Pre-Hire 360® www.skillsurvey.com

Pre-Hire 360® Feedback Report

Candidate: Patrick Thomas

Position: Assistant Controller

Survey: Financial Controller

Candidate IP Address: XXX.XX.XXX.XX

User: Recruiter

Date: Thursday, April 09, 2015

Report History:

Report Generated: January 30, 2014 - 08:35AM

ABOUT SKILLSURVEY:

SkillSurvey provides solutions that address critical points in the talent lifecycle to help talent management professionals contribute to their organization's business results by obtaining and applying more reliable and valid data and insight to inform their hiring processes. The company's flagship solution, Pre-Hire 360, is an award-winning, patented technology that utilizes a unique combination of behavioral science, talent analytics, and the ability to make comparisons to relevant norm groups. SkillSurvey's Pre-Hire 360 solution is scientifically proven to provide access to data that can be used to drive better hiring decisions based upon feedback provided by references on a candidate's past job performance. SkillSurvey's cloud-based software products are being used by 1,400 companies, institutions and organizations. Visit SkillSurvey at www.skillsurvey.com.

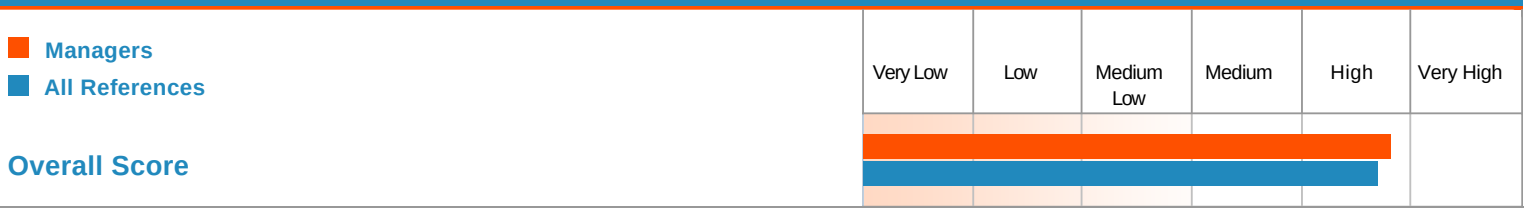
Note:
The information provided in this report is based solely on Reference feedback submitted through SkillSurvey's Pre-Hire 360 solution. This report should not be shared with the Candidate.

