SELECT
DEVELOP
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HOGAN*SELECT*

BASIS

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

REPORT FOR: _____

ID: _____

DATE: _____

POWERED BY HOGAN

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.
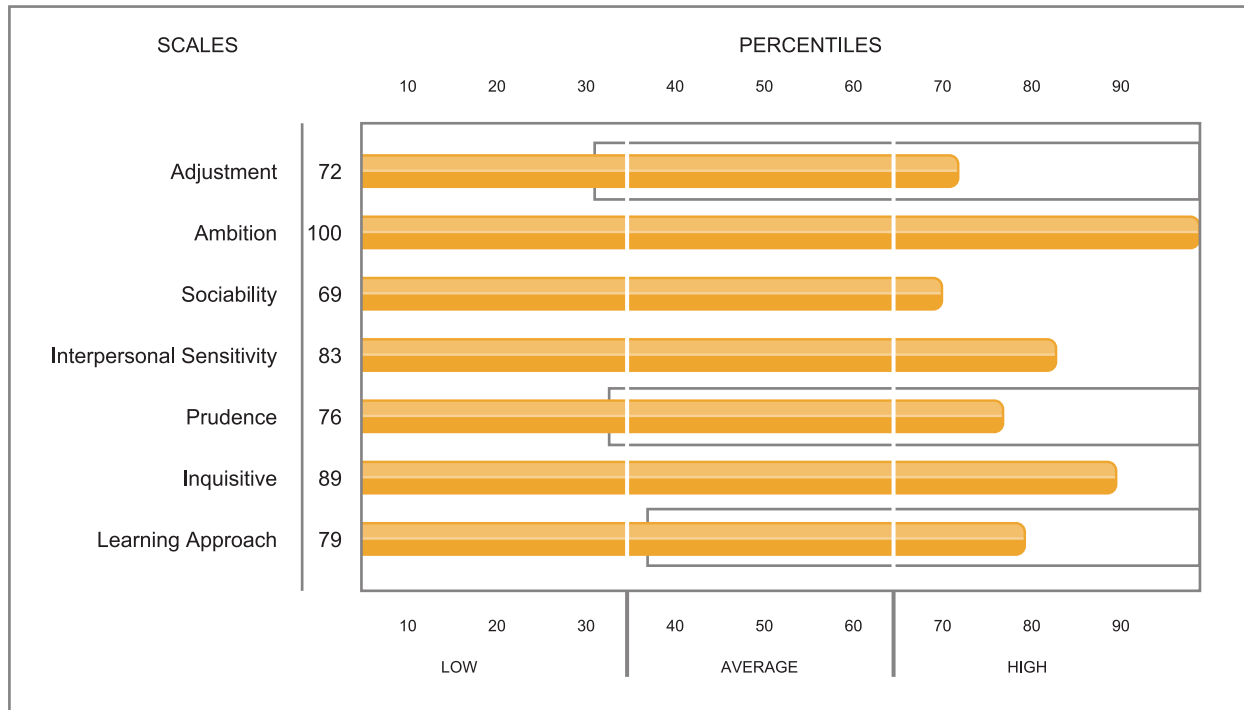
SECTION III - STRUCTURED INTERVIEW GUIDE

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.

GRAPHIC REPORT - HOGAN PERSONALITY INVENTORY

SCALES		PERCENTILES

Scale	Score
Adjustment	72
Ambition	100
Sociability	69
Interpersonal Sensitivity	83
Prudence	76
Inquisitive	89
Learning Approach	79

Percentile axis: 10 20 30 40 50 60 70 80 90

LOW — AVERAGE — HIGH

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 talkative and socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.

