

Note that cover page was deleted. This paper received a 46/50. It was well written in all areas except for section 4 of the grading sheet, where it received a B due to a mismatch between the initial list of attributes, the PAM, the assessments and the decision guide. This paper was done in 2005.

Bank Teller

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Introduction:

This analysis was performed in order to create a detailed hiring system for the Boulder branch XYZ Bank. By conducting various interviews as well as performing massive amounts of research we have been able to make a recommendation for an effective hiring process.

The bank teller position is specifically a certainty-based job. Job analysis for stable jobs consists of identifying critical tasks and the worker's capabilities necessary in order to perform them. This approach is most appropriate for jobs that are well defined and unlikely to change dramatically over a new employee's tenure (Levin, Rosse, 1997). Bank tellers can count on a certain set of instructions and skills needed throughout their time in that position. XYZ Bank's mission and values will most likely remain consistent and dictate customer service as a top priority for a teller's entire tenure.

The most important aspects of the hiring process are highlighted throughout this document. Attention should be focused on the job description, the teller attributes (KSAO's) and the hiring guide. While all the information enclosed is important and relates to the hiring process, these three main aspects clearly define the role of a valuable teller and how to hire them effectively.

Job Analysis:

We initially chose to evaluate XYZ Bank's hiring process because we all have a common interest in the banking industry. From a consumer perspective we want to know that our banks are employing friendly, helpful, and trustworthy individuals to assist in customer banking needs. We researched the various banks in the Boulder area and decided on XYZ Bank because of their reputation for quality customer service and their commitment to excellence. Due to personal contacts within the bank we were able to speak directly with the Senior Vice President of the Boulder branch. After receiving a very enthusiastic go ahead, we were able to begin our research.

The first step was to interview as many people as possible. We interviewed Mr. XXX XXX, Senior VP, in order to find out what he looked for in a good employee. He explained XYZ Bank's current hiring processes as well as the history and values of XYZ Bank. The Boulder branch has a systematic approach in the sense that they follow a specific format. The procedures within this system, however, lack rational and could be improved to create a more efficient process. He also highlighted the fact that XYZ Bank employees need to be personable as well as proficient in their daily tasks. They currently use the Wonderlic test as a hiring tool to determine if an applicant meets the minimum criteria as far as basic math and problem solving. A score of 15 on the Wonderlic is required to be considered for hiring. A score of 30 is required to determine whether an employee will be a candidate for promotion. While we agree with the Wonderlic test we were unsure as to what the actual rating meant and why the cutoffs of 15 and 30 were chosen. Through our research we were able to confirm that this criterion is acceptable for a teller position.

We then interviewed three tellers who were able to provide us with information about their everyday tasks at work. The tellers that we interviewed were randomly selected. The Senior VP simply pulled various tellers off the floor to speak with us. This was a fair selection process; the tellers were not expecting us and therefore gave us more honest responses because they did not have time to think about their answers prior to the interview. We asked questions that would help us to determine what attributes are important as a teller as well as what an average day as a teller is like. One of the main attributes discovered during our interview was the level of customer service at which a

teller must perform. XYZ Bank in particular wants to provide quality customer service to each and every person that walks through the door. Therefore, they not only want employees who can do basic math and work with money, they also want a person who can troubleshoot when problems arise while continuing to satisfy the customer.

From these interviews we determined that a XYZ Bank teller's attributes must consist of; attention to detail, multi-tasking, basic math skills, communication/people skills, dependability of attendance, and the ability to adapt. In order to come to this conclusion we first went through and cross-tabulated our interview notes. It is important that a teller be able to focus on the task at hand and to make as few mistakes as possible. While there is always someone double-checking his or her calculations, time is money. The less time that is spent making corrections, the more time employees have to complete other important tasks. Multi-tasking is also an important attribute because many times tellers need to accomplish more than one task at a time to accommodate a customer. Basic math skills are obviously important because a teller deals with money transactions every day. It is crucial that an employee can efficiently count money, use rapid mental math and basic calculator functions. It is up to the teller to be able to notice if a miscalculation has been made and to correct the problem before the customer leaves the bank. Communication and people skills are very important for a teller because they must not only communicate effectively with customers but also with fellow employees and management. Each teller at XYZ Bank is a member of a team, also known as the teller line. If an employee cannot be dependable at work then the team suffers. This is why dependability of attendance is so important. The last attribute that we found from the interviews was the ability to adapt, not only when problems arise but also to be flexible to help out at other branches if necessary. By cross tabulating our interview notes we found a common trend in the above attributes. Along with the O*Net job description we felt that these five attributes closely paralleled what it takes to be an effective teller at XYZ Bank.

