

# Select for Administrative Support v3

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*Survey Results for Robin Example*

Test Date: 3/20/2012 11:55:03 AM

Organization: ABC Company

## **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.

Valid	Invalid
X	

**Integrity Index:**

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

Score <b>13</b>	Avoid	Good
		X
	0-8	9-13

**Performance Index:**

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

Score <b>42</b>	Avoid	Okay	Good	Better
			X	
	0-37	38-39	40-50	51-62

**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>Multi-Tasking</b> (juggle many tasks)	X	
<b>Attention to Detail</b> (attend to the details)	X	
<b>Self Control</b> (restraint over words and actions)	X	
<b>Productive Attitude</b> (desire to be personally productive)	X	
<b>Criticism Tolerance</b> (accept criticism constructively)	X	
<b>Interpersonal Insight</b> (perceptiveness about people)	X	
<b>Self-Reliance</b> (work independently)	X	
<b>Task Focus</b> (not distracted by office socializing)		X
<b>Acceptance of Diversity</b> (tolerance of others different from self)		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
Arrive early or stay late to complete a task?		X			
Commit to being on time, every time?	X				
Compile, copy, sort and file?	X				
Proofread letters, reports, etc.?		X			
Operate office machines?	X				
Transcribe dictation?	X				
Compose letters and other correspondence?	X				
Type letters and other correspondence?	X				
Work with computers?	X				
Answer the phone, respond to requests & deliver messages?	X				
Learn new computer software on your own?	X				
Attend to detail and accuracy?		X			
Change priorities quickly upon request?		X			
Handle demanding people?		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 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:

### JOB COMMITMENT (10 possible questions)

- How many employers have you had in the last three years? . . **Three**

### WORK ETHIC (6 possible questions)

- It would bother you very much if you knew another employee was losing the company money by wasting time. . . **Disagree**

**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. 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 Task Focus
- Low Acceptance of Diversity

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

3. In terms of administrative skills, what are your strengths? In what areas do you think you might need to improve? How

would you go about improving in these areas? (*Listen for job fit and a willingness to learn.*)

4. Tell me about a time when your work load was very heavy. How did you ensure tasks were completed and maintain productivity in your job? (*Listen for energy level, willingness to put forth effort.*)

5. Share an example of a situation where you had competing priorities and a short amount of time to finish them. What actions did you take and what were the results? (*Listen for an ability to multi-task, set priorities and work quickly under pressure.*)

6. Tell me about a time when you were asked to do a task you knew nothing about or a time when you had to solve an extremely difficult problem. What was the situation? How did you learn what to do and/or solve the problem? (*Listen for self-reliance and personal responsibility for achieving results.*)

7. Sooner or later, we all have to work with someone 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.*)

8. 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 department?*)

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

**Low Task Focus:** Describe a typical day in your current job. How much time do you spend working with people versus working alone? Which do you prefer? Why? (*Listen for responses that suggest he/she emphasizes the social aspects of work at the expense of getting the job done.*)

**Low Acceptance of Diversity:** What types of co-workers/teammembers do you like? What kind do you dislike? Describe situations in which you have provided service or done things for other people. What did you do? How did they respond? Are there some types of people you do not like to serve (help)? (*Listen for willingness to work with all types of Members and teammates - varying ages, ethnicities, etc.*)

**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

*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	

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Select for Administrative Support v3 **Development Suggestions**

## **STEP 6: On-boarding and Development (Optional for New Hires Only)**

*(Caution: Before providing these to your new hires, please check with your company's Human Resource department to confirm that your company is using this option.)*

Congratulations on adding a new member to your team! As a Hiring Manager you play a key role in the success of your new team members.

The following link will give you access to Development Suggestion page(s) that could be provided to your new employee to assist them with their future development efforts. To support your new hire's on-boarding and development, we encourage you to provide feedback as they proceed through training. You are their partner in development and can provide them with valuable information to help develop their skill set and increase their effectiveness as an employee. **THESE PAGES ARE FOR NEW HIRES ONLY. DO NOT PROVIDE THESE PAGES TO A CANDIDATE UNTIL THEY HAVE BEEN HIRED.**

[Developmental Suggestions Link](#)

### Development Suggestions

**Congratulations on joining our team!** We want our team members to be as successful as possible right from the start, and the purpose of this report is to help you along that path. This information, along with the feedback you receive from your manager during your training, will help you to develop your skill set and increase your overall effectiveness in the role.

As part of the selection process you completed an assessment tool which measures characteristics that have been proven to have an impact on success in this type of role. Based on your responses we have identified one or more development areas for you. These are highlighted in the Development Suggestion section below. You will find that by working to develop your skill set in this area(s), you can learn to be more effective by managing your behavior at work therefore putting yourself in the best position to succeed in this role.

#### Low Task Focus

According to the assessment results, you appear to be an outgoing individual who should enjoy meeting people and striking up conversations with them. While this can be an asset in some situations you may need to be careful that you don't let your desire for social contact take away from your focus on job tasks. If this is a concern for you, consider the following suggestions:

- It's important to keep your social networks active, but not at the expense of your work credibility. Make sure you keep a balance between the two. Limit using social media (e.g. Facebook, on-line chat, etc.) or taking personal calls to break times.
- Think about what your main job tasks are and focus on these each day. If you need to, write them down and keep the list in front of you to make sure you complete your essential assignments.
- At work make a commitment to cut your socializing time in half. You can also ask your co-workers to give you feedback on how much socializing they are observing after you make this shift.
- If you are distracted or interrupted by unexpected visitors, don't lose your focus. Greet them, but remain standing, as sitting down encourages longer visits. Ask visitors what they need from you and then politely indicate that you need to get back to work.
- When you are busy, don't feel pressured to return emails quickly or respond to voice mail messages. Unless they are urgent, reply after your own work is finished.

#### Low Acceptance of Diversity

The assessment results suggest that you may find it hard to accept the opinions or values of people when they are different from your beliefs. If this is a problem in your work environment, consider the following suggestions:

- Realize that "different" doesn't mean "wrong." It just means that different people see the same situation in different ways.
- Try to look at the issue or situation from the other person's point of view. He or she may come from a different background or have different experiences than you that have shaped his/her beliefs.
- Let the "little things" go. No one will agree with anyone else 100% of the time.
- Make it a point to get to know more about the people whom you find it hard to tolerate. As you learn more about them, you will likely find things that you have in common.
- If you find yourself getting angry or wanting to argue with someone over their opinions, stop and think before responding. Remember that it is better to say nothing than to make comments that you may later regret.