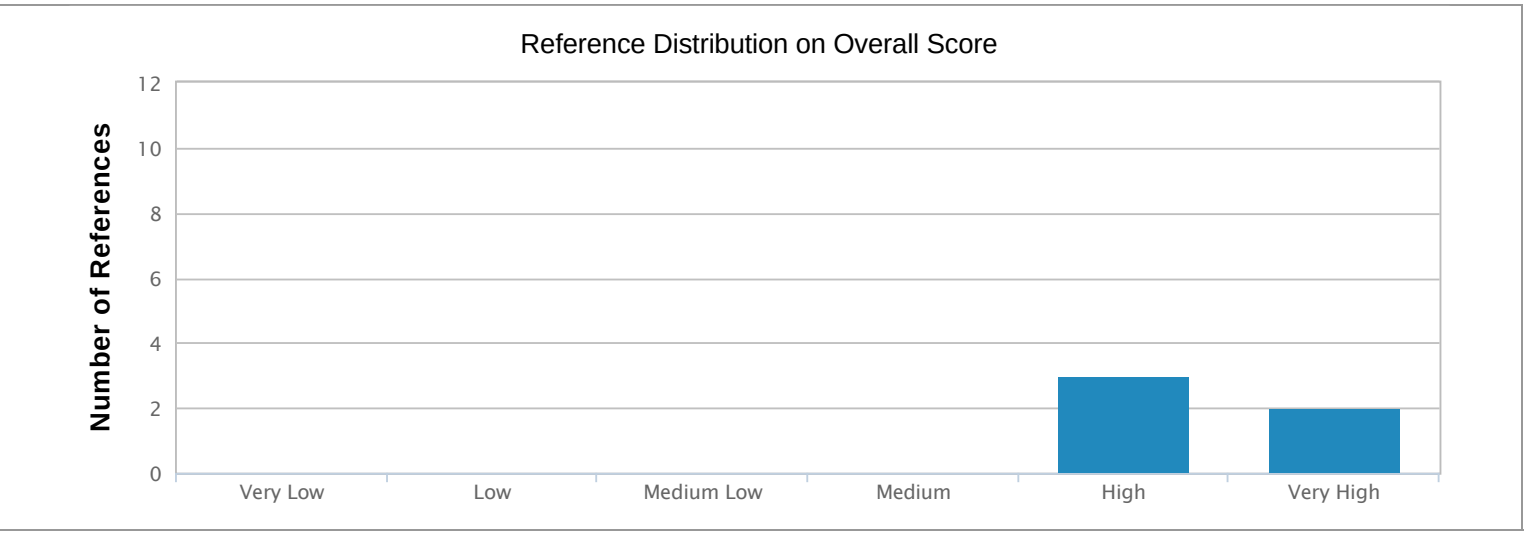
Pre-Hire 360 Feedback Report

Candidate: Patrick Thomas

Overall Score

Section I: Overall Summary on Patrick Thomas

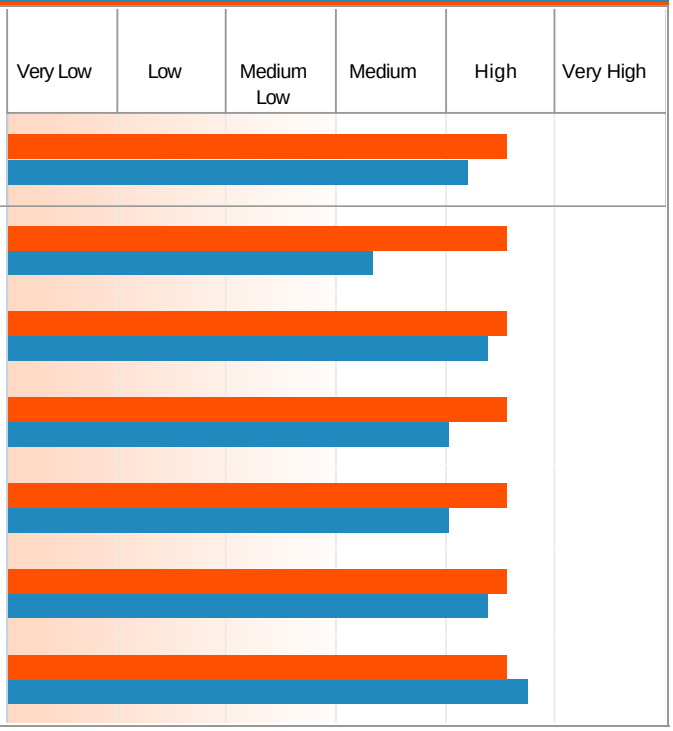




Section II-A: Detailed Competency Report on Patrick Thomas

Managers
All References

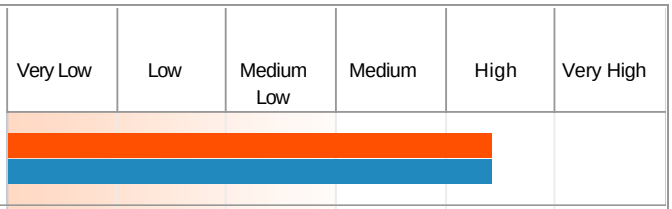
Cluster 1 - Managing Others: Overall Score



a) Build a strong and diverse finance team by continually attracting and selecting competent and talented people	2
b) Assign tasks to the finance team according to their capabilities (e.g., appropriately set goals according to skill level or area of expertise)	1
c) Conduct regular coaching sessions with finance team members, focusing on successes and areas where there is room for improvement	2
d) Create a mentoring environment for the finance team, including training programs and plans for professional development	2
e) Effectively measure performance and hold finance team members accountable for meeting goals	1
f) Deliver timely and honest feedback to finance team members in a constructive and non-threatening way	1

