

SELECT for Customer Service

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Survey Results for Emma Example

ID:

Test Date: 12/5/2007 3:16:44 PM

Organization: Standard Reports

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.

SELECT for Customer Service **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.

Valid	Invalid
X	

Integrity Index:

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

Score: 12	Avoid	Good
		X
	0-7	8-13

Retail Math Score:

A measure of retail math and basic numerical reasoning skills.

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

Performance Index:

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

Score: 20	Avoid	Okay	Better
		X	
	0-19	20-23	24-34

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
Serve or assist customers?	X				
Work with people of all types?	X				
Work cooperatively with others?	X				
Handle demanding people?		X			
Handle rude customers?			X		
Make change & handle money?	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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SELECT for Customer Service **Counterproductive
Behaviors**

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

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 pleased 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:

- Low Frustration Tolerance
- Low Accommodation to Others

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

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

4. How would you describe yourself as a worker? What are your strengths? What things do you think you might need to improve? *(Listen for work ethic, willingness to serve others.)*

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

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

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. Sooner or later, we all have to deal with a person 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 Frustration Tolerance: Describe those aspects of previous jobs which have frustrated or irritated you. How does frustration 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.)

Low Accommodation to Others: Have you ever served a difficult or demanding customer (or observed someone else serve this type of customer)? What did the customer want or expect? How did you respond? (Listen for an attempt to accommodate the customer and meet their need despite how he/she might feel about the customer's behavior.)

SELECT for Customer Service **Interview****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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