

CANDIDATE FEEDBACK REPORT



CANDIDATE
Sample Candidate



POSITION
Chief Operating Officer



REPORT DATE
Wednesday, December 27, 2023



PRE-HIRE 360[®] SURVEY
Chief Operating Officer (COO)



CANDIDATE ASSIGNED TO



DIVISION
The Source and Recruit Company



REPORT HISTORY
Report Generated : December 27, 2023 - 12:13PM

The Source and Recruit Company has elected to feature Reference responses using average ratings, percentiles, and The Source and Recruit Company's defined category ranges on this report.

Note: The information provided in this report is based solely on Reference feedback submitted in response to a Pre-Hire 360[®] Survey using SkillSurvey's solution. To preserve confidentiality of Reference responses, this report should not be shared with the Candidate.



Predictive Analytics

Reference compliance and overall average numeric rating are statistically predictive of turnover for cause within a year of hire. These two factors result from studies of tens of thousands of new hires for an average of 21 months.

REFERENCE COMPLIANCE
100%
 (4 of 4 References provided feedback)

Manager ✓ | Manager ✓
 Non Manager ✓ | Non Manager ✓

ALL REFERENCES
6.57 (Out of 7.00) ● Top Talent **48th** Percentile

MANAGERS ONLY
6.55 (Out of 7.00) ● Top Talent **46th** Percentile

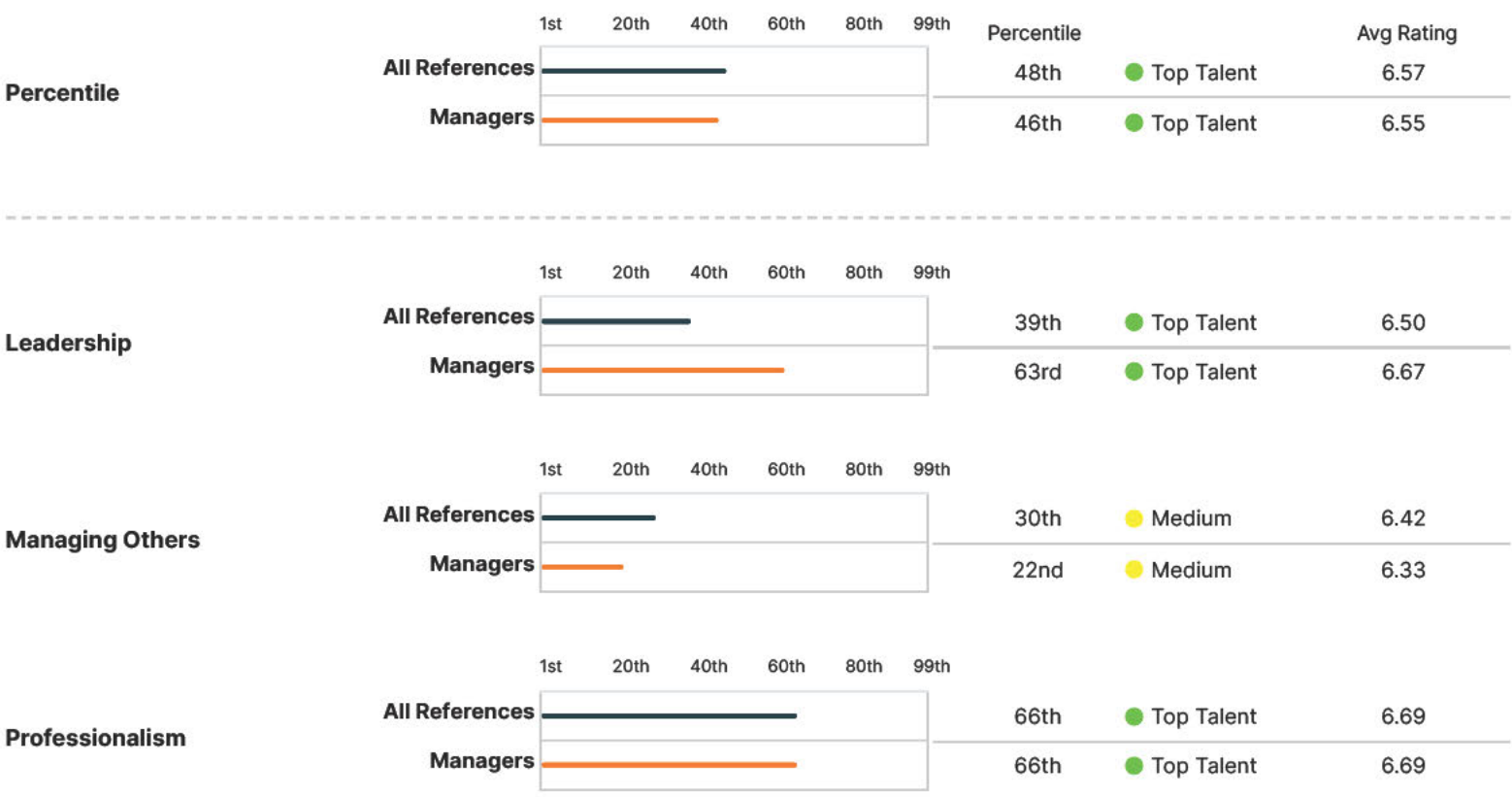
Sample Candidate is being compared to others in the Executives (Chief Officers, Deans, or Directors) norm group which contains 10,500 individuals.

● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)

Competency Summary & Behaviors

The Candidate's References rated them on the extent to which they display job-specific behaviors, which are grouped into competencies. Expanding these views show the behaviors that make up each Competency Cluster.

● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)





Reference Comments

Each Reference had the option of entering open-ended comments on the Candidate's work-related strengths and areas for improvement.

Strengths

- ⊕ For Demo Purpose Only
- ⊕ Sample 1 Sample 2 Sample 3
- ⊕ Steadfast, dependable, ethical and a role model for the organization. Develops the team well, motivating strong individual and team performance. Well organized and a good planner for people and resourcees needed for a project.
- ⊕ Strategic Vision Operational Efficiency Leadership and team collaboration

Areas for Improvement

- ⊕ For Demo Purpose Only
- ⊕ Sample 1 Sample 2 Sample 3
- ⊕ Using the knowledge of best practices, help the leadership team develop new and creative processes to retain a competitive edge. Work to be more adaptable to unexpected developments. Be more strategic in thinking about projects, especially in anticipating things that could become a challenge.
- ⊕ They might benefit from exploring additional professional development opportunities that align with their career goals. Consider seeking mentorship or networking opportunities within the team Explore cross-functional projects

Comments are verbatim as provided by References.



Ratings by Reference

The overall rating for each Reference is shown in order from low to high.



Additional Reference Feedback

This section shows Reference responses to the following question(s).

Were you involved in the decision to hire this person at your company? Yes 4/4 (100.0%) No 0/4 (0.0%)



Based on responses from over 8 million References, 35.2% answered 'yes' to this question.

Would you work with this person again in the future? Yes 4/4 (100.0%) No 0/4 (0.0%)



Based on responses from over 2 million References, 93.1% answered 'yes' to this question.

Behavioral Questions by Competency Cluster



Behaviors | Rater Diff | Percentile | Avg Rating

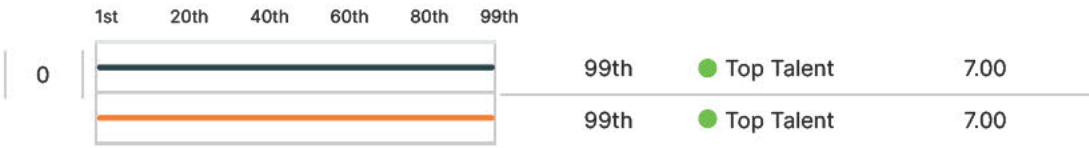




b) Work with the executive team to develop short-and long-term plans, timeframes, milestones, resources, and dependencies



c) Motivate others by encouraging them and by building mutual trust, respect, and cooperation



● All References ● Managers

● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)
Sample Candidate is being compared to others in the Executives (Chief Officers, Deans, or Directors) norm group which contains 10,500 individuals.

Managing Others

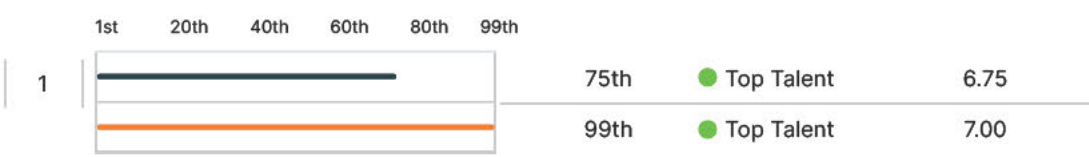


Behaviors	Rater Diff	Percentile	Avg Rating
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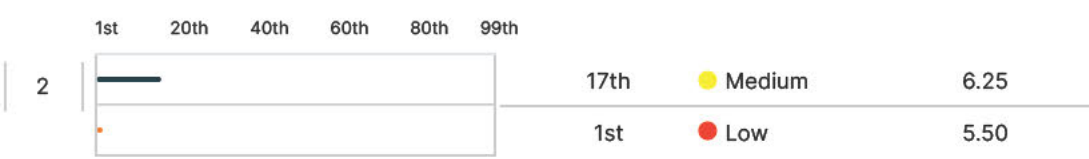
a) Build a strong and diverse team by continually recruiting and selecting competent and talented people



b) Provide members of team with important and challenging projects to enhance their development



c) Effectively measure performance and hold team members accountable for meeting their goals



● All References ● Managers

● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)
Sample Candidate is being compared to others in the Executives (Chief Officers, Deans, or Directors) norm group which contains 10,500 individuals.



		1st	20th	40th	60th	80th	99th	Percentile		Avg Rating
Professionalism	All References							66th	● Top Talent	6.69
	Managers							66th	● Top Talent	6.69

Behaviors	Rater Diff		Percentile		Avg Rating
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a) Demonstrate dependability (e.g., report consistently, and on time, for work, appointments, and meetings)	1							39th	● Top Talent	6.50
								39th	● Top Talent	6.50

b) Work in a disciplined and organized way to complete tasks and other activities in a timely manner	0							99th	● Top Talent	7.00
								99th	● Top Talent	7.00

c) Use basic technology as a tool for communication (e.g., email, scheduling appointments)	1							75th	● Top Talent	6.75
								99th	● Top Talent	7.00

d) Possess excellent knowledge of principles and best practices in managing business operations	1							39th	● Top Talent	6.50
								39th	● Top Talent	6.50

e) Develop realistic estimates for the resources, timelines, and budget necessary to meet goals	2							39th	● Top Talent	6.50
								99th	● Top Talent	7.00

f) Stay up-to-date with developments in the industry that could increase operational efficiency	2							39th	● Top Talent	6.50
								7th	● Medium	6.00

