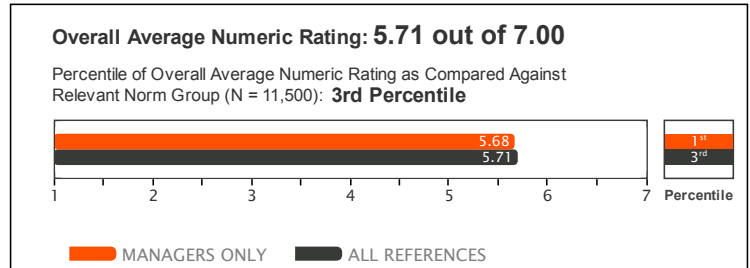
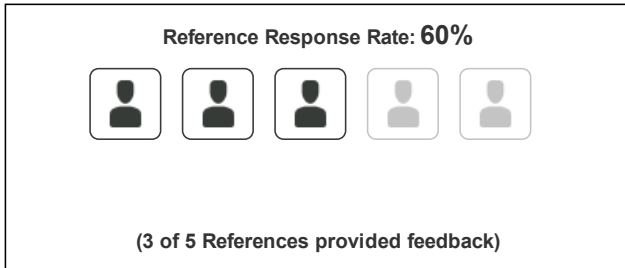


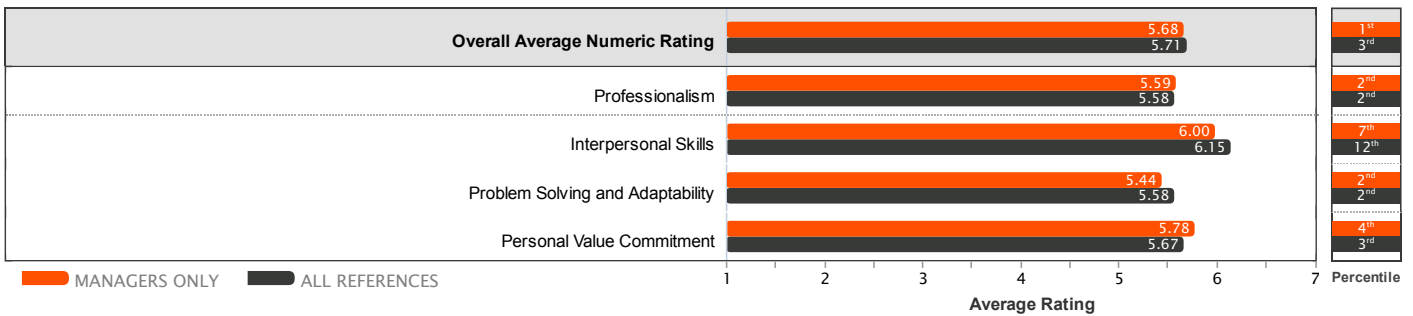
## PREDICTIVE ANALYTICS

Numerous criterion-related validity studies conducted by the SkillSurvey analytics team who followed tens of thousands of new hires for an average of 21 months reveal that two factors - Reference response rate and overall average numeric rating - are statistically predictive of turnover for cause within a year of hire. Below are the Candidate's Reference response rate, overall average numeric rating and the percentile for the Candidate based upon ratings within the relevant norm group (Finance Professional).



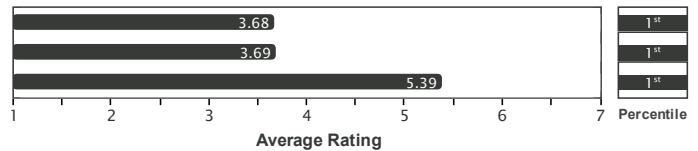
## COMPETENCY CLUSTER SUMMARY

The Candidate's References rated him/her on job-specific behaviors which are grouped into one of the Competency Clusters. Below is a summary of the average ratings for each Competency Cluster. The percentile for the Candidate is based upon the ratings within the relevant norm group. The job-specific behaviors that make up each Competency Cluster can be found in a later section of this report. If at least two of the Candidate's managers provided feedback, a "Managers Only" bar (in orange) is displayed.



## AVERAGE RATING AND PERCENTILE, BY REFERENCE

The feedback from each Reference is presented in order by average numeric rating (shown at the end of the bar). The percentile for the Candidate is based upon the ratings within the relevant norm group.



Inquirehirehas elected to feature Percentiles on this report.

