



SELECT for Call Center-Inbound Service

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Survey Results for:

James Example

ID:

Test Date:

Organization:

6/5/2000 3:28:19 PM

Call Centers



This Report Is Confidential

- Lock it up
- Don't leave it out
- Don't show it to the candidate



Use This Report To Make Good Decisions

- Retest or avoid candidates with Invalid results
- Avoid candidates with Avoid scores
- Use interview probes and other report information to evaluate Okay, Good or Better candidates
- Combine information from all sources (survey, interview, references, etc.) to make a final decision

**Random Response:**

A check for random responding. If Invalid, the candidate could not or did not read the test well enough to avoid responding randomly, and these results should not be used.

Random Response:	Valid	Invalid
	X	

Integrity Index:

A measure of the candidate's attitudes about personal integrity and work ethic.

Score:	Avoid	Okay	Good
5	X		
	0-8	9-11	12-13

Performance Index:

A measure of the traits associated with successful performance in this job.

Score:	Avoid	Okay	Better
13	X		
	0-15	16-22	23-34



Performance Sub-scale Analysis:

The table presents the candidate's scores for each sub-scale of the Performance Index.

Flagged areas should be probed in the interview.

Subscale	Okay	Flag*
Energy (activity level; action orientation)		X
Frustration Tolerance (remain emotionally positive in spite of frustration)	X	
Accommodation to Others (willingness to accommodate the desires of others)	X	
Acceptance of Diversity (tolerance of others different from self)	X	
Positive Service Attitude (appreciation of the service role)		X
*If flagged, see interview probe suggestion(s) in later section.		

Job Task Responses:

How willing are you to . . .	Would do it and enjoy it	Would do it	Would do it, but not like it	Would not want to do it	Would not do it
Work weekdays?	X				
Work evenings or nights?		X			
Work weekends?		X			
Work holidays?			X		
Work overtime?			X		
Commit to being on time, every time?		X			
Serve or assist customers?	X				
Work cooperatively with others?		X			
Handle demanding people?			X		
Handle rude customers?			X		
Listen to customers using headphones or an earjack?		X			
Closely follow a telephone script?			X		
Meet daily performance goals?		X			
Have your customer calls monitored?		X			
Work with computers?	X				
Sit for long periods of time?		X			

The table above reports the candidate's stated willingness to do tasks commonly required in jobs similar to this one. Indications of reluctance should be probed during the interview.

Counterproductive Behaviors



In this section, undesirable responses by the candidate to theft, job commitment, work ethic, resistance to direction, safety, etc. questions are presented. The total number of survey questions for each topic is given in parenthesis. The candidate selected an undesirable response to the following:

THEFT (4 possible questions)

- Within the last 4 years, what is the nearest total dollar value of all money, supplies, merchandise, and products you have taken from the job without proper authorization? . . **\$10 - \$49**

JOB COMMITMENT (9 possible questions)

- How long have you worked at your current job or last job if not now employed? . . **Less than 3 months**
- Most supervisors accept that you cannot always be on time for work. . . **Agree**
- In the past, you sometimes did not show up for work (or school). . . **Agree**
- How many employers have you had in the last three years? . . **Four**

WORK ETHIC (8 possible questions)

- If you put more into a job than they are willing to pay you, you are cheating yourself. . . **Agree**
- In these times, just about everyone lies to take care of themselves. . . **Agree**

RESISTANCE TO DIRECTION (4 possible questions)

- A lot of companies have unnecessary rules just because they want to control people. . . **Agree**

SAFETY (4 possible questions)

- There is not much you can do to avoid slips and falls on the job. . . **Agree**

Interview Probes



(Based on the candidate's test results, the following areas should be probed further in the interview. We recommend that you use these suggestions to confirm the test results.)

QUESTIONABLE ETHICS/INTEGRITY

This person may be inclined to bend rules or adjust the truth for himself/herself, or he/she may accept less than honest behavior from others.

Interview Probes:

- During the interview, give the candidate example situations which provide an indication of ethics and judgment. For example, ask how he/she would deal with an employee who stole a small item or who covered up a minor mistake.
- Ask the candidate to describe what it was like working for previous employers. Listen for a tendency to view companies as taking advantage of people or to mention more negative than positive experiences.
- Ask the candidate to describe what companies should do to prevent hiring employees who use illegal drugs or have other undesirable habits (e.g., poor safety habits). Listen for a tendency to defend that type of behavior (e.g., answers like: What a person does on his/her own time is his/her own business, or, Companies shouldn't be concerned about employees' personal lives.).

LOW ENERGY LEVEL

This person appears to have a low energy level. This may mean that the candidate has some difficulty with a demanding work pace or unusual work hours.

Interview Probes:

- During the interview, ask the candidate to describe a preferred work pace. Probe for indications of effectiveness despite a lower than average energy level or work pace.
- Ask general interview questions about work such as: In what types of situations are you at your best? and In what types of situations would you like to be more effective? Listen for answers that suggest that the candidate can't handle the pace of the job, or can't self-start to get the job done.

LOW POSITIVE SERVICE ATTITUDE

This candidate scored low on a measure of positive service attitude. This low score suggests that the candidate may have a defensive or negative attitude, especially about helping or doing things for customers or co-workers. The candidate may be the type of person who assumes the worst about the customer, co-workers, the boss, the company, etc., and lets negative assumptions influence his/her willingness to cooperate or help.

Interview Probes:

- Ask him/her to describe what he/she feels are the pluses and minuses of a customer service job. Listen for suggestions that interacting with and serving people day in and day out may be something he/she dislikes.
- Ask for descriptions of the type of customers and co-workers he/she likes best and least. Listen for mentions of people that act as if they are better than service people or that treat him/her like a servant. Attempt to determine if he/she is quick to become defensive with others.
- Ask him/her why he/she left his/her last job. Listen for a tendency to blame others -- bad supervisor, poor treatment, difficult co-workers or customers, etc.

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