



SELECT for Retail Clerk/Cashier

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Survey Results for:

Tina Example

ID:

Test Date:

Organization:

5/25/2001 2:34:54 PM

Retail Stores



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

Retail Math Score:

A measure of retail math and basic numerical reasoning skills.

Score: 13	Needs Training	Okay
		X
	0-8	9-14

Performance Index:

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

Score: 18	Avoid	Okay	Better
			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			
Adjust work schedule on short notice?					X
Clean the store?		X			
Work the cash register?		X			
Make change & handle money?		X			
Stock merchandise?					X
Create store displays?		X			
Work cooperatively with others?		X			
Serve or assist customers?		X			
Handle rude customers?		X			
Make recommendations to customers?		X			
Be required to meet sales quotas?		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.



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 (7 possible questions)

- 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)

- Most supervisors accept that you cannot always be on time for work. . . **Agree**

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**
- 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**
- 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**
- Sometimes you get satisfaction out of disobeying the rules. . . **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 Energy Level
- Low Frustration Tolerance

1. Tell me briefly about your last job? Which aspects did you like most? Why? Also, which did you like the least? Why?

2. 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.*)

3. What type of boss do you prefer and why?

4. What type of people do you like to work with? Why?

5. What kinds of things frustrate or irritate you at work? How do you handle them? Please give me an example.

6. Think about the last time that you received negative feedback from someone. What was the feedback and how did you respond?

7. Describe for me how you would approach a customer at our store. What would you say?

8. What did/would you do if a customer did not want to buy your product or service?

9. Sooner or later we all have to deal with a customer who has unreasonable demands. Think of a time when you had to deal with an unreasonable request. What did you do?

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 Energy Level: Describe your preferred work 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.)

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.)

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 Test Results	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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