INTERPERSONAL SENSTITIVITY
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.
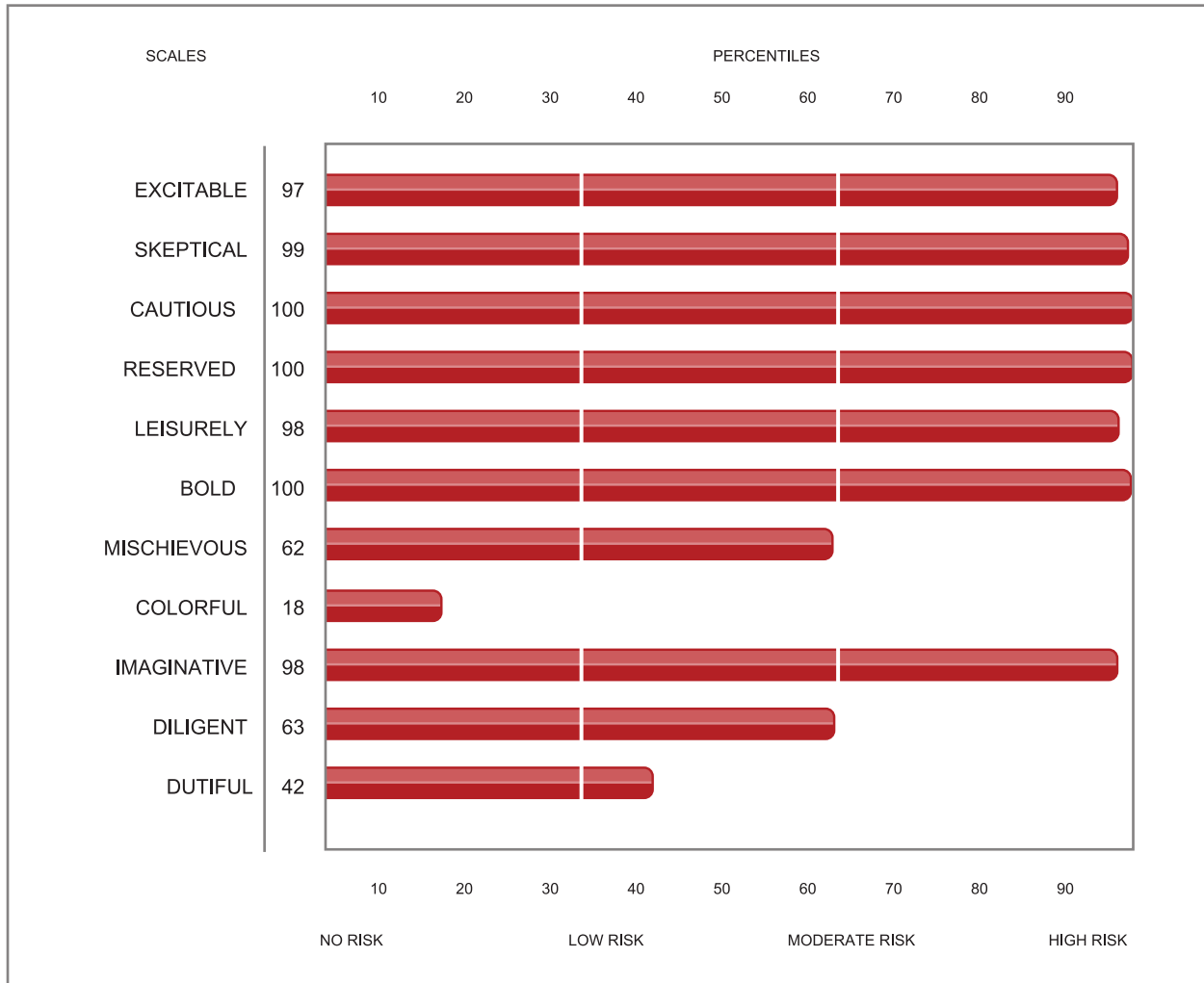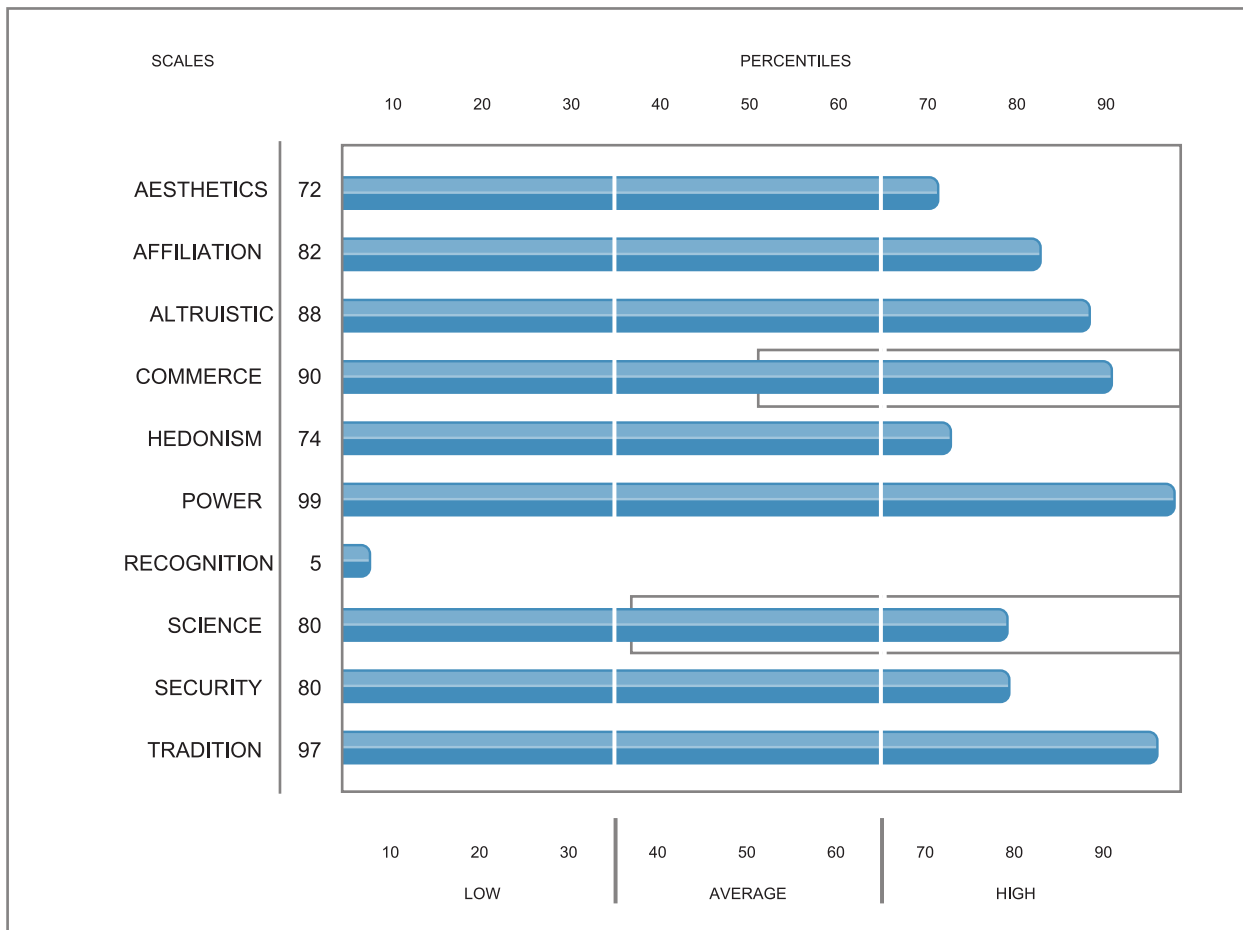
INQUISITIVE
Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.

