SELECT for Call Centers-Inbound Sales

Survey Results for:	**Suzanne Example**
ID:	
Test Date:	3/21/04 3:16:38 PM
Organization:	Reservations, Inc.

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

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.

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

Performance Index:

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

		Avoid	Okay	Good	Better
Score: 15			X		
		0-14	15-16	17-21	22-28

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	
Accountability (accept personal responsibility for performance)		X
Positive Sales Attitude (positive attitude about the customer & sales)	X	
Preference for Structure (work within ordered processes & procedures)	X	
Influence (enjoy influencing the actions of others)		X
Social Comfort (at ease with, enjoy social interaction)		X
Frustration Tolerance (remain emotionally positive in spite of frustration)	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			
Serve or assist customers?		X			
Work cooperatively with others?	X				
Handle demanding people?		X			
Handle rude customers?		X			
Listen to customers using headphones or an earjack?		X			
Convince others to buy things?		X			
Closely follow a telephone script?		X			
Meet daily performance goals?		X			
Have your customer calls monitored?		X			
Work with computers?	X				

Sit for long periods of time?				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.

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

___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 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 Accountability
- Low Influence Inclinations
- Low Social Comfort

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 had a sales job? What did you sell? Did you like the job? How successful were you? *(Listen for sales experience, desire to sell and a willingness to influence others.)*

5. Have you ever worked or volunteered in a position where you sold products or services over the telephone? How did you like it? How successful were you? *(Probe for a willingness to influence others and a desire to sell.)*

6. 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.).*

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

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

9. 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.)*

10. Tell me about a time that someone did a good job of selling something to you over the telephone. Give me examples of what the salesperson did well. *(Listen for sales knowledge, values)*

11. Tell me about a time that someone did a poor job of selling something to you over the telephone. Give me examples of what the salesperson did poorly. How could he/she have improved? *(Listen for sales knowledge, values)*

12. 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)*

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 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 Influence Inclinations: Do you have sales experience? Are there other circumstances in which you were required to exert influence over the decisions of others? Please give me some examples. How effective were you? Why? (Listen for an ability and a willingness to influence the decisions of others.)

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.

Actions	Recommendation			Initials
Review Application	Not Acceptable	Some Reservations	Consider Further	
Prescreen (Optional)	Not Acceptable	Some Reservations	Consider Further	
Test Candidate & Review the SELECT Report	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	