



## Select for Hospitality

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**Survey Results for:** **Martha Example**  
**ID:**  
**Test Date:** 5/15/2001 4:52:48 PM  
**Organization:** BHA testing



### 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
	13		
	0-8	9-11	12-13

**Performance Index:**

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

Score:	Avoid	Okay	Better
	23		
	0-15	16-22	23-40



**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>Socially Outgoing</b> (enjoy interacting with people)		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>Adjust work schedule on short notice?</b>		X			
<b>Work cooperatively with others?</b>		X			
<b>Handle demanding people?</b>			X		
<b>Handle rude customers?</b>			X		
<b>Make change &amp; handle money?</b>	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.

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## Counterproductive Behaviors



*(This candidate had no undesirable responses to any of the counterproductive questions.)*



## Preparation:

- Review the application form
- Review the SELECT 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 SELECT Flags and Begin In-depth Questions

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

- Low Social Comfort

**1.** Have you worked in the hospitality industry? Where? What did you do? What did you like (dislike) about this (these) job(s)? (*Listen for relevant work experience and likes or dislikes that may or may not fit this job.*)

2. Tell me about your responsibilities in your previous (or current) non-hospitality job? Which did you like most and why? Also, which did you like the least? Why? *(Listen for relevant work experience and likes and dislikes that may or may not fit this job.)*

3. Why are you considering leaving or why did you leave your current/last job? *(Listen for reliability, job fit.)*

4. How would you describe yourself as an employee? What are your strengths? Weaknesses? *(Listen for strong interpersonal skills, work ethic and a willingness to build customer relationships.)*

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

6. What do you think excellent customer service would be in our business? *(Listen for service knowledge, values.)*

7. 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 and values.)*

**8.** What do you think is most important in building long term, repeat customer business? (*Listen for work ethic, service values, willingness to serve.*)

**9.** Sooner or later, we all have to work with a customer 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.*)

**10.** From your understanding of the job, what aspects of the job will you like the most? What are some things you might dislike? (*Listen for job knowledge and job fit responses.*)

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

**Low Social Comfort:** In your previous jobs, were you required to work with the general public? Have you had any other experience in being social with strangers or casual acquaintances? What do you like and dislike about these situations? (*Listen for an interest in and an ability to interact with people in casual encounters.*)

#### **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 SELECT Report</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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