level of safe job performance. The candidate's score on this scale is better than 54% of job candidates. This suggests there is a reasonably good likelihood that the candidate will perform on the job in a safe manner.

### **Interview Questions - A Scale**

1) Everybody has times when they feel like there is too much pressure at work. What kinds of situations can cause you to feel this way? 1a) How do you handle this kind of situation when it happens to you? Please give me a specific example. 2) When someone at work starts to criticize you, how do you handle the situation? 3) Everyone has times when they find it hard to get going in the morning. What kinds of things can make you feel that way? 4) What would you say are the things that cause you the most problems on the job? 5) When things don't go your way, how do you deal with the situation? Please give me an example of where this has happened at work, and how you dealt with it. 6) With what kinds of people do you have the most difficulty ?

### **Interview Questions - C Scale**

1) Just about everyone has times when customers/guests get to them. What kind of situations can cause you to feel this way? 1a) How do you (how would you) usually respond when this happens? 2) Eventually everyone runs into a customer/guest who keeps on complaining no matter what you do to help them. How do you (how would you) deal with situations like this when they occur? 3) The position you are applying for requires that you always be friendly and courteous to customers/guests. On the other hand, everybody has days when they are in a bad mood themselves. When you have a 'bad' day how do you (how would you) try to keep it from affecting your contacts with customers/guests? 4) How do you (how would you) deal with situations where a customer/guest is rude to you? 5) When there are lots of

customers/guests all asking for help at the same time, how do you (how would you) deal with the situation?

### **Interview Questions - E Scale**

1) Just about everyone has times when the pressure gets to them and they find it difficult to relax. What kind of situations can cause you to feel this way? 1a) What do you usually do when you feel this way? 2) Just about everyone has times when they feel unappreciated at work, and feel that others are treated better than they are. When this happens to you, how do you deal with it? 3) What kinds of things at work get you the most frustrated? 3a) When this happens, how do you deal with the situation? Please give me an example. 4) When things don't go your way, how do you deal with the situation? 4a) Please give me an example that typifies how you deal with this kind of situation.

### **Interview Questions - F Scale**

Begin the questions with a statement something like the following: 'It is not that unusual to have conflicts with your boss or supervisor from time to time. This is often due to things like a 'personality conflict' or having a difference of opinion with your boss or supervisor.' 1) Please tell me about a situation where this kind of thing has happened to you. 1a) What do you think caused the problem? 1b) How did you try to resolve things? If the applicant states that he/she has never had a conflict with a boss or supervisor, ask the following questions (You can also ask the same type of questions regarding the persons relationships with co-workers.) 2) What kinds of things do you think could cause you to have a conflict with your boss or supervisor? 3) If you ever did have a conflict with your boss or supervisor, how would you try to resolve it? 4) I would like to speak with the person who was your supervisor at one or two of your previous jobs. Is that okay with you? (If no, ask what are the reasons)

### **Interview Questions - H Scale**

Begin the questions with a statement something like the following: 'At some jobs employees take home materials or equipment that belong to their company, without permission. When this happens, the employees often feel that the company is big enough that it won't be hurt by losing a few things once in a while.' 1) Have you ever worked at a company where this happened? (If Yes, ask for details) 2) What do you think is the right thing to do if you see someone taking Company materials or equipment without permission? 3) Did you ever find yourself taking things home from work that belonged to the company, without permission? (If Yes, ask for details)

### **Interview Questions - Q Scale**

Begin the questions with a statement something like the following: 'It is quite common for people to leave one job and move on to a new one. The reasons for this differ from person to person.' 1) Could you please tell me why you are interested in changing jobs at this time? (Details) 2) I notice on your application that your previous job was with (Name of Company). What were your reasons for leaving that position? (Inquire as to the reasons for leaving each previous employer listed in the application, getting specific details.) 3) What is the most interesting/exciting job you have ever had? (Ask for details regarding who, where, when, and what made it so interesting) 4) What kind of personal challenges do you look for in a job? 5) I would like to speak with the person who was your supervisor at one or two of your previous jobs. Is that okay with you? (If no, ask what are the reasons)

### **Interview Questions - S Scale**

1) What do you do to keep yourself entertained, when things get boring on the job? (Ask for a specific example) 2) What kinds of things do you think could cause you to have a conflict with your supervisor or a co-worker? 3) If you ever did have a conflict with your supervisor or a co-worker, how would you try to resolve it? (Ask for a specific example) 4) How do you deal with situations at work when lots of things are going on at the same time? 5) Everyone has times when work pressure builds up and gets to be too much to handle. In the past, when this has happened to you, how did you try to deal with the situation? (Ask for specific details) 6) When things at work don't go your way, how do you deal with the situation? Please give me a specific example. 7) When you have deadlines to meet and you are short on time, how do you

try to handle the situation?

