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AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Sam Poole

ID: HC560419

DATE: November 20, 2017

Job Title: Exelon - Technicians and Specialists





INTRODUCTION

This is the Pre-Employment Assessment Report for Sam Poole. 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 DEVELOPMENT SURVEY



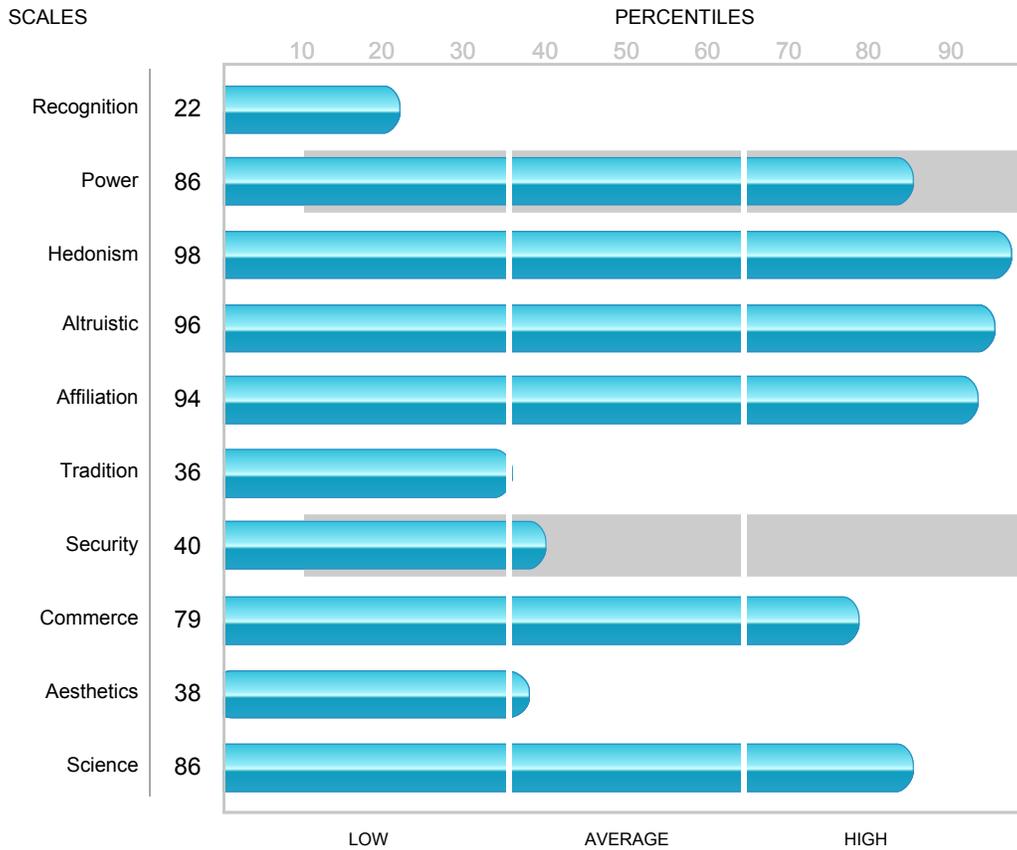
NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.



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.



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.



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



Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Sam Poole usually is poised, confident, and self-assured but also may overestimate his/her abilities, and may ignore feedback. He/She usually is conscientious, careful about rules and procedures, and will gather the information needed to make informed decisions. Sam Poole 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

Sam Poole will remain confident, composed, and upbeat. When others react negatively to stress he/she will be perceived as level-headed and steady. Although others should appreciate his/her relaxed and positive demeanor, he/she may not show a sufficient sense of concern regarding impending problems. He/She will seem driven, results focused, and upwardly mobile. He/She will work hard to advance his/her career and may sometimes overextend himself/herself due to overconfidence. He/She is a conscientious and hardworking person who is comfortable with rules and procedures. He/She will be playful and structured in his/her approach to work, but may tend to resist delegating to others.

