COMPMETRICA®

Client Contact Center Test – Client Service & Sales & Collection

EVALUATION REPORT

Candidate:
Jean, Participant

Evaluation Date:
2013/5/10

Introduction

The Client Contact Center Test (T3C) measures the essential elements required to perform tasks by employees working in call centers. This report presents four types of information, namely:

(1) Competency profile,
(2) Preferred style,
(3) Suggested interview questions according to the candidate's strengths and areas for improvement, that will bonify the structured interview guide normally used.
(4) Approaches for development.

Each report must be interpreted according to the position for which the test was completed, while considering the core competencies for the position. A specific competency profile may be optimal for a position, but may be less suitable for a different type of position. A mapping between the competencies presented in the T3C report and the position requirements should be made in order to interpret the obtained results correctly. Only the section "Detailed Scores per Competency" of this report should be used in the decision making process, in the context of staffing or assessment of potential. The other sections of the report provide you with additional information to better understand the candidate's preferred style.

Note that it is not necessary that a person possesses all of the characteristics preferred by your organization to perform adequately in the position. However, the more a candidate's competency profile corresponds to the desired characteristics, the more likely it is that he/she will perform high quality work, according to the established expectations. This relationship between the competency profile and job performance is based on scientific studies showing the importance of this factor in employment.

The present report is confidential. All measures must therefore be taken to preserve the confidentiality of the data presented. Only authorized persons should have access to the content of the report.

The T3C is only a part of the staffing process or the assessment of potential. No hiring decision should rely exclusively on this tool. Results at the other stages of the staffing process must be considered when making a decision. The results of this test are valid for a period of one (1) year.

This test was developed and standardized for staffing and assessment of potential processes and should only be used for these purposes.

Rating Scale

The results obtained for the competencies assessed by the T3C are presented according to the rating scale below:

Excellent **5**	The candidate demonstrated all behaviours associated with the competency. His/her mastery of this competency is exceptional.
Very good **4**	The candidate demonstrated the vast majority of the behaviours associated with the competency. It is his/her strength.
Adequate **3**	The candidate masters most behaviours associated with the competency. Some of the behaviours could be improved, but the competency level is generally satisfactory.
Weak **2**	The candidate needs to develop this competency. Several behaviours associated with the competency need to be acquired or developed.
Very weak **1**	This is a weak area of the candidate. The candidate did not demonstrate the competency or he/she has demonstrated it in a clearly insufficient manner.

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1 Overall Results

The Client Contact Center Test (T3C) is used to assess the key elements required for call center employees to complete their tasks. This report covers three types of key information: (1) competency profile, (2) preferred style and (3) approaches for development. This report also provides suggestions for interview questions.

COMPETENCIES

Competencies form the basis of an employee's potential. In the detailed scores section, results that are generally poor (red) can be associated with difficulties on the job, whereas strong results (green) are often associated with satisfactory or above-average performance. Mid-level results (yellow) indicate a combination of strengths and areas for improvement.

Competency-related Aspects

Functional	2,3
Personal	3,4
Sales	3
Results	3,8

(scale 0 to 5)

STYLE

When a candidate has a competency profile that meets the organization's expectations, these results can be analyzed to identify the style that he/she prefers. This information then allows us to determine the type of work and workplace environment to which he/she would be best suited. The data presented in this section indicates the type of the preferred style.

11 Style-related Qualities

Interpersonal Component

	Distant	+	Friendly
++	Independent		Subordinate

Emotional Component

	Emotional	+	Composed
	Adaptable	++	Traditionalist

Action Component

++	Cautious		Active
++	Conciliatory		Dominant
+	Unobtrusive		Persuasive

Conscientiousness Component

++	Flexible		Methodical
	Persistent	++	Perfunctory
++	Accommodating		Determined

Openness Component

	Open	+	Firm

Legend

++	Dominant presence
+	Moderate presence

LEVEL OF FIT

In view of the results obtained for the competencies and the preferred style, it is possible to estimate whether the individual is a low, adequate or optimal fit for certain types of Client Contact Center jobs.

Degree of alignment between the assessment results and the type of Client Contact Center job

	Results	Low Fit	Adequate Fit	Optimal Fit
Service	Short time frame (under 10 min)		Adequate Fit	
Service	Long time frame (more than 10 min)	Low Fit		
Sales	Convenience products			Optimal Fit
Sales	Complex products			Optimal Fit
C	Collections	Low Fit		

INDEX

Social Desirability Index — **ADEQUATE**
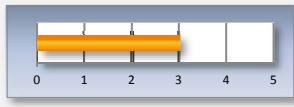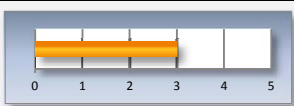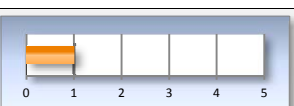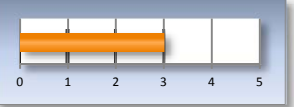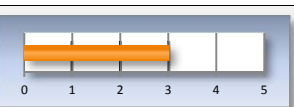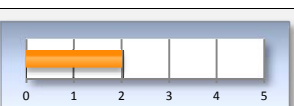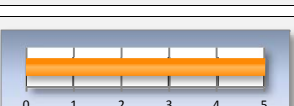
The way the candidate responded to the test is representative of the usual type of responses and suggests that social desirability was not a major factor when answering the test questions.

