



*CAT: DI

CALL-CENTRE AGENT TEST: DIAGNOSTIC INSTRUMENT

REPORT

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Assessment Date: 2019-03-28



INTEGRITY INTERNATIONAL

Report date: 2020-08-03



SUMMARIZED REPORT

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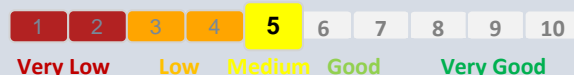
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Report Date: 2020-08-03

Probability of Work Success as CA



PART 1

1 COGNITIVE CRITICAL MENTAL ABILITIES

1	2	3	4	5	6	7	8	9	10
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This represents the candidate's General Mental Ability to deal with issues in applying cognitive awareness, sharpness, speed and the ability with which the candidate perceives, recognises and derives meaningful constructs, relationships, inter-plays between relationships, establishing order and rapidly producing solutions to complex and diverse situations through accurate, sound and logical verbal and non-verbal technical and numerical reasoning, conceptual insight, situational judgement and original, creative & intuitive thinking.

"The specific Mental Abilities constituting the candidate's intellect (mental capacity) needed by him¹ to effectively perform the critical cognitive functions associated to the function/job of Call-centre Agent (CA)²."

Verbal Reasoning

1	2	3	4	5	6	7	8	9	10
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This is the candidate's ability to typically use (or preferring to use) the spoken and written language domain in dealing with mental problem-solving from identifying the various factors constituting the situation/problem, to analysing them, to developing various ways of dealing with them and to verbally selecting the best 'approach' to solve the problem at hand.

1.1 Verbal Analytical & Logical Reasoning

1	2	3	4	5	6	7	8	9	10
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This is the ability to verbally identify the various elements/parts a complex situation/problem consists of and how it interacts in a critical, objective, logical (cause-effect) manner, generating ways and means to deal with these issues and taking balanced and sound decisions as to which solution(s) will deal with the situations best.

1.2 Verbal Deductive Reasoning

1	2	3	4	5	6	7	8	9	10
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This is the ability displayed by the candidate to evaluating and understanding the problem at hand by breaking mental problem-solving down into the component processes that make problem-solving possible – the componential approach, e.g. Inferring the analytical, creative and practical way.

Please Note :

1. For the ease of reading, the *male gender* is used in this document, but also refers in all instances to the *female gender*.
2. **CA** : The CA-abbreviation is used to mean **Call Centre Agent**; being the incumbent who serves the communication/contact role in the Call Centre.

Non-Verbal Reasoning

1 2 3 4 5 6 7 8 9 10

This is the candidate's ability and competency/aptitude to typically use (or preferring to use) symbols and figures (rather than the language domain) in dealing with mental problem-solving.

1.3 Non-Verbal Perceptual Reasoning

1 2 3 4 5 6 7 8 9 10

This represents the candidate's ability to *conceptualise* the various outcomes of perceived elements and how it interacts in a critical, objective, logical (cause-effect) manner in order to generate the foundations on which to base solutions.

1.4 Non-Verbal Acuity/Detail Reasoning

1 2 3 4 5 6 7 8 9 10

This is the candidate's ability to be *sensitive* and sharp to detail and in spotting small variations, deviations and/or concepts and/or problems consisting of a wide variety of variables and not to allow for obvious oversights or make unnecessary mistakes.

1.5 Technical Reasoning

1 2 3 4 5 6 7 8 9 10

This is the candidate's general inclination to the technical regime of feeling at home in dealing with technical matters, being sufficiently technically minded in the sense of understanding and applying the basic principles at play in a technically orientated discussion or environment without having the technical jargon, but being able to keep abreast by 'informed' technical reasoning.

1.6 Numerical Reasoning

1 2 3 4 5 6 7 8 9 10

This is the ability to be speedy and accurate in identifying a numeric base to a situation/problem, e.g., series and sequence formation and to effectively deal therewith in performing arithmetic computations such as adding, subtracting, multiplying, dividing and/or a combination thereof in providing solutions to the situation/problem

1.7 Original, Creative & Intuitive Thinking/Reasoning

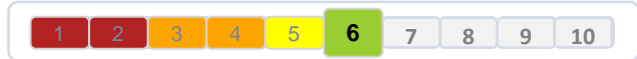
1 2 3 4 5 6 7 8 9 10

This is the ability to generate new and novel ideas and ways/approaches that represents a fresh look at the situation in terms of a break-away from the traditional, obvious and stereotype ways of thinking – especially in cases where applying such original and directive thinking patterns is a prerequisite to effectively solving/dealing with the situation – in finding solutions to problems.

