

The Pre-Hire 360® Workflow: A Scientific Approach



Rely on a patented solution based on proven I/O best practices.

When you want to be sure that the information you get from references is reliable and predictive of success, turn to the Pre-Hire 360® workflow in SkillSurvey Reference™.

Our approach is scientific because we are, too.

Our team is recognized for its collective experience, qualifications and credentials, including a growing library of research with a peer-reviewed article in the *International Journal of Selection and Assessment*, contributions published in the Harvard Business Review, and numerous scientific presentations.

We pioneered web-based, multi-rater pre-hire assessments. We help you ask the right questions to uncover detailed feedback about each job candidate.

To create our surveys, we use best practices in competency modeling, rigorous statistical validation and research, and input from our customers to identify and understand the skills required for a given position.

The Pre-Hire 360 process is used by more than 10,000 recruiters, 1,400 companies, organizations and institutions and is proven to help hiring managers select the best people who stay longer and drive greater business results.

—
Our surveys have been statistically tested for the following:

Reliability

All of our behavioral questions are designed to help the reference focus on one, and only one, competency at a time. Our reliability studies have shown that the ratings made by our references hold up over time, and align with those made by other references.

Predictive Validity

Results from SkillSurvey's scientific studies statistically predict supervisor evaluations, hiring manager satisfaction, new hire job satisfaction and involuntary turnover. Our validity studies of over 49,000 new hires have revealed that reference feedback gathered with SkillSurvey's Pre-Hire 360 process helped organizations reduce first-year turnover by 35.5%. Other studies showed correlations with better post-hire performance and performance reviews.

EEOC Compliance

The Pre-Hire 360 process helps support your efforts to remain EEOC. We're proud to say that our results consistently exceed the EEOC's recommended guidelines.

To read the full article of our published studies that appears in the *International Journal of Selection and Assessment*, visit go.skillsurvey.com/IJSA.



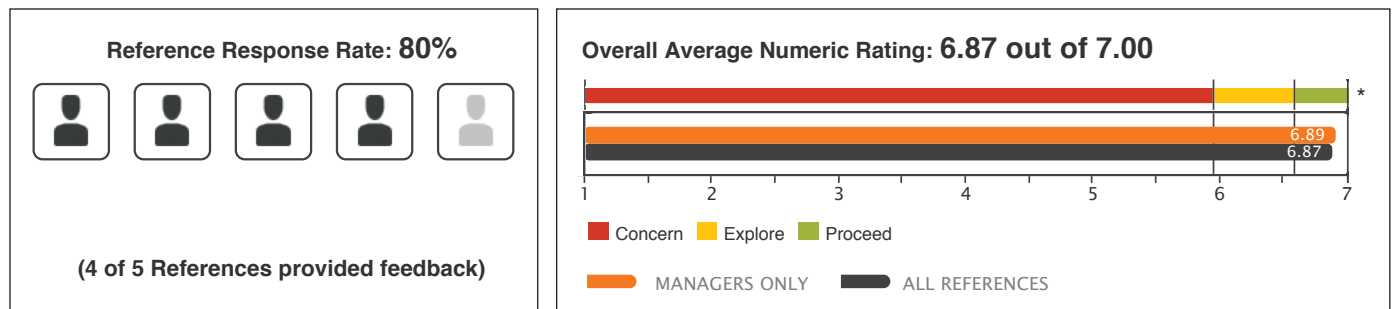
Quick facts about our surveys

- We've identified key competencies related to success for specific positions.
- Surveys include behavioral questions that address these competency clusters:
 - Professionalism
 - Interpersonal skills
 - Problem solving and adaptability
 - Personal value commitment
- For leadership roles and industry-specific needs, we have behavioral clusters for managing others.
- We offer hundreds of job-specific online surveys.
- Our surveys map to more than 3,000 job titles. The job titles cover 25 different job families, including customer service, education, engineering, finance, healthcare, human resources, IT, legal, marketing, sales, operations and retail.