# Paul Jones

EXECUTIVE SUMMARY OF REFERENCE FEEDBACK



## REFERENCE COMMENTS

Each Reference had the option of entering open-ended text comments on the Candidate's work-related areas for improvement and strengths. A horizontal line separates comments provided by different References. **Note:** comments are verbatim as provided by References.

### WORK-RELATED STRENGTHS:

Does great presentations. Builds good rapport with prospects.

Nice person. Gets along with most everyone

Nice to work with, always helpful and thoughtful.

Very interested in solving problems for clients

### WORK-RELATED AREAS FOR IMPROVEMENT:

Cuts a lot of corners. Questionable judgement when under pressure to hit targets.

Better focus. Can be scattered at times. Needs better organizational skills to produce good results. I am afraid Paul never really lived up to his potential, which is too bad, because he is a really nice person.

In spite of his outgoing nature, Paul seems to have a hard time dealing with any kind of criticism, stress or rejection.

Sometimes needs a lot of support in addressing client issues. Had of habit of being surprised by clients, which created issues in his ability to forecast accurately

## TIMELINE

User Submitted Candidate: **February 23, 2015 - 07:22AM (CST)**

Candidate Submitted References: **February 23, 2015 - 07:24AM (CST)**

Candidate Response Time: **0.00 Business Days**  
**0.00 Calendar Days**

Median Reference Response Time: **0.00 Business Days**  
**0.00 Calendar Days**

Report First Ready to be Finalized:  
**February 23, 2015 07:26AM (CST): 0.00 Business Days**

