



## Staffing Office/Light Industrial Combo

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### Survey Results for:

**Kevin Example**

**ID:**

**Test Date:**

**Organization:**

5/15/2001 4:29:25 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.

<b>Random Response:</b>	<b>Valid</b>	<b>Invalid</b>
	<b>X</b>	

**Integrity Index:**

A measure of the candidate's attitudes about personal integrity and work ethic.

<b>Score:</b> <b>11</b>	<b>Avoid</b>	<b>Okay</b>	<b>Good</b>
		<b>X</b>	
	<b>0-8</b>	<b>9-11</b>	<b>12-13</b>

**Performance Indicies:**

Measures of traits associated with success in these jobs.

	<b>Score:</b>	<b>Avoid</b>	<b>Okay</b>	<b>Good</b>
<b>Office/Administrative:</b>	<b>36</b>		<b>X</b>	
		0-33	34-36	37-62
<b>Reception/Personal Services:</b>	<b>30</b>			<b>X</b>
		0-15	16-22	23-40
<b>Customer Service:</b>	<b>28</b>			<b>X</b>
		0-15	16-22	23-34
<b>Light Industrial:</b>	<b>8</b>		<b>X</b>	
		0-5	6-8	9-15



**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			
	OffAdm	Recept	CusServ	LtInd
<b>Energy</b> (activity level; action orientation)				X
<b>Productive Attitude</b> (desire to be personally productive)		(n/a)	(n/a)	
<b>Positive Service Attitude</b> (appreciation of the service role)	(n/a)			(n/a)
<b>Interpersonal Insight</b> (perceptiveness about people)	X	(n/a)	(n/a)	(n/a)
<b>Multi-Tasking</b> (juggle many tasks)		(n/a)	(n/a)	(n/a)
<b>Attention to Detail</b> (attend to the details)	X	(n/a)	(n/a)	(n/a)
<b>Self-Reliance</b> (work independently)		(n/a)	(n/a)	(n/a)
<b>Task Focus</b> (not distracted by office socializing)		(n/a)	(n/a)	(n/a)
<b>Self Control</b> (restraint over words and actions)	X	(n/a)	(n/a)	X
<b>Preference for Structure</b> (work within ordered processes & procedures)	(n/a)	(n/a)	(n/a)	
<b>Accommodation to Others</b> (willingness to accommodate the desires of others)	(n/a)			(n/a)
<b>Socially Outgoing</b> (enjoy interacting with people)	(n/a)	X	(n/a)	(n/a)
<b>Criticism Tolerance</b> (accept criticism constructively)		(n/a)	(n/a)	(n/a)
<b>Frustration Tolerance</b> (remain emotionally positive in spite of frustration)	(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				
Attend to detail and accuracy?				X	
Compile, copy, sort and file?				X	
Operate office machines?					X
Move actively throughout shift?	X				
Answer the phone, respond to requests & deliver messages?				X	
Do routine, repetitive tasks?		X			
Type letters and other correspondence?				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



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 (4 possible questions)**

- Within the last 4 years, what is the nearest total dollar value of all money, supplies, merchandise, and property you have taken without proper authorization from places other than your job? Include all places such as stores, neighbors, autos, etc. . . **\$10 - \$49**

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

- In these times, just about everyone lies to take care of themselves. . . **Agree**

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

- You often resist doing what you are told to do. . . **Agree**

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

- There is not much you can do to avoid slips and falls on the job. . . **Agree**
- Most safety rules are more trouble than they are worth. . . **Agree**

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## 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 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 Energy Level
- Low Interpersonal Insight
- Low Attention to Detail
- Low Self Control
- Low Social Comfort

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. 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.*)

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

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

5. 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.*)

6. In terms of administrative skills, what are your strengths? In what areas do you think you might need to improve? How would you go about improving in these areas? (*Listen for job fit and a willingness to learn.*)

7. In your current (or most recent) job, tell me how you manage your time? Give me an example of when your schedule was interrupted suddenly. What did you do? How did you see that everything was still accomplished? (*Listen for flexibility and multi-tasking.*)

8. Tell me about a time when you found it difficult to get along with someone with whom you worked. What led up to the problem? What happened? (*Listen for an ability to work within a team and maintain positive work relationships.*)

**9.** How do you think your current or former employer would rate you with regard to being at work on time?(*Listen for work ethic and reliability.*)

**10.** 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.*)

**11.** 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.*)

**12.** 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.*)

**13.** 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.*)

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

**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 Interpersonal Insight:** Describe a recent disagreement or a difference of opinion you have had with a co-worker. What was their perspective? What was yours? What were the underlying issues? (Listen for an ability and willingness to understand and anticipate another person's perspective.)

**Low Attention to Detail:** What sorts of administrative tasks do you enjoy? What types do you dislike? On what types of tasks do you tend to procrastinate? Why? (Listen for a concern or a lack of concern for accuracy and detail.)

**Low Self Control:** Tell me how you usually make decisions about things. Please give me several examples. Why did you make the decision you did? (Listen for self-discipline. Does he/she think through the consequences first, or does he/she do the first thing that comes to mind, and regret the consequences later?)

**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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