Get More from Your SkillSurvey Reference™ Pre-Hire 360® Feedback Reports

The SkillSurvey Pre-Hire 360 Feedback Reports are full of useful and actionable information, including the first section of the report which includes two factors that indicate a higher likelihood of turnover for cause within the first year of hire:

- **Reference Response Rate (RRR)** indicates the percentage of references who respond, not the speed with which they respond. Our studies show that those candidates who achieve an RRR at 80% or above are less likely to turnover in the first year, compared to those with an RRR less than 80%.
- **Overall Average Numeric Rating** shows an average of the candidate's ratings across all competencies. Those with ratings at the 35th percentile or above are less likely to turn over in the first year, compared to those with ratings less than the 35th percentile. See the next section for more information on how the percentiles work.



There are many possible reasons why references do not respond, including not wanting to serve as a reference. SkillSurvey's studies show that a RRR below 80% and an overall average numeric rating (percentile at or below the 35th) indicate a higher likelihood of turnover for cause within the first year, compared to others.

Not your Average Joe: How to distinguish a great candidate from the pack

Did you know that approximately 93% of the average numeric ratings of finalized candidates fall between 6 and 7?

Why is that, you may ask? Candidates are choosing their references, so we might expect their ratings to be at the high end of the rating scale. In addition, you've already vetted this candidate, and the fact that you're checking references means you have determined that they are a highly qualified candidate.

Percentiles can help you gain more insight from the reference feedback

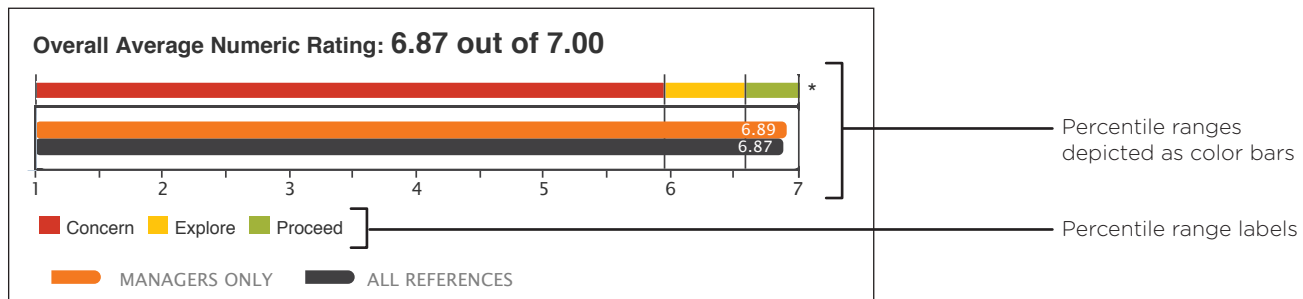
The candidate's ratings can be shown alongside tens of thousands of others who have been reference checked for the same, or very similar position. This is a well-established practice referred to as "norming."

Percentiles indicate the relative standing of how this candidate's ratings compare to those of others in the same normative group. If a candidate's average ratings fall at or below the 5th percentile, that means that 95% of candidates received a higher average rating than this candidate. Conversely, if a candidate's average ratings fall in the 98th percentile, that means that only 2% of candidates got a higher average rating than the candidate.

Account Administrators (Admins) can enable norming in the reports to show percentiles; additionally, percentiles can be used to set category ranges alongside the average numeric ratings.

Defining category ranges to provide guidance to recruiters and hiring managers

Account Admins can enable category ranges to provide guidelines for recruiters and hiring managers viewing the report. As shown below, these category ranges appear above the 1-7 numeric rating scale as color bars. The ranges, colors and labels are determined by the Admin. Some clients choose to use their own data to create category ranges.