It was apparent that each of the employees that we spoke with were very comfortable in their working environment. They explained that they were happy to come to work and that they are always encouraged to stay busy. XYZ Bank offers many different incentive programs to inspire their employees to work harder and to become more effective workers. The tellers explained that if an employee were not willing to learn and work hard they would not fit into the established culture. This topic also became one of our focuses. We were on a mission not only to find a process that fit the teller attributes but also a process that helped find employees that fit XYZ Bank's culture.

While there were other approaches that we could have used in order to determine our KSAO's we felt that a basic approach from the interviews was best. Between the tellers and Mr. XXX, we felt that we had gathered all of the information needed to determine a teller's daily duties. This bank was great to work with in particular because they were open to follow up interviews and questions to dissolve any issues that we encountered. There were other approaches that we could have taken such as shadowing a teller or limiting our interviews. We decided that a day of shadowing was not necessary because our interview with the tellers were very thorough and explanatory. The three tellers we

interviewed described very similar attributes, which demonstrates consistency in job knowledge and performance. We felt that by limiting our interviews to either the tellers or Mr. XXX, our results would not have portrayed the job expectations and duties accurately.

We considered limitations to our interview process. While we believe that the tellers were more honest because of the random selection system, we do realize the possibility of bias due to the setting of the interview. The fact that the interviews were conducted at the workplace and during work hours, employees may have felt pressured to answer in a more positive manner. One way that we may have been able to overcome this bias would have been to create a survey, which all tellers complete anonymously. While this may have been a good approach, we felt as a group that we received accurate responses and that an anonymous survey was not necessary. Furthermore, we were limited to the interviews of the four individuals due to time and would have preferred to speak with each employee. It may have also been to our benefit to consult tellers from other banks but we felt that each bank is different and requires different attributes. For this reason we felt that XYZ Bank tellers would keep our information focused and in the proper context.

O*Net Definition and Tasks:

Summary Report for: 43-3071.00 - Tellers

Receive and pay out money. Keep records of money and negotiable instruments involved in a financial institution's various transactions.

Tasks:

- Balance currency, coin, and checks in cash drawers at ends of shifts, and calculate daily transactions using computers, calculators, or adding machines.
- Cash checks and pay out money after verifying that signatures are correct, that written and numerical amounts agree, and that accounts have sufficient funds.
- Receive checks and cash for deposit, verify amounts, and check accuracy of deposit slips.
- Examine checks for endorsements and to verify other information such as dates, bank names, identification of the persons receiving payments and the legality of the documents.
- Enter customers' transactions into computers in order to record transactions and issue computer-generated receipts.
- Count currency, coins, and checks received, by hand or using currency-counting machine, in order to prepare them for deposit or shipment to branch banks or the Federal Reserve Bank.
- Identify transaction mistakes when debits and credits do not balance.
- Prepare and verify cashier's checks.
- Arrange monies received in cash boxes and coin dispensers according to denomination.
- Process transactions such as term deposits, retirement savings plan contributions, automated teller transactions, night deposits, and mail deposits.

Branch Interviews and Answers:

While implementing a selection process for XYZ Bank, we felt the need to interview current employees. We chose to interview three tellers, one of which was promoted to new accounts representative, and the Senior Vice President of the Boulder branch. The reason we chose this process was to gain important information about the values of the bank, the selection process, the skills of a teller, and the difference between early leavers and employees with long tenure.

We learned that XYZ Bank values three major aspects, community, convenience and customer service. A strong employee community will lead to a better environment and provide more motivation to work efficiently. Convenience is valued and implemented by offering multiple branches and ATM locations to the customers. The convenience factor should lead to their third value, which is quality customer service. The ability to multi-task is important and adds to the level of customer service required of XYZ Bank tellers. By satisfying the customer's needs, loyalty is anticipated.

The current selection process is very structured. An applicant must first fill out an application blank. Second, the applicant must take the Wonderlic Personnel Test. With a score of 15 or above on the test, the applicant is then eligible for a teller position. Third, the applicant is interviewed by a supervisor of the department. Lastly, if the applicant is qualified, XYZ Bank will perform a reference and credit check. By successfully completing these procedures XYZ Bank will offer the applicant a job if a position is available.

The knowledge that a teller must possess before they can obtain the position is basic math. Every other job-related skill can be acquired through training and experience on the job. Some of the important skills a teller will acquire throughout the job are cash handling, check cashing, withdrawals, and foreign exchange.

