



WESTGATE RESORTS

Hiring Leader Interviewing Toolkit

OWNER SERVICES AGENT

Role Specific Interview Guide

OWNER SERVICES AGENT INTERVIEW GUIDE

This guide helps hiring managers consistently evaluate candidates for a role that requires both strong customer service skills to support inbound calls and sales knowledge or experience to support outbound calls and meet sales performance metrics. The strongest candidate is not simply the friendliest service representative or the most aggressive salesperson. The goal is to identify someone who can solve owner's needs, make appropriate recommendations, work within clear performance expectations, remain professional under pressure, attend reliably, and accept coaching. Select the same core question/s from each section for each candidate interviewing. Ask follow-up questions when an answer lacks enough detail, then score the evidence provided rather than personality, charisma, or perceived similarity to the interviewer.

RATING SCALE

5 - Exceptional	The candidate answered thoroughly and provided specific examples showing independent proficiency and competency, including guiding others.
4 - Outstanding	The answer lacked some information but showed regular, successful, independent performance.
3 - Competent	The answer showed basic experience, but probing was needed to obtain a complete answer.
2 - Unclear	The answer was incomplete or minimal and required multiple probes, or did not clearly demonstrate proficiency.
1 - Questionable	The candidate failed to answer, did not demonstrate the skill, or gave an unrelated answer even with probing.

OPENING AND REALISTIC JOB PREVIEW

Please walk me through the experience most relevant to this Owner Services Agent role, including anything important that may not be clear from your resume.

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LISTEN FOR

A concise, job-related summary; customer service and sales exposure; phone-based work; measurable expectations; reasons for job changes; and a realistic connection between the candidate's experience and this position.

PROBES

- Which part of your background best prepared you to assist owners by phone?
- What type of sales or recommendation responsibility did you have?
- What measures were you accountable for?
- What are you hoping will be different or similar in your next role?

INTERVIEWER NOTE This replaces the broad "tell me about yourself" question and keeps the discussion job related.

Evidence / notes:

After hearing the full role description, what interests you about a position that combines owner service with required sales and performance goals?

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LISTEN FOR

Genuine interest in both responsibilities; comfort transitioning from service to a recommendation; motivation that matches the actual pay opportunity; and acceptance of minimum expectations. Strong candidates do not treat sales as an unwelcome add-on or service as an obstacle to commission.

PROBES

- Which part of the role would come most naturally to you?
- Which part would require the most adjustment?
- How do you feel about being expected to offer a package when the owner originally called for service?
- What level and type of incentive opportunity are you expecting?
- What might cause this role not to be a good fit for you?

Evidence / notes:

1 OWNER AND GUEST EXPERIENCE

Tell me about a time you had to assist a frustrated customer. What steps did you take to turn the situation around?

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LISTEN FOR

Active listening, acknowledgment without overpromising, calm questioning, ownership, a clear solution or next step, and confirmation that the issue was resolved. The candidate should distinguish empathy from simply agreeing with the customer.

PROBES

- What was the customer most upset about?
- What did you say first?
- What options did you consider?
- What did you personally do?
- How did you know the customer's experience improved?
- What would you do differently now?

Evidence / notes:

Describe the most challenging customer interaction you have handled by phone. What did you do, and what was the outcome?

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LISTEN FOR

Verbal de-escalation without relying on body language; voice control; patience; boundaries when behavior becomes inappropriate; accurate documentation; appropriate escalation; and a specific outcome.

PROBES

- What made the call particularly difficult?
- How did you keep your own emotions from affecting the call?
- Did you need to set a boundary or involve a supervisor?
- How did you document the interaction?
- What happened after the call?

Evidence / notes:

How do you ensure every owner or customer feels valued, even when the interaction is brief?

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LISTEN FOR

Specific repeatable behaviors such as using the customer's name naturally, listening without interrupting, confirming the request, personalizing the response, managing hold time, summarizing the resolution, and closing with ownership. Avoid giving high credit for general statements alone.

PROBES

- Give me a specific example of a brief interaction you handled especially well.
- How do you balance warmth with call-time or productivity expectations?
- How do you avoid sounding scripted on repeated calls?

Evidence / notes:

Describe a situation where you had to communicate a policy the customer did not like. How did you handle it?