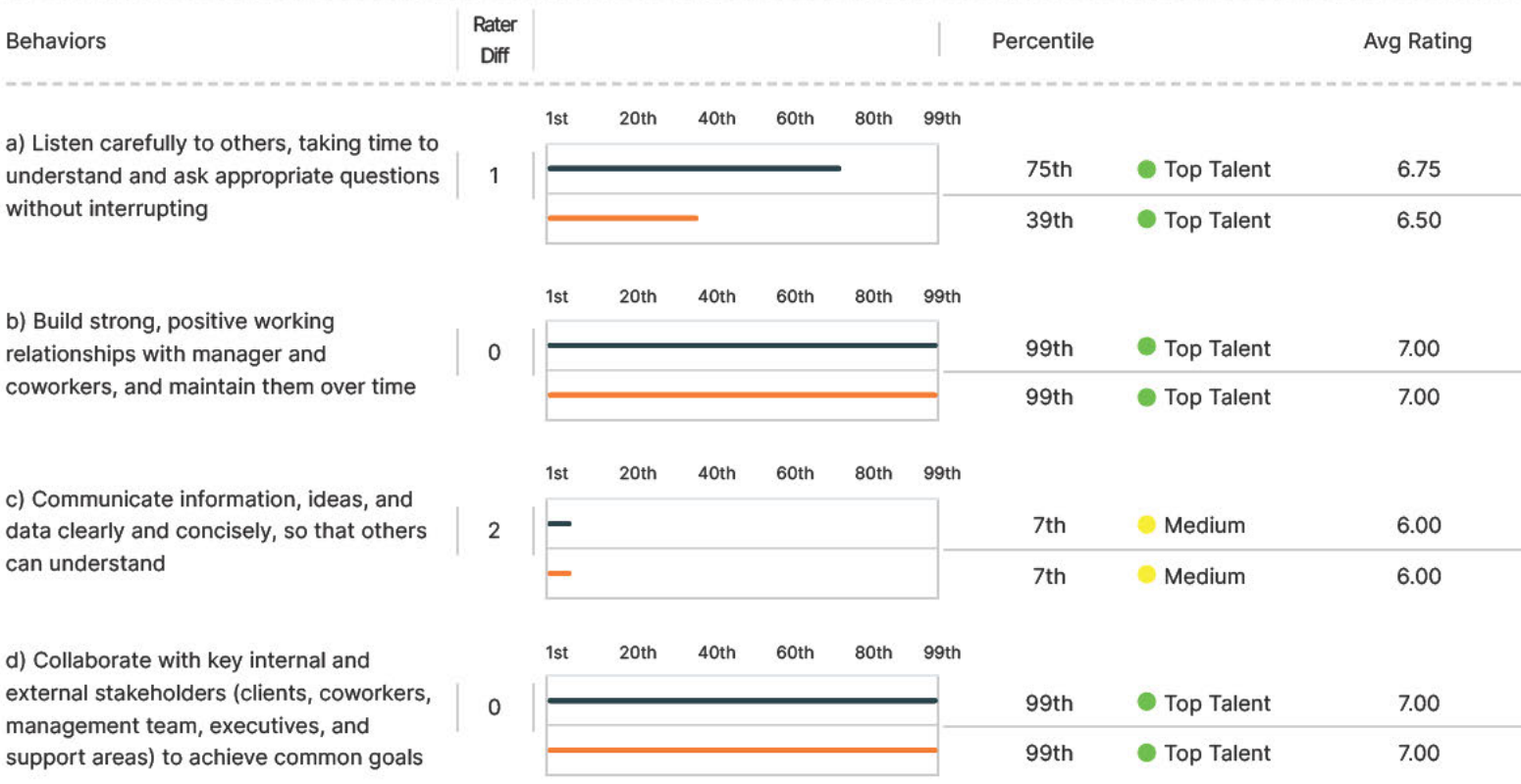
g) Take responsibility for their actions and quality of work without blaming others or making excuses	1							75th	● Top Talent	6.75
								39th	● Top Talent	6.50

h) Consistently set and meet challenging goals	0							99th	● Top Talent	7.00
								99th	● Top Talent	7.00

