

Name: _____

Phone: _____

Idea Lab: Soft Skills, Hard Benefits: Leveraging Reference Feedback to Identify Top Talent

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Wednesday, Oct. 26
12:30–1 p.m.





Idea Lab

Soft Skills, Hard Benefits: Leveraging Reference Feedback to Identify Top Talent

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Soft Skills, Hard Benefits:
Leveraging Reference Feedback to Identify Top Talent

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Agenda

- Introduction
- Why Soft Skills Matter
- A Different Approach to Reference Checking
- Valued Results, Enhanced Decisions
- Questions

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Supplemental Health Care

- Founded on March 15, 1984
- Headquartered in Park City, UT
- 60+ local offices
- Four national divisions (Travel Allied, Travel Nursing, Supplemental Physicians & Clinical Magnet)
- Clients include a diverse collection of healthcare facilities including hospital, home health, outpatient, skilled nursing, educational and correctional facilities
- Certified by The Joint Commission

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Why Soft Skills Matter

The Difference Between Hard Skills & Soft Skills?

Hard Skills

Skills that are learned to perform a specific job function and are more easily identifiable and quantifiable.

Mostly about "what you know."

VS

Soft Skills

Skills that are less tangible, and more associated with one's traits or personality, that determine how we interact.

Mostly about "how you act."

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Soft Skills: What Are They?

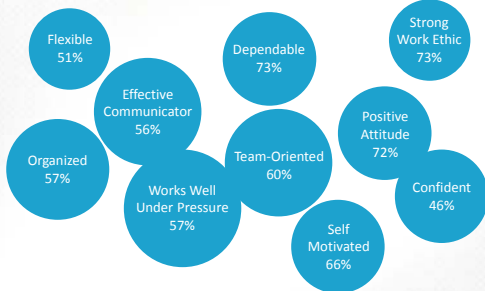
Focus
Network
Tenacity
Patience
Memory
Empathy
Boldness
Creativity
Ingenuity
Flexibility
Calmness
Work Ethic
Risk Taking
Friendliness
Helpfulness
Confidence
Self-control
Compassion
Adaptability
Dependability

Perseverance
Attentiveness
Research Skills
Listening Skills
Critical Thinking
Teamwork Skills
Professionalism
Taking Initiative
Common Sense
Process Oriented
Leadership Skills
Being Responsible
Attention to Detail
Prioritization Skills
Negotiation Skills
Managing Conflict
Intrapersonal Skills
Management Skills

Organizational Skills
Speaking Ones Mind
Communication Skills
Decision Making Skills
Problem-solving Skills
Showing Commitment
Personal Accountability
Positivity and Optimism
Coaching and Mentoring
Time Management Skills
Ability to Motivate Others
Ability to See the Big Picture
Working Well Under Pressure
Willingness to Try New Things
Willingness to Ask Tough Questions
Public Speaking and Presentation
Ability to Take and Give Feedback
Self-directed and Self-motivated

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Hiring Managers Want More



Source: "The 100 soft skills that 75% of employers want" Susan Ricker, CareerBuilder, April 10, 2014

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According to CareerBuilder



77% of employers believe that soft skills are just as important as hard skills



Almost 20% said they were more important than hard skills

Source: "Occupational Majority of Companies See Soft Skills As Just as Important as Hard Skills, According to a New CareerBuilder Survey" Press Release, CareerBuilder, April 20, 2014

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Resign Yourself to This Reality

46% of newly hired employees will fail within 18 months

89% for lack of soft skills – such as coachability and low levels of emotional intelligence, motivation and temperament

Source: "How to Attract" Forbes, January 20, 2012
Source: "How to Attract: Research & Study to Help you succeed your success rate" Mark Murphy Leadership IQ, 2012

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The Soft Skills Gap and Generation Z

- By 2020, Gen Zers will be >20% of workforce
- Increasingly likely to have significant notable weaknesses in several key Soft Skills
- Less inclined to try and "fit in" at work
- Most have no concept of the power of Soft Skills

Source: "The Soft Skills Gap and Generation Z: Teaching the Missing Basics to Today's Young Talent" Bruce Tulgan - UP Magazine, Jan-Feb 2014

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True Predictors of Success


Proficiency in a short list of competency areas, which focus on soft skills, are the true predictors of success in almost every job.



