

Select for Customer Service

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Survey Results for *Robin Example*

ID: Success Performance Solutions

Phone: 17-291-4640

Organization: SPS

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.

Valid	Invalid
X	

Integrity Index:

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

Score	Avoid	Good
10		X
	0-7	8-13

Performance Index:

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

Score	Avoid	Okay	Good	Better
22		X		
	0-21	22	23-24	25

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.

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:

JOB COMMITMENT (10 possible questions)

- How many employers have you had in the last three years? . . . **Three**

WORK ETHIC (6 possible questions)

- It would bother you very much if you knew another employee was losing the company money by wasting time. . . **Disagree**

For more information, call Success Performance Solutions at 800-803-4303 or visit our website at www.successperformancesolutions.com

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

- | | |
|---------------------------------------|---|
| ___ All blanks completed? | ___ Employment gaps? |
| ___ Application signed? | ___ Extremely high or low earnings? |
| ___ Several jobs in the last 2 years? | ___ Earnings show progress? |
| ___ Vague reasons for leaving job(s)? | ___ 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. 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 Positive Service Attitude

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.*)

10. What do you think is most important in building long-term, repeat customer business? (*Listen for work ethic, service values, willingness to serve.*)

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

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

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	

STEP 6: On-boarding and Development (Optional for New Hires Only)

(Caution: Before providing these to your new hires, please check with your company's Human Resource department to confirm that your company is using this option.)

Congratulations on adding a new member to your team! As a Hiring Manager you play a key role in the success of your new team members.

The following link will give you access to Development Suggestion page(s) that could be provided to your new employee to assist them with their future development efforts. To support your new hire's on-boarding and development, we encourage you to provide feedback as they proceed through training. You are their partner in development and can provide them with valuable information to help develop their skill set and increase their effectiveness as an employee. THESE PAGES ARE FOR NEW HIRES ONLY. DO NOT PROVIDE THESE PAGES TO A CANDIDATE UNTIL THEY HAVE BEEN HIRED.

For more information, call Success Performance Solutions at 800-803-4303 or visit our website at www.successperformancesolutions.com

Development Suggestions

Congratulations on joining our team! We want our team members to be as successful as possible right from the start, and the purpose of this report is to help you along that path. This information, along with the feedback you receive from your manager during your training, will help you to develop your skill set and increase your overall effectiveness in the role.

As part of the selection process you completed an assessment tool which measures characteristics that have been proven to have an impact on success in this type of role. Based on your responses we have identified one or more development areas for you. These are highlighted in the Development Suggestion section below. You will find that by working to develop your skill set in this area(s), you can learn to be more effective by managing your behavior at work therefore putting yourself in the best position to succeed in this role.

Low Frustration Tolerance

The assessment results suggest that you may feel the effects of stress or frustration more strongly than others. If you find that you become upset too easily when events don't go as planned, the following suggestions may help:

- To the extent that you can, avoid putting yourself in situations you find to be personally stressful. Think about the events that led up to the problem situation and try to find ways to keep these from happening in the future.
- Get advice from a neutral person - someone who can see the situation from an objective, third-eye perspective.
- Try to view yourself and the frustrating/stressful situation from an objective point of view without your emotions getting in the way. Imagine that a co-worker has come to you with this problem - what would you say to him or her?
- When you find yourself feeling stressed, take a step back from the situation and try to clear your mind.
- Think in terms of actions rather than feelings. What are some of the specific steps you can take to get through the situation comfortably?
- Discover a relaxation method that suits you and your lifestyle and work this into your daily routine.

Low Positive Service

Your responses to the assessment suggest that you may be less trusting and positive of others in the workplace than most people. It could be that you are cautious in general or perhaps you have felt taken advantage of by previous customers, employers, or co-workers. In either case carrying this skepticism into your new role may hinder your ability to respond favorably to others' needs/requests and to make the effort to do more than is required to ensure high customer satisfaction. To develop more positive service attitudes consider the following suggestions:

- Begin by placing yourself in your customer's shoes. What expectations would you have for service at your company? How can you best meet or exceed those expectations?
- Think about times when you have been a customer and received poor service. What would you want the person representing the company to do? Focus on giving the customer what you would expect if you were in their position.
- Try to view every customer as someone who could have a powerful impact on your future. They might write a letter (good or bad) to your boss. They might possibly be someone you could need help from at a later date or even encounter on a future job interview. Remember that you never know if or when your actions today will come back to haunt you tomorrow.
- Even when customers are difficult, it is your job to be polite and respectful. Although you may not agree with them, remember to be professional and objective when dealing with them. Follow your company's guidelines and answer their questions in a considerate manner.