We wanted to know why some employees tend to stay longer than others. The main theme we observed was motivation. Employees with a longer tenure tend to have the motivation to get a promotion. In turn, they are motivated to gain more knowledge about banking and the branch. Furthermore, employees with the motivation to become

promoted tend to pay more attention to the tasks at hand. This encourages other employees to be more attentive. One employee stated, “You must stay driven if you want to stay here.”

XYZ Bank has created a team-oriented environment. It requires every member of the teller line to maintain XYZ Bank’s commitment to excellence and quality customer service. Employees must be dependable as well as have the ability to adapt if a team member is missing from the line due to illness, being sent to a different branch and/or an emergency.

****See Interview notes and KSAo teller ratings of Importance in Appendix A -B**

KSAO’s and Rationale:

Knowledge: A body of information that an employee must know to be an effective performer

Basic Math:

It is critical to have knowledge of basic math such as addition, subtraction, multiplication and division in order to perform bank transactions. Bank transaction involving basic math include but are not limited to: deposits, withdrawals, balancing of vault and individual cash drawers.

Skills: Proficiency at a specific task and is a function of underlying knowledge or ability and practice

Communication/ People Skills:

It is essential to be able to effectively communicate with the teller line as well as customers in a professional manner. Communication and People skills are crucial to a teller because they are often the only employees that interact with customers on a regular basis.

Multi-tasking:

It is important for a teller to be able to multi-task in order for the bank to run efficiently. Teller’s have multiple duties to perform throughout a workday. Often times they must accomplish these duties as well as attend to the customer’s needs.

Abilities: Attributes that indicate the potential to do the job

Ability to Adapt:

A teller must be able to adapt to various situations. They are confronted by different customers with different needs on a daily basis. Customer attitudes change frequently and a teller should be able to adapt to the situation in order to provide consistent, quality customer service. Along with customer attitudes and situation changes, and because XYZ Bank is locally owned,

tellers are required to assist regional branches if needed and adapt to a different atmosphere which also have branch-specific procedures in place.

Attention to Detail:

Attention to detail is essential to the position of a teller because they are the forefront of accepting and dispersing money to the customer which could potential cause legal issues such as identity fraud. Tellers must also balance their individual cash drawers and have attention to detail in order to verify the bank has the appropriate funds and no errors were made to customer accounts.

Other: Other characteristics

Dependability of Attendance:

In order for the teller line to perform effectively, all employees scheduled to work that day must be present and on time. If employees are not dependable this creates a hardship on the other employees and may cause customer dissatisfaction. If the bank is busy, it is difficult to attend to the customers and accomplish all duties in a consistent matter.

Fit and Risk Factors:

Risk Factor: Non-task specific factors that affect success

- Retention (turnover)
 - *Promotion*

If employees have no incentive for promotion they will not be as productive in the long run due to boredom and lack of advancement in a career. Promotion should be based on more than one measure, not just the Wonderlic score.
 - *Environment*

The environment a teller works within is very team oriented. In order to foster an efficient team with high morale the environment must be open, flexible and enjoyable.
- Problem Behavior
 - *Honesty/Integrity*

Tellers have access to large sums of money which could lead to problem behavior such as theft. This factor can be tested using the Employee Reliability Inventory (ERI) as well as through Reference checks.
 - *Sense of Community*

If the teller line does not have a sense of community to keep each other accountable then it may leave opportunities for tellers to participate in problem behavior such as theft or lower productivity.

Fit Factor: Organization/Cultural factors that affect success

- *Dress Code*

Professional dress is a requirement of bank standards as well as the banking industry. Since a teller's interactions are often with customers

and their funds, it is important to establish trust and a professional atmosphere.

- *Attitude*

A positive attitude is an essential aspect of customer service. In order to retain customers and provide them with a satisfying experience a teller must maintain a positive and welcoming attitude. Positive attitude is also vital to creating a team atmosphere on the teller line.

- *Posture*

Good posture establishes confidence and a professional atmosphere as well as encourages customers to trust the teller. This is important because customers do not want to entrust their money to establishments with untrusting and unprofessional looking employees.

Job Description:

Job Title: Bank Teller

Summary:

Bank Tellers have initial contact with both commercial and personal customers. They provide efficient customer service to meet the needs of our clients. Tellers also have the responsibility to perform bank transactions.