Incorporating predictive analytics into category ranges

You may also opt to use SkillSurvey's results of scientific studies, predictive of candidate feedback as shown in the chart below to set your organization's category ranges.

| Overall Numeric Rating Percentile | Reference Response Rate | Increased likelihood of turnover for cause within 365 days as compared to 99th percentile and 100% RRR |
|-----------------------------------|-------------------------|--|
| 5th | 40% | 3.8x more likely to turn over for cause |
| 34th | 60% | 2.4x more likely to turn over for cause |

Customers who consider this finding may choose to set their company-defined ranges in the following manner:

- Range 1: 1st to 5th Percentile
- Range 2: 6th to 34th Percentile
- Range 3: 35th to 99th Percentile

These ranges, in conjunction with the RRR, are not intended to be decisive hiring factors but are examples of what can be set by each customer to help add a frame of reference to the feedback, or norming, for comparative purposes.

The reference feedback delivered through a Pre-Hire 360 report should be just one factor in considering a candidate. There is no single set of guidelines for using the Pre-Hire 360 report because utilization of reference feedback differs from user to user.

CANDIDATE COMPARISON REPORT

Help hiring managers make faster, more strategic decisions.

Demanding schedules have made evaluating and selecting talent a significant challenge for hiring managers and recruiters. With less time to gather critical insight on candidates, it's much harder to make the right hiring decisions to fill positions. The Candidate Comparison Report, a feature of SkillSurvey Reference's Pre-Hire 360® workflow, allows recruiters to provide a summary of reference feedback for candidates applying to an open position.

Greater insight earlier in the hiring process.

Traditionally, employers only check references on the candidate they're ready to hire—usually when they've already extended an offer. But with the SkillSurvey Reference cloud-based, data-driven solution, the feedback is so powerful that employers are leveraging this critical source of candidate insight before final interviews are scheduled.

The Candidate Comparison Report summarizes all of the reference feedback into one consolidated report. Data is used by hiring managers to:

- **Reduce time and costs** by making better interviewing decisions
- **Improve their performance** by sufficiently preparing for interviews
- **Increase the value** of the talent acquisition function to hiring managers

Job performance data at a glance.

The Candidate Comparison Report provides you an instant summary of reference feedback and candidate data, including:

- Overall summary
- Summary charts for each behavioral competency cluster
- Overall candidate and reference response rates
- Level of agreement amongst references



HIRING MANAGERS SUMMARY



Insight to conduct more effective interviews.

Hiring managers are focused on keeping their teams and operations running smoothly, and “hiring” is often not their primary focus, or area of expertise. Busy schedules and lack of HR training can often prevent hiring managers from preparing well for job interviews.

With the Hiring Manager Summary, a feature of SkillSurvey Reference’s Pre-Hire 360®, recruiters can easily deliver a summary of reference feedback along with behavioral-based interview questions. These questions target some of the key competencies needed for success, helping the hiring manager gather specific examples of past job-related experiences, rather than hypothetical responses from candidates.

Example section of interview guide for a sales candidate.

| | | | | | | |
|---|--|--|--|--|--|--|
| Cluster 5 – Interpersonal Skills Overall Rating | | | | | | |
| Behavioral Interview Questions: 2a. Describe the last time you engaged in a sales negotiation. How did you prepare for it? What was the most difficult part? How did you resolve it? | | | | | | |
| INTERVIEW NOTES: | | | | | | |

This level of detailed information reviewed before the interview can make a huge difference to the hiring manager.

Guide more effective and legally compliant interviews.

- Reduces time for the recruiter; all candidate information is automatically compiled into the guide.
- Ensures a best practice in interviewing, by presenting a set of standardized questions that provide consistency and address behaviors validated against job success.
- Provides behavior-based interview questions that are specific to the position. These questions are open-ended and guide the candidate to relate real-life situations that demonstrate their ability to perform on the job.

Mitigate the risk of legal pitfalls that can arise from inappropriate questions being asked during interviews.



Developed by our team of I/O psychologists, the questions are based on competencies required for success on the job.

Help hiring managers make more effective hiring decisions.

SkillSurvey Reference's Pre-Hire 360 feedback overview: View the overall reference feedback for each of the competency areas to see where the candidate excels, and which areas a hiring manager might want to further explore in the interview.

