# Tips for Reading a Reference Report

Tip #1:

Always **read the full report** if a candidate scores less than 85% on either category. Do not base your perception of a candidate solely on the probability of rehire. Review the entire report to gain valuable insight on a candidate's strengths and weaknesses in relation to the job.

Pro Tip: Make sure the raters/references are qualified to rate the candidate. See pages 4-5 on Qualification of Raters and the List of Raters for information on how to identify qualified raters/references.
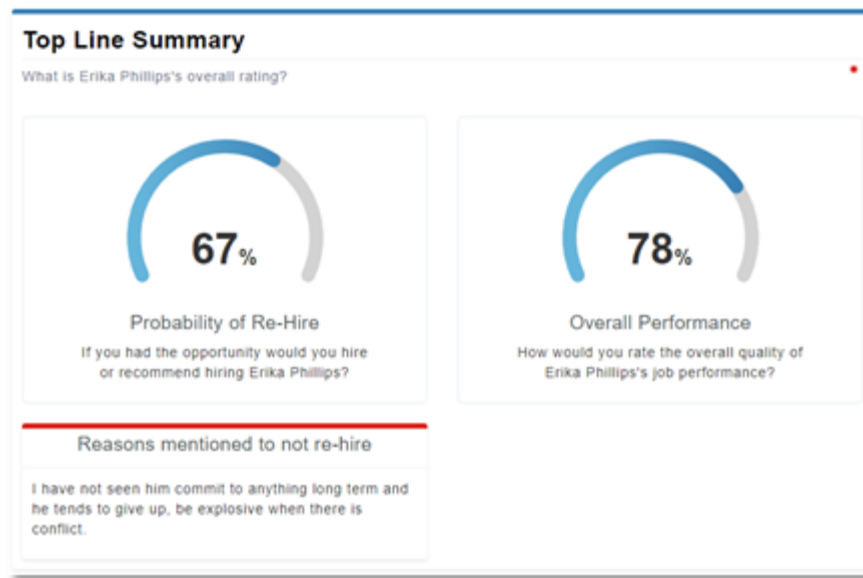
Top Line Percentage: It will vary per organization and industry, but a good rule of thumb is to check if the candidate's probability of rehire or overall performance is below 85%.

Tip #2:

Use the feedback in the open ended text section as a **tool to enhance the interviews** and/or to **help managers onboard** a new employee.
Example: Behavioral question based on the feedback below: "Can you describe, in more detail, how you created positive change at your previous organization/department?"

Pro Tip: Review the Top 3 Areas of Improvement section for potential red flags that would indicate a bad culture fit or lack of qualifications for the job. Reference the Top 3 Strengths and Significant Accomplishments sections to help guide interviews and formulate interview questions.

Top 3 Key Features

What are John Doe's key strengths, accomplishments and areas of improvement?

* Can be more than 3, as it lists all the answers given by all raters.

Top 3 Strengths*

John was one of our hardest working guys. When he showed up to work, he focused on the task at hand and nothing else. This made him a very effective member of our team. He's also a quick thinker and makes decisions quickly.	John is hard working and always gave his best effort on assignments. He's also curious about learning new things.	John's empathy towards our clients was what set him apart from his colleagues. He put his best foot forward in every interaction and left his personal life at the door.

Significant Accomplishments

John was promoted shortly after starting here. If he stayed he would probably have been promoted again	John was the employee of the month for August last year. Because we have a workplace of over 200 people, it is definitely impressive to stand out.	John was promoted after 3 months. It was impressive to watch him learn his new job so quickly

Top 3 Areas of Improvement

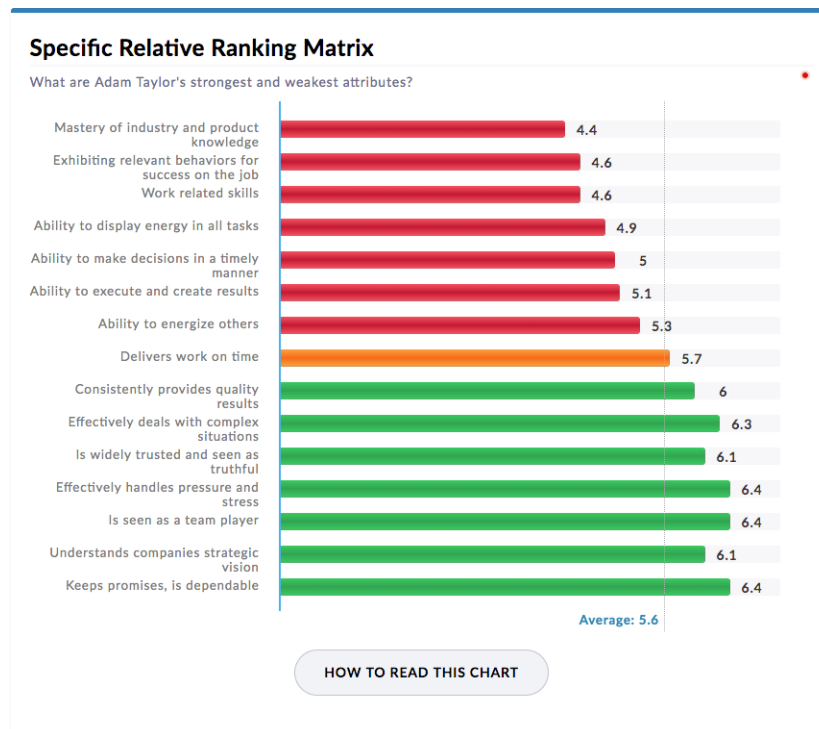|		
John has the potential to be a leader but has not explored this path. He could be more comfortable with giving tasks to others.	John doesn't need to improve in many areas. He is quiet at times but that can be a good trait.	John could improve on working with others. He's a very smart guy but he tries to do everything on his own without any help.

