

Alicia Sample

20-May-2003

Job Position: \_\_\_\_\_

There are many elements that affect job performance. Each of these must be considered when making a hiring decision. The following format will help you to evaluate each candidate on an effective range of criteria.

Rate the Candidate on each of these elements by placing a checkmark in the appropriate box. Then complete the simple calculations to generate a Relative Composite Rating for the Candidate.

	nothing like job requires	less than job requires	adequate for what job requires	more than job requires	far more than job requires
<b>First Interview Rating</b>					
First Impression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to express ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Skills, Knowledge &amp; Experience Rating</b>					
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experience in this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FirstView Assessment Rating</b>					
Report Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FirstView Interview Questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Count # of check marks in each column and bring down the total	<input type="checkbox"/> x1	<input type="checkbox"/> x2	<input type="checkbox"/> x3	<input type="checkbox"/> x4	<input type="checkbox"/> x5
Multiply by the # given and bring down the total	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RELATIVE COMPOSITE RATING-ADD THE SCORES ABOVE AND PUT THE TOTAL HERE

COMPARE THIS SCORE TO ALL CANDIDATES

## FirstView Summary Chart

FirstView assesses six personality traits, a measure of cognitive ability, and a measure to determine if the candidate was answering the personality questions in a frank and open manner.

The candidate's score is marked in each test dimension. A candidate's score will fall into one of three possible classifications denoted by shade or color:

- *Least Concern*. Candidates score indicates good tendencies, well matched to the requirements of this job category.
- *Some Concern*. Candidates score indicates some low level potential for behavioral misalignment with the requirements of this job category.
- *Most Concern*. Candidates score indicates more potential for a material misalignment with the requirements of this job category.

NOTE: Social Desirability is an internal validity scale and indicates the degree to which the candidate may be manipulating his/her answers to the implicit requirements of the job category. Scores are either in the *Least Concern* area or are in the *Most Concern* category. The test results of candidates who score in the *Most Concern* category in the Social Desirability dimension should be viewed as potentially not accurate.

Applicant results at the bottom of the chart page show the number of dimensions a candidate scored in each of the 3 potential categories. From these results you have a comparative measure of job fit.

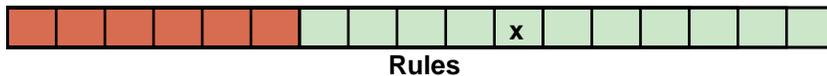
NOTE: Each job category will tend to have a different pattern for the level of concern for a specific personality trait or cognitive score. The behavioral requirements for job categories are different, and may also be subtly different from job to job within a category. FirstView results provide a good overview of job fit for a job category, but should be viewed with flexibility when considering the specific job and behavioral requirements of your position.

The FirstView information represents only one part of the factors that determine job performance. The FirstView information should only be used as a percentage of any hiring decision.

# WORK CATEGORY: Administrative

CANDIDATE NAME: Alicia Sample

Prefers change,  
resists rules



**Rules**

Prefers consistency  
and structure,  
conforms to rules

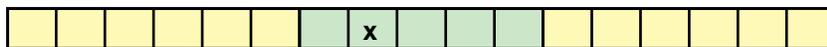
Less need to,  
communicate and  
work with others



**Extroversion**

More need to,  
communicate and  
work with others

Less decisive and,  
confrontational,  
takes direction



**Assertiveness**

More decisive and,  
assertive, less willing  
to take direction

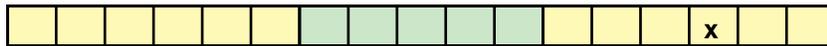
More competitive,  
individualistic



**Teaming**

More collaborative,  
group oriented

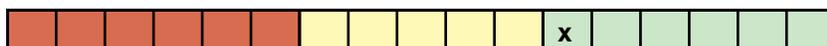
More stable,  
handles stress  
and criticism



**Sensitivity**

More emotional,  
and sensitive to stress  
or criticism

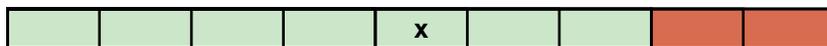
More spontaneous,  
less detail  
oriented



**Organization**

More detail  
oriented, plans  
and manages time

Less likely to be  
shading answers  
to make a good  
impression



**Social Desirability**

More likely to be,  
shading answers  
to make a good  
impression

Relative lower  
cognitive ability



**Cognitive Ability**

Relative higher  
cognitive ability

**Key**

LEAST CONCERN

SOME CONCERN

MOST CONCERN

**TOTALS**

**Applicant results**

6

2

0

# Administrative Report

Alicia Sample

5/20/2003

They tend to focus on short term matters without thinking about long term goals. This is a tremendous strength in terms of dealing with routine tasks that depend upon maintaining that focus despite a high degree of repetition.

