



SELECT for Leasing Agents

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Survey Results for:	Suzanne Example
ID:	
Test Date:	3/17/00 12:00:24 PM
Organization:	four levels
Regional:	SouthEast
District:	South2
LA:	LA



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 and Good candidates
- Combine information from all sources (test, interview, references, etc.) to make a final decision

Results



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

Leasing Agent Math Score:

A basic measure of the type of math and numerical reasoning skills required in the typical leasing agent job.

Score: 14	Needs Training	Okay
		X
	0-10	11-15

Performance Index:

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

Score: 13	Avoid	Okay	Better
			X
	0-11	12-17	18-25

Details



Subscale	Okay	Flag*

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.

Energy (activity level; action orientation)		X
Assertiveness (enjoy asserting influence over others)	X	
Positive Sales Attitude (positive attitude about the customer & sales)	X	
Social Comfort (at ease with, enjoy social interaction)	X	
Accommodation to Others (willingness to accommodate the desires of others)	X	
Frustration Tolerance (remain emotionally positive in spite of frustration)	X	
Criticism Tolerance (accept criticism constructively)	X	
Self-Reliance (work independently)	X	
Acceptance of Diversity (tolerance of others different from self)	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 evenings or nights?		X			
Work weekends?			X		
Work holidays?		X			
Commit to being on time, every time?	X				
Walk around, climb stairs and go outside in any weather?		X			
Serve or assist a wide variety of customers?		X			
Influence others to make a decision?		X			
Work cooperatively with others?	X				
Do math (add, subtract, multiply & divide) with a calculator?		X			
Operate office machines?	X				
Answer the phone, respond to requests & provide information?		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.					



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 likes and dislikes, your goals, 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 Energy Level

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

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

3. What attracts you to this job with our company? Why? *(Listen for a desire to work with people as well as an interest in your organization.)*

4. How do you (or would you) try to show each customer or client that he or she is important? *(Listen for positive attitude toward others.)*

5. How do you (or would you) influence someone who does not seem to be interested in the apartments you have available? *(Listen for ability to be assertive and persuasive, to overcome objections in a respectful manner.)*

6. Tell me about a time when you had to deal with a very difficult and demanding person in your work. *(Listen for maturity and an ability to handle frustration without becoming upset or emotional.)*

7. Give me examples of how you handle work during hectic/busy times. How do you keep track of the things that need to be done? *(Listen for responsibility and comfort with a demanding schedule.)*

8. What type of supervisor do you like best? What are the kinds of things you like a supervisor to do for you? (*Listen for both self-reliance and ability to accept direction from others.*)

9. What would you like me to remember that will convince me (us) that you are the right person for this job?

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

Low Energy Level: Describe your preferred pace. In what types of work situations would you like to be more energetic? (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.)

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.

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

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