



Candidate Email

Dear Paul,

Thank you for your continued interest in the [position] position with ACME, Inc. As already explained to you, a critical step in the selection process is reference checking. ACME, Inc uses web-based reference checking for this purpose.

Please click on the link below. It will open a web page where you will input your references. You will also be able to review a sample of the questions being asked and the email that will be sent to your references. Your references will be emailed a reference survey and their responses will be submitted directly back to ACME, Inc. No one will see your references' individual responses because all responses are averaged and made available in one confidential summary report.

Note that all references will be responding as individuals, not as representatives of any company or organization.

<https://app.skillsurvey.com/Reference/Candidate/Instruction?candidateId=909d4587-a748-4d28-b8eb-1f4d535cb922>

Need help?

Technical support: customerservice@skillsurvey.com

Process questions, please contact Nicole Torsella-Harris at recruiting@skillsurvey.com.

If you are no longer interested in this job, please click here:

<https://app.skillsurvey.com/Reference/Candidate/OptOut?candidateId=909d4587-a748-4d28-b8eb-1f4d535cb922>



Reference Email

Dear John,

I am pursuing a career opportunity and I'm asking you, as well as several other individuals, to complete this request as a professional reference. Please complete this short (less than 30 questions), confidential, web-based survey regarding my skills. When completing the survey, if you cannot answer a question based upon your experiences when working with me, please make sure to click the "Not Observed" (N/O) button instead of selecting a number on the 1-7 rating scale.

[English](#) | [Deutsch](#) | [Español](#) | [Français](#) | [French](#) | [Português](#) | [简体中文](#)

No one will see your individual responses because the system averages the responses from all of my references to produce one confidential summary report.

Please note that you will be responding as an individual, not as a representative of any company or organization. Also, I have executed a legally binding agreement that releases you, as well as any organization with which you are now affiliated or have been affiliated in the past, from any potential liability for providing this information. A copy of the Consent Agreement is available upon request. Please email me to advise that you would like to receive a copy.

The process is quick and easy. Please click or paste this link into your browser:

<https://app.skillsurvey.com/Reference/Reference/Instruction?referenceld=EVPADLF5pYbWnuIW2raGSQ==>

Need help?

[Frequently Asked Questions](#)

[Technical support](#)

If you have any questions, you can also email me at john.doe@skillsurvey.com

Thank you for your time,
John Doe



Reference Survey Form

TO ANSWER QUESTIONS:

Please answer each question throughout the survey by clicking on the appropriate button under the number that best describes the extent to which you feel John Doe uses these skills, **compared to others in the workplace**.

AS YOU READ EACH ITEM, PLEASE KEEP IN MIND:

The scale below is on a continuum of 1 - 7, where a "1" indicates that compared to others in the workplace, John Doe **never** uses the skill **under any circumstances**. A "4" indicates that John Doe uses the skill to a moderate or average extent. A "7" indicates that compared to others in the workplace, John Doe uses this skill **at all times and under all circumstances**.

If you cannot answer a particular question based on your own personal experience or observation of the Candidate, click the **"Not Observed" (N/O)** button for that question.

Extent Scale

1 Never	2 Little Extent	3 Some Extent	4 Moderate Extent	5 Above Average Extent	6 Great Extent
			7 Always		

		Never Always							
Compared to others in the workplace, to what extent does John Doe		1	2	3	4	5	6	7	N/O
1	Demonstrate dependability (e.g., report consistently, and on time, for work, appointments, and meetings)?	●	●	●	●	●	●	●	●
2	Work in a disciplined and organized way to complete tasks and other activities in a timely manner?	●	●	●	●	●	●	●	●
3		●	●	●	●	●	●	●	●

