



## Staffing CallCenter Suite

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### Survey Results for:

**Justin Example**

#### ID:

#### Test Date:

#### Organization:

5/15/2001 4:16:44 PM

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
9		X	
	0-8	9-11	12-13

**Performance Indicies:**

Measures of traits associated with success in these jobs.

	Score:	Avoid	Okay	Good
<b>Inbound Service:</b>	<b>27</b>			<b>X</b>
		0-15	16-22	23-34
<b>Inbound Sales:</b>	<b>16</b>		<b>X</b>	
		0-14	15-16	17-28
<b>Outbound Sales:</b>	<b>15</b>		<b>X</b>	
		0-11	12-16	17-21
<b>Help Desk:</b>	<b>51</b>			<b>X</b>
		0-33	34-39	40-57

**Performance Sub-scale Analysis:**

The table below presents the candidate's scores for each of the sub-scales of the Performance Indices.

Flagged areas should be probed in the interview.

Subscale	Flags			
	InServ	InSale	OutSale	HelpDsk
<b>Energy</b> (activity level; action orientation)				
<b>Positive Service Attitude</b> (appreciation of the service role)	X	(n/a)	(n/a)	(n/a)
<b>Positive Sales Attitude</b> (positive attitude about the customer & sales)	(n/a)		X	(n/a)
<b>Accommodation to Others</b> (willingness to accommodate the desires of others)		(n/a)	(n/a)	(n/a)
<b>Collaboration</b> (team-oriented, enjoy working with others to find solutions)	(n/a)	(n/a)	(n/a)	
<b>Social Comfort</b> (at ease with, enjoy social interaction)	(n/a)			(n/a)
<b>Diplomacy</b> (interact cooperatively and smoothly)	(n/a)	(n/a)		(n/a)
<b>Influence</b> (enjoy influencing the actions of others)	(n/a)		(n/a)	(n/a)
<b>Assertiveness</b> (enjoy asserting influence over others)	(n/a)	(n/a)		
<b>Accountability</b> (accept personal responsibility for performance)	(n/a)			
<b>Problem Solving</b> (enjoy solving problems and finding solutions)	(n/a)	(n/a)	(n/a)	
<b>Multi-Tasking</b> (juggle many tasks)	(n/a)	(n/a)	X	X
<b>Preference for Structure</b> (work within ordered processes & procedures)	(n/a)		(n/a)	(n/a)
<b>Frustration Tolerance</b> (remain emotionally positive in spite of frustration)				
<b>Criticism Tolerance</b> (accept criticism constructively)	(n/a)	(n/a)		
<b>Acceptance of Diversity</b> (tolerance of others different from self)				

\*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 part-time (less than 30 hours per week)?	X				
Work weekdays?	X				
Work holidays?		X			
Adjust work schedule on short notice?	X				
Work evenings or nights?	X				
Work weekends?	X				
Work overtime?	X				
Commit to being on time, every time?		X			
Listen to customers using headphones or an earjack?	X				
Convince others to buy things?	X				
Make cold calls?		X			
Closely follow a telephone script?		X			
Meet daily performance goals?	X				
Handle demanding people?		X			
Work with computers?	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:

### **JOB COMMITMENT (9 possible questions)**

- This job will probably be temporary until you find a better one. . . **Agree**
- How long have you worked at your current job or last job if not now employed? . . **Less than 3 months**
- How many employers have you had in the last three years? . . **Three**

### **WORK ETHIC (8 possible questions)**

- In the long run, people who give their best effort at work are taken advantage of by the company. . . **Agree**
- In these times, just about everyone lies to take care of themselves. . . **Agree**



### 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 Positive Service Attitude
- Negative Sales Attitude
- Low Multi-tasking

**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, likes and dislikes that may or may not fit this job.*)

**2.** Have you ever worked or volunteered in a position where you sold products or provided services over the telephone? How did you like it? How successful were you? (*Probe for sales drive, positive competitiveness to be the best.*)

**3.** How would you describe yourself as an employee? What are your strengths? What things do you think you might need to improve? (*Listen for work ethic, interpersonal skills, a willingness to influence others.*)

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

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

**6.** In previous jobs how was your performance measured? What do you think would be a good measure of your performance in this job? (*Listen for a focus on measurable results.*)

**7.** 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.)*

**8.** 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.)*

**9.** What do you think is most important in helping a customer decide to buy your product or service? *(Listen for sales knowledge, values, the ability to influence others.)*

**10.** What would you do if a customer did not want to buy your product or service? *(Listen for an ability to recover from rejection, flexibility in approach.)*

**11.** 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.)*

**12.** Tell me about a time when you were asked to do a task you knew nothing about or a time when you had to solve an extremely difficult problem. *(Listen for self-reliance and personal responsibility for achieving results.)*

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

**Low Positive Service Attitude:** What do you see as the pluses and minuses of a customer service job? What types of customers and co-workers do you like? Why? What kind do you not like? Why? (Listen for defensiveness or a tendency to feel demeaned by the service role.)

**Negative Sales Attitude:** Describe the pluses and minuses of a sales job. What do you like about sales jobs? What do you not like? (Listen for suggestions that the candidate may have a defensive or negative attitude, especially about helping or doing things for customers or other people.)

**Low Accountability:** Have you worked in a job for which your output was measured? Did you receive a performance appraisal from your supervisor? How do you feel about being measured or rated? Were your ratings fair? (Listen for a comfort or resistance to being evaluated against a performance standard.)

**Low Multi-tasking:** What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time? (Listen for a dislike for or an inability to multi-task.)

## **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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