



Agenda

Police and Fire Commission Meeting

Monday, April 17, 2023 at 5:00 PM

City Hall, 100 East Fountain Street, Dodgeville

I. CALL TO ORDER AND ROLL CALL

II. CONFIRMATION AND COMPLIANCE WITH THE OPEN MEETING LAW

III. APPROVAL OF MINUTES

- [1.](#) Approval of Minutes for March 7, 2023 (Special Meeting)

IV. REPORTS

2. Fire Department Quarterly Update
3. Police Department Report

V. NEW BUSINESS

4. Commission Approval of Elected Fire Officers
- [5.](#) Discussion and Possible Action regarding PEI Management Consulting Firm

VI. CLOSED SESSION

6. Consideration of adjourning to closed session pursuant to Wis. Stat. sec. 19.85(1)(e), which permits convening in closed session for the purpose of deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session, for discussion and possible action on reviewing Police Chief Applications.

VII. OPEN SESSION

7. Motion to reconvene to Open Session
8. Any Action Needed as a Result of Closed Session

VIII. NEXT MEETING: Special Meeting to be set by Commission

IX. ADJOURN

9. Motion to Adjourn

Any person who has a qualifying disability, as defined by the Americans with Disabilities Act, that requires the meeting or material at the meeting to be in an accessible location or format, must contact the City Clerk at the address listed above or call 930-5228, prior to the meeting so that any necessary arrangements can be made to accommodate each request.

City of Dodgeville, Police and Fire Commission

Special Meeting Minutes

Tuesday, March 7, 2023

I. Call to Order and Roll Call

President Robert Kratochwill called to order the Special Meeting of the Police and Fire Commission at 4:01 P.M. on Monday, March 7, 2023 at Dodgeville City Hall.

Robert Kratochwill conducted roll call. The following persons were Present: President Robert Kratochwill, Diane Messer, Marie Fralick, Mary McKinley, Mike Humke, Diane Messer, and Police Chief David Bauer. Also present: Teresa Bauer, Mayor Todd Novak, City Attorney Eric Hagen. Absent: John Pipal.

II. Confirmation and Compliance with Open Meeting Law

Motion by Mike Humke to approve the Agenda as written and to confirm the meeting notice was posted as a Special Meeting on March 3, 2023. Second by Diane Messer. Motion passed 5-0.

III. Approval of Minutes from January 23, 2023 Regular Meeting

Motion by Mike Humke to approve the January 23, 2023 Minutes as written. Second by Marie Fralick. Motion passed 5-0

IV. Reports

Police Department Report was presented by Chief David Bauer. Chief Bauer expressed his gratitude for the years of service as Chief of Police. "I have decided it is time to retire." He informed the committee that his last day will be June 9, 2023. His retirement will come 1 day short of 33 years of service. Committee accepted his retirement letter and members thanked him for his service.

V. Closed Session pursuant to Wis. Stat. Sec. 19.85(l)(e)...for discussion and possible recommendation to the Common Council on the salary range for a Police Department Position.

Motion by Mike Humke at 4:15PM to move to Closed Session pursuant to Wis. Stat. Sec. 19.85(l)(e) for discussion and possible recommendation to Common Council on salary range. Second by Diane Messer. Roll Call vote. Motion passed 5-0. Also present: Chief Bauer, Todd Novak, Eric Hagen

Motion by Mary McKinley to reconvene to Open Session at 4:35PM. Second by Mike Humke. Motion passed 5 - 0

VI. New Business

Motion by Mary McKinley to set the Police and Fire Commission recommendation for salary range at \$75,000-\$95,000 for Police Chief, City of Dodgeville position. Second by Mike Humke. Motion passed 5-0.

Discussion followed covering recruitment qualifications and application process. Job description compiled by Chief Bauer to be approved by Common Council. Erik Hagen informed the committee that if a candidate was not hired by June 9, 2023, the committee would then appoint an "Acting Chief" until position was filled.

Review of Qualification for Recruitment, items not included for hiring process: (e) Successful completion of a written examination ...for law enforcement; (f) Oral exam may be conducted by three professional...Commission.

Motion by Mary McKinley to adopt recruitment and application procedures for Police Department position as follows:

Posting of position will be worded by Eric Hagen. Position will be posted in: The Dodgeville Chronicle, published Thursday, March 16, 2023, Wi Law Enforcement Network (WILENET), League of Wisconsin Municipalities, and City of Dodgeville website by Todd Novak, Chief Bauer and Lauree Aulik, City Clerk.

Application will include Cover Letter, DJ-LE-300 Form, and Resume. Applications will be accepted March 16, 2023 to April 17, 2023 till 4:30PM. Applications can be mailed to PO Box (to be opened by Todd Novak) addressed to Police and Fire Commission Dodgeville, c/o Mary McKinley Secretary or submitted online to an email address for Mary McKinley @dodgevillewi.gov (to be set up by Lauree Aulik and Mary McKinley). Complete preview of applications will take place on Monday, April 17, 2023 at Regular Police and Fire Commission Meeting, 5:00PM at Dodgeville City Hall, Closed Session.

On April 17, 2023 applications will be opened, reviewed for completeness, qualified candidates will be identified for interview. Interview questions will be written, date will be scheduled.

All applicants will be contacted by phone, email to confirm interview date and time. After first interviews, need of final interview round will be determined. "Thank You" letters will be sent, conditional job offer can be made by commission with salary negotiated by Todd Novak.

Second by Mike Humke. Motion Passed 5 -0

VII. Adjourn

Motion by Mike Humke to adjourn. Second by Diane Messer. Motion passed 5-0. Meeting was adjourned at 5:17PM by Robert Kratochwill. Next Regular Meeting, Monday, April 17, 2023, City Hall at 5:00PM. Submitted by Mary McKinley

PEP

Personnel Evaluation Profile

- Fast, accurate, cost-effective
- Uncovers poor value systems
- Helps identify 1/3 more disqualifying criteria
- Greatly reduces backgrounding hours

Section V. Item #5.

COVERING

Work Ethic
Absenteeism
Tardiness
Ethics/Honesty
Socialization

Customer Service
Drugs
Reporting Dishonesty
Survey Distortion
Employment Background

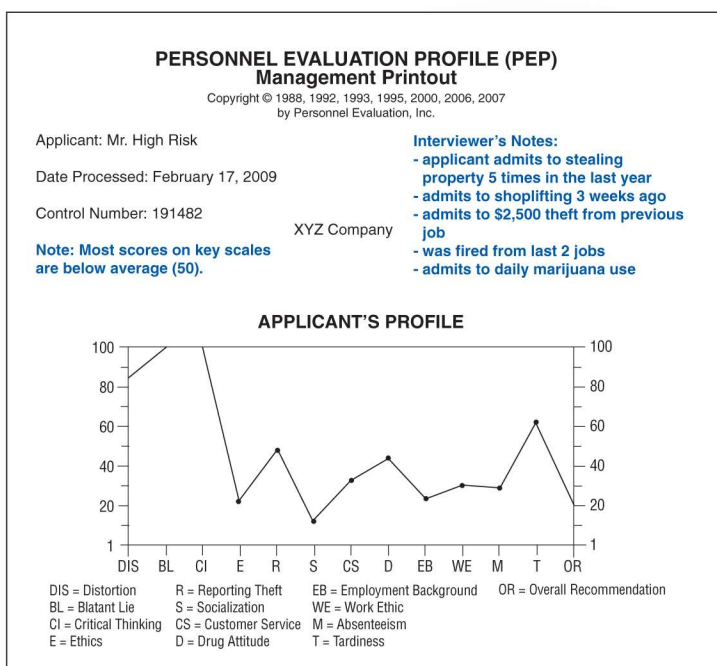
The PEP is one of the finest pre-employment screening tools available. Survey results are presented in the form of a graph allowing hiring officials to easily compare applicants. Itemized responses provide the interviewer with direct insight as to the applicant's general character and value system – information that may not be found in a standard background investigation. The survey also contains several sophisticated scoring mechanisms to identify applicants trying to manipulate or create a "good impression" on the survey.

We offer a verbal consultation on every result – at no additional fee! Hiring experts point out inconsistencies in applicant statements and discuss areas that should be explored prior to hire.

The PEP may be administered on-site via the internet or paper/pencil form. PEI can also provide remote, proctored usage. Average time for completion is 25-30 minutes. Survey results are available immediately via email.



Shown below is the graph portion of a PEP result.



SUCCESS STORY

Real life scenario:

Two departments, using the PEP, rejected the same eligible candidate based on the PEP results prior to completing a full background investigation. A third department ran a full background investigation on this same individual, only to reject him as a result of the background. Their cost? Thousands of dollars and many wasted staff hours. This department now uses the PEP prior to running their backgrounds.

TESTIMONIALS

"We used the Personnel Evaluation Profile for the first time last year when hiring Correction's Officers for our new Jail. Using the PEP to gain valuable insight into the applicants' work habits and personality traits prior to the interview has been very effective. The results were so successful that now our Dispatch Center and Law Enforcement Center are using the PEP and our other county departments are considering using it as a part of their hiring procedures. The feedback from PEI is fast and costs are budget friendly."

"We use the Personnel Evaluation Profile as a part of the process for hiring new Police Officers. We found it to be a valuable tool to augment the background investigation. The Customer Service was exceptional. The Representative from P.E.I. spent 45 minutes on the phone interpreting results from three finalists. We would not consider hiring a candidate without having them take the PEP."