### **Follow Up Reference Questions - A Scale**

Begin by telling the reference the type of position for which the applicant is being considered. Then tell the reference: 'These are some of the characteristics which are important for the job for which Mr. / Ms. 'X' is applying. Do you know of any cause for concern with respect to each of the following characteristics?' Ability to consistently exercise sound judgement Ability to work under pressure Ability to follow through with job assignments on time Compliance with company policies and procedures Productive and conscientious job performance Could you please give me an example of his/her work performance that demonstrates any of these qualities?

### **Follow Up Reference Questions - C Scale**

If you have not already done so, begin by telling the reference the type of position for which the applicant is being considered. Then tell the reference: 'These are some of the characteristics which are important for the job for which Mr. / Ms. 'X' is applying. Do you know of any cause for concern with respect to each of the following characteristics?' Demonstrating courtesy, constant politeness, and a positive attitude toward customers/guests Presenting a genuine friendly and outgoing manner Initiating communication with customers/guests through greetings and cordial conversation Remaining courteous even during difficult confrontations with customers/guests Demonstrating an awareness of in-store/in-house activities and knowing the physical location of specific merchandise/public areas Providing a high level of service throughout the entire interaction with a customer/guest Could you please give me an example of his/her work performance that demonstrates any of these qualities?

### **Follow Up Reference Questions - E Scale**

If you have not already done so, begin by telling the reference the type of position for which the applicant is being considered. Then tell the reference: 'These are some of the characteristics which are important for the job for which Mr. / Ms. 'X' is applying. Do you know of any cause for concern with respect to each of the following characteristics?' Ability to work under pressure Ability to pay attention and keep his/her mind on the job Ability to consistently exercise sound judgement Ability to follow company policies and procedures Ability to follow through with job assignments on time Regular and prompt attendance on the job If Mr. / Ms. 'X' did not have problems with following through on job assignments and/or exercising sound judgement on the job, I would appreciate you telling me. Could you please give me an example of his/her work performance that demonstrates any of these qualities?

### **Follow Up Reference Questions - F Scale**

If you have not already done so, begin by telling the reference the type of position for which the applicant is being considered. Then tell the reference: 'These are some of the characteristics which are important for the job for which Mr. / Ms. 'X' is applying. Do you know of any cause for concern with respect to each of the following characteristics?' Ability to consistently exercise sound judgement Ability to follow company policies and procedures Ability to follow through with job assignments on time Regular and prompt attendance on the job Productive and conscientious job performance Could you please give me an example of his/her work performance that demonstrates any of these qualities? If Mr. / Ms. 'X' did not have problems with following through on job assignments and/or exercising sound judgement on the job, I would appreciate you telling me. Did Mr. / Ms. 'X' ever receive a warning or reprimand while employed by you? (Details)

### **Follow Up Reference Questions - H Scale**

If you have not already done so, begin by telling the reference the type of position for which the applicant is being considered. Then tell the reference: 'These are some of the characteristics which are important for the job for which Mr. / Ms. 'X' is applying. Do you know of any cause for concern with respect to each of the following characteristics?' Loyalty to the company Trustworthiness Ability to follow company policies and procedures Ability to follow

through with job assignments on time Productive and conscientious job performance Could you please give me an example of his/her work performance that demonstrates any of these qualities? Do you know of any situation that would be a cause for concern with Mr. / Ms. 'X', regarding trustworthiness on the job? (Details) If trustworthiness was not a problem with Mr. / Ms. 'X', I would appreciate your telling me.

### **Follow Up Reference Questions - Q Scale**

If you have not already done so, begin by telling the reference the type of position for which the applicant is being considered. Then tell the reference: 'These are some of the characteristics which are important for the job for which Mr. / Ms. 'X' is applying. Do you know of any cause for concern with respect to each of the following characteristics?' Ability to consistently exercise sound judgement Ability to follow company policies and procedures Ability to follow through with job assignments on time Regular and prompt attendance on the job Productive and conscientious job performance Could you please give me an example of his/her work performance that demonstrates any of these qualities? If poor job performance and poor productivity were not a problem with Mr. / Ms. 'X', I would appreciate your telling me. (Details) Did Mr. / Ms. 'X' ever receive a warning or reprimand while employed by you? (Details) Under what conditions did Mr. / Ms. 'X' leave your company? (Details)

### **Follow Up Reference Questions - S Scale**

If you have not already done so, begin by telling the reference the type of position for which the applicant is being considered. Then tell the reference: 'These are some of the characteristics which are important for the job for which Mr. / Ms. 'X' is applying. Do you know of any cause for concern with respect to each of the following characteristics?' Ability to work under pressure Ability to pay attention and concentrate on the job Ability to consistently exercise sound judgement Not becoming bored easily on the job Ability to follow through with job assignments on time Ability to follow company policies and procedures Regular and prompt attendance on the job Could you please give me an example of his/her work performance that demonstrates any of these qualities?

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