Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Overview

Performance results help identify individuals who are more likely to be reliable, dependable, motivated and conscientious, and Retention results help identify individuals who are more likely to stay on the job for at least three months.
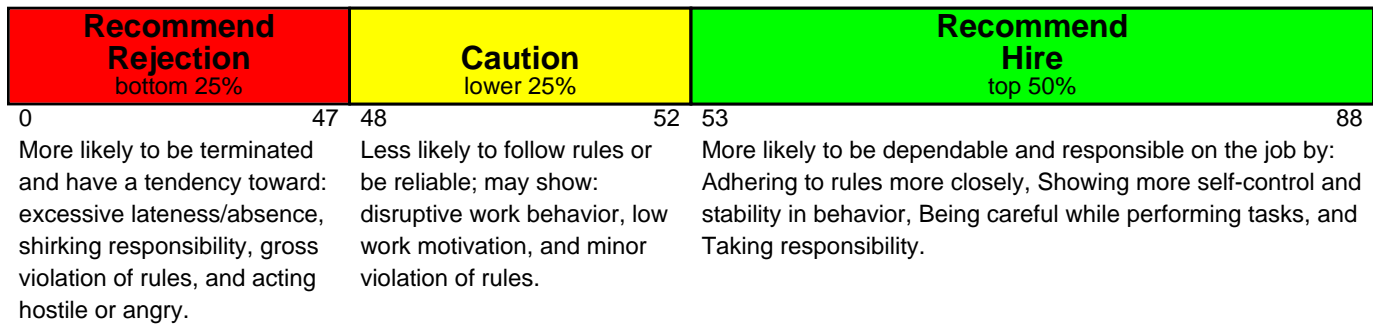
The Performance and Retention assessment is geared towards hourly and blue collar positions and considers responses to questions about background, schooling, job experience, attitudes, and interests. Responses are good predictors of an applicant's performance and success on a job.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a particular job. A "Recommend Hire" score does not necessarily mean that the applicant would perform well in a job. Other assessments should be used to investigate dimensions other than Performance and Retention.

Performance

Higher Performance score suggests more reliable and generally satisfactory job performance.
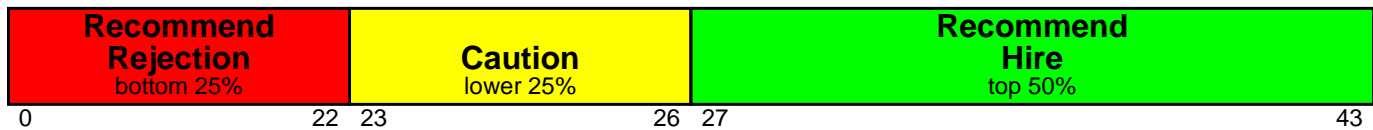
Score: 61 - Recommend Hire

Recommend Rejection bottom 25%	Caution lower 25%	Recommend Hire top 50%
0 47	48 52	53 88
More likely to be terminated and have a tendency toward: excessive lateness/absence, shirking responsibility, gross violation of rules, and acting hostile or angry.	Less likely to follow rules or be reliable; may show: disruptive work behavior, low work motivation, and minor violation of rules.	More likely to be dependable and responsible on the job by: Adhering to rules more closely, Showing more self-control and stability in behavior, Being careful while performing tasks, and Taking responsibility.

Retention

These scores indicate how likely it is that an individual will stay on the job for at least three months, and arrive at work on time every day. Higher scores predict commitment, impulsiveness, responsibility and motivation.

Score: 23 - Recommend Caution

Recommend Rejection bottom 25%	Caution lower 25%	Recommend Hire top 50%
0 22	23 26	27 43

