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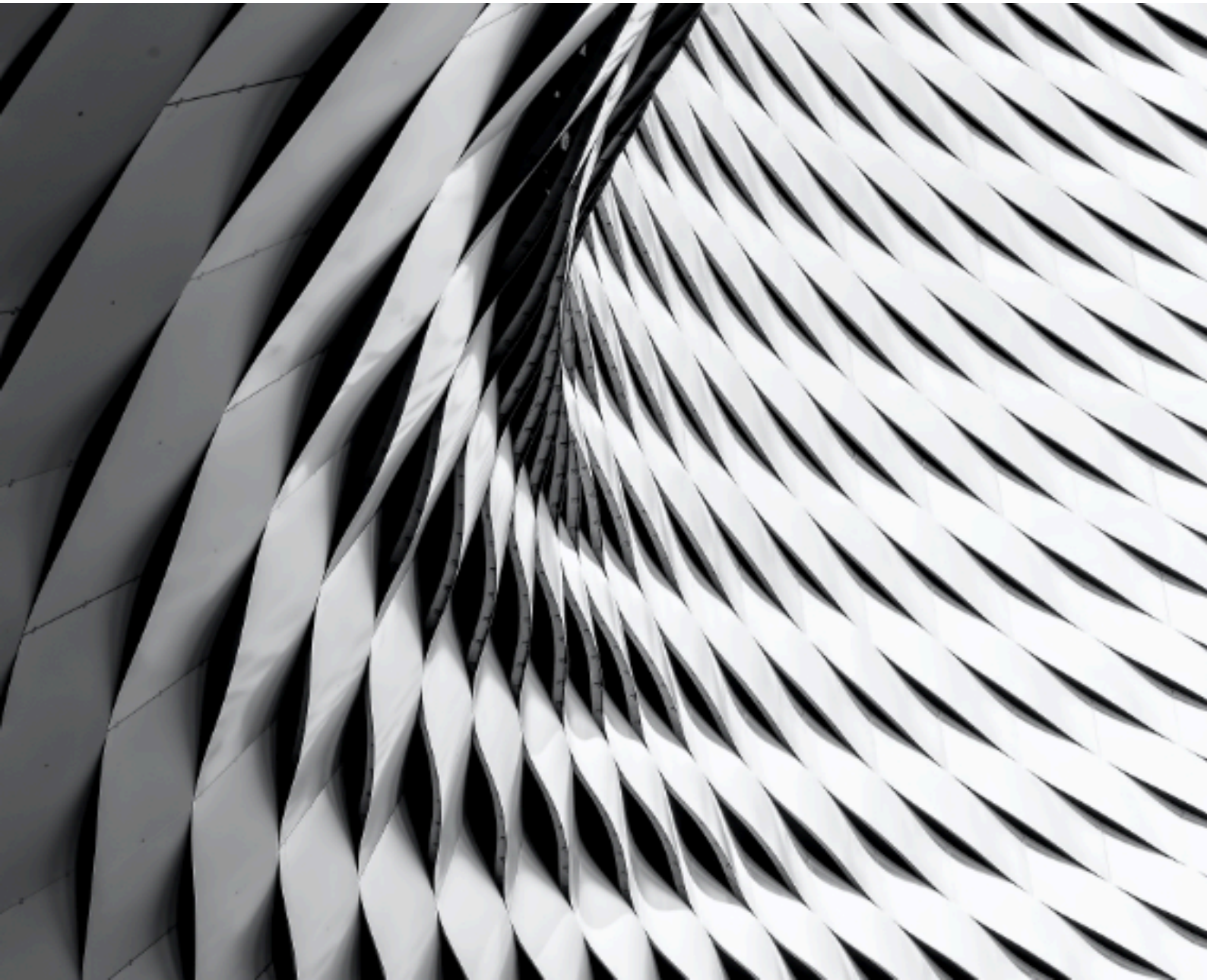
Customer Service (Retail)

A recruitment report for:

Sam Sample

Created 25th April 2024

Introduction

This report is confidential and is intended solely for the person responsible for assessing Sam Sample, who completed the Customer Service (Retail) on 25/04/2024.

The test is designed to assess areas of critical importance for success in the role of a Customer Service Advisor. The competencies assessed are defined below.

Customer Service Competencies

Communicating: Communicates clearly and convincingly with others, especially customers.

- Listens carefully and with interest
- Communicates in a way that is clear, precise, and relevant to the situation
- Encourages two-way dialogue, inviting input and comments
- Negotiates fluently and calmly with others, especially customers

Collaborating: Supports and encourages others in an effort to maximise team performance.

