

ITESTHUB · CONTACT CENTRE SJT - INTERVIEW REPORT

Contact Centre SJT

A report for

Sam Sample

Sam Sample

Completed 30/09/2026 · Norm group: 630 Job Applicants · Report valid 12 months

Introduction

This report is confidential and is intended solely for the person responsible for assessing Sam Sample, who completed the Contact Centre SJT on 30/09/2026.

The exercise is designed to assess areas of critical importance for success in the role of a Contact Centre Advisor. The competencies assessed are defined below.

TEST SESSION

Recommended time: **15 minutes**

Time taken: **0 minutes, 0 seconds**

Norm group: **630 Job Applicants**

Competencies assessed: **4**

Evidence-Based Interviewing

Interview Questions

Evidence-based interview questions, often referred to as behavioural interview questions, are designed to uncover specific examples of a candidate's past behaviour or experiences in order to predict their future behaviour and performance in a job. Instead of asking hypothetical or speculative questions, evidence-based questions delve into actual situations that the candidate has encountered, giving the interviewer concrete examples of how the candidate operates in various scenarios.

Typical evidence-based questions might begin with phrases like:

- "Tell me about a time when..."
- "Describe a situation where..."
- "Can you give an example of..."

How to Use Them

- **Focus on Competencies or Skills:** You should use the 4 Competencies defined by the Contact Centre SJT and 'collect evidence' from the interview of how the candidate has demonstrated them.
- **Utilise the Questions:** We have designed questions to elicit 'stories' or examples that demonstrate these competencies. You should only need to ask one full question set and you should allow 10-12 minutes for each.
- **Listen Actively:** When the candidate responds, listen carefully. Do not judge what is being said during the interview but aim to gather as much information as you can that relates to the behavioural indicators of each competency.
- **Probe Further:** Ask the 'probing' or follow-up questions to delve deeper.
- **Evaluate:** After the interview, evaluate the candidate's answers against the competencies provided. Look for patterns in behaviour, both positive and negative.

Benefits

- **Predictive Value:** Evidence-based questions are more predictive of a candidate's future performance than traditional interview questions because they focus on real past behaviour.
- **Fairness:** By standardising the questions based on desired competencies or behaviours, all candidates are measured against the same criteria, which can reduce bias.
- **Depth of Understanding:** These questions provide a deeper understanding of a candidate's experiences, how they think, and how they act in specific situations.
- **Gauge Cultural Fit:** Through real-life scenarios, interviewers can better judge if the candidate's behaviours align with the role or a company's culture.
- **Reduced Mis-Hires:** By gaining insight into actual past behaviours, employers can make more informed hiring decisions, potentially reducing the cost and disruption of mis-hires.

How To Use This Report

To get the most from your interview, it is worth familiarising yourself with three models: STAR Model, ORCE Model and our Rating Scale.

STAR Model

The structure of the interview questions provided are based on the STAR model. This encourages you to collect a complete example (i.e., beginning, middle and end). During the interview you may wish to ask some of your own probing questions, and we recommend using this model as a guide, as it will help you create effective questions.

Typical STAR questions:

- **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. This helps establish whether the candidate possesses the competencies or skills you are looking for.

ORCE Model

The ORCE model is a systematic approach to assess behaviours, especially used in the context of evidenced-based interviewing. The acronym stands for Observe, Record, Classify, and Evaluate. Here's a brief overview of how to use each step:

Step	Purpose	How to
Observe	Actively listen and watch for non-verbal cues as candidates share their experiences and examples.	During the interview, focus intently on the candidate's answers, noting not only what is said but how it's communicated. Pay attention to body language, tone, and other non-verbal cues that might give deeper insights into the candidate's experiences and emotions. This can help you know when to ask probing questions.
Record	Document candidates' responses to evidence-based questions for later analysis.	Use structured note-taking techniques to jot down key points or standout comments from the candidate. This could involve using a standardised form or digital tool where interviewers can quickly note down candidate examples, results, and other pertinent details.
Classify	Group the documented responses into categories that align with the competencies or skills you're assessing.	After the interview, review your notes and categorise the candidate's behaviours or actions based on the competencies in question.
Evaluate	Determine the candidate's suitability for the role based on their responses, matched against the desired competencies or behaviours.	Reflect on the classified responses in comparison with what is desired or expected for the role. Rate the candidate's evidence against predefined criteria or rating scale provided. This step helps interviewers make objective assessments and reduces the risk of personal biases affecting the hiring decision.