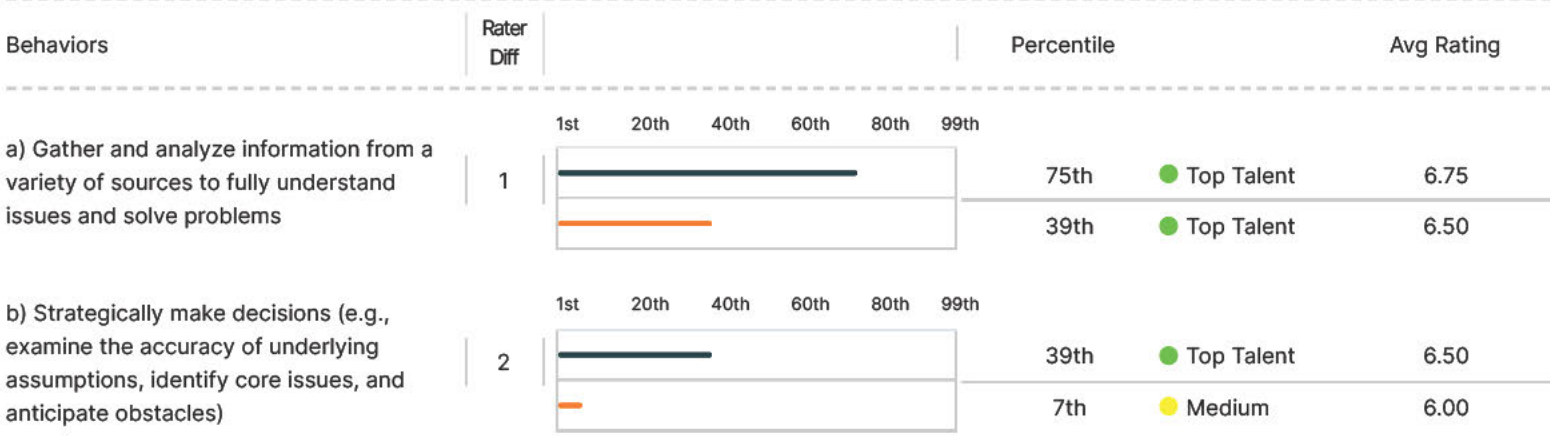
● All References ● Managers

● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)

Sample Candidate is being compared to others in the Executives (Chief Officers, Deans, or Directors) norm group which contains 10,500 individuals.



● All References ● Managers ● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)
 Sample Candidate is being compared to others in the Executives (Chief Officers, Deans, or Directors) norm group which contains 10,500 individuals.





c) Develop innovative business models and practices based upon the needs of the company	2		7th	● Medium	6.00
			1st	● Low	5.50
d) Identify and obtain resources such as materials, staffing, and vendors needed to successfully complete projects	0		99th	● Top Talent	7.00
			99th	● Top Talent	7.00
e) Remain flexible and adapt to variety on the job (e.g., effectively handle unexpected situations, demanding stakeholders, and changing conditions)	2		7th	● Medium	6.00
			7th	● Medium	6.00
f) Accept feedback without becoming angry or defensive and use it to strengthen future performance	1		17th	● Medium	6.25
			7th	● Medium	6.00

● All References ● Managers ● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)

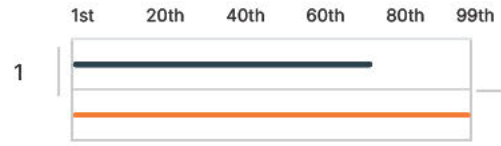
Sample Candidate is being compared to others in the Executives (Chief Officers, Deans, or Directors) norm group which contains 10,500 individuals.

		1st	20th	40th	60th	80th	99th	Percentile		Avg Rating
Personal Value Commitment	All References							51st	● Top Talent	6.58
	Managers							75th	● Top Talent	6.75

Behaviors	Rater Diff	1st	20th	40th	60th	80th	99th	Percentile		Avg Rating
a) Approach the job with confidence and a positive attitude (e.g., respond to setbacks in a helpful and constructive manner)	1							39th	● Top Talent	6.50
		39th	● Top Talent	6.50						
b) Demonstrate trustworthiness, honesty, and high personal standards in dealings with others	0							99th	● Top Talent	7.00
		99th	● Top Talent	7.00						
c) Treat other people, including those of different backgrounds, beliefs, and gender, with fairness and respect	2							17th	● Medium	6.25
		39th	● Top Talent	6.50						

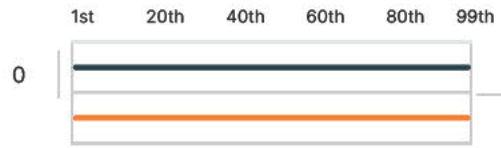


d) Exhibit maturity and self-control, even in situations involving conflict or stress (e.g., does not threaten or abuse others, either physically or verbally)



75th ● Top Talent 6.75
99th ● Top Talent 7.00

e) Act with ethics and integrity, ensuring that all projects and other work activities meet or exceed professional and industry standards



99th ● Top Talent 7.00
99th ● Top Talent 7.00

f) Maintain confidentiality and privacy of company information



7th ● Medium 6.00
39th ● Top Talent 6.50

● All References ● Managers

● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)

Sample Candidate is being compared to others in the Executives (Chief Officers, Deans, or Directors) norm group which contains 10,500 individuals.

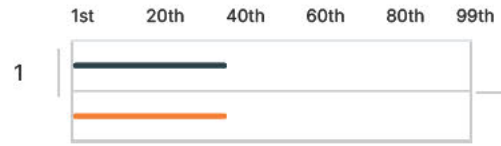
Ability to Work Remotely



Percentile Avg Rating
62nd ● Top Talent 6.66
66th ● Top Talent 6.69

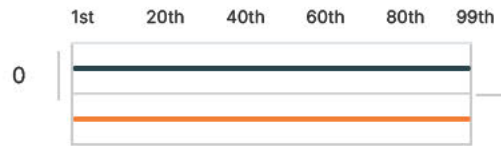
Behaviors	Rater Diff	Percentile	Avg Rating
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a) Demonstrate dependability (e.g., report consistently, and on time, for work, appointments, and meetings)