- Supports others, in an effort to maximise performance
- Engages with others through a clear sense of shared priorities
- Encourages team input to jointly solve problems and resolve potential conflicts
- Is collaborative within & across teams (i.e., contributes fully, being as inclusive as possible)

Understanding Customer Needs: Carefully builds an understanding of customer needs and priorities.

- Builds an effective understanding of company products & services
- Demonstrates ability to listen and respond sensitively to customers
- Seeks pertinent information about customer' needs and priorities as needed
- Shares relevant information about products & services with customers as needed

Dealing with Challenges: Effectively manages challenging situations and difficult individuals.

- Demonstrates ability to remain calm and positive, esp. under pressure
- Effectively manages own performance/health (incl. coping strategies)
- Deals effectively with challenging situations and/or individuals, especially customers
- Copes effectively with ambiguity and pressure to deliver

The results of the test are valid for 12 months and should be kept confidential.

How To Use This Report

This report contains 'percentile scores', 'behavioural interpretation' and 'interview questions' that can be used to explore a candidate's results in more detail:

Percentile Scores

Percentile scores represent how a candidate's performance on a test (i.e., their score) compares to the performance of other candidates that have also taken the same test (i.e., the comparison group or norm group). Percentile scores range from the 1st to 99th percentile, where 1 is a very low score and 99 is very high. The overall percentile score is the most predictive of a candidate's likely performance in a job. The report also contains percentile scores for each competency assessed, and these should be considered as a guide to help you identify where a candidate has excelled or might need to improve a specific behavioural skill. It is not a score, in isolation, that should drive your final recruitment decision. This is because the competency percentile scores are produced by a subset of the test questions, whereas the overall percentile score is produced from all of the test questions.

Behavioural Interpretation

For each competency, an interpretation (four bullet points) has been provided to help you better understand the decisions a candidate has made on the assessment. Not every bullet point may apply equally to all candidates, but you should consider them all to be relevant as they are based on the specific choices a candidate has made on the assessment.

Interview Questions

For each competency, interview questions are provided to help you explore a candidate's results in more detail. You can select the question you believe is most appropriate and you should use the relevant "four behavioural indicators" to guide your evaluation of a candidate's response. Note, you do not need to ask all four questions - usually one is sufficient, but more are provided if needed. It is also good practice to follow up with additional questions. To help with this you may wish to use the STAR method. This is described below with some additional probing questions you can use.

- **S = Situation:** What was the situation? What were the circumstances or context?
- **T = Task:** What were you trying to achieve? What was your task?
- **A = Actions:** How did you approach it? What did you do? Who did you involve? What challenges did you face, and how did you overcome these? What else did you do?
- **R = Results:** What was the outcome? How did you establish the benefit of what you did?

You should aim to spend more time asking 'Action' questions as these are the ones that typically produce behavioural responses.

Rating Scale

The Rating Scale below can be used to evaluate a candidate's responses to the competency questions provided in this report. During the interview you should aim to establish a pattern of positive & negative evidence for each competency. The final rating you give should be a 'weighted' decision, based on the collective evidence you obtain for each competency.

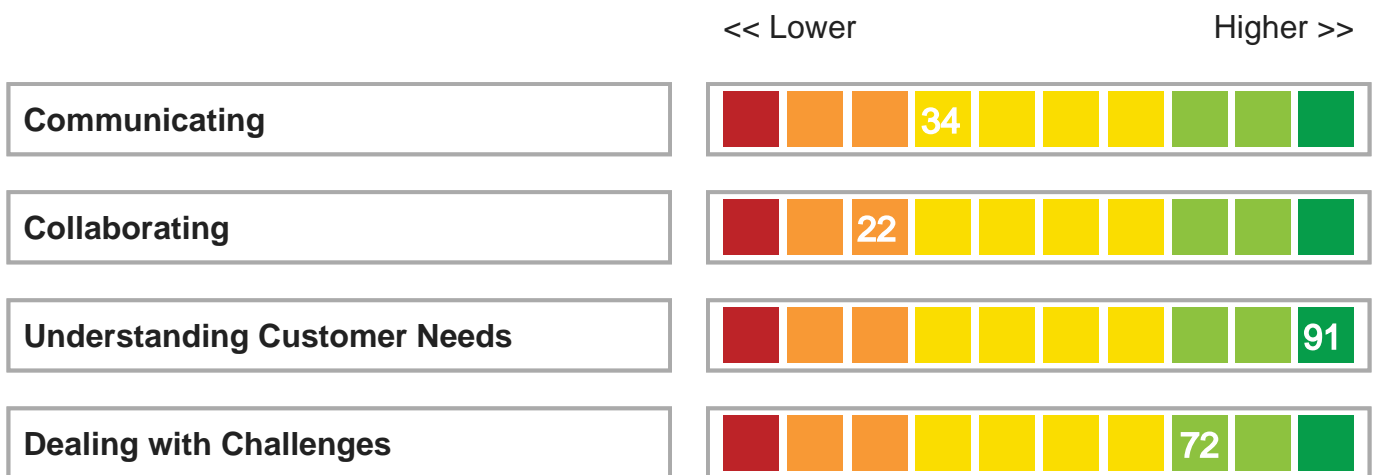| 1 - Significant Development	2 - Development	3 - Mixed	4 - Strength	5 - Significant Strength
A strong and dominant pattern of negative behaviour (in relation to the indicators)	A clear pattern of negative behaviour (in relation to the indicators), and little evidence of positive behaviour to weigh against this – none significant	Balanced evidence of both positive and negative behaviour (in relation to the indicators)	A clear pattern of positive behaviour (in relation to the indicators), and little evidence of negative behaviour to weigh against this – none significant	A strong and dominant pattern of positive behaviour (in relation to the indicators)

