



Introduction

The Attitudes Assessment contains 140 questions that can be completed in approximately 15 minutes or less. The information produced by this assessment is often used as an inexpensive way to determine whether or not the participant's self-admitted attitudes and work-related behaviors are likely to create concerns in the work place.

Participant results from this assessment are presented in 3 individual reports:

- 1) Attitudes Interpretive Report** - shows the individual scales measured by this assessment along with interpretive information for each scale.
- 2) Attitudes Graphic Report** - provides a one-page quick look at the participant's scores and the respective level of concern for each scale.
- 3) Attitudes Behavioral Interview Question Report** - contains "follow-up" behavioral interview questions (except for the Good Impression scale) produced from the assessment items in which the participant has admitted to counter-productive behaviors or attitudes. These behavioral interview questions can be used in follow-up interviews.

You may choose to view and print any 1 or all 3 reports for each participant depending on your company's policies and procedures.

Date: Jul 20, 2009

Name: Melissa
ID: 612938

Attitudes Interpretive

Good Impression

Participant's Good Impressions Score is **8**

Understanding Good Impression Scale

The Good Impression (GI) Scale measures an applicant's tendency to underreport counter-productive behaviors on the survey. Low scorers are open about acknowledging their normal faults and imperfections. High scorers deny normal shortcomings and exaggerate personal virtues, suggesting that their scores on the other scales may be artificially depressed (underreported) by their efforts to make a good impression. Scores on this scale are to be used to determine the degree of confidence that should be placed in the remainder of the report.

- **Scores of 16 and below** on the Good Impression Scale suggest that the applicant's were forthright and free from distortion and defensiveness. Applicants with GI scores in this range provide confidence that their scores are not artificially depressed or underreported.
- **Score of 17** on the Good Impression Scale suggest that the applicant's answers may be somewhat distorted by defensiveness and a desire to give a "good impression." The applicant should be considered to have underreported, to some degree, troublesome behavior. A score of 17 should never be used to disqualify a candidate from consideration. Because most applicants want the jobs for which they apply, conscious or unconscious efforts to create a "good impression" may be present. It is the responsibility of each administrator to determine how much risk or distortion can be tolerated before declaring the report invalid.
- **Scores of 18 and above** on the Good Impression Scale suggest that the applicant's answers significantly underrepresent his or her potential for disruptive behavior in the workplace. There is little likelihood that any confidence can be placed in the accuracy of the applicant's reported scores. The report is not to be considered valid with GI scores in this range.

Hostility

Participant's Hostility Score is **6**

Concerns About Hostility

Low scorers handle their feelings well and are unlikely to be disruptive. High scorers can be aggressive, hostile, disruptive, and have poor control of their anger.

- **Scores of 4 and below** on the Hostility Scale indicate that the applicant's responses give **little or no concern** that the applicant will exhibit aggressive behavior towards others on the job. The score suggests that the applicant handles hostile feelings well, keeps a level head, and is unlikely to be disruptive at work through anger or aggression.
 - **Scores of 5 to 6** on the Hostility Scale indicate that the applicant's responses raise **concerns** about the handling of anger and hostility. The applicant may be less than completely in control of anger and hostility at work. Areas of potential concern should be further explored using the behavioral interview question(s).
 - **Scores of 7 and above** on the Hostility Scale indicate that the applicant's responses raise **serious concerns** about the handling of anger and hostility. The applicant is likely to be hostile, be ready to anger, have poor self-control, and be disruptive at work.
-

Conscientiousness

Participant's **Conscientiousness** Score is **0**

Concerns About Conscientiousness

Low scorers are dependable, conscientious, and reliable. High scorers can be undependable, careless, lazy, and disorganized.

- **Scores of 4 and below** on the Conscientiousness Scale indicate that the applicant's responses give **little or no concern** in the area of dependability. The score suggests that the applicant will be conscientious, dependable, reliable, and organized at work.
 - **Scores of 5 to 6** on the Conscientiousness Scale indicate that the applicant's responses raise **concerns** about dependability. The applicant may be less than completely reliable, dependable, conscientious, or organized at work. Areas of potential concern should be further explored using the behavioral interview question(s).
 - **Scores of 7 and above** on the Conscientiousness Scale indicate that the applicant's responses raise **serious concerns** about dependability. The applicant is likely to be unreliable, undependable, lacking in conscientiousness, and/or disorganized at work.
-

Integrity

Participant's **Integrity** Score is **0**

Concerns About Integrity

Low scorers have no problem with workplace dishonesty. High scorers have the potential for dishonest behavior in the workplace.