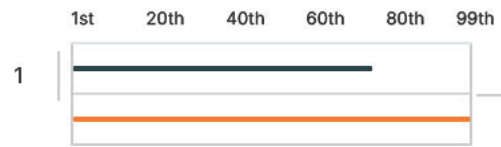
39th ● Top Talent 6.50
39th ● Top Talent 6.50

b) Work in a disciplined and organized way to complete tasks and other activities in a timely manner



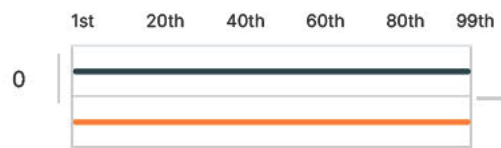
99th ● Top Talent 7.00
99th ● Top Talent 7.00

c) Use basic technology as a tool for communication (e.g., email, scheduling appointments)

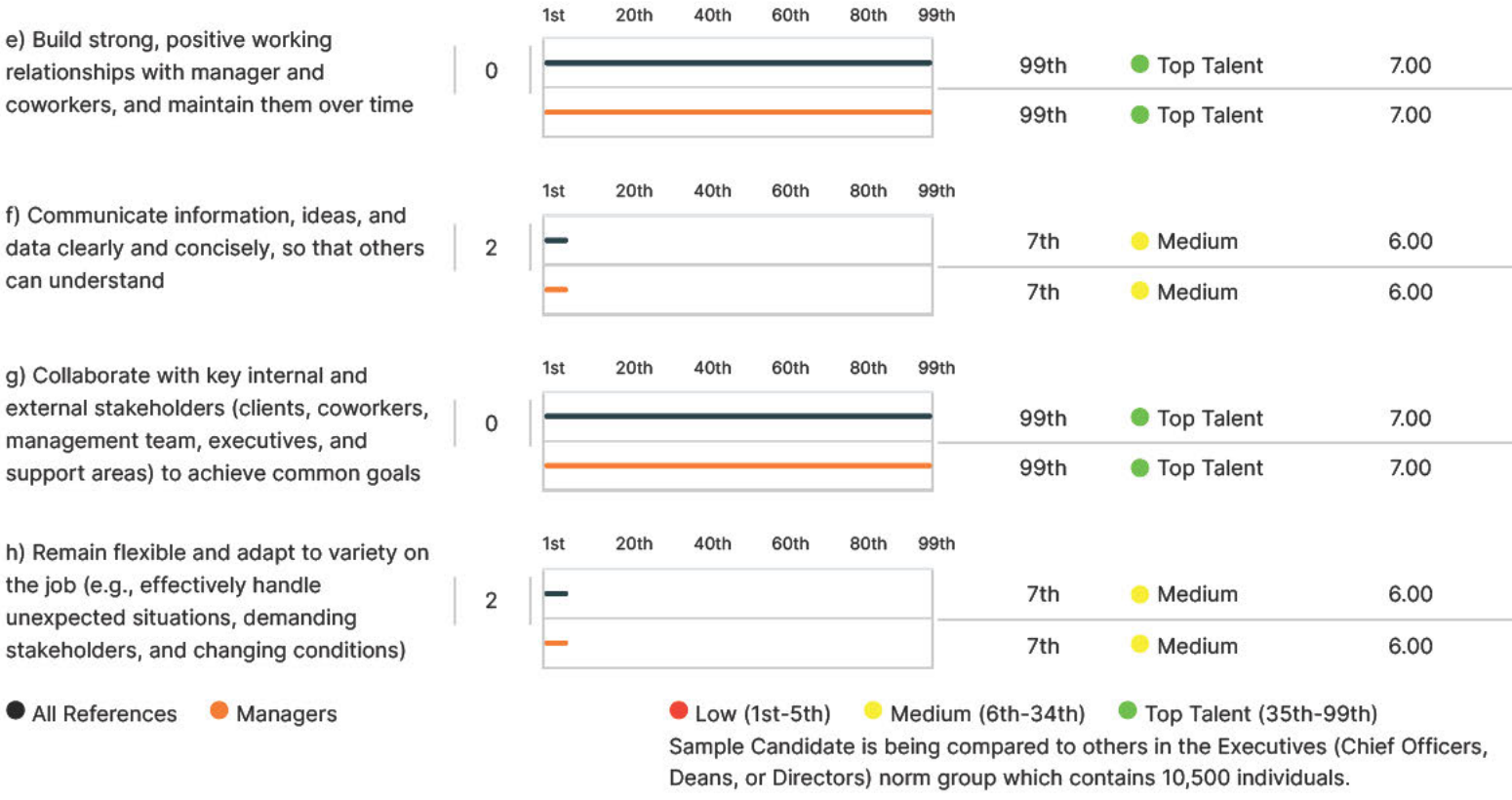


75th ● Top Talent 6.75
99th ● Top Talent 7.00

d) Consistently set and meet challenging goals



99th ● Top Talent 7.00
99th ● Top Talent 7.00



Reference Contact Info

	Manager <input checked="" type="checkbox"/>	Manager <input checked="" type="checkbox"/>	Non Manager <input checked="" type="checkbox"/>
Salutation	Mrs.	Mr.	Mr.
First Name	[Redacted]	[Redacted]	[Redacted]
Last Name	[Redacted]	[Redacted]	[Redacted]
Company	Sample Company	Sample Company B	Sample Company
Reference Job Title	CEO	President	Director of Sales
Relationship	Manager (Supervisor)	Manager (Supervisor)	Coworker
Email	[Redacted]	[Redacted]	[Redacted]
Address	[Redacted]	[Redacted]	[Redacted]
Mobile Phone	[Redacted]	-	[Redacted]
Work Phone	[Redacted]	[Redacted]	[Redacted]
Current Company	Sample Company	Sample Company B	Sample Company



