

Introduction to the Counterproductive Behavior Index (CBI)

Version 2

The CBI is a cost-effective screening procedure for identifying job applicants whose behavior, attitudes, and work-related values are likely to interfere with their success as employees. CBI consists of an objective questionnaire with 140 true/false items that can be completed by a job applicant in 10-15 minutes. The test is administered, scored, and interpreted via the internet.

Part One of the CBI Report is the Profile. The Profile provides a graphic "snap-shot" representation of an applicant's scores and the level of concern about those scores.

Part Two of the CBI Report is the individual scale scores with interpretive information for each scale.

Part Three of the CBI Report is the follow-up questions. For each question asked in the CBI (except for the Good Impression questions), follow-up behavioral interview questions are provided. If the CBI reveals scores in the Concern or Serious Concern areas, asking appropriate follow-up questions are critical to the success of the selection process. Administrator's who regularly use the CBI's follow-up interview questions often discover valid reasons why an applicant scored high on one or more of the scales.

The appropriate interview questions are produced automatically based on the applicant's answers. You may choose to print any individual CBI report with or without the follow-up interview questions.

Counterproductive Behavior Index™ Profile

Version 2.0

Name: Sample, Alicia

Date: 4/9/2003

Position: A Sample Job

Test Validity Concerns
Good Impression GI Score

0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Scale Score	Dependability (Dp) Concerns	Aggression (Ag) Concerns	Substance Abuse(SA) Concerns	Honesty (Hn) Concerns	Computer Abuse(CA) Concerns	Sexual Harrassment(SH) Concerns	Scale Score
20							20
19							19
18							18
17							17
16							16
15							15
14						x	14
13							13
12							12
11			x				11
10							10
9	x	x					9
8				x			8
7					x		7
6							6
5							5
4							4
3							3
2							2
1							1
0							0
Scale Score	Dependability (Dp) Concerns	Aggression (Ag) Concerns	Substance Abuse(SA) Concerns	Honesty (Hn) Concerns	Computer Abuse(CA) Concerns	Sexual Harrassment(SH) Concerns	Scale Score

Overall Concerns Score	0-38	39-59 x	60-120
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COLOR KEY

<p>Little/No Concerns</p> <p>Scores in this shaded area indicate that the applicant is not likely to engage in counterproductive behavior.</p>	<p>Concerns</p> <p>Scores in this shaded area indicate that the applicant may engage in counterproductive behavior.</p>	<p>Serious Concerns</p> <p>Scores in this shaded area indicate that the applicant is likely to engage in counterproductive behavior.</p>
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WARNING: Information contained on this CBI profile is intended for confidential use only.

Part Two ^{3/4}

Counterproductive Behavior Index Scales and Scale Score Interpretation

9 *Dependability Scale Score*

Concerns About Dependability

Low scorers are dependable, conscientious, and reliable. High scorers can be undependable, careless, lazy, and disorganized.

- **Scores of 4 and below** on the Dependability Scale indicate that the applicant's responses give **little or no concern** in the area of dependability. The score suggests that the applicant will be conscientious, dependable, reliable, and organized at work.
- **Scores of 5 to 8** on the Dependability Scale indicate that the applicant's responses raise **concerns** about dependability. The applicant may be less than completely reliable, dependable, conscientious, or organized at work. Areas of potential concern should be further explored using the CBI behavioral interview question(s).
- **Scores of 9 and above** on the Dependability Scale indicate that the applicant's responses raise **serious concerns** about dependability. The applicant is likely to be unreliable, undependable, lacking in conscientiousness, and/or disorganized at work.

9 *Aggression Scale Score*

Concerns About Aggression

Low scorers handle their feelings well and are unlikely to be disruptive. High scorers can be aggressive, hostile, disruptive, and have poor control of their anger.

- **Scores of 8 and below** on the Aggression Scale indicate that the applicant's responses give **little or no concern** that the applicant will exhibit aggressive behavior towards others on the job. The score suggests that the applicant handles hostile feelings well, keeps a level head, and is unlikely to be disruptive at work through anger or aggression.
- **Scores of 9 to 10** on the Aggression Scale indicate that the applicant's responses raise **concerns** about the handling of anger and hostility. The applicant may be less than completely in control of anger and hostility at work. Areas of potential concern should be further explored using the CBI behavioral interview question(s).
- **Scores of 11 and above** on the Aggression Scale indicate that the applicant's responses raise **serious concerns** about the handling of anger and hostility. The applicant is likely to be hostile, be ready to anger, have poor self-control, and be disruptive at work.

11 *Substance Abuse Scale Score*

Concerns About Substance Abuse

Low scorers have no problems with alcohol and/or illegal drugs. High scorers report substantial use of alcohol and/or illegal drugs and may be disruptive.