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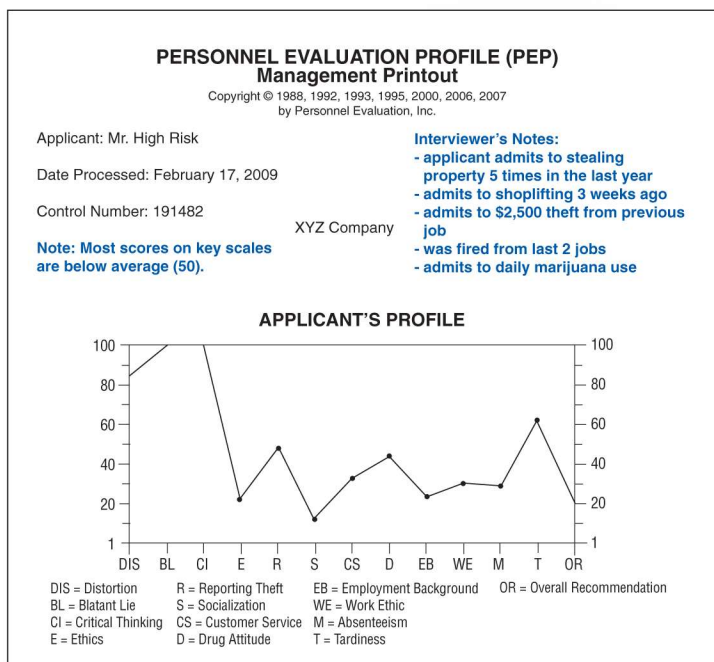
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The Achiever Profile assesses your applicant's:

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- ➔ Motivation
- ➔ Demeanor
- ➔ Mental Toughness
- ➔ Assertiveness
- ➔ Communication
- ➔ Organization
- ➔ And much more!

To Learn More:
Personnel Evaluation
Chris Wicklund
888-734-3988



Executive Achiever® Assessment Report

Report prepared on: **Joe Sample**
Chief of Police
Sample Police Dept.
joe@sample.com
555-555-5555

Report Type: Police Chief



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

Date: 7/25/2022
Page: 1

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

Section I	Aptitudes and Personality Assessment
Section II	Management competencies associated with leadership, planning and implementation
Section III	Personal knowledge of leadership techniques
Section IV	Suggested behavioral interview questions
Section V	Personal Development Plan



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

Date: 7/25/2022
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Mental Aptitudes

Mental Acuity

1	2	3	4	5	6	7	8	9
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Mr. Sample is low-average in Mental Acuity, indicating he is slower in his thinking, comprehension and reasoning ability than is needed for more difficult tasks. He will need to take time to make a decision or solve a more challenging problem, particularly if the situation involves data which is unfamiliar to him. Some level of supervision and thorough training will need to be available until he is proficient in the job.

Business Terms

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

Memory Recall

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has exemplary general English vocabulary skills, enabling him to communicate effectively with others on all levels. He should be capable of relaying even the most complex information to others.



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Numerical Perception

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe's Numerical Perception score is an indication that he may have a vision or concentration problem. Unless corrected, any work that requires that close attention be paid to detail may be difficult for him to complete quickly and with a necessary degree of accuracy. Tension may also interfere with concentration. If he also has a low score in Mental Acuity, he may be a slow reader or he may not have understood or followed the directions at the beginning of this evaluation.

Mechanical Interest

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample's level of interest in mechanical devices is average.

Personality Dimensions

Energy

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample is a calm individual with a low energy level. He will handle environmental pressure well, but may lack the inner tension to energetically tackle assignments or projects. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

Flexibility

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is an ethical, quality-minded individual with a strong sense of integrity. He remains focused on his goals and interested in providing good customer service and high quality products. Being somewhat inflexible, once goals are set and policies in place, he may be hesitant to change. Because of this, he could experience difficulty handling multiple job demands and assignments. He will adapt to some changes and occasionally attempt to generate new ways of doing things or new ways to utilize current applications of products or services, but will want to be certain his new ideas are right before recommending them. Even though he may occasionally develop new procedures and come up with new ideas, he is not especially innovative or free-thinking.



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Organization



Mr. Sample understands the importance of organizing his time and activities, and is usually aware of his priorities. Without being overly rigid in planning, he makes the best use possible of the time and resources available to him to reach organizational goals and priorities.

Communication



Joe has an interactive, sharing style of communicating and will be a good collaborator who will share his own thoughts and knowledge with others. Even though he is open and interactive and feels comfortable articulating his thoughts to people, he does not require constant contact with people to be content.

Emotional Development



Mr. Sample is a very self-assured person with a strong degree of self-confidence. He believes in himself, has a very high frustration tolerance level and a high degree of patience for himself and others. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

Assertiveness



Joe can take control, maintain order, and express his opinions, but is open to the ideas of others and will not actively seek out conflict. He will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.



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Competitiveness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample works well with others, but is more concerned with maintaining harmony than participating in individual competition. He sees life as an experience to enjoy, rather than a struggle to win, and lacks a strong sense of competitiveness. At times, he may place so much emphasis on friendships that effectiveness and productivity suffer.

Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is sensitive to the needs of customers and others. He may take criticism or rejection personally, and will prefer to work in comfortable surroundings free from criticism, rejection, etc. He will interact with others with a strong degree of concern, and may at times allow emotions to take precedence over facts.

Question/Probing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe needs some job security and will take risks only when he is convinced that he is unlikely to make a mistake or fail. If a goal is important to him, he will be more likely to take decisive personal action in order to reach it or put forth extra effort and hours to complete the project, but he remains more easily motivated by security than achievement.



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Validity Scales

Distortion



Mr. Sample is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation



He has scored within our acceptable equivocation range.



Executive Achiever

ScoreSheet

Police Chief

Name: Joe Sample

Company: Sample Police Dept.

Date: 7/25/2022

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Mental Aptitudes

		1	2	3	4	5	6	7	8	9		
Mental Acuity	Slow to Learn				4	[	•	•	•	•	]	Fast to Learn
Business Terms	Uninformed							7			Knowledgeable	
Memory Recall	Unaware						[	•	•	•	9	Aware
Vocabulary	Limited				[	•	•	•	•	8	]	Strong
Numerical Perception	Imprecise			3			[	•	•	•	]	Accurate
Mechanical Interest	Indifferent						6				Interested	

Personality Dimensions

		1	2	3	4	5	6	7	8	9	
Energy	Restless				[	•	•	•	•	9	Calm
Flexibility	Flexible					[	•	•	7	•	Rigid
Organization	Disorganized				[	•	5	•	•	]	Planful
Communication	Reserved					[	5	•	•	]	Interactive
Emotional Develop.	Impatient					[	•	•	•	8	Tolerant
Assertiveness	Cooperative					[	5	•	•	•	Authoritative
Competitiveness	Team Player	1			[	•	•	•	•	]	Individualist
Mental Toughness	Sensitive			3		[	•	•	•	•	Tough
Questioning/Probing	Trusting		2		[	•	•	•	•	]	Skeptical
Motivation	Security					[	5	•	•	•	Recognition

Validity Scales

		1	2	3	4	5	6	7	8	9	
Distortion	Frank Answer	[	•	•	•	•	5	•	]		Exaggerates
Equivocation	Chose Alternate	[	•	•	•	•	5	•	]		Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:
Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

NOTE: Areas with dots and brackets [• — • — •] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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Company: Sample Police Dept.

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Management Competencies

Accountability/Ownership

1	2	3	4	5	6	7	8	9
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Mr. Sample has some desire to be accountable for his own actions. He probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if he develops the ability to plan farther in advance as he strives to reach goals and meet deadlines. He probably enters into self-appraisal, and unless he is highly competitive and wants to do everything himself, he is probably willing to share information and responsibility with others.

Challenge the Status Quo

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is willing to challenge the status quo if, after careful thought, he is convinced that a new way of doing things is necessary. Once he is absolutely convinced that traditional ways of thinking and working need to change, he is generally willing to make a change.

Collaboration/Integration

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of his own work. He may need to remember to share the glory for accomplishments he had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate his own work with that of others in the organization will further enhance his performance in this competency.

Creativity/Innovation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample can be a creative, innovative individual, when he allows himself to be so. He wants to keep the company leading-edge and will take some calculated risks to implement new ways of doing things, provided he believes there is a greater chance of success than failure. At times, he may prefer to stick with the "tried and proven" way of doing things, and would benefit from becoming even more creative and innovative in his thought processes.



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Customer/Market Oriented

1	2	3	4	5	6	7	8	9
---	---	---	----------	---	---	---	---	---

He has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. He probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize his resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of his customers.

Energy/Enthusiasm

1	2	3	4	5	6	7	8	9
---	---	---	---	----------	---	---	---	---

Joe will exhibit some enthusiasm toward his job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen his ability to become an inspiration to others through his own diligence and hard work, and will increase his desire to help others through difficult times.

Strategic Thinking

1	2	3	4	5	6	7	8	9
---	---	---	----------	---	---	---	---	---

Mr. Sample is able to analyze the organization's strengths, weaknesses and competitive position in the marketplace to some degree, but could benefit from becoming even more aware of changes in the marketplace. This will enable him to develop objectives and strategies based on long-term perspectives and help him visualize future opportunities and threats the organization is likely to face. While he is able to identify some companies which could benefit from the organization's products and services, becoming more aware of competitive and market trends will enhance his ability in this competency area.