- **Scores of 5 and below** on the Integrity Scale indicate that the applicant's responses raise **little or no concern** about dishonesty. The score suggests that the applicant is likely to be honest at work and is unlikely to cause problems at work in this area.
 - **Scores of 6 to 8** on the Integrity Scale indicate that the applicant's responses raise **concerns** about the possibility of dishonesty in the workplace. The applicant might steal from an employer and may be too willing to condone such behavior by others at work. Areas of potential concern should be further explored using the behavioral interview question(s).
 - **Scores of 9 and above** on the Integrity Scale indicate that the applicant's responses raise **serious concerns** about the potential for dishonesty at work. These concerns are especially important in a work situation that presents opportunities for employee theft. The applicant is likely to be dishonest and condone dishonesty by others.
-

Substance Abuse

Participant's **Substance Abuse** Score is **3**

Concerns About Substance Abuse

Low scorers have no problems with alcohol and/or illegal drugs. High scorers report substantial use of alcohol and/or illegal drugs and may be disruptive.

- **Scores of 3 and below** on the Substance Abuse Scale indicate that the applicant's responses give **little or no concern** in the area of substance abuse. The score suggests that the applicant is unlikely to use alcohol or illegal drugs in the

workplace and is unlikely to be disruptive at work because of substance abuse.

- **Scores of 4 to 5** on the Substance Abuse Scale indicate that the applicant's responses raise **concerns** about the use of alcohol and illegal drugs in the workplace. The applicant might be a user of illegal drugs or alcohol at work and may be too willing to tolerate their use by others. Areas of potential concern should be further explored using the behavioral interview question(s).
- **Scores of 6 and above** on the Substance Abuse Scale indicate that the applicant's responses raise **serious concerns** about his or her use of illegal drugs and alcohol at work. The applicant is likely to abuse illegal drugs and alcohol at work and condone their use by others.

Sexual Harassment

Participant's **Sexual Harassment** Score is **3**

Concerns About Sexual Harassment

Low scorers treat others in their workplace, especially members of the opposite sex, with respect and courtesy. High scores can cause problems by inappropriate remarks, jokes, by offensive behaviors and the like.

- **Scores of 6 and below** on the Sexual Harassment Scale indicate that the applicant's responses give **little or no concern** in the area of sexual harassment. The score suggests that the applicant is unlikely to sexually harass co-workers, either physically or verbally, and is unlikely to cause work problems in this area.
- **Scores of 7 to 9** on the Sexual Harassment Scale indicate that the applicant's responses raise **concerns** about the likelihood of engaging in sexual harassment in the workplace. The applicant does not have a well-developed sense of what is appropriate in dealing with co-workers of the opposite sex, is likely to engage in behaviors that are seen by others as sexual harassment, including inappropriate remarks, the telling of sexually-oriented jokes, and more clear-cut sexually provocative acts. Areas of potential concern should be further explored using the behavioral interview question(s).
- **Scores of 10 and above** on the Sexual Harassment Scale indicate that the applicant's responses raise **serious concerns** about the potential for engaging in sexual harassment that will be disruptive in the workplace. The applicant is likely to be seen by others, particularly those of the opposite sex, as often engaging in sexual harassment of a serious nature.

Computer Abuse

Participant's **Computer Abuse** Score is **2**

Concerns About Computer Abuse

Low scorers use their workplace computers only for work-related uses. High scorers use their computers in ways that are unrelated to their work activities or are disruptive to their work.