- *Scores of 4 and below* on the Substance Abuse Scale indicate that the applicant's responses give **little or no concern** in the area of substance abuse. The score suggests that the applicant is unlikely to use alcohol or illegal drugs in the workplace and is unlikely to be disruptive at work because of substance abuse.
- *Scores of 5 to 9* on the Substance Abuse Scale indicate that the applicant's responses raise **concerns** about the use of alcohol and illegal drugs in the workplace. The applicant might be a user of illegal drugs or alcohol at work and may be too willing to tolerate their use by others. Areas of potential concern should be further explored using the CBI behavioral interview question(s).
- *Scores of 10 and above* on the Substance Abuse Scale indicate that the applicant's responses raise **serious concerns** about his or her use of illegal drugs and alcohol at work. The applicant is likely to abuse illegal drugs and alcohol at work and condone their use by others.

8 *Honesty Scale Score*

Concerns About Honesty

Low scorers have no problem with workplace dishonesty. High scorers have the potential for dishonest behavior in the workplace.

- *Scores of 8 and below* on the Honesty Scale indicate that the applicant's responses raise **little or no concern** about dishonesty. The score suggests that the applicant is likely to be honest at work and is unlikely to cause problems at work in this area.
- *Scores of 9 to 11* on the Honesty Scale indicate that the applicant's responses raise **concerns** about the possibility of dishonesty in the workplace. The applicant might steal from an employer and may be too willing to condone such behavior by others at work. Areas of potential concern should be further explored using the CBI behavioral interview question(s).
- *Scores of 12 and above* on the Honesty Scale indicate that the applicant's responses raise **serious concerns** about the potential for dishonesty at work. These concerns are especially important in a work situation that presents opportunities for employee theft. The applicant is likely to be dishonest and condone dishonesty by others.

Concerns About Computer Abuse

Low scorers use their workplace computers only for work-related uses. High scorers use their computers in ways that are unrelated to their work activities or are disruptive to their work.

- ***Scores of 5 and below*** on the Computer Abuse Scale indicate that the applicant's responses give **little or no concern** in the area of computer abuse. The score suggests that the applicant is unlikely to misuse the computer at work and is unlikely to cause work problems in this area.
- ***Scores of 6 to 10*** on the Computer Abuse Scale indicate that the applicant's responses raise **concerns** about the likelihood of misusing the computer in the workplace. The applicant might use the computer in an inappropriate or disruptive fashion and may be willing to condone such behavior by others at work. Areas of potential concern should be further explored using the CBI behavioral interview question(s).
- ***Scores of 11 and above*** on the Computer Abuse Scale indicate that the applicant's responses raise **serious concerns** about the potential for using the workplace computer in a disruptive or inappropriate manner. If the applicant has access to computers in the workplace, the applicant is likely to misuse the computer and condone misuse by others.

Concerns About Sexual Harrasment

Low scorers treat others in their workplace, especially members of the opposite sex, with respect and courtesy. High scores can cause problems by inappropriate remarks, jokes, by offensive behaviors and the like.

- ***Scores of 8 and below*** on the Sexual Harrasment Scale indicate that the applicant's responses give **little or no concern** in the area of sexual harassment. The score suggests that the applicant is unlikely to sexually harass co-workers, either physically or verbally, and is unlikely to cause work problems in this area.
- ***Scores of 9 to 11*** on the Sexual Harrasment Scale indicate that the applicant's responses raise **concerns** about the likelihood of engaging in sexual harassment in the workplace. The applicant does not have a well-developed sense of what is appropriate in dealing with co-workers of the opposite sex, is likely to engage in behaviors that are seen by others as sexual harassment, including inappropriate remarks, the telling of sexually-oriented jokes, and more clear-cut sexually provocative acts.. Areas of potential concern should be further explored using the CBI behavioral interview question(s).
- ***Scores of 12 and above*** on the Sexual Harrasment Scale indicate that the applicant's responses raise **serious concerns** about the potential for engaging in sexual harassment that will be disruptive in the workplace. The applicant is likely to be seen by others, particularly those of the opposite sex, as often engaging in sexual harassment of a serious nature.

Overall Concerns

Low scorers report few instances of workplace deviance. High scorers report a wide range of deviant behaviors in the workplace and are likely to be problematic employees. (The Overall Score is included in the profile in order to help identify applicants whose individual scale scores might all fall below the cutting score for inclusion in the Concern category, but whose total score does identify them as worthy of special attention. It is important to note that high Overall Scores still require a close examination of the five individual scale scores.)

