



## SKILLSURVEY FEEDBACK REPORT



CANDIDATE

Andrew Doe



POSITION

IT Business Analyst

PRE-HIRE 360<sup>®</sup> SURVEY

Business Systems Analyst, v2



CANDIDATE ASSIGNED TO

Celsey Duritsa



DATE

Thursday, March 25, 2021



REPORT HISTORY

Report Generated: March 25, 2021 - 08:04AM



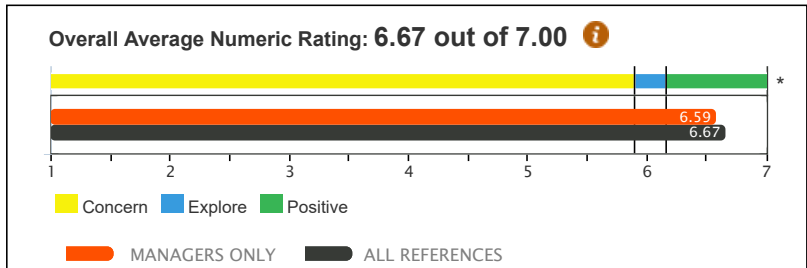
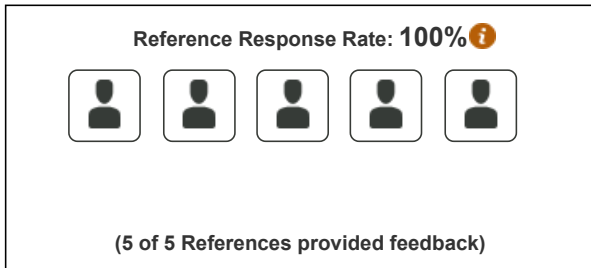
**Note:** The information provided in this report is based solely on Reference feedback submitted in response to the Pre-Hire 360<sup>®</sup> survey using SkillSurvey's solution. To preserve confidentiality of Reference responses, this report should not be shared with the Candidate.



**About SkillSurvey:** SkillSurvey is the leader in online reference checking, sourcing and credentialing, providing immediately useful insights to help employers make better hiring decisions. SkillSurvey speeds hiring for healthcare, commercial, higher education, and staffing and recruiting organizations. Its cloud-based referencing and credentialing solutions answer vital questions that help organizations hire the right people for every role. Visit us at [www.skillsurvey.com](http://www.skillsurvey.com).

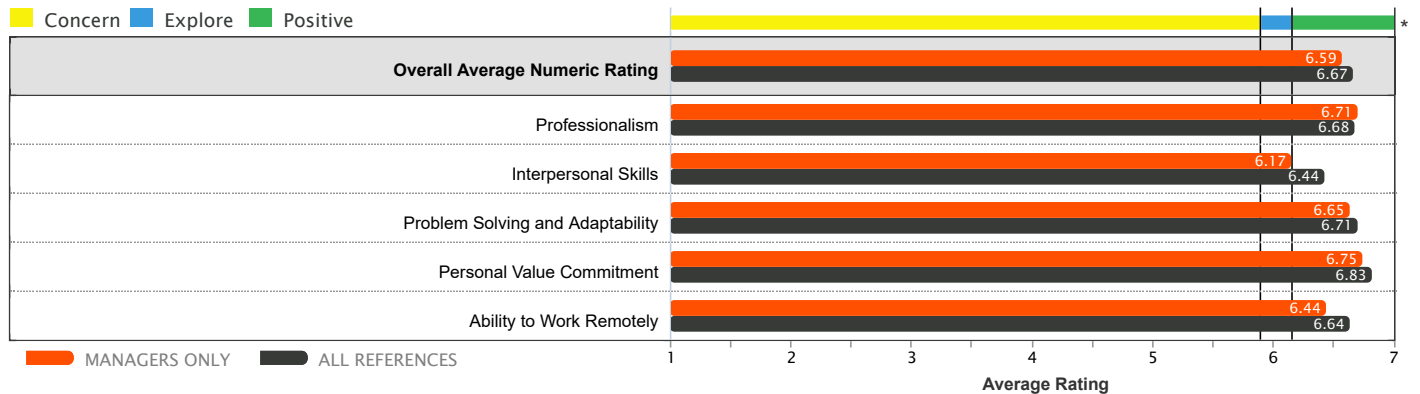
### PREDICTIVE ANALYTICS

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.



