



# Occupational Solution

## Customer Service

### Frequently Asked Questions



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# ***Occupational: Customer Service***

## **Frequently Asked Questions**

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### **How were the competencies identified?**

The competencies (e.g., Verbal Ability, Numerical Ability, Speed and Accuracy, Work Styles) were chosen based on industry expert feedback (e.g., interviews with HR professionals involved in employment selection) and reviews of job analysis data provided in O\*NET, the Department of Labor's occupational information system. O\*NET (<http://online.onetcenter.org>) is a searchable, online system that provides detailed information on the knowledge, skills, abilities, and other characteristics (i.e., work styles, interests, and values) necessary for successful performance in many occupations.

### **How do I determine if the assessment measures the competencies needed for specific jobs in my organization?**

To insure that the competencies measured (e.g., Verbal Ability, Numerical Ability, Speed and Accuracy, Work Styles) are relevant to positions in your organization, we recommend these steps:

1. Define the job or role for which you want to make a hiring decision. There are many ways to define a job, from formal job analysis to simply writing a job description based on the hiring/department manager's needs. A personality-based job analysis will reveal the work-related personality dimensions (or work styles) that are important for successful performance in the job. Keep the following information at hand for this exercise:
  - ✓ List of specific tasks to be performed by the individual.
  - ✓ Key metrics or indicators of successful performance of the role. In other words, what should the tasks to be performed produce for the organization, if done well by the individual(s) eventually hired?
  - ✓ The work context and tools. For example, will the individual work in a cubicle, or an office with a door, or outdoors? Will the individual work with Microsoft Office software, or with specialized tools, etc.?

2. Determine the competencies, or knowledge, skills, abilities, and other characteristics (KSAOs) required to perform well in the job to be filled. The personality-based (i.e., work style) requirements for the position are in the “Other” category of requirements.
3. Compare your competency list to the measured by the assessment. Definitions of the competencies can be found in each User’s Guide. Based on the definitions and your competency requirement list, determine whether the assessment measures competencies important for success in the target position.

## **For which industries was the *Occupational: Customer Service* assessment designed?**

*Occupational: Customer Service* was designed to be used across a variety of industries (e.g., banking, manufacturing, and telecommunications). A job analysis, as described above, can help you determine if the competencies measured by the *Occupational: Customer Service* are relevant to the job for which you are assessing. A Talent Assessment Consultant is also available to help you make this determination. Contact information for Talent Assessment Consultants is available at [TalentLens.com](http://TalentLens.com).

## **What do the green, yellow, and red zones on the *Occupational Solutions* reports mean?**

The green, yellow, and red zones define high, medium, and low scores, respectively. The zones do not imply that a candidate should or should not be hired. Hiring decisions require careful consideration of factors unique to a particular organization (e.g., the supply of talent in the labor market; urgency for keeping jobs filled), as well as additional assessment information (e.g., candidate’s interview responses).

## **What is the weighting of the components in the overall Job Fit score?**

The overall Job Fit score weights cognitive ability (e.g., Verbal Ability, Numerical Ability, and Speed and Accuracy) and work styles equally. Weighting work styles equally reduces the adverse impact of using only a cognitive ability score. Combining these scores enhances the predictive power of the Overall Fit score.

## **What does the “Unlikely Virtues” (UV) score mean and how do I use it in the assessment process?**

The Unlikely Virtues scale contains items that describe highly virtuous behaviors (e.g., never getting upset with coworkers). High scores on this scale suggest that the candidate is responding to the assessment with an overly positive self-endorsement. When an Unlikely Virtues score is excessively high (i.e., equal to or higher than the 95th percentile), you should interpret the work styles results with caution, and focus on other aspects of the selection process.

## **What do the Integrity/Rule-Following scores mean?**

High scorers on Integrity/Rule-Following tend to do things “by the book,” whereas low scorers tend to use personal discretion in applying rules. Integrity/Rule-Following is important for jobs where strict adherence to rules is a large job component. For other jobs (e.g., higher-level jobs where rote application of rules is not expected), Integrity/Rule-Following is unlikely to be relevant for success.

## **Where can I find more information on the *Occupational Solutions*?**

You can find more information on *Occupational Solutions* by logging on to the online testing platform at TalentLens.com, accessing the tab that says “Purchasing and Product Inventory,” double-clicking on the product name, and then clicking on “Additional Product Information.”

Documents available include:

1. Sample Reports
2. User’s Guides that include sections on: Administration Best Practices, Use of Results in Employment Selection, and Evidence of Reliability and Validity