Essential Tasks and Duties:

Customer Service:

- Provides first image of the bank
 - Greet Customers
 - Answer Telephone
- Retain and attract customers
- Answer customer questions
 - Direct Customers
 - Some handled by teller and supplies information
 - Others referred to correct contact
- Provide product information

Bank Transactions:

- Accept deposits
- Account closing
- Verifying maintenance
- Cash checks/ withdrawals

- Savings bonds
- Cashiers Checks
- Money Orders
- Traveler’s checks
- Ordering Checks and Credit Cards
- Loan payments
- Foreign Currency

Performance Attributes:

The performance attributes matrix provided below includes the six critical attributes a teller needs to possess to be an effective and valuable employee. Across the horizontal axis are the hiring procedures that we recommend you implement into your hiring system. Down the vertical axis are the six critical attributes we have determined through our in-depth job analysis. The “X”s display where each attribute can be effectively measured during the hiring procedures. As you can see each attribute is able to be measured by at least two different procedures to ensure consistency of measuring the applicants attributes. Those involved in the hiring process should consult this matrix to help them become aware of the attributes that are tested during each procedure.

	Performance Attributes Matrix				
Position: Bank Teller	<i>App. Blank</i>	<i>Interview</i>	<i>Reference Checks</i>	<i>Test: Wonderlic</i>	<i>Test: ERI</i>
Attention to detail	X	X	X	X	X
Ability to do basic math		X	X	X	
Communication/People skills		X	X		X
Multi-Tasking		X	X		
Dependability of attendance			X		X
Ability to adapt		X	X	X	

Application Critique:

XYZ Bank's employment application for a bank teller is quite similar to the applications of other local and national banks. In order to properly critique the application that they use, each section will be evaluated and its respective purpose explained. The current application is sufficient and does not need to be modified.

Attention to detail, one of our key attributes, is easily noticeable by overlooking the application to determine its completeness. If an applicant does not complete the application in its entirety or fails to follow specified instructions the employer assumes the applicant is lacking the attention to detail attribute.

To begin, the first section asks for various items of personal information. Everything included here is legally acceptable and useful for the hiring process. Blanks for the applicant's name, address, social security number, and time spent at their current and previous addresses are the most significant. Providing a piece of information such as the time that the applicant has resided at their current and previous addresses shows the applicant's stability and whether the employer can expect to be evaluating a potential flight risk once hired.

The second section asks for more general information that pertains directly to the applicant's position and work availabilities. Blanks for position desired, full/part-time/temp, salary, and availability provide the employer with the information necessary to place the applicant into the proper position and schedule. Typing speed shows that the applicant can keep up with necessary computing tasks on the job. While this does not pertain directly to the position of a teller, it provides important information for other bank positions, should promotion be considered. The section requesting previous XYZ Bank employment is next and provides an easily attainable reference within the company.

Next is the education section. This section is necessary because the employer would like all tellers to at least be attending high school. Blanks for extracurricular skills and

activities are below, which allows the manager/supervisor the option of using this potential employee in situations requiring skills such as bilingualism.

The next section asks for work history. Although this information is not vital to obtaining the job, the “reason for leaving” blank could provide useful information about attitude or past work situations that the applicant has been in. Also, the previous employers could be used as references.

Unemployment record is the next area to be filled out. This does not seem to be overly necessary, but can give the hiring officer an idea as to a person’s consistency. This would be most useful for applicants that have been in the workforce for some time, not high school or college students.

Next is a section dedicated to criminal history and honesty. Basically, this section establishes a clean record for someone who will be handling money and assures that what they are saying is correct and true by requesting the permission to fingerprint and check the background of the applicant.

The references section will help the employer to research certain aspects of the applicant. By speaking to multiple references not related to the applicant, the employer can potentially gain information about the “communication/people skills” and “ability to adapt” attributes. The other attributes could also be clarified in the reference checks if the specific reference is willing to speak in-depth about the applicant.

The application has two sections that require the applicant’s signature. The last section of the actual application assures that all information is true and complete. It also is a disclaimer that the application is not a contract for employment and that, if employed, one can be terminated at any time without reason or notice. The form separate from the application is called the “Fair Credit Reporting Act Disclosure and Authorization”. This form informs the applicant of the credit checking process. In a job involving money handling, all applicants are subject to a credit check to assure the applicant’s credit worthiness, thus adding comfort to the employer that their money is safe in the potential employee’s hands.

