



WORKFORCE ASSESSMENT

SELECTION FACTOR GUIDE

iTN

Position: AR COLLECTIONS



BACKGROUND

The company subject matter experts met to create a summary of attributes determined to be important to the position of **AR COLLECTIONS ADMINISTRATOR**. The purpose of the meetings were to gather input that creates the criteria used in the evaluation of job applicants. The input and feedback provided was used in four applications.

1. Online Interview Questions
2. Skills Test Definition
3. Structured Interview Guide
4. Interview Scorecard Creation

This report also summarizes the results of questions answered by management and assessment survey analysis for:

1. Online, psychometric-based job questionnaire (behaviors)
2. Basic job candidate required qualifications

This summary of the work session is designed to facilitate the user understanding of the organization's definition of the above position's critical attributes and skill requirements. The insights provided are intended to help an interviewer identify a job applicant's strengths and weaknesses. The direction provided in the report is in the context of the group discussion and does not necessarily represent all factors or attributes that may be required by the job or the company.

DATA BASE: GENERAL ACTIVITIES

Task	General Activities
Active Listening	Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
Speaking	Talking to others to convey information effectively.
Persuasion	Persuading others to change their minds or behavior.
Social Perceptiveness	Being aware of others' reactions and understanding why they react as they do.
Writing	Communicating effectively in writing as appropriate for the needs of the audience.
Critical Thinking	Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
Reading Comprehension	Understanding written sentences and paragraphs in work-related documents.
Monitoring	Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
Negotiation	Bringing others together and trying to reconcile differences.
Service Orientation	Actively looking for ways to help people.

Task	General Activities
Time Management	Managing one's own time and the time of others.
Oral Comprehension	The ability to listen to and understand information and ideas presented through spoken words and sentences.
Oral Expression	The ability to communicate information and ideas in speaking so others will understand.
Speech Clarity	The ability to speak clearly so others can understand you.
Speech Recognition	The ability to identify and understand the speech of another person.
Written Comprehension	The ability to read and understand information and ideas presented in writing.
Written Expression	The ability to communicate information and ideas in writing so others will understand.
Near Vision	The ability to see details at close range (within a few feet of the observer).
Category Flexibility	The ability to generate or use different sets of rules for combining or grouping things in different ways.
Problem Sensitivity	The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing that there is a problem.
Selective Attention	The ability to concentrate on a task over a period of time without being distracted.

BASIC REQUIREMENTS

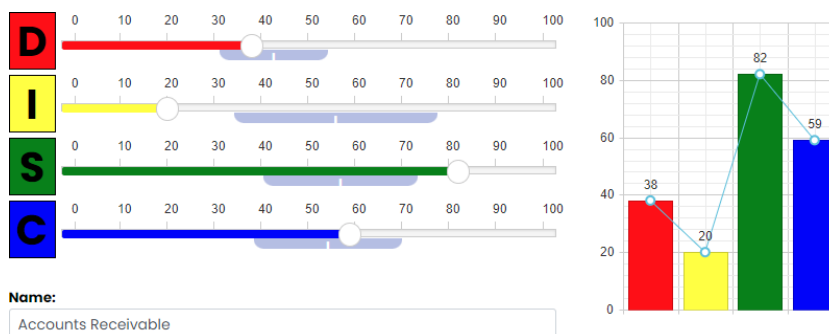
Below is a list of requirements deemed essential for an applicant to be considered for the position.

- Proficient in MS Office applications; especially Excel
- Strong mathematical skills
- Attention to detail
- Basic accounting/bookkeeping
- Time management
- Strong written and verbal communication skills
- Negotiation skills
- Problem-solving
- Organized
- Trustworthy
- Ability to work independently
- Professionally assertive
- Collection experience
- Customer service

Behavior Profile

An online interview questionnaire was provided to assess the behavioral attributes required for the position. The questions asked considered multiple psychometric dimensions of the positions Behavior using a DISC profile. Responses were compared to a data base profile. Group feedback for the position was similar in profile to the benchmark used.

AR Collections: Benchmark Behavior Profile



BEHAVIOR DESCRIPTORS OF EACH STYLE

DOMINANCE	INFLUENCE	STEADINESS	CONSCIENTIOUS
Decisive	Charming	Understanding	Accurate
Competitive	Confident	Friendly	Precise
Daring	Convincing	Good Listener	Analytical
Direct	Enthusiastic	Patient	Compliant
Innovative	Inspiring	Relaxed	Courteous
Persistent	Optimistic	Sincere	Diplomatic
Adventurous	Persuasive	Stable	Detailed
Problem-Solver	Sociable	Steady	Fact-Finder
Results-Oriented	Trusting	Team Player	Objective

Key DISC Attributes Identified: AR COLLECTIONS ADMINISTRATOR

- HIGH C: Needs to be precise and accurate. High attention to detail.
- HIGH C: Uses logic and reasoning to evaluate situations.
- HIGH C: Is methodical, detailed and organized.
- HIGH S: Active Listening: Takes time to listen and understand what others are saying.
- HIGH S: Concern for others. Aware of the feelings and needs of others.
- HIGH S: Team Oriented: Has a strong desire to be part of a great team and organization.
- HIGH S: Dependable: Is reliable and responsible. Able to fulfill obligations.



