



*Confidential Report*

*for*

**THOMAS TROUBLE**

***DECISION POINT LLC***

**415 Silas Deane Highway**

**Suite 100**

**Wethersfield, CT 06109**

**860-563-5759**

## **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 predicting any associating behavior. Please consult the User's Guide for additional instruction on using these results.

The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candor.

The Distortion Scale score on this assessment is **9**

## THE INTERVIEWING REPORT

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

### PART ONE

**Section I – Quick Check** – This section answers five questions about Mr. TROUBLE:

1. His employment status
2. When can Mr. TROUBLE 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 II – Employment Profile** – Essential information regarding his employment history.

**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** on Integrity, Substance Abuse, Reliability, and Work Ethic along with descriptions of the factors being measured.

**Section II – Graph** - A visual summary of the applicant's results.

### PART THREE

**Structured Interview Questions** - This part of the SOS II report provides the interviewer with a series of follow-up questions related to specific issues raised by the applicant's responses.

## PART I

### Section I – Quick Check

1. Mr. TROUBLE is not currently employed.
2. Mr. TROUBLE is not sure when he is able to begin employment.
3. Mr. TROUBLE is available to work either full-time or part-time.
4. His most recent monthly salary was \$3,501 - \$5,000.
5. He supervised others at work only one time.

### Section II – Employment Profile

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

Mr. TROUBLE reports that he left or is planning to leave his last job because he had a problem with a supervisor.

**Interview Question:** *Describe for me the details involved with your supervisor conflict in your most recent job.*

Mr. TROUBLE states that he has worked here before.

**Interview Question:** *What work have you done with us before, and what impressions do you have of that experience?*

THOMAS reports working here for 0-2 months.

**Interview Question:** *Your time with us was rather short term; what would you say provoked your early departure?*

THOMAS states that he left here because he was fired.

**Interview Question:** *Describe for me the details involved with your being fired from this company before.*

Mr. TROUBLE indicates quitting a job without giving notice one time.

**Interview Question:** *What motivated you to quit your job in the past?*

Mr. TROUBLE is not really sure what type work he prefers.

**Interview Question:** *If you are not sure what type of job you want, what would you NOT want to do? Also, why do you think you are unsure about the work you'd like to do?*

THOMAS indicates that his 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?*

Mr. TROUBLE reports that he would describe the relationship with his current or last supervisor as not so good.

***Interview Question:*** Describe for me what is "not so good" about your relationship with your current/former supervisor.

Mr. TROUBLE indicates that he was fired or about to be fired because of a problem with a supervisor.

***Interview Question:*** Describe the problem(s) with a supervisor(s) that resulted in your being fired. What goals have you set for improvement?

THOMAS reports that his current or last supervisor would rate his overall job performance as unacceptable.

***Interview Question:*** What may have caused your supervisor to rate your overall job performance as unacceptable? What portion, if not all, of this rating is justified in your opinion, and what goals do you have for improvement?

Mr. TROUBLE states that if asked to submit to a drug test according to company policy, he 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 and what exceptions are relevant?

THOMAS 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?

### **Termination**

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

THOMAS states that he left here because he was fired.

THOMAS reports that the most recent time he was fired or quit to avoid being fired was between 1 and 3 years ago.

### **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 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? (Between 1 to 3 years ago)

Why did you leave? (Got fired)

Have you ever been fired or quit a job to avoid being fired? (No)

Why did you leave your most recent job or plan to leave your current job? (Problem with a supervisor)

Have you ever had a problem working for a supervisor? (No)

Have you ever had a problem working for a supervisor? (No)

What has been your primary reason for wanting to change jobs? (Friendlier supervision)

### **Evasive Answers**

The following responses suggest that Mr. TROUBLE did not wish to share the requested information.

Mr. TROUBLE states that he is not really sure if he has had a problem with a co-worker.

Mr. TROUBLE states that if asked to submit to a drug test according to company policy, he would comply only under certain circumstances.

Mr. TROUBLE indicates that he's not sure if he is on parole or court mandated probation.

### **Section III – Theft**

#### **Theft of Money**

Mr. TROUBLE states that he has taken (stolen) less than \$100 from any of his employers.

THOMAS reports that he has taken (stolen) money from employers once.

Mr. TROUBLE states that the most recent time he took (stole) money from any employer was between 1 and 3 years ago.