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LISTEN FOR

Accurate explanation, respectful language, empathy without criticizing the company, exploration of permitted alternatives, and sound escalation judgment. Watch for blaming "the policy," arguing, making unauthorized exceptions, or promising outcomes the candidate cannot deliver.

PROBES

- How did you explain the reason for the policy?
- What alternatives were available?
- What did you do when the customer continued to disagree?
- Was an escalation appropriate? Why?
- What was the final outcome?

Evidence / notes:

2 NEEDS BASED SALES AND SERVICE BALANCE

Tell me about a time you identified an additional customer need during a service conversation and recommended a product, service, or upgrade.

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LISTEN FOR

Curiosity, discovery questions, a recommendation tied to an expressed need, a natural transition, clear value explanation, and respect for the customer's decision. Strong answers show service and sales reinforcing one another.

PROBES

- What signal helped you recognize the opportunity?
- What questions did you ask before recommending anything?
- How did you transition into the offer?
- What objection did you hear?
- Did the customer buy? If not, why do you still consider the interaction effective?

Evidence / notes:

Describe a role in which you had minimum sales, conversion, quality, or productivity expectations. How did you manage your performance?

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LISTEN FOR

Comfort with transparent measures; regular review of results; ownership of gaps; ethical methods; use of coaching; and steady activity rather than end-of-period panic. Ask for actual targets and results when available.

PROBES

- What were the specific measures and minimums?
- Where did you typically perform against them?
- What did you do when you were below goal?
- Which measure was hardest for you and why?
- How did you protect service quality while pursuing the goal?

Evidence / notes:

Tell me about a time a customer declined your recommendation or sale. What did you do next?

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LISTEN FOR

Respect for the customer's "no," appropriate clarification or one reasonable follow-up, emotional composure, continued quality service, and the ability to move to the next opportunity without resentment or pressure.

PROBES

- How did you determine whether to ask another question or stop?
- How did the rejection affect the rest of the interaction?
- What did you learn from the objection?
- How do you reset after several customers decline in a row?

Evidence / notes:

This position provides stable base pay with an incentive opportunity, but it is not an unlimited-earning sales role. How does that align with what motivates you?

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LISTEN FOR

An honest fit between expectations and the actual structure; motivation from customer outcomes, mastery, team performance, and achievable incentives. Concern exists when the candidate requires uncapped high commission or shows little interest in any incentive or sales accountability.

PROBES

- What compensation structure have you worked under before?
- What did you like and dislike about it?
- How important is variable pay in your decision?
- What would keep you engaged after you had mastered the service portion of the job?

Evidence / notes:

3 PROBLEM SOLVING AND ESCALATION HANDLING

Tell me about a time you prevented a small issue from becoming a major customer complaint.

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LISTEN FOR

Early recognition, proactive communication, urgency proportional to risk, ownership, documentation, and follow-through. Strong answers explain what could have happened and how the candidate prevented it.

PROBES

- What warning sign did you notice?
- What action did you take before the customer asked?
- Who did you involve?
- How did you confirm the matter was resolved?
- What process change resulted, if any?

Evidence / notes:

Give an example of a complex request that required multiple departments. How did you coordinate the resolution?

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LISTEN FOR

Clear ownership, organized handoffs, accurate notes, reasonable follow-up, communication with the customer, and persistence without blaming other teams.

PROBES

- How did you decide who needed to be involved?
- What information did you provide each team?
- How did you prevent the customer from having to repeat everything?
- What did you do when another department was delayed?
- What was the outcome?

Evidence / notes:

Tell me about a time you had multiple urgent customer issues at once. How did you prioritize them?

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LISTEN FOR

A concrete method based on impact, urgency, commitments, policy, and available support; communication of wait times; and reassessment as facts change. This behavioral wording replaces a purely hypothetical answer.

PROBES

- What criteria did you use?
- What did you handle first and why?
- What did you communicate to the others?
- Did you ask for help or escalate?
- Looking back, was your prioritization correct?

Evidence / notes:

4 COMMUNICATION AND PROFESSIONALISM

Tell me about a time you adjusted your communication style for a customer who was new, experienced, upset, or confused.

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LISTEN FOR

A specific example showing adaptation of pace, tone, detail, questions, and word choice without becoming patronizing or dismissive.

PROBES

- What cues told you an adjustment was needed?
- Exactly what did you change?
- How did you confirm understanding?
- What was the result?