**** See attached Application and Fair Credit Reporting Act Disclosure and Authorization in Appendix C-D**

Standardized Tests:

Wonderlic Personnel Test

As part of our hiring process we recommend the use of two pre-employment tests: The Wonderlic Personnel Test (WPT) and the Employee Reliability Inventory (ERI). The Wonderlic Personnel Test, which is currently used by XYZ Bank, is a standardized, twelve minute test which predicts an applicant's cognitive ability. Cognitive ability, also known as general intelligence, is a direct predictor of an employee's job success. The test accurately measures an applicant's ability to:

- Learn a specific job
- Solve problems
- Understand instructions
- Apply knowledge to new situations
- Benefit from specific job training
- Be satisfied with a particular job

The information learned from the Wonderlic Personnel Test matches applicants and employees with a job where they will be both effective and successful. Also, the information learned from the test helps to shorten training time and reduce turnover. In relation to the six critical attributes necessary to be a successful and effective teller, the Wonderlic Personnel Test measures an applicant's attention to detail, ability to do basic math, and ability to adapt. All three attributes are essential to the day-to-day tasks of a teller. The cost of administering the test varies upon the quantity ordered but at the lowest level, cost \$150 for twenty five tests and \$250 for one hundred tests.

Employee Reliability Inventory (ERI):

The second test pre-employment test which we recommend is the Employee Reliability Inventory, which is also provided by Wonderlic. The purpose of the Employee Reliability Inventory is to assist employers in their efforts to hire reliable and productive employees.

This test is often used in cases where production deviance, property deviance, and unplanned and uncontrolled turnover are important job concerns. Applicants who take the Employee Reliability Inventory are scored seven different categories:

- Freedom from disruptive alcohol and illegal drug use
- Courtesy
- Emotional Maturity
- Conscientiousness
- Trustworthiness
- Long term job commitment
- Safe job performance

The applicant's scores are shown on a scoring sheet which shows the average results of applicants as well as the likelihood of unreliable behavior compared to others who have taken the test. In relation to the six critical attributes stated earlier, the Employee Reliability Inventory measures an applicant's attention to detail, communication/people skills, and dependability of attendance. Although the cost of administering this test also varies upon the quantity ordered, the minimum order is twenty five tests and cost \$362.50. By administering and using the results from these two tests, an employer can effectively evaluate all the critical attributes required for a bank teller to be efficient and successful.

Interview:

Structured interviews benefit the employer because they increase job-relatedness, are easily documented, reduce disparate treatment, increase reliability and reduce problems of coaching or faking. The two types of structured interview questions we used were situational and behavioral. Situational interviewing develops “what if” questions based on actual job situations. Behavioral interviewing asks applicants how they have actually behaved in similar situations in the past. Behavioral interviewing is also based on the common sense notion that past behavior is generally a good predictor of future behavior (Levin, Rosse, 1997). In our structured interview, we wanted to focus on the most important KSAOs. We have four sample questions that should be asked of applicants. The KSAOs in the questions will be rated on a 1 to 5 scale, then will be averaged for each question.

Question one deals with cash handling skills also pertaining to the basic math attribute as well as attention to detail. It also addresses the honesty and integrity risk factor. These attributes can be attained by the applicant’s in-depth response or the interviewer’s probing in the direction of the attributes.

Question two is an assessment of honesty and integrity. It allows the applicant an opportunity to describe a particular personal experience in which he or she was placed in a situation where this risk factor has been challenged. This also demonstrates how an applicant would handle this situation, which can be a predictor for future behavior.

Question three touches three separate attributes: ability to adapt, communication/people skills and multi-tasking. This question places the applicant in a situation where they must utilize these three attributes in order to successfully remedy a specific situation.

Question four has to do with the communication/people skills and dependability of attendance attributes. The applicant tells about a group situation where these attributes

are mandatory in order to succeed. They have the opportunity to explain how these attributes were used and what made them successful.

**** See attached Sample interview questions and Evaluation form in Appendix E-F**

Reference Checks:

Currently, XYZ Bank's Boulder branch performs reference checks by contacting two business and one personal reference for each applicant. We feel this is a sufficient amount for each applicant. We do think it might not hurt to add one more personal check for the references. A lot can be learned about an applicant through a friend or a family member. We suggest that our reference form be used when conducting your reference checks. As you can see, our reference form focuses on the critical attributes that should be looked at in this position. Each of these critical attribute will be discussed with the reference provider. After the provider gives an answer to an attribute, then a rating can be provided from good to poor. We do realize that some references might not know the information or choose not to answer about a particular attribute for an applicant, so we do have an option for a reference that goes this route. Make sure to ask follow up questions if there is doubt about how to rate a certain attribute. We say this because this will be one of the last tools used to evaluate the applicant.