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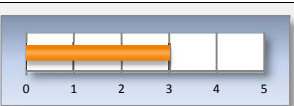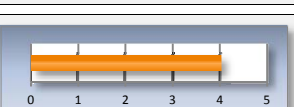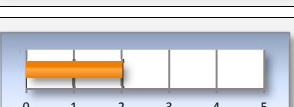
2 | Detailed Scores per Competency

FUNCTIONAL ASPECTS

Competency	Description
Client-oriented	Aims to establish positive, long-term relations with clients and to maintain a high level of satisfaction, by offering quality products or services that meet their wishes, needs and expectations.
Ability to Transmit Information	Is able to effectively convey information, using communication techniques adapted to context and audience.
Action-oriented	Makes decisions and acts quickly, despite any constraints.

AVERAGE: **2,3**

PERSONAL ASPECTS

Competency	Description
Interpersonal Communications	Displays consideration, understanding and respect toward others in the workplace.
Self-control	Able to restrain one's feelings and impulses and act appropriately in difficult or unpleasant situations
Empathy	Is sensitive to difficulties encountered and to the needs expressed by others.
Ability to Listen	Actively and attentively listens to others, allowing them to express their points of view, freely and confidently, and shows a willingness to understand them.
Tolerance	Respects and interacts easily with people whose opinions, values and approaches are different from his/her own.

AVERAGE: **3,4**

SALES ASPECTS

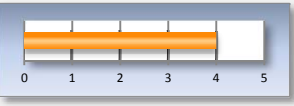| Competency	Description
Negotiating Skills	Is able to make use of excellent knowledge of negotiating tactics and techniques to come to agreements that are advantageous to all parties
Persuasion	Is able to convince people to adopt a line of thought, a position or a way of doing things
Perseverance	Perseveres in his/her work, despite difficulties and obstacles, in order to achieve his/her targets

AVERAGE: **3**

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Client Contact Center TEST

2 | Detailed Scores per Competency (continued)

RESULTS AND PERFORMANCE ASPECTS

Competency	Score	Description
Thoroughness		Follows the recommended procedures and work methods in full and with care, in order to ensure superior quality and accuracy.
Results-oriented		Makes great efforts to reach the set targets and considers the achievement of results to be of crucial concern.
Autonomy		Able to work independently with minimum supervision and to appropriately use the leeway that is available
Adaptability		Has a positive attitude toward change and adjusts his/her behaviour accordingly.
Stress Resistance		Remains calm, objective, and effective under very difficult or stressful circumstances
Self-confidence		Is confident in him/herself, particularly in his/her abilities, capacities and judgement.

AVERAGE: 3,8

3 | Preferred Style

If the candidate possesses a competency profile that meets organizational expectations, you can, thereafter, examine this section to identify the style adopted by the candidate.

The information presented in this section is used to identify the style which the candidate generally prefers in a work environment, according to the candidate's self-assessment. If the cursor is at the far left of the graph, the description on the left best describes the candidate. Conversely, when the cursor is located at the extreme right of the graph, the description on the right best describes him/her. Note that when the cursor is near the center of the graph, the candidate does not show a clear trend and his/her style may vary depending on the situation.

Each of the descriptions is representative of a marked predisposition. These descriptions are generalizations and none of them can perfectly represent a person in all circumstances. However, they can describe the person's preferred style in general depending on how he/she perceives himself/herself. Therefore, please note that there is no right or wrong style.

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3 Details of the Preferred Style

INTERPERSONAL COMPONENT

Distant	Friendly
Prefers to maintain a distance with others	Prefers close, friendly, empathetic relations with others

Independent	Subordinate
Enjoys working on his/her own and making decisions autonomously	Prefers to check with others before taking action or making decisions

EMOTIONAL COMPONENT

Emotional	Composed
Reacts emotionally to situations on the job	Is composed and displays selfcontrol at all times

Adaptable	Traditionalist
Calm and relatively unworried, finds it easy to adapt to new situations	Sometimes anxious, prefers the status quo and proven work methods

ACTION COMPONENT

Cautious	Active
Prudent, prefers thinking to action	Active and energetic, reacts promptly to problems

Conciliatory	Dominant
Discreet, readily goes along with others' positions	Confident, does not hesitate to take a stance or express his/her point of view

Unobtrusive	Persuasive
Prefers to let people make their own decisions, without trying to influence them	Enjoys winning people over to his/her point of view

CONSCIENTIOUSNESS COMPONENT

Flexible	Methodical
Sees the value of flexibility and less restrictive approaches	Sees the value of thoroughness, method and detail orientation

Persistent	Perfunctory
Perseveres despite any difficulties and "does not give up"	May "give up" when the chances of success are low

Accommodating	Determined
Focuses more on circumstances than on achieving results	Is determined and constantly strives to achieve good results

OPENNESS COMPONENT

Open	Firm
Displays tolerance and openness through active listening	Adopts firm positions based on core values

4 | Interview Questions

The T3C results provide for a better understanding of where the candidate stands in relation to the targeted profile for the position. To complete the assessment, it may be beneficial to have the candidate answer questions during a structured interview. The following section presents questions that will help you gain a better understanding of the candidate's strengths and weaknesses.