Evidence / notes:

Describe a time you had to deliver difficult or unexpected news. What was your approach?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Preparation, direct but respectful communication, empathy, clear next steps, appropriate alternatives, and composure when the recipient reacts poorly.</p> <p>PROBES</p> <ul style="list-style-type: none"> • How did you prepare? • What words did you use? • What reaction did you receive? • How did you respond? • What did you learn? 					
<p>Evidence / notes:</p>					

How do you ensure accuracy when explaining processes, fees, or reservation details?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Use of approved resources, verification before speaking, teach-back or confirmation, accurate documentation, and willingness to pause and research rather than guess.</p> <p>PROBES</p> <ul style="list-style-type: none"> • Tell me about a time you did not know the answer. • What sources did you use? • How do you balance accuracy with speed? • How do you correct information if you later discover it was wrong? 					
<p>Evidence / notes:</p>					

Tell me about a time you remained professional while a customer, coworker, or leader communicated with you in a way you found frustrating or disrespectful.

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LISTEN FOR

Emotional regulation, respectful boundaries, focus on facts and work, appropriate use of leadership or HR channels, and no retaliation, gossip, or escalation of conflict.

PROBES

- What did the person do?
- How did you respond in the moment?
- Did you address it later?
- Who, if anyone, did you involve and why?
- What was the outcome?

Evidence / notes:

Describe a workplace rule or decision you disagreed with but were still expected to follow. What did you do?

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LISTEN FOR

Ability to seek understanding, raise concerns appropriately, follow a lawful and ethical direction, avoid undermining the team, and distinguish disagreement from misconduct.

PROBES

- How did you express your concern?
- What did you do after the final decision?
- How did you speak about it with coworkers?
- Was there any circumstance in which you would not have followed it?

Evidence / notes:

5 SYSTEMS PROCESSES AND ACCURACY

Tell me about your experience learning a new system quickly. What approach worked best for you?

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LISTEN FOR

A structured learning method, practice, note-taking, questions, use of job aids, application of feedback, and measurable progress. Strong answers show personal responsibility rather than dependence on one training style.

PROBES

- How much time did you have to learn it?
- What was most difficult?
- How did you practice?
- How was proficiency measured?
- What did you do when you made an error?

Evidence / notes:

Describe a time you caught an error before it affected a customer. What made you notice it?

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LISTEN FOR

Attention to detail, use of verification steps, understanding of downstream impact, prompt correction, and sharing a lesson or prevention step.

PROBES

- What would have happened if the error had continued?
- Was it your error or someone else's?
- How did you correct it?
- Did you report or document it?
- What changed afterward?

Evidence / notes:

How do you keep case notes and customer records accurate and complete?

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LISTEN FOR

Real methods: documenting during or immediately after the interaction, objective wording, required fields, summaries of commitments, dates and owners, review before submission, and protection of confidential information.

PROBES

- Give me an example of the notes you would capture after a complex call.
- How do you document an upset customer without inserting opinion?
- What do you do when call volume is high?
- How have your records helped another employee?

Evidence / notes:

What is one work-related strength that would help you succeed in this role, and what evidence tells you it is a strength?

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LISTEN FOR

Self-awareness supported by feedback, results, or repeated examples. The strength should connect to service, sales, learning, reliability, professionalism, or accuracy.

PROBES

- Who has given you feedback about it?
- What result did it produce?
- When can that strength become less helpful?
- How would it show up in this role?

Evidence / notes:

6 TEAMWORK COACHING AND CULTURE

Give an example of how you supported teammates when the department was under pressure.	1	2	3	4	5
<p>LISTEN FOR</p> <p>Awareness of team needs, appropriate help without neglecting personal work, knowledge sharing, constructive attitude, and specific impact.</p> <p>PROBES</p> <ul style="list-style-type: none"> • What pressure was the team facing? • What did you personally do? • How did you manage your own workload? • What was the result for the team? 					
<p>Evidence / notes:</p>					

What does a healthy team culture look like to you, and what role have you played in creating it?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Respect, accountability, communication, inclusion, trust, and constructive problem-solving, supported by an example. Watch for an expectation that a healthy culture means no conflict, no performance standards, or constant agreement.</p> <p>PROBES</p> <ul style="list-style-type: none"> • Give me a specific example of something you did to improve a team. • How do you handle disagreement? • What do you expect from teammates? • What should teammates expect from you? 					
<p>Evidence / notes:</p>					

**Tell me about a time you received constructive feedback.
How did you apply it?**

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LISTEN FOR

Listening without excessive defensiveness, questions for clarity, a concrete behavior change, follow-through, and evidence of improvement.