1.8 Accuracy – Cognitive Integrity

1 2 3 4 5 6 7 8 9 10

Although not a cognitive property per sé, this scale is indicative of the candidate's behavioural disposition regarding the degree of accuracy with which he typically applies his cognitive capacity in dealing with situations or solving problems in practice. The higher the score on this scale, the more careful he tends to be in applying his mental ability accurately in solving problems and making decision in general terms – less risk-taking in the process.

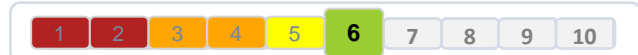
COMPOSITE INTEGRITY – CIAS-MODEL

The candidate's Composite Integrity is the particular core set of internalized attitudes regarding all moral, ethical, values, beliefs, principles and 'real-life' phenomena the person was influenced by over his lifespan that constitutes his unique cognitive, and behavioural dispositions regarding these and related matters in a congruent, authentic and balanced way in dealing with all facets of life in the work situation – in summary, his integrated wholeness in dealing with his (work)/life in a sincere, reliable, honest, committed, motivated, accountable, consistent, balanced, responsible and conscientious manner.

2. INTEGRITY - CLASSIC & HISTORICALLY PROVEN INTEGRITY PROPERTIES

This embodies the candidate's internalised value system, relating to the 'classic' perception of the concept of integrity in terms of his integrated wholeness in dealing with his (work-)life in a honest, reliable, transparent, open, sincere, positive, consistent and stable way.

"Classic and proven qualities related to the construct of integrity – in general terms; whether in the personal, family and social or work domain, with emphasis on the Call Centre."

2.1 Reliability & Dependability

This area assesses the candidate's orientation to acting in a predictable and expected way in terms of timekeeping, dealing with confidentiality, his history of honouring undertakings and his word in general as well as reaching his goals, etc. irrespective of the circumstances, conditions and time pressure.

2.2 Honesty

This area assesses the candidate's orientation to truthfulness, trustworthiness and credibility as a typical behavioural disposition and presenting and proving himself as such over time – not deviating from the norms and standards of righteousness and the tenacity of ownership; e.g., never stealing, lying, not open to bribery of any kind, etc., irrespective of the situation, circumstances or conditions – being steadfast regarding his orientation without being 'pushy' in living it out in his (work-)life.

2.3 Transparency & Openness

This represents the degree and general disposition on the part of the candidate to share information and open himself to others in an accommodating, informative and discussional fashion as well as to be known to others as such, opposed to typically keeping matters 'close to his chest' and keep others at a distance, so to speak.

2.4 Sincerity & Positivity

1 2 3 4 5 6 7 8 9 10

This is the overall impression the candidate has on people as being a frank, upfront, straightforward and genuine person you can work with, share your needs/problems with and rely on his intention and eagerness to serve your best interest.

2.5 Consistency & Stability

1 2 3 4 5 6 7 8 9 10

The more the candidate favours a consistent, steady, predictable, stable, etc. work situation and (by implication) the more control he can ensure/accomplish in the process, the higher the score will be on this scale. This is particularly applicable to himself – the more consistent and (also emotionally) stable he is (can be), the higher the score will be on this scale.

3. WORK ETHIC - CIAS BASED WORKPLACE DIFFERENTIATION IN AN ETHICAL SENSE

1 2 3 4 5 6 7 8 9 10

This assesses the candidate in terms of his degree of motivation, goal attainment, responsibility, accountability, sense of duty, optimal utilization of time, compliance to policies and standards and his conscientiousness in being diligent and thorough – i.e., his positive and dedicated orientation, in an ethical sense, to his work and the organisation per sé.

“Part of CIAS® (Composite Integrity Assessment Strategy) of differentiating between Good & Bad, in an ethical sense, in the world of work in general terms, but selected in accordance to the job requirements related to the Call Centre.”

3.1 Motivation, Tenacity & Result/Goal/Completion Driven

1 2 3 4 5 6 7 8 9 10

This is the degree of commitment and drive the candidate is bringing to the table in performing his work and in completing his goal(s) as a typical orientation in doing his job.

3.2 Responsibility, Accountability, Sense of Duty & ‘Taking Ownership’

1 2 3 4 5 6 7 8 9 10

This is the extent to which the candidate is able and willing to demonstrate a sense of duty and taking responsibility as well as being accountable; in taking ownership for the tasks and objectives allocated to him (coming his way) - walking the extra proverbial mile.

