Comprehensive Character Assessment report

Name   **Sample Report**

Date   **March 2020**

Self Guided Report

This report is designed to help you draw your own conclusions about the psychological profiles of participants you are assessing. This tool should be used for recruitment purposes only and the report cannot be provided to the participant. Feedback should only be provided by a trained assessment advisor, so please do not provide this under any circumstances. If you want more information about how the requirements of specific jobs relate to the scores on this report, please contact SACS Consulting.

Risk Summary

This is a brief summary of risk calculations and further explanations are provided within this report.

Area of Assessment	Risk Rating
Intelligence	Low
Honesty Humility	Low
Counterproductive Work Behaviours	Low
Personality	Low
Occupational Health & Safety	Medium
Emotional Intelligence	Low
Engagement	Medium
Resilience	Medium
Change Resistance Behaviours	High
Safety Behaviours	Medium
Values	Low

Need Help Interpreting?

Do you want the opinion of a psychologically trained professional?
If so email assessment@sacsconsult.com.au to have this report upgraded into a professionally interpreted recruitment or development report.

Intelligence - Australian Council for Education Research High is better in all cases

The nature of the job will determine how important each type of intelligence is. Verbal reasoning is important for jobs which require effective communication, numerical reasoning is important for jobs with a financial or other arithmetic component, and abstract reasoning is important for jobs which have an intrinsic problem solving aspect – say strategy or tactics. Intelligence is recognised as a key predictor of success at work in all types of jobs.

Verbal Reasoning

The capacity to use words at work

Reference Group	Professional Population
Percentile	62 - Average

Numerical Reasoning

The capacity to use numbers and arithmetic at work

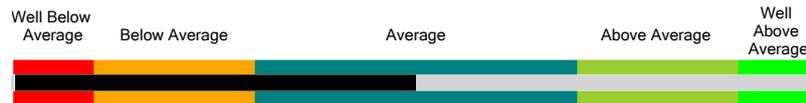| Reference Group	Professional Population
Percentile	63 - Average

Abstract Reasoning

The capacity to solve problems at work which do not have verbal or numerical elements. Examples are strategic and tactical tasks.

Reference Group   Professional Population

Percentile   50 - Average

Well Below Average	Below Average	Average	Above Average	Well Above Average

Intelligence Risk: Low Options are Low, Medium, High - Low Risk is better

This is a general assessment of the intelligence risk. Consider the specific requirements of your role in the context of this assessment. If you feel that verbal ability is very important for the role you are assessing for and the score is below average you should consider this to be a higher risk even if the assessment is low or medium.

Honesty and Counterproductive Work Behaviours

Honesty and Integrity are key predictors of success at work. People higher in integrity tend to be more reliable and to abide by the rules of the organisation, the law and policy. People who are low in this are much more likely to engage in counterproductive work behaviours. Below are two measures of honesty and Counterproductive Work Behaviours. The first is a personality measure which has been shown to be an accurate predictor of positive and negative behaviours at work. People who are higher in Honesty-Humility are more likely to be honest and trustworthy, while those who are low are a greater risk of negative behaviours, including behaviours against colleagues and/or the organisation.

Factor (Professional Population)		Score	Meaning
Honesty-Humility	High is better	64	High
Sincerity	High is better	59	High
Fairness	High is better	62	High
Greed Avoidance	High is better	65	High
Modesty	High is better	53	Average

Honesty/Humility Risk: Low Options are Low, Medium, High - Low Risk is better

Counterproductive Work Behaviours

The second is a measure of the risk that the candidate will undertake counterproductive work behaviours (CWBs). The results come in the form of a score and admissions.

The scores come in three categories - overall counter-productive work behaviour risk, interpersonal counter-productive work behaviour risk and organisational counter-productive work behaviour risk.

Interpersonal counter-productive work behaviour risk relates to the risk that this candidate will undertake negative acts towards colleagues, supervisors and other people within their work environment. Examples of these might include intentional impoliteness, ignoring or snubbing people, or not committing to assist them.