Rating Scale

The Rating Scale below can be used to evaluate an individual's responses to the evidence-based questions. During the interview you should aim to establish a pattern of positive and 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. This is only done when the interview is completed.

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)

In the context of evidence-based interviews, the STAR and ORCE models provide a systematic approach to assess a candidate's potential fit for a position. By observing behaviours through past experiences, recording pertinent details, classifying them under relevant competencies, and evaluating against role requirements, interviewers can make more informed and objective hiring decisions.

Contact Centre Competencies

Relating to Others

Working with others in order to maximise outcomes.

- 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.
-

Understanding Customer Needs

Understanding and establishing customer' needs.

- Evaluating different perspectives and situations to establish effective solutions.
 - Clearly establishing customer needs and priorities.
 - Gathering sufficient information to weigh options appropriately.
 - Analysing risks, benefits, and opportunities appropriately to draw valid conclusions.
-

Delivering a High-Quality Service

Working in a systematic manner in order to meet customer' expectations.

- Is ambitious and committed to achieving goals/resolving complaints, especially challenging ones.
 - Has an effective system to monitor progress in meeting or exceeding customer expectations.
 - Deals effectively with challenging situations and/or individuals, especially customers.
 - Managing own (or others) performance and health (including coping strategies).
-

Professional Integrity

Operating in a professional manner and bringing best practice to their work.

- Follow company policy and procedures, esp. when under pressure.
- Demonstrates a positive and enthusiastic approach to work, colleagues & customers.
- Welcomes constructive challenge, recognising the need to keep learning.
- Demonstrates genuine respect for others (i.e., knowledge, expertise, opinions etc.).