**** See attached reference evaluation form in Appendix G**

Hiring Decision Guide:

The final stage in the hiring process is evaluating all of the applicants and hiring the best possible applicants for the job. In order to accomplish this we will use a combination of the multiple regression approach and multiple hurdle approach. The final decision guide will consist of five different steps which the applicant must successfully pass in order to be considered for employment. If an applicant does not successfully meet the requirements for each stage, he or she should be removed from the applicant pool. The first step in the decision making process is the application. In order for the applicant to pass the application stage they must meet eight requirements:

- The applicant must be either currently enrolled in high school or have received a high school diploma.
- The applicant must be willing and able to transfer locations locally
- The applicant's availability must meet the availability of the job position and must be willing to work between twenty to thirty hours a week for a part time position
- The applicant must have no previous criminal activity involving crimes of integrity such as lying, stealing or cheating
- The applicant must be at least sixteen years of age
- The applicant must be eligible to work in the United States
- The applicant must be willing to be fingerprinted
- The applicant must fully and sufficiently complete the application and sign the form of consent

If the applicant successfully meets all eight requirements on the application he or she is then able to advance to the next stage of the decision making process, the Wonderlic Personnel Test (WPT).

For the Wonderlic Personnel Test (WPT), we will use the current scoring system in place at XYZ Bank. Under this system, in order for an applicant to be considered for

employment they must receive a score of fifteen or above. If the applicant does not score a fifteen or above on the WPT, they should be removed from the application pool. In addition to simply checking if the applicant scored the minimum score of fifteen, the score should be recorded and divided by fifty, which are the maximum points available. This score will be used later in the final stage of the decision guide.

The next stage which applicants must pass is the Employee Reliability Inventory (ERI). As stated earlier, the results of the Employee Reliability Inventory are shown on a score sheet which shows the likelihood of an employee acting in unreliable behavior. The applicant's scores are broken down in four zones: zone 1, zone 2, zone 3, and zone 4. **(See Employee Reliability Inventory score sheet in Appendix H).** In order for the applicant to move onto the next stage of the decision guide he must score in either zone 1 or zone 2 on all seven of the assessed attributes. Applicants scoring in these two zones are either average or above average in relation to others who have taken the test. As a general rule, the shorter the line, the more reliable the applicant is in each attributes. Any applicants scoring in zones 3 or 4 should be removed from the applicant pool. In addition to removing applicants who do not meet the minimum requirements, the applicant should be scored on each attribute. The applicant should be given one point for each attribute scored in zone 2 and two points for each attribute scored in zone 1, equaling a total of fourteen possible points. The applicant's total score should be divided by fourteen and recorded. This score will be used later in the final stage of the decision guide.

The fourth stage of the decision guide is the job interview. As discussed in-depth previously, the interviewer should only ask questions that relate to the necessary job attributes and should follow the guidelines which were stated. The applicant should then be scored on a scale of one to five with the following score corresponding to the applicant's answer:

- 1 = Applicant did not answer the question, avoided the question, or provided an answer with negative connotations.
- 2 = Applicant provided an answer which did not sufficiently answer the question or did not pertain to the question.
- 3 = Applicant answered the question sufficiently, with a response that was neither positive nor negative.
- 4 = Applicant provided a complete answer which corresponded to the open position but with no positive or negative connotation.
- 5 = Applicant provided an answer which corresponded to the open position and with a positive connotation.

Applicants who receive either a one or a two on any of the interview questions should be removed from the applicant pool. Applicants who did not receive a one or two on any interview questions should then move onto the next stage. For scoring purposes, these applicant's scores should be added and divided by the total possible points. For example, if the applicant responded to fourteen questions in which each critical attribute was touched upon twice, the total possible score would be 70. The applicants score divided by

the total possible score should be recorded and will be used in the final stage of the decision guide.

The fifth stage in the decision process is reference checks. All reference checks should use the provided reference check form. Due to the fact that references are often subjective and biased, as the applicant is asked to provide their references, reference checks will not be translated into a score but should be used to weed out any employees who have lied on their application. The applicant should be removed from the applicant pool if they lied about any information on their application pertaining to previous employment or if they receive a poor/problem score on the listed attributes.

The next stage in the decision process is a credit check. In correspondence with the current guidelines for applicant credit at XYZ Bank, the applicant must have a credit score of 540 or higher. In addition to this, the applicant's credit history must be examined further. Although the applicant might currently have a credit score of 540 or higher, if they have had any major credit problems in the past, it is up to the discretion of the XYZ Bank to decide if the applicant should advance to the final stage in the decision process.