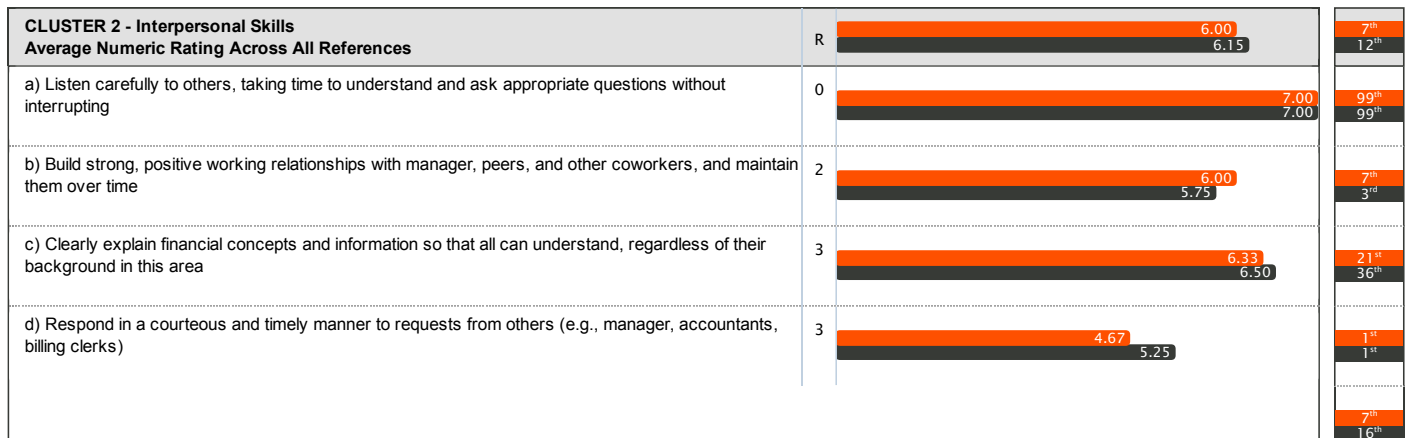
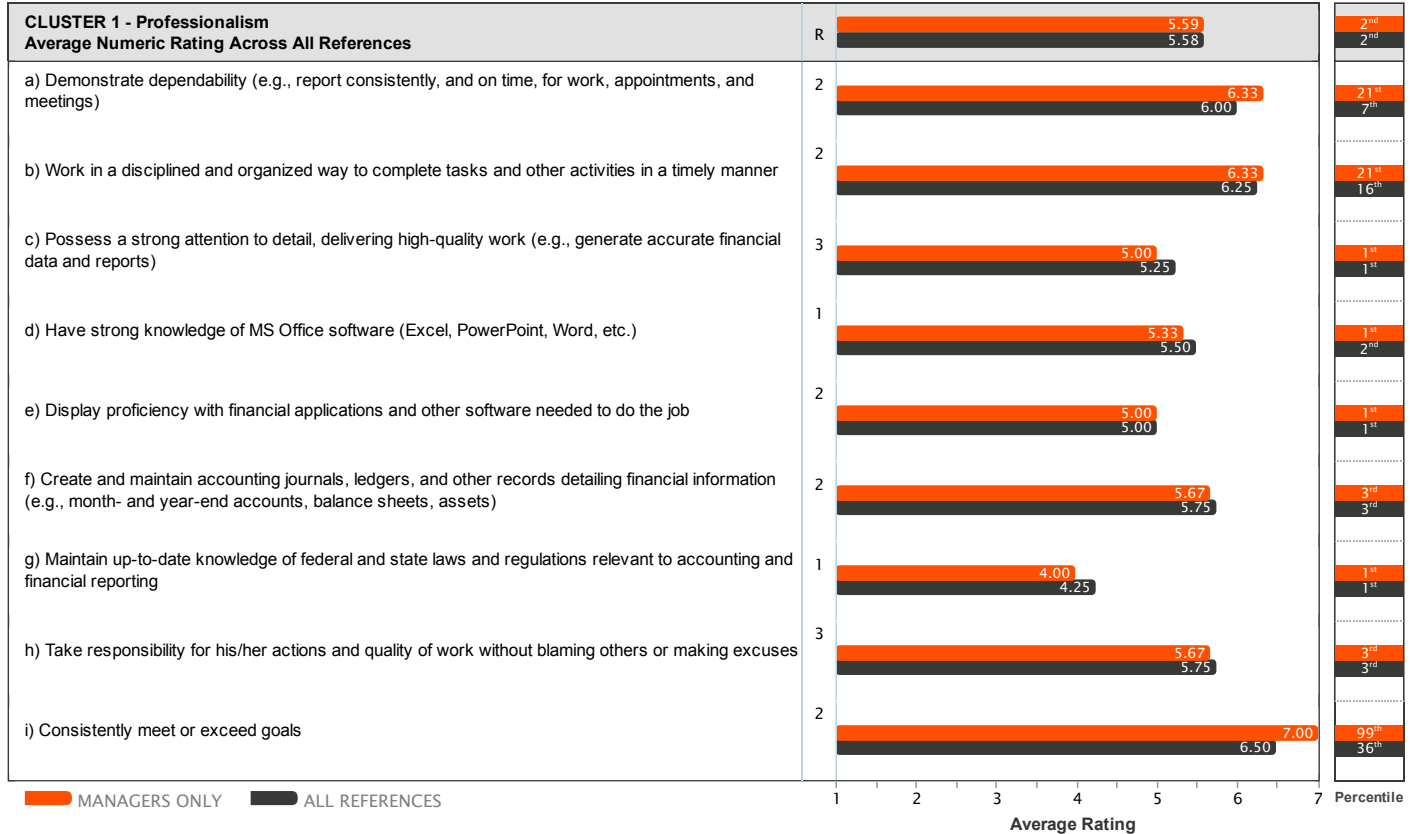
Report First Finalized:  
**February 23, 2015 07:36AM (CST): 0.01 Business Days**

Inquirehirehas elected to feature Percentiles on this report.

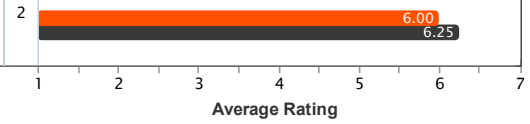
**BEHAVIORAL QUESTIONS BY COMPETENCY CLUSTER**

This section shows the average numeric ratings and percentiles for the Candidate based upon the ratings within the relevant norm group by competency cluster, such as "Interpersonal Skills". If at least two of the Candidate's managers submitted feedback, a "Managers Only" bar (in orange) is displayed.