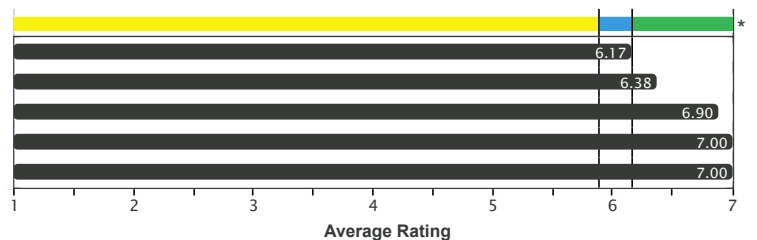
### COMPETENCY CLUSTER SUMMARY

The Candidate's References rated them 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

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.



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



**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:
<p>1. Ability to identify inefficiencies in processes and to provide solutions for process improvement - Andrew has been instrumental in improving the processes of the BAM program in his department of Mechanical Engineering. He realized that students needed clarity about the process, clear expectations, and efficient processes that included the students as stakeholders and decision makers, processes that did not complete separate the student from the administrative aspects of graduate processes. He created form templates, letters, and formal admissions processes that have helped our department improve our own processes. 2. Collaborative work style - Our positions have an essential component which is collaboration. Andrew has partnered with faculty and students to improve and grow advising processes in his department, with the graduate chair being one of his strongest allies. He has built these relationships using his professional acumen and by demonstrating that he can provide solutions to processes such as admissions, recruitment, and reporting and analytics. He seamlessly brings together undergraduate advisors and other staff to help concurrent degree students, college and department leadership to address gender inequities, and colleagues around the institution to find faster ways to do processes. 3. Complete commitment to inclusiveness and equity - Andrew has been a champion for students from underrepresented backgrounds and has been working hard to bring greater female representation to the field of mechanical engineering. He has made a difference in his department as an advocate for students from underrepresented backgrounds in mechanical engineering and his work has impacted other graduate advisors, setting an example of excellence and advocacy. He sees the big picture and knows what aspects of the system need to be addressed to include those that have been historically left out in the engineering disciplines.</p>
<p>1. Andrew is a true social justice advocate. In addition to his brilliance as a human, Andrew is also an empathic person who genuinely cares for those around him. He is often the first person to reach out to people when they're having a bad day, or if something tragic happened and one is suffering because of it. For example, summer of 2020 when George Floyd was killed, I was thankful to have Andrew reach out and extend his support. As a person of color, it is nice knowing I can count on Andrew to support people like me or anyone who is treated unjustly. Andrew is not afraid to recognize and acknowledge his privilege, and he is also someone who always holds himself accountable. He has high integrity, and is easily a trustworthy individual. I appreciate being part of teams with Andrew because I know he will always have a diversity, equity and inclusion mindset. This is my favorite thing about working with Andrew. I can trust him and his judgment, and I know he will always be supportive, regardless of someone's identities. 2. Andrew is an excellent communicator. He knows when and how to listen effectively, and he knows how to say the right things at the right time. For example, the Graduate School decided one summer to change the entire process in which we process Bachelor's Accelerated Master's (BAM) program applications. We went from a lot of old systems and processes, to a brand new system that still was a bit confusing. However, Andrew was able to attend the appropriate trainings, and understood the new process and system so well, he was able to explain it to the entire Mechanical Engineering Undergraduate Advising Team. He walked us step-by-step and showed us what the process looked like on his end, our end, and students' end. This helped our Undergraduate Advising Team have a better understanding of what this new process and system looked like. Even though I attended one of the trainings, I didn't truly understand the change until Andrew explained it to us. It was as if he had created a new system and was explaining everything in detail to all of us in a way we could all understand. This allowed us to be more effective in our roles as Advisors, and it allowed us to better relay the information to our students. Additionally, Andrew's written skills are so phenomenal, people in our department look up to his support when writing or editing important messages to our department. 