



BEHAVIORAL EVENT INTERVIEW (BEI): CUSTOMER SERVICE ASSOCIATE (CSA) (LARGE BUSINESS) TEST GUIDE

WHY DO AT&T AND ITS AFFILIATES TEST?

At AT&T, we pride ourselves on matching the best jobs with the best people. To do this, we need to better understand your skills and abilities to make sure that you are indeed the right match for the job. Our ultimate goal is to set you up for success in your career at AT&T (that is, if AT&T is the right match for you). Research has shown that tests provide accurate measures of people's skills and abilities and, therefore, we use tests to identify people who are the best match for the job. Our philosophy is simple...if you succeed in your role, then we succeed as a company.

WHAT IS THE BEHAVIORAL EVENT INTERVIEW (BEI)?

A behavioral interview is a structured interview that is used to collect information about past behavior. Because past performance is a predictor of future behavior, a behavioral interview attempts to uncover your past performance by asking open-ended questions. Each question helps the interviewer learn about your past performance in a key skill area that is critical to success in the position for which you are interviewing. The interview will be conducted face-to-face whenever possible.

In a behavioral interview, the interviewer will ask questions about your past experiences. A useful way to prepare for this style of questioning is to use the STAR technique. The STAR technique is a way to frame the answers to each question in an organized manner that will give the interviewer the most information about your past experience. As you prepare to answer each question, consider organizing your response by answering each of the following components of the STAR technique:

- ❖ What was the **S**ituation in which you were involved?
- ❖ What was the **T**ask you needed to accomplish?
- ❖ What **A**ction(s) did you take?
- ❖ What **R**esults did you achieve?

WHAT CAN I EXPECT TO SEE ON THE INTERVIEW?

SAMPLE BEHAVIORAL INTERVIEW QUESTIONS

Here is a list of some sample behavioral interview questions. Please note that questions included in this test guide are not used in AT&T's interview process. Doing well on the sample questions does not guarantee successful performance in any portion of the interview process.

- ❖ Please give me an example of a time when you had to come up with an alternative solution to a problem in a specific work situation.
- ❖ Describe a time when you had to use logic and good judgment to solve a problem.



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DIMENSIONS MEASURED

There are four dimensions measured by this interview. The successful CSA will be proficient in most, if not all of these dimensions. The following is the profile of a successful candidate:

Technology Application/Utilization:

- ❖ Possess skills and knowledge common to the communications industry
- ❖ Reflect the ability to grasp new concepts
- ❖ Demonstrate skills necessary to implement complex technical solutions
- ❖ Apply technical knowledge to solve problems

Communication:

- ❖ Convey information in a manner that is understandable and persuasive
- ❖ Be able to identify and remedy situations when the audience has not understood the message
- ❖ Be willing and able to repeat or rephrase explanations
- ❖ Question and probe others to obtain information or to identify their underlying needs

Planning/Organization:

- ❖ Plan work to maximize efficiency (in time and resources) and minimize downtime
- ❖ Recognize priorities and balance conflicting demands
- ❖ Identify desired outcomes and determine steps needed to achieve them
- ❖ Structure work activities to ensure that work is done efficiently and effectively

Problem Solving:

- ❖ Seek out and collect relevant information to solve problems and achieve goals
- ❖ Be able to systematically collect information to aid in making decisions
- ❖ Take advantage of available resources
- ❖ Be able to gather information and extract relevant data and apply it to a problem in order to develop a solution

At the end of this test guide, developmental suggestions for each competency are provided.

WHAT CAN I DO TO PREPARE FOR THE INTERVIEW?

At AT&T, our goal in testing/interviewing is not to cause you to fail; rather, our intent is to set our employees up for success. Remember, we succeed when you succeed. What's the best way to stay relaxed and calm during an interview? Be prepared. Here are some tips:

- ❖ Research the business unit or department.
 - Become familiar with the products, services, structure, competitors, reputation, and any recent significant changes.
 - Review the job description to understand the skills required.
- ❖ Do "research" on yourself as well.



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- Know why you want the job.
- Review your resume.
- Identify transferable skills, key accomplishments, work style, and personal and professional strengths. Remind yourself of specific experiences that exemplify these skills and strengths.
- Be able to express the unique marketable skills you have to offer.
- ❖ Prepare a list of four or five questions about the department or position.
- ❖ Get a good night's rest.
- ❖ Know the exact place and time of the meeting.
- ❖ Allow plenty of time to get to the interview and plan to arrive early.

HOW WILL THIS INTERVIEW BE ADMINISTERED?

A member of our Staffing team will provide you with the time and location for your testing session. Try to arrive at the location at least 15 minutes before your scheduled test time to give yourself time to relax before the test begins. You may want to bring a jacket or a sweater in case the temperature in the testing location is not to your liking. Feel free to ask questions before the test begins, and be sure you understand the format of the interview.

WHAT CAN I DO TO PERFORM MY BEST ON THE INTERVIEW?

- ✓ Listen carefully, and feel free to ask for clarification before answering a question.
- ✓ Take a moment to formulate your answers before you speak.
- ✓ Project energy and enthusiasm.
- ✓ Be honest while focusing on communicating your professional achievements. Bring extra resumes, a notepad, and a pen.
- ✓ Be polite to everyone you meet at the interview.
- ✓ Do not chew gum, swear, or use slang.
- ✓ Thank the interviewer for their time. Within a day, send a written thank you note via e-mail or regular mail.
- ✓ If the interview is face-to-face:
 - Look your professional best.
 - Be conservative in your use of fragrance, cosmetics, and jewelry. Make eye contact with the interviewer.
 - Be aware of the interviewer's body language and other non-verbal cues.