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Leadership Knowledge

Attitude/ Leadership Personality

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has an excellent understanding of the necessity for a positive attitude and good self-confidence in a leadership role, and continually works to develop and maintain both. He understands the importance of being able to bounce back quickly from problems and other obstacles he may face as a leader, and is able to deal with difficult situations with ease. He has certain ethical standards he keeps and has clearly defined, for himself, what being a leader means.

Time Management

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a healthy understanding of the importance of planning. He utilizes planning tools to keep himself organized, and generally has his priorities in line. Good time management is important to him, but he leaves enough leeway to deal with interruptions or changes, when necessary. He spends a good amount of time planning, but not to the extreme.

Planning

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has a strong understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. He has a well-developed understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

Organizing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a strong understanding of organization as it relates to leadership. He understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since he understands what encompasses organizing, he is capable of organizing projects and activities in an effective manner.



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Staffing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He knows the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process will enable him to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

Leading

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a strong understanding of what comprises good leadership. He understands the importance of a leader empowering his workforce and acting as a coach and mentor of others. He realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

Facilitating

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has a very strong understanding of facilitation and control in the leadership process. He is able to define what problems are and have devised some methods of effective problem-solving. He understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.



Executive Achiever

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Management Competencies & Leadership Knowledge

Management Competencies Scoresheet

Management Competencies									
	1	2	3	4	5	6	7	8	9
Accountability / Ownership					5				
Challenge the Status Quo					5				
Collaboration / Integration				4					
Creativity / Innovation					5				
Customer / Market Oriented				4					
Energy / Enthusiasm					5				
Strategic Thinking				4					

Leadership Knowledge Scoresheet

Leadership Knowledge									
	1	2	3	4	5	6	7	8	9
Attitude / Leadership Pers.									9
Time Management							7		
Planning							7		
Organizing							7		
Staffing							7		
Leading								8	
Facilitating									9



Executive Achiever

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Leadership Traits Assessment

Introduction

This report section evaluates Joe's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.



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Leadership Potential Summary Report

for: Joe Sample

Joe has good leadership potential in the following area(s):

- Planning
- Organizing
- Staffing
- Facilitating

Joe's Training & Development Needs are:

- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



Executive Achiever

Section V. Item #5.

Name: Joe Sample
Company: Sample Police Dept.

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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

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Interview Questions for **Energy**

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.



Probes

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"



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Interview Questions for Emotional Development

Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.



Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?



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Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.



Probes

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?



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Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Probes

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?



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Interview Questions for **Questioning & Probing**

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.



Probes

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Tell me what steps you took to gather information needed to solve problems in your last job.

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Interpretive Guides

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?



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Development Suggestions
Introduction

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.



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Energy - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

"I vigorously undertake each task."

Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.



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Emotional Development - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You are a self-assured individual with healthy self-esteem. You believe in yourself and are not easily frustrated when things do not happen as quickly as you desire. You are self-reliant, but may at times be overly tolerant and fail to take action as quickly as you should, believing everything will "work out okay."

Your self-affirmation sentence:

"I am an action-oriented person."

Steps to Effect Change

1. Your biggest problem lies in your tolerance level and possible procrastination when action is called for. You must learn what you can achieve if you try harder and reach for greater achievement through established goals and objectives.
2. You need to mentally stress the daily and weekly process of planning time and activities to make the right things take place for timely accomplishment. Avoid becoming complacent over any unmet goals.
3. You can seek regular counseling with others to make sure that you are not being slack about reaching your goals; ask "significant others" in your life to apply pressure, when necessary, to help you meet set goals.
4. Goal setting is highly important - write goals down and evaluate your progress daily. Tell someone close to you that you are working toward a goal; let that person urge you on!



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Competitiveness - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

"I am a winner!"

Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.



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Online Courseware

Emotional Development

When working with others, your ego level may impact your relationships and your success in achieving desired results with them. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management [™] by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team
- [Effective Personal Productivity](#) - Lesson 6: Improving Production of the Team

To access recommended online courseware, visit www.lmiuniversity.com.



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Online Courseware

Competitiveness

When working with others, your competitive level may be influencing how effective you are in your relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team

To access recommended online courseware, visit www.lmiuniversity.com.



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Online Courseware

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

To access recommended online courseware, visit www.lmiuniversity.com.



Achiever® Assessment Report

Report prepared on: **Mr. Sample**

Report Type: Law Enforcement Supervisor



For more information contact:

Personnel Evaluations, Inc.
11138 W. Greenfield Avenue
Milwaukee, WI 53214-2362
888-734-2727
sue@peiasap.com



Achiever

Name: Mr. Sample
Company:

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Page: 1

Mental Aptitudes

Mental Acuity

1	2	3	4	5	6	7	8	9
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Mr. Sample is high in Mental Acuity, indicating he is a very fast thinker with superior problem-solving and reasoning ability. With his ability to quickly comprehend matters, he is capable of making effective decisions quickly, based on his knowledge, intuition and strong reasoning skills. Job satisfaction will be obtained by working on highly complex projects which challenge his intellect.

Business Terms

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

Memory Recall

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample's language skills are good and should enable him to communicate effectively with others.



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Numerical Perception



Mr.'s above-average Numerical Perception score indicates he can process data quickly and carefully.

Mechanical Interest



Mr. shows some interest in machines and is probably willing to devote extra time to learn the technology used at work. Please note that this mental aptitude measures interest, not mechanical ability.

Personality Dimensions

Energy



Mr. Sample has a good level of energy and takes an energetic approach to work and other matters. He has a high drive level, but is generally able to control energy sufficiently to concentrate and accomplish assignments in a timely, yet effective manner.

Flexibility



Mr. has a good sense of integrity and is an ethical individual who is focused on what he wants to accomplish. He will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. He is also interested in obtaining customer satisfaction by providing good service. He can be creative or stick with the "tried and true," depending on the circumstances. Even though he will try to generate new solutions to problems, and new ways to use existing applications of products or services, he will be concerned about quality prior to implementing a change. He can be inventive, but will test his new ideas and concepts to be certain any risks involved are minimal.



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Organization

1	2	3	4	5	6	7	8	9
---	---	---	----------	---	---	---	---	---

Even though Mr. Sample understands the importance of good organizational habits, he is also a good improviser who can adapt his schedule to unforeseen contingencies. He is usually focused on deadlines and strives to make good use of the time and resources he has available to him to reach organizational goals, but may occasionally lose sight of priorities.

Communication

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. enjoys working with people and is a very open, sharing collaborator. He easily and comfortably articulates his own feelings, ideas and knowledge to others. He would not be happy in an environment where he has no opportunity to interact with others.

Emotional Development

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. Sample has a healthy level of self-confidence without being unrealistic and is not easily deterred if situations occur which slow down his efforts. He believes in himself, and when faced with obstacles, is patient enough to wait for results.

Assertiveness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. will express his opinions and effectively and professionally defend his decisions and ideas when challenged, but is also willing to consider the ideas of others. He will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.



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Competitiveness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. Sample enjoys competition and is most successful when he is contributing to a group competitive effort. He has a competitive spirit and desire to win, and will work hard to help the team achieve its goals, but may avoid competition against co-workers, feeling that this type of competition could ruin good relationships with others.

Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	----------	---	---	---	---	---	---

Mr. is sensitive to the needs of customers and others. He may take criticism or rejection personally, and will prefer to work in comfortable surroundings free from criticism, rejection, etc. He will interact with others with a strong degree of concern, and may at times allow emotions to take precedence over facts.

Question/Probing

1	2	3	4	5	6	7	8	9
---	----------	---	---	---	---	---	---	---

Mr. has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	----------

Mr. is motivated by challenge and recognition for his achievements, and will take personal action to accomplish more when the right rewards are offered. He will accept a risk when the potential for profit and recognition exists. He is willing to work long hours and put in extra effort, even if it means sacrificing his family life to achieve success.



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Validity Scales

Distortion



Mr. Sample is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation



He has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.



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ScoreSheet
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Mental Aptitudes

		1	2	3	4	5	6	7	8	9		
Mental Acuity	Slow to Learn					[					9	Fast to Learn
Business Terms	Uninformed							7				Knowledgeable
Memory Recall	Unaware					[					9	Aware
Vocabulary	Limited				[		6					Strong
Numerical Perception	Imprecise						[		7			Accurate
Mechanical Interest	Indifferent				4							Interested

Personality Dimensions

		1	2	3	4	5	6	7	8	9	
Energy	Restless				[4 — — —]						Calm
Flexibility	Flexible				[— — 6]						Rigid
Organization	Disorganized				4 [— — —]						Planful
Communication	Reserved				[— — 6 —]						Interactive
Emotional Develop.	Impatient				[— — 6 —]						Tolerant
Assertiveness	Cooperative					[— 6 — —]					Authoritative
Competitiveness	Team Player		[— — — —]			6					Individualist
Mental Toughness	Sensitive			3		[— — — —]					Tough
Questioning/Probing	Trusting		2			[— — — —]					Skeptical
Motivation	Security				[— — — —]					9	Recognition

Validity Scales

		1	2	3	4	5	6	7	8	9	
Distortion	Frank Answer	[● — ● — ● — ● — 5 — ●]									Exaggerates
Equivocation	Chose Alternate	[● — ● — ● — ● — 5 — ●]									Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:

Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

NOTE: Areas with dots and brackets [● — ●] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



Achiever

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Leadership Traits Assessment

Introduction

This report section evaluates Mr.'s traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Mr. may or may not be one of the better people employed in a specific organization. If Mr. is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.



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Leadership Potential Summary Report

for: Mr. Sample

Mr. has good leadership potential in the following area(s):

- Planning
- Facilitating

Mr.'s Training & Development Needs are:

- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



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Name: Mr. Sample
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Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantities?

