



SELECT for Production & Distribution

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Survey Results for: **Susan Example**
ID:
Test Date: 5/4/04 10:57:29 AM
Organization: Production & Distribution



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.

Score:	Avoid	Okay	Good
8			X
	0-4	5	6-8

Performance Index:

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

Score:	Avoid	Okay	Good
8		X	
	0-5	6-8	9-15



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	
Preference for Structure (work within ordered processes & procedures)	X	
Acceptance of Diversity (tolerance of others different from self)	X	
Self Control (restraint over words and actions)		X
Productive Attitude (desire to be personally productive)	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				
Work cooperatively with others?	X				
Work compressed work schedules?	X				
Move actively throughout shift?		X			
Do routine, repetitive tasks?	X				
Attend to detail and accuracy?	X				
Monitor processes to detect problems?	X				
Service, adjust and fine-tune equipment?	X				
Meet daily performance goals?	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



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

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 Self Control

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 and likes and dislikes that may or may not fit this job.)*

2. What were your most significant accomplishments or successes in this (these) job(s)? *(Listen for work ethic, values, commitment.)*

3. Why are you considering leaving or why did you leave your current/last job? *(Listen for reliability, job fit.)*

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

5. 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.)*

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

7. What are some of the things on which you and your supervisor(s) disagreed? Start with your most recent supervisor. How about the one before that? And before that? (*Listen for a willingness to be supervised.*)

8. 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.*)

9. In previous jobs, were you able to work at your own pace, or was the pace set by the boss or the process? (*Listen for energy level, willingness to put forth effort.*)

10. Tell me about a time when you had to work together with others as part of a group (in school or on a job). How did you like it? (*Listen for openness and a lack of prejudice.*)

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 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 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?)

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	