

# SELECT for Banking Service Associates

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## *Survey Results for Phillip Example*

ID:

Test Date: 7/2/2007 10:13:28 AM

Organization: Generic Banking

### **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 Banking Service Associates **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	

**Math Index:**

A measure of math calculations and basic numerical reasoning skills.

Score: <b>17</b>	Needs Training	Okay
		X
	0 - 12	13 - 18

**Integrity Index:**

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

Score: <b>8</b>	Avoid	Good
		X
	0-7	8-13

**Performance Index:**

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

Score: <b>22</b>	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*
<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
Work evenings or nights?			X		
Work weekends?			X		
Work weekdays?		X			
Work cooperatively with others?	X				
Commit to being on time, every time?	X				
Adjust work schedule on short notice?		X			
Keep branch/work space organized and tidy?		X			
Serve or assist customers?	X				
Handle cash transactions?	X				
Answer telephone inquiries?	X				
Handle customer complaints?		X			
Promote services to customers?		X			
Operate the computer and software systems?	X				
Help implement marketing promotions?	X				
Make service recommendations to customers?		X			
Contact potential customers to explain the variety of banking services you offer?				X	
Work in an environment that requires you to rely on and work closely with co-workers as part of a team?	X				
Work in a confined work space for extended periods of time?		X			

SELECT for Banking Service Associates **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:

THEFT (5 possible questions)

- If \$100 of cash or property was suspected stolen by an employee, I would prefer that . . . . **Management would let it go rather than waste more than the \$100 in investigation or loss prevention**

JOB COMMITMENT (10 possible questions)

- You have had difficulty getting to work (or school) on time. . . **Agree**

RESISTANCE TO DIRECTION (5 possible questions)

- In the past, you have had difficulty getting along with supervisors (or teachers). . . **Agree**

**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

1. Tell me briefly about your last job. Which aspects did you like most? Also, which did you like the least? Please provide me with examples of each of these tasks. (*Listen for how the candidate's preferences relate to the service associate role and how they might fit in the work environment.*)

2. Describe the type of work environment you like the best? The least? Can you provide examples of these types of work environments in other jobs? (*Probe regarding specific tasks, people, physical work environment, and work schedule. How does this fit with the service associate environment?*)

**3.** Did you ever work in a job that required you sell to the public? Did you have quotas or sales goals to meet? How were you paid? Hourly? Commission? Compared to others with whom you worked, how well did you do? - top third, middle third, bottom third?

**4.** Describe a time when you successfully approached a customer (or someone else if no prior customer experience) and persuaded them of something. Why do you think this attempt was successful? Describe your typical approach in selling a product or service to a customer. What is your process? Can you describe a time when your efforts to sell or persuade someone failed?

**5.** What type of boss do you prefer and why? Please provide an example from your past experience of a boss you enjoyed working for and a boss you did not enjoy working for. (*Listen for whether or not their preferences fit with the supervisory structure of your branch.*)

**6.** What type of co-workers do you like to work with and why? Please provide an example from your past experiences of co-workers you enjoyed working with and co-workers who you did not enjoy working with. (*Listen for whether or not their preferences fit with the teamwork environment of your branch.*)

**7.** What kinds of things frustrate or irritate you at work? How do you handle them? Please give me an example of the situation and how you reacted. (*Listen for things that relate to the frustrations typical for the environment such as competing demands, difficult or un-knowlegable customers, working closely with other people, etc. Listen for how the candidate handles these frustrations.*)

**8.** If you have had customer contact experience in the past, describe to me a situation in which you approached a customer. What did you typically say? If you do not have prior experience, describe for me how you would approach a customer in our branch or in the store. What would you say? *(Listen for whether or not this candidate will have good judgment and smooth interpersonal communication with customers.)*

**9.** Tell me about a time when a customer did not want to buy your product or service. What did you do or say? If you do not have prior experience, what would you do or say? *(Listen for good judgment, tact and interpersonal smoothness with customers, not giving up too easily, but not being too persistent.)*

**10.** Sooner or later, we all have to deal with a customer who has unreasonable demands. Think of a time when you had to deal with an unreasonable request. What did you do? *(Listen for tact and good judgment in dealing with customers and handling difficult requests.)*

**11.** Tell me about a time when you were unsure of what a customer needed. What did you do? How was the situation resolved? *(Listen for an ability to listen to the customer and not just sell them what is being promoted, but what they need.)*

**12.** Tell me about a time you went above and beyond your job responsibilities to ensure the success of your team, department, store, branch, etc. *(Listen for a willingness to take initiative to achieve group goals and to set a good example for others.)*

**13.** Tell me about the personal goals you set for yourself in your last job. What actions did you take to meet those goals? How did you measure your success? How did these personal goals relate to the broader organizational or department goals?

**14.** Tell me about a time you encountered barriers to making something happen, such as a personal goal, a sale, etc. What happened? (*Listen for persistence and resilience.*)

**15.** What are your future career goals? How long do you see yourself staying in this current role if you are hired? What would be the next step for you? (*Is this job a stop-gap, or is the candidate considering a future with the organization? Is this consistent with their prior work experience? What type of potential do they have for promotion?*)

*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.)

SELECT for Banking Service Associates **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
<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 Test Results</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	