Managers
All References

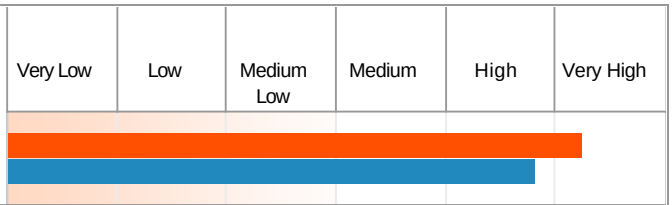
Cluster 2 - Professionalism: Overall Score



a) Possess a strong attention to detail, delivering high-quality work (e.g., accurate month-end and annual financial reports of accounts, revenue, transactions, and expenses)	1
b) Develop and maintain financial operating procedures (e.g., payroll, invoicing, and payment systems)	1
c) Implement the most appropriate technology (e.g., MS Office, financial applications, tax software) to maximize efficiency	1
d) Ensure compliance with all industry, legal, and government policies and regulations	1
e) Maintain up-to-date knowledge of federal and state codes, regulations, and laws relevant to the area of finance	2
f) Consistently set and meet challenging fiscal goals	1

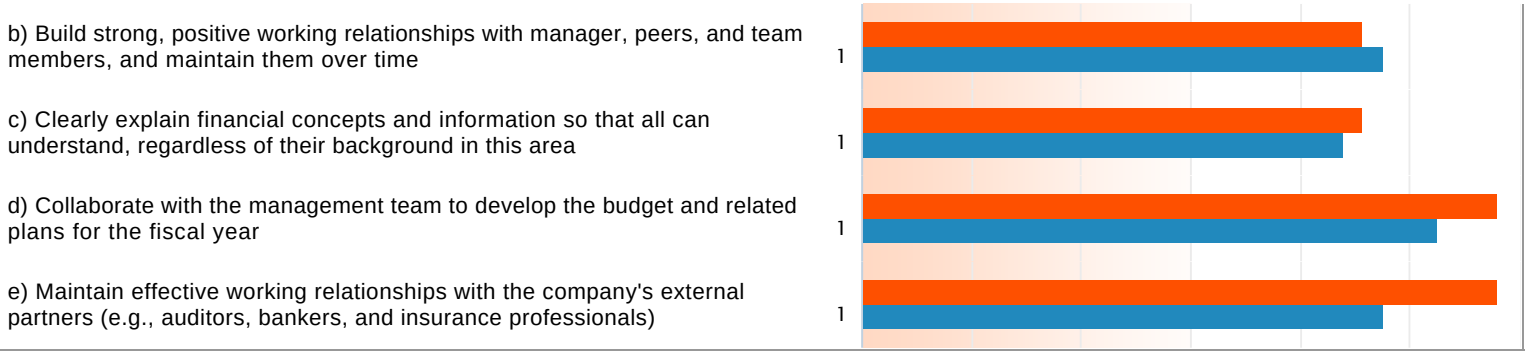
Managers