3. Andrew is very detail-oriented. In everything he does, he takes time to do it the right way. Andrew is able to work under pressure, yet still produce excellent results. This speaks volumes to Andrew's ability to recognize all the little things that go into something, and understand the importance of doing it well. Andrew is often someone people in our department rely on to look over their work to make sure things are done correctly. I often rely on Andrew's detail-oriented skills when working on team projects with him because I know he tends to see things most people would miss. For example, Andrew and I were in charge of creating, sending and analyzing data from surveys we sent out to graduating students of spring 2020. This data helped our department understand what our students wanted for their spring 2020 graduation (given we couldn't do it in person because of the pandemic) and how they wanted us to support them during these difficult times. With Andrew's leadership, we were able to gather the appropriate data, analyze it, and create positive outcomes directly related to the data. Thanks to Andrew, we were able to have a successful graduation substitution in place that our students and their loved ones enjoyed. All of this had to be planned and completed within a short-period of time, yet Andrew never cracked under pressure or work. He didn't make any mistakes that would have been detrimental to student success, if anything he gave us a blueprint for what to do for future graduations if in-person ceremonies aren't possible (i.e. spring 2021 graduation).</p>
<p>Andrew is a great leader. He really understands the big picture of things and also understands how to relate to people. One of his biggest skill sets is his intellect. He easily learns new skills and can adapt to situations well. He also is a great data worker. His understanding of data and how it works is top notch.</p>
<p>As noted in my previous response, Andrew has been invaluable to our graduate program in innumerable ways, and below I have listed just three of Andrew's most outstanding work-related strengths. 1. Perhaps Andrew's greatest strength is his focus on improving the efficiency, equitability, and transparency of our administrative processes. He implemented improved tracking of student academic progress and student appointments, created a new process for the hiring of student TAs and hourlies/graders, and contributed substantially to the creation of the new graduate handbook. Andrew has also worked extensively to grow our professional MS program, including working with faculty to create three new professional MS certificates, designing scholarship opportunities to recruit more – and more diverse – professional MS students, and ensuring that all graduate students are correctly coded in the appropriate degree program (e.g., professional versus traditional MS degrees). These efforts have resulted in the continued increase of our professional MS enrollment, corresponding to an increase in the professional MS revenue brought into the department. This revenue is critical for many other aspects of our graduate program, particularly PhD student recruiting and funding, and our PhD enrollment has also continued to grow. Andrew's contribution to this growth cannot be overstated and he is an integral component of everything our graduate program does. 2. During the past year, Andrew took on a more administrative role in the graduate program and was responsible for many critical components of our graduate operations and administration, including setting up student appointments, managing budgets, admissions and recruiting, TA assignments, and candidacy and graduation applications. Many of these tasks became more complicated with the isolation created by the pandemic, but Andrew reliably and quickly performed all tasks, with few to no errors. In the few instances when Andrew did make a mistake, he admitted to the mistake and worked quickly to correct the issue. The importance of the tasks Andrew has taken on is considerable, and so his overall high degree of accuracy and attention to detail have been critical for the successful functioning of our graduate program. The accountability that Andrew shows in his job is admirable and makes him a more effective graduate advisor and team member. 3. Since joining our department, Andrew has demonstrated a remarkable commitment to promoting diversity and inclusivity in our department and has become something of a "conscience" for our graduate program. He consistently advocates for under-represented students and, in my opinion, is one of the clearest embodiments of the CU College of Engineering and Applied Science's commitment to diversity and student health. He continues to work on improvements in the efficiency and transparency of our processes and is a staunch advocate for equitable practices in everything we do.</p>