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Overview

Customer Service assessment results help identify applicants who are likely to provide exceptional service to customers. Higher Customer Service scores are associated with people who are more likely to develop a rapport with customers, treat them politely, and respond to their needs.
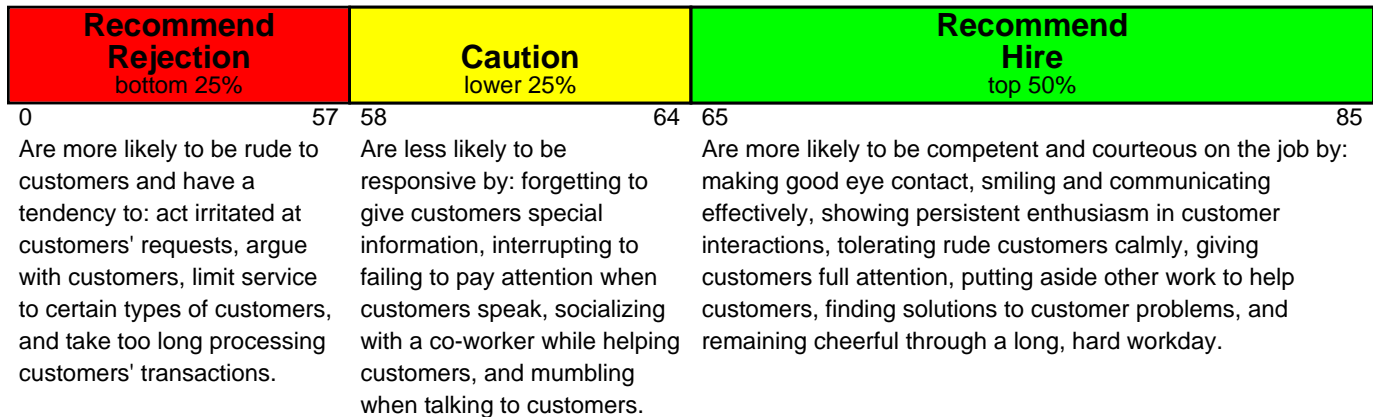
The Customer Service assessment considers responses to questions about an applicant's background, schooling, job experience, attitudes, and interests. Responses are good predictors of an applicant's performance and success on a job.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a particular job. A "Recommend Hire" score does not necessarily mean that the applicant would perform well in a job. Other assessments should be used to investigate dimensions other than Customer Service.

Customer Service

Higher Customer Service scores are associated with Job Success. Higher Customer Service scores suggest more competent, responsive, and courteous service behavior.

Score: 71 - Recommend Hire

Recommend Rejection bottom 25%	Caution lower 25%	Recommend Hire top 50%
0 57	58 64	65 85
Are more likely to be rude to customers and have a tendency to: act irritated at customers' requests, argue with customers, limit service to certain types of customers, and take too long processing customers' transactions.	Are less likely to be responsive by: forgetting to give customers special information, interrupting to failing to pay attention when customers speak, socializing with a co-worker while helping customers, and mumbling when talking to customers.	Are more likely to be competent and courteous on the job by: making good eye contact, smiling and communicating effectively, showing persistent enthusiasm in customer interactions, tolerating rude customers calmly, giving customers full attention, putting aside other work to help customers, finding solutions to customer problems, and remaining cheerful through a long, hard workday.

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Overview

Sales assessment results help identify applicants who are capable of meeting the demands of today's sales-driven organizations. Higher Sales assessment scores are associated with people who are more likely to display commitment, persistence, energy, and tolerance for pressure.
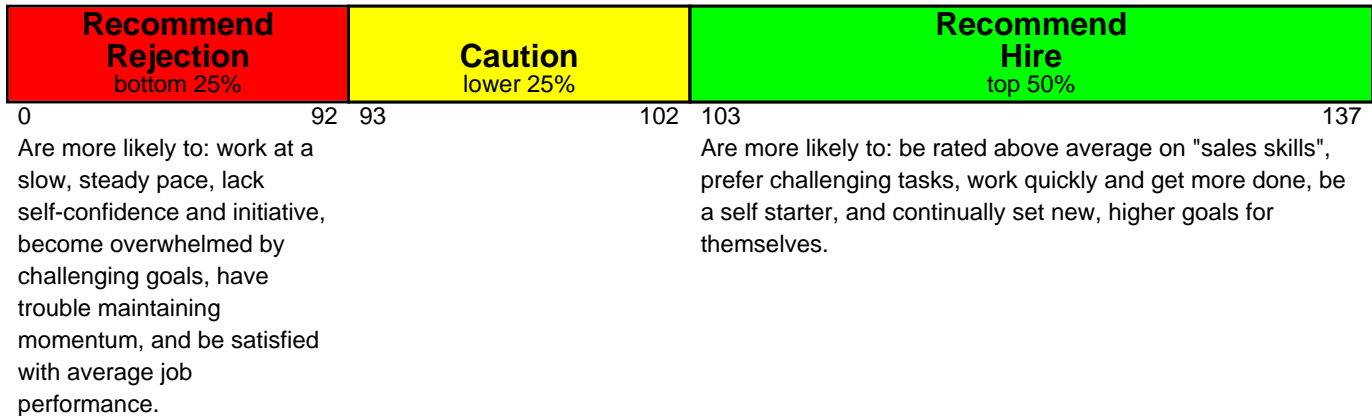
The Sales assessment considers responses to questions about an applicant's background, schooling, job experience, attitudes, and interests. Responses are good predictors of an applicant's performance and success on a job.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a particular job. A "Recommend Hire" score does not necessarily mean that the applicant would perform well in a job. Other assessments should be used to investigate dimensions other than Sales.