- **Overall Scores of 30 and below** indicate that if the applicant has no other scores in the **concerns** or serious concerns range on any of the above content scales, there is little or no concern about workplace deviance in general. This score suggests that the applicant is not likely to cause problems in the workplace through disruptive behavior.
- **Overall Scores of 31 to 49** indicate that the applicant's responses raise **concerns** about the potential for engaging in workplace deviance in one or more areas. The scores in each of the five scales should be checked for potential problems. If none of the applicant's scores on the five scales shows any area of concern or serious concern, the scales with the highest scores should be used for further exploration of potential problems. Each area of potential concern should be further explored using the CBI behavioral interview question(s).
- **Overall Scores of 50 and above** indicate that the applicant's responses raise **serious concerns** regarding the potential for workplace deviance and for disruptive or inappropriate behavior on one or more scales. The applicant's score on each of the five content areas should be carefully evaluated to determine in which of the areas workplace deviance is most likely to occur.

Understanding and Using the CBI Good Impression Scale

The CBI Good Impression (GI) Scale measures an applicant's tendency to underreport counter-productive behaviors on the survey. Low scorers are open about acknowledging their normal faults and imperfections. High scorers deny normal shortcomings and exaggerate personal virtues, suggesting that their scores on the other scales may be artificially depressed (underreported) by their efforts to make a good impression. Scores on this scale are to be used to determine the degree of confidence that should be placed in the remainder of the CBI Profile.

- ***Scores of 14 and below*** on the Good Impression Scale suggest that the applicant's answers on the CBI were forthright and free from distortion and defensiveness. Applicants with GI scores in this range provide confidence that their scores are not artificially depressed or underreported.
- ***Scores of 15 to 16*** on the Good Impression Scale suggest that the applicant's answers may be somewhat distorted by defensiveness and a desire to give a "good impression." The applicant should be considered to have underreported, to some degree, troublesome behavior. Scores in the 15-16 range should never be used to disqualify a candidate from consideration. Because most applicants want the jobs for which they apply, conscious or unconscious efforts to create a "good impression" may be present. It is the responsibility of each administrator to determine how much risk or distortion can be tolerated before declaring the CBI Profile invalid.
- ***Scores of 17 and above*** on the Good Impression Scale suggest that the applicant's answers significantly underrepresent his or her potential for disruptive behavior in the workplace. There is little likelihood that any confidence can be placed in the accuracy of the applicant's reported scores. The Profile is not to be considered valid with GI scores in this range.

Part Three ³/₄

Interview Follow-Up Questions

Dependability Scale

Question 57. *Anything worth doing is worth doing well.*

Give me an example of when you had a job to do and when you really bother to do your best. What happened as a result? How often does this happen at work?

Question 58. *I'm pretty much all business at work.*

It's often hard not to try to have a little fun on the job. Can you give me an example of when that happened to you recently?

Question 71. *At work I often daydream.*

How often do you daydream? To what extent does that interfere with doing your job?

Question 72. *I hate to keep people waiting for me.*

How often are you late for appointments and meetings? Do others seem to mind? How hard do you try to be on time?

Question 85. *It is important to face up to your mistakes.*

Give me an example of a time when you made a mistake and were able to get away with it? How often does that happen?

Question 86. *I always follow the rules that apply to my work.*

Tell me about a time when you were able to figure out a way to do something your own way at work. How often does that happen?

Question 99. *My bosses know that they can count on me.*

Give me an example of when you were not able to accomplish something that your boss expected you to do. How often does this happen?

Question 100. *I set high standards, both for myself and others.*

It's often difficult to keep high standards for one's work. Tell me about a time when that happened to you. Do you see this in others? What do you do about this when it happens?

Question 113. *I have been disciplined for sexual harassment.*

Tell me about the time that you were disciplined for sexual harassment. Has that ever happened again?

Aggression Scale

Question 4. *It's hard to control your feelings when you're caught up in traffic.*

How do you control your feelings when you're stuck in traffic? Are there times when you've "lost it"? What happens as a result?

Question 17. *Sometimes I have not realized the strength of my anger.*

All of us get angry at times. Can you tell me about a recent time when you got very angry at work? Were there times when you got even angrier than that? What happened then?

Question 32. *I have to be careful that my angry feelings don't get away from me.*

All of us have angry feelings at times. Tell me about a time when you had such angry feelings and how you tried to control them.

Question 59. *I can imagine a situation in which I could hit or punch a co-worker.*

Give me an example of when you got really angry at a co-worker. Did you ever actually hit or punch a co-worker because you "lost it"?

Question 73. *My anger sometimes frightens me.*

Give me an example of when you were frightened because you were so very angry. What happened as a result of that?

