

THE SCIENCE OF PERSONALITY



The Selection Series

BASIS | REPORT

HOGAN
ASSESSMENT SYSTEMS

BASIS ® Employment Assessment Report

Job Title:

Accounting_Finance- Sole

Report For:

John Doe

ID #:

BB742990

Date:

November 15, 2007



The Science of Personality™

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INTRODUCTION

This is the Pre-Employment Assessment Report for John Doe. It is divided into different sections, and they are described below.

SECTION I - GRAPHIC REPORT

Hogan Personality Inventory (HPI) Graphic Report

This section provides a graphic report of the candidate's results on the Hogan Personality Inventory (HPI). The HPI evaluates people on seven well-known characteristics that influence occupational success.

Hogan Development Survey (HDS) Graphic Report

This section provides a graphic report for the candidate's results on the Hogan Development Survey (HDS). The HDS identifies 11 potentially derailing characteristics that can cause an otherwise effective individual to struggle in their career.

Motives, Values, Preferences Inventory (MVPI) Graphic Report

This section provides a graphic report of the candidate's results on the Motives, Values, and Preferences Inventory (MVPI). The MVPI evaluates individual fit within a corporate culture; it indicates the kind of jobs, work, and environments people will find most satisfying.

SECTION II - SUMMARY OF ASSESSMENT RESULTS

Employment Fit

This section reviews the candidate's results, focusing on general characteristics relevant to that person's success in most work environments. The review covers the candidate's reaction to stressful situations, how the candidate will manage the assignments associated with a job, and how the candidate will approach learning in a new job.

Job Fit

This section reviews the candidate's assessment results in terms of fit with a particular job. Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

Job Risks

This section provides an overview of results from the Hogan Development Survey (HDS) which indicate risk factors that can impede performance effectiveness if not managed.

Organization Fit

This section reviews the candidate's results in terms of fit within a particular organization. The culture of every organization is different, and just because a candidate fits with a specific job, does not mean that he/she will fit within the organization. This report has been customized to provide information regarding the fit of a candidate to the organization's culture.

Candidate Fit Recommendation

This section provides an overall recommendation regarding the candidate's degree of fit within the job at your organization. This recommendation is based on the assessment data.

Candidate Interview Style

This section summarizes the candidate's interview style. Interview style can impact the evaluation of a candidate's fit for the position. This section indicates what to expect from a candidate in order to minimize the impact of interviewing skills.

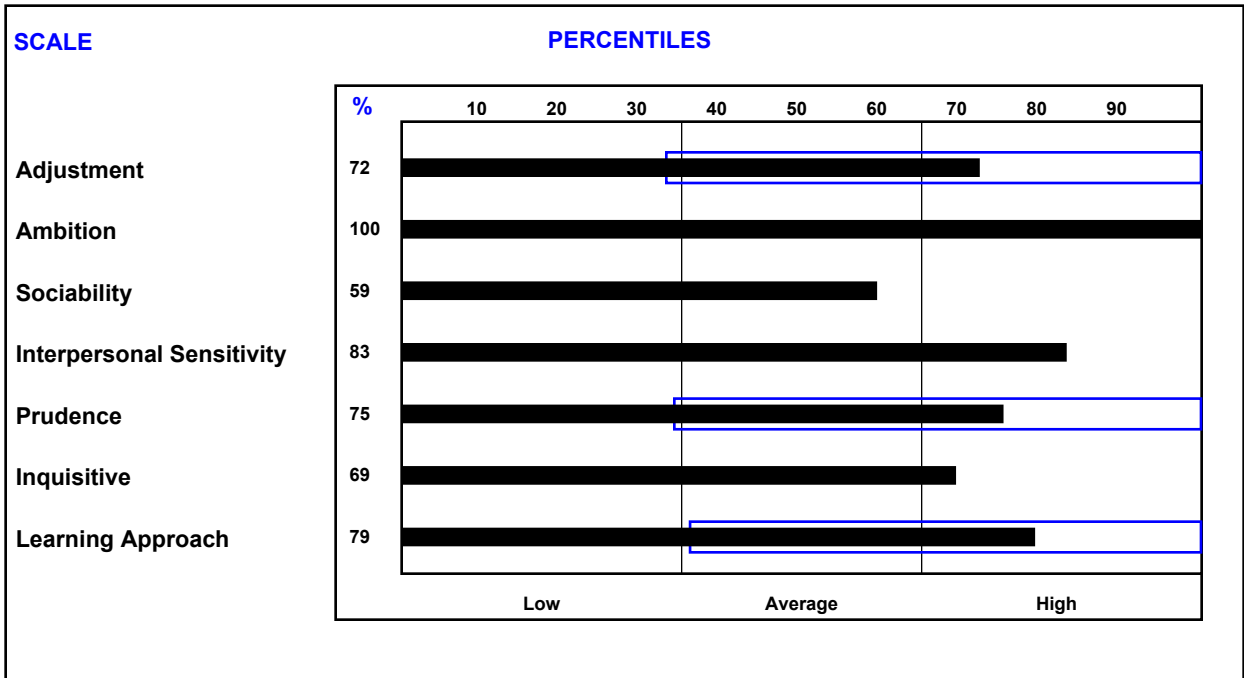
SECTION III - STRUCTURED INTERVIEW GUIDE

