



**We Improve Productivity
Through People.**



Security Guard Assessment Report

Candidate: Mark Russell

Date: 10/31/2009



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Prepared For:

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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertiveness		◆			
Avoidance of Violence					◆
Conscientiousness		◆			
Customer Service / Responsiveness			◆		
Drug Use Potential			◆		
Emotional Stability / Resilience				◆	
Integrity concerning Internal Theft			◆		
Interpersonal Sensitivity	◆				
Intrinsic Motivation				◆	
Openness	◆				
Optimism/Enthusiasm		◆			
Teamwork			◆		
Work Drive			◆		
Overall Cognitive Aptitude					◆



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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Mark's overall level of general intellectual aptitude to be in the **60-69 percentile** range. His individual aptitude levels are:

Abstract Reasoning	60-69%ile
Numeric Reasoning	10-19%ile
Verbal Reasoning	Top 10%ile

Mark has an average level of general cognitive aptitude. He should be able to handle most routine assignments and tasks without difficulty. He should be a satisfactory (though not outstanding) general problem-solver and information processor in this job.

Personality Assessment

Strengths:

Mark usually gets along smoothly with the people he works with. Unless Mark has to work with someone he particularly dislikes, he will interact with others in an agreeable manner.

Mark is usually mild-mannered and low-key in his interactions with others. He is neither disruptive nor divisive and usually goes along with the wishes of other people.

Believing that aggression is an inappropriate way to handle problems, Mark is very unlikely to act in a verbally or physically hostile manner toward other people. When faced with a provocative situation, he finds a way to deal with things without resorting to inappropriate actions.

Usually adaptable and able to make on-the-spot adjustments in his work, Mark can often go with the flow in unstructured situations and should be fairly comfortable responding to unplanned developments and changing conditions on the job.

He has an above-average level of emotional stability. Mark should be able to handle effectively the stressors associated with this job and not let problems or crises cause undue anxiety or worry.

He is very analytical and reality-based in the way he appraises problems and draws conclusions. Mark will not give credence to personal factors or feelings when making decisions.

Mark derives satisfaction from enjoying a task, taking pride in a job well done and being challenged in his work. He is not one to constantly push for more money, especially if his job has intrinsic motivators to keep him energized and engaged.

He is most comfortable with tried-and-true practices and procedures. Mark relies heavily on current skills and knowledge. He is not one to make sudden changes or to readily alter his problem-solving style. Mark gravitates towards job tasks and assignments that he is very familiar with and has done repeatedly in the past.

He is fairly attentive to what goes on around him and often keeps a close watch on situations that could be problematic. Mark will not be deceived by false promises or blindsided by unexpected negative developments. He will not rush to expend valuable resources on questionable projects.

Mark likes a balance of independent and interdependent work. He can work closely with others, but he can also switch gears and function well on his own.



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With an average work drive, Mark usually works industriously during regular job hours. However, he is not a workaholic and tries to balance job demands and his personal/family life.

Developmental Concerns:

At times, Mark can be hard to get along with. He could make more of an effort to be consistently agreeable and pleasant in his job-based interactions.

Mark is generally lacking in assertiveness. He may be too reticent and threat-sensitive to be effective in some situations. Mark may be slow to offer opinions, engage in healthy debate of different ideas, or openly address difficult interpersonal situations.

Mark could be more trustworthy and conscientious in his job behavior. He needs to ensure that others feel like they can count on him to do things on time and in the manner expected.

He may need to place slightly more emphasis on customer service in his work. Mark could be more attuned to customer requests, concerns, and needs.

Mark sense of ethics regarding Integrity for Internal Theft is not as sound as you might like. He will probably behave in an upright, honest manner as long as there are strong internal security measures in your company and an ethical culture is reinforced in training programs. If not, he might be lured into dishonest activities, especially if he sees others people doing so without getting punished.

He can be too set in his ways and unwilling to try new practices on his job. Mark may be unreceptive to company-sponsored innovation and continuous improvement efforts. He may not be interested in developing new job-related skills and abilities.

He may occasionally be too suspicious, doubtful, or skeptical. Mark may, at times, be too prone to look for the downside of situations as well as problems with other people.

He could more actively cooperate and collaborate with other employees. There may be times when Mark places too much emphasis on individual contribution rather than group accomplishment.

He may, at times, need to invest more time and effort into his work. Long-term job success and organizational advancement may require Mark to extend himself more to meet pressing or heavy job demands.



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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?
- * How would you handle it differently in the future?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.



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CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.



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- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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