



## SELECT for Convenience Stores

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### Survey Results for:

**Michael Example**

**ID:**

**Test Date:**

**Organization:**

6/5/2000 3:25:49 PM

Convenience Store



### 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: 2	Avoid	Okay	Good
	X		
	0-6	7-8	9-11

**C-Store Math Score:**

A measure of basic convenience store math skills.

Score: 12	Needs Training	Okay
		X
	0-8	9-14

**Performance Index:**

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

Score: 10	Avoid	Okay	Better
	X		
	0-11	12-13	14-20



**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*
<b>Energy</b> (activity level; action orientation)	X	
<b>Frustration Tolerance</b> (remain emotionally positive in spite of frustration)		X
<b>Accommodation to Others</b> (willingness to accommodate the desires of others)		X
<b>Acceptance of Diversity</b> (tolerance of others different from self)	X	
<b>Positive Service Attitude</b> (appreciation of the service role)	X	
<b>Self Control</b> (restraint over words and actions)	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
<b>Work weekdays?</b>	X				
<b>Work evenings or nights?</b>		X			
<b>Work weekends?</b>		X			
<b>Work holidays?</b>		X			
<b>Work overtime?</b>	X				
<b>Commit to being on time, every time?</b>		X			
<b>Work the cash register?</b>	X				
<b>Make change &amp; handle money?</b>	X				
<b>Serve food?</b>		X			
<b>Stock merchandise?</b>	X				
<b>Mop &amp; sweep inside?</b>		X			
<b>Pick up trash outside?</b>		X			
<b>Clean equipment?</b>	X				
<b>Sweep outside the store?</b>		X			
<b>Clean the restroom?</b>		X			
<b>Work cooperatively with others?</b>		X			
<b>Serve or assist customers?</b>	X				
<b>Handle rude customers?</b>	X				

The table above reports the candidate's stated willingness to do tasks commonly required in a convenience store. Indications of reluctance should be probed during the interview.

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## 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:

### ILLEGAL DRUG USE (3 possible questions)

- Using marijuana illegally before starting work . . . **Has no effect on me**

### THEFT (7 possible questions)

- If an employee forgets to pay for a small item, it is not worth causing unpleasantness about it. . . **Agree**
- 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**
- Taking a few things from the job really does not hurt anybody. . . **Agree**
- Most employers expect employees to take home some items that are really company property. . . **Agree**

### 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? . . . **Three**

### WORK ETHIC (8 possible questions)

- It would bother you very much if you knew another employee was losing the company money because of rudeness to customers or vendors. . . **Disagree**
- If you put more into a job than they are willing to pay you, you are cheating yourself. . . **Agree**
- It would bother you very much if you knew another employee was losing the company money by wasting time. . .

## **Disagree**

### **RESISTANCE TO DIRECTION (4 possible questions)**

- A lot of companies have unnecessary rules just because they want to control people. . . **Agree**
- In the past, you have had difficulty getting along with supervisors (or teachers). . . **Agree**
- You often resist doing what you are told to do. . . **Agree**

### **SAFETY (4 possible questions)**

- Sometimes it is better to take a risk than to follow every safety rule. . . **Agree**
- Being injured on the job is more a matter of fate or luck than how carefully you work. . . **Agree**
- Most safety rules are more trouble than they are worth. . . **Agree**



## Preparation:

- Review the application form
- Review the test results

## STEP 1: Open the Interview

Hello, my name is \_\_\_\_\_ and I'm the \_\_\_\_\_ (your position). We're glad that you are interested in this position. The purpose of this interview is to learn more about you and your work experiences. I will be asking you some questions about your previous experience, how you approach certain things, etc. You will probably see me jotting down some notes -- that's to help me remember better what you said after the interview is over. There are no correct or incorrect answers, what we want is to learn more about you. At the end, I'll leave some time to answer any questions you might have. If you are ready, we can begin.

## STEP 2: Review the Application and Investigate Potential Problem Areas

- |  |  |
|--|--|
| <input type="checkbox"/> All blanks completed?             | <input type="checkbox"/> Employment gaps?                      |
| <input type="checkbox"/> Application signed?               | <input type="checkbox"/> Extremely high or low earnings?       |
| <input type="checkbox"/> Several jobs in the last 2 years? | <input type="checkbox"/> Earnings show progress?               |
| <input type="checkbox"/> Vague reasons for leaving job(s)? | <input type="checkbox"/> Can complete all essential functions? |

### *Example Questions:*

I see that you were unemployed from \_\_\_\_\_ to \_\_\_\_\_. Please tell me about this period of unemployment.