- **Scores of 3 and below** on the Computer Misuse Scale indicate that the applicant's responses give **little or no concern** in the area of computer abuse. The score suggests that the applicant is unlikely to misuse the computer at work and is unlikely to cause work problems in this area.
- **Scores of 4 to 5** on the Computer Misuse Scale indicate that the applicant's responses raise **concerns** about the likelihood of misusing the computer in the workplace. The applicant might use the computer in an inappropriate or disruptive fashion and may be willing to condone such behavior by others at work. Areas of potential concern should be further explored using the behavioral interview question(s).
- **Scores of 6 and above** on the Computer Misuse Scale indicate that the applicant's responses raise **serious concerns** about the potential for using the workplace computer in a disruptive or inappropriate manner. If the applicant has access to computers in the workplace, the applicant is likely to misuse the computer and condone misuse by others.

Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.



Date: Jul 20, 2009

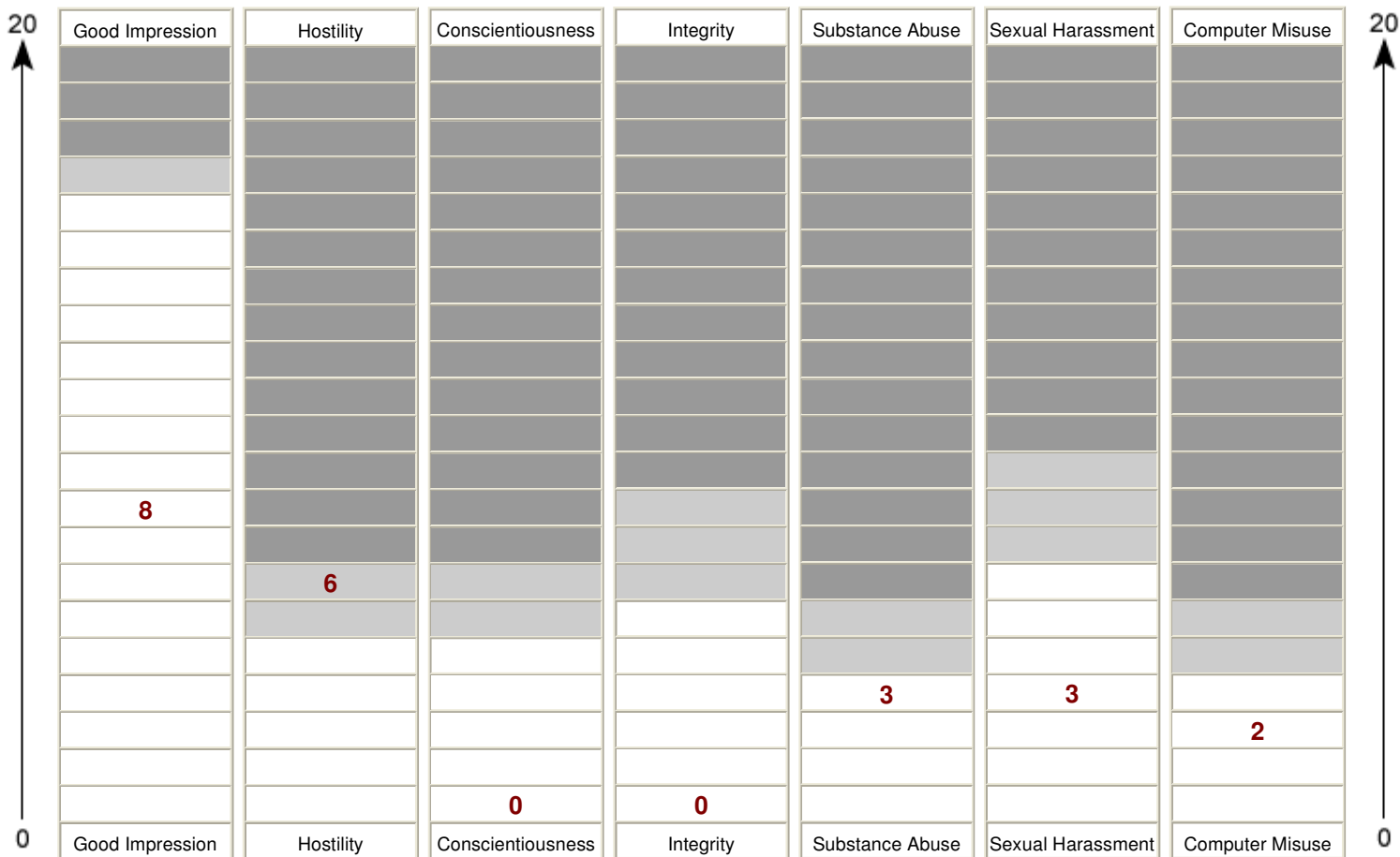
Name: Melissat
ID: 612938

Attitudes Graphic

This report is a quick graphic view of the participant's scores and levels of concern for each scale.