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Interview Questions for Questioning & Probing

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.



Very strong
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Strong
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Some
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Strong
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Very strong
evidence of
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Probes

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Tell me what steps you took to gather information needed to solve problems in your last job.

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Interpretive Guides

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?



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Interview Questions for **Motivation**

Motivation - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.



Probes

In your prior job, what was the biggest change you were faced with and how did you adapt to that change?

Give me an example of a time you took a risk and won. How did your accomplishment make you feel? How do you believe you would have felt if you had taken that risk and failed?

Other than money, describe what really motivated you in prior jobs to do more than you were expected to do.

What type of compensation plan have you most enjoyed in the past - straight salary, commission only, draw plus, etc. What most attracts you to this type of compensation plan?

Interpretive Guides

Does the candidate seem to thrive on change? Does it appear the candidate has good skills to cope with change?

Is the candidate a big risk taker? Does it appear the risks the candidate has taken are reasonable and calculated, or does the candidate appear to be somewhat impetuous? Does it appear the candidate is able to accept occasional failure?

Does the candidate appear to understand what motivates him or her and if so, are these factors reasonable and available in this position?

In this position, will the candidate be on the same type compensation plan as the one he or she most enjoyed in the past. If not, could the compensation plan be structured to better meet the candidate's needs?



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Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.



Achiever

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Mental Toughness - Evaluates emotional strength

You are a very sensitive person who is concerned about the needs of others. You prefer working in an aesthetic, comfortable environment free from criticism, rejection, etc. Criticism may hurt your feelings and you can allow emotions to take over when making good decisions.

Your self-affirmation sentence:

"I 'hang tough' when life gets me down."

Steps to Effect Change

1. It is important that you have "significant others" in your life who can provide reinforcement when you are down, especially after a series of negative events in your life.
2. The weather, noise, unpleasant conditions, etc., really discourage you. As much as possible, learn to block unpleasantities such as these out of your mind, especially if you have little or no control over them.
3. Physical illness and stress can cause lower stamina levels, so a balanced exercise program, proper diet, and regular check-ups are encouraged. If you are currently experiencing an unusual degree of stress, look at matters very objectively if you start to get your feelings hurt or take offense with something someone has said. It is common to take things too personally when you are feeling ill or under stress.
4. Developing coping skills to control stress is important for the more sensitive individual. Using your sense of humor or writing in a journal are two examples of positive coping skills.



Achiever

Name: Mr. Sample
Company:

Date: 1/17/2005
Page: 15

Question/Probing - Measures the tendency not to accept information at face value.

You have a very trusting nature and tend to accept most instructions, directives and information at face value. Even though you have a positive, enthusiastic attitude, you may be so trusting that you allow others to take advantage. When problem-solving or troubleshooting complex issues, you may not probe far enough to see the whole picture.

Your self-affirmation sentence:

"I ask questions."

Steps to Effect Change

1. Gullible people can be taken advantage of very easily; you need to develop the ability to question and develop probing skills.
2. Mental exercises, such as word games, mathematics and logic puzzles, even newspaper crossword puzzles, help to develop the "probing" process and are quite useful in developing your "brain power."
3. Cynicism is not attractive, but the trusting person can often be a detriment by disclosing private information much better kept confidential. Develop the ability to be a little more closed and therefore a little less open to exploitation.
4. Prior to making any type of commitment, signing any legal contracts, making any big purchases, etc., give yourself time to research and think about the situation, rather than entering into the matter too quickly.



Achiever

Name: Mr. Sample
Company:

Date: 1/17/2005
Page: 16

Motivation - Measures the orientation to stay in a known and secure situation opposed to making or engaging in risk-oriented ventures.

You are easily motivated when the right rewards are offered. You have good initiative and will take risks when the opportunity to excel and achieve recognition exists. You are always looking for a chance to obtain recognition for your efforts. You will be willing to put in extra hours and exert greater effort, provided you feel you will be rewarded for your efforts. Status and recognition are more important than a steady job or a stable paycheck, even if it means long hours, frequent travel or uncertain earnings.

Your self-affirmation sentence:

"It's okay not to be No. 1 sometimes."

Steps to Effect Change

1. You are an optimistic person and have a tendency to not understand why everyone in the world isn't the way you are. It is important for you to understand that the degree of recognition you seek may not always be available as you desire. Avoid looking for "greener pastures" too frequently. Joining organizations and participating in activities outside of work can help provide you the degree of recognition you so strongly need in your life.
2. You will need to stay aware of the need to balance your drive for personal recognition with an understanding of how your risk-orientation might adversely affect others in your life who are more security-motivated.



Achiever

Name: Mr. Sample
Company:

Date: 1/17/2005
Page: 17

Online Courseware

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

To access recommended online courseware, visit www.lmiuniversity.com.



Achiever

Name: Mr. Sample
Company:

Date: 1/17/2005
Page: 18

Online Courseware

Motivation

When working with others, how you are personally motivated may be affecting the results you are achieving. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 4: Work Motivation should be of particular interest for those wanting to explore more effective ways of dealing with motivation in the work environment.

To access recommended online courseware, visit www.lmiuniversity.com.

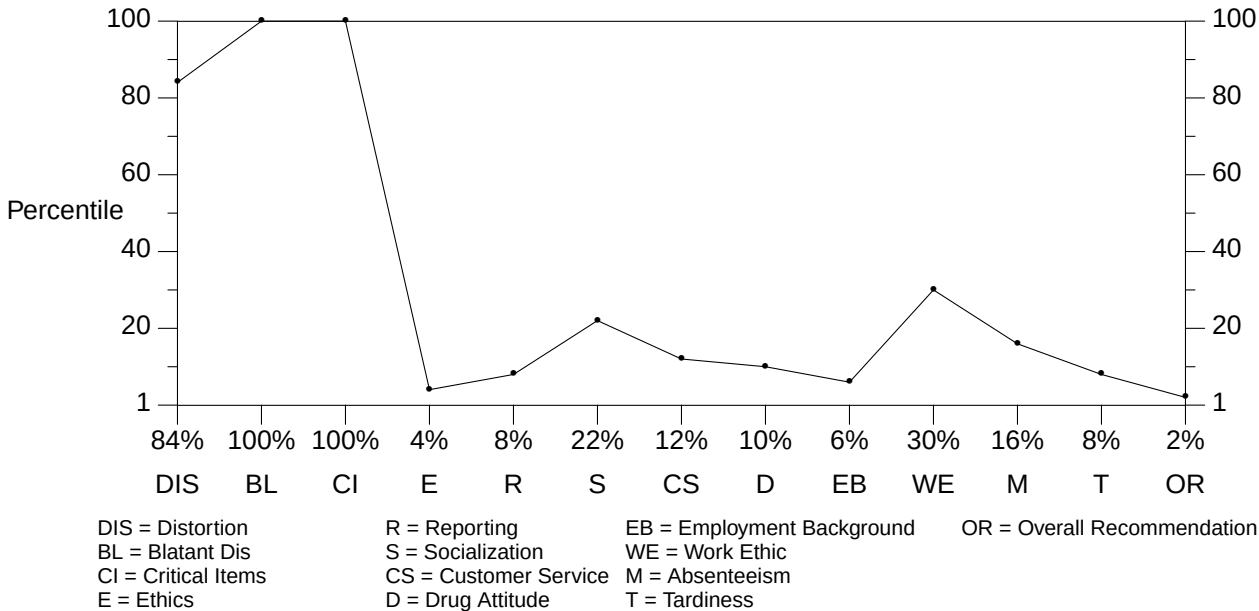
**PERSONNEL EVALUATION PROFILE (PEP)
Management Printout**

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by Personnel Evaluation, Inc.

Applicant: Mr Highrisk Sworn Officer
Date Processed: March 1st, 2021
Control Number: 189563

Law Enforcement, FT
XYZ Company

APPLICANT'S PROFILE



WARNING. This applicant does not meet your company's pre-established score of 32 or higher on the Overall Recommendation scale.

The PEP is designed to provide valuable job-related information concerning an applicant's attitudes, values, and background. Although the PEP is an excellent screening tool, it is important to note that it is only one source of information and employment decisions should not be made utilizing the PEP as the sole hiring criterion.

VALIDITY

Comprehension: It appears that Mr Highrisk Sworn Officer read and understood the survey items and did not respond in a random manner.

Distortion: This appears to be a valid survey. It appears in general that Mr Highrisk Sworn Officer read the items carefully and the responses appear to be realistically truthful and likely to reflect his current status.

ETHICS

The Ethics scale measures the applicant's responses to items related to their value system. The items cover areas such as past misconduct, reporting theft, inter-thief loyalty, hypothetical theft situations, etc. A low score generally indicates the applicant made a number of unfavorable responses regarding behavior and/or values that would make security interviews and background checks advisable prior to making a hiring decision. Mr Highrisk Sworn Officer scored at the 4 percentile on the Ethics scale.

REPORTING

This scale has items related to reporting dishonest behavior, inter-thief loyalty and the importance of reporting dishonest behavior. A low score on this scale may indicate the applicant is reluctant to report certain dishonest behaviors or may feel that loyalty to others is more important than reporting dishonesty to the employer. The applicant responses should be reviewed and explored with the applicant to determine if these answers are acceptable for the position applied for. Mr Highrisk Sworn Officer scored at the 8 percentile on the Reporting scale.