This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide also provides a systematic method for making a hiring decision using a combination of the assessment and the interview results.

SECTION IV – OVERALL EVALUATION OF CANDIDATE

This section provides a way in which to combine the candidate's assessment and interview results into an overall evaluation. From this, you will be able to make a more informed hiring decision.

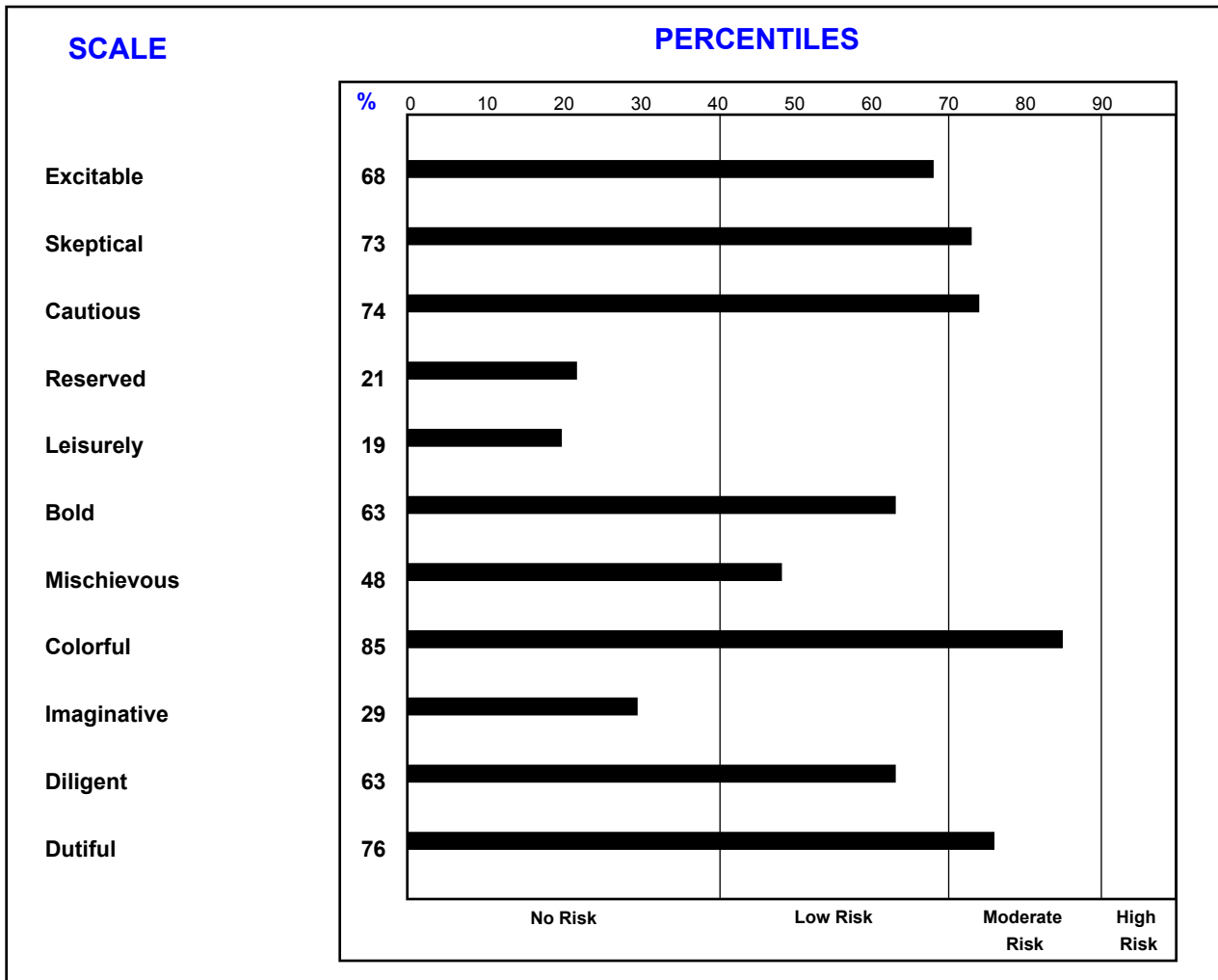
Section I - Graphic Report - Hogan Personality Inventory