Organisational counter-productive work behaviours include inappropriate comments about the organisation, theft, or ignoring rules considered important by the company. Overall counter-productive work behaviours risk relates to a combination of these two scores.

The scores are generated by a mathematical model based on the candidate's responses to the SACS Personal Style Inventory and the Schwartz Personal Values Questionnaire. You may also see admissions underneath the person's scores. The admissions are included separately - they are a simple report of the candidate's answers to questions which asked them whether they had undertaken these negative behaviours in the past. The counter-productive work behaviour risk scores are not in any way affected by these admissions - they are generated by the mathematical model mentioned above. You should interpret scores by the numerical score (50 is average) and risk ratings shown. The mathematical model is the result of a peer-reviewed research that SACS undertook into the link between counter-productive work behaviours, personality and values.

Counterproductive Work Behaviour		Score	Meaning
Total	Low is better	36	Low
Interpersonal	Low is better	33	Very low
Organisational	Low is better	41	Low

Admissions

No Admissions

Counterproductive Work Behaviour Risk: Low Options are Low, Medium, High - Low Risk is better

Personality

Personality is a key determinant of success at work. Different jobs require different personality elements, but there are some personality elements which appear to be crucial for any roles. Below is the table of results for the personality assessment.

Factors (Professional Population)		Score	Meaning
Emotionality	Low is better	44	Low
Fearfulness	Low is better	35	Low
Anxiety	Low is better	47	Average
Dependence	Low is better	54	Average
Sentimentality	Low is better	47	Average
Extraversion	Depends on job	54	Average
Social Self-Esteem	Depends on job	59	High
Social Boldness	Depends on job	48	Average
Sociability	Depends on job	50	Average
Liveliness	Depends on job	57	High
Agreeableness	Depends on job but low of concern	67	Very high
Forgiveness	Depends on job but low is of concern	56	High
Gentleness	Depends on job but low is of concern	62	High
Flexibility	Depends on job but low is of concern	64	High
Patience	Depends on job but low is of concern	69	Very high
Conscientiousness	High is better	56	High
Organization	High is better	54	Average
Diligence	High is better	48	Average
Perfectionism	High is better	60	High
Prudence	High is better	56	High
Openness to Experience	Depends on job	42	Low
Aesthetic Appreciation	Depends on job	31	Very low
Inquisitiveness	Depends on job	49	Average
Creativity	Depends on job	47	Average
Unconventionality	Depends on job	51	Average
Altruism	Depends on job	56	High

Personality Risk: Low Options are Low, Medium, High - Low Risk is better

Safety Behaviours

Below is an assessment of the candidate's risk rating in respect of Occupational Health and Safety behaviours.

The scores are the form of:
- Safety Motivation – how motivated the candidate is to make the workplace safer
- Safety Compliance – the degree to which the candidate is likely to obey your safety rules
- Safety Participation – the degree to which the candidate is likely to willingly participate in your safety efforts
- An overall risk rating which reflects the risks associated with these scores

Safety Behaviours		Score	Meaning
Safety Motivation	High is better	55	Average
Safety Compliance	High is better	56	High
Safety Participation	High is better	54	Average

Occupational Health and Safety Risk: Medium Options are Low, Medium, High - Low is Better

Emotional Intelligence

Emotional Intelligence has been shown by international research to be largely driven by personality. Three characteristics of emotional intelligence have been shown to affect a person's performance in jobs which interact with other people – leadership, customer service, stakeholder management, etc. These are the three outlined below.

Recognising and Interpreting Emotions

A core capability of emotional intelligence is the capacity to recognise and interpret emotions in oneself and others. This has an impact on the capacity to build empathy and to function effectively in environments where the ability to interpret emotions is important. The higher the better for this measure.