In the previous section I mentioned how skilled and intelligent Andrew is. He has many great skills and traits that make him a top employee. However, in my experience with Andrew these are his greatest strengths: 1. His communication skills. Andrew is one of the best communicators I have ever worked with in my career. He writes well. He speaks well. He clarifies on items he is unsure of. He connects well with his colleagues and others. Simply put, he excels in this and that is one of the most difficult qualities to find in an employee and something you simply cannot teach. 2. Andrew is a lifelong learner and is naturally curious and inquisitive of the world around him. Beyond this though, he is such a quick study. He is able to pick up new skills, processes, and knowledge at a much quicker pace than any other employee I have supervised. This translated into his work in Admissions. Not only did he take on the largest and most important recruitment territory (Southern California and Phoenix), he built a legacy that completely raised the standards of that area for future admission staff. Additionally, he learned the intricacies of a number of our technology solutions like Salesforce, PeopleSoft, Prezi, Excel, Access and other platforms quickly and effectively. 3. Andrew is disciplined and determined to get the job done and do it well. He has never phoned in a project. He always works to get the job done and done right. While some employees I have had to remind them on deadlines or need to micromanage deadlines, with Andrew that was never an issue. His reliability as an employee is something, again, that is not taught. He cares about the work he produces and wants it to reflect well on himself, his team, and the organization.

**WORK-RELATED AREAS FOR IMPROVEMENT:**

1. Delegating tasks - Andrew has a great sense of responsibility about his work and also does not like to inconvenience others, because he is a very considerate coworker. He can learn to delegate more, as I am sure others will gladly help him, because he is always helping others. 2. Event planning - Andrew's strengths are in identifying the nuances and details of processes and coming up with effective solutions for these. With event planning, such as graduate visit days, he can use more assistance with scheduling student travel and reimbursements. He did a great job, but I could tell that this was not his niche. 3. Trusting his instincts - Andrew is a brilliant problem solver, but sometimes his doubts his perception of a situation and does not take the action he should have. I really think he outgrew his current role a while ago, but he was doubting his skills and experience and did not go for what he really wanted. I am really pleased to see that he is seeking an opportunity where his skills will be valued.

1. Andrew is an outstanding employee who is very detail-oriented. He holds himself to very high standards, and sometimes he can get frustrated when others don't hold themselves to high standards as well. However, Andrew never goes off on anyone, and the times I have seen him express frustration, he has been able to communicate effectively with the parties involved to the point where issues and concerns were resolved in a respectful manner. 2. Andrew takes on many responsibilities, which is awesome for people that work with him. However, I worry he may burn out sometimes if he doesn't set more boundaries/limits in terms of who he could help and when. With the added responsibilities on Andrew's plate during the pandemic, I noticed a few times in which Andrew was mentally exhausted. I supported him as best as I could, and reminded him to take care of himself and his needs in order for him to be at his best. Andrew did take this feedback and throughout the year he was open in his communication and letting our team know when he felt he was at max capacity. This allowed team members to help support where needed, and it helped Andrew to not burn out. 3. Andrew is someone who can easily work independently or on a team. However, although he is so skilled with the work he produces, it may be helpful for Andrew to trust others a little more, even if they don't produce results to the level of his work. I have seen Andrew do this in the past and the times he trusted his peers more, his peers seemed to gain more confidence.

Honestly I don't think Andrew has a lot of improvement outside of learning new skills. I think anyone can always learn new skills whether it's process management, SQL/data management, or just day to day improvements. Andrew has always been a great leader. There is not one specific thing I think Andrew needs to improve on.

