



SELECT for **Entry Level Retail Manager**

Select for Entry Level Retail Manager
helps identify job candidates who:

Can Influence Customers To Buy

Bounce Back From Rejection

*Hold Themselves Accountable For Achieving
Results*

Are Best Suited For Retail Roles



SELECT for Entry Level Retail Manager



IDENTIFY

cooperative and
productive retail sales
associates

- ▶ Department Manager
- ▶ Assistant Store Manager
- ▶ Manager Trainee
- ▶ Store Manager

MEASURES

key dimensions of the entry level retail manager



Positive Sales Attitude

Positive attitude about the
customer & sales

Energy Level

Activity level; action
orientation

Persuasiveness

Persuade, Influence
customers & associates

Good Judgement

Factual, Objective Thinking

Organization & Attention to Detail

Organize work & attend to the
details

Frustration Tolerance

Remain Emotionally Positive in
Spite of Frustration

Leadership

Inclination to lead other

Integrity

Strong work ethic

The Survey is....

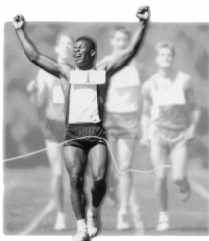
Simple to administer and score

Short (20 minute administration time)

Internet Testing and Scoring

Can be customized and validated for your organization

Generates structured interview and job task responses



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SELECT for Entry Level Retail Managers

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Survey Results for: **Suzanne Example**
ID: 387760089
Test Date: 4/10/00 4:19:31 PM
Organization: Quick Stores
Corporate: HR
Zone: Zone One
District: District I
Store: 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

Details**Performance Sub-scale Analysis:**

The table presents the candidate's scores for each sub-scale of the Performance Index.

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	X	

Flagged areas should be probed in the interview.

(factual, objective thinking)		
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.				

Counterproductive Behaviors



(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

- | | |
|--------------------------------------|--|
| ___All blanks completed? | ___Employment gaps? |
| ___Application signed? | ___Extremely high or low earnings? |
| ___Several jobs in the last 2 years? | ___Earnings show progress? |
| ___Vague reasons for leaving job(s)? | ___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.

<i>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.</i>				
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	



SELECT for Retail Sales Associates

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Survey Results for: **Christine Example**
ID:
Test Date: 6/6/00 2:36:51 PM
Organization: Retail Stores



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Use This Report To Make Good Decisions

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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: 13	Avoid	Okay	Good
	0-8	9-11	12-13

Retail Math Score:

A measure of retail math and basic numerical reasoning skills.

Score: 11	Needs Training	Okay
	0-8	9-14

Performance Index:

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

Score: 10	Avoid	Okay	Good
	0-15	16-19	20-25

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	
Persuasiveness (persuade, influence customers & associates)		X
Energy (activity level; action orientation)		X
Initiative (take personal responsibility)		X
Good Judgment (factual, objective thinking)	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 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
Work weekdays?	X				
Work evenings or nights?			X		
Work weekends?			X		
Work holidays?			X		
Work overtime?				X	
Commit to being on time, every time?		X			
Adjust work schedule on short notice?			X		
Clean the store?			X		
Work the cash register?		X			
Make change & handle money?		X			
Stock merchandise?			X		
Create store displays?		X			
Work cooperatively with others?		X			
Serve or assist customers?			X		
Handle rude customers?			X		
Make recommendations to customers?				X	
Be required to meet sales quotas?				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.					



In this section, undesirable responses by the candidate to drug use, 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:

SAFETY (4 possible questions)

- Most safety rules are more trouble than they are worth. . . **Agree**

Interview



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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 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 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:

- Low Persuasiveness
- Low Energy Level
- Low Self Reliance

1. Tell me briefly about your last job? Which aspects did you like most? Why? Also, which did you like the least? Why?

2. Have you ever worked in a sales job? Did you have quotas? How were you paid? Hourly? Commission? How well did you do?

3. What type of boss do you prefer and why?

4. What type of people do you like to work with? Why?

5. What kinds of things frustrate or irritate you at work? How do you handle them? Please give me an example.

6. Think about the last time that you received negative feedback from someone. What was the feedback and how did you respond?

7. Describe for me how you would approach a customer at our store. What would you say?

8. What did/would you do if a customer did not want to buy your product or service?

9. Sooner or later we all have to deal with a customer who has unreasonable demands. Think of a time when you had to deal with an unreasonable request. What did you do?

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

Low Persuasiveness: Tell me about situations in which you were required to influence the decisions or actions of others. When are you convincing? When are you not? (Listen for an ability to persuade customers and others to do something.)

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 Self Reliance: In your previous jobs, what types of decisions did you typically make? What issues were involved? How did you make your decisions? (Listen for a willingness to rely on self in making decisions versus a tendency to look to others to decide.) Please describe a recent situation for which you assumed personal responsibility for making a decision or taking an action. (Listen for indications of active pursuit of increased responsibility versus passive acceptance.)

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.
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	Not Acceptable	Some Reservations	Acceptable	

Reference Checks (Optional)				
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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