Sales

Higher Sales score suggest more committed, persistent, and energetic job behavior

Score: 101 - Recommend Caution

Recommend Rejection bottom 25%	Caution lower 25%	Recommend Hire top 50%
0 92	93 102	103 137

Are more likely to: work at a slow, steady pace, lack self-confidence and initiative, become overwhelmed by challenging goals, have trouble maintaining momentum, and be satisfied with average job performance.

Are more likely to: be rated above average on "sales skills", prefer challenging tasks, work quickly and get more done, be a self starter, and continually set new, higher goals for themselves.

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Applicant's Index Rating

The Gap Index is a measure of the extent to which an applicant's Work Culture characteristics are not fully compatible with those required by a job. For each characteristic (which ranges in value from 1=low to 7=high) the difference between an applicant's response and a job's requirement is weighted by the Importance of the characteristic (which ranges from 1=low to 5=high), and the Gap Index is created by adding together all weighted differences. A perfectly compatible applicant would have a Gap Index of zero. On the other hand, the Gap Index for a completely incompatible applicant would be a relatively large value that depended on the number of characteristics and their relative importance.

The Gap Analysis below identifies those Work Culture characteristics where there is a significant difference between what the applicant possesses and the job requires. The "Key" column indicates the applicant's response "A" relative to the job's requirements "J" and the importance of the characteristic.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a job based on the job's Work Culture requirements. A perfect score (Gap Index = zero) does not mean that the applicant would necessarily perform well in a job. Other assessments should be used to investigate dimensions other than Work Culture.

Gap Analysis

Required by Job	Key	Index	Not Required by Job
follow established rules and procedures	Joo.o.ooA-4	24	decide how to proceed yourself
rely on tried and true approaches and ideas	Joo.o.ooA-3	18	develop new approaches and ideas
carry out others' plans	Joo.o.ooA-3	18	develop your own plans
work out the details	oJo.o.ooA-3	15	work on an overall plan or strategy
develop solutions to problems identified by others	Joo.o.oAo-3	15	search for and identify problems
work out of your office most days	Joo.o.oAo-3	15	work in your office most days
achieve something on your own	Joo.o.oAo-3	15	help a group to achieve something
follow clearly specified plans	Joo.o.oAo-3	15	plan as you go along
work in the same location as your boss	Joo.o.oAo-3	15	work in a different location than your boss
be paid a fixed salary	Joo.o.oAo-3	15	be paid solely for performance
work within clear lines of authority	oJo.o.ooA-3	15	work within informal lines of authority
work mostly alone	oJo.o.oAo-3	12	interact a great deal with others
work on the same types of activities each day	oJo.o.ooA-2	10	work on different types of activities each day
work on problems related to people	Joo.o.oAo-2	10	work on problems related to ideas or concepts
be on call whenever others need you	oJo.o.ooA-2	10	control your own schedule and activities
be promoted based on seniority	oJo.o.ooA-2	10	be promoted based on performance
work in a relaxed, low pressure environment	oJo.o.oAo-2	8	work in an intense, high-pressure environment
work on problems solved by relating on experience	oJo.o.oAo-2	8	work on problems solved by learning new information
work at a comfortable pace	oJo.o.oAo-2	8	work at a fast, hectic pace
work with technologically unsophisticated equipment	oJo.o.oAo-2	8	work with technologically sophisticated equipment
have daily contact with a small number of people	oJo.o.oAo-2	8	have infrequent contact with many people
share a work space with others	oJo.o.oAo-2	8	have a private work space
have no authority over others on whom you rely	oJo.o.oAo-2	8	have clear authority over others on whom you rely
need to convince others	oJo.o.oAo-2	8	need to listen to others
All Other Requirements (Not Shown)		48	
Total		344	