Even though he always puts it back later, Mr. TROUBLE reports that he has taken money from an employer without anyone knowing it once.

THOMAS reports that the crime he was convicted of involved theft.

### **Theft of Property**

THOMAS indicates that he is not sure how many times he has taken (stolen) equipment, material, parts, supplies, etc. from employers.

THOMAS reports that he is unsure of the total value of equipment, materials, parts, supplies, etc. he has taken from all the companies he has worked for.

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

THOMAS reports that the crime he was convicted of involved theft.

THOMAS states that he is not sure whether the things he has taken (stolen) from any employer was enough to hurt their business.

### **Theft of Data or Time**

Mr. TROUBLE states that he has done something with confidential computerized information that was clearly in violation of company policy within the past 12 months.

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

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

THOMAS indicates the most recent time he made personal use of a company's computer for personal email, chat sessions, and/or newsgroups was within the last 12 months.

## **Section IV – Illegal Substance Abuse**

### **Personal Use**

Mr. TROUBLE indicates that the most recent time he used illegal drugs while at work was between 1 and 3 years ago.

THOMAS indicates that he currently uses illegal drugs once or twice a month.

Mr. TROUBLE reports that he has used illegal drugs while at work once.

### **Distribution**

None reported.

**Section V – Criminal Convictions**

THOMAS states that he has been convicted of, or plead guilty to a crime once in the last five years that has not been completely stricken by the court.



## PART II

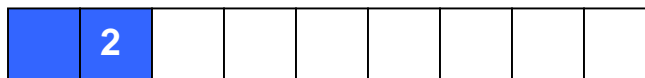
### APPLICANT'S ATTITUDES

#### 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. This is followed by a sampling of the applicant's responses that relate to that Attitude.

#### SECTION I – Attitude Scores

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



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

#### The following responses made by Mr. TROUBLE relate to Integrity:

Mr. TROUBLE **agrees** that taking something from your company with the good intention of paying for it later is not the same as stealing.

Mr. TROUBLE **agrees** that there are some circumstances that justify taking money or merchandise without permission from your employer.

Mr. TROUBLE **strongly agrees** that it is only fair to steal from your employer to make up for low wages.

Mr. TROUBLE **agrees** that stealing equipment, supplies and merchandise from your company is not the same as stealing money.

Mr. TROUBLE **disagrees** with the idea that there is never a good reason to steal anything from your company.

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



He states often that self-control is necessary concerning drugs in the workplace, but his attitude is also somewhat tolerant at other times.

**The following responses made by Mr. TROUBLE relate to Substance Abuse:**

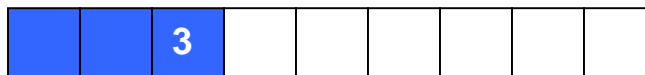
Mr. TROUBLE **agrees** that selling illegal drugs to your co-workers is okay as long as they can afford to buy them.

Mr. TROUBLE **agrees** that there is nothing wrong with using illegal drugs on the job if it helps you to relax and do a better job.

Mr. TROUBLE is **uncertain** if it is okay to use illegal drugs on the job as long as it doesn't cause safety problems.

Mr. TROUBLE is **uncertain** if there is never a good reason to use illegal drugs while at work.

**Reliability** – (Attitudes toward tardiness and personal dependability deemed acceptable in the workplace.)



Mr. TROUBLE does not typically express a willingness to trust the intentions of others or conform to the authority of his supervisors. Further questions in person may be necessary to find out why.

**The following responses made by Mr. TROUBLE relate to Reliability:**

Mr. TROUBLE **disagrees** with the idea that most people try to do the right thing when given a chance.

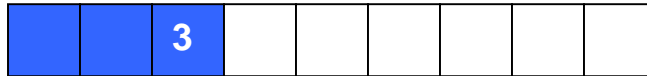
Mr. TROUBLE **strongly agrees** that most employees get raises and promotions by working hard.

Mr. TROUBLE **agrees** that one can be both honest and successful.

Mr. TROUBLE is **uncertain** if it's best not to trust anyone in a work situation.

Mr. TROUBLE is **uncertain** about taking advantage of others before they take advantage of him.

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



While it is possible that the nature of his previous work environments may have accepted a lax attitude concerning his work ethic, it is nonetheless evident that THOMAS is quite laidback about the details of getting work accomplished.

