

Customer Service Dilemmas™



Technical overview

What is Customer Service Dilemmas?

Customer Service Dilemmas is a ready to use Situational Judgement Test (SJT) designed for the assessment of front line customer service employees across a range of industry sectors. The test takes around 30 minutes to complete, and comprises 20 scenarios representing typical situations that an individual might experience in a front line customer service role. These scenarios are set in the following five common Customer Service contexts:

- **Department Store**
- **Leisure Centre**
- **Supermarket**
- **Bank**
- **Hotel**



For each question a short description of both the context and the workplace situation is presented. The participant is then provided with four actions that they can take in response to the situation. The participant must rate each of the actions in terms of its effectiveness in addressing the scenario. There are four scenarios per context.

What does Customer Service Dilemmas Measure?

Customer Service Dilemmas measures four core competencies important for effective Customer Service, which have been identified through a review of over 100 job descriptions and the National Occupational Standards for Customer Service. The competencies are:

- **Understanding Customer Needs:** This competency relates to situations which require respondents to understand the needs of the customer or seek out information to provide tailored solutions.
- **Delivering Quality Service:** This competency relates to situations which require respondents to deliver a high quality service to customers in spite of obstacles or challenges.
- **Convincing Others:** This competency relates to situations which require respondents to convince customers of the value of a service or product.



- **Dealing with Challenging Customers:** This competency relates to situations which require respondents to deal effectively with challenging customers, remaining calm under pressure and taking responsibility for customer complaints so that they are resolved promptly.

When should Customer Service Dilemmas be used?

The test has been designed primarily for use during the sifting stage of assessment, but could also be used at a later stage of a recruitment process, or for development.

How were the Scenarios Developed?

To develop the scenarios, 22 critical incident interviews were carried out with frontline customer service staff working in three different organisations. This was supplemented by gathering 265 examples of common Customer Service situations by analysing over 100 Customer Service job descriptions. From these sources the situations that were the most related to the four core competencies, and could most readily be turned into an SJT format, were developed into scenarios. The final scenarios and actions were drafted by business psychologists and reviewed for relevance by Subject Matter Experts.

What Scores are Generated on the Test?

An Overall Customer Service Judgement score is generated, as well as scores on each of the four competencies. These scores can be viewed on PSI Talent Measurement's online test platforms and are also provided in PDF reports and a downloadable Excel spreadsheet.

What Reports are Available?

An Assessment Report can be generated which provides scores for use by the organisation, including a range of standard scores. A Participant Feedback Report can also be generated which provides test takers with feedback on their test scores, as well as points for development.

How can Customer Service Dilemmas be Administered?

Customer Service Dilemmas has been primarily designed to be administered online and unsupervised through PSI Talent Measurement's online testing platforms. This can be done by sending assessment invitations directly to candidates through the platform, or by generating assessment web links which can be accessed directly by candidates. Customer Service Dilemmas can also be used under supervised conditions if required.

How is Customer Service Dilemmas Scored?

Scoring is automated on PSI Talent Measurement's online testing platforms. Restricting the scoring to an automated format ensures that the scoring key is kept secure to mitigate the risk of it being exposed to Participants.

The scoring key for the test has been designed on the basis of ratings supplied by 28 to 44 Subject Matter Experts on each scenario, drawn from a range of industry sectors, including retail, hospitality, financial services, healthcare, leisure, transportation and public sector. The scores derived from these are then summed to create an Overall Judgement Score and competency sub-scores which are then compared to a chosen norm group. On this basis, percentile, sten and T-scores are generated.





What Norm Groups are Available for Customer Service Dilemmas?

Five norm groups are currently available for Customer Service Dilemmas:

Norm Code	Norm Name	Description	Sample Size
1	Customer Service Staff	A sample of Customer Service staff from a range of industry sectors.	809
2	Customer Service Applicants	A sample comprising applicants to Customer Service roles in a range of industry sectors.	4,819
3	Retail Industry Applicants	A sample of applicants currently working in roles within the retail industry.	626
4	Hospitality and Leisure Industry	A sample of applicants currently working in the hospitality and leisure industry.	593
5	Government and Public Sector Industry Applicants	A sample of applicants currently working in the government and public sector.	144

What Reliability Evidence is Available for Customer Service Dilemmas?

The alpha coefficient for the Customer Service Dilemmas Overall Judgement Score was found to be 0.75, which exceeds the benchmark for adequate internal consistency for psychometric tests according to European Federation of Psychologist Associations (EFPA) Guidelines. It is also substantially higher than the average reliability coefficient of 0.57 reported for Situational Judgement Tests (Campion, Ployhart & MacKenzie Jr., 2014).

What Validity Evidence is Available for Customer Service Dilemmas?

Throughout the process of developing Customer Service Dilemmas, an evaluation of the face and content validity of the test was conducted at multiple points to ensure that the scenarios were realistic for Customer Service staff and reflected the competencies they were intended to measure. For example, Subject Matter Experts were asked to rate the relevance of the scenarios to Customer Service staff in their organisation, with 97% of them indicating that the scenarios were relevant to some extent. The intercorrelations between Customer Service Dilemmas competency sub-scores have also been assessed.

A study was also undertaken to determine the concurrent validity of Customer Service Dilemmas with performance at work. The analysis was based on a sample of 80 front line customer service staff for a large leisure and sports organisation. An uncorrected correlation of 0.28 was found between overall test scores on Customer Service Dilemmas and line manager's ratings of performance. This correlation is significant at the



99% confidence level and indicates that customer-facing staff in this organisation who score higher on Customer Service Dilemmas also tend to perform better in the role.

While this provides some initial evidence of validity, further studies of the construct and criterion-related validity of Customer Service Dilemmas will also be conducted in future to explore:

- The relationship between the test and measures of cognitive ability and personality
- The relationship between the test and job performance in other types of Customer Service roles.

We encourage users to submit any relevant data that they collect to build construct and criterion-related validity evidence for Customer Service Dilemmas. PSI Talent Measurement are happy to advise and support users in the design and analysis of these validity studies.

What Evidence is Available to Support the Fairness of the Customer Service Dilemmas test?

Gender differences have been evaluated based on a sample of 4,097 men and 4,054 women who had completed Customer Service Dilemmas. The d value of the observed difference between males and females was -0.02, indicating negligible differences between the groups.

Differences between White and Black, Asian and Minority Ethnic (BAME) applicants have been evaluated using a sample of 7,541 White applicants and 545 BAME candidates. A d value of 0.45 was found on the Overall Judgement Score. This is equivalent to under half of a standard deviation. This is a small effect size, and lower than is typically found for many cognitive ability tests, where differences in the region of one standard deviation are common (Roth, Bevier, Bobko, Switzer and Tyler, 2001).

Who can Obtain Access to the Customer Service Dilemmas Test?

Customer Service Dilemmas is available for use by those who either have the British Psychological Society's Test User: Occupational Ability Qualification, or who have successfully completed PSI Talent Measurement's Dilemmas User training.





Customer Service Dilemmas from PSI Talent Measurement

Telephone	+44 (0)1483 752900
Email	clientservicesTM@psionline.com
Web	https://www.psionline.com/en-gb/assessments/dilemmas/



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