They learn somewhat more slowly than others. It is important that they be allowed time to absorb the necessary knowledge presented in training programs, and that they have opportunities to understand the practical applications of that knowledge. The best way to do this is with hands-on experience. This is equally important in terms of communication. They should take notes and ask frequent questions to ensure that they are capturing the key points of a discussion. They will generally work more effectively with co-workers and managers who have fairly similar reasoning speeds.

They are balanced between consistency and flexibility, and they can generally adapt to a wide range of administrative situations. They can work with established rules, policies, and procedures, but when there is a need to change, they can usually make the necessary adjustments, provided they have the necessary training and experience. Constant change without any structure can be frustrating for them. It is helpful for them to recognize where the flexibilities of the job are and what procedures must be strictly followed.

Their ability to work with people is a good match for almost any administrative position. Their ability to communicate enthusiasm projects a positive and people-oriented attitude. They enjoy working with other people, but they also have the ability to work alone when necessary, as long as it is in moderation. They are balanced in terms of listening and talking.

They are well balanced in terms of assertiveness. While capable of following instructions, they are also capable of directing the work of others, as long as the level of confrontation remains moderate. They will generally call out problems when they see them, but they seldom participate in unnecessary arguments. With sufficient experience and training, they are usually comfortable making low risk decisions. They can work for a wide range of supervisors.

They enjoy being the administrative part of a team and contributing to their overall effort of the company. They are loyal to their company and expect the same from the company. They are usually willing to do their part for the team as long as they believe they are treated fairly.

Many administrative positions involve little stress, and they function best in a calm environment. They like to stay busy.

It can be difficult for them to sit still for long periods of time. They should avoid administrative positions in which stress is considered to be a normal part of the job. They are instinctively skeptical of other people. This can sometimes have a negative impact on relationships with co-workers. At times, they have an exaggerated sense of urgency and see everything as a crisis. It is important to use specific deadlines when discussing projects with them. During times of high stress, they can act impulsively without considering the consequences of their actions.

They like handling the details that make up much of administrative work. Scheduling and punctuality usually come easily for them, and they want to work in a predictable environment that allows for thorough planning.

The unpredictable nature of many administrative functions will be frustrating for them. When their plans are interrupted or changed, they can become frustrated. Another example of this would be dealing with incoming customer telephone calls. The spontaneity demanded in this role would be contrary to their need for preparation and planning.

They have answered the questions frankly and directly.

# Administrative Interview Questions

Alicia Sample

20-May-2003

## COGNITIVE:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of methods you have used in the past to get the most from training programs or other learning experiences.
2. What methods have you used in the past to ensure that people understand your ideas?
3. Give me an example of how you have effectively solved an unexpected problem in a previous job.
4. Give me an example of long range planning from your previous work experience.

## RULES:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of when you were given poor instructions. What would have made them more effective?
2. Give me an example of a major change that has taken place in your job. What would have made it easier to deal with?
3. Give me an example of when you have used “out of the box” thinking to solve a problem.
4. Give me an example of a major change that has taken place in your job. What would have made it easier to deal with?
5. Give me an example of when you have used “out of the box” thinking to solve a problem.

## EXTROVERSION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have dealt with co-workers who wanted to tell stories and socialize.
2. How can you tell when you are really listening to what someone is telling you?
3. Show me how you take notes when you are given instructions.
4. Give me an example of when you have worked in a crowded environment. What would have made it better?

# Administrative Interview Questions

**Alicia Sample**

**20-May-2003**

## ASSERTIVENESS:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have controlled a process without having authority or power.
2. Give me an example of how you have told a boss that he or she was wrong.
3. Give me an example of a situation in which you had to unexpectedly make important decisions with no direction.
4. Give me an example of situation in which you dealt with very confrontational people.
5. Give me an example of how you have worked in a job in which you had little control over what you did.

## TEAM:

Select the questions from this area that you feel are important to job performance:

1. Sometimes it is necessary to choose between being right and getting what you want. Give me an example of how you have let someone else be “right” even though you disagreed.
2. Give me an example of when you were really motivated to a higher level of performance. What kind of recognition did you receive?
3. Give me an example of a situation in which you received the most effective feedback on your job.
4. Give me an example of how you know when to say “No” to other people’s requests for your help.