The number in the column labeled "R" next to the behavioral question shows the range or difference between the highest and lowest rating submitted by the References for the behavior. Example with 3 References: Reference 1 rated a '7' on a behavior, Reference 2 rated a '6' on this same behavior, and Reference 3 rated a '5' on this same behavior. R = 2 (highest rating submitted minus lowest rating submitted, or 7 - 5 = 2).



e) Collaborate with others in the finance department to achieve common goals



Percentile

**CLUSTER 3 - Problem Solving and Adaptability**  
Average Numeric Rating Across All References

a) Independently manage own time and show good judgment in prioritizing work to meet deadlines



2<sup>nd</sup>  
2<sup>nd</sup>

b) Gather information from relevant sources to understand and resolve questions or issues



3<sup>rd</sup>  
3<sup>rd</sup>

c) Verify the accuracy of financial information and quickly resolve any discrepancies



1<sup>st</sup>  
1<sup>st</sup>

d) Make high-quality decisions based upon facts and business priorities



1<sup>st</sup>  
1<sup>st</sup>

e) Know when to escalate issues to manager in order to ensure prompt resolution to problems



57<sup>th</sup>  
16<sup>th</sup>

f) Accept feedback without becoming angry or defensive and use it to strengthen future performance



1<sup>st</sup>  
3<sup>rd</sup>

MANAGERS ONLY ALL REFERENCES



Paul Jones

**CLUSTER 4 - Personal Value Commitment**  
Average Numeric Rating Across All References

a) Approach work activities with confidence and a positive attitude (e.g., respond to requests in a helpful and constructive manner)



4<sup>th</sup>  
3<sup>rd</sup>

b) Demonstrate trustworthiness, honesty, and high personal standards in dealings with others



1<sup>st</sup>  
1<sup>st</sup>

c) Treat other people, including those of different backgrounds, beliefs, and gender, with fairness and respect



21<sup>st</sup>  
16<sup>th</sup>

d) Exhibit maturity and self-control, even in situations involving conflict or stress (e.g., does not threaten or abuse others, either physically or verbally)



1<sup>st</sup>  
2<sup>nd</sup>

e) Act with ethics and integrity, ensuring that all aspects of work meet or exceed accounting and financial reporting standards



7<sup>th</sup>  
3<sup>rd</sup>

f) Maintain confidentiality and privacy of company and client financial information



3<sup>rd</sup>  
2<sup>nd</sup>

MANAGERS ONLY ALL REFERENCES

**ADDITIONAL REFERENCE FEEDBACK**

1. Responses to the question, "Were you involved in the decision to hire this person at your company?"

Yes: 2/4 (50%)  
No: 0/0 (0%)

\*Based on responses from over 1 million References, 35.1% answered 'yes' to this question.

1. Responses to the question, "Would you work with this person again in the future?"

Yes: 2/4 (50%)

No: 0/0 (0%)

\*Based on responses from over 1 million References, 35.1% answered 'yes' to this question.

Inquirehirehas elected to feature Percentiles on this report.

**REFERENCE CONTACT INFORMATION**

Candidates initially submit information about their References, such as the nature and duration of their work relationship with them. If a Reference has changed any information supplied by the Candidate, the text of the information that was changed will appear in red font in this section. You may choose to discuss any text in red font with the Candidate.

The symbols indicating survey completion status of the Reference are as follows:

- Solid green checkmark (✓): the Reference submitted his/her survey feedback responses prior to the time that the report was finalized by the end user.
- Hollow checkmark outlined in black (⊞): the Reference submitted his/her survey feedback responses after the Candidate report was finalized, so this Reference's feedback is not included in the report. Re-finalize the report to include this Reference's feedback.
- The word "NO" in red font (NO): the Reference has not submitted his/her survey feedback responses.

MANAGER ✓	MANAGER ✓	MANAGER ⊞
<p><b>Mr. Albert Warner</b>  <b>Company:</b> Pinnacle  <b>Reference Job Title:</b> Sales Support Manager  <b>Relationship:</b> Business/ Former Supervisor  <b>Phone#:</b> Work: 607-555-1212  <b>Email:</b> awarner@pinnacle.com  <b>IP Address:</b> 192.168.204.112 (Duplicate IP Address)  <b>Completed:</b> 05/10/2014 (1 Day)  <b>Reference Industry:</b> Financial  <b>Candidate Job Title:</b> Sales Rep  <b>Dates:</b> 04/01/2013 To 04/01/2014 (1 year, 0 months)  <b>Address:</b></p>	<p><b>Ms. Janet Gabriel</b>  <b>Company:</b> Pinnacle  <b>Reference Job Title:</b> Manager  <b>Relationship:</b> Business/ Former Supervisor  <b>Phone#:</b> Work: 201-555-1212  <b>Email:</b> gabrielj@topco.com  <b>IP Address:</b> 192.168.204.112 (Duplicate IP Address)  <b>Completed:</b> 05/09/2014 (1 Day)  <b>Reference Industry:</b> Financial  <b>Candidate Job Title:</b> Sales Director  <b>Dates:</b> 04/01/2013 To 04/01/2014 (1 year, 0 months)  <b>Address:</b></p>	<p><b>Mr. Mickey Madden</b>  <b>Company:</b> Onebank  <b>Reference Job Title:</b> Regional Sales Manager  <b>Relationship:</b> Business/ Former Supervisor  <b>Phone#:</b>  <b>Email:</b> mmadden@onebank.com  <b>IP Address:</b> 192.168.204.112 (Duplicate IP Address)  <b>Completed:</b> (No)  <b>Reference Industry:</b> Financial  <b>Candidate Job Title:</b> Business/ Former Supervisor  <b>Dates:</b> 02/01/2013 To 02/01/2014 (1 year, 0 months)  <b>Address:</b></p>