All References

Cluster 3 - Interpersonal Skills: Overall Score



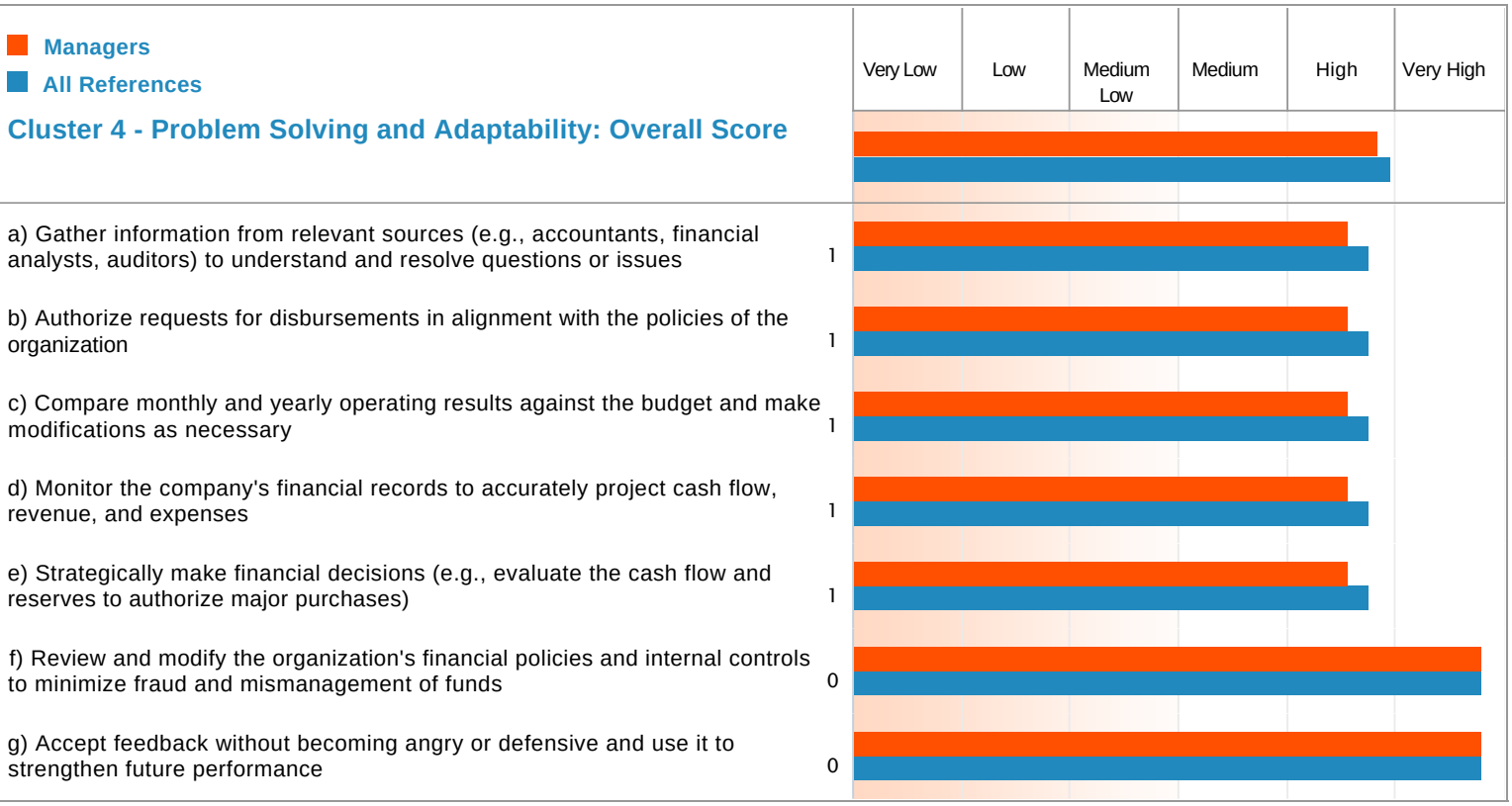
a) Listen carefully to others, taking time to understand and ask appropriate questions without interrupting	1

b) Build strong, positive working relationships with manager, peers, and team members, and maintain them over time	1
c) Clearly explain financial concepts and information so that all can understand, regardless of their background in this area	1
d) Collaborate with the management team to develop the budget and related plans for the fiscal year	1
e) Maintain effective working relationships with the company's external partners (e.g., auditors, bankers, and insurance professionals)	1



Managers
All References

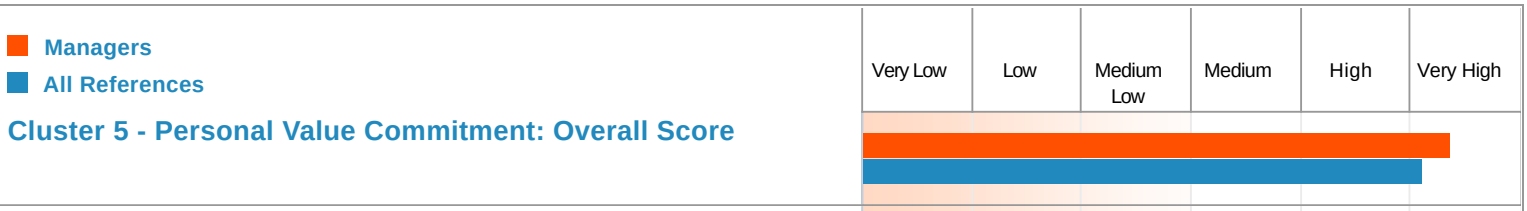
Cluster 4 - Problem Solving and Adaptability: Overall Score