GENERAL QUESTIONS

Suggested Questions

In your opinion, what characteristics successful apart the Client Call Center employees from others?

Can you provide me with any specific examples of situations, in your personal or professional experience, that show that you have these characteristics?

Focus Areas

Pay attention to the characteristics listed by the candidate. Are these the same as the ones in your target profile? Does the candidate emphasize the characteristics that you are looking for in the position to staff? Do the examples given illustrate the behaviours that you favour? Are the examples specific? Relevant? Revealing? Feel free to ask the candidate for further details.

STRENGTHS AND FOR DEVELOPMENT

Suggested Questions

18 Tolerance

You seem to be a very tolerant person. How important do you think it is to display this trait in the work environment? Can you give some examples of situations when you displayed extraordinary tolerance toward someone?

38 Adaptability

You appear to be able to rally around new orientations. Can you give some examples of situations when you had to adjust to a major change in the orientation of your organization? How did you handle those situations?

14 Interpersonal Communications

You seem to place a great deal of importance on courtesy and respect for others. Can you give some examples of situations when you had to work with people who did not at all share this quality? How did that affect your interpersonal communication abilities?

Focus Areas

Assess how much value the person places on tolerance and respect in the workplace. Does he/she manage differences in opinion and other similar situations appropriately? How does he/she explain his/her choice of approach?

Pay attention to how the person responds to situations that do not align with his/her initial position. Does he/she try to rally and influence others to adapt? What approach does he/she take in response to orientations that go against his/her beliefs?

Pay attention to the person's reactions in situations that go against his/her own tendencies regarding interpersonal communications. How much value does he/she place on interpersonal communications in the workplace? What is his/her approach to working with people who do not value that quality?

AREAS FOR IMPROVEMENT

Suggested Questions

42 Action-oriented

Generally speaking, do you feel the need to gather as much information as possible before making a decision? Have you ever faced a situation when you had to act quickly, based on very little information?

11 Ability to Listen

Generally speaking, do you tend to ask questions or to reformulate the other person's ideas, in order to make sure that you understand them well? Please give us an example of a time when you were able to summarize the other person's ideas in order to fully understand them.

43 Perseverance

When you start work on a project, do you assess its feasibility? If the likelihood/conditions for a project's success are not at all in your favour, how do you handle this situation?

Focus Areas

Examine the person's work methodology. Does his/her preferred strategy make it possible to reach the set targets? Does the person take issues into consideration before making a decision?

Try to determine the person's ability to reformulate the ideas of others. What is his/her attitude on this subject? Does he/she hesitate to ask questions? Is he/she able to effectively reformulate the other person's words?

Examine the person's attitude toward the challenges to overcome. How much weight does he/she place on them? What type of analysis does he/she conduct of the situation as a whole? What does he/she think about the fulfilment of objectives in this type of context?

5 Approaches for Development

The T3C results have identified a number of points that deserve special attention. The next section presents a number of approaches for development in order to help the individual improve his/her proficiency in the competencies deemed essential to the job.

COMPETENCIES COMPONENT

Aspect

42 Action-oriented

In the context of your professional activities, you may be inclined to wait rather than to act quickly in order to seize opportunities.

Actions

To improve this aspect, you could take the following actions:

Volunteer to participate in special projects or work groups.

Take action rather than examining everything in detail.

Aspect

11 Ability to Listen

In your professional interactions, you may tend to be less attentive to the remarks of others, especially when they express their problems.

Actions

To improve this aspect, you could take the following actions:

Insist on your comprehension of the situation rather than on the search for solutions.

When a person criticizes or complains about a situation, remain calm in order to listen carefully to his/her words and better understand the source of his/her problem.

Aspect

43 Perseverance

In carrying out your professional activities, you may sometimes lack perseverance when you encounter difficulties and obstacles.

Actions

To improve this aspect, you could take the following actions:

Foresee certain obstacles and consider them as challenges rather than stumbling blocks.

Divide your goals into different steps in order to facilitate your success.

PREFERRED STYLE

Many of the behaviours that you favour meet your organization's expectations. However, it can sometimes be beneficial to diversify the strategies employed. Here is some advice that might be useful to you in this respect.

Keep in mind

Even if you prefer flexibility, try to be a little more methodical and focus more on those details that are most important to the organization.

Letting go can sometimes be necessary. However, it can also be a good idea to be a little more persistent on certain files.

Keep in mind

Even if you like to accommodate clients, it can sometimes be necessary to show determination in order to reach your goals.

Taking action on your own can be very efficient. However, it might be a good idea to check before making certain decisions.