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Applicant's Index Rating

The Gap Index is a measure of the extent to which an applicant's Knowledge characteristics are not fully compatible with those required by a job. For each characteristic (which ranges in value from 1=low to 7=high) the difference between an applicant's response and a job's requirement is weighted by the Importance of the characteristic (which ranges from 1=low to 5=high), and the Gap Index is created by adding together all weighted differences. A perfectly compatible applicant would have a Gap Index of zero. On the other hand, the Gap Index for a completely incompatible applicant would be a relatively large value that depended on the number of characteristics and their relative importance.

The Gap Analysis below identifies those Knowledge characteristics where there is a significant difference between what the applicant possesses and the job requires. The "Key" column indicates the applicant's response "A" relative to the job's requirements "J" and the importance of the characteristic.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a job based on the job's Knowledge requirements. A perfect score (Gap Index = zero) does not mean that the applicant would necessarily perform well in a job. Other assessments should be used to investigate dimensions other than Knowledge.

Gap Analysis

Job Knowledge Requirement	Key	Index
Public Safety and Security - Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.	oAooJoo-4	12
Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.	JoooAoo-2	8
Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.	JooooAo-1	5
Psychology - Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.	oJooAoo-1	3
English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.	oJooAoo-1	3
Mathematics - Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.	oJoAooo-1	2
Geography - Knowledge of principles and methods for describing the features of land, sea, and air masses, including their physical characteristics, locations, interrelationships, and distribution of plant, animal, and human life.	ooJoAoo-1	2
Law and Government - Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.	ooJAooo-2	2
All Other Requirements (Not Shown)		0
Total		37

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Applicant's Index Rating

The Gap Index is a measure of the extent to which an applicant's Skills characteristics are not fully compatible with those required by a job. For each characteristic (which ranges in value from 1=low to 7=high) the difference between an applicant's response and a job's requirement is weighted by the Importance of the characteristic (which ranges from 1=low to 5=high), and the Gap Index is created by adding together all weighted differences. A perfectly compatible applicant would have a Gap Index of zero. On the other hand, the Gap Index for a completely incompatible applicant would be a relatively large value that depended on the number of characteristics and their relative importance.

The Gap Analysis below identifies those Skills characteristics where there is a significant difference between what the applicant possesses and the job requires. The "Key" column indicates the applicant's response "A" relative to the job's requirements "J" and the importance of the characteristic.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a job based on the job's Skills requirements. A perfect score (Gap Index = zero) does not mean that the applicant would necessarily perform well in a job. Other assessments should be used to investigate dimensions other than Skills.

Gap Analysis

Job Skills Requirement	Key	Index
Active Learning - Understanding the implications of new information for both current and future problem solving and decision-making.	ooJoAoo-2	4
Learning Strategies - Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.	ooJoAoo-2	4
Coordination - Adjusting actions in relation to others? actions.	oJoooAo-1	4
Persuasion - Persuading others to change their minds or behavior.	ooJoAoo-2	4
Negotiation - Bringing others together and trying to reconcile differences.	ooJoAoo-2	4
Service Orientation - Actively looking for ways to help people.	ooJoAoo-2	4
Time Management - Managing one's own time and the time of others.	ooJoAoo-2	4
Reading Comprehension - Understanding written sentences and paragraphs in work-related documents.	oooJAoo-3	3
Active Listening - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.	oooJAoo-3	3
Speaking - Talking to others to convey information effectively.	oooJAoo-3	3
Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	oooJAoo-3	3
Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.	oJooAoo-1	3
Instructing - Teaching others how to do something.	oJooAoo-1	3
Complex Problem Solving - Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.	ooJAooo-3	3
Equipment Selection - Determining the kind of tools and equipment needed to do a job.	oJooAoo-1	3
Writing - Communicating effectively in writing as appropriate for the needs of the audience.	oooJoAo-1	2
Mathematics - Using mathematics to solve problems.	oJAoooo-1	1
Operations Analysis - Analyzing needs and product requirements to create a design.	oJAoooo-1	1
Judgment and Decision Making - Considering the relative costs and benefits of potential actions to choose the most appropriate one.	oJAoooo-1	1
All Other Requirements (Not Shown)		0
Total		57