Andrew is a phenomenal employee and we will be very sorry to lose him, but I also understand that his career interests are leading him in another direction. There are few ways in which Andrew could improve on his work performance, and he has been instrumental in everything we've done as a graduate program over the past several years. The only area of improvement I could imagine mentioning is connected to the very high standards that Andrew sets for himself and others. In particular, Andrew prioritizes accountability, transparency, and equity in all that he does. Perhaps because he unfailingly demonstrates these qualities himself, over the years Andrew has, at times, become frustrated with the performance and lack of accountability of students, faculty, and other staff, both within the department and in the College. While such frustration is, in most cases, natural and warranted, Andrew is continuing to work on ways to reinforce and encourage these qualities in others. It is a difficult task and one that I myself have yet to master but, as a testament to his own willingness to grow, I have noticed over the past six months that Andrew is increasingly approaching these sometimes difficult situations with optimism and openness. I believe this will allow him to continue improving the effectiveness with which he promotes his core principles of equity, transparency, respect, and accountability in everyone he works with.

Andrew is a highly skilled, highly intelligent and highly capable employee. From my observations of Andrew in his work I would say the following three areas are opportunities for continued growth for him: 1. Patience with decision making in the organization. Higher education, with shared governance and transparency as an important value in the ways business is conducted, can cause decision making delays. Andrew, to his credit, wants to move forward and find solutions quickly. This, at times, has caused frustration for him in the projects he is working on or the processes he is working through. 2. Andrew needs rationale and logic to apply to his work. He needs to be able to envision the end point and how it will help positively impact his work or the work of his team members and the organization. In higher education, we do not always have the full picture to begin with and he has really worked to improve this area and "trust the process". 3. Andrew can continue to work on his overall organization of work. He has never missed any deadlines, been late to any meetings or work events, or not followed through. But rather, he can work to organize his time to be even more efficient and balance out his work time. Again, this would only serve to help him and as his supervisor I never had any issue with his work performance and outcomes.

