



# SELECT for Call Centers-Inbound Service

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<b>Survey Results for:</b>	<b>Suzanne Sample</b>
<b>ID:</b>	
<b>Test Date:</b>	3/17/00 1:30:22 PM
<b>Organization:</b>	Utilities, Inc.
<b>Region:</b>	North
<b>Area:</b>	NY



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

### Performance Index:

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

Score:	Avoid	Okay	Better
17		X	
	0-15	16-22	23-34

## Details



### 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*
<b>Energy</b> (activity level; action orientation)		X
<b>Frustration Tolerance</b> (remain emotionally positive in spite of frustration)	X	
<b>Accommodation to Others</b> (willingness to accommodate the desires of others)		X
<b>Acceptance of Diversity</b> (tolerance of others different from self)		X
<b>Positive Service Attitude</b> (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
<b>Work weekdays?</b>		X			
<b>Work evenings or nights?</b>				X	
<b>Work weekends?</b>				X	
<b>Work holidays?</b>				X	
<b>Work overtime?</b>			X		
<b>Commit to being on time, every time?</b>		X			
<b>Serve or assist customers?</b>		X			
<b>Work cooperatively with others?</b>		X			
<b>Handle demanding people?</b>				X	
<b>Handle rude customers?</b>				X	
<b>Listen to customers using headphones or an earjack?</b>		X			
<b>Closely follow a telephone script?</b>		X			
<b>Meet daily performance goals?</b>		X			
<b>Have your customer calls monitored?</b>			X		
<b>Work with computers?</b>		X			
<b>Sit for long periods of time?</b>		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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## 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
- Low Accommodation to Others
- Low Acceptance of Diversity

1. Tell me about your responsibilities in you 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. 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? *(Listen for a desire to work and a desire to serve others as well as an interest in your organization.)*

4. Have you ever worked or volunteered in a position where you primarily assisted people over telephone? How did you like it? How successful were you? *(Probe for willingness to serve the needs of others.)*

5. 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, willingness to serve others.)*

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

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

8. 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.*)

9. 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.*)

10. 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.*)

11. From your understanding of the job, what aspects of the job will you like the most? What are some things you might dislike? (*Listen for job knowledge and job fit responses.*)

*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.)

**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 might feel about the customer's behavior.)

**Low Acceptance of Diversity:** What types of co-workers do you like? What kind do you dislike? Describe situations in which you have provided service or done things for other people. What did you do? How did they respond? Are there some types of people you do not like to serve (help)? Why? (Listen for prejudices or biases that may influence how he would behave with co-workers and others on the job.)

#### **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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