SOCIALIZATION

The Socialization scale items relate to patience, flexibility, tolerance for frustration, and rule conformance. Mr Highrisk Sworn Officer scored at the 22 percentile on the Socialization scale. A low score highlights the need to explore, during the interview and with reference checks, the applicants interpersonal skills as they relate to the job function and working environment within your company.

CUSTOMER SERVICE

The Customer Service Scale has items regarding customer care, approach and involvement with customers, empathy, tolerance and problem solving. A low score on this scale correlates with employees that have been rated below average by supervisors on customer orientation, product focus, attentiveness, reliability and rule conformance. This area should be covered in-depth in follow-up interviews and references. It is important to ensure that your customer service training is adequate to address the concern areas. Mr Highrisk Sworn Officer scored at the 12 percentile on the Customer Service scale.

ILLEGAL DRUG ATTITUDES

The Drug Use scale is designed to assess the applicant's views concerning illegal drug usage. A low score generally indicates a lenient attitude towards illegal drug usage. An applicant with a low score should be interviewed to determine if there is any relevant illegal drug usage that might cause problems for the company. A low score does not necessarily indicate that the applicant is currently using illegal drugs. Mr Highrisk Sworn Officer scored at the 10 percentile on the Drug Use scale.

EMPLOYMENT BACKGROUND

The Employment Background scale has items reflecting rule conformance, interpersonal conflict, longevity, and job performance at past places of employment. A low score indicates that a significant number of questions were answered in a manner that would make thorough reference checking advisable. Mr Highrisk Sworn Officer scored at the 6 percentile on the Employment Background scale.

WORK ETHIC

The Work Ethic scale has questions relating to the applicant's ability to get along with bosses and co-workers, longevity, initiative, work drive, and overall work attitude. A low score in this area indicates that it would be advisable to do reference checks and security interviews focusing on attitude and job performance. Mr Highrisk Sworn Officer scored at the 30 percentile on the Work Ethic scale.

ABSENTEEISM

The Absenteeism scale has items focusing on dependability and attitudes regarding missing days. Mr Highrisk Sworn Officer scored at the 16 percentile on the Absenteeism scale. A low score indicates that the applicant may have more lenient than average views concerning absenteeism. Interview questions and reference checks should focus on whether the applicant can meet the attendance requirements of your company.

TARDINESS

The Tardiness scale has questions which focus on the applicant's beliefs about coming to work late or taking long breaks. Mr Highrisk Sworn Officer scored at the 8 percentile on the Tardiness scale. A low score indicates a more lenient than average attitude concerning tardiness. Interview questions and reference checks should focus on tardiness at past jobs.

OVERALL RECOMMENDATION

The Overall Recommendation scale is a blend of questions from throughout the survey. These items were selected because they statistically differentiated whether or not professional interviewers would overall recommend or not recommend the applicant for the job. A low score on this scale means that it would be very advisable to do **thorough security interviews, background checks, and criminal records checks** prior to making a hiring decision. Mr Highrisk Sworn Officer scored at the 2 percentile on the Overall Recommendation scale.

DETAILED BREAKDOWN OF SURVEY RESPONSES

Item responses should not be used as the sole basis for making a hiring decision. Occasionally an applicant may inadvertently mark the wrong circle. These responses are printed to give employers insight into the applicant's value system and to prompt further inquiry or investigation.

ETHICS

Admissions: Mr Highrisk Sworn Officer indicated he:

- has broken company rules he could have been fired for.
- has given discounts at work that were against the rules.

It is suggested that this applicant be given a security interview to determine the extent of the misconduct and whether it is relevant to this job.

Keeping found property: Mr Highrisk Sworn Officer indicated he would not turn in a money bag containing \$400.00 he found, if no one else knew about it. This may indicate a lack of empathy towards others and a willingness to take advantage of a situation instead of doing the 'right' thing.

Opportunistic theft: Mr Highrisk Sworn Officer indicated he would:

- not tell a clerk if the clerk made a \$10.00 error in the applicant's favor.
- not return and pay for a lunch bill he forgot.
- would not report it if the government's computer gave him a large refund by accident.

This may indicate a willingness to take advantage of businesses in certain situations, for personal gain.

Temptations: Mr Highrisk Sworn Officer indicated he:

- has been asked by a co-worker to steal.
- sometimes thinks about doing dishonest things.
- has been at least a little tempted to commit a crime.

Personal assessment of own honesty: Mr Highrisk Sworn Officer indicated he does not think he is just too honest to steal.

Perception of integrity: Mr Highrisk Sworn Officer indicated that:

- he would not think that a friend who shoplifted a small item was dishonest.
- taking long coffee or lunch breaks is not cheating the company.
- an applicant that lies on this survey should still be hired.

Punishment/Leniency: Mr Highrisk Sworn Officer indicated he believes that:

- a worker caught stealing, only one time, should be given a second chance.
- a cashier who kept \$7.00 extra from a customer should not be fired.

REPORTING

Loyalty over honesty: Mr Highrisk Sworn Officer indicated he believes that a worker caught stealing should not tell on friends who helped. This may indicate that the applicant believes that loyalty to someone dishonest is more important than loyalty to whomever was victimized.

Reporting misconduct: Mr Highrisk Sworn Officer indicated he:

- would not report a co-worker for stealing property valued at \$2.50.
- would not report a co-worker for drinking alcohol on the job.
- would not report a co-worker who uses illegal drugs on the job.

If hired, the applicant should be counseled concerning the importance of reporting dishonest behavior.

SOCIALIZATION

Patience/Impulsiveness: Mr Highrisk Sworn Officer indicated that he believes it is only wrong to hit a co-worker if you strike the first blow.

Getting along: Mr Highrisk Sworn Officer indicated that:

- he has raised his voice in an argument at work or school.
- conflicts with bosses or co-workers have affected his work.

CUSTOMER SERVICE

Customer care/Empathy: Mr Highrisk Sworn Officer indicated he would not be bothered if a co-worker provided poor customer service.

ILLEGAL DRUG ATTITUDES

Drug leniency: Mr Highrisk Sworn Officer indicated that:

- you should not be fired if you use illegal drugs and fail a drug test.
- a worker’s social use of illegal drugs has little to do with their honesty.
- companies should not screen out the illegal drug users.

EMPLOYMENT BACKGROUND

Work History: Mr Highrisk Sworn Officer indicated he:

- has left a job without giving proper notice.
- has been asked to leave at least one past job.
- has been fired from a job.
- has received a verbal warning at a job.
- has received a written warning at a job.
- has had a boss that expressed concern over his job performance.

WORK ETHIC

Work drive: Mr Highrisk Sworn Officer indicated that he believes past bosses might say he should work harder.

Talking: Mr Highrisk Sworn Officer indicated that he would not feel like he cheated the company if he talked socially more than 15 minutes on company time.

ABSENTEEISM

Mr Highrisk Sworn Officer indicated that he:

- does not believe that employees who lie to get a day off should be reprimanded.
- has made up excuses to get a day off from work.
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TARDINESS

Mr Highrisk Sworn Officer indicated that he:

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- does not believe an employee should be fired if they are late four times per month.
- is normally late for work at least a couple of times per month.
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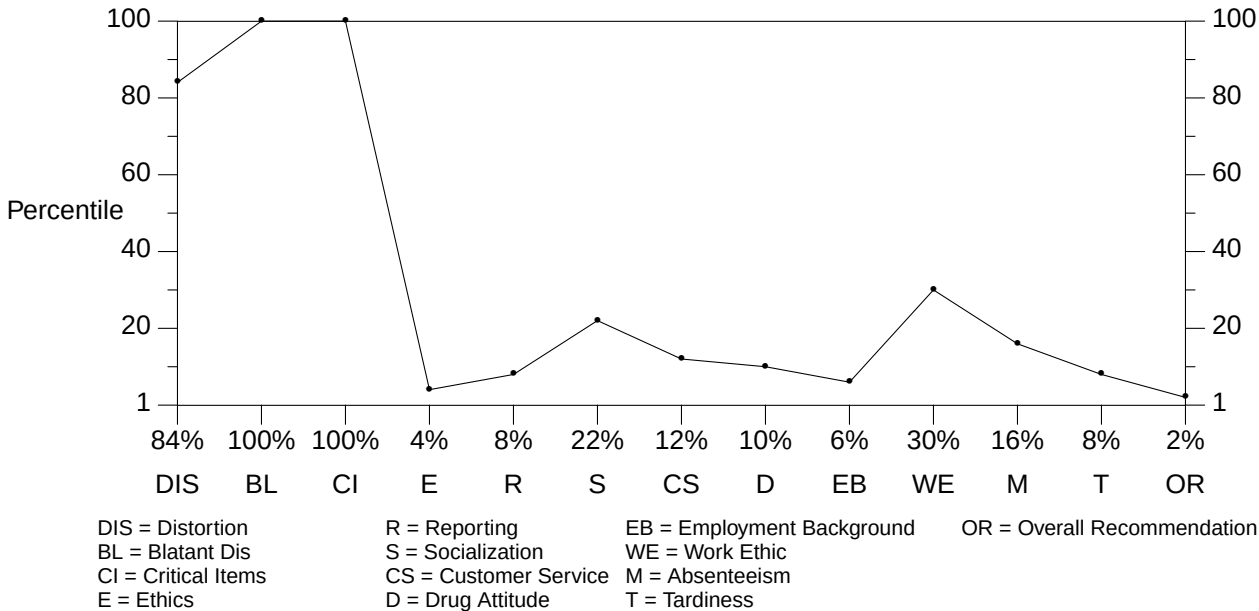
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- ➔ Motivation
- ➔ Demeanor
- ➔ Mental Toughness
- ➔ Assertiveness
- ➔ Communication
- ➔ Organization
- ➔ And much more!