	Possess a strong attention to detail and deliver high-quality work (e.g., accurately reconcile accounting ledgers)?								
4	Have strong knowledge of MS Office software (Excel, PowerPoint, Word, etc.)?	●	●	●	●	●	●	●	●
5	Display proficiency with financial applications and other software needed to do the job (e.g., creating complex financial models; forecasting investment returns)?	●	●	●	●	●	●	●	●
6	Create detailed and clear financial forecasts and reports for the management team ?	●	●	●	●	●	●	●	●
7	Maintain up-to-date knowledge of relevant federal and state codes, regulations, and laws governing corporate investments?	●	●	●	●	●	●	●	●
8	Take responsibility for his/her actions and quality of work without blaming others or making excuses?	●	●	●	●	●	●	●	●
9	Consistently meet or exceed goals?	●	●	●	●	●	●	●	●
10	Listen carefully to others, taking time to understand and ask appropriate questions without interrupting?	●	●	●	●	●	●	●	●
11	Build strong, positive working relationships with manager, peers, and clients, and maintain them over time?	●	●	●	●	●	●	●	●
12	Clearly explain financial concepts and information so that all can understand, regardless of their background in this area?	●	●	●	●	●	●	●	●
13	Present results of financial analyses and reviews to the management team in a clear and organized manner?	●	●	●	●	●	●	●	●
14	Respond to requests from others in a courteous and timely manner?	●	●	●	●	●	●	●	●
15	Serve as a consultant to others on questions related to financial analyses and reporting?	●	●	●	●	●	●	●	●
16	Independently manage own time and show good judgment in prioritizing work to meet deadlines?	●	●	●	●	●	●	●	●
17	Monitor economic, industry, and corporate trends to strategically guide the organization's investment plans and decisions?	●	●	●	●	●	●	●	●
18	Make high-quality decisions based upon facts and business priorities?	●	●	●	●	●	●	●	●

19	Effectively analyze financial information to forecast business and industry growth ?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	Provide data to explain variations between forecasts and actual results?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21	Accept feedback without becoming angry or defensive and use it to strengthen future performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	Approach work activities with confidence and a positive attitude (e.g., respond to requests in a helpful and constructive manner)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	Demonstrate trustworthiness, honesty, and high personal standards in dealings with others?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	Treat other people, including those of different backgrounds, beliefs, and gender, with fairness and respect?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25	Exhibit maturity and self-control, even in situations involving conflict or stress (e.g., does not threaten or abuse others, either physically or verbally)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	Act with ethics and integrity, ensuring that all aspects of work meet or exceed financial reporting and accounting standards?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	Maintain confidentiality and privacy of company and client financial information?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional questions for John Doe		Yes	No
28	Were you involved in the decision to hire this person at your company?	<input type="radio"/>	<input type="radio"/>
29	Would you work with this person again in the future?	<input type="radio"/>	<input type="radio"/>

COMMENTS

Regardless of how you rated John Doe, please answer the questions below, focusing only on John Doe's work behavior. Your responses to these questions are also **confidential**. No one will be identified in the report as having written the comment.

Please note: All comments must be written in English.

Starting with the most important, please comment on the top 3 ways in which this individual could improve his/her work

performance. Comments must be made in English only. Thank you!

Starting with the most important, please comment on the top 3 work-related strengths of this individual. Comments must be made in English only. Thank you!

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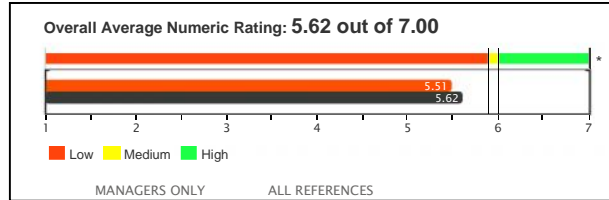
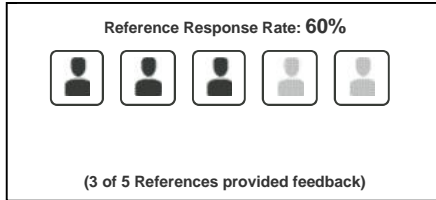
Paul Jones

PRE-HIRE 360 FEEDBACK REPORT - EXECUTIVE SUMMARY



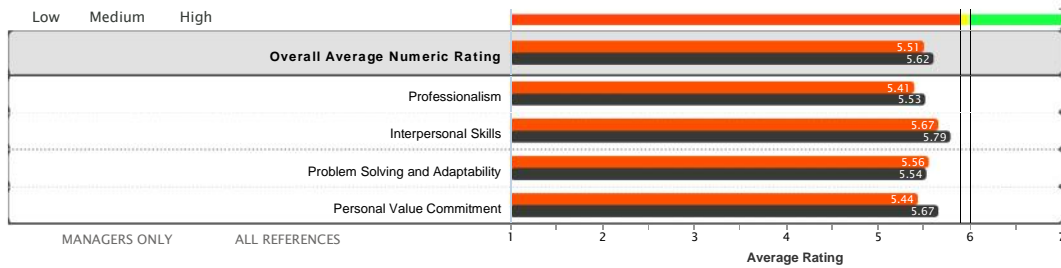
PREDICTIVE ANALYTICS

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. Presented below are the Candidate's Reference response rate and overall average numeric rating. (*) The colors and thresholds in the top bar shown below represent percentile ranges chosen by your company to help guide your evaluation of this Candidate.