- Professionalism
- Interpersonal Skills
- Problem Solving and Adaptability
- Personal Value Commitment
- Managing Others
- Leadership

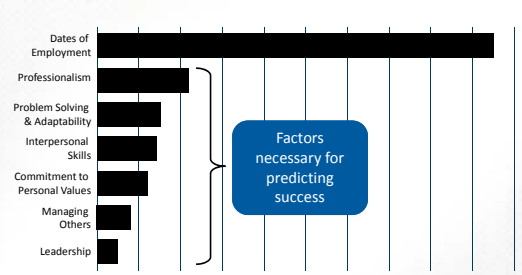
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Feedback related to past work performance is the single best predictor of future job success



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Current Reference Checking Delivers Limited Information

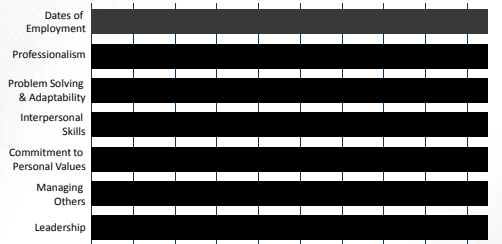


Category	Relative Information Delivered
Dates of Employment	High
Professionalism	Medium
Problem Solving & Adaptability	Low
Interpersonal Skills	Low
Commitment to Personal Values	Low
Managing Others	Low
Leadership	Low

Factors necessary for predicting success

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Goal: For References to Provide Feedback About Past Performance



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Our Process Then

- Phone references only
- Phone tag, phone tag, phone tag...
- Limited information collected
- Completed at final stage of hiring process
- Less value placed on reference check process

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Taking a Different Approach to Reference Checking

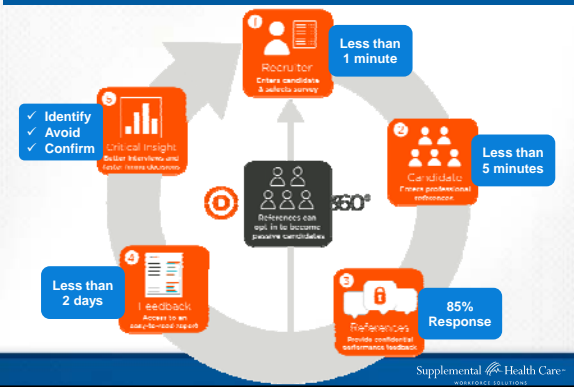
A Different Approach: Online Reference Checking

- Provides job-specific surveys
- Feedback provided by people who have observed the candidate in the workplace (managers, co-workers and peers)
- Confidentiality of responses to obtain more candid feedback
- Leverage reference feedback and insights to help improve the hiring process



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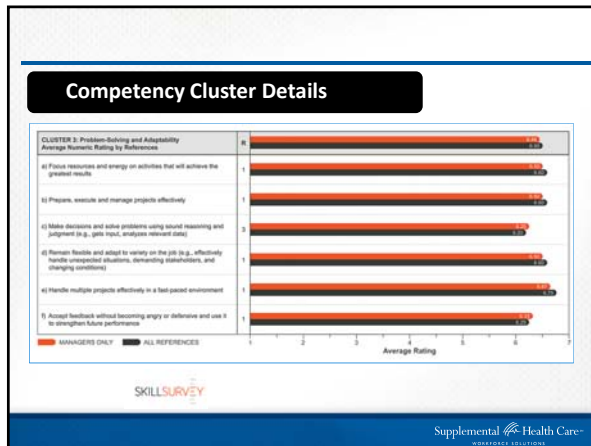
How It Works



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The Deliverable: Feedback Report

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Reference Comments

WORK-RELATED AREAS OF IMPROVEMENT

Be more concise with non-technical people. Too much attention to detail. More self-confidence.

The only area that Tracy needs to work on is her confidence in her own work. She understands that she is a good employee, because she strives hard to be a good employee. But she sees others as "more technical" or a "better developer" than her. If Tracy embraced more of an architect role where she was the one finding new technologies and designing the solutions, she would take herself to the next level professionally.

See large picture at the cost of the details. Pushes herself too far. Takes on challenges that are not hers to take.

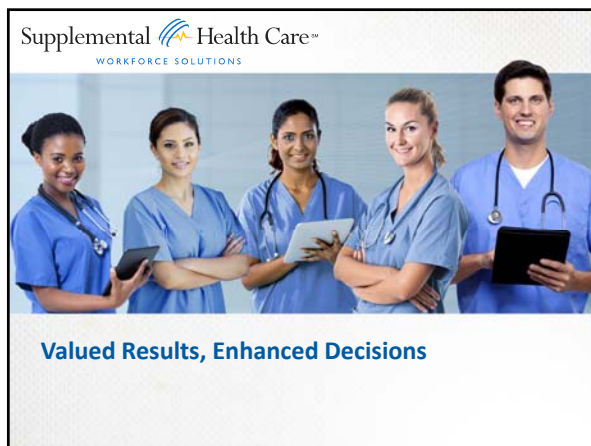
WORK-RELATED STRENGTHS:

"Quick Learner. The learning environment here is very fast paced and much of it is left up to the individual to self learn through Tutorials and etc." Excellent customer service skills. Made sure she understood our customers issues and documented the issues so that they could be tracked and resolved. "Follow up. Always made sure that customers knew where they were in the process of resolution.