Top 3 Key Features: This is a great section to learn about where your candidate excels, which can be helpful in the onboarding process.

Tip #3:

Consider each red attribute and assess further if they are critical to the success on the job. *Example: "Is seen as a team player" is a relative weakness, and could be very damaging if the job considered required a strong reliance on a team.*

Pro Tip: Mouseover individual bars to see the minimum and maximum scores a candidate received for each attribute. Make sure there is no outlier that skews the rating.

Specific Relative Ranking Matrix

What are Adam Taylor's strongest and weakest attributes?

Attribute	Score
Mastery of industry and product knowledge	4.4
Exhibiting relevant behaviors for success on the job	4.6
Work related skills	4.6
Ability to display energy in all tasks	4.9
Ability to make decisions in a timely manner	5
Ability to execute and create results	5.1
Ability to energize others	5.3
Delivers work on time	5.7
Consistently provides quality results	6
Effectively deals with complex situations	6.3
Is widely trusted and seen as truthful	6.1
Effectively handles pressure and stress	6.4
Is seen as a team player	6.4
Understands companies strategic vision	6.1
Keeps promises, is dependable	6.4

Average: 5.6

HOW TO READ THIS CHART

Specific Relative Ranking: The dotted line represents the candidate's own average across all the attributes. Anytime a candidate scores significantly below their personal average, the bar will appear in red. This indicates a candidate's relative areas for improvement. Make sure that the candidate's strengths align with the job profile to ensure the highest probability of success. Do not consider the absolute value (i.e. 5.7 out of 7) but instead the relative value (i.e. this attribute is lower – red – than the rest and therefore not a strength of the candidate).
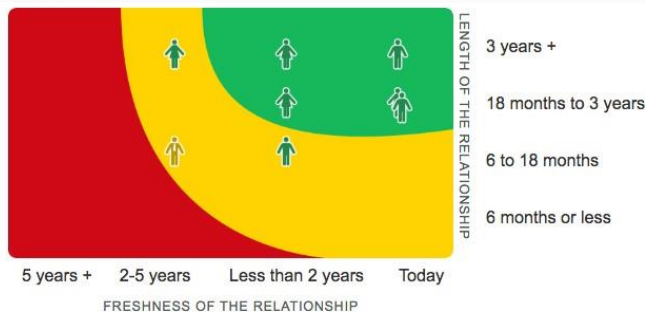
Tip #4:

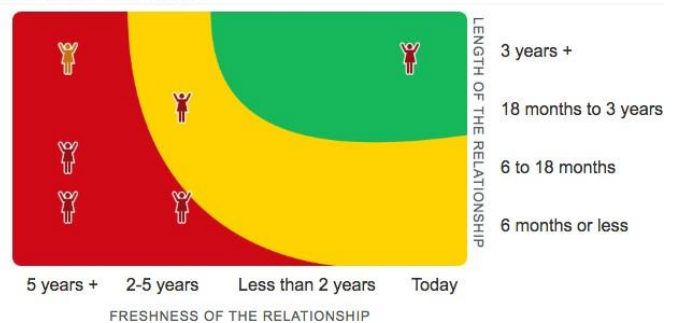Always make sure the raters/references are **qualified** to rate the candidate.

Pro Tip: A good rule of thumb is to look for yellow and green professional icons in the yellow and green zones. This means that the candidate invited relevant, professional references. Also, watch out for icons with their arms raised, as this indicates a friend response.
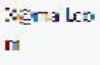

Qualification of Raters: This chart was designed to show whether or not the candidate invited relevant references (recent history, worked together directly, worked together for a significant period of time, etc.).

Tip #5:

Review the references' relation to the candidate to ensure that qualified raters/references responded to the Checkup. Verify that the email addresses are professional addresses and that the organizations stated align with those referenced in the candidate's resume.

Pro Tip: A double asterisk next to the reference's relation means that there is a discrepancy between the relation chosen by the candidate and the reference (ie. the candidate identified Chloe as a Supervisor, but Chloe identified herself as a Subordinate).

List of Raters

The following raters have participated in this checkup

Name	Email	Current Organization/Position	Relation
Amanda Carter	X@ma.co m	Checkster Sales Development Rep	Peer
Jordan Carr	X@mail.co m	Checkster Manager	Supervisor
Holly Deitrick	X@ma.co m	Checkster Support Specialist	Peer

(**) = This relation was selected by the rater. The individual selected a different relation.

List of Raters: The top section shows the references' current information while the bottom section shows their professional history in relation to the candidate.