



SELECT for Entry Level Retail Managers

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Survey Results for:

ID:

Test Date:

Organization:

Corporate:

Zone:

District:

Store:

Suzanne Example

387760089

4/10/00 4:19:31 PM

Quick Stores

HR

Zone One

District I

Store_Mgr_I



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

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.

Random Response:	Valid	Invalid
	X	

Integrity Index:

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

Score:	Avoid	Okay	Good
6	X		
	0-7	8-11	12-14

Retail Math Score:

A measure of retail math and basic numerical reasoning skills.

Score:	Needs Training	Okay
30		X
	0-21	22-30

Performance Index:

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

Score:	Avoid	Okay	Good	Better
53		X		
	0-50	51-54	55-59	60-67



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
Leadership (inclination to lead others)		X
Persuasiveness (persuade, influence customers & associates)	X	
Energy (activity level; action orientation)	X	
Good Judgment (factual, objective thinking)	X	
Organization & Attention to Detail (organize work & attend to the details)	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 much experience do you have . . .	None	Minimal	Moderate	Extensive
Hiring new associates?			X	
Disciplining associates?			X	
Firing associates?		X		
Setting work schedules?			X	
Implementing sales promotions?		X		
Setting sales goals?		X		
Shopping the competition?		X		
Doing direct sales?				X
Coaching others to sell?		X		
Managing inventory?			X	
Handling customer complaints?			X	
Maintaining store appearance?				X
Designing store displays?		X		

The table above reports the candidate's stated experience with a number of common retail management tasks. If he/she has moderate or extensive experience in an area, you may want to ask for more specific information during the interview.



(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:

- Questionable Ethics/Integrity
- Negative Sales Attitude
- Low Leadership Inclination

1. Tell me about your responsibilities in your previous jobs. Which did you like most and why? Also, which did you like the least and why? *(Listen for likes and dislikes that may or may not fit this job.)*

2. Have you ever worked in a sales job? How were you paid (e.g., hourly, commission, etc.)? How well did you do? *(Probe for level of success in sales and compensation experience.)*

3. Have you worked late hours or weekends in previous jobs? For how long? How did (would) you feel about working these hours? *(Listen for willingness.)*

4. Have you ever trained others to sell? What did you emphasize? *(Listen for ability to train and sales knowledge.)*

5. Tell me about a time when you were working on something and everything you tried seemed to be resisted or blocked. What things blocked your way? How did you get around them? *(Listen for persistence and an ability to accomplish difficult things.)*

6. Describe an experience in the past when you found it appropriate to ignore a company policy or procedure. What did you do and why? *(Did he show good judgment? Willingness to follow policy?)*

7. As a manager, what tasks should you delegate and what tasks should you do yourself? *(Listen for a balance between willingness to do the work himself and an ability to ask others to do the work.)*

8. Have you been responsible for hiring new employees in your past job(s)? What do you (would you) look for when hiring someone? *(Listen for a practical, sensible approach and good judgment about people.)*

9. Have you ever been in a situation where you had to tell someone they were performing poorly? What happened and what was the outcome? *(Listen for the courage to supervise and good judgment about people.)*

10. What would be sufficient reason to fire an associate? What would you say to him? How difficult would it be for you to do? *(Listen for good judgment.)*

11. Think about the last time that you received a customer complaint. What was the feedback and how did you respond? *(Listen for openness, tact and the ability to handle the customer.)*

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

Questionable Ethics/Integrity: Tell me how you would deal with an employee who stole a small item or who covered up a minor mistake. (Listen for an inclination to bend rules or adjust the truth for himself/herself or to accept less than honest behavior from others.) Describe what it was like working for your previous employers. How did those companies treat their employees? (Listen for a tendency to view companies as taking advantage of people.)

Negative Sales Attitude: Describe the pluses and minuses of a sales job. What do you like about sales jobs? What do you not like? (Listen for suggestions that the candidate may have a defensive or negative attitude, especially about helping or doing things for customers or other people.)

Low Leadership Inclination: Tell me about jobs or situations in which you were placed in a position of leadership. What are your strengths in these types of roles? Your weaknesses? (Listen for a comfort with and willingness to lead a small group.)

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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