Color Key

Low Concerns Not likely to engage in counter-productive behavior.	Some Concern May engage in counter-productive behavior.	Serious Concern Likely to engage in counter-productive behavior.
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Date: Jul 20, 2009

Name: Melissa
ID: 612938

Attitudes Behavioral Interview Questions

The following behavioral interview questions are produced based on responses from the applicant on the Attitudes Assessment. A behavioral interview question will be produced only for those areas in which the applicant has a self-admitted counter-productive behavior. You may ask any or all of the following questions depending on your company's policy. Extra space has been provided for you to record responses during the interview.

Hostility Scale

Assessment Question: *People worry too much about how we express ourselves.*

Interview Question(s): Do you think that people are too sensitive about things? Can you give a couple of examples from your job when that seemed to be true?

Assessment Question: *I have never hit anybody in anger.*

Interview Question(s): How often have you just had to hit somebody because you were angry? Tell me about the last time this happened.

Assessment Question: *I have made fun of a co-worker.*

Interview Question(s): Tell me about a time when you actually did make fun of a co-worker. What happened as a result?

Assessment Question: *Sometimes I get very angry.*

Interview Question(s): Tell me about a time when you got very angry. How did you go about controlling your anger? Does this ever happen on the job? How often? Do you have difficulty in controlling your anger on the job?

Assessment Question: *I don't gossip about other people.*

Interview Question(s): Give me an example of when you gossiped about a co-worker to others at work?

Assessment Question: *Not being able to control your temper is a sign of weakness.*

Interview Question(s): How often do you lose your temper at work? Does this cause you any problems? Do you think that it's important to try to control your temper?

Substance Abuse Scale

Question: *I can still be a safe driver when I have drunk alcohol.*

Interview Question(s): Have there been instances when you did drive when you had been drinking? How did that work out?

Question: *I wish none of my coworkers would drink on the job.*

Interview Question(s): How widespread is drinking at your job? Have you ever gotten involved? Are there any sanctions for drinking on the job?

Question: *I have never seen anyone take a drink on the job.*

Interview Question(s): Tell me about a time when you saw a co-worker drinking on the job. Did anyone try to stop this from happening? Is there any risk involved in drinking on the job? Who's responsible for monitoring drinking on the job?

Sexual Harassment Scale

Question: *In the past I have sometimes hugged a co-worker.*

Interview Question(s): How often do you hug a fellow worker? Do they ever object? If there a clear policy about hugging others at work? Are there sanctions if others object?

Question: *I have sometimes hugged a coworker at work.*

Interview Question(s): How often do you hug a fellow worker? Do they ever object? Is there a clear policy about hugging others at work? Are there sanctions if others object?

Question: *It is never alright to hug a co-worker.*

Interview Question(s): How often do you hug a fellow worker? Do they ever object? Is there a clear policy about hugging others at work? Are there sanctions if others object?

Computer Misuse Scale

Question: *If I saw a co-worker play computer games at work, I'd report it to my supervisor.*

Interview Question(s): Who's responsible for keeping workers focused on the job? How is this a shared responsibility?

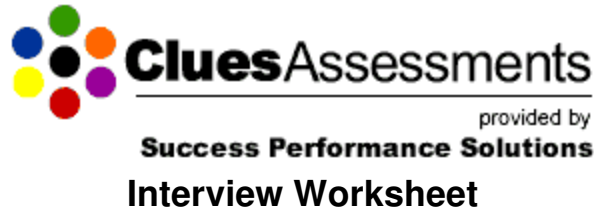
Question: *Most people at work use their computers to conduct personal business.*

Interview Question(s): Tell me about how you use your computer at work to conduct personal business. How often do you do this? How often do others at work do this? Are there any consequences for getting caught doing this?

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Name: Melissa
ID: 612938

Any screening process typically includes many different components including the 3 following significant areas. All 3 areas should be considered as they are all critical to the success of the employee.