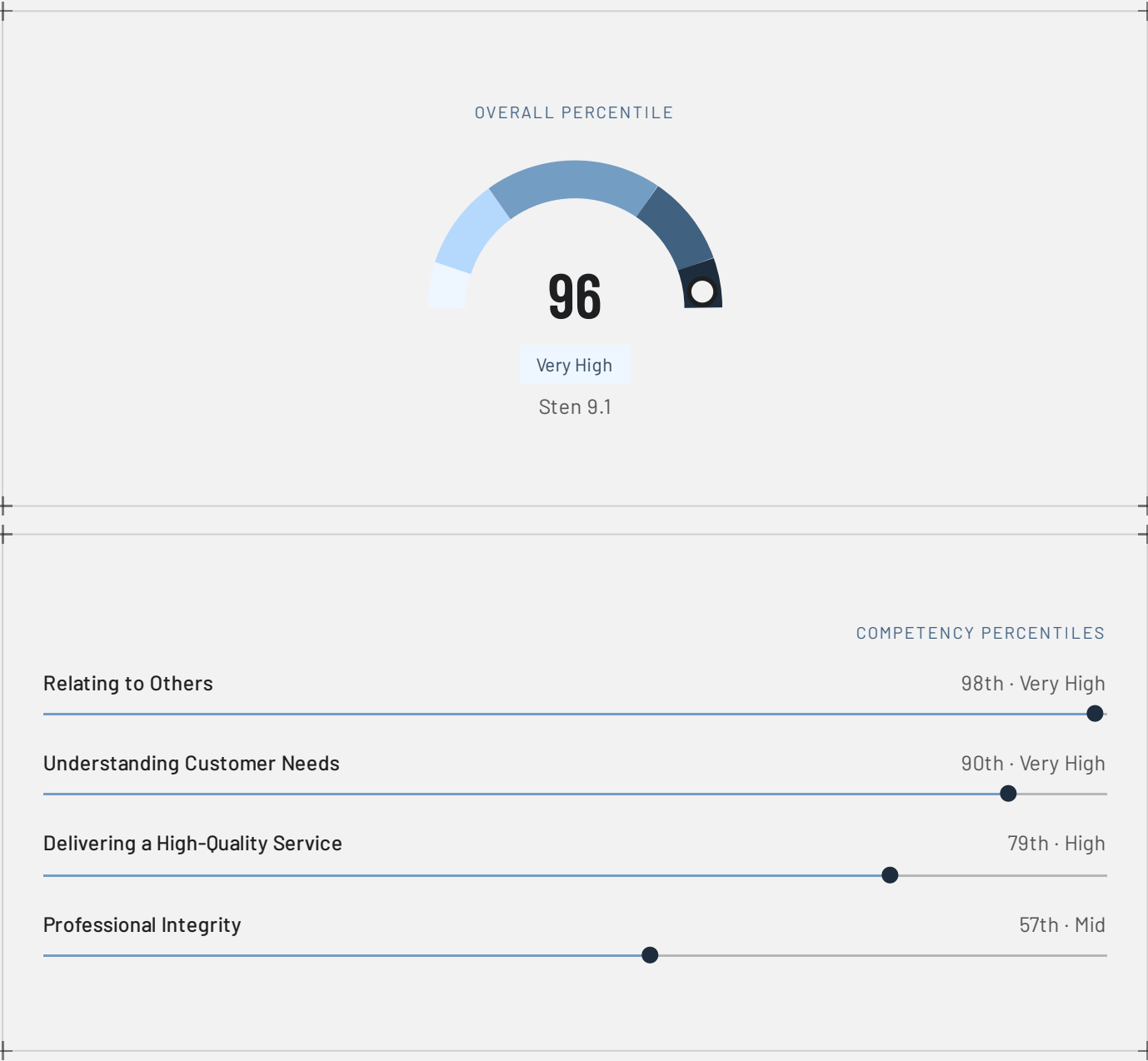
Results

Sam's overall result on the Contact Centre SJT, then a percentile and band for each competency assessed. The key below explains what these mean.

Interpreting scores

Scores on Contact Centre SJT are calculated by comparing an individual's score with a large group of people (norm group) who have also completed the same test. These are expressed as 'percentiles' – use the key below to benchmark Sam's overall result.

Very Low	Low	Mid	High	Very High
1-10%ile	11-30%ile	31-69%ile	70-89%ile	90-100%ile ▲



Relating to Others

Working with others in order to maximise outcomes.

- 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.

PERCENTILE SCORE

98th · Very High

The responses suggest:

- Builds caring and empathetic relationships with others, carefully listening to their worries or concerns.
- Provides timely and supportive feedback to colleagues to improve customer service.
- Fully collaborates with others to provide a superior customer experience, while clearly communicating progress.
- Relates to people using tact and consideration of their feelings, to skilfully encourage stronger performance.

The questions below are designed for interviewers to explore the results in more detail.

1. Describe a time when you built a strong rapport with a customer or individual.

- What was the situation and context in which you needed to build rapport? [Situation & Task]
- What actions did you take to establish and strengthen the rapport? How did you ensure the rapport was mutually beneficial? What challenges did you encounter in building this rapport? How did you address them? [Action]
- What was the result of building this rapport? How did the experience influence your approach to building relationships? [Result]

2. Describe how you have built a relationship with a challenging customer or individual.

- What was the situation that made the relationship challenging? [Situation & Task]
- How did you approach building the relationship with this individual? What specific strategies did you use to overcome the challenges? How did you adapt your communication style or approach? [Action]
- What was the outcome of your efforts to build the relationship? What did you learn from this experience that you apply in similar situations? [Result]

3. Give me an example of when you have had to negotiate with a customer or individual.

- What was the situation that required negotiation? [Situation & Task]
- How did you prepare for the negotiation? What negotiation tactics did you use during the process? How did you ensure a fair outcome for both parties? [Action]
- What was the result of the negotiation? How has this negotiation experience influenced your future interactions? [Result]

4. Describe qualities and/or skills that you could learn from others that would help you connect or work more effectively with people.