DATA BASE: WORK STYLE FACTORS

Attribute	Description
Attention to Detail	Job requires being careful about detail and thorough in completing work tasks.
Cooperation	Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.
Integrity	Job requires being honest and ethical.
Dependability	Job requires being reliable, responsible, and dependable, and fulfilling obligations.
Initiative	Job requires a willingness to take on responsibilities and challenges.

Ideal Motivators

Knowledge of an individual's values help to tell us WHY they do things. The Motivators Overview provides insight into understanding the reasons that drive an individual to utilize their talent and energy. They are the why behind our behaviors. Below are the Motivators most closely associated with the position.

Motivator	Seek	Avoid
High Regulatory	Influences actions that follow rules. Wants and needs a structured path. Values order and routine. Prefers proven methods.	Values independent thought, change and non-traditional methods. Seeks personal autonomy and expression.
High Altruistic	Wants to help other people. Self-sacrificing. Helping and eliminating pain and suffering of others.	Self-focused. Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.

ONLINE QUESTIONNAIRE CONSTRUCT

Question construct uses two types of questions for evaluation of applicants as follows:

1. Basic Qualifying Questions

Candidates are asked basic questions that must have a positive answer, or the applicant is disqualified from primary considerations.

2. Applicant Online Interview Questions

Scoring used for prioritization of job applicants will be based on a point total score. Generally, the higher the score the higher the probability of a job fit. Scores can be rank ordered in the ITN Hiring Platform. Scores and question responses do not select or eliminate applicants. Rather they are used to identify an applicant's potential strengths and weaknesses.

The following section reflects the online questions setup in the ATS for applicants.

Online Interview Questions

Question	Ratings
How many years experience do you have in professional collections?	<ul style="list-style-type: none">a. No prior experience (0)b. 1 to 4 years (5)c. 5 to 10 years (10)d. More than 10 years (15)
Which word is most like you?	<ul style="list-style-type: none">a. Creativeb. Persuasivec. Methodical (10)
Which skill are you better at?	<ul style="list-style-type: none">a. Promoting big picture plansb. Focusing on details (10)
Pick the description that best fits you.	<ul style="list-style-type: none">a. I like to follow a process to accomplish goals. (15)b. I like to take charge. (0)c.d. I like to go with the flow. (0)

Question	Ratings
Pick the statement that best describes you.	<ul style="list-style-type: none"> a. I like to get group consensus. (0) b. I like to be creative. (0) c. I like to understand the details of how things work. (10)
How do you generally express yourself at work?	<ul style="list-style-type: none"> a. Provide creative ideas. (0) b. Direct the conversation. (0) c. Listen and then comment. (15) d. Do things my own way. (0)
Which set of words best describes you?	<ul style="list-style-type: none"> a. Systematic and fact finding (10) b. Optimistic and confident
Which do you prefer?	<ul style="list-style-type: none"> a. Being structured (10) b. Being flexible
You have a choice to follow rules or achieve results, which path do you pick?	<ul style="list-style-type: none"> a. Follow rules (10) b. Achieve results
One of my biggest drives in life is to:	<ul style="list-style-type: none"> a. Learn and understand (10) b. Show my unique abilities
Those who know me would describe me as:	<ul style="list-style-type: none"> a. Cool and calm (10) b. Outgoing
Select the one set of descriptors that best describes your work style.	<ul style="list-style-type: none"> a. Decisive, Direct, Demanding b. Enthusiastic, Optimistic, Influential c. Patient, Cooperative, Consistent (15) d. Innovative, Confident, Problem-Solver

SKILLS TESTING MODULES

These are the tests that will be used to assess skills and aptitudes:



MS Excel



Attention to Detail



Customer Relations



10-Key Speed

STRUCTURED INTERVIEW QUESTIONS

1. Please tell me about your work experience. Specifically, what was required, how did you meet the requirements, how did boss rate your performance, who was the boss.
2. What accounting reports do you create daily in this position?
3. What do you expect the day-to-day tasks to look like?
4. Describe how you would handle a situation if you were required to finish multiple tasks by the end of the day and there was no conceivable way that you could finish them.
5. Tell me about a time where you helped change someone's mind on a decision they were dealing with.
6. Describe a time when you had to solve a problem but did not have all the necessary information from the beginning. What did you do?
7. Which of these are most important to you: A social environment where you can excel at your own pace, a moderate paced environment where you have reasonable goals set for you or a fast-paced environment with high expectations and high rewards.
8. Tell me about an experience you have had where there was no formal structure or process in place. What was the situation, event, or task and what was the result?
9. How do you minimize errors in your daily work?
10. Tell me about a situation where a customer refused to pay. What were the circumstances, how did you handle it, what was the outcome?