Comparison of Individual to Job - Abilities

i-Match   **T B S**

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Applicant's Index Rating

The Gap Index is a measure of the extent to which an applicant's Abilities characteristics are not fully compatible with those required by a job. For each characteristic (which ranges in value from 1=low to 7=high) the difference between an applicant's response and a job's requirement is weighted by the Importance of the characteristic (which ranges from 1=low to 5=high), and the Gap Index is created by adding together all weighted differences. A perfectly compatible applicant would have a Gap Index of zero. On the other hand, the Gap Index for a completely incompatible applicant would be a relatively large value that depended on the number of characteristics and their relative importance.

The Gap Analysis below identifies those Abilities characteristics where there is a significant difference between what the applicant possesses and the job requires. The "Key" column indicates the applicant's response "A" relative to the job's requirements "J" and the importance of the characteristic.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a job based on the job's Abilities requirements. A perfect score (Gap Index = zero) does not mean that the applicant would necessarily perform well in a job. Other assessments should be used to investigate dimensions other than Abilities.

Gap Analysis

Job Abilities Requirement	Key	Index
Wrist-Finger Speed - The ability to make fast, simple, repeated movements of the fingers, hands, and wrists.	oooAoJo-3	6
Extent Flexibility - The ability to bend, stretch, twist, or reach with your body, arms, and/or legs.	ooJooAo-2	6
Speech Clarity - The ability to speak clearly so others can understand you.	ooJooAo-2	6
Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.	ooJoAoo-2	4
Written Comprehension - The ability to read and understand information and ideas presented in writing.	ooJoAoo-2	4
Originality - The ability to come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem.	ooJoAoo-2	4
Visualization - The ability to imagine how something will look after it is moved around or when its parts are moved or rearranged.	ooJoAoo-2	4
Manual Dexterity - The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp, manipulate, or assemble objects.	ooJoAoo-2	4
Finger Dexterity - The ability to make precisely coordinated movements of the fingers of one or both hands to grasp, manipulate, or assemble very small objects.	ooJoAoo-2	4
Control Precision - The ability to quickly and repeatedly adjust the controls of a machine or a vehicle to exact positions.	ooJoAoo-2	4
Near Vision - The ability to see details at close range (within a few feet of the observer).	ooJoAoo-2	4
Far Vision - The ability to see details at a distance.	ooJoAoo-2	4
Speech Recognition - The ability to identify and understand the speech of another person.	ooJoAoo-2	4
Speed of Limb Movement - The ability to quickly move the arms and legs.	oJooAoo-1	3
Oral Expression - The ability to communicate information and ideas in speaking so others will understand.	oooJAoo-2	2
Written Expression - The ability to communicate information and ideas in writing so others will understand.	oJoAooo-1	2
Deductive Reasoning - The ability to apply general rules to specific problems to produce answers that make sense.	ooJAooo-2	2
Inductive Reasoning - The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).	ooAJooo-2	2
Information Ordering - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).	ooJAooo-2	2
Number Facility - The ability to add, subtract, multiply, or divide quickly and correctly.	oJoAooo-1	2
Flexibility of Closure - The ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material.	oooJAoo-2	2
Selective Attention - The ability to concentrate on a task over a period of time without being distracted.	oooJAoo-2	2
Time Sharing - The ability to shift back and forth between two or more activities or sources of information (such as speech, sounds, touch, or other sources).	ooJAooo-2	2
Arm-Hand Steadiness - The ability to keep your hand and arm steady while moving your arm or while holding your arm and hand in one position.	ooJAooo-2	2
All Other Requirements (Not Shown)		18
Total		99

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Applicant's Index Rating

The Gap Index is a measure of the extent to which an applicant's Work Activities characteristics are not fully compatible with those required by a job. For each characteristic (which ranges in value from 1=low to 7=high) the difference between an applicant's response and a job's requirement is weighted by the Importance of the characteristic (which ranges from 1=low to 5=high), and the Gap Index is created by adding together all weighted differences. A perfectly compatible applicant would have a Gap Index of zero. On the other hand, the Gap Index for a completely incompatible applicant would be a relatively large value that depended on the number of characteristics and their relative importance.

