

SELECT for Banking Branch Managers

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Survey Results for Example Fred

ID:

Test Date: 8/20/2007 8:32:19 AM

Organization: ABC Company Training

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 Branch Managers StrInt **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: 14 | Needs Training | Okay |
| | | X |
| | 0 - 11 | 12 - 17 |

Integrity Index:

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

| | | |
|---------------------|-------|------|
| Score: 11 | Avoid | Good |
| | | X |
| | 0-7 | 8-13 |

Performance Index:

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

| | | | |
|---------------------|--------|---------|---------|
| Score: 31 | Avoid | Okay | Good |
| | | X | |
| | 0 - 30 | 31 - 32 | 33 - 43 |

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* |
|---|------|-------|
| Leadership (inclination to coach and lead others) | X | |
| Responsibility (takes responsibility for making decisions, can be counted on) | X | |
| Preference for Objective Measures (preference for objective performance measures) | X | |
| Flexible Thinking (can think beyond "black-or-white", is not a rigid thinker and can interpret information) | | X |
| Energy (activity level; action orientation) | | X |
| Interpersonal Influence (can influence others in a sales role) | X | |
| Social Comfort (at ease with others, enjoy social interaction) | X | |
| Resilience (ability to handle frustration and pressure) | | X |

*If flagged, see interview probe suggestion(s) in later section.

Job Task Responses:

| How much experience do you have . . . | None | Minimal | Moderate | Extensive |
|---|------|---------|----------|-----------|
| Leading and trusting your team to carry through on important tasks? | | | X | |
| Maintaining site appearance? | | | X | |
| Firing associates? | | | X | |
| Setting work schedules? | | | X | |
| Implementing sales promotions? | | | X | |
| Setting branch sales and performance goals? | | | X | |
| Training staff? | | X | | |
| Doing direct sales? | | X | | |
| Handling teller transactions? | | X | | |
| Handling customer complaints? | | | | X |
| Maintaining site appearance? | | | X | |
| Doing administrative tasks? | | X | | |
| Prospecting for new customers? | | | | X |
| Reviewing and responding to branch performance reports? | | | X | |

SELECT for Banking Branch Managers StrInt **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:

WORK ETHIC (6 possible questions)

- In today's workplace, just about everyone lies to take care of themselves. . . **Agree**

SAFETY (5 possible questions)

- Your actions on the job have little effect on the safety of others. . . **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 Flexible Thinking
- Low Energy Level
- Low Resilience

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? Please provide me with examples of each of these responsibilities. (*Listen for how the candidate's preferences relate to the role and how they might or might not fit the work environment.*)

2. Have you worked late hours or weekends in previous jobs? For how long? How did (would) you feel about working those hours? Have you had a job where you were "on-call" before? (*Listen for level of willingness.*)

3. Have you ever trained others to sell? What did/would you emphasize? How do you ensure that your direct reports continually build these skills? *(Listen for ability to train and for sales knowledge.)*

4. 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.)*

5. How would your previous direct reports describe your management style? How would they describe your strengths and weaknesses as a manager? Can you provide some examples?

6. As a manager, what types of tasks do you delegate and what tasks do you do yourself? How do you determine what tasks get delegated to whom? *(Listen for an ability to share the workload and also to provide learning opportunities to direct reports through the types of tasks he or she delegates.)*

7. Have you been responsible for hiring new employees in your last job(s)? Tell me about a particular position you were hiring for and specifically what you looked for in hiring that person. *(Look for a practical, sensible, objective approach and good judgment.)*

8. Have you ever been in a situation in which you had to tell someone they were performing poorly, or not up to expectations? What happened and what was the outcome? *(Listen for the courage and tact to manage others and good judgment when dealing with others. Listen for the ability to coach others to do better rather than just telling them what they did wrong.)*

9. What would be sufficient reason to fire an associate? Have you had to do this in the past? What did (or what would) you say? How difficult was this for you to do? *(Listen for tact and good judgment, and a willingness to take on these types of supervisory tasks when necessary.)*

10. In your past job, how did you communicate your customer service philosophy to your direct reports? What was your message? How did you make sure that this translated into good customer service on the job? *(Listen for an ability to clearly communicate a message to others, and a positive customer service philosophy; also listen for an ability to lead by example.)*

11. Think about the last time you received a customer complaint. What was the feedback and how did you respond? Was there another worker involved who had direct contact with the customer? How did you handle the situation and what did you say to both the customer and the worker? *(Listen for openness, tact, and the ability to handle the customer, as well as coach the worker involved to avoid the same situation.)*

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 a time when your sales or other job results were poor (branch or store results, etc.). What was the situation? Were you able to improve the situation? How did you feel about it? (*Listen for an ability to problem-solve and salvage a situation. Also listen for a sense of personal commitment vs. blaming things that are out of their control.*)

14. Tell me about a time when you had to encourage others to meet their sales goals. How did you do this? First, a) How did you motivate them and, b) what types of method/tactics did you recommend? What was the result? Tell me about the hardest person to motivate with whom you've worked. How did you deal with them? (*Listen for an ability to inspire others, and to try to identify how to motivate each individual.*)

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 Flexible Thinking: Describe to me a situation in your last job where you had to make a decision without all of the facts in front of you. How did you evaluate the situation? How did you make a decision? Tell me about a time when you had to apply company policies or rules to a customer or a direct report. How did you do this? What was the situation? Have you made exceptions before? Why? (*Listen for whether or not the candidate is too rigid in their thinking. Can they interpret information and effectively apply it to a particular situation?*)

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 Resilience: Please provide a specific example of a stressful work situation. What did you do? How did you handle it? How does stress 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.*)

STEP 4: Conclude the Interview

- Your goal is to bring the interview to a close.
- End on a positive, but not promising, note.
- Ensure that the candidate feels that he/she has been able to give you a complete and accurate picture of him/herself.
- Explain the next step in the process and time frame as appropriate.

Example Closing:

- *"Unless you have any additional questions for me, we will conclude our discussion. I want to thank you for taking the time to speak with me. Someone will contact you by _____, but feel free to contact me if you have not heard anything by then. Thank you again for your time."*

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.

SELECT for Banking Branch Managers StrInt **Interview**

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 Test Results | 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 | |

(Based on the candidate's test results, the following areas should be probed further in the interview. We recommend that you use these suggestions to confirm the test results.)