

**OAD JOB VALIDITY STUDY**  
**EXECUTIVE SUMMARY**



**POSITION:** CUSTOMER SERVICE REPRESENTATIVE  
**INDUSTRY:** DISTRIBUTION

**Purpose** – of this study was to determine statistically significant (valid) relationships between OAD measures of personality traits and job behaviors with measured job performance. These relationships satisfy EEOC demands for job relatedness and assist clients to better recruit, manage, and develop individuals for the Customer Service Representative position.

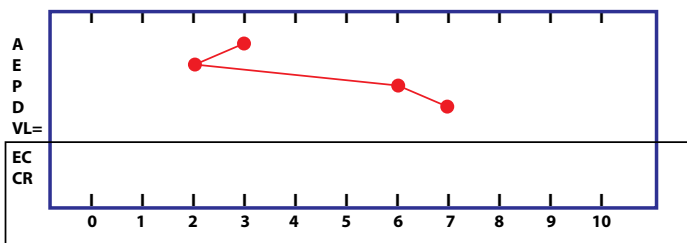
**Performance Criteria** – was a grouped rating of overall performance ranging from 5 (excellent) down to 1 (least satisfactory). For appropriate analysis of grouped data the Kendal tau technique was used.

**Analysis Results** – below are listed the statistically significant results of the correlations between the OAD Survey and performance measures. The cut-off established by the EEOC and the American Psychological Association is .05 (i.e. a less than a 1 in 20 chance occurrence). Note that a .01 level of significance means that there is a 1 in 100 chance of occurrence.

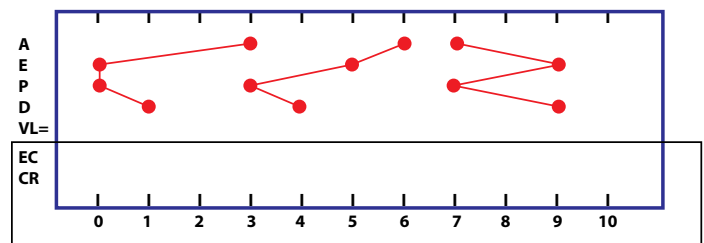
<b>Overall Performance and OAD:</b>			
<b>Traits</b>		<b>Perceived Job Behaviors</b>	
<b>Constructs</b>	<b>Significance Level</b>	<b>Constructs</b>	<b>Significance Level</b>
Higher D / Lower A	.04	Higher D / Lower A	.01
Higher P / Lower A	.01	Higher D / Lower E	.04
Higher VL	.02		

**Interpretation** – The most successful Customer Service Representatives exhibited Traits and Perceived Job Behaviors like or very similar to the Specialist pattern (see illustration 1). The least successful Customer Service Representatives exhibited Traits and Perceived Job Behaviors like or similar to any of the Architect, Builder, or Facilitator patterns (see illustration 2).

**Illustration 1, Most Successful CSRs**



**Illustration 2, Least Successful CSRs**



By temperaments and job behaviors the most successful CSRs are amiable, reserved, analytical, patient, and detail-oriented. Also, they have a higher degree of behavioral flexibility than their lesser successful colleagues.

Conversely, the least successful CSRs are assertive, self-confident individuals, impatient, and like variety and change in their work. Some are outgoing, others reserved, but both qualities are undermined by their need for autonomy and variety in this work environment – they are more sales- than service-oriented. Additionally, they have average behavioral versatility levels, which is inadequate for the CSR position.