Candidate Strengths

- Will be calm and even-tempered despite heavy workloads and ambiguous task demands
- Tends to approach challenging work with confidence and optimism
- Will be seen as energetic, self-confident, and action-oriented
- Enjoys meeting difficult challenges and models a strong work ethic
- Will have a keen eye for detail and typically provide detailed instructions to colleagues
- Should have high standards regarding timeliness, quality, and adherence to rules

Candidate Areas of Concern

- May overestimate own talents and abilities and ignore criticism and negative feedback
- Could minimize problems that are more critical than they initially appear; may not seem appropriately concerned about potential negative outcomes
- Tends to compete with colleagues and team members
- His/Her overconfidence may cause him/her to overextend himself/herself
- May have difficulty prioritizing work due to a tendency to consider every issues as critical
- May have problems changing direction quickly and being flexible

Job Risks - Tendencies that Could Undermine Performance Success

Sam Poole has the following potential risks that need to be managed:

- Over time, coworkers may see a pattern of initial enthusiasm for people or initiatives and then disappointment. Sam Poole may lack persistence and become annoyed, irritated, and critical if work tasks do not go well. His/Her emotional outbursts may negatively impact relationships with coworkers.
- Although he/she seems bright and perceptive, he/she tends to be tense and easily upset. In addition, his/her distrust of others may hinder the formation of effective work relationships.
- He/She will be perceived as clever, inventive, and potentially innovative; however, he/she will tend to seek considerable attention for his/her creative, but often impractical and infeasible, ideas and plans. Coming up with the ideas will be far more interesting than working on the solutions.



Organization Fit - Suitability for the Culture

He/She wants opportunities to succeed and make an impact at work. He/She strongly prefers to lead and will dislike roles that lack decision-making discretion. He/She may seek opportunities to take on different roles within the organization. This flexibility to gain new experiences within a stable and secure environment may be highly motivating for him/her.

Overall Candidate Recommendation

Based on the assessment results, and in comparison to the job or job family profile, Sam Poole's overall fit for the position is:



Low Fit



Moderate Fit



High Fit

Candidate Interview Style

The following suggests how Sam Poole 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./Ms. Poole. The questions are derived from the Assessment Report - Employment Fit.

Scale - Question	What to look for						
<p>Adjustment 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> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Prudence 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> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>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.</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> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
Employment Fit Rating							
<p>Clear issues or concerns that may present management challenges regardless of coaching and development.</p>	<p>Some potential management challenges that could be overcome through coaching and development.</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./Ms. Poole's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for	
<p>Adjustment Tell me about a time when someone provided you with constructive feedback that had a notable impact on your performance.</p> <p>Notes:</p>	<p>An answer suggesting that the applicant hears and will pay attention to feedback in order to make appropriate behavioral changes.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Adjustment Tell me about a time when you remained calm in a high stress situation and later realized others may have perceived this as lacking a sense of urgency. What was the outcome?</p> <p>Notes:</p>	<p>The ability to remain calm during high stress situations, while also demonstrating an appropriate sense of urgency.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Ambition Tell me about the last time you lost in a competitive situation at work. How did you react and what was the outcome?</p> <p>Notes:</p>	<p>An answer suggesting the candidate has tolerance for disappointment, can manage impatience, and gains insight through reflection.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Prudence Tell me about a time when you struggled to act quickly and decisively within an ambiguous situation. What factors impeded your decision-making process and what was the end result?</p> <p>Notes:</p>	<p>An answer suggesting the candidate may have difficulty responding quickly to issues not governed by specific guidelines and rules.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Job 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 (Organization Fit)

Questions about Organization Fit focus on Sam Poole'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	
<p>Power Give me an example of a time when your competitive nature was the difference between succeeding or failing in a task.</p> <p>Notes:</p>	<p>Evidence of how the individual's competitive nature manifests itself in business situations.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Power Can you give an example of a time when your desire to lead put you at odds with a colleague. How was this an obstacle to accomplishing an objective?</p> <p>Notes:</p>	<p>Look for signs of the ability to step forward, take control and direct others even if not part of the original plans.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Security Tell me about a time when your openness to change and willingness to be flexible improved your productivity on the job.</p> <p>Notes:</p>	<p>Answer suggests the candidate is comfortable changing his/her work style if it improves performance.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Notes:</p>	<div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Organization Fit Rating		
<p>Poor or missing examples of successful performance of the job.</p>	<p>Some positive examples associated with the successful performance of the job.</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.

QUESTION:		
QUESTION:		
QUESTION:		
QUESTION:		
Position Fit Rating		
Poor or missing examples of behavior associated with position fit.	Some positive examples of behavior associated with position fit.	Specific, positive examples of behavior associated with position fit.



Section IV – Overall Evaluation for Sam Poole

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)	
___ 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
<u>X</u> 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
___ 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		
___ 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.		

Sam Poole's BASIS Employment Assessment Report is complete.