Behavior-based questions: Developed by our team of I/O psychologists, the questions are based on competencies required for success on the job. Regardless of a candidate's feedback ratings, these questions remain the same, as it is a scientific best practice to evaluate all candidates in a consistent, standardized manner.

Interview notes: Allows the interviewer to record notes on each candidate and keep a documented copy for legal purposes.



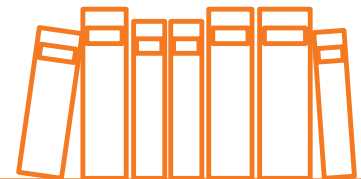
The right survey for any job you're hiring.

Every job requires a unique set of skills—both hard and soft. And asking questions that reveal whether a candidate has the right skills is harder than it looks. That's why we've created a vast library of behaviorally based questions that target specific jobs—more than 350 of them. And it's one of the reasons only SkillSurvey Reference™ is a patented solution.

Comprehensive and validated.

References are asked to provide feedback on performance indicators which fall into three major areas—and every question is researched to make sure it correlates with success on the job:

- **Core competencies:** Behaviors that all employees should possess such as professionalism and problem solving.
- **Job-related competencies:** Behaviors linked to performance at a particular level, such as a candidate's ability to perform independently or manage others effectively.
- **Job-specific competencies:** Behaviors related to specific job responsibilities; the ability for a sales manager to consistently meet sales goals or a hotel clerk to remain calm when handling complaints from guests.



Now, whether you are hiring a customer service agent, a university registrar, a software engineer or a registered nurse, you can be confident that the questions you ask your references will solicit the information you need to make fact-based hiring decisions.

A scientific approach to reference checking.

We've invested in years of research to ensure that our surveys ask the right questions, the right way. Our experts in competency modeling and psychometric research design assessments that are validated against job success.

Our survey questions:

Ask about skills and behaviors that are best described by peers and managers. Direct feedback from the people who know your candidate best can help you gain a deeper understanding of skills and behaviors than self-assessments.

Correlate to job performance. In the studies we've conducted with clients who've been using SkillSurvey Reference's Pre-Hire 360 feature, candidates identified with low development need have received superior performance evaluations on the job—and they've stayed longer.

Ensure compliance. By asking questions that are relevant to a specific job and using the same survey for multiple candidates, SkillSurvey Reference ensures consistency across all candidates.

Data for better decision-making. Capturing reference feedback as data points helps all stakeholders in the hiring process quickly understand and easily identify strengths.

Fit the survey to the job

When you become a client, you have access to the breadth and depth of our full survey library. More than 350 surveys for business and professional job categories cover the following job families:

- Finance
- Engineering
- Marketing
- Sales
- IT
- Administrative
- HR
- Legal
- Customer Service



We are continually adding new surveys to our library to give you access to a growing number of tailored surveys for specific industries.

Examples of specific surveys:

- Sales Manager
- Chemical Engineer
- Customer Service Representative
- School Principal
- Financial Aid Counselor
- Registrar
- Quality Control Technician
- More than 100 healthcare specific roles

EXPAND THE VALUE OF SKILLSURVEY REFERENCE™

Tap into a new pipeline for highly qualified passive candidates

When you're looking for a needle in a haystack, it helps to have a magnet. SkillSurvey Source™ is a new way to source and engage new top talent. It is a powerful addition to SkillSurvey Reference™ because professional references and peer-to-peer referrals are excellent sources of new passive candidate leads and with SkillSurvey Source, they're right at your fingertips.