Current Job Title	CEO	President	Director of Sales
Candidate Job Title	COO	Director of Operations	COO
Dates Worked Together	01/2016 To Current	01/2014 To 10/2015 (1 year, 9 months)	09/2023 To Current
Survey Completed	12/27/2023 11:43:00 AM(CT) 3 Business Days, 5 Calendar Days	12/22/2023 12:00:00 PM(CT) 0 Business Days, 0 Calendar Days	12/22/2023 1:20:00 PM(CT) 0 Business Days, 0 Calendar Days
Opted In	No	No	No

Responded
 Not Responded
 Email Bounced

Responded but not included in report. At least 2 additional responses must be received before the references can be included in the report.

Non Manager

Salutation	Mr.
First	[Redacted]
Last	[Redacted]
Reference Job Title	[Redacted] (Demo Company)
Relationship	Coworker
Email	[Redacted]
Address	[Redacted]
Mobile Phone Number	[Redacted]
Work Phone	[Redacted]
Current Company	[Redacted]
Current Job Title	[Redacted]
Candidate Job Title	[Redacted]
Dates Worked Together	05/2018 To Current
Survey Completed	12/27/2023 6:49:00 AM(CT) 3 Business Days, 5 Calendar Days
Opted In	No

Responded
 Not Responded
 Email Bounced

Responded but not included in report. At least 2 additional responses must be received before the references can be included in the report.



Authenticity Scan Matches detected !

SkillSurvey tracks network and device information from Candidates and References to ensure authenticity of Reference responses. Items highlighted in red indicate a match between respondents.

IP Addresses 2 matches detected

Name	Company	Email Address	City/State	IP Addresses	Date/Time Responded
Sample Candidate (Candidate)	-	[REDACTED]	-	[REDACTED]	12/22/2023 11:57AM
[REDACTED]	Sample Company B	[REDACTED]	[REDACTED]	[REDACTED]	12/22/2023 12:00PM
[REDACTED]	Sample Company	[REDACTED]	[REDACTED]	[REDACTED]	12/22/2023 01:20PM
[REDACTED]	Sample Company	[REDACTED]	[REDACTED]	[REDACTED]	12/27/2023 06:49AM
[REDACTED]	Sample Company	[REDACTED]	[REDACTED]	[REDACTED]	12/27/2023 11:43AM

IP Address History

Sample Candidate (Candidate)

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



Report Milestones

Below is a summary of key milestones for this Candidate and their References.

CANDIDATE RESPONSE TIME: 0.01 Business Days 0.01 Calendar Days	MEDIAN REFERENCE RESPONSE TIME: 1.43 Business Days 2.42 Calendar Days	REPORT FIRST READY TO BE FINALIZED 2.80 Business Days 4.80 Calendar Days December 27, 2023 - 6:49AM (CST)
------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------

CANDIDATE CREATED: December 22, 2023 - 11:42AM (CST)	CANDIDATE SUBMITTED REFERENCES: December 22, 2023 - 11:57AM (CST)	REPORT FIRST FINALIZED: 3.02 Business Days; 5.02 Calendar Days December 27, 2023 - 12:13PM (CST)
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Behavioral Interview Questions

● Low (1st-5th) ● Medium (6th-34th) ● Top Talent (35th-99th)

Leadership



1 a. Discuss your involvement in communicating the need for change. How did you inspire action in others?

2 b. Describe a time when you aligned the work of your direct reports around a common goal. What was the outcome?

Managing Others





1 a. Discuss a time when you provided someone with valuable feedback that they used to improve their performance.

2 b. What key behavioral characteristics do you look for when putting together a team for a specific project?

Professionalism



1 a. In your past job, what were two key areas of expertise that were necessary for you to do your job? How did you ensure that you had this knowledge?

2 b. What techniques have you found to be helpful when leading a team that requires a lot of direction?

Interpersonal Skills



1 a. Describe your most challenging experience working on a cross-functional team. What was your approach for building relationships with key stakeholders?



2 b. Describe a situation when a lack of communication created an obstacle for you at work. How did you respond?

Three horizontal lines for text input.

Problem Solving and Adaptability



1 a. When you have managed a large project, what did you do to ensure that the work stayed on track?

Two horizontal lines for text input.

2 b. Give me an example of a time when you were responsible for solving a complex problem at work. What techniques did you use to successfully solve the issue?

Two horizontal lines for text input.

Personal Value Commitment



1 a. Describe a situation at work when you were not in favor of decisions that were made by others. What did you do?

Two horizontal lines for text input.

2 b. How have you typically coped with setbacks or delays at work? How do you keep them from affecting your behavior towards others?

Two horizontal lines for text input.



Ability to Work Remotely



1 a. What have you done in the past to ensure that you met your goals on time? If you failed to meet a goal, what did you do to get back on track?

2 b. Give me an example of a situation when you suggested a change to some process or policy that you thought was important. What was the outcome?