NON-MANAGER	NON-MANAGER ✓
<p><b>Mr. Dan Johnson</b>  <b>Company:</b> Topco  <b>Reference Job Title:</b> Sales Support  <b>Relationship:</b> Business/ Client  <b>Phone#:</b> Work: 919-555-1212  <b>Email:</b> djohnson@topco.com  <b>IP Address:</b> 115.111.61.164 (Duplicate IP Address)  <b>Completed:</b> (No)  <b>Reference Industry:</b>  <b>Candidate Job Title:</b>  <b>Dates:</b> 05/01/2013 To 11/01/2014 (2 years, 6 months)  <b>Address:</b> United States</p>	<p><b>Mr. Peter Ferry</b>  <b>Company:</b> Pinnacle  <b>Reference Job Title:</b> Account Representative  <b>Relationship:</b> Business/ Peer  <b>Phone#:</b> Work: 6105551212  <b>Email:</b> jmackay@pinnacle.com  <b>IP Address:</b>  <b>Completed:</b> 05/13/2014 (3 days)  <b>Reference Industry:</b>  <b>Candidate Job Title:</b> Sales Support  <b>Dates:</b> 04/01/2013 To 02/01/2014 (1 years, 10 months)  <b>Address:</b> United States</p>

**WHAT IS A NORM GROUP?**

From a scientific perspective, comparing an individual candidate's reference feedback to that of feedback for other candidates applying for the same or very similar role, i.e., the "norm group," allows the user to make more meaningful use of the feedback.

The percentiles shown for the candidate are based on the norm group for the position sought determined using the following criteria:

- A Pre-Hire 360 norm group contains surveys for positions where the job candidates have the same or very similar training, education, experience, and job responsibilities.
- A stratified, random sampling technique is used to select a sample of candidate data, or "cases," used for each of the 75 norm groups so that the cases in the norm group sample are representative of the population of relevant candidates.
- Steps are taken to minimize the possibility that any one company or industry dominates a norm group.

- The minimum sample size prior to random selection of cases is 325. The norm group sample sizes range from 300 to 269,000; the median norm group sample size = 8,000.

## WHAT IS A PERCENTILE?

Percentiles are useful for showing the relative standing of an individual in a group. A percentile measures position from the bottom. In the case of the Pre-Hire 360, it tells us what percent of all Candidates received an average numeric rating that is below a particular value. Example: The 80th percentile is a point where 80% of the average numeric ratings are below this value, and 20% of the average numeric ratings are above this value.

## REFERENCE IP ADDRESS HISTORY

### Ferry, Peter

IP Address	Date	Action
10.0.0.118	08/26/2014 9:50PM	Email Link Clicked
10.0.0.118	08/26/2012 9:55PM	Survey Completed

### Gabriel, Janet

IP Address	Date	Action
10.0.0.46	07/26/2014 8:40PM	Email Link Clicked
10.0.0.46	07/26/2014 8:55PM	Survey Completed

### Johnson, Dan

IP Address	Date	Action
152.125.11.126	08/23/2014 8:40AM	Email Link Clicked
152.125.11.126	08/23/2014 8:55AM	Survey Completed

### Madden, Mickey

IP Address	Date	Action
194.221.28.221	05/12/2014 9:48PM	Email Link Clicked
194.221.28.221	05/12/2014 9:57PM	Survey Completed

### Warner, Albert

IP Address	Date	Action
145.98.0.10	06/20/2014 7:45PM	Email Link Clicked
145.98.0.10	06/20/2014 7:59PM	Survey Completed

Inquirehirehas elected to feature Percentiles on this report.