Good people know good people

REFERENCES

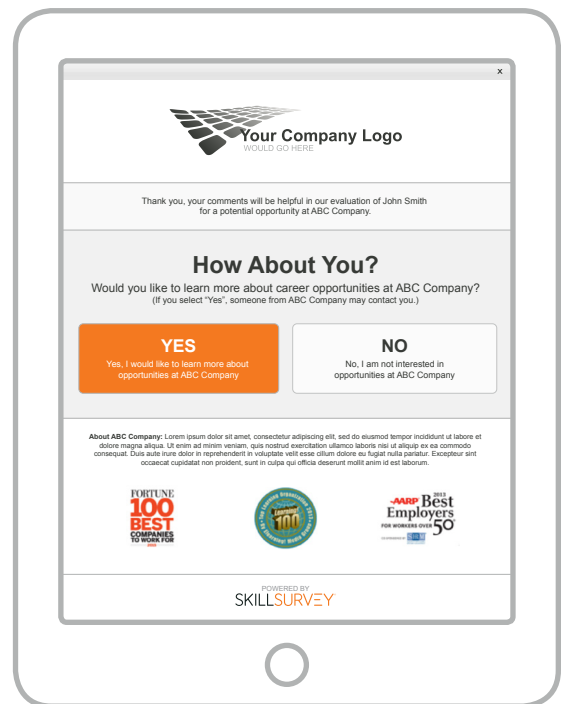
Grow an expanding pool of candidates that job applicants respect enough to use as a reference.

Because references typically come from the same industry or job area as your candidates, you gain a new source of targeted talent.

PEER-TO-PEER REFERRALS

In addition, you can also target all candidates or just your new hires after you bring them on board, to ask them to refer others they think will be a great fit for your organization.

With a growing list of high-quality candidate leads, you can spend more time working on those hard-to-fill positions and less time posting to various job boards, or sifting through resumes.



Brand and customize the opt-in experience.

Decrease time to fill and increase your pipeline quality when sourcing candidates for newly opened positions

Build your talent database - Tap into more new contacts with each candidate you reference check

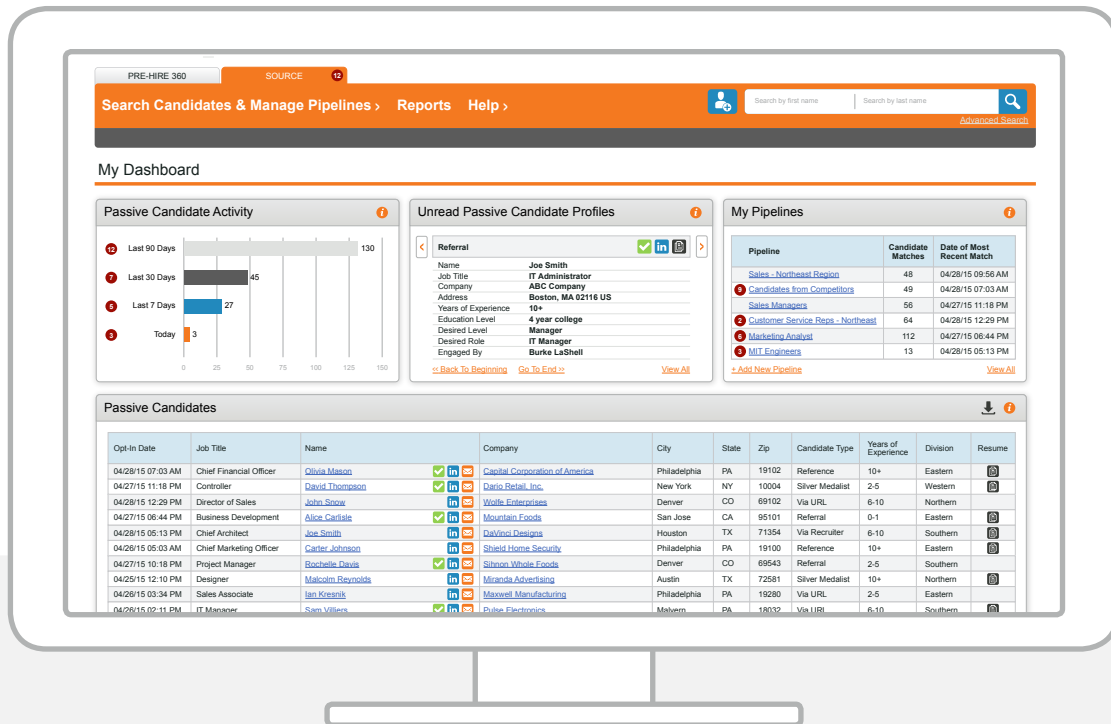
Get new employee referrals - Increase your sourcing pipeline by automatically asking for referrals from candidates

Boost your talent brand - Use custom branded opt-in pages, links and forms to recruit references, visitors to your website/career page and referrals from candidates.