All applicants who successfully pass the previous six steps outlined in the decision process should be considered for employment. In order to rank the remaining applicants from most desirable to least desirable, the following multiple regression formula will be used:

$$Y = I(.5) + W(.25) + E(.25)$$

In the equation "Y" equals the applicants total score, "I" equals the applicant's interview score divided by the maximum possible score, "W" equals the applicant's Wonderlic Personnel Test score divided by fifty, and "E" equals the applicant's Employee Reliability Inventory score divided by fourteen. The relative weights of each letter, the interview, the Wonderlic Personnel Test, and the Employee Reliability Inventory are as shown because we feel that although the tests are great predictors of future results in relation to the critical job attributes required, the interview is the most important of the three hiring tools. Applicants should then be placed in order by their score for "Y." Applicants with the highest score for "Y" should be offered employment first and depending on the amount of bank tellers needed, should be hired in descending order starting with the highest score for "Y."

Conclusion:

While the hiring process is absolutely a painstaking one, we have created a system that breaks down the steps and procedures of hiring in order to obtain efficient and valuable employees. Even though this system will aid in future hiring decisions, please keep in mind that it should be updated on a regular basis to ensure high quality decision making.

We would like to take this opportunity to thank the participants of the XYZ Bank of Boulder for their willingness and assistance throughout this study. The XYZ Bank Boulder branch was extremely open and accommodating in conducting this analysis of their hiring process. While the current process of hiring is satisfactory, we feel that our recommendations will further the understanding and execution of the hiring process in the future.

For the bank's convenience, we have provided a hiring checklist to ensure each step of the process is carried out in the specified manner. Please consult the appendix I to view this document.

Appendix A: Interview Notes

What is some background information about the bank?

- Largest locally owned bank
- Employ both Part-time and Full-time employees
- Part-time usually 20-35 hrs a week
 - Flexible with college students
- Full-time works 40 hrs a week

What are some important values of the bank?

- Community/ Consumer banking
- Convenience

What is your current selection process?

- Application Blank
- Wonderlic Personnel Test
 - 12-min timed
 - Score of 15 to be eligible for teller position
 - Score of 30 to be eligible for /promotion officer position
- Interview
 - With supervisor of department
 - Officers
 - Joe XXX, VP
 - Measure applicants on 1-5 scale

- Usually hire 3+ scores
- Credit Check
 - Usually a score of 540 or higher to pass
 - Checks the history of bad credit instead of relying on score
- References
 - 2 business and 1 personal

Do you like to hire a person with experience or inexperience?

- Inexperience
- XYZ Bank likes to train its own employees

What is different about XYZ Bank than other banks?

- Ability to Adapt
 - Employees periodically are moved to other branches on a temporary basis to assist
 - Each branch has slightly different procedures
 - Different environment
 - Teller line, supervisors, location, customers

What are some important values of the bank?

- Community/ Consumer banking
- Customer Satisfaction
- Convenience

What are the most important tasks performed in this job?

- Bank transactions
 - Cash checks/Deposits/Withdrawals
 - Money orders
- Customer Service
 - Answering questions
 - Directing customer to account officers and other departments
 - Must adapt to different attitudes and personalities of customers
 - Multi-tasking
- Balancing drawers
 - Cash handling
- Attention to detail
 - Checks and balances
 - Less mistakes in cash handling

What are the benefits of working at XYZ Bank of Boulder?

- College students feel more comfortable in accounting classes

- Better problem solving skills
- Good support system

What training does the bank provide you after hiring?

- One week of teller training
 - Shadowing other tellers
- Teller manual
 - Near the station to look up information if a question arises
- Manager quizzes
 - To test new employees learning of material
- Safety Robbery packet
 - To be prepared if a robbery occurs

What factors differentiate early leavers from employees with long tenure?

- Promotion
 - Because you usually become overqualified or hit a barrier of knowledge you can learn for the position (especially a teller)

What factors predict higher dependability?

- Sense of Community
 - Help to keep each other accountable
- Teamwork
 - Solve customer concerns together
 - Communicate effectively between employees
 - Attendance
 - Higher productivity
 - Better employee morale
 - Less stressful situation if scheduled teller line is present
- Honesty/Integrity

What personality/style/behavior is compatible with the culture of the company?