- What specific qualities or skills have you observed in others that you admire? [Situation & Task]
- How do you think these qualities or skills could enhance your ability to connect with others? What steps could you take to develop these qualities or skills in yourself? What challenges do you anticipate in adopting these qualities or skills? [Action]
- What impact do you think adopting these qualities or skills would have on your work relationships? How would these improvements benefit your overall effectiveness in working with people? [Result]

EVIDENCE AND RATING

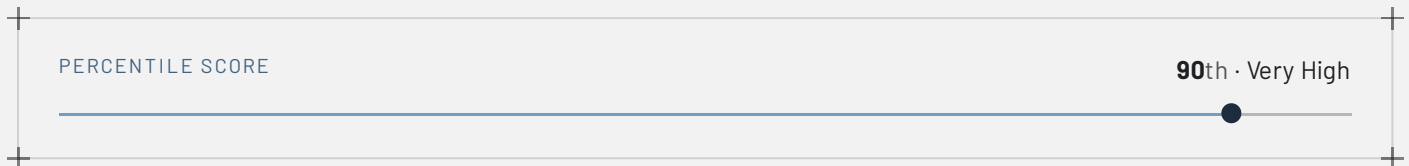
Rating

Note the evidence you gather against this competency's behavioural indicators, then give one weighted rating using the scale on the guidance page.

Understanding Customer Needs

Understanding and establishing customer' needs.

- Evaluating different perspectives and situations to establish effective solutions.
- Clearly establishing customer needs and priorities.
- Gathering sufficient information to weigh options appropriately.
- Analysing risks, benefits, and opportunities appropriately to draw valid conclusions.



The responses suggest:

- Evaluates different viewpoints, carefully seeking to understand and explore perspectives before making difficult decisions.
- Adopts a customer centric approach, taking proactive steps to ensure an excellent customer experience.
- Asks insightful questions to clearly establish what customers need, regardless of how challenging or simple their requirements might be.
- Fully establishes the underlying needs of customers, treating them with care and attention.

The questions below are designed for interviewers to explore the results in more detail.

1. Give me an example of a decision you have made where you had to consider a range of possible alternatives or options first.

- What was the situation? Why did you consider various alternatives or options? [Situation & Task]
- How did you identify and evaluate the different options available to you? What criteria did you use to make your final decision? How did you decide which option was the best? [Action]
- What was the outcome of your decision? How did considering multiple options influence the result? [Result]

2. Tell me about a time when you have sought feedback from different people before making a decision.

- What was the situation that led you to seek feedback before making a decision? [Situation & Task]
- How did you approach gathering feedback from others? Who did you consult and why? How did you incorporate the feedback into your decision-making process? [Action]
- What was the outcome of the decision you made after gathering feedback? How did the feedback impact your decision? [Result]

3. Describe a time when you helped a customer solve a complex issue.

- What was the complex issue the customer was facing? [Situation & Task]
- How did you approach understanding and diagnosing the issue? What specific steps did you take to resolve the issue? [Action]
- What was the outcome for the customer? How did your solution impact them? [Result]

4. Tell me about a time when a customer presented you with a problem you knew little about.

- What was the problem the customer presented to you? Why was it unfamiliar? [Situation & Task]
- How did you go about understanding and addressing the problem? What resources or strategies did you use to find a solution? [Action]
- What was the outcome of the situation? How did you manage the customer's expectations? [Result]

EVIDENCE AND RATING

Rating

Note the evidence you gather against this competency's behavioural indicators, then give one weighted rating using the scale on the guidance page.

Delivering a High-Quality Service

Working in a systematic manner in order to meet customer' expectations.

- Is ambitious and committed to achieving goals/resolving complaints, especially challenging ones.
- Has an effective system to monitor progress in meeting or exceeding customer expectations.
- Deals effectively with challenging situations and/or individuals, especially customers.
- Managing own (or others) performance and health (including coping strategies).