**The following responses made by Mr. TROUBLE relate to Work Ethic:**

Mr. TROUBLE **agrees** that it is okay to get around rules, as long as you don't actually break them.

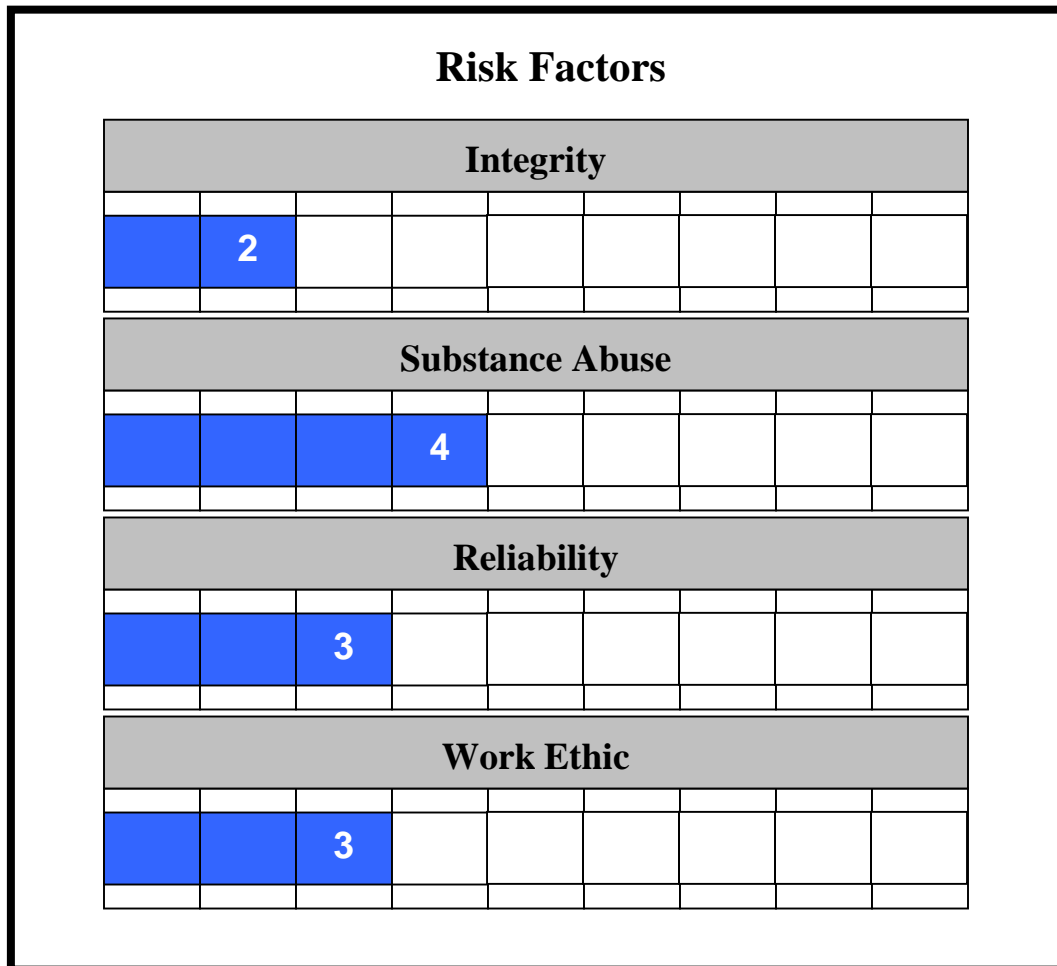
Mr. TROUBLE **strongly agrees** that it is okay to bend the rules if no one will really be hurt.

Mr. TROUBLE is **uncertain** if it would bother him to receive credit for something that he did not deserve.

Mr. TROUBLE is **uncertain** if it would bother him to stretch the truth a little.

### SUMMARY GRAPH

The following scores for Mr. TROUBLE 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**

### **PART III**

## **Structured Interview Questions**

Some of the applicant's responses may suggest further inquiry during the interview. Part III was developed as a tool to help you probe and evaluate these responses. The number for each question is shown in parentheses.

**Note that the "Critical Issue" statements are written to the interviewer and should not be asked of the applicant.**

**Critical Issue:** Is the applicant referring to himself?

**Applicant's Response: (1)** Most people try to do the right thing when given a chance. (Mr. TROUBLE disagrees)

**Interview Questions:**

Why do you believe that most people will not do the right thing when given a chance?  
Can you give a specific example that supports this belief?