## SENSITIVITY:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of when your boss has taken out his frustration on you. How did you feel? What did you do?
2. Give me an example of how you deal with the stress in your job.
3. Give me an example of how you have had to “trust” what a co-worker was telling you to get your job done.
4. Give me an example of how you maintain your motivation.

## **Administrative Interview Questions**

**Alicia Sample**

**20-May-2003**

### **ORGANIZATION:**

Select the questions from this area that you feel are important to job performance:

1. Give me an example of when you have worked in a job with continual changes in scheduling.
2. What is your reaction to interruptions?
3. Give me an example of how you build flexibility into your planning.
4. How can you tell when a job is dealing with too many details? Give me an example.
5. Give me an example of a situation in which the planning was done properly.

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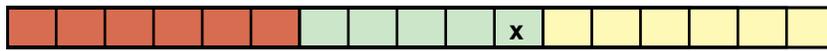
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# WORK CATEGORY: Customer Service

CANDIDATE NAME: Alicia Sample

Prefers change,  
resists rules



**Rules**

Prefers consistency  
and structure,  
conforms to rules

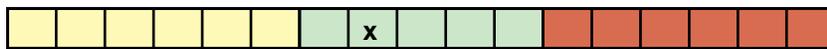
Less need to,  
communicate and  
work with others



**Extroversion**

More need to,  
communicate and  
work with others

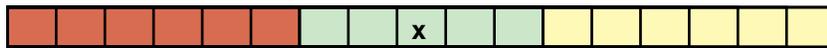
Less decisive and,  
confrontational,  
takes direction



**Assertiveness**

More decisive and,  
assertive, less willing  
to take direction

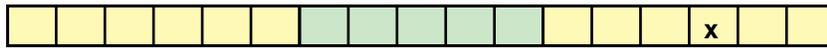
More competitive,  
individualistic



**Teaming**

More collaborative,  
group oriented

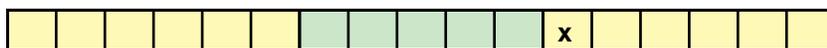
More stable,  
handles stress  
and criticism



**Sensitivity**

More emotional,  
and sensitive to stress  
or criticism

More spontaneous,  
less detail  
oriented



**Organization**

More detail  
oriented, plans  
and manages time

Less likely to be  
shading answers  
to make a good  
impression



**Social Desirability**

More likely to be,  
shading answers  
to make a good  
impression

Relative lower  
cognitive ability



**Cognitive Ability**

Relative higher  
cognitive ability

**Key**

LEAST CONCERN

SOME CONCERN

MOST CONCERN

**TOTALS**

**Applicant results**

5

3

0

# Customer Service Report

**Alicia Sample**

**5/20/2003**

They tend to focus on short-term goals and dealing with the immediate problems without dwelling on strategic or conceptual matters. This practicality is a tremendous strength in terms of dealing with routine tasks that depend upon maintaining that focus despite a high degree of repetition.

They learn somewhat more slowly than others do. It is important that they be allowed time to absorb the necessary knowledge presented in training programs, and that they have opportunities to understand the practical applications of that knowledge and the best way to do this is through hands-on experience. This is equally important in terms of communication. They should take notes and ask frequent questions to ensure that they are capturing the key points of a discussion.

They have the ideal balance of consistency and flexibility that most service companies are seeking today. They will follow the rules and procedures consistently unless there is a good reason to change it. Customers appreciate both the dependability of the service and the flexibility when it is needed. Many service organizations are fostering an empowerment concept of allowing employees to make decisions with little guidelines. They are very well-suited to an empowered environment. They also can deal with change fairly easily, and most companies are changing their systems as their market and their customer base changes. They must be careful in service situations with either rigid policies or no policies; both of these are difficult for them. In these cases, they must determine the exact limits of their freedom through discussions with their company. Only then can they act comfortably.

Their balanced approach to working with or without people is well-suited to many service positions. Intense people contact for prolonged periods or long periods of isolation would be somewhat difficult, but a moderate amount of either is comfortable for them. They also balance their need for talking and listening. This is ideal for most service situations in which interaction with customers is important.

Their balanced assertiveness is good for most service positions. While generally speaking directly, they use sufficient tact and diplomacy to present their message to customers in a non-confrontational manner. They can handle moderate levels of confrontation, and only when it becomes intense or extreme, will they have difficulty. Most customers will find them easy to deal with.