I see that you left your previous employer for personal reasons. Would you explain further?

I noticed that you have changed jobs frequently in the recent past. Why?

## STEP 3: Review Test Flags and Begin In-depth Questions

While asking the following interview questions, be sure to listen and probe in the following areas:

- Questionable Ethics/Integrity
- Low Frustration Tolerance
- Low Accommodation to Others

1. Tell me about your responsibilities in your previous jobs. Which did you like most and why? Also, which did you like the least and why? (*Listen for likes and dislikes that may or may not fit this job.*)

2. What is your convenience store experience? What have you liked best about your experience? What have you liked least? Or, you indicated that you have no convenience store experience. What do you think you will like best about it? Like least about it?

3. Have you ever worked or volunteered in a position where your primary responsibility was to assist or serve people? How did you like it? How successful were you? (*Probe for willingness to serve the needs of others.*)

4. How would you describe yourself as a worker? What are your strengths? What things do you think you might need to improve? (*Listen for work ethic, willingness to serve others.*)

5. How do you think your current or former employers would rate your attendance and ability to get to work on time? Explain. (*Listen for work ethic, attendance and timeliness.*)

6. What type of people do you like best? And least? Why? (*Listen for openness and a lack of prejudice.*)

7. What type of supervisor do you like best? Why? (*Listen for a willingness to be supervised.*)

8. Think of a company that you feel provides good customer service. What is it about this company that makes you think of them? (*Listen for service knowledge, values.*)

9. Tell me about a time when someone failed to provide good service to you. Give me examples of what the person did poorly. How could he/she have improved? (*Listen for service knowledge, values.*)

10. Sooner or later, we all have to deal with a person who is unreasonable. What types of behavior would you find most frustrating? How would you respond under such a circumstance? (*Listen for openness, tact and ability to handle difficult people.*)

*If you are still concerned about the Performance Flag areas, here are some additional questions to ask:*

**Questionable Ethics/Integrity:** Tell me how you would deal with an employee who stole a small item or who covered up a minor mistake. (Listen for an inclination to bend rules or adjust the truth for himself/herself or to accept less than honest behavior from others.) Describe what it was like working for your previous employers. How did those companies treat their employees? (Listen for a tendency to view companies as taking advantage of people.)

**Low Frustration Tolerance:** Describe those aspects of previous jobs which have frustrated or irritated you. How does stress on the job affect you? (Listen for responses that suggest a tendency to be easily affected by the ups and downs of the job or by personal circumstances.)

***Low Accommodation to Others:*** Have you ever served a difficult or demanding customer (or observed someone else serve this type of customer)? What did the customer want or expect? How did you respond? (Listen for an attempt to accommodate the customer and meet their need despite how he/she might feel about the customer's behavior.)

#### **STEP 4: Conclude the Interview**

Those are all the questions that I have for you. I appreciate the time that you have given to me. Is there anything that you would like to ask me?

#### **STEP 5: Make the Hiring Decision**

- Resist the temptation to hire someone just because you need to fill the job. You are likely to pay for a hiring mistake both in money and time.
- Focus on how well the candidate fits the demands of the job, not how much you like the candidate's personality or how much you have in common with the candidate.
- The selection process is designed as an aid to the well-reasoned judgment of a hiring manager, not a replacement for this judgment. In the end, every hiring decision is a judgment call. Use the tools provided in this process to inform your decision, not make it for you.

*Use the following checklist to guide your decision. Please indicate your recommendation and write your comments in the appropriate Recommendation box. In addition, write your initials in the Initials column.*

<b>Actions</b>	<b>Recommendation</b>			<b>Initials</b>
<b>Review Application</b>	Not Acceptable	Some Reservations	Consider Further	
<b>Prescreen (Optional)</b>	Not Acceptable	Some Reservations	Consider Further	
<b>Test Candidate &amp; Review the Test Results</b>	Not Acceptable	Some Reservations	Consider Further	
<b>Behavioral Interview</b>	Not Acceptable	Some Reservations	Acceptable	
<b>Reference Checks (Optional)</b>	Not Acceptable	Some Reservations	Acceptable	
<b>Background Check (Optional)</b>	Not Acceptable	Some Reservations	Acceptable	
<b>Decide</b>	Do Not Make Offer	Eligible At Later Date	Make Offer	
<b>Drug/Medical Screen (Optional)</b>	Fail		Pass	

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