3.3 Time - Perception, Keeping/Punctuality & Utilization

1 2 3 4 5 6 7 8 9 10

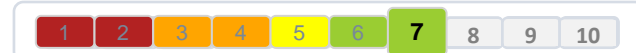
This is describing the candidate’s general orientation and perception of time (e.g., negative vs. positive) – a higher score on this scale is indicative of whether the candidate is good at time management and the optimal using of the time to his disposal (even creating time towards the extreme high levels), while the opposite on the scale also applies.

3.4 Rules & Policy Boundedness (Standard Operating Procedure Compliance)



This is the extent to which the candidate, in line with his overall internalized orientation to rules, policies and standard per sé, tends to willingly adhere to and be guided by them or not, by ignoring, 'working around' or breaking rules in the latter instance.

3.5 Conscientiousness – diligent, thorough, dedicated, attentive & strict



The more well-developed the candidate's inherent level and set of norms and standards are regarding taking his duties and life seriously, in terms of being dedicated, diligent, thorough, attentive to detail, strict, committed, reliable and morally and ethically soundly based in the process, the higher the score is – *the fruit of the tree*.

4 PERSONALITY - TYPICAL DISPOSITIONAL AND TRAIT FORCES DETERMINING WORK BEHAVIOUR



This part of assessing and predicting the probability of the candidate to excel in the effective performance of the call centre agent function, focuses on measuring the personality dispositional and typical trait forces related to enhanced work behaviour embodied in the functional requirements profile as referred to in the relevant conceptualisation statement – e.g. good human relations, friendly, empathy and amendable while displaying a patient and an accommodating approach with a strong locus of control and stance against being susceptible to pressure and making himself guilty of devious practices in dealing with others/clients.

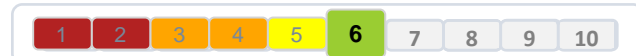
“Dispositions & traits typical to a person – representing guiding/directing forces to determine behaviour in general, but selected in accordance to the job requirements related to the Call Centre.”.

4.1 Friendly, Empathetic, Agreeable & Accommodating



This represents the candidate's friendly, open and accommodating disposition to others/clients and the willingness and ability to effectively deal with their needs and different standpoints in an empathetic, agreeable and human way.

4.2 Patient & Cautious



The person scoring at the lower levels of the scale would typically opt for the more bold and higher risk aversion orientation in a particular (uncertain) situation than people scoring at the higher levels – the former person also tends to associate patience and cautiousness with being weak and submissive; presenting more of a loser-mentality which is of course a fallacy.

4.3 Internal Locus of Control (projection, denial rationalisation & defence mechanism)



This describes the person's basic and inherent orientation of not being the victim of 'life's streams', but in control thereof, not to let fate determine the outcome of his life, but being master of his own future - displaying a natural and typical disposition to dealing with each situation by taking responsibility and control thereof rather than capitulating and accepting a 'go with the flow' attitude (especially if he may benefit in the process - 'being selfish') and blaming other people or the situation for the dilemma he is in; using defence mechanisms like projection, denial, rationalisation, etc.

4.4 Susceptibility to Pressure & Vulnerability to Influence



This represents the probability of the person to being susceptible to the pressure *others/clients* may bring to bear on him (e.g., 'giving-in' to their demands/wishes even if these wishes are in oppositions to the views/standard of the candidate or what is in general terms expected of him in this regard) or to submit to the opportunities the '*situation*' (not necessarily involving other people/clients) may offer him.

4.5 Devious Disposition



(manipulation, rationalisation, denial & self-centredness)

This represents the candidate's inclination to 'instinctively' demonstrates a devious orientation in dealing with others (e.g., using manipulation, denial, rationalisation, cunning, evasive, self-centredness, etc.) that may help him reaching his objective, but may at the same time carry with it, in its very nature, the real danger of detrimentally affecting his trust, reliable and effective relationship with others/clients.

PART IV

5. BEHAVIOUR – GENERAL BEHAVIOURAL ORIENTATION



Although a rather wide variety of behavioural orientated factors proved to be related to the effective performance of the call centre agent job, an adapted Stepwise Regression Analysis (SRA) process was used to determine the five most significant role-players in this regard in terms of declaring the (total) variance related to the success criteria of the said job. It proved to be more the *human side* associated to the effective functioning (i.e. *doing* the job) per sé – e.g. independent functioning, stress and emotional controlling, accuracy and self-development.

"Behavioural orientation as it established itself in the candidate in general terms and is not necessarily related to the concept of 'Good vs Bad' (in an ethical sense) or representing a specific skills-base per sé related to the job at hand, but, nevertheless selected in accordance to the job requirements related to the Call Centre."