The responses suggest:

- Is confident when put under pressure by unreasonable requests from difficult customers, ensuring that standard company practices are followed.
- Balances supporting others with achieving their own goals and responsibilities.
- Is careful not to over promise and underdeliver for customers, clearly articulating what is and is not within their control.
- Is firm when dealing with challenging customers, taking ownership of their problems and establishing the necessary information to resolve problems.

The questions below are designed for interviewers to explore the results in more detail.

1. Describe a time when you had to deal with a challenging customer.

- What did the customer want? What made the customer challenging for you? [Situation & Task]
- What actions did you take to manage the call and resolve the situation? What strategies did you use to stay composed and effective? [Action]
- What was the outcome of the call? How did handling it independently impact your confidence or skills? [Result]

2. Tell me about a time when you had to improve your performance.

- What was the situation that required you to improve your performance? [Situation & Task]
- What steps did you take to identify areas for improvement and implement changes? How did you monitor your progress? [Action]
- What was the result of your efforts to improve? How did this experience affect your future performance? [Result]

3. Give me an example of when you had to work efficiently under pressure.

- What was the situation that put you under pressure? Why was it important to work efficiently? [Situation & Task]
- What actions did you take to manage your time and resources effectively? How did you handle the pressure? [Action]
- What was the outcome of your efforts? How did you and others benefit from your ability to work under pressure? [Result]

4. Describe a situation when you dealt with an unhappy customer.

- Why was the customer unhappy? What did they want you to do? [Situation & Task]
- How did you address the customer's concerns and attempt to resolve the situation? What actions did you take to ensure a positive outcome? [Action]
- What was the result of your efforts? How did you ensure the customer left satisfied or that their concerns were addressed? [Result]

EVIDENCE AND RATING

Rating

Note the evidence you gather against this competency's behavioural indicators, then give one weighted rating using the scale on the guidance page.

Professional Integrity

Operating in a professional manner and bringing best practice to their work.

- Follow company policy and procedures, esp. when under pressure.
- Demonstrates a positive and enthusiastic approach to work, colleagues & customers.
- Welcomes constructive challenge, recognising the need to keep learning.
- Demonstrates genuine respect for others (i.e., knowledge, expertise, opinions etc.).

PERCENTILE SCORE

57th · Mid

The responses suggest:

- Checks the facts of a situation before coming to a judgement.
- Speaks up on matters of principle, pointing out when behaviour is inappropriate.
- Acknowledges own mistakes, ensuring errors can be appropriately resolved.
- Conveys tolerance and openness to work with individuals they do not get along with.

The questions below are designed for interviewers to explore the results in more detail.

1. Describe when you last made a mistake in your work.

- What was the situation in which the mistake occurred? What was your role? [Situation & Task]
- How did you handle the situation after realising the mistake? What did you next, and why? [Action]
- What was the outcome of your actions? What did you learn from the experience? [Result]

2. Tell me about a time when you observed behaviour you felt was inappropriate.

- What was the situation? What kind of behaviour did you observe? [Situation & Task]
- How did you respond in that moment? What did you do next, and why? [Action]
- What was the outcome of the situation? How did your response affect the outcome? [Result]

3. Describe a time when you received difficult or challenging feedback.

- What was the context in which you received the feedback? What was the feedback about? [Situation & Task]
- How did you react to the feedback? Why did you react this way? What actions did you take to address it? Why did you take this action? [Action]
- What was the result of your actions? How did you use the feedback to improve? [Result]

4. Give an example when you were encouraged to bend the rules.

- What was the situation in which you were encouraged to bend the rules? What were the circumstances? [Situation & Task]
- How did you respond to the encouragement? Why did you respond that way? What actions did you take, and why? [Action]
- What was the outcome of your decision? How did it impact your work or relationships with others? [Result]

EVIDENCE AND RATING

Rating

Note the evidence you gather against this competency's behavioural indicators, then give one weighted rating using the scale on the guidance page.