PROBES

- What was the feedback?
- What was your initial reaction?
- What specific action did you take?
- How did you know you improved?
- What feedback are you still working on?

Evidence / notes:

**Tell me about a time you worked effectively with someone
whose style was very different from yours.**

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LISTEN FOR

Adaptability, respect, curiosity, direct communication, shared goals, and management of differences without labeling or avoiding the person. This replaces the question about personalities the candidate avoids.

PROBES

- What was different about the person's style?
- What tension did it create?
- What did you change?
- What did the other person need from you?
- What was the result?

Evidence / notes:

Describe the supervisor who helps you perform at your best. What do you need from that person, and what should that supervisor expect from you?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Realistic expectations, openness to accountability and coaching, direct communication, and reciprocal responsibility. Watch for needing constant praise, resistance to monitoring, or expecting the supervisor to solve every difficulty.</p> <p>PROBES</p> <ul style="list-style-type: none"> • How do you prefer to receive feedback? • How do you respond when expectations increase? • Tell me about a supervisor whose style did not work well for you. How did you adapt? • What would your last supervisor say they could consistently count on you for? 					
<p>Evidence / notes:</p>					

7 OWNERSHIP AND ACCOUNTABILITY

Describe a time you took ownership of an issue from start to finish. What was the outcome?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Clear personal responsibility, follow-through, communication, coordination, confirmation of resolution, and no unnecessary transfer of the problem.</p> <p>PROBES</p> <ul style="list-style-type: none"> • What specifically made it your responsibility? • What obstacles arose? • How did you keep the customer informed? • How did you confirm completion? • What did you learn? 					
<p>Evidence / notes:</p>					

Tell me about a time you were held accountable for a service, sales, quality, or productivity result you did not initially agree with.

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LISTEN FOR

Willingness to examine data, ask questions, accept valid accountability, identify controllable actions, and improve. This produces stronger evidence than asking for a definition of accountability.

PROBES

- What was the expectation?
- Why did you disagree?
- What evidence did you review?
- What part did you ultimately own?
- What did you change and what happened?

Evidence / notes:

Tell me about a mistake you made at work. How did you respond and recover?

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LISTEN FOR

A genuine mistake, prompt disclosure, protection of the customer or business, correction, accountability without excuses, and a prevention step. Concern exists when the candidate cannot identify a mistake or selects a disguised strength.

PROBES

- How did you discover it?
- Who did you notify?
- What was the impact?
- What did you do immediately?
- What did you change to prevent a repeat?

Evidence / notes:

8 RELIABILITY AND ATTENDANCE

Ask every candidate the same job-related questions. Do not ask why a person needs a particular schedule, whether they have children, whether they have a medical condition, or how they will get to work. If an accommodation issue is raised, follow the company's established HR process.

This position requires reliable attendance during the stated schedule, including the full training period. After reviewing those requirements, are you able to meet them?

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LISTEN FOR

A clear answer based on the schedule actually presented. Address known conflicts before moving forward. Do not pressure the candidate to disclose medical, family, religious, or other protected details.

PROBES

- Do you have any known scheduling conflicts during training or the first [time period] that you would like us to consider?
- Which parts of the schedule, if any, differ from what you expected?
- What questions do you have about how attendance is measured?

Evidence / notes:

Tell me about a time an unexpected situation could have caused you to miss or be late for work. What did you do?

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LISTEN FOR

Early communication, use of the proper call-off process, reasonable planning, responsibility, and efforts to minimize disruption. Evaluate the behavior, not the personal nature of the event.

PROBES

- When did you notify your supervisor?
- What process did you follow?
- What did you do to reduce the impact on the team?
- What was the outcome?
- What did you learn for the future?