- **Company Fit & Attitudes** (Does the person fit our culture?)
- **Cognitive Abilities & Core Traits** (Can the person fit the job without a great deal of unnecessary stress?)
- **Skills & Experience** (Does the person know how to do the job?)

Company Fit & Attitudes	Poor	Degree of Fit Adequate	Strong
Initial Review of Resume or Qualifications	_____	_____	_____
Initial Interview (Phone or Face to Face)	_____	_____	_____
Attitude Assessment (Honesty/Integrity)	_____	_____	_____
Background Check for Qualifications	_____	_____	_____
Drug Screen if Applicable	_____	_____	_____
Other _____	_____	_____	_____
Other _____	_____	_____	_____

Notes:

Cognitive Abilities & Core Traits	Poor	Adequate	Strong
Review of Assessment Report	_____	_____	_____
Follow up Interview Using Behavioral Questions	_____	_____	_____
Other _____	_____	_____	_____
Other _____	_____	_____	_____

Notes:

Skills & Experience	Poor	Adequate	Strong
Job Specific Skills & Experience	_____	_____	_____
Education	_____	_____	_____
Background Check for Skills & Experience	_____	_____	_____
Specific Skill _____	_____	_____	_____
Specific Skill _____	_____	_____	_____

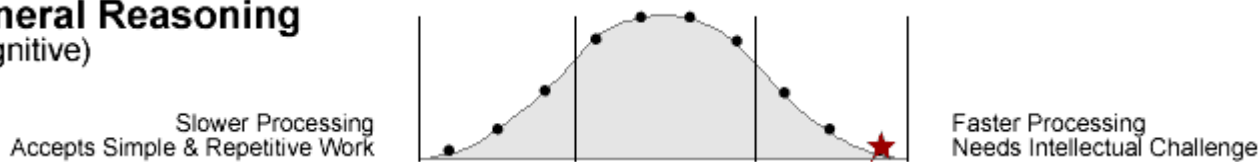
Notes:

Overall Fit:	_____	_____	_____
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Restaurant Manager Summary

General Reasoning (Cognitive)



- Melissa typically learns new information very quickly and is able to solve complex problems
- May not take the time to fully explain themselves to others which means Melissa may assume that others can easily see the solution or bigger picture
- Better suited for restaurant management positions that require unusual and strategic problem solving versus those that are more routine
- Can easily become bored if the job does not require continual learning and complex problem solving

Question: Tell me about a time when you had to manage people who were doing fairly mundane tasks every day. What was that like?

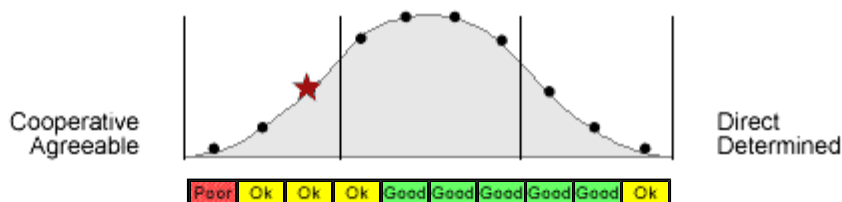
Conscientious (Organization)



- Melissa has a good balance between planning ahead, tending to details and being able to react to situations as they arise
- Many restaurant management roles require this balance between being able to quickly react to situations and at the same time plan ahead

Question: Tell me about a time when you had to totally rework a plan for your team because of changes in corporate strategy. What was that like?

Tough Minded



- Melissa may have difficulty handling confrontational situations which can be common in some restaurant environments
- Prefers a cooperative environment and believes that everything can be worked out
- Will be viewed by employees and customers as likeable and agreeable
- Melissa may fail to quickly deal with the tougher issues in restaurant management

Question: Give me an example of a time when you needed to discipline an employee but waited to see if the situation would improve on its own. What happened?

Conventional (Rules)

Open to New Experience
Flexible



Consistent
Structured

Poor Ok Ok Good Good Good Good Good Good Ok Ok

- Melissa tends to be balanced between the need to be consistent with restaurant procedure and the need to be flexible with change and improvement

- Important to make sure that Melissa knows which restaurant procedures are not flexible and which ones can be

Question: Give me an example of how you have worked within corporate procedures but still been able to be creative with a project.