Their cooperative nature helps them to work well with other members of a team. They seek a win-win solution for all situations, and this is perfectly suited to almost any service position. They want the customer to be pleased with the interaction, but not at the cost of the company, and they want the company to be pleased with the interaction, but not at the cost of the customer. While they work best as part of a team, there are times when they do appreciate recognition for their particular contributions.

They are very sensitive to the emotional moods of customers. This is very helpful in many sensitive service situations, particularly in recognizing those unhappy customers that fail to voice their complaints. They also enjoy constant activity and prefer to stay busy. They want to get things done quickly and this perceived sense of urgency is communicated to their customers.

Their sensitivity makes them more vulnerable to criticism. This can present problems in dealing with difficult customers, as they tend to become defensive, taking their criticism personally. In positions of high stress or even moderate stress over a prolonged period of time, they can become frustrated and irritable. When under stress, their high level of nervous energy can make them impatient and moody. Unfortunately, this is often communicated to others around them, and outshines the good job they generally deliver. It is important that they find constructive outlets for their frustration that are away from the eyes and ears of the customers. When they are under pressure, their impatience can lead them to make quick decisions without evaluating the longer term consequences.

# Customer Service Report

**Alicia Sample**

**5/20/2003**

They will view the quality of customer service as directly related to the quality of the company's planning and their attention to detail. They prefer situations that allow for planning and scheduling, and they recognize the importance of attention to details. Therefore, they are suited to service positions in which success is dependent on follow-up, particularly when it involves regularly scheduled events.

Many service positions must react to the demands of the customers, and scheduling is either not possible or must remain extremely flexible. This is very difficult for them, and they will tend to view the normal operations of such a company as chaotic and disorganized despite their success. In other environments, quick responses and broad answers are necessary. Their attention to detail may cause delays that are not acceptable despite the fact that they may ultimately result in a more complete answer for the customer. They will perform best in situations that do not require spontaneous responses or in which the customer determines the schedule.

They have answered the questions frankly and directly.

# Customer Service Interview Questions

Alicia Sample

20-May-2003

## COGNITIVE:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of methods you have used in the past to get the most from training programs or other learning experiences.
2. What methods have you used in the past to ensure that people understand your ideas?
3. Give me an example of how you have effectively solved an unexpected problem in a previous job.
4. Give me an example of long range planning from your previous work experience.

## RULES:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have used consistency to build customer satisfaction.
2. Give me an example of how you have used “out of the box” thinking to successfully satisfy a customer.
3. How do you interpret the statement, “The customer is always right.”
4. Give me an example of how policies and procedures have helped you to succeed in a job.

## EXTROVERSION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have made customers feel special.
2. Give me an example of how you communicate enthusiasm to customers.
3. How can you tell when you are really listening to what a customer is saying?
4. It is clear to see that you enjoy talking. Give me an example of how you have used that talent to deliver a higher level of service.
5. Tell me how customers can tell you are happy. How can they tell when you are upset?

# Customer Service Interview Questions

**Alicia Sample**

**20-May-2003**

## **ASSERTIVENESS:**

Select the questions from this area that you feel are important to job performance:

1. When a customer asks for your recommendation, what is the best way to handle it.
2. Give me an example of how you have handled a situation in which a co-worker pushed the worst jobs on to you.
3. Give me an example of how you have dealt with a highly confrontational situation with a customer.
4. Give me an example of how you have had to refuse a customer's request.

## **TEAM:**

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have worked together with co-workers to deliver a higher level of customer service than you could alone.
2. Give me an example of when you were really motivated to a high level of performance. What kind of recognition did you receive?
3. Sometimes it is necessary to choose between being right and making the customer happy. Give me an example of how you have let the customer be "right" even though you disagreed.
4. Give me an example of how when you have had to balance the interests of the company with the demands of an angry customer.
5. How do you know when to draw the line when people try to take advantage of your good nature? Give me an example.

## **SENSITIVITY:**

This is a very challenging area! It is recommended that you ask all of the questions in this group for a thorough interview.

1. Give me an example of when a customer has taken out his frustration on you. How did you feel? What did you do?
2. Give me an example of how you have dealt with the stress of customer service.
3. Give me an example of how you have had to "trust" what a customer was telling you.
4. Give me an example of a situation in which you have been faced with an abusive customer.

# Customer Service Interview Questions

**Alicia Sample**

**20-May-2003**

## ORGANIZATION:

Select the questions from this area that you feel are important to job performance:

1. Give me an example of how you have worked in a job with continual changes in schedules.
2. What is your reaction to interruptions?
3. How do you know when the job is asking for too many details? Give me an example.
4. Give me an example of how you build flexibility into your planning.