The Gap Analysis below identifies those Work Activities characteristics where there is a significant difference between what the applicant possesses and the job requires. The "Key" column indicates the applicant's response "A" relative to the job's requirements "J" and the importance of the characteristic.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a job based on the job's Work Activities requirements. A perfect score (Gap Index = zero) does not mean that the applicant would necessarily perform well in a job. Other assessments should be used to investigate dimensions other than Work Activities.

Gap Analysis

Job Work Activities Requirement	Key	Index
Communicating with People Outside the Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.	oJooooA-2	10
Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.	oJoooAo-2	8
Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, coworkers, and subordinates by telephone, in written form, e-mail, or in person.	oJooAoo-2	6
Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.	oooJoAo-2	4
Resolving Conflicts and Negotiating with others - Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.	ooJoAoo-2	4
Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.	ooJAooo-2	2
Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.	ooJoAoo-1	2
Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.	oooJAoo-2	2
Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.	ooAJooo-2	2
Judging the Qualities of Objects, Services, or People - Assessing the value, importance, or quality of things or people.	oJAoooo-1	1
Evaluating Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.	oJAoooo-1	1
Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.	oJAoooo-1	1
Performing General Physical Activities - Performing physical activities that require considerable use of your arms and legs and moving your whole body, such as climbing, lifting, balancing, walking, stooping, and handling of materials.	oJAoooo-1	1
Operating Vehicles, Mechanized Devices, or Equipment - Running, maneuvering, navigating, or driving vehicles or mechanized equipment, such as forklifts, passenger vehicles, aircraft, or water craft.	oAJoooo-1	1
Performing Administrative Activities - Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.	oJAoooo-1	1
All Other Requirements (Not Shown)		0
Total		46

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Applicant's Index Rating

The Gap Index is a measure of the extent to which an applicant's Work Environment characteristics are not fully compatible with those required by a job. For each characteristic (which ranges in value from 1=low to 7=high) the difference between an applicant's response and a job's requirement is weighted by the Importance of the characteristic (which ranges from 1=low to 5=high), and the Gap Index is created by adding together all weighted differences. A perfectly compatible applicant would have a Gap Index of zero. On the other hand, the Gap Index for a completely incompatible applicant would be a relatively large value that depended on the number of characteristics and their relative importance.

The Gap Analysis below identifies those Work Environment characteristics where there is a significant difference between what the applicant possesses and the job requires. The "Key" column indicates the applicant's response "A" relative to the job's requirements "J" and the importance of the characteristic.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a job based on the job's Work Environment requirements. A perfect score (Gap Index = zero) does not mean that the applicant would necessarily perform well in a job. Other assessments should be used to investigate dimensions other than Work Environment.