5.1 Stress/Pressure & Handling



This represents the candidate's typical attitude and orientation to and way of handling and reacting to stress and pressure-causing situations. People scoring at the lower levels of the scale tend to live on a continuous basis at higher stress levels and respond more negatively and extremely to pressure and stress-evoking situations as well as panic more easily and extremely when things go wrong. At the more extreme lower levels, people tend to become less effective in cognitively dealing with issues, especially with decision-making and to overlook important aspects related to the matter at hand and to become less self-assured – especially when dealing with someone/client on his own.

5.2 Tolerance of Feelings & Control of Emotions



This is describing the candidate's general and typical degree of control over his own emotions and aggression in practice while, at the same time, acknowledging the role that feelings play in the interaction amongst people; even in the work situation. Allowing for the expression of feelings by others/clients, but keeping the interaction positive and goal-centered and never to deteriorate to a non-productive emotional level.

5.3 Independence & Self-Reliance, Self-Confidence & Self-Assuredness



This is describing the candidate's willingness and ability to rely on his own skills and abilities to function in an independent way in dealing with the main issues comprising his day-to-day job and to perform it successfully without needing constant guidance and assistance from other people – for e.g., other experienced colleagues, superiors or supervisors. A person that is found lacking in self-reliance and functioning in an independent way under these circumstances are becoming a burden rather than a benefit to his employer. This orientation is particularly presenting itself at the lower level scores on this scale.

This scale differentiate, along a constant continuum, to what degree the candidate can function effectively in an independent and self-reliant manner under 'normal' and even uncommon and trying circumstances – it proves to have an inherent willingness and competence element to it and is not only, or primarily, related to the experience the candidate has at offer, but also his self-confidence and self-assurance. The latter is particularly coming through on the higher level scores on this scale.

5.4 Detail, Accuracy and Quality



This scale reflects on the degree of detail the candidate covers, as a typical behavioural disposition, in performing his function. It is taken for granted that he may tend to invest more time and effort in the process – i.e., opting for a higher degree of accuracy (and by implication a low level of mistakes) which produced a higher level of quality of results. This scale is focussing on the former, i.e., more detail and the higher probability of producing a higher level of accuracy and better quality of results. It is silent on the possibility that he may, as a result of this, produces at a lower volume level.

5.5 Self Development



This scale reflects the extent to which the candidate favours development per sé; the value thereof in general terms, but also for himself as well as the probability that he may partake therein. The middle scores on the scale are indicative of a person that will most probably make use of a development facility if offered to him by his employer. If it is not provided, he will respond like the low-scorer – not really interested, even opposing training in all its facets. The higher the score, the higher the possibility that the person will even ‘create’ his own development facility and use it on a continuous basis.

PART V

6. COMPETENCY – CAPABILITIES ESTABLISHED TO IMPROVE THE CA’S PERFORMANCE



This part puts in perspective the more important *competencies* the effective functionary of the call centre agent job should *be able* to bring to bear on the *practical performance* of the job on a day-to-day basis. The general *orientation/disposition* the candidate has relative to these competencies, is as important as the actual and ‘proven’ abilities he already possesses. The degree to which the latter is found lacking, the lower the score on this scale would be.

“Capability, Proficiency, Expertise & Know-how learned, developed and established which will assist the candidate to specifically perform the functions related to the job of Call Centre Agent effectively/better – i.e., Skills & Abilities related to the Call Centre.”

6.1 Facilitate Information-Gathering & Understanding



This scale portrays the disposition, ability and/or eagerness on the part of the candidate to, not only gathering and understanding the problem(s) others/clients expressed in the first instance, but to probe further and facilitate the client to establish ‘all’ related problems that are associated to the issue originally given expression to. A *high score* is indicative of the candidate’s good ability in this regard in walking the proverbial extra mile in serving the client, while a *low score* may reflect on the candidate’s lack of skills or trying to get the issue ‘off his table’, so to speak – i.e., getting rid of the issue.

6.2 Thinking ‘on feet’, Drawing Conclusions & being Adaptable



This represents the candidate’s disposition, willingness and ability to consider issues and situations even not being prepared for it and making quick decisions and acting on it. This scale is silent on whether the decisions and/or action taken based on such decision, are good ones or not – just considering the situation, making a decision and acting on it.

6.3 Effective Problem-Solving (in issue resolution)



This represents the candidate's willingness and ability to, not only considering the obvious problem at hand, but also those related to the issue in its wider context as well as the consequences it may have in applying it in practice – and/or following it up.

