

Table 1. Means and Standard Deviations for Variables in the Performance and Selection Models.

	Applications (b)		Hires (c)		Hires Surviving 1 Year (d)	
	Mean	SD	Mean	SD	Mean	SD
Independent Variables:						
Gender (1 = Male)	0.337	0.473	0.224	0.418	0.216	0.413
Repeat Application (1 = Yes)	0.096	0.295	0.072	0.260	0.025	0.157
Marital Status (1 = Married)	0.423	0.494	0.420	0.494	0.443	0.497
Skills:						
Computer	0.731	0.443	0.741	0.439	0.784	0.413
Language	0.196	0.397	0.138	0.345	0.131	0.338
Years of Education	13.750	1.866	13.607	1.723	13.528	1.768
Bachelor's Degree (1 = Yes)	0.185	0.388	0.138	0.345	0.146	0.354
Experience:						
Works at time of Application	0.550	0.498	0.679	0.468	0.714	0.453
Months of Bank Experience	2.102	14.402	3.335	14.649	2.374	10.561
Months of Non-Bank Experience	64.629	62.361	71.721	60.136	72.631	55.334
Nonbank Experience, squared	8064.834	28859.890	8746.934	20540.150	8321.410	14600.030
Months of Customer Service	34.195	44.877	48.085	53.577	47.272	47.023
Number of Previous Jobs	3.224	1.139	3.048	1.240	3.031	1.226
Tenure in last job (in days)	576.968	1032.603	776.493	1264.242	815.091	1234.666
Salary in last job	6.431	3.659	6.086	3.450	6.426	3.198
<i>Multivariate F Statistic comparing Application Profiles of (degrees of freedom in parenthesis):</i>						
* Applicants Hired vs Not Hired			1.57 (15,270) p = 0.082			
* Hired Applicants and Hires Surviving 1 Year					1.29 (15,232) p = 0.207	
Application Behavior:						
Number of Applications	19.937	16.783	18.534	15.246	18.126	13.624
Number of Jobs Openings	18.198	10.672	18.469	10.477	19.131	10.602
Application Source:						
External Referral	0.374	0.484	0.510	0.501	0.548	0.499
Referrer's Characteristics at Time of Application:						
Tenure	548.452	1137.575	647.848	1115.811	763.477	1198.823
Wage	3.645	5.841	4.867	5.882	5.379	6.252
Years of Education	4.647	6.061	6.345	6.284	6.804	6.260
Performance (1 = Good Evaluation)	0.085	0.279	0.107	0.310	0.116	0.321
Ever worked as a CSR (1 = Yes)	0.111	0.314	0.179	0.384	0.181	0.386
Terminated	0.012	0.111	0.014	0.117	0.010	0.100
Dependent Variables:						
Initial Performance (Average Handle Time)			183.541	35.922	183.097	35.983
Initial Performance (Quality Adjusted) (a)			185.823	36.344	185.461	36.531
Maximum Level of Performance			191.432	38.013	192.726	38.932
Minimum Level of Performance			148.862	29.999	144.197	29.799
Number of Cases:		4,114		290		199

Notes: (a) Average Handle Time divided by the product of Accuracy and Courtesy Subjective measures. Both Accuracy and Courtesy range from 0 (worst level) to 1 (best level).

(b) Applications received from January 1995 up to December 1997.

(c) Hires who survived the initial training period (approximately 2 months).

(d) Hires who stayed in the company for at least 12 months since the date of start.