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.

GRAPHIC REPORT - HOGAN DEVELOPMENT SURVEY

SCALES
PERCENTILES

SCALES	Score	10	20	30	40	50	60	70	80	90
EXCITABLE	97									
SKEPTICAL	99									
CAUTIOUS	100									
RESERVED	100									
LEISURELY	98									
BOLD	100									
MISCHIEVOUS	62									
COLORFUL	18									
IMAGINATIVE	98									
DILIGENT	63									
DUTIFUL	42									

NO RISK   LOW RISK   MODERATE RISK   HIGH RISK

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.

GRAPHIC REPORT - MOTIVES, VALUES, PREFERENCES INVENTORY

SCALES		PERCENTILES

Scale	Score
AESTHETICS	72
AFFILIATION	82
ALTRUISTIC	88
COMMERCE	90
HEDONISM	74
POWER	99
RECOGNITION	5
SCIENCE	80
SECURITY	80
TRADITION	97

LOW   AVERAGE   HIGH

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 its 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

Adjustment

Give an example of how your ability to keep a "level head" made the difference between success and failure.

The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.

Notes:

> Question Rating:
>
> Low   Moderate   High

Prudence

Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.

Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.

Notes:

> Question Rating:
>
> Low   Moderate   High

Learning Approach

Give an example of how you remain up-to-date with respect to new developments in business and technology that affect your job.

Clear issues or concerns that may present management challenges regardless of coaching and development.

Notes:

> Question Rating:
>
> Low   Moderate   High

Employment Fit Rating		
Clear issues or concerns that may present management challenges regardless of coaching and development.	Some potential management challenges that could be overcome through coaching and development.	Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.

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

Learning Approach
Give me an example of your strategy to keep up on all rule and regulationchanges 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

Adjustment
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

Learning Approach
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

Employment Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.

Part 2 - 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

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?

Being motivated by working with financial rewards and working with budgets.

Notes:

Question Rating:

Low   Moderate   High

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..

Is the person willing to balance money and profitability with other issues?

Notes:

Question Rating:

Low   Moderate   High

Science

Give an example of a time when you had to make a decision with incomplete information.

Ability to make intuitive decisions even when additional data would be helpful.

Notes:

Question Rating:

Low   Moderate   High

Security

Give me an example of a time when you pulled back from a risky decision because the downside was too great.

Ability to objectively evaluate risk and determine when the risk is too great.

Notes:

Question Rating:

Low   Moderate   High

Employment Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.

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.

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

Employment Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.

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 (Interview)	
___ 1= Low	Several areas of fit are low and indicate concern regarding the candidate's probability of success.
___ 3= Moderate	Most areas of fit are moderate to high with only minor concerns regarding the candidate's probability of success.
X 5= High	Moderate to high fit across all areas indicate that the candidate has 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)?

Probability of Success (Interview)		
___ 1= Low	One of the worst candidates that I have seen. Would lower our standards.	
___ 2= Moderate	An acceptable candidate.	
___ 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?	___ Yes	___ No
Provide an overall rationale for your rating.		

John Doe's BASIS Employment Assessment Report is complete.