Recognising and Interpreting Emotions		Score	Meaning
Recognising Emotions	High is better	56	High

Recognising Emotions Risk: Low Options are Low, Medium, High - Low risk is better

Optimism and the Ability to Self Regulate Emotions

To be considered to be genuinely high in emotional intelligence a person must be able to manage his or her own emotions. People who can do so are able to pick themselves up when they are down and tend to take an optimistic perspective on their lives. People who have a low capacity to do this tend to depend on others to be lifted out of sadness or other negative emotions. This has a significant impact on issues such as leadership, customer service, and the capacity to contribute to corporate culture.

Ability to Self Regulate Emotions		Score	Meaning
Self regulate emotions	High is better	57	High

Ability to Self Regulate Emotions: Low Options are Low, Medium, High - Low risk is better

Using Emotions for Decision Making

The third characteristic for emotional intelligence is the degree to which people factor emotions into their decision making. Unlike the two characteristics above, it cannot be said that a high score is always best. For instance, if you seek rational decision making for a particular role a high score on this dimension is a potential concern.

Using Emotions for Decision Making		Score	Meaning
Using Emotions for Decision Making	Depends on Job	59	High

Engagement

Below is a prediction of how likely it is that the candidate assessed will be highly engaged in their work. We define engagement in the contemporary sense of the term (eg. Bakker 2011). In this definition the engaged employee brings:

- A sense of energy and vigour to their work,
- High levels of dedication and commitment,
- High levels of absorption in their work so that time passes quickly.

Employees who are highly engaged can be shown on average to be more productive, create greater customer and client satisfaction and contribute to a number of other organizational positives, such as higher levels of discretionary effort and lower levels of negative behaviours. Engagement levels are affected by the leadership which staff members experience in their organization, but research also shows that engagement is up to 30% caused by a combination of a person's personality and value set as confirmed in a substantial research project completed by SACS in late 2014.

Prediction of Engagement		Score	Meaning
Engagement	High is better	53	Averge

Prediction of Engagement Risk: Medium Options are Low, Medium, High - Low is better

Resilience

Resilience is the characteristic of being able to bounce back from difficult circumstances. People who are high in resilience have a capacity to self regulate their emotions and to recover quickly from emotional setbacks.

Prediction of Resilience		Score	Meaning
Resilience	High is better	54	Average

Resilience Risk: Medium Options are Low, Medium, High - Low risk is better

Candidates with high levels of resilience are lower risk hires. Research suggests that they bring a number of positive characteristics. They:

- Are often psychologically healthier
- Can be better at problem-solving
- Are good at building their own coping strategies
- Do better in jobs where they need to interact with other people

Resilient employees tend to remain resilient and employees who are low in resilience will tend to carry this limitation with them throughout their career without specific coaching.

If a person is just under population average then skilled and targeted coaching may cause the person to improve to the point where they should be able to cope reasonably well. If a person's score is significantly below average, say 40 or less, then this is a significant risk.

Change Resistance Behaviours

This assessment measures the degree to which the candidate is resistant to change. High scores indicate that the candidate is likely to find change difficult, low scores indicate that the candidate should be relatively comfortable with change.

Prediction of Change Resistance		Score	Meaning
Change Resistance	Low is better	59	High

Change Resistance Risk: High Options are Low, Medium, High - Low risk is better

Schwartz Personal Values Questionnaire

Values are a key aspect of an individual's competencies. Values influence certain aspects of a person's behaviour and are significant predictors of positive and negative work outcomes. The Schwartz personal values questionnaire was developed through decades of research by Professor Shalom H Schwartz, one of the world's most prominent and respected researchers on this topic.