Evidence / notes:

Describe the habits or systems you use to arrive ready and on time for scheduled work.	1	2	3	4	5
<p>LISTEN FOR</p> <p>Specific routines, calendar or alarm use, preparation, contingency planning, and personal ownership. A candidate does not need to disclose private transportation arrangements.</p> <p>PROBES</p> <ul style="list-style-type: none"> • How did those habits work in your most recent position? • How did you manage changing schedules or overtime? • What did your last manager rely on you for regarding attendance or coverage? 					
<p>Evidence / notes:</p>					

Tell me about a time you had competing personal and work commitments. How did you handle the situation?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Advance planning, early and professional communication, appropriate use of scheduling processes, and respect for both commitments. Avoid judging the nature of the personal commitment.</p> <p>PROBES</p> <ul style="list-style-type: none"> • How early did you know about the conflict? • What options did you explore? • How did you communicate? • What was the impact on the team? • Would you handle anything differently now? 					
<p>Evidence / notes:</p>					

9 TRAINING GATES LEARNING AND RESILIENCE

Use the current gate assessment statement: "Our gate assessments are built into training to ensure new hires are fully prepared before progressing to the next week. They help validate knowledge retention, system proficiency, and readiness to move into live production."

Tell me about a time you had to learn a large amount of information and demonstrate proficiency within a set timeframe.

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LISTEN FOR

Study plan, practice, resourcefulness, questions, response to test results, and sustained effort. Strong candidates show they can learn under structure rather than expecting advancement based only on attendance.

PROBES

- How was proficiency measured?
- How did you organize your learning?
- What did you do when you struggled?
- What result did you achieve?
- What would you repeat during our training?

Evidence / notes:

Describe a time you did not meet a performance or training checkpoint on your first attempt. What happened next?

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LISTEN FOR

Accountability, resilience, openness to coaching, specific remediation, and improvement. Watch for blaming the trainer, assessment, or expectations without recognizing any personal contribution.

PROBES

- What feedback did you receive?
- What did you change?
- Did you seek help?
- What happened on the next attempt?
- What did the experience teach you?

Evidence / notes:

10 MOTIVATION RETENTION AND JOB FIT

What has caused you to stay and perform well in past roles, and what has caused you to consider leaving?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Patterns that align with this environment; realistic expectations; ownership of career decisions; and no contradiction between stated needs and the role's pay, schedule, structure, or metrics.</p> <p>PROBES</p> <ul style="list-style-type: none"> • How long did it take you to feel fully productive? • Which manager or environment brought out your best performance? • What became frustrating over time? • Which of those factors might exist here? • What would make you raise a concern before deciding to leave? 					
Evidence / notes:					

This role involves repeated inbound calls, difficult owner conversations, required offers, and frequent measurement. Which part is most likely to challenge you over time, and how would you manage it?	1	2	3	4	5
<p>LISTEN FOR</p> <p>Accurate self-awareness, a practical coping or performance strategy, willingness to seek coaching, and continued commitment. A credible answer is better than claiming nothing will be difficult.</p> <p>PROBES</p> <ul style="list-style-type: none"> • What similar challenge have you handled before? • What signs tell you that frustration is building? • How do you reset between calls? • When would you ask for help? • What support helps without removing your accountability? 					
Evidence / notes:					

Based on everything we have discussed, what concerns or questions do you still have about the role?	1	2	3	4	5
<div>LISTEN FOR</div> <p>Thoughtful questions about actual work, measures, training, team, schedule, and compensation. Treat hesitation as information to explore, not something to sell past.</p> <div>PROBES</div> <ul style="list-style-type: none">• Is there any expectation that would make you reconsider the position?• What additional information would help you make an informed decision?• How does this opportunity compare with the type of role you are seeking?					
Evidence / notes:					

INTERVIEW SUMMARY AND RECOMMENDATION

Candidate name: _____

Interviewer: _____

Date: _____

Competency	Rating	Key evidence
Opening and Realistic Job Preview	1 2 3 4 5	
1 Owner and Guest Experience	1 2 3 4 5	
2 Needs Based Sales and Service Balance	1 2 3 4 5	
3 Problem Solving and Escalation Handling	1 2 3 4 5	
4 Communication and Professionalism	1 2 3 4 5	
5 Systems Processes and Accuracy	1 2 3 4 5	
6 Teamwork Coaching and Culture	1 2 3 4 5	
7 Ownership and Accountability	1 2 3 4 5	
8 Reliability and Attendance	1 2 3 4 5	
9 Training Gates Learning and Resilience	1 2 3 4 5	
10 Motivation Retention and Job Fit	1 2 3 4 5	

Final recommendation: Hire | Pass | Potential candidate for another position