To Learn More:
Personnel Evaluation
Chris Wicklund
888-734-3988



Executive Achiever® Assessment Report

Report prepared on: **Joe Sample**
Chief of Police
Sample Police Dept.
joe@sample.com
555-555-5555

Report Type: Police Chief



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

Date: 7/25/2022
Page: 1

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

Section I	Aptitudes and Personality Assessment
Section II	Management competencies associated with leadership, planning and implementation
Section III	Personal knowledge of leadership techniques
Section IV	Suggested behavioral interview questions
Section V	Personal Development Plan



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

Date: 7/25/2022
Page: 2

Mental Aptitudes

Mental Acuity

1	2	3	4	5	6	7	8	9
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Mr. Sample is low-average in Mental Acuity, indicating he is slower in his thinking, comprehension and reasoning ability than is needed for more difficult tasks. He will need to take time to make a decision or solve a more challenging problem, particularly if the situation involves data which is unfamiliar to him. Some level of supervision and thorough training will need to be available until he is proficient in the job.

Business Terms

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

Memory Recall

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has exemplary general English vocabulary skills, enabling him to communicate effectively with others on all levels. He should be capable of relaying even the most complex information to others.



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

Date: 7/25/2022
Page: 3

Numerical Perception



Joe's Numerical Perception score is an indication that he may have a vision or concentration problem. Unless corrected, any work that requires that close attention be paid to detail may be difficult for him to complete quickly and with a necessary degree of accuracy. Tension may also interfere with concentration. If he also has a low score in Mental Acuity, he may be a slow reader or he may not have understood or followed the directions at the beginning of this evaluation.

Mechanical Interest



Mr. Sample's level of interest in mechanical devices is average.

Personality Dimensions

Energy



Mr. Sample is a calm individual with a low energy level. He will handle environmental pressure well, but may lack the inner tension to energetically tackle assignments or projects. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

Flexibility



Joe is an ethical, quality-minded individual with a strong sense of integrity. He remains focused on his goals and interested in providing good customer service and high quality products. Being somewhat inflexible, once goals are set and policies in place, he may be hesitant to change. Because of this, he could experience difficulty handling multiple job demands and assignments. He will adapt to some changes and occasionally attempt to generate new ways of doing things or new ways to utilize current applications of products or services, but will want to be certain his new ideas are right before recommending them. Even though he may occasionally develop new procedures and come up with new ideas, he is not especially innovative or free-thinking.



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

Date: 7/25/2022
Page: 4

Organization



Mr. Sample understands the importance of organizing his time and activities, and is usually aware of his priorities. Without being overly rigid in planning, he makes the best use possible of the time and resources available to him to reach organizational goals and priorities.

Communication



Joe has an interactive, sharing style of communicating and will be a good collaborator who will share his own thoughts and knowledge with others. Even though he is open and interactive and feels comfortable articulating his thoughts to people, he does not require constant contact with people to be content.

Emotional Development



Mr. Sample is a very self-assured person with a strong degree of self-confidence. He believes in himself, has a very high frustration tolerance level and a high degree of patience for himself and others. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

Assertiveness



Joe can take control, maintain order, and express his opinions, but is open to the ideas of others and will not actively seek out conflict. He will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.



Executive Achiever

Name: Joe Sample
Company: Sample Police Dept.

Date: 7/25/2022
Page: 5

Competitiveness

1	2	3	4	5	6	7	8	9
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Mr. Sample works well with others, but is more concerned with maintaining harmony than participating in individual competition. He sees life as an experience to enjoy, rather than a struggle to win, and lacks a strong sense of competitiveness. At times, he may place so much emphasis on friendships that effectiveness and productivity suffer.

Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is sensitive to the needs of customers and others. He may take criticism or rejection personally, and will prefer to work in comfortable surroundings free from criticism, rejection, etc. He will interact with others with a strong degree of concern, and may at times allow emotions to take precedence over facts.

Question/Probing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe needs some job security and will take risks only when he is convinced that he is unlikely to make a mistake or fail. If a goal is important to him, he will be more likely to take decisive personal action in order to reach it or put forth extra effort and hours to complete the project, but he remains more easily motivated by security than achievement.



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Validity Scales

Distortion

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has scored within our acceptable equivocation range.



Executive Achiever

ScoreSheet

Police Chief

Name: Joe Sample

Company: Sample Police Dept.

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Mental Aptitudes

		1	2	3	4	5	6	7	8	9	
Mental Acuity	Slow to Learn				4	[				]	Fast to Learn
Business Terms	Uninformed							7			Knowledgeable
Memory Recall	Unaware									9	Aware
Vocabulary	Limited				[					8	Strong
Numerical Perception	Imprecise			3							Accurate
Mechanical Interest	Indifferent						6				Interested

Personality Dimensions

		1	2	3	4	5	6	7	8	9	
Energy	Restless				[					9	Calm
Flexibility	Flexible							7			Rigid
Organization	Disorganized				[	5					Planful
Communication	Reserved					5					Interactive
Emotional Develop.	Impatient								8		Tolerant
Assertiveness	Cooperative					5					Authoritative
Competitiveness	Team Player	1			[						Individualist
Mental Toughness	Sensitive			3							Tough
Questioning/Probing	Trusting		2		[						Skeptical
Motivation	Security					5					Recognition

Validity Scales

		1	2	3	4	5	6	7	8	9	
Distortion	Frank Answer	[				5					Exaggerates
Equivocation	Chose Alternate	[				5					Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:
Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

NOTE: Areas with dots and brackets [● — ● — ●] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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Company: Sample Police Dept.

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Management Competencies

Accountability/Ownership

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has some desire to be accountable for his own actions. He probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if he develops the ability to plan farther in advance as he strives to reach goals and meet deadlines. He probably enters into self-appraisal, and unless he is highly competitive and wants to do everything himself, he is probably willing to share information and responsibility with others.

Challenge the Status Quo

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is willing to challenge the status quo if, after careful thought, he is convinced that a new way of doing things is necessary. Once he is absolutely convinced that traditional ways of thinking and working need to change, he is generally willing to make a change.

Collaboration/Integration

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of his own work. He may need to remember to share the glory for accomplishments he had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate his own work with that of others in the organization will further enhance his performance in this competency.

Creativity/Innovation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample can be a creative, innovative individual, when he allows himself to be so. He wants to keep the company leading-edge and will take some calculated risks to implement new ways of doing things, provided he believes there is a greater chance of success than failure. At times, he may prefer to stick with the "tried and proven" way of doing things, and would benefit from becoming even more creative and innovative in his thought processes.



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Customer/Market Oriented

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. He probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize his resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of his customers.

Energy/Enthusiasm

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe will exhibit some enthusiasm toward his job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen his ability to become an inspiration to others through his own diligence and hard work, and will increase his desire to help others through difficult times.

Strategic Thinking

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample is able to analyze the organization's strengths, weaknesses and competitive position in the marketplace to some degree, but could benefit from becoming even more aware of changes in the marketplace. This will enable him to develop objectives and strategies based on long-term perspectives and help him visualize future opportunities and threats the organization is likely to face. While he is able to identify some companies which could benefit from the organization's products and services, becoming more aware of competitive and market trends will enhance his ability in this competency area.



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Leadership Knowledge

Attitude/ Leadership Personality

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has an excellent understanding of the necessity for a positive attitude and good self-confidence in a leadership role, and continually works to develop and maintain both. He understands the importance of being able to bounce back quickly from problems and other obstacles he may face as a leader, and is able to deal with difficult situations with ease. He has certain ethical standards he keeps and has clearly defined, for himself, what being a leader means.

Time Management

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a healthy understanding of the importance of planning. He utilizes planning tools to keep himself organized, and generally has his priorities in line. Good time management is important to him, but he leaves enough leeway to deal with interruptions or changes, when necessary. He spends a good amount of time planning, but not to the extreme.

Planning

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has a strong understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. He has a well-developed understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

Organizing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a strong understanding of organization as it relates to leadership. He understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since he understands what encompasses organizing, he is capable of organizing projects and activities in an effective manner.



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Staffing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe has a strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He knows the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process will enable him to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

Leading

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a strong understanding of what comprises good leadership. He understands the importance of a leader empowering his workforce and acting as a coach and mentor of others. He realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

Facilitating

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

He has a very strong understanding of facilitation and control in the leadership process. He is able to define what problems are and have devised some methods of effective problem-solving. He understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.

**Executive Achiever**

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Company: Sample Police Dept.

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Management Competencies & Leadership Knowledge**Management Competencies Scoresheet**

Management Competencies									
	1	2	3	4	5	6	7	8	9
Accountability / Ownership					5				
Challenge the Status Quo					5				
Collaboration / Integration				4					
Creativity / Innovation					5				
Customer / Market Oriented				4					
Energy / Enthusiasm					5				
Strategic Thinking				4					

Leadership Knowledge Scoresheet

Leadership Knowledge									
	1	2	3	4	5	6	7	8	9
Attitude / Leadership Pers.									9
Time Management							7		
Planning							7		
Organizing							7		
Staffing							7		
Leading								8	
Facilitating									9



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Leadership Traits Assessment

Introduction

This report section evaluates Joe's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Joe may or may not be one of the better people employed in a specific organization. If Joe is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.