Professor Schwartz found that across cultures 10 dominant individual values could be identified. Below are the results on the Personal Values Questionnaire.
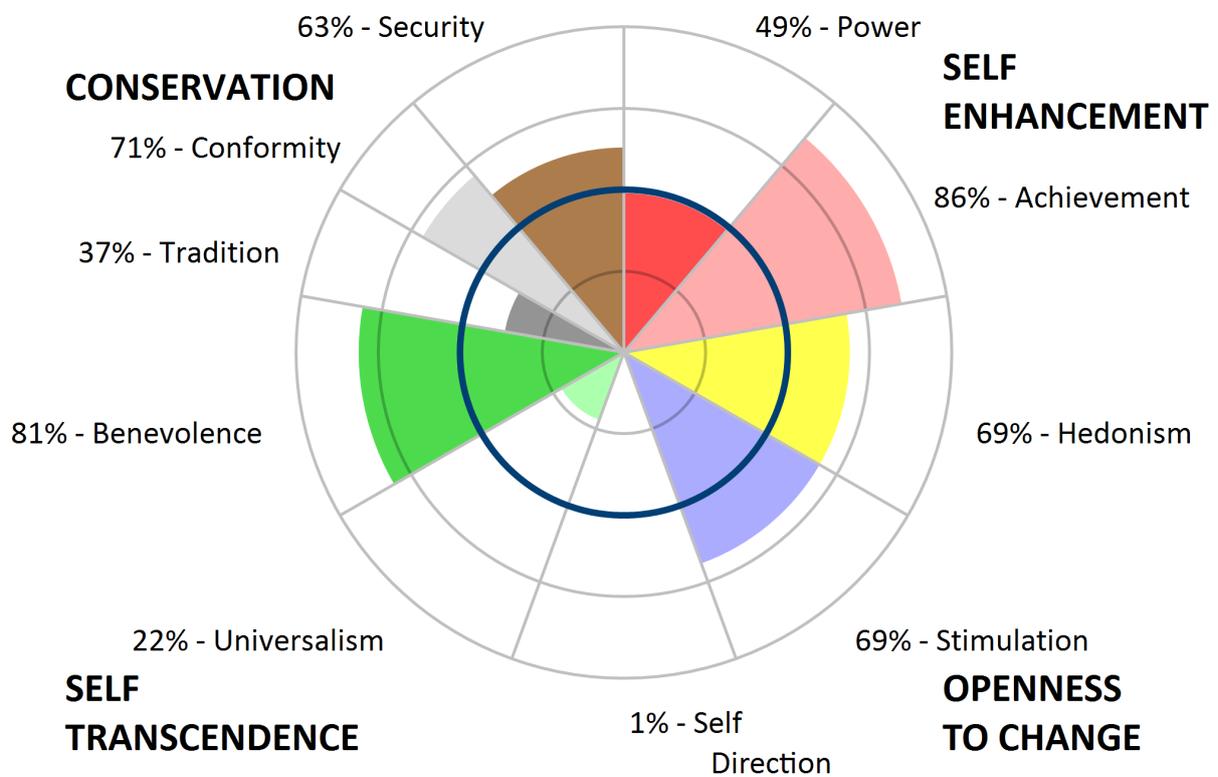
Values Risk: **Low** Options are Low, Medium, High - Low Risk is better.

Explanation of Values Terminology

Self-Direction: Freedom of thought and action.

Stimulation: Excitement, novelty, and change.

Hedonism: Pleasure or sensuous gratification.

Achievement: Success according to social standards and focus on career achievement and career progression. Low levels of achievement do not indicate an individual is unable to achieve in the workplace. Rather they suggest a lack of a strong focus on achieving career success and career progression and that other issues are more important to them.

Power: Control over resources and people.

Security: Safety, stability and order.

Tradition: Maintaining and preserving cultural, family and/or religious traditions.

Conformity: Avoidance of violating informal or formal social expectations. High levels of Conformity do not suggest a sheepish obedience. Instead it represents an individual's level of respect for the rules of groups they belong to and is a crucial ingredient in teamwork.

Benevolence: Promoting the welfare of one's in-groups.

Universalism: Understanding, appreciation, tolerance, and protection for the welfare of all people and for nature. High levels of Universalism suggest that an individual has a strong focus and commitment towards social justice and/or environmental sustainability.