Section Information

Predictive Analytics

SkillSurvey conducted numerous validity studies on applicants who had a SkillSurvey Reference report, by following up on tens of thousands of new hires for an average of 21 months. These studies revealed that two factors - Reference Compliance and Overall Average Numeric Rating - are statistically predictive of turnover for cause within the first year of hire. See SkillSurvey's published, peer-reviewed research in the *International Journal of Selection and Assessment*: [Web-based Multisource Reference Checking: An Investigation of Psychometric Integrity and Applied Benefits](#) or in [SkillSurvey Reference: Predictive Validity of the Pre-Hire 360® Reference Feedback: The Role of Metrics and Numeric Ratings](#).

The higher percentage of reference providers who comply with the Candidate's request, and the higher the overall average numeric rating, the more likely it is that the Candidate will be a better fit for the role.

Reference Compliance

Reference Compliance indicates the percentage of References who complete the Candidate's request to submit a reference on them. Our studies show that those Candidates who achieve a Reference Compliance at 80% or above (such as 5/5 or 4/5) are less likely to turnover for cause within the first year, compared to those with a Reference Compliance less than 80%. See [Factors Affecting Compliance with Reference Check Requests](#) published in the *International Journal of Selection and Assessment*.

Overall Reference Numeric Ratings

References rate Candidates on a numeric rating scale of 1 to 7, indicating the extent to which the Candidate demonstrated a particular behavior when they worked with them -- where "1" indicates that they "Never" demonstrated that behavior and "7" indicates that they "Always" demonstrated that behavior.

On the report, you will notice that Reference numeric ratings are generally high. This is not unusual, and it is not unique to SkillSurvey Reference. Through your hiring practices, you may already have a good sense that this Candidate is a good fit because you screened the Candidate's application, resume, had an initial phone call, and possibly even conducted at least one interview. Additionally, Candidates typically are choosing individuals whom they expect will give them a good reference, and our studies have shown that the #1 reason someone provides a reference is if the Candidate worked well with them in the past and performed well on the job. However, not all the ratings are at the very high end of the scale. That is, 93% of Candidates have an average rating of 6.00 or above, meaning that 7% receive average ratings that are below 6.00.

On the report, when a Candidate's ratings are compared to a norm group of Candidates who were reference checked using the same or similar survey, you can interpret the relative standing of their ratings using percentiles. For example, if a Candidate's average ratings fall in the 43rd percentile, then this Candidate's ratings are higher than 43% of the other Candidates within the same norm group. Conversely, this means that 57% of Candidates in the norm group received higher ratings than this Candidate. Our norm groups contain ratings from thousands of Candidates across numerous companies and industries.

Your organization can use different colors and category labels to further interpret the ratings and what actions to take, if any.

Competency Summary & Behaviors

The Candidate's References rated them on job-specific behaviors, which are grouped into Competency Clusters. Included in this section is a summary of the average ratings, percentiles, and any colors or category labels your organization has chosen. The ratings are broken out by: (1) All References, which includes responses by both Managers and Non-Managers; and (2) Managers Only, which includes only Managers' responses.

By expanding this section, you can view the feedback to the job-specific behaviors that are grouped into each Competency Cluster.

Note: The Managers bar will only display on reports where there is more than one manager responding, and more than one non-manager responding.

'Rater Diff' Column Explained

The number in the column labeled 'Rater Diff' next to each behavioral question shows the range, or difference between the highest and lowest rating submitted by the References for the behavior. A "0" indicates that there was no difference between the References. That is, there was 100% agreement among the References - all References gave the Candidate the same rating on the 7-point scale. A "1" indicates that there was a difference of 1 point between the References, a "2" indicates that there was a difference of 2 points between the References and so on.

For example, if three References responded and Reference A rated a '7' on a behavior, Reference B rated a '6' on this same behavior, and Reference C rated a '5' on this same behavior then R = 2. R is the highest rating submitted minus lowest rating submitted, or $7 - 5 = 2$.

In general, the 'Rater Diff' is either "0" or "1." A Rater Diff of "2" occurs 16% of the time and Rater Diff of "3" or more is very rare, occurring only 4% of the time. For a Rater Diff of 2 or more, you may want to ask the Candidate to explain any challenges they may have had with a behavior of particular interest or critical to the position.

Reference Comments

Each Reference had the option of entering open-ended text comments on the Candidate's work-related strengths and areas for improvement. The responses are not in the order in which they were received; instead, Reference responses are presented in a random fashion. See our peer-reviewed research: [Content of Qualitative Feedback Provided During Structured, Confidential Reference Checks](#) published in the *Journal of Personnel Assessment and Decisions*.

Note: Reference feedback in this section is verbatim; presented exactly as provided by the Reference.

Ratings by Reference


The numeric feedback from each Reference is not presented in the order in which the feedback was received; it is presented in order by average numeric rating, low to high.


This section can be helpful in understanding how closely the References are aligned in their overall numeric feedback on the Candidate.


Reference Contact Info

Candidates initially submit information about their References, such as the nature and duration of their work relationship with them. Information is summarized in the grid including their work relationship to the Candidate, the Reference's name, company, job title and dates worked together. Click the Reference name to view their full details.


Responded Column

 the Reference has responded, and their responses are included in the current report.

 the Reference has not yet responded.

 the Reference has responded but their responses are not included in the current report because they responded after the report was finalized. To include this Reference's feedback and re-finalize the report, one additional Reference must respond to ensure confidentiality of the References' responses. In other words, two additional References must provide feedback before a report can be re-finalized.