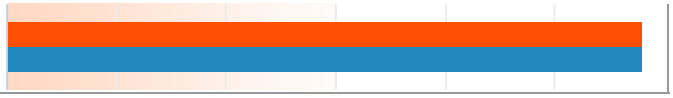
a) Gather information from relevant sources (e.g., accountants, financial analysts, auditors) to understand and resolve questions or issues	1
b) Authorize requests for disbursements in alignment with the policies of the organization	1
c) Compare monthly and yearly operating results against the budget and make modifications as necessary	1
d) Monitor the company's financial records to accurately project cash flow, revenue, and expenses	1
e) Strategically make financial decisions (e.g., evaluate the cash flow and reserves to authorize major purchases)	1
f) Review and modify the organization's financial policies and internal controls to minimize fraud and mismanagement of funds	0
g) Accept feedback without becoming angry or defensive and use it to strengthen future performance	0

Managers
All References

Cluster 5 - Personal Value Commitment: Overall Score



a) Approach work activities with confidence and a positive attitude (e.g., respond to requests in a helpful and constructive manner)	1
b) Demonstrate trustworthiness, honesty, and high personal standards in dealings with others	1
c) Treat other people, including those of different backgrounds, beliefs, and gender, with fairness and respect	1
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
e) Act with ethics and integrity, ensuring that the organization's financial activities and records meet or exceed accounting standards	0

f) Maintain confidentiality and privacy of company and client information	0	

Section II-C – Additional Feedback on Patrick Thomas

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

   Yes: 2/5 (40%)

   No: 3/5 (60%)

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

   Yes: 5/5 (100%)

   No: 0/5 (0%)

Section III: Verbatim Comments on Patrick Thomas

Note: Individual comments separated by horizontal lines

STRENGTHS:

-Patrick brings a strong financial background to a team. -He also has a great approach of becoming involved and collaborating with his peers across functions to ensure the business is successful. -Patrick internal drive and focus on the customer helps to strengthen the organization and helps position it for success.

1) Patrick understands manufacturing and was helpful to me in my operations role 2) Patrick makes work fun. 3) Patrick will work whatever hours are required to meet deadlines.

Approachable, warm - high emotional intelligence Consistent - decisions are final and upheld Superior attention to detail - put great effort into understanding the products and markets

Very knowledgeable in the finance area.Good command of systems and details. Good follow-up skills and commitment to meeting deadlines. Good interactions with non financial staff and managers.

COULD IMPROVE:

Continue to learn about the inner workings of various functions of a business which will enable Patrick to further leverage his finance skills and impact on a business.

1) Patrick has a great sense of humor and needs to be serious when it is time to be serious. 2) N/A 3) N/A

Should draw boundaries with direct reports - too available is time consuming Works extended hours consistently - should improve life/work balance Thicker skin - occasionally takes criticism from superiors to heart

Patrick is a very talented individual. If I could highlight one of the areas that would help him be a better manager would be patience. Patrick sets very high standards and expects his reports to meet those standards. Some individuals need more assistance that others in this area. Delegation - This is an area that I see a lot of managers needing assistance with. I feel that Patrick has progressed in this area but needs to continue with.