Manage talent pools for critical positions - Create specific talent pipelines based on job role or other key criteria and set alerts when the right contacts opt-in

Reach contacts faster - Email passive candidates directly from the SkillSurvey Source Dashboard

Maximize your HR technology investments - with options to integrate with your CRM or ATS and drive efficiency



The SkillSurvey Source dashboard helps you track specific talent pipelines and flag candidates you want to consider for future positions.

How to Use Boolean Search in SkillSurvey Source™

Following are tips on how to most effectively search for Passive Candidates in SkillSurvey Source™.

- In the **Key Word Search** field, use Boolean operators AND, OR and NOT to focus your search results. These operators must be in capital letters.
- Key words are not case sensitive.
- The **Key Word Search** field searches the following fields within a Passive Candidate profile:
 - Job Title
 - Company Name
 - Desired Role
 - Candidate Notes
 - Resume
- When using any of the other fields to filter your search (i.e. - Date range, Distance, Advanced filters such as showing Candidates with Resumes), this will be considered an “AND” search option. Whatever you enter in the Key Word Search field, plus what is selected will be shown in the result list.
 - For example, if you enter “Project Manager” OR “Program Manager” in the key word search field and you select a distance of 50 miles to Philadelphia, PA, your result list will include all Passive Candidates that have the phrases Project Manager or Program Manager in their profiles within 50 miles of Philadelphia, PA only.
- **Best practice:** When creating a search or saving a pipeline search, make sure to select ALL Recruiters in the drop-down list. Passive Candidates are associated with the Original Recruiter.
 - For example, as a Recruiter, when you enter a Candidate in SkillSurvey Reference to do a reference check and those References opt-in to your Source talent network, that Reference/Passive Candidate is associated to you as the “Original Recruiter.” If you do not enter any Candidates into the system and you only select your name from the Recruiter drop down list, you will not see any Passive Candidates.

Below is a chart that describes the additional techniques to use when searching for specific key word or words.

| Basic Searching | Examples |
|---|---|
| <p>Exact Words or Phrasing</p> <p>Using quotation marks or parentheses requires words to be searched as a phrase, in the exact order you type them.</p> <p>“-“ or (-)</p> | <ul style="list-style-type: none"> — (Research & Development) — “Vice President” |
| <p>Excluding Words or Phrases</p> <p>To narrow search down results, use NOT before those you would like to exclude from you queries.</p> | <ul style="list-style-type: none"> — Engineer NOT developer — Marketing NOT manager |
| <p>Searching for Either Term</p> <p>Using OR will result in profiles that have one to all of the key words or phrases you are searching for, broadening your search results.</p> | <ul style="list-style-type: none"> — Engineer OR developer — VP OR President |
| <p>Searching for Both Terms</p> <p>Using AND between keywords retrieves only records that contain both terms, showing specific search results.</p> | <ul style="list-style-type: none"> — Engineer AND developer — President AND Finance |
| <p>Partial Word Search</p> <p>Using an “*” after a portion of a word will include results for those words.</p> | <ul style="list-style-type: none"> — Dev* will enlist search results containing Developer, Developers, Development, Developing, etc... |
| <p>Using Multiple Search Operators</p> <p>You can create more focused search results by using phrases in parentheses and using one or more of the Boolean operators.</p> | <ul style="list-style-type: none"> — (Engineer NOT developer) AND Tester — (RN OR Nurse) AND Director |
| <p style="text-align: center;"><i>Please note: you must capitalize AND, OR and NOT to use them within the SkillSurvey Source® search tool in order for them to work properly.</i></p> | |