

SELECT FOR CUSTOMER SERVICE WITH COUNTERPRODUCTIVE BEHAVIORS (CPB) AND RETAIL MATH APPLICANT RECORD FORM

NAME: Suzanne Example
SSN: 123-45-4444
TEST DATE: 10/3/97

POSITION: Customer Service Representative
COMPANY: Your Company
DIVISION: North Texas
LOCATION: Dallas

RANDOM RESPONSE:

VALID

INVALID

X

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INTEGRITY:

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PERFORMANCE INDEX:

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RETAIL MATH:

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	OK									
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SUBSCALE FLAGS:

SUBSCALE	OK	FLAG*
Energy	X	
Frustration Tolerance		X
Accommodation to Others	X	
Acceptance of Diversity	X	
Positive Service Attitude		X

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

COUNTERPRODUCTIVE BEHAVIORS

In this section, undesirable responses by the applicant to drug/alcohol use, theft, job commitment, work ethic, resistance to direction, etc. questions are presented. The total number of survey questions for each topic is given in parenthesis. The candidate selected an undesirable response or answered agree to the following:

DRUG/ALCOHOL USE (5 possible questions)

- o Which best describes your current involvement with illegal drugs (for example, speed, cocaine, marijuana, heroin, etc.)? **Frequent, but I don't let it interfere with my work.**
- o Using marijuana illegally during work... **Has no effect on me.**
- o Having a few alcoholic drinks during work... **Helps me get through the day.**

THEFT (4 possible questions)

- o Within the last 4 years, what is the nearest total dollar value of all money, supplies, merchandise, and products you have taken without proper authorization from jobs? **Applicant indicates \$10 - \$49.**
- o Within the last 4 years, what is the nearest total dollar value of all money, supplies, merchandise, and property you have taken without proper authorization from places other than jobs? **Applicant indicates \$500 - \$999.**
- o Taking a few things from the job really doesn't hurt anybody.
- o Most employers expect employees to take home some items that are really company property.

JOB COMMITMENT (8 possible questions)

- o Most supervisors understand that you can't always be on time.
- o In the past, you've had problems with not showing up for work (or school).

WORK ETHIC (6 possible questions)

- o In the past year, how many times have you stayed home from work or school and said you were sick even though you really weren't ill? **Five or more.**
- o When things go wrong, you try to find someone else to blame.
- o If you put more into a job than they are willing to pay you, you are cheating yourself.

RESISTANCE TO DIRECTION (4 possible questions)

- o In past jobs (or school), you've had problems getting along with supervisors (or teachers).
- o Sometimes you get satisfaction out of breaking the rules.

INTERVIEW SUGGESTIONS

LOW FRUSTRATION TOLERANCE

This candidate scored low on a measure of emotional resilience and positiveness. Some people with this profile can be moody and sensitive, and may be easily discouraged. These characteristics may interfere with her ability to maintain a positive attitude about the job and the people with whom she works.

INTERVIEW PROBES:

- o Ask her to describe those aspects of previous jobs which have frustrated or irritated her. Listen for responses that suggest a low frustration tolerance or a tendency to be easily disappointed or upset. Ask how he deals with these.
- o Ask her to evaluate her ability to deal with pressure and disappointments. Ask her to describe the sorts of things that irritate or annoy her on the job.
- o Ask her to describe what she enjoys about working as part of a team, and what she dislikes about it. Listen for tendencies to dwell on the negative and, in particular, listen for signs that her mood is easily affected by things said or done by others.

LOW POSITIVE SERVICE ATTITUDE

This candidate scored low on a measure of positive service attitude. This low score suggests that she may have a defensive or negative attitude, especially about "serving" or assisting others in a customer service role.

INTERVIEW PROBES:

- o Ask her to describe what she feels are the pluses and minuses of a customer service job. Listen for suggestions that the "perks" are good, but dealing with people day in and day out may be a drawback.
- o Ask for descriptions of the type of co-workers she likes best and least. Listen for mentions of people that "put you down," or those that "act like they are better than you" as indications of defensiveness or a lack of confidence.
- o Ask why the person left her last job. Listen for a tendency to blame others -- bad boss, poor treatment, difficult co-workers.