NOTES: = Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

- Adjustment** Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
- Ambition** Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement.
- Sociability** Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
- Interpersonal Sensitivity** Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
- Prudence** Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
- Inquisitive** Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.
- Learning Approach** Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.

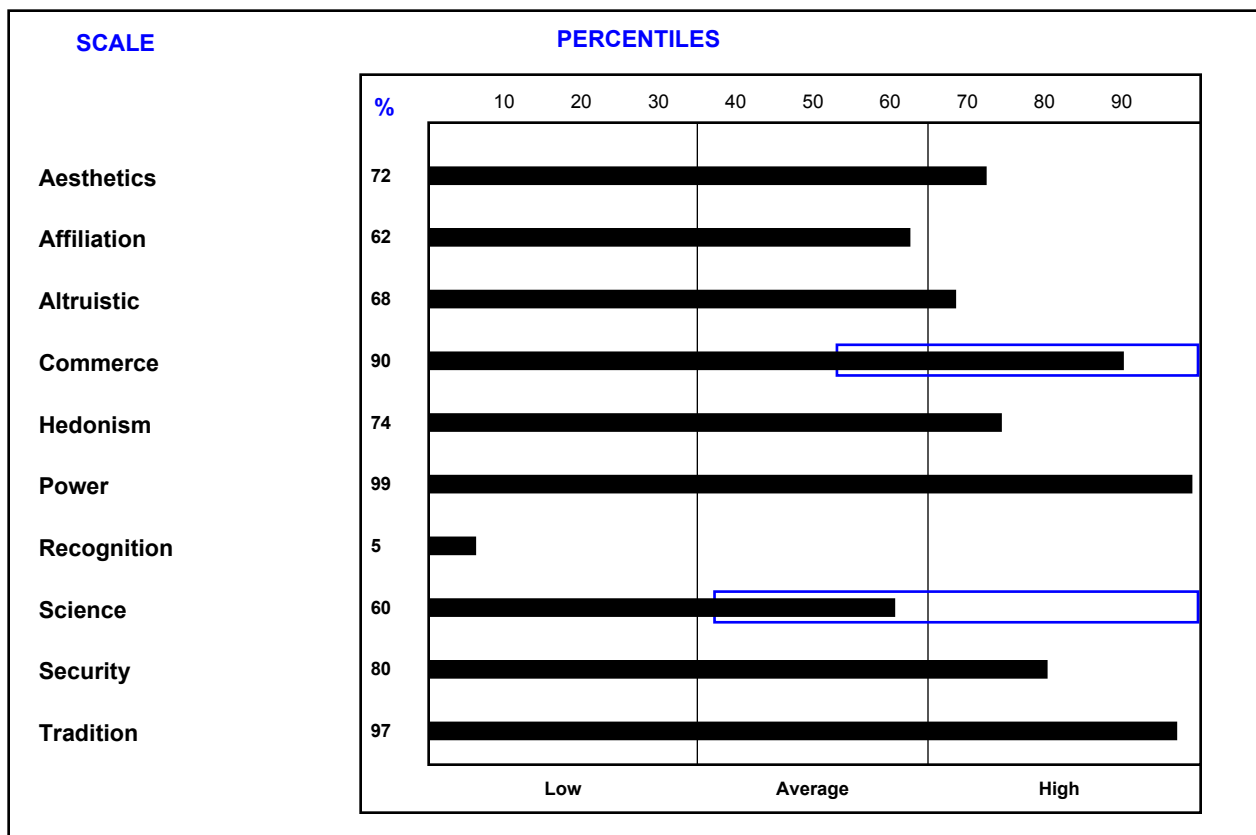
Section I - Graphic Report - Hogan Development Survey