Review the candidate's answers to the online questions and list below the follow up question to ask.

Online Question Response	Follow Up Question
<i>Ex: How do you generally express yourself at work.</i>	<i>You indicated on the application questions that you like to drive the conversation. Give me an example of how you have done that in the past.</i>

INTERVIEW SCORECARD

POSITION: AR COLLECTIONS ADMINISTRATOR

Criteria	Score (1 to 10 For Each Criteria)	Comment
Work Experience		
Accounting Basics		
Daily Expectations		
Time Management		
Negotiation		
Problem Solving		
Work Environment		
Culture		
Quality		
Conflict Resolution		
Overall Tone & Communication		
TOTAL (100 Possible)		

STAR RATING: _____

The STAR Rating is a composite rating of your opinion of the applicant and their ability to perform well at the job and in your company. The STAR RATING scale is from 1 to 5 with 1 being a poor fit and 5 being an excellent fit. A simple guide for determining your star rating is to divide the Score Card value by 20 where 0 to 20 = 1 Star, 20 to 40 = 2 Stars, 40 to 60 = 3 Stars, 60 to 80 = 4 Stars and 80 to 100 = 5 Stars. Of course, you can use any Star Rating you choose for any reason you choose. Star Ratings are entered into the ITN Hire platform and used to help improve our online interview questions and testing.

	1 Star	2 Star	3 Star	4 Star	5 Star
Score	0-19	20-39	40-59	60-79	80-100
<i>The Star Rating must be updated on the applicant's profile page in the ITN system.</i>					

UNDERSTANDING THE SCORECARD

To maintain consistency companywide, this interview scorecard removes the guess work. Possible scores range from 1- 10 for each item. Please see the guidance below to get a better understanding of the minimum, median and maximum (1,5,10 point) scoring rubric.

CRITERIA	1	5	10
Work Experience	Less than 1 year in any customer service-related field.	1 – 4 years in any customer service-related field	5+ years of any direct client retention experience including commercial construction.
Accounting Basics	Has limited or no background in basic accounting report.	Has general knowledge of basic accounting reports; understand gross margins.	Strong understanding of accounting reports and job costing.

CRITERIA	1	5	10
Daily Expectations	Will need a lot of direction.	Somewhat aligned on tasks and responsibilities.	Completely aligned with culture and duties.
Time Management	Hesitates to make a decision and is indecisive. Uses words like "I guess I would" or "I might".	Makes a clear and reasonable decision quickly. Uses words like "I would", "I attend" or "I strive". like "I would most likely" or "I think I would"	Makes a clear and reasonable decision quickly. Uses words like "I would", "I attend" or "I strive".
Negotiation	Cannot articulate a detailed experience or is limited on details. Does not recall any specific information or the decision was minor.	Gives moderate details. It took some time to convince the person to change their mind.	Gives a detailed answer and provides the "why" and details about how they solved the decision. Enthusiastic about the problem-solving process and the results that they achieved.
Problem Solving	Gives a vague answer and solved a small problem. Provides no reason why and lacks detail on how.	Can somewhat solve problems: expends minimal to moderate effort to solve a problem because they desire to complete the task; noticed the problem and alerted later after the fact	Gives a detailed answer and provides the "why" and details about how they solved it. Is enthusiastic about the problem-solving process and the results that they achieved.
Work Environment	A social environment where I can excel at my own pace.	A moderate paced environment where I can have reasonable goals set for me.	A fast-paced environment with high expectations and high rewards.

CRITERIA	1	5	10
Culture	Requires a job with structure and standards; processes and job duties clearly spelled out.	Is frustrated by ambiguity but works through it by asking questions.	Likes structure and processes and is motivated by defining best practices and establishing standards.
Quality	Provided limited details on how to minimize errors in work.	Good attention to detail, may need suggestions for troubleshooting or being proactive.	High attention to detail and ability to provide consistent, quality results.
Conflict Resolution	Example provided did not indicate ability to dig in for details to find root cause of problem or attempt to get a win-win solution.	Asked the customer questions to get at root cause, had to ask for assistance or escalate to manager.	Detailed account of experience dealing with customer, what questions were asked, and how they came to a win-win solution for both customer and company.
Overall Tone & Communication	Overly enthusiastic and energetic. Answered questions quickly but with limited detail. Easy to understand, but hard to keep up with.	Was hard to understand at times and was asked to speak up. Lacked eye contact and often seemed reserved or pulled back.	Calm, engaging and easy to understand. Gave details but did not hesitate when answering questions.