



SELECT for Retail Sales Associates

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Survey Results for: **Christine Example**
ID:
Test Date: 6/6/00 2:36:51 PM
Organization: Retail Stores



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.

Random Response:	Valid	Invalid
	X	

Integrity Index:

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

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

Retail Math Score:

A measure of retail math and basic numerical reasoning skills.

Score: 11	Needs Training	Okay
	0-8	9-14

Performance Index:

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

Score: 10	Avoid	Okay	Good
	0-15	16-19	20-25



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*
Positive Sales Attitude (positive attitude about the customer & sales)	X	
Persuasiveness (persuade, influence customers & associates)		X
Energy (activity level; action orientation)		X
Initiative (take personal responsibility)		X
Good Judgment (factual, objective thinking)	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			
Adjust work schedule on short notice?			X		
Clean the store?			X		
Work the cash register?		X			
Make change & handle money?		X			
Stock merchandise?			X		
Create store displays?		X			
Work cooperatively with others?		X			
Serve or assist customers?			X		
Handle rude customers?			X		
Make recommendations to customers?				X	
Be required to meet sales quotas?				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 drug use, 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:

SAFETY (4 possible questions)

- Most safety rules are more trouble than they are worth. . . **Agree**

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 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 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 Persuasiveness
- Low Energy Level
- Low Self Reliance

1. Tell me briefly about your last job? Which aspects did you like most? Why? Also, which did you like the least? Why?

2. Have you ever worked in a sales job? Did you have quotas? How were you paid? Hourly? Commission? How well did you do?

3. What type of boss do you prefer and why?

4. What type of people do you like to work with? Why?

5. What kinds of things frustrate or irritate you at work? How do you handle them? Please give me an example.

6. Think about the last time that you received negative feedback from someone. What was the feedback and how did you respond?

7. Describe for me how you would approach a customer at our store. What would you say?

8. What did/would you do if a customer did not want to buy your product or service?

9. 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?

If you are still concerned about the Performance Flag areas, here are some additional questions to ask:

Low Persuasiveness: Tell me about situations in which you were required to influence the decisions or actions of others. When are you convincing? When are you not? (Listen for an ability to persuade customers and others to do something.)

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 Reliance: In your previous jobs, what types of decisions did you typically make? What issues were involved? How did you make your decisions? (Listen for a willingness to rely on self in making decisions versus a tendency to look to others to decide.) Please describe a recent situation for which you assumed personal responsibility for making a decision or taking an action. (Listen for indications of active pursuit of increased responsibility versus passive acceptance.)

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	

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