NOTES: = Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

- | | |
|--------------------|---|
| Excitable | Behavior ranging from emotional calmness to emotional explosiveness. |
| Skeptical | Behavior ranging from trusting others to believing others usually attempt to deceive. |
| Cautious | Behavior ranging from flexibility to a cautious reluctance to try new things. |
| Reserved | Behavior ranging from caring about others to a lack of concern about other people. |
| Leisurely | Behavior ranging from cooperative and coachable to stubborn, irritable, and hard to coach. |
| Bold | Behavior ranging from modesty to assertive self-promotion and inflated views of one's value. |
| Mischievous | Behavior ranging from unassertive and responsible to impulsive and willing to test the limits. |
| Colorful | Behavior ranging from quiet self-restraint to dramatic and entertaining self-expression. |
| Imaginative | Behavior ranging from levelheaded and sensible to imaginative, unusual, and unpredictable. |
| Diligent | Behavior ranging from relaxed and tolerant to detail-oriented, picky, and overly-conscientious. |
| Dutiful | Behavior ranging from independent to overly conforming and eager to please others. |

Section I - Graphic Report - Motives, Values, Preferences Inventory



NOTES: = Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

Aesthetics	Concerns quality, and a lifestyle organized around art, music, and fashion.
Affiliation	Concerns a desire for social contact, and a lifestyle organized around socializing and reaching out to others.
Altruistic	Concerns a need to help others, and a lifestyle organized around coaching, teaching, and improving the lives of the less fortunate.
Commerce	Concerns an interest in financial issues, and a lifestyle organized around salary increases and financial planning.
Hedonism	Concerns the pursuit of fun, variety, and pleasure, and a lifestyle organized around eating, drinking, traveling, and entertaining.
Power	Concerns the desire to make a difference, and a lifestyle characterized by competition and achievement striving.
Recognition	Concerns a desire to be recognized, and a lifestyle guided by a search for opportunities to be noticed.
Science	Concerns being interested in science, enjoying technology, and preferring to make data-based—as opposed to intuitive—decisions.
Security	Concerns a need for predictability, structure, order, and a lifestyle organized around avoiding risks and minimizing errors and mistakes.
Tradition	Concerns a commitment to family, work, respect for authority, and a lifestyle organized around tradition and old-fashioned values.

Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

John Doe tends to be calm and even tempered, and should easily adjust to fast paced environments and heavy work loads. He will express emotions appropriately and handle stress well. He usually is conscientious, careful about rules and procedures, and will gather the information needed to make informed decisions. John Doe tends to be achievement oriented, interested in training, and will stay up to date on new developments in business and technology.

Job Fit — Suitability for the Position

Individuals who are successful in accounting and finance jobs tend to keep up to date in their field and learn and retain new information quite readily. They remain calm and even-tempered even under conditions of uncertainty including tight deadlines. They are highly attentive to details and believe in creating and following processes and procedures that make sense for the organization and lead to overall profitability.

John Doe will work well under stressful and uncertain conditions, including tight deadlines and heavy workloads. John Doe is planful, organized, dependable, and responsible and will work well in situations where he is expected to create and maintain accounting and financial systems. He will keep up to date with new financial advances, new accounting techniques and practices, and work strategies that facilitate progress.