COMPETENCY CLUSTER SUMMARY

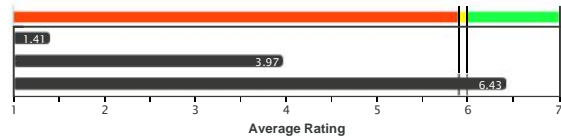
The Candidate's References rated him/her on job-specific behaviors which are grouped into one of the Competency Clusters. Below is a summary of the average ratings for each Competency Cluster.. The job-specific behaviors that make up each Competency Cluster can be found in a later section of this report. If at least two of the Candidate's managers provided feedback, a "Managers Only" bar (in orange) is displayed. (*) The colors and thresholds in the top bar shown below represent ranges chosen by your company to help guide your evaluation of this Candidate.



AVERAGE RATING AND PERCENTILE BY REFERENCE

Low Medium High

The feedback from each Reference is presented in order by average numeric rating (shown at the end of the bar). (*) The colors and thresholds in the top bar shown below represent ranges chosen by your company to help guide your evaluation of this Candidate.



University of Pennsylvania has defined their own category ranges and elected to feature them on this report.



Paul Jones

PRE-HIRE 360 FEEDBACK REPORT - EXECUTIVE SUMMARY



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: 0.00 Business Days	Report First Finalized: February 23, 2015 07:36AM: 0.01 Business Days

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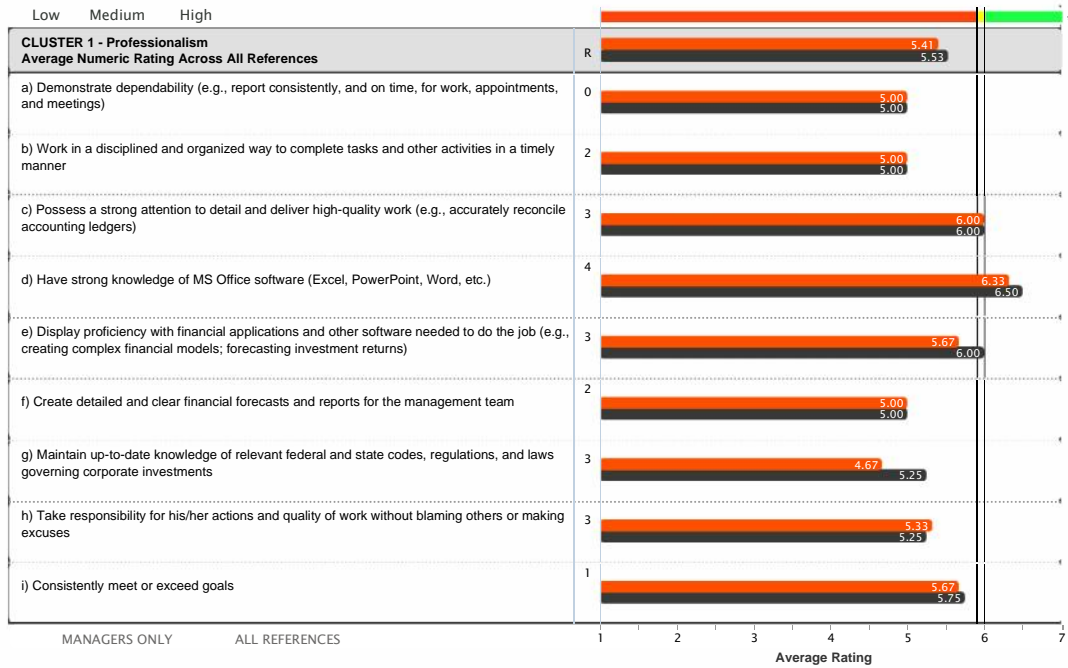
Paul Jones