Executive Achiever

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Leadership Potential Summary Report

for: Joe Sample

Joe has good leadership potential in the following area(s):

- Planning
- Organizing
- Staffing
- Facilitating

Joe's Training & Development Needs are:

- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



Executive Achiever

Section V. Item #5.

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Company: Sample Police Dept.

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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



Executive Achiever

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Interview Questions for Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.



Probes

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"



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Interview Questions for Emotional Development

Emotional Development - Measurement of the individual's level of patience, self-esteem and confidence.



Probes

Describe three of your greatest strengths in your previous position. Describe your three greatest weaknesses in that job.

Tell me about a time, in your previous job, when you were too tolerant with yourself and failed to meet a deadline because of it.

We all procrastinate from time to time. Tell me what steps you took, in your previous job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

How would you rate yourself, in overall performance, compared to other people you worked with in your previous job who were in the same or similar type jobs?

Interpretive Guides

Did the candidate experience difficulty thinking of his or her strengths? Weaknesses? Was the candidate quicker to relate strengths than weaknesses? Were the weaknesses the candidate stated actually traits which could be considered strengths, as well?

Did the candidate deny ever having failed to reach a deadline? Does it appear the candidate understands the reasons behind his or her having failed to meet the deadline? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Does the candidate rate him or herself to be considerably better than others? When discussing this particular question, did the candidate become more animated and boastful? Does the candidate come across overly confident or egotistical?



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Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.



Probes

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?



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Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Probes

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?



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Interview Questions for **Questioning & Probing**

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.



Probes

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Tell me what steps you took to gather information needed to solve problems in your last job.

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Interpretive Guides

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?



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Development Suggestions
Introduction

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.



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Energy - Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

"I vigorously undertake each task."

Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.



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Emotional Development - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You are a self-assured individual with healthy self-esteem. You believe in yourself and are not easily frustrated when things do not happen as quickly as you desire. You are self-reliant, but may at times be overly tolerant and fail to take action as quickly as you should, believing everything will "work out okay."

Your self-affirmation sentence:

"I am an action-oriented person."

Steps to Effect Change

1. Your biggest problem lies in your tolerance level and possible procrastination when action is called for. You must learn what you can achieve if you try harder and reach for greater achievement through established goals and objectives.
2. You need to mentally stress the daily and weekly process of planning time and activities to make the right things take place for timely accomplishment. Avoid becoming complacent over any unmet goals.
3. You can seek regular counseling with others to make sure that you are not being slack about reaching your goals; ask "significant others" in your life to apply pressure, when necessary, to help you meet set goals.
4. Goal setting is highly important - write goals down and evaluate your progress daily. Tell someone close to you that you are working toward a goal; let that person urge you on!



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Competitiveness - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

"I am a winner!"

Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.



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Online Courseware

Emotional Development

When working with others, your ego level may impact your relationships and your success in achieving desired results with them. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team
- [Effective Personal Productivity](#) - Lesson 6: Improving Production of the Team

To access recommended online courseware, visit www.lmiuniversity.com.



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Online Courseware

Competitiveness

When working with others, your competitive level may be influencing how effective you are in your relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team

To access recommended online courseware, visit www.lmiuniversity.com.



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Online Courseware

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

To access recommended online courseware, visit www.lmiuniversity.com.



Achiever® Assessment Report

Report prepared on: **Mr. Sample**

Report Type: Law Enforcement Supervisor



For more information contact:

Personnel Evaluations, Inc.
11138 W. Greenfield Avenue
Milwaukee, WI 53214-2362
888-734-2727
sue@peiasap.com



Achiever

Name: Mr. Sample
Company:

Date: 1/17/2005
Page: 1

Mental Aptitudes

Mental Acuity

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample is high in Mental Acuity, indicating he is a very fast thinker with superior problem-solving and reasoning ability. With his ability to quickly comprehend matters, he is capable of making effective decisions quickly, based on his knowledge, intuition and strong reasoning skills. Job satisfaction will be obtained by working on highly complex projects which challenge his intellect.

Business Terms

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

Memory Recall

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample's language skills are good and should enable him to communicate effectively with others.



Achiever

Name: Mr. Sample
Company:

Date: 1/17/2005
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Numerical Perception



Mr.'s above-average Numerical Perception score indicates he can process data quickly and carefully.

Mechanical Interest



Mr. shows some interest in machines and is probably willing to devote extra time to learn the technology used at work. Please note that this mental aptitude measures interest, not mechanical ability.

Personality Dimensions

Energy



Mr. Sample has a good level of energy and takes an energetic approach to work and other matters. He has a high drive level, but is generally able to control energy sufficiently to concentrate and accomplish assignments in a timely, yet effective manner.

Flexibility



Mr. has a good sense of integrity and is an ethical individual who is focused on what he wants to accomplish. He will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. He is also interested in obtaining customer satisfaction by providing good service. He can be creative or stick with the "tried and true," depending on the circumstances. Even though he will try to generate new solutions to problems, and new ways to use existing applications of products or services, he will be concerned about quality prior to implementing a change. He can be inventive, but will test his new ideas and concepts to be certain any risks involved are minimal.



Achiever

Name: Mr. Sample
Company:

Date: 1/17/2005
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Organization

1	2	3	4	5	6	7	8	9
---	---	---	----------	---	---	---	---	---

Even though Mr. Sample understands the importance of good organizational habits, he is also a good improviser who can adapt his schedule to unforeseen contingencies. He is usually focused on deadlines and strives to make good use of the time and resources he has available to him to reach organizational goals, but may occasionally lose sight of priorities.

Communication

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. enjoys working with people and is a very open, sharing collaborator. He easily and comfortably articulates his own feelings, ideas and knowledge to others. He would not be happy in an environment where he has no opportunity to interact with others.

Emotional Development

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. Sample has a healthy level of self-confidence without being unrealistic and is not easily deterred if situations occur which slow down his efforts. He believes in himself, and when faced with obstacles, is patient enough to wait for results.

Assertiveness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. will express his opinions and effectively and professionally defend his decisions and ideas when challenged, but is also willing to consider the ideas of others. He will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.



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Competitiveness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	----------	---	---	---

Mr. Sample enjoys competition and is most successful when he is contributing to a group competitive effort. He has a competitive spirit and desire to win, and will work hard to help the team achieve its goals, but may avoid competition against co-workers, feeling that this type of competition could ruin good relationships with others.

Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	----------	---	---	---	---	---	---

Mr. is sensitive to the needs of customers and others. He may take criticism or rejection personally, and will prefer to work in comfortable surroundings free from criticism, rejection, etc. He will interact with others with a strong degree of concern, and may at times allow emotions to take precedence over facts.

Question/Probing

1	2	3	4	5	6	7	8	9
---	----------	---	---	---	---	---	---	---

Mr. has a very trusting nature and tends to accept most instructions, directives and information at face value. Even though he has a positive, enthusiastic attitude, he may be so trusting that he allows others to take advantage. When problem-solving or troubleshooting complex issues, his effectiveness could be reduced by his not probing far enough into the situation to see the whole picture.

Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	----------

Mr. is motivated by challenge and recognition for his achievements, and will take personal action to accomplish more when the right rewards are offered. He will accept a risk when the potential for profit and recognition exists. He is willing to work long hours and put in extra effort, even if it means sacrificing his family life to achieve success.



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Validity Scales

Distortion



Mr. Sample is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation



He has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.



Name: Mr. Sample
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Achiever
ScoreSheet
Law Enforcement Supervisor

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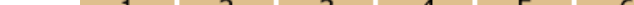
Mental Aptitudes

		1	2	3	4	5	6	7	8	9	
Mental Acuity	Slow to Learn					[				9	Fast to Learn
Business Terms	Uninformed							7			Knowledgeable
Memory Recall	Unaware					[				9	Aware
Vocabulary	Limited				[		6				Strong
Numerical Perception	Imprecise						[		7		Accurate
Mechanical Interest	Indifferent				4						Interested

Personality Dimensions

		1	2	3	4	5	6	7	8	9	
Energy	Restless				[4 — — —]						Calm
Flexibility	Flexible				[— — 6]						Rigid
Organization	Disorganized				4 [— — —]						Planful
Communication	Reserved				[— — 6 —]						Interactive
Emotional Develop.	Impatient				[— — 6 —]						Tolerant
Assertiveness	Cooperative					[— 6 — —]					Authoritative
Competitiveness	Team Player		[— — — —]			6					Individualist
Mental Toughness	Sensitive			3		[— — — —]					Tough
Questioning/Probing	Trusting		2			[— — — —]					Skeptical
Motivation	Security				[— — — —]					9	Recognition

Validity Scales

		1	2	3	4	5	6	7	8	9	
Distortion	Frank Answer	[]									Exaggerates
Equivocation	Chose Alternate	[]									Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:

Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

NOTE: Areas with dots and brackets [● — ● — ●] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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Leadership Traits Assessment

Introduction

This report section evaluates Mr.'s traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Mr. may or may not be one of the better people employed in a specific organization. If Mr. is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.



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Leadership Potential Summary Report

for: Mr. Sample

Mr. has good leadership potential in the following area(s):

- Planning
- Facilitating

Mr.'s Training & Development Needs are:

- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.



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Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?



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Interview Questions for Questioning & Probing

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Tell me about the last time in a job situation you made the wrong decision. What prompted you to make this decision and what was the final outcome?

Tell me what steps you took to gather information needed to solve problems in your last job.

Describe a time when you trusted someone in your last job and should not have. What were the circumstances and what was the outcome? Has that situation changed your outlook on life?

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions.