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RETEST INTERVALS

If you do not qualify on the BEI, do not be discouraged. Perhaps, this would indicate that this position is really not the best match for you. Who knows – perhaps a better, more closely matched opportunity awaits you. If you feel strongly that this is the right position for you, then you may retest after one year. However, please note that test standards are periodically updated to reflect current abilities and skills required for our jobs. Therefore, it may be necessary to meet new test standards should they be introduced prior to your placement on the job.

SUMMARY

When you succeed in your job, AT&T succeeds as a company! Successful completion of the BEI qualifies you for possible placement into jobs requiring this test. Additional testing may be required for certain positions. See job briefs in your area for additional testing requirements for titles you are interested in.

Thank you for your interest in starting (or expanding) your career at AT&T!

AT&T and its affiliates support and comply with the provisions of the Americans with Disabilities Act (ADA) and other Federal and State laws that specifically assist individuals with disabilities. If you have a limiting disability and need special testing arrangements, please ask your local Employment Office or Placement Bureau personnel for information about the testing accommodation process.



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DEVELOPMENTAL SUGGESTIONS BY COMPETENCY

Competency: Technology Application/Utilization

On the Job Activities

- ❖ Work towards gaining experience on various telecommunication products and services.
- ❖ Review information on products/services you have worked with and ensure you have an accurate understanding of those products/services.
- ❖ Keep yourself updated about any new developments in the products/services and focus on applying new developments to improve customer solutions.

Training Activities

- ❖ Learn about developments in the telecommunication industry by reading trade magazines and journals.

Books

- ❖ Derfler, F., Freed, L., & Troller, M. (2004). How Networks Work. Que.
- ❖ Zaltman, G. (2003). How Customers Think: Essential Insights Into the Mind of the Market. Harvard Business School Press.

Competency: Communication

On the Job Activities

- ❖ When trying to orally communicate an idea, think through the main idea you are trying to express, and then state the idea in a clear, concise statement, and try to demonstrate a strong sense of purpose.
- ❖ Before speaking to others about a topic, take a moment to list possible points that may come up during the conversation and decide how you will respond to each, with a focus on achieving results.
- ❖ If you tend to be soft-spoken, work on speaking in a confident, energetic voice.

Training

- ❖ Attend a course on effective communication or customer service offered through your local high school or community college.
- ❖ Attend a course on identifying common barriers to communication offered through your local high school or community college.
- ❖ **For current AT&T Employees:** Attend the “Listen Up” (CT116) correspondence course offered through PARTNERSHIP.

Books

- ❖ O’Conner, P. T. (2004). Woe Is I: The Grammarphobe's Guide to Better English in Plain English. Penguin Group.
- ❖ McKay, M., Davis, M., & Fanning, P. (1995). Messages: The Communication Skills Book. Oakland, CA: New Harbinger Press.
- ❖ Richardson, L. (1997). Stop Telling, Start Selling: How to use customer focused dialogue to close calls. McGraw Hill.
- ❖ Gitomer, J. (2004). The Little Red Book of Selling: 12.5 Principles of Sales Greatness. Bard Press.
- ❖ Woodhall, M. K. (1993). How to Think on Your Feet. New York: Warner Books.



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Competency: Planning and Organization

On the Job Activities

- ❖ Plan your daily activities and any projects or assignments that you deal with during work.
- ❖ Analyze your working patterns to identify any planning /organizational changes that could help you work more efficiently.
- ❖ Seek assignments that give you a chance to take on additional planning responsibility.

Training

- ❖ Use books and CDs based on Stephen Covey's 7 habits of highly effective people to improve your planning and organization skills.

Books

- ❖ Morgenstern, J. (2004). Organizing from the inside out: The Foolproof System for Organizing your home, your office and your life. Owl Books.
- ❖ Covey, S. (1990). The Seven Habits of Highly Effective People. Free Press.
- ❖ Petty, J. (2001). Priorities: Mastering Time Management. P&R Publishing.
- ❖ Goman, C. K. (1993). Adapting to Change: Making it Work for You. Crisp Publication.

Competency: Problem Solving

On the Job Activities

- ❖ When engaging in a task, clarify the issue, know exactly what you need to do and why.
- ❖ When faced with a problem, look for several alternative solutions in which you can resolve an issue or problem rather than focusing on a single answer.
- ❖ Find out as much information as you can to successfully resolve problems.
- ❖ Discuss the problems you faced with other employees to obtain different views on ways to resolve issues.

Training

- ❖ Attend a course on problem solving offered through your local high school or community college.
- ❖ **For current AT&T Employees:** Attend the "Critical Thinking for the Working Student" (CT217) correspondence course offered through PARTNERSHIP.
- ❖ **For current AT&T Employees:** Attend the "Reasoning Skills" (CT216) correspondence course offered through PARTNERSHIP.

Books

- ❖ Treffinger, D. J., Isaksen, S. G. and Dorval, K. B. (2000). Creative Problem Solving: An introduction. Prufrock Press.