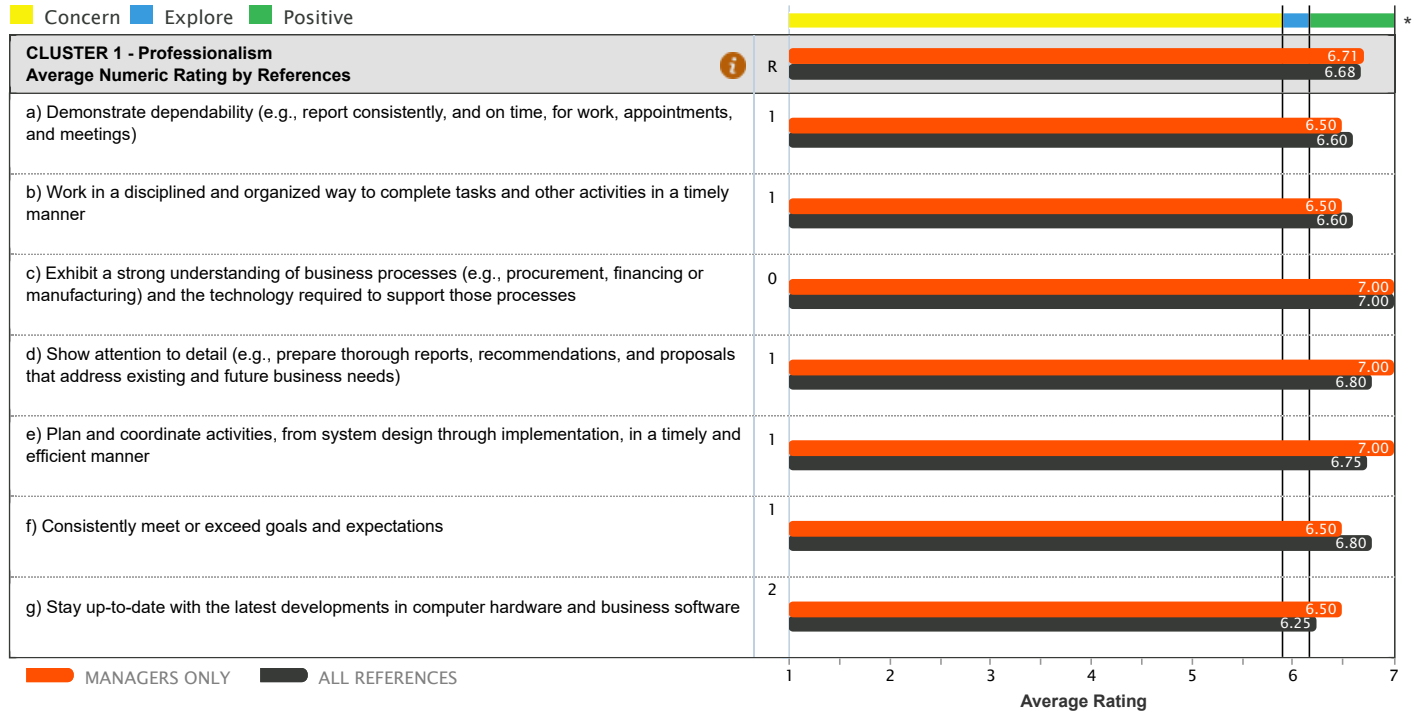
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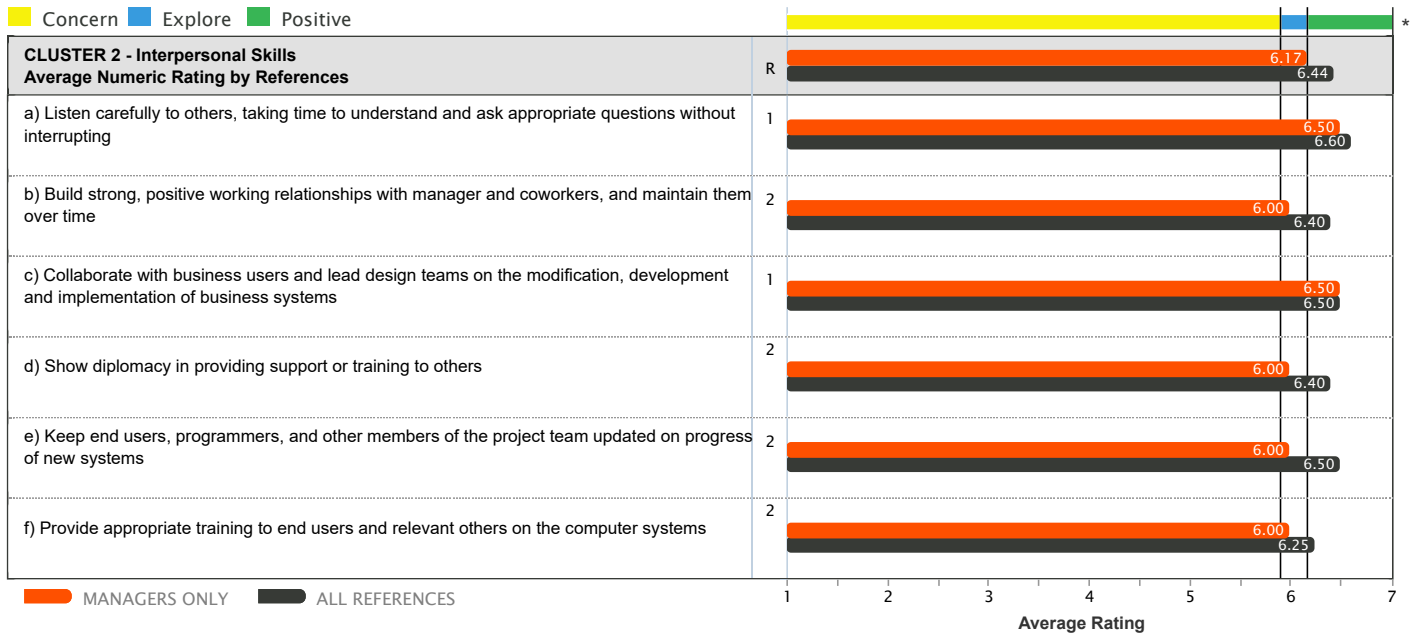
User Submitted Candidate: <b>March 23, 2021 - 11:45AM (CST)</b>	Candidate Submitted References: <b>March 23, 2021 - 01:39PM (CST)</b>
Candidate Response Time: <b>0.08 Business Days 0.08 Calendar Days</b>	Median Reference Response Time: <b>0.15 Business Days 0.15 Calendar Days</b>
Report First Ready to be Finalized: <b>March 23, 2021 - 05:15PM: 0.23 Business Days</b>	Report First Finalized: <b>March 25, 2021 - 08:04AM: 1.85 Business Days</b>