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

**Applicant's Response: (3)** I believe I should overlook other people's faults and make an effort to get along with everyone. (Mr. TROUBLE disagrees)

**Interview Questions:**

Why do you believe you should not overlook other people's faults and make efforts to get along with everyone?  
Any particular faults?  
Any specific individual or group of people?

**Critical Issue:** Is the applicant justified for feeling this way?

**Applicant's Response: (4)** So little of what I do is really appreciated by others. (Mr. TROUBLE agrees)

**Interview Questions:**

Why do you feel that you're not appreciated by others? Can you give a specific example? Is this one time or is this repetitive?  
What do you mean by "appreciated"?

**Critical Issue:** Is the applicant biased against any specific group of people?

**Applicant's Response: (8)** There are many things about people that really annoy me. (Mr. TROUBLE agrees)

**Interview Question:**

What annoys you most about people?

**Critical Issue:** Is the applicant's reason for not always telling the truth reasonable and justified?

**Applicant's Response: (9)** Everyone should be expected to always tell the truth. (Mr. TROUBLE disagrees)

**Interview Questions:**

When is it okay to not always tell the truth? Give a specific example.

Under what circumstances, if any, should you always tell the truth?

Under what circumstances, if any, should you never tell the truth?

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

**Applicant's Response: (17)** I prefer to do things my way without thinking about what others think. (Mr. TROUBLE agrees)

**Interview Questions:**

Give me a recent example of something you did your way without regard to what others thought? How did it turnout?

Who were the "others"?

**Critical Issue:** Is the applicant going to follow rules?

**Applicant's Response: (18)** It is okay to get around rules, as long as you don't actually break them. (Mr. TROUBLE agrees)

**Interview Questions:**

When is it okay to get around rules?

Work related example, what was the rule? How did you get around it? What was the outcome?

When is it not okay to get around the rules?

What is the difference between getting around vs. breaking rules?

**Critical Issue:** Can the applicant be trusted?

**Applicant's Response: (48)** I believe in the principle "crime doesn't pay". (Mr. TROUBLE disagrees)

**Interview Questions:**

Give me an example when "crime does pay".

Any personal experience that supports your belief?

**Critical Issue:** Can the applicant be counted on to tell the truth?

**Applicant's Response: (21)** Most people will lie in order to get ahead. (Mr. TROUBLE agrees)

**Interview Questions:**

Recent work-related example, consequences.

Is it okay to lie? Under what circumstances?

**Critical Issue:** Is this tendency going to cause work related problems?

**Applicant's Response: (23)** It takes a lot to make me angry. (Mr. TROUBLE disagrees)

**Interview Questions:**

- Key words, "a lot", "angry".
- How much is "a lot"? How short is the fuse?
- Recent example, experience, consequences.
- How is anger expressed, how strong is the reaction?

**Critical Issue:** Is the applicant blatantly distrustful or capable of excessive untruthfulness?

**Applicant's Response: (25)** Most people are honest and can be trusted. (Mr. TROUBLE disagrees)

**Interview Questions:**

- Why do you believe that most people are dishonest and can not be trusted?
- Personal experience.

**Critical Issue:** Does the applicant have a serious problem following rules?

**Applicant's Response: (27)** Most companies have too many rules. (Mr. TROUBLE agrees)

**Interview Questions:**

- Key words, "too many rules".
- How many is "too many"?

**Critical Issue:** Could this cause serious problems with the other employees?

**Applicant's Response: (28)** I prefer to stay out of heated arguments. (Mr. TROUBLE disagrees)

**Interview Questions:**

- Why do you like heated arguments?
- Any recent examples?
- Who was it with?
- What was the topic? What was the outcome?

**Critical Issue:** Is the applicant going to have a problem accepting supervision?

**Applicant's Response: (29)** Most supervisors care little about the people working under them. (Mr. TROUBLE agrees)

**Interview Questions:**

- Why do you feel that most supervisors care little about the people working under them?
- Any personal experience that supports this feeling?
- How many such experiences?

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

**Applicant's Response: (35)** If no one will really be hurt, it is okay to bend the rules. (Mr. TROUBLE agrees)

**Interview Questions:**

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