Profile

The following summarises Sam's performance on the Customer Service SJT. It provides:

- An overall score, expressed as a percentile based on an individual's responses to all questions.
- A percentile score for each of the competencies assessed

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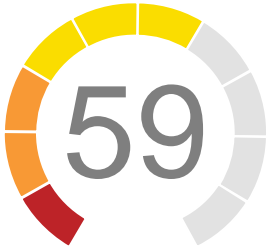
Customer Service SJT Competencies

The scores shown below are Sam's percentiles for each of the competencies.

<< Lower   Higher >>

Communicating	34
Collaborating	22
Understanding Customer Needs	91
Dealing with Challenges	72

Performance

The following provides a detailed description of Sam's performance, evaluating his responses for each competency as skilled, proficient or unskilled.

Understanding Customer Needs

Sam's score suggests he:

- Confidently provides customers with information, recognises what they do not know and enables customer to speak with more experienced colleague if required
- Recognises when a customer is clear and decisive in their requirements and responds accordingly
- Identifies key patterns in business performance and makes appropriate suggestions for change
- Takes the time to investigate the specific needs of customers and tailors the information offered

The questions below are designed for interviewers to explore Sam's results in more detail.

- How do you ensure that customers have sufficient information?
- Can you tell me about a time when a customer had already made up their mind about what they wanted? How did you make sure they got the best solution and their key needs were met?
- Tell me about a time you have spotted a way to make an improvement at work? What did you spot and what did you do about it?
- How do you make sure more complex information is easily understood by customers or colleagues?

Dealing with Challenges

Sam's score suggests he:

- Remains calm and polite under pressure from customers, with a good grasp of company policy
- Stays professional and ensures a high standard of customer service despite competing priorities
- Prioritises tasks fairly under pressure, while always seeking to help customers
- Stays clear and polite in dealing with inappropriate customer behaviour

The questions below are designed for interviewers to explore Sam's results in more detail.

- Can you tell me about a time when you have been 'put on the spot' by an insistent or frustrated customer? What did you do?
- What do you find most challenging about busy periods? How do you ensure high levels of customer service during these times?
- How do you deal with different customers wanting different things at the same time?
- What do you do if customer behaviour becomes inappropriate? How do you ensure you stay professional?

Communicating

Sam's score suggests he:

- Tries to keep communication simple and effective to maximise customer understanding
- Provides customers with space so that they can make decisions in their own time
- Patiently attempts to handle difficult and sensitive customers, even under pressure
- Remains open to approaching frustrated or angry customers if there is a need

The questions below are designed for interviewers to explore Sam's results in more detail.

- When have you had to adapt the way you communicate for a customer?
- How do you ensure a customer has the right level of information to make a decision?
- Can you give me an example of when you have needed to be patient in the way you communicate, even when you had pressing tasks to complete?
- What has worked for you in engaging and calming down angry or disappointed customers? What have you tried that did not work as well?

Collaborating

Sam's score suggests he:

- May delay speaking directly with colleagues about performance issues
- Can hesitate to directly offer help to colleagues
- May seek to move forward with what they see as right, potentially missing out on dissenting points of view
- Might hesitate to address a sensitive issue in order to protect relationships

The questions below are designed for interviewers to explore Sam's results in more detail.

- How might you support a colleague who is struggling to deliver high quality customer service?
- Can you give me an example of when you thought a colleague needed help. How did you approach them?
- Can you tell me about a time when people had different points of view and you needed to build consensus?
- Have you ever had to raise an issue with a colleague where you thought they might become upset? How did you deal with it?