Section IV: Custom Question Results

No Custom Questions Enabled

Section V: Reference Information on Patrick Thomas

Submitted to Candidate on:	January 27, 2014 - 08:46AM	**Number of References Entered:**	5
References Submitted by Candidate:	January 27, 2014 - 12:09PM	**Number of Responses:**	5
Report Finalized on:	January 30, 2014 - 08:35AM	**Reference Response Rate:**	100%
Candidate Response Time: *(in business days)*	0.14	**Reference Response Time:** *(median # business days)*	0.05
Candidate Response Time: *(in calendar days)*	0.14	**Reference Response Time:** *(median # calendar days)*	0.05

Section VI: Reference Detail for Patrick Thomas

Managers

Reference Information

Name: Mr.
Completed: ✔ 1/27/2014 1:25:00 PM (0 Business day, 0 Calendar day)
Email: email@abccompany.com
Reference Job Title: Controller
Relationship: Manager
Phone#: Work: 555-555-5555
IP Address: **XX.XX.X.XXX**

Candidate Information

Candidate Job Title:
Dates: 12/28/2005 To 02/06/2009 (3 years, 1 month)

Company Information

Company: ABC Company
Address: United States

Does Reference/Referee want to be informed of professional development opportunities?: No

Reference Information

Name: Mr.
Completed: ✔ 1/30/2014 12:33:00 AM (3 Business days, 3 Calendar days)
Email: email@abccompany.com
Reference Job Title: General Manager
Relationship: Manager
Phone#: Work: 555-555-5555
IP Address: **XXX.XX.XX.XX**

Candidate Information

Candidate Job Title:
Dates: 01/01/2010 To 03/09/2011 (1 year, 2 months)

Company Information

Company: ABC Company

Address: United States

Does Reference/Referee want to be informed of professional development opportunities?: No

Non-Managers

Reference Information

Name: Mr.
Completed: ✔ 1/27/2014 12:37:00 PM (0 Business day, 0 Calendar day)
Email: email@defcompany.com
Reference Job Title: Marketing Manager
Relationship: Peer (or Colleague)
Phone#: Work: 555-555-5551
(Work: 555-555-5555)
IP Address: **XX.XXX.XXX.XX**

Candidate Information

Candidate Job Title:
Dates: 09/19/2011 To 12/03/2013 (2 years, 3 months)

Company Information

Company: DEF Company
Address: United States

Does Reference/Referee want to be informed of professional development opportunities?: No

Reference Information

Name: Mr.
Completed: ✔ 1/28/2014 4:34:00 PM (1 Business days, 1 Calendar days)
Email: email@defcompany.com
Reference Job Title: Operations Manager
Relationship: Peer (or Colleague)
Phone#: Work: 555-555-5555
IP Address: **XX.XXX.XXX.XXX**

Candidate Information

Candidate Job Title:
Dates: 09/05/2011 To 12/03/2013 (2 years, 3 months)

Company Information

Company: DEF Company
Address: United States

Does Reference/Referee want to be informed of professional development opportunities?: No

Reference Information

Name: Mr.
Completed: ✔ 1/27/2014 12:34:00 PM (0 Business day, 0 Calendar day)

Email:	email@GHIcompany.com
Reference Job Title:	Operations Manager
Relationship:	Peer (or Colleague)
Phone#:	Work: 555-555-5555
IP Address:	**XX.XX.X.XXX**

Candidate Information

Candidate Job Title:	
Dates:	12/28/2005 To 02/06/2009 (3 years, 1 month)

Company Information

Company:	GHI Company
Address:	United States

Does Reference/Referee want to be informed of professional development opportunities?: No

How to interpret the Red text for an IP Address:

An IP Address usually represents a unique computer that belongs to an individual. A bold red color text for an IP address on the report indicates that the same IP Address was used more than once and that there could be a problem with the authenticity of the References that a Candidate has provided. The following scenarios would trigger the bold red color text:

- If the Candidate IP Address is in red text, this means that the Candidate's IP address also matches the IP Address of one or more of the provided References
- If the Candidate IP address is not in red text, but one or more the References have a matching IP address in red text

We cannot guarantee that the above situations definitely mean that the references are not authentic. There is a possibility that Candidates and References can have the same IP address for legitimate reasons. For example, this may happen when some organizations have a corporate security policy where all outgoing traffic to the Internet is set to the same IP Address.

In instances where the Candidate and References do not work for the same organization, there is an increased probability that it's an issue with authenticity.