- Professional Dress
 - Creates credibility, trust and professional standard with customers
- Positive and welcoming attitude
 - Help to encourage customer trust
 - More willing to help = solving problems quickly and thoroughly
- Good Posture

- Establishes confidence and professional atmosphere
- Higher level of trust
 - No one wants to deal with a slob in a professional setting

Appendix B: Teller Ratings of KSAO Importance

Summary of Necessary Employee Attributes		
Position: Teller		
Department: Front Line		
Attribute	Rating	Link to Task or Other Rationale
Attention to detail	5	All bank transactions, 1c, 1d
Ability to do basic math	4	Must be able to do basic math for all bank transactions
Communication/People skills	5	Must be able to effectively communicate
		with customer and line members
Multi-Tasking	4	Required for all critical tasks
Dependability of attendance	3	Required for all critical tasks
Ability to adapt	3	Required for all critical tasks, especially 1b, 1c
Risk Factors		
Tenure:		
Promotion	4	Incentive to stay longer
Environment	4	Comfortable environment keeps morale high and makes for good employee relations
Problem Behaviors:		
Honesty/Integrity	5	Consistently in contact & handles other people's money
Sense of Community	4	Makes tellers accountable for each other, work as a team
Fit Factors		
Dress Code	5	Must look professional to establish bank standards with customer
Attitude	5	Positive and welcoming attitude to have customers trust you
Posture	3	Good posture establishes confidence and professional atmosphere
		as well as encourages customers to trust the teller

Position Analysis Worksheet

	Description	Ratings	
		Frequency	Criticality
1. Task	Customer Service	5	5
1a	Provides 1st image of bank	5	5
1aa	Greet Customers	5	5
1ab	Professional Dress	5	5
1ac	Direct Customers	4	4
1ad	Answer phone	4	5
1b	Retains & attracts customer	4	4
1c	Answer questions	5	5
1d	Provide Product information	3	4
2. Task	Bank Transactions	5	5
2a	Accept deposits	5	5
2b	Account closings	3	3
2c	Verify maintenance on accounts	4	5
2d	Cash checks/Withdrawals	5	5
2e	Savings bonds	2	3
2f	Cashiers checks	3	4
2g	Money Orders	3	4
2h	Traveler's Checks	2	3
2j	Ordering Checks/Credit Cards	2	3
2k	Loan payments	2	3
2l	Foreign Currency	2	2

Appendix E: Teller Interview Questions

Applicants Name: _____

- 1) What cash handling experience do you have in a business setting? Did it involve any math skills? Were there any major problems? If so, how did you solve them? Are you comfortable with mental math?

- 2) Tell me about a time when your integrity was challenged. What did you learn from it?

3) Tell me about a time when you had to deal with an irate customer and how did you deal with it? What did you say or do to calm the situation? Were you able to help the customer while still performing your duties?

4) Tell me about a time when you were in a team situation. What role did you take and what was the outcome? Were there any attendance problems? If so how did you deal with this issue? Did it affect the overall performance of the team?

Appendix F: Interview Evaluation Form

Evaluation							
			Applicant's Name: _____				
KSA		Ratings					
		AVG	1	2	3	4	5
<i>Integrity/Honesty</i>							
	Question 1						
	Question 2						
<i>Basic Math</i>							
	Question 1						
<i>Attention to Detail</i>							
	Question 1						
<i>Ability to Adapt</i>							
	Question 3						
<i>Multi-tasking</i>							
	Question 3						

<i>Communication/ People Skills</i>						
Question 3						
Question 4						
<i>Attendance</i>						
Question 4						

Appendix G: Reference Check Form

Reference Checking Form

Applicant Name:

Reference check by:

Company Name:

Contact Name:

Phone:

Date:

Attributes	Response Rating (Check One per Attribute)			
	Good	Indifferent	Poor/Problem	Wouldn't Answer
Attention to detail <i>Comments:</i>				
Ability to do basic math <i>Comments:</i>				
Communication/People skills <i>Comments:</i>				

Multi-Tasking <i>Comments:</i>				
Dependability of attendance <i>Comments:</i>				
Ability to adapt <i>Comments:</i>				

Dates of employment verified: ___ Yes ___ No

Position verified: ___ Yes ___ No

Reason for leaving verified: ___ Yes ___ No

Appendix I: Hiring Checklist

Hiring Checklist Guide

- 1) Review KSAOs and Job description
- 2) Application Blank Completed
 - a. Evaluation
- 3) Wonderlic Personnel Test Administered
 - a. Received a score of 15 or above
- 4) Employee Reliability Inventory (ERI) Administered
 - a. Placed in Zone 1 or 2
- 5) Structured Interview conducted
 - a. Evaluation
- 6) Reference check performed
- 7) Credit Checks executed
- 8) Review and Perform Hiring Decision