Interpretive Guides

Did the candidate learn from his or her mistake? Does the candidate now understand what caused the mistake in order to avoid making the same error again? Was the candidate able to rectify the mistake in such a manner that the outcome was acceptable?

Does the candidate appear to understand how to gather information? Does the candidate have specific steps he or she takes in order to gather information, or is the process more haphazard?

Did the candidate exhibit gullibility and too much trust in the other person? Does the candidate appear to understand the need to be cautiously trusting? Does it appear the situation has unnecessarily jaded the candidate's outlook and attitude about life?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?



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Interview Questions for **Motivation**

Motivation - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.


Very strong
evidence of skill
is not present


Strong
evidence of skill
is not present


Some
evidence of
skill is present


Strong
evidence of
skill is present


Very strong
evidence of
skill is present

Probes

In your prior job, what was the biggest change you were faced with and how did you adapt to that change?

Give me an example of a time you took a risk and won. How did your accomplishment make you feel? How do you believe you would have felt if you had taken that risk and failed?

Other than money, describe what really motivated you in prior jobs to do more than you were expected to do.

What type of compensation plan have you most enjoyed in the past - straight salary, commission only, draw plus, etc. What most attracts you to this type of compensation plan?

Interpretive Guides

Does the candidate seem to thrive on change? Does it appear the candidate has good skills to cope with change?

Is the candidate a big risk taker? Does it appear the risks the candidate has taken are reasonable and calculated, or does the candidate appear to be somewhat impetuous? Does it appear the candidate is able to accept occasional failure?

Does the candidate appear to understand what motivates him or her and if so, are these factors reasonable and available in this position?

In this position, will the candidate be on the same type compensation plan as the one he or she most enjoyed in the past. If not, could the compensation plan be structured to better meet the candidate's needs?



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Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.



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Mental Toughness - Evaluates emotional strength

You are a very sensitive person who is concerned about the needs of others. You prefer working in an aesthetic, comfortable environment free from criticism, rejection, etc. Criticism may hurt your feelings and you can allow emotions to take over when making good decisions.

Your self-affirmation sentence:

"I 'hang tough' when life gets me down."

Steps to Effect Change

1. It is important that you have "significant others" in your life who can provide reinforcement when you are down, especially after a series of negative events in your life.
2. The weather, noise, unpleasant conditions, etc., really discourage you. As much as possible, learn to block unpleasantities such as these out of your mind, especially if you have little or no control over them.
3. Physical illness and stress can cause lower stamina levels, so a balanced exercise program, proper diet, and regular check-ups are encouraged. If you are currently experiencing an unusual degree of stress, look at matters very objectively if you start to get your feelings hurt or take offense with something someone has said. It is common to take things too personally when you are feeling ill or under stress.
4. Developing coping skills to control stress is important for the more sensitive individual. Using your sense of humor or writing in a journal are two examples of positive coping skills.



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Question/Probing - Measures the tendency not to accept information at face value.

You have a very trusting nature and tend to accept most instructions, directives and information at face value. Even though you have a positive, enthusiastic attitude, you may be so trusting that you allow others to take advantage. When problem-solving or troubleshooting complex issues, you may not probe far enough to see the whole picture.

Your self-affirmation sentence:

"I ask questions."

Steps to Effect Change

1. Gullible people can be taken advantage of very easily; you need to develop the ability to question and develop probing skills.
2. Mental exercises, such as word games, mathematics and logic puzzles, even newspaper crossword puzzles, help to develop the "probing" process and are quite useful in developing your "brain power."
3. Cynicism is not attractive, but the trusting person can often be a detriment by disclosing private information much better kept confidential. Develop the ability to be a little more closed and therefore a little less open to exploitation.
4. Prior to making any type of commitment, signing any legal contracts, making any big purchases, etc., give yourself time to research and think about the situation, rather than entering into the matter too quickly.



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Motivation - Measures the orientation to stay in a known and secure situation opposed to making or engaging in risk-oriented ventures.

You are easily motivated when the right rewards are offered. You have good initiative and will take risks when the opportunity to excel and achieve recognition exists. You are always looking for a chance to obtain recognition for your efforts. You will be willing to put in extra hours and exert greater effort, provided you feel you will be rewarded for your efforts. Status and recognition are more important than a steady job or a stable paycheck, even if it means long hours, frequent travel or uncertain earnings.

Your self-affirmation sentence:

"It's okay not to be No. 1 sometimes."

Steps to Effect Change

1. You are an optimistic person and have a tendency to not understand why everyone in the world isn't the way you are. It is important for you to understand that the degree of recognition you seek may not always be available as you desire. Avoid looking for "greener pastures" too frequently. Joining organizations and participating in activities outside of work can help provide you the degree of recognition you so strongly need in your life.
2. You will need to stay aware of the need to balance your drive for personal recognition with an understanding of how your risk-orientation might adversely affect others in your life who are more security-motivated.



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Online Courseware

Question/Probing

When interacting with others in a work environment, consider how your questioning/probing level may affect these relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how questioning/probing relates to communication style and effective relationships.

To access recommended online courseware, visit www.lmiuniversity.com.



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Online Courseware

Motivation

When working with others, how you are personally motivated may be affecting the results you are achieving. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management TM by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 4: Work Motivation should be of particular interest for those wanting to explore more effective ways of dealing with motivation in the work environment.

To access recommended online courseware, visit www.lmiuniversity.com.

From: [Dodgeville Police and Fire Commission](#)
To: [Lauree Aulik](#)
Subject: Fw: Dodgeville Police Chief Background Screening
Date: Monday, April 17, 2023 10:19:27 AM

Lauree would you please include this email with New Business, Finalist Background Screening. Thanks

From: Gleason & Associates, Inc. <usabackgrounds@att.net>
Sent: Friday, April 14, 2023 12:20 PM
To: Dodgeville Police and Fire Commission <pfc@dodgevillewi.gov>
Subject: Dodgeville Police Chief Background Screening

Police Chief Finalist Background Screening	Local government executive screening Since 1989 Member - ICMA
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After you identify a Finalist(s) why not let us handle the most sensitive part of the process?
Falsified Resume's / Harassment / Performance Issues / Lawsuits / Terminations

Which of the following 3 Options best fits your needs?

Comprehensive Background
Very extensive - conducted on-site in Candidate's home city or areas of recent employment

Our Comprehensive Option includes 7 items

1. Nationwide Criminal, Civil, Financial Search
2. Employment Verification (current and previous) includes recovery of Performance Reviews, Evaluations, Personnel file information, confirmation of position titles, dates of employment, disciplinary actions, letters of commendation, conditions of separations, etc.
3. Five Professional Reference Interviews. Reference questions are developed based upon your position description. We then spend hours interviewing supervisors, officials, co-workers, professional peers, and those who have firsthand knowledge of your Candidate's professional abilities, strengths / weaknesses. (Interview transcripts included)
4. Academic / Degree Verification. We also confirm National Academy or other Police Executive Leadership school graduation.
5. WILENET certification, or out of state reciprocity confirmation. Includes record search/retrieval of disciplinary action or reviews.
6. Nationwide and local news, public data, media, and social media search.
7. Candidate overview with professional summary of qualifications, experience, strengths, weaknesses

Don't risk unfair hiring allegations or failure to meet due diligence standards.

We've assisted hundreds of cities with this critical step in their hiring process, including those in **Wisconsin!**

Don't rely on ill-prepared, inconsistent methods used by non-professionals which can easily lead to litigation.

When you utilize our services, you receive a professionally prepared, extensively written background profile which will be invaluable in your final hiring decision.

We handle all the legal documents required to begin, and complete your pre-employment background including Candidate waivers and releases.

Why use Gleason & Associates?

- We have the experience,

Professional Standards Background

*Meets, and exceeds due diligence in hiring standards.
Performed by phone and through on-line research*

Our Professional Standards Option includes 5 items

1. Nationwide Criminal, Civil, Financial Record Search
2. Employment Verification (current and previous) includes recovery of Performance Reviews, Evaluations, Personnel file information, confirmation of position titles, dates of employment, disciplinary actions, letters of commendation, conditions of separations, etc.
3. Four Professional Reference Interviews. Reference questions are developed based upon your position description. We then spend hours interviewing supervisors, officials, co-workers, professional peers, and those who have firsthand knowledge of your Candidate's professional abilities, strengths / weaknesses. (Interview transcripts included)
4. Academic / Degree Verification. We also confirm National Academy or other Police Executive Leadership school graduation.
5. WILENET certification, or out of state reciprocity confirmation. Includes record search/retrieval of disciplinary action or reviews.
6. Nationwide and local news, public data, media, and social media search.

Express Background

Quick, reliable and a great way to enhance your existing selection process.

Express Option allows you to select item(s) below

1. Nationwide Criminal, Civil, Financial Record Search
2. Employment Verification (current and previous) includes recovery of Performance Reviews, Evaluations, Personnel file information, confirmation of position titles, dates of employment, disciplinary actions, letters of commendation, conditions of separations, etc.
3. Academic / Degree Verification
4. Nationwide local news, public data, media, and social media search

and stand behind our process!

- We keep up to date on current legal issues concerning best hiring practices.
- We have the expertise and resources necessary to properly and thoroughly research your candidate.
- We provide an objective, professionally conducted background.



Partnering with you to select the best!

Our background screening services meet, or exceed all FCRA requirements

For complete details on our Option Levels including costs, turnaround time, company bio, and more request our
No Obligation Information Packet!

Click Here!

Gleason & Associates, Inc

(651) 283 - 3871
govbackgrounds@msn.com

Previous Client references and recommendations available upon request!