Reference Edits Column

 a Reference has changed information the Candidate provided on their behalf. Hover over the icon to see the information the Reference has changed or click on the Reference to display the full contact information.

Click the 'Manage References' button to take you to the **Candidate Details Page**. You will be prompted to enter your username and password to complete the following

- Resend Reference emails or texts
- Edit Reference information if they have not submitted a survey
- Request additional References from the Candidate

Authenticity Scan

An IP Address shown in red font on this report indicates that the same IP address (computer network) was recognized for more than one individual involved in this reference-checking process. If the Candidate IP address is in red font, this means that it matched the IP address of at least one Reference, whose IP address will also appear in red font.

Sample IP Address formats are shown below:

- 64.98.91.71
- 2607:fb90:50ed:8c06:75b5:382f:305a:f5b7

If the Candidate's IP address is not in red font, but IP addresses of two or more References are in red font, this indicates that the same computer network was used by these References when they submitted a survey.

Matching IP addresses do not necessarily mean that References are inauthentic; it is possible for Candidates and References to legitimately share a computer network. For example, it is possible to have matching IP addresses where an organization has a corporate security policy that sets the same IP address for all outgoing internet traffic. In instances where the Candidate and References do not currently work at the same organization, there is an increased possibility that the Reference is inauthentic.

IP addresses, when accessing the internet, are not assigned to the specific computer you are using but the modem being used to access the internet. When a computer or mobile device is connected to a wireless network, the IP address is the modem being used to access the internet; therefore, multiple individuals in the same location can have the same IP address.

Mobile devices such as smartphones, notebooks, or iPads are assigned an IP address from the nearest cellular connection tower, or point. If multiple points are available, the device will connect to their own provider's tower first; otherwise, they will connect to the strongest signal. In these cases, smartphones that are connected to the same tower would have the same IP address. Although there is a chance that two phones would have the same IP address connecting to the same cell tower, it is unlikely that they would.

In cases where there are matching IP addresses and you have a question about the authenticity of the Reference submission, you may want to consider the following:

- Are the email domains of all References using the same free domain? (@gmail.com, @yahoo.com, @hotmail.com, etc.)? It is rare that all References will have the exact same free email domain, such as all being @gmail.com. For example, this occurs about 6% of the time for finalized Candidates with 3 References, yet only about 2% of the time for finalized Candidates with 5 References.
- Is the timing of the responses one right after the other? If you see References that have responded immediately after one another based on date and time, and the IP addresses are the same, this could raise the question of authenticity.
- Do the References' verbatim comments have the same cadence or style? For example, all responses have numbered their feedback on the top 3 items the exact same way, or the same or similar wording has been used.

In addition, you may want to contact the reference(s) and ask questions such as the following as part of your effort to confirm the authenticity of the survey submission in a way that does not impact confidentiality.

- 1 - Did you complete the survey for this Candidate?
- 2 - Is the following your email address or mobile number: REFERENCE'S EMAIL ADDRESS or MOBILE NUMBER?
This question is to confirm that the e-mail address or mobile number that the Candidate entered for the reference is the truly reference's e-mail address or mobile number.
- 3 - Do you remember when and where you were when you completed the survey?
This is meant to give a general idea of the Reference's location.

Report Milestones

This section provides information on the report events for this Candidate and their References.

The **Candidate Response Time** is presented in both business and calendar days. This indicates the time that has elapsed from when the email or text is sent to the Candidate, to the time when the Candidate sent the requests to their References.

The **Median Reference Response Time for a Finalized Candidate** is presented in both business and calendar days. This indicates the median time that has elapsed from when the References received the request from the Candidate to the time when the References submitted their survey responses.

The **Report First Ready to be Finalized** is presented in both business and calendar days. This indicates the time that has elapsed from when the Candidate entered their References to when the minimum number of References have responded to generate the report. For the majority of candidates (94.8%) the report is ready to be finalized within 2 business days.

The **Report First Finalized** is presented in both business and calendar days. This indicates the time that has elapsed from when the Candidate entered their References to the time when the system user finalized the Candidate report.

Behavioral Interview Questions

SkillSurvey created behavioral interview questions for each survey based on a review of the lowest rated behaviors for thousands of Candidates. The behavioral interview questions are the used for all Candidates who have been referenced checked using the same survey. The behavioral interview questions do not reflect the Candidate's individual report results. For similar jobs and surveys, SkillSurvey has used similar behavioral interview questions.

Reasons for using the same behavioral interview questions per survey was to adhere to common HR mandates that all Candidates must follow the same interview process for each Candidate applying to a given position. Another reason was to focus on some of the potential challenges to Candidates, overall, in this position. If a given Candidate was highly rated on these behaviors, it could provide an opportunity for the Candidate to explain how they addressed and overcame these common challenges.

The Candidate's References rated them on job-specific behaviors, which are grouped into Competency Clusters. Included in this section is a summary of the average ratings, percentiles, and any colors or category labels your organization has chosen. The ratings are broken out by: (1) All References, which includes responses by both Managers and Non-Managers; and (2) Managers Only, which includes only Managers' responses.

Note: The Managers bar will only display on reports where there is more than one manager responding, and more than one non-manager responding.