Gap Analysis

Job Work Environment Requirement	Key	Index
How frequently does your current job require public speaking? (one speaker with an audience) - Never	JooAo	6
How often is dealing with violent or physically aggressive people a part of your current job? - Never	AooJo	6
How frequently does your current job require electronic mail? - Never	ooJoA	4
How important are interactions that require you to work with or contribute to a work group or team to perform your current job? - Not important at all	oJoAo	4
How responsible are you for the health and safety of other workers on your current job? - No Responsibility	AoJoo	4
How often does your current job require you to work indoors in an environmentally controlled environment (like a warehouse with air conditioning)? - Never	ooJoA	4
In your current job, how often are you exposed to contaminants (such as pollutants, gases, dust or odors)? - Never	AoJoo	4
How often does your current job require that you be exposed to minor burns, cuts, bites, or stings? - Never	JoAoo	4
In your current job, how often do you wear specialized protective or safety equipment, such as breathing apparatus, safety harness, full protection suits, or radiation protection? - Never	JoAoo	4
How serious a mistake can you make on your current job (one you can't easily correct)? - Not serious at all	AoJoo	4
In your current job, how often do your decisions affect other people or the image or reputation or financial resources of your employer? - Never	ooJoA	4
How important to your current job are continuous, repetitious physical activities (like key entry) or mental activities (like checking entries in a ledger)? - Not at all important	AoJoo	4
How competitive is your current job? - Not at all Competitive	JoAoo	4
How many hours do you work in a typical week on your current job? - Less than 40 hours	JoAoo	4
How frequently does your current job require telephone conversation? - Never	oooJA	2
How frequently does your current job require written letters and memos? - Never	oooJA	2
How much contact with others (by telephone, face-to-face, or otherwise) is required to perform your current job? - No contact with others	ooJAo	2
How often are conflict situations a part of your current job? - Never	ooAJo	2
How often does your current job require you to work in an environment that is not environmentally controlled (like a warehouse without air conditioning)? - Never	ooAJo	2
How often does your current job require you to work outdoors, exposed to all weather conditions? - Never	ooAJo	2
How often does your current job require you to work outdoors, under cover (like in an open shed)? - Never	ooAJo	2
How physically close to other people are you when you perform your current job? - Not near other people (beyond 100 ft.)	JAooo	2
In your current job, how often are you exposed to very hot (above 90? F) or very cold (under 32? F) temperatures? - Never	oAJoo	2
In your current job, how often are you exposed to extremely bright or inadequate lighting conditions? - Never	oAJoo	2
All Other Requirements (Not Shown)		20
Total		100

Job Title: **Security Guard**
Evaluator: **Carl**
Organization:
Applicant: **Karen Demo**
Date: **09/21/05**

Applicant's Index Rating

The Gap Index is a measure of the extent to which an applicant's Work Styles characteristics are not fully compatible with those required by a job. For each characteristic (which ranges in value from 1=low to 7=high) the difference between an applicant's response and a job's requirement is weighted by the Importance of the characteristic (which ranges from 1=low to 5=high), and the Gap Index is created by adding together all weighted differences. A perfectly compatible applicant would have a Gap Index of zero. On the other hand, the Gap Index for a completely incompatible applicant would be a relatively large value that depended on the number of characteristics and their relative importance.

The Gap Analysis below identifies those Work Styles characteristics where there is a significant difference between what the applicant possesses and the job requires. The "Key" column indicates the applicant's response "A" relative to the job's requirements "J" and the importance of the characteristic.

It is important to remember that this report should be used as the basis for investigating why an applicant might NOT be appropriate for a job based on the job's Work Styles requirements. A perfect score (Gap Index = zero) does not mean that the applicant would necessarily perform well in a job. Other assessments should be used to investigate dimensions other than Work Styles.

Gap Analysis

Job Work Styles Requirement	Key	Index
Achievement/Effort - Establishing and maintaining personally challenging achievement goals and exerting effort toward mastering tasks.	oJoAo	4
Persistence - Persistence in the face of obstacles.	ooJoA	4
Leadership - A willingness to lead, take charge, and offer opinions and direction.	JoAoo	4
Social Orientation - Preferring to work with others rather than alone, and being personally connected with others on the job.	oJoAo	4
Innovation - Creativity and alternative thinking to develop new ideas for and answers to work-related problems.	oJoAo	4
Initiative - A willingness to take on responsibilities and challenges.	ooJAo	2
Cooperation - Being pleasant with others on the job and displaying a good-natured, cooperative attitude.	ooJAo	2
Concern for Others - Being sensitive to others' needs and feelings, and being understanding and helpful to others on the job.	ooJAo	2
Attention to Detail - Being careful about details and thorough in completing tasks.	ooJAo	2
Integrity - Being honest and ethical.	oooJA	2
Independence - Developing one's own ways of doing things, guiding oneself with little or no supervision, and depending on oneself to get things done.	oooJA	2
Analytical Thinking - Analyzing information and using logic to address work-related issues and problems.	ooJAo	2
All Other Requirements (Not Shown)		0
Total		34