In most cases a low score on this scale is caused by the reluctance on the part of the candidate to actually *making a decision per sé*, but also on *lacking self-assurance* – i.e., poor ego-strength or not trusting the effectiveness of the decision he can produce to deal sufficiently with the issue/situation at hand.

6.4 Persuasive



This represents the disposition, willingness and ability on the part of the candidate to convince others/clients to accept his viewpoint, especially if he believes in his approach. A low score on this scale would be indicative of a person with a low self-esteem, low-care and commitment-orientation to even a *typical 'push-over' disposition* which is considered to be a particularly poor attribute in effectively performing the call centre agent function – i.e., a poor self-esteem on the AC's part which is projected to the client.

6.5 Conclusion & Feedback Behavioural Disposition in Practice



This represents the candidate's typical behavioural disposition in encapsulating and concluding the issue he and others/clients are dealing with; *ranging* from leaving the matter without becoming further involved, to summarizing the issues discussed and the conclusions reached and later to follow this up by providing feedback to them (the client) on further developments and the present status of matters and ensuring their satisfaction in the process. The further the typical *conclusive procedures* followed by the candidate features on the above continuum, the higher the score he obtains become.

PART VI

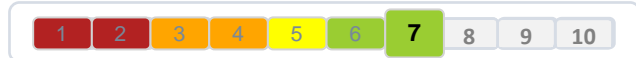
7. MONITOR - ENSURING THE VALIDITY OF INFORMATION PROVIDED IN COMPLETING THE TEST



This part contains the *controlling mechanism* and *certifying division* of the test. This composite scale assesses the degree of objectivity, open-mindedness, accuracy and truthfulness with which the candidate completed this self-reporting instrument. The testee is providing the information on the specialized area covered and assessed by the instrument regarding himself by responding to questions posed to him. In the first instance is it only human that people would like to present themselves as *best* they can. Secondly, there is always a question whether they are sufficiently in *command of the language* the test is posing the questions in. Thirdly, people may tend to *inflate* the information they provide. These 'questions' are covered in the following three scales this composite scale is based on.

“Checks and Balances’ to determine how accurately the candidate completed the test – i.e., to provide reliable and valid information about himself.”

7.1 Lie Detector

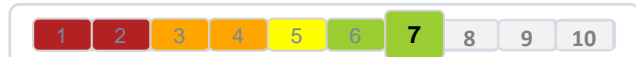


The Lie Detector portion of the Monitor Part of the test assesses the *degree* to which the testee was open-minded, truthful and ‘honest’ in providing the information on himself during the assessment process. The test employs *four approaches* in collecting data about the Lie Detector issue, namely:

- Specifically devised ten ‘Lie-Questions.’
- Ten ‘Force-Field Questions’
- Five Stem Factors and
- Five deliberately ‘Confusing Questions.’

This Lie Detector score is by implication also indicative of the candidate’s inherent orientation to honesty, basic trustworthiness and accountability. A Low-Score is a strong indication of a *dishonest orientation* on the part of the candidate, considering the fact that the testees are warned against misrepresenting themselves during the completion of the questionnaire. A score below ‘5’ is considered to be a knock-out in that the user of the test cannot rely on the truthfulness of the information supplied by the candidate.

7.2 Consistency



The Consistency portion of the Monitor Part of the test assesses mainly the *degree* to which the testee is consistently deviating from the truth as well as whether he is in *command of the language* used in the assessment process and how well he *comprehended* the *meaning* of each question put to him and the *purpose* of the test. The degree of Consistency is also presented on a sten scale in the Summarized Report of the test and a score of lower than a ‘5’ on this scale should be viewed with apprehension.

7.3 Unnatural Exaggeration



The Unnatural Exaggeration portion of the Monitor Part of the test assesses the *degree* to which the testee is prone to *inflating* the information he supplies in the instrument. The degree that a person (e.g., a call centre agent) tends to consistently inflate/exaggerate himself, in dealing with others/clients, as a typical behavioural disposition, is particularly concerning. A score of ‘4’ and below on this scale should not be ignored.

INTEGRATED CALL-CENTRE RATING (ICAR)



This composite scale best represents all above areas of assessment produced by the CAT as a single weighted integrated score.

ADAPTED CALL-CENTRE AGENT RATING (ACAR)



This scale represents a converted score of the above ICAR by adjusting it to the degree the candidate ‘lied’ in completing the CAT as well as taking his Consistency and Unnatural Exaggeration scores in consideration – leaving the user with a much more reliable single score on the total CAT.