Extroversion

Reserved
Listener



Outgoing
Talker

Poor Poor Ok Ok Good Good Good Good Good Good Ok

- Tends to be very enthusiastic and outspoken with employees and customers

- Typically very cheerful and expressive which can be motivating to employees

- Because Melissa is so comfortable talking, listening skills may be weaker

- Important to make sure Melissa knows the appropriate amount of time to visit with customers while they are eating

Question: Enthusiasm is often important in being successful as a manager. Tell me about the last time you used your enthusiasm to advantage.

Stable

Sensitive
Anxious



Calm
Stress Resistant

Poor Ok Ok Good Good Good Good Good Good Ok Ok

- Melissa is typically calm under pressure and able to handle difficult employees and situations with poise

- Generally able to handle the stress that can be a regular part of restaurant management positions

- Employees and customers may see Melissa's relaxed nature as a lack of sense of urgency or interest in their problems

Question: Tell me about a time when you missed a deadline because you didn't realize it was a priority. What happened?

Team

Individualistic
Competitive



Collaborative
Win-Win

Poor Poor Ok Good Good Good Good Good Good Ok

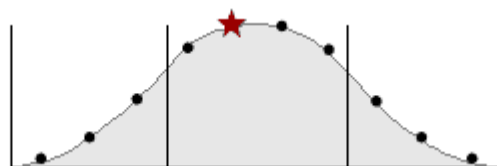
- Melissa tends to look for a win-win for the employee and the restaurant

- Usually manages employees with a balance of team rewards and individual recognition

Question: Getting the opinions of others can be important in managing people. Give me an example from your experience about when getting input from others helped you manage a situation.

Good Impression (Social Desirability)

Frank
Candid



Exaggeration
Disguised

- Melissa has responded with a moderate level of exaggeration, but still within acceptable levels

Overall
93%

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Date: Jul 20, 2009

Name: Melissa
ID: 612938

Restaurant Manager Interview Questions

General Reasoning (Cognitive)

Question: Describe a time when you became frustrated because your team just didn't seem to get the big picture and therefore did not seem to really understand your strategy. What did you do?

Question: Give me an example of a time when you had an employee who kept making the same mistakes over and over again. How did you deal with it?

Question: Tell me about a time when you had to manage people who were doing fairly mundane tasks every day. What was that like?

Conscientious (Organization)

Question: Describe a time when you had an employee who wasn't dependable and you had to pick up their slack. How did you handle the situation?

Question: Give me an example of a time when you had to work on a really detailed project for a long period of time. How did you do it?

Question: Tell me about a time when you had to totally rework a plan for your team because of changes in corporate strategy. What was that like?

Tough Minded

Question: Give me an example of a time when you needed to discipline an employee but waited to see if the situation would improve on its own. What happened?

Question: Tell me about a time when you trusted someone on your team to do something important and it didn't work out. What did you do?

Question: Describe a time when your ability to compromise with an employee over a performance issue actually paid off in the end. What happened?

Conventional (Rules)

Question: Give me an example of how you have worked within corporate procedures but still been able to be creative with a project.

Question: Tell me about a time when you had developed a very structured approach to a project but had to change it along the way in order to get the project finished. What was the situation?

Question: Describe a time when you felt you needed to create a better process for something within your team in order to be more efficient. What did you do?

Extroversion

Question: Tell me about a time when you had to motivate your team to complete a major project. How did

you do it?

Question: Give me an example of a time when your optimism got you into hot water. What did you do?

Question: Enthusiasm is often important in being successful as a manager. Tell me about the last time you used your enthusiasm to advantage.

Stable

Question: Give me an example of how your ability to stay calm helped you deal with an employee who needed to be disciplined over and over again for the same issue.

Question: Describe a time when you were accused of not having a sense of urgency to solve a problem. What did you do?

Question: Tell me about a time when you missed a deadline because you didn't realize it was a priority. What happened?

Team

Question: How have you rewarded good performance in the past? What would you do differently now?

Question: Tell me about a time when you had an employee who was not working well within the team. What did you do?

Question: Getting the opinions of others can be important in managing people. Give me an example from your experience about when getting input from others helped you manage a situation.

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