Question 74. *While driving, I sometimes become enraged at other drivers.*

Tell me about a recent instance when you became enraged at another driver. How did it end up? How often does this happen?

Question 87. *I would be pleased if certain people got hurt.*

It's common to be pleased if certain people got hurt. For you, what kind of people are they? Have you ever thought of doing anything about these feelings?

Question 88. *I am sometimes surprised by how angry I get.*

Give me an example of when you've been surprised by how angry you've been at work. How have you handled that anger? How did it end up?

Question 102. *I like to watch a good fight at work.*

Tell me about the fights at work. How often do they occur? How often do you get directly involved? Does anyone ever try to prevent them?

Question 115. *I curse at my co-workers sometimes.*

Tell me about a time when you cursed at a co-worker. What happened as a result?

Question 116. *There have been times when I could not control my temper.*

Tell me about a time when you could not control your anger at work. How often does that occur? What happens as a result?

Question 129. *My co-workers know enough to steer clear of me when I'm in a bad mood.*

Tell me about what happens when you're in a bad mood at work. How do others know about this? What happens as a result? How does it usually end up?

Substance Abuse Scale

Question 61. *A person who uses an illegal drug on the job should be disciplined.*

Do you believe that using illegal drugs on the job causes problems? How should people who use illegal drugs on the job be disciplined?

Question 89. *I can do a better job at work if I have used an illegal drug.*

How often have you used illegal drugs at work? How does this impact your on-the-job performance? Have you ever been disciplined for using illegal drugs at work?

Question 90. *I don't feel safe at work when others drink on the job.*

How much of a problem is drinking on the job? How much danger is involved? What do you tend to do about it? How often do you drink on the job?

Question 118. *Getting a small amount of an illegal drug from another person at work is OK, provided it's not used at work.*

Have you ever gotten small amounts of illegal drugs at your place of work? When did you use them? Is there any risk involved in doing this?

Honesty Scale

Question 63. *In a store, I have been tempted to take merchandise without paying for it.*

How often are you tempted to take things in a store without paying for them? How often do you actually do it?
Have you ever gotten caught taking things from a store?

Question 119. *I have knowingly overdrawn my bank account.*

How often do you overdraw your bank account? What causes that to happen? Does this concern you?

Computer Abuse Scale

Question 51. *I have not used my company computer to play computer games.*

How often do you play computer games at work? What problem does this cause? Has anyone every objected to this?

Question 66. *If I saw a co-worker play computer games at work, I'd report it to my supervisor.*

How often do people play computer games at work? Have you done this? Do your supervisors care about this? What would happen if they found out?

Question 80. *If I'm a hard worker, it's OK to use a company computer for personal reasons, even though it may be against company policy.*

Tell me about how you use your company computer for personal reasons. Is this against company policy? What would happen if your boss found out about this?

Question 107. *Nobody should ever forward a racial joke on e-mail at work.*

How often do you see racial jokes on your e-mail at work? What do you do about them? Has anyone ever complained about them? Do you think it might bother others?

Question 135. *Playing computer games at work is disruptive to good business practices.*

How often do people play computer games at work? Have you done this? Do your supervisors care about this? What would happen if they found out?

Question 136. *I have shared confidential information about my company with others.*

Tell me about a time when you shared confidential company information with others, even when you knew you shouldn't. What were your reasons for this? What happened as a result?

Sexual Harrasment Scale

Question 68. *There's nothing wrong with pushing a co-worker for a date after work.*

Tell me about a time when you pushed a co-worker for a date? What kind of a reaction did you get? How did it end up? How frequently has this happened?

Question 81. *When you take a man's job, you have to expect to be treated like a man.*

Do you think that women need to be treated differently from men on the job? Do women respond to sexual matters at work differently from men? Do women sometimes object to sexual kidding around at work?

Question 82. *At work I have hugged a member of the opposite sex.*

Give me an example of a time when you hugged a co-worker of the opposite sex. How did that person react? How often do such things happen? Is the reaction always the same?

Question 96. *I have complimented a co-worker of the opposite sex on how attractive he or she appeared.*

Tell me about a time when you complimented a co-worker of the opposite sex on his or her appearance. How did that person react? How do you think the person really felt? How often do you do this? Do you think that doing this is a good idea?

Question 137. *I have deliberately stared at a co-worker of the opposite sex.*

Tell me about a time when you deliberately stared at a co-worker of the opposite sex. How did that person react? How did it work out? Did management get involved? Are there circumstances where such staring would not be appropriate?

Question 138. *Most reports of sexual harassment are simply attempts to get back at the person being accused.*

Do you know directly about any sexual harassment cases? What do you know about them? What has motivated these complaints? How often do you think these things happen?