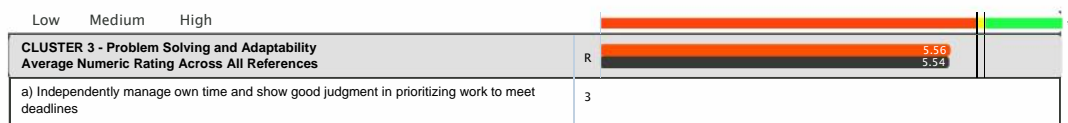
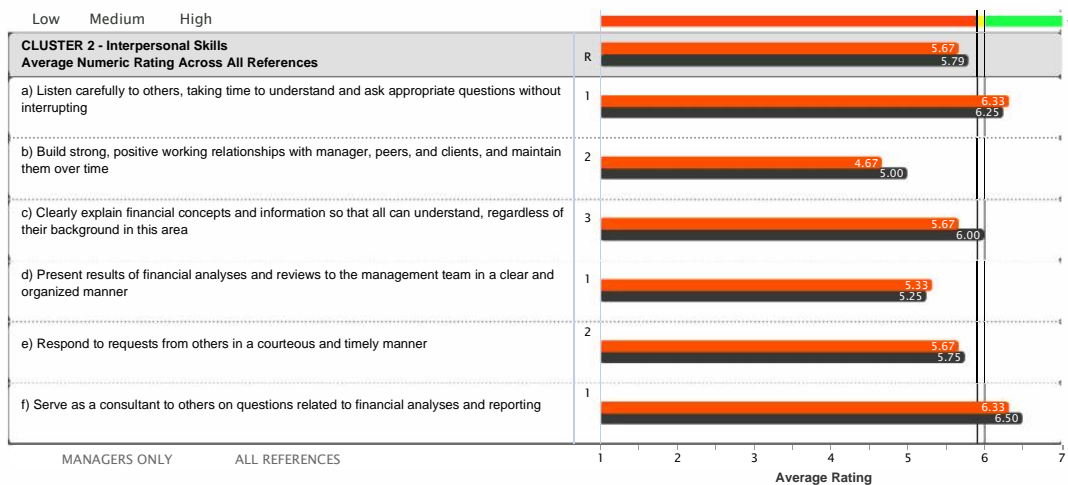
BEHAVIORAL QUESTIONS BY COMPETENCY CLUSTER

This section shows the average numeric ratings for the Candidate by competency cluster, such as "Interpersonal Skills". (*) The colors and thresholds in the top bar shown below represent ranges chosen by your company to help guide your evaluation of this Candidate. 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).

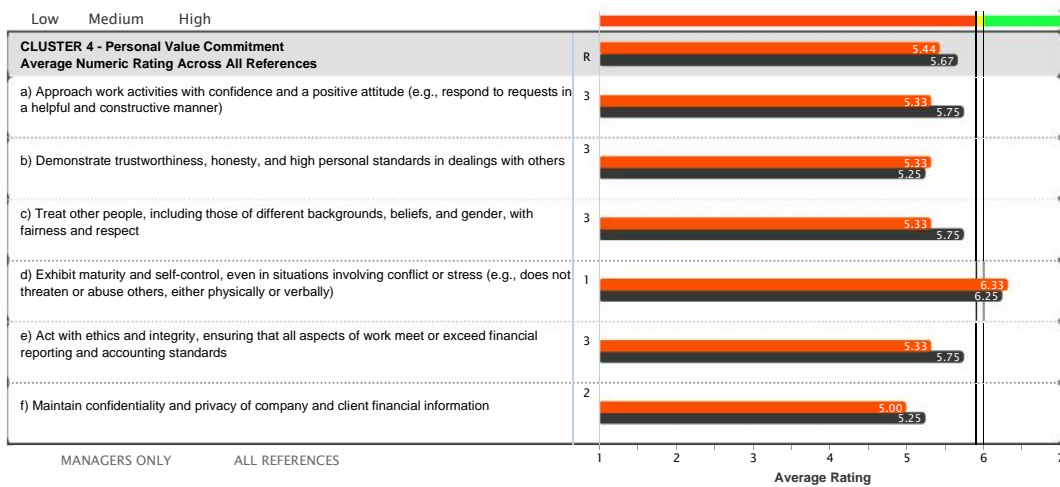


Paul Jones





Paul Jones



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.

2. 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, 99.2% answered 'yes' to this question.

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Paul Jones



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

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

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

University of Pennsylvania has defined their own category ranges and elected to feature them on this report.