Candidate Strengths

- Is self accepting and adaptable
- Calm and resilient under stress and pressure
- Planful, organized, dependable, and attentive to details
- Detail oriented and planful
- Interested in learning new things and applying them to the job
- Can be sought out for problem solving advice

Candidate Areas of Concern

- Will ignore and not admit to mistakes
- May not listen to or accept others' feedback
- Is rigid, inflexible, overly detailed, and will have difficulty seeing the big picture
- May micromanage the work of others
- May implement new technology without understanding it's benefits and detractors
- Over-reliant on technical solutions

Job Risks - Tendencies that Could Undermine Performance Success

John Doe has the following potential risks that need to be managed:

- He thinks before he acts, but sometimes may need to act more decisively.
- Although he seems understanding and tolerant, he may be unwilling to give others critical feedback.
- He seems positive and coachable, but may seek more feedback than others want to provide.

Organization Fit - Suitability for the Culture

Mr. Doe prefers to balance analysis and action. He will make intuitive decisions when necessary, but will also want to have sufficient information to complete the analyses necessary to reach an informed decision. Mr. Doe is quite interested in business, and will stay up-to-date with the company's current business strategies, the marketplace, activities of competitors, and other issues related to the company's commercial success. Mr. Doe enjoys and appreciates conservative environments where little risk is involved. He will be most comfortable working in a consistent environment that has few risks.

Overall Candidate Recommendation

Based on the HPI, HDS and MVPI assessment results, and in comparison to the job specific profile created for your company, John Doe's overall fit for the position is:



No Fit



Moderate Fit



High Fit

Candidate Interview Style

The following suggests how John Doe is likely to behave during the interview.

Interview Style	Low	Moderate	High
Emotional Demeanor Candidates with low scores may appear tense and nervous; those with high scores may appear calm and relaxed.			X
Rapport Candidates with low scores may seem quiet and even shy; those with high scores may seem talkative and approachable.		X	
Relationship Building Candidates with low scores may appear challenging and independent; those with high scores may seem agreeable and ingratiating.			X

Section III – Structured Interview Guide

Part 1 - Interview (Employment Fit)

These questions about Employment Fit focus on how easy it will be to manage Mr. Doe. The questions are derived from the Assessment Report - Employment Fit.

Scale - Question	What to look for
<p><u>Adjustment</u> Give an example of how your ability to keep a "level head" made the difference between success and failure.</p> <p>Notes:</p>	<p>The ability to remain calm in pressure-filled situations, to avoid responding emotionally, and to learn from past mistakes.</p> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Question Rating:</p> <p>Low Moderate High</p> </div>
<p><u>Prudence</u> Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.</p> <p>Notes:</p>	<p>The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.</p> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Question Rating:</p> <p>Low Moderate High</p> </div>
<p><u>Learning Approach</u> Give an example of how you remain up-to-date with respect to new developments in business and technology that affect your job.</p> <p>Notes:</p>	<p>Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.</p> <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Question Rating:</p> <p>Low Moderate High</p> </div>
Employment Fit Rating	
<p>_____ Low</p> <p>Clear issues or concerns that may present management challenges regardless of coaching and development.</p>	<p>_____ Moderate</p> <p>Some potential management challenges that could be overcome through coaching and development.</p>
<p>_____ High</p> <p>Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.</p>	

Part 2 - Interview (Job Fit)

Questions about Job Fit focus on Mr. Doe's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for
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Learning Approach

Give me an example of your strategy to keep up on all rule and regulation changes in your field. What do you find most difficult about updating your knowledge and how do you deal with this issue?

The ability to plan for and accept new learning concepts

Notes:

Question Rating:		
Low	Moderate	High

Learning Approach

Give me an example of a time when you tried to use technology and it ended up being more difficult than the original process.

Understanding that embracing advanced technology may not always work out.

Notes:

Question Rating:		
Low	Moderate	High

Prudence

Give me an example of a time when you caught a mistake that saved your company money.

The ability to pay attention to detail and ability to follow rules and procedures.

Notes:

Question Rating:		
Low	Moderate	High

Adjustment

Give me an example of a time when you were able to overcome the stress of a heavy workload.

The ability to handle stressful situations and situations of uncertainty

Notes:

Question Rating:		
Low	Moderate	High

Job Fit Rating		
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<p>———— Low</p> <p>Poor or missing examples of successful performance of the job.</p>	<p>———— Moderate</p> <p>Some positive examples associated with the successful performance of the job.</p>	<p>———— High</p> <p>Specific, positive examples in each of the areas associated with successful performance of the job.</p>
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Part 3 - Interview (Organization Fit)

Questions about Organization Fit focus on John Doe's fit with the values and culture of the organization. The questions are derived from the Assessment Report - Organization Fit.