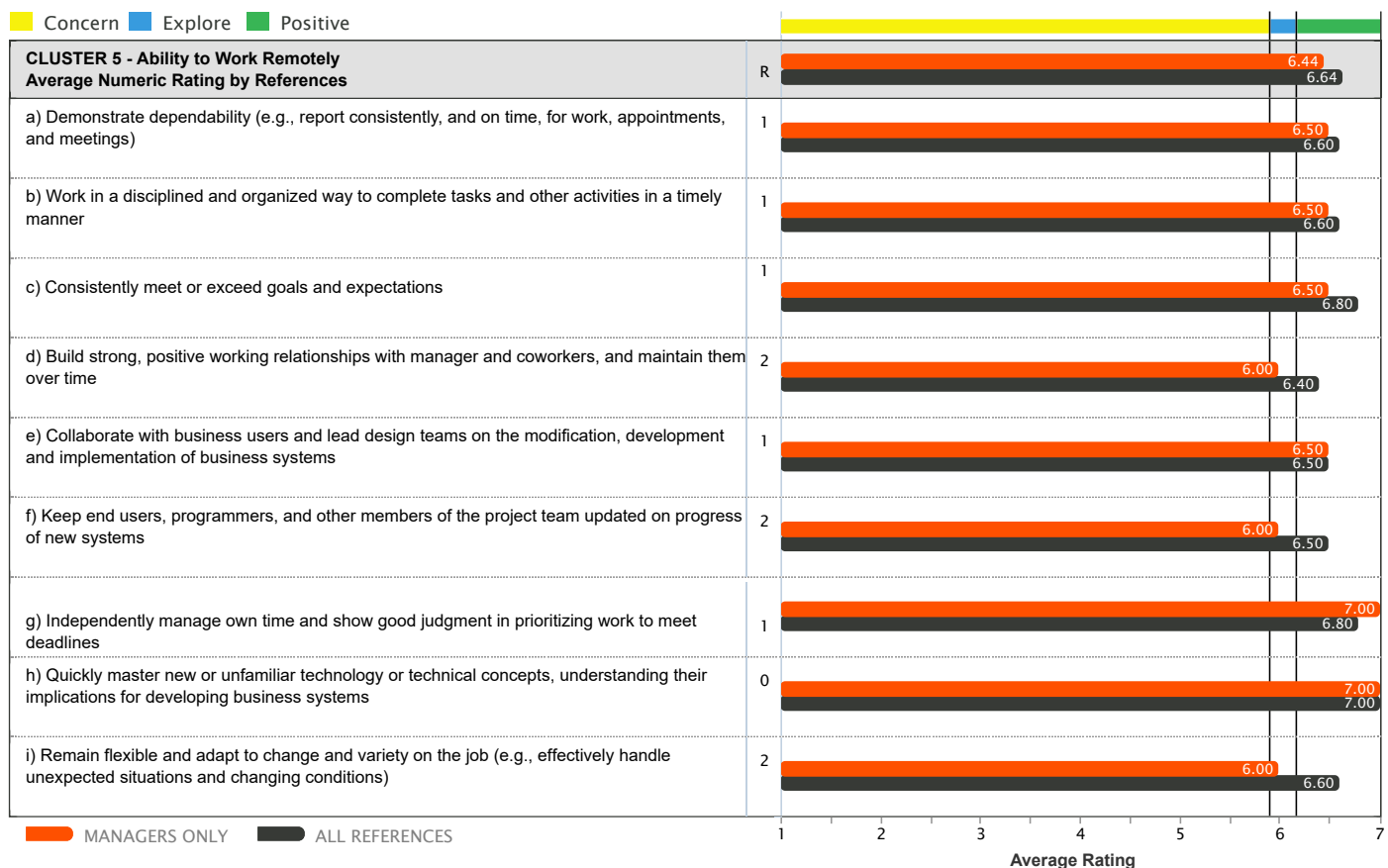
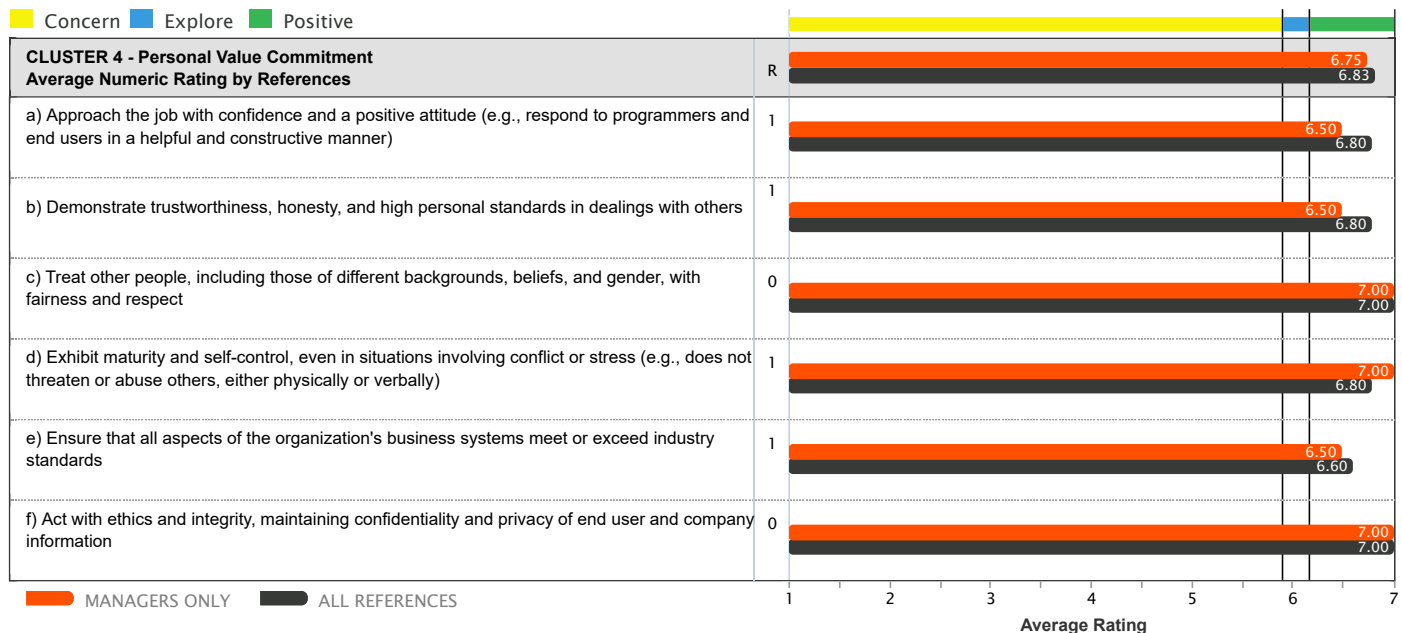
### BEHAVIORAL QUESTIONS BY COMPETENCY CLUSTER

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).







**ADDITIONAL REFERENCE FEEDBACK**

This section shows the responses by References to the following two questions.

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

Yes:	2/5	(40%)
No:	3/5	(60%)

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

**2. "Would you work with this person again in the future?"**

Yes:	5/5	(100%)
No:	0/5	(0%)

\*Based on responses from over 1 million References, 99.2% answered 'yes' to this question.