Scale - Question	What to look for
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<p>Commerce In your past job roles, what types of things have motivated you at work? Have you found yourself motivated by different things as your career has progressed?</p> <p>Notes:</p>	<p>Being motivated by working with financial rewards and working with budgets.</p>
	Question Rating: Low Moderate High

<p>Commerce Describe a situation in which you had to place other issues (e.g., people issues, morale, etc.) ahead of profitability in making a decision.</p> <p>Notes:</p>	<p>Is the person willing to balance money and profitability with other issues?</p>
	Question Rating: Low Moderate High

<p>Science Give an example of a time when you had to make a decision with incomplete information.</p> <p>Notes:</p>	<p>Ability to make intuitive decisions even when additional data would be helpful.</p>
	Question Rating: Low Moderate High

<p>Security Give me an example of a time when you pulled back from a risky decision because the downside was too great.</p> <p>Notes:</p>	<p>Ability to objectively evaluate risk and determine when the risk is too great.</p>
	Question Rating: Low Moderate High

Organization Fit Rating		
<p>_____ Low</p> <p>Poor or missing examples of successful performance of the job.</p>	<p>_____ Moderate</p> <p>Some positive examples associated with the successful performance of the job.</p>	<p>_____ High</p> <p>Specific, positive examples in each of the areas associated with successful performance of the job.</p>

Part 3 - Interview (Position Fit)

Use this part of the interview guide to ask questions that are specific to the requirements of an open position. These questions can range from specific requirements unique to a particular unit of the organization to technical skills that are needed to perform the basic function of the job.

Position Fit Questions		
QUESTION:		
Notes:	Question Rating: Low Moderate High	
QUESTION:		
Notes:	Question Rating: Low Moderate High	
QUESTION:		
Notes:	Question Rating: Low Moderate High	
QUESTION:		
Notes:	Question Rating: Low Moderate High	
Position Fit Rating		
<p>_____ Low Poor or missing examples of behavior associated with position fit.</p>	<p>_____ Moderate Some positive examples of behavior associated with position fit.</p>	<p>_____ High Specific, positive examples of behavior associated with position fit.</p>

Section IV – Overall Evaluation for John Doe

Part 4 is designed to evaluate the candidate's probability of success in the open position. Complete steps A, B, and C to reach a final hiring decision.

A. Review of the interview results

Transfer your ratings from Section III to the table below by placing an (X) in the appropriate box and note any comments you have on the candidate's performance.

Interview Area	Low	Moderate	High	Comments
Employment Fit				
Job Fit				
Organization Fit				
Position Fit				

Based on your interview ratings, evaluate the candidate's overall probability of success.

Probability of Success (Interview)	
—— 1= Low	Several areas of fit are low and indicate concern regarding the candidate's probability of success.
—— 2= Moderate	Most areas of fit are moderate to high with only minor concerns regarding the candidate's probability of success.
—— 3= High	Moderate to high fit across all areas indicate that the candidate has a high probability of success.

B. Review of the assessment results

Below is the assessment rating the candidate received indicating the probability of success in the position.

Probability of Success (Assessment)	
<input type="checkbox"/> 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
<input type="checkbox"/> 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
<input checked="" type="checkbox"/> 5= High	The candidate was inside virtually all ranges on key scales indicating a high probability of success.

C. Hiring Decision

Considering all the information you have on this candidate (resume, training and experience, assessment results, interview results), how would you rate this candidate in comparison to other candidates you have seen for this position (or other similar positions)?

Comparing Candidates		
<input type="checkbox"/> 1= Low	One of the worst candidates that I have seen. Would lower our standards.	
<input type="checkbox"/> 2= Moderate	An acceptable candidate.	
<input type="checkbox"/> 3= High	One of the best candidates I've seen. Would raise our standards.	
Considering all of the information, will you offer this candidate the position?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
Provide an overall rationale for your rating.		
John Doe's BASIS Employment Assessment Report is complete.		