She understands the big picture when it comes to priorities and resources. She treats her peers and superiors with equal respect. She will always strive to do the best job that she can do. I can honestly say that in 10 years of managing developers she is the best employee that I've ever managed, bar none.

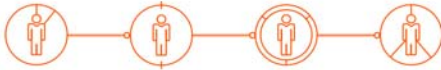
Task Manager People skills Works hard

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Results Snapshot

- January – August 2016
- 57% of our candidate reference reports are completed in 1 day or less
- 89% reference response rate
- Hired 187 candidates
- Received 188 passive candidate referrals



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How We're Leveraging Online Reference Checking

- Helps us to identify top talent faster
- Required for all internal hires
- Used following initial interview
- Confirms decision to move forward with final stages of hiring process

Top 5 Surveys Used:

- Sales, Entry Level
- HR Recruiter
- Administrative Professionals
- Sales – Field
- Branch Manager

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Customized Questions

SKILLSURVEY


REFERENCE FEEDBACK ON YOUR COMPANY'S CUSTOM QUESTIONS

The responses to your company's custom questions are below. Download these questions and unique to your company, contribution to the research team group in the profile.

<p>1. Consistently demonstrates strong work ethics (honesty, integrity, comes in early, goes above and beyond)</p> <p>Strong: 53 (21.2%) HR Admin: 53 (21.2%) Admin Support: 53 (21.2%) Moderate: 53 (21.2%) Admin Support: 53 (21.2%) HR Admin: 53 (21.2%) Admin Support: 53 (21.2%) HR Admin: 53 (21.2%)</p>
<p>2. Consistently demonstrates strong ability to multi-task (can handle many tasks at once, ability to stay organized, ability to work in a fast paced environment)</p> <p>Strong: 53 (21.2%) HR Admin: 53 (21.2%) Admin Support: 53 (21.2%) Moderate: 53 (21.2%) Admin Support: 53 (21.2%) HR Admin: 53 (21.2%) Admin Support: 53 (21.2%) HR Admin: 53 (21.2%)</p>
<p>3. Consistently demonstrates a business sales approach (aggressive, handles "no" well, confident)</p> <p>Strong: 53 (21.2%) HR Admin: 53 (21.2%) Admin Support: 53 (21.2%) Moderate: 53 (21.2%) Admin Support: 53 (21.2%) HR Admin: 53 (21.2%) Admin Support: 53 (21.2%) HR Admin: 53 (21.2%)</p>

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IP Address Tracking



Pre-Hire 360®
FEEDBACK REPORT

CANDIDATE	MANAGER	MANAGER	WORKMANAGER
FUNCTION: Lead Recruiter BUCKET: Sales, Entry-Level (Farm) CANDIDATE ID ADDRESS: 96.25.221.117 CANDIDATE ASSIGNED TO: Devin Hirschli DATE: Tuesday, August 30, 2016 REPORT HISTORY: Report Generated: August 11, 2016 - 09:38AM	Mr. A Company: Sweet Dream Healthcare Reference Job Title: Customer Service Division and Department: Relationship: Manager Phone#: 408.323.4332 Email: @gmail.com IP Address: 172.16.1.71 Company: 8/11/2016 8:12:01 PM (S) Business Hrs: 9:00AM-5:00P Candidate Job Title: Dates: 8/11/2016 To 8/11/2016 (1 year, 1 month) Address: Dallas, Texas United States Does Reference/Reference want to be informed of professional development opportunities? No	Mr. C Company: IT Concepts Reference Job Title: Customer Assistant Division of Work: Relationship: Manager Phone#: 909.374.4445 Email: @gmail.com IP Address: 10.07.10.10 Company: 8/11/2016 8:58:10 PM (S) Business Hrs: 9:00AM-5:00P Candidate Job Title: Dates: 8/11/2016 To 8/11/2016 (1 year, 2 months) Address: Irving, Texas United States Does Reference/Reference want to be informed of professional development opportunities? No	Ms. C Company: IT Concepts Reference Job Title: Customer Relationship Specialist Division of Work: Phone#: 408.323.4332 Email: @gmail.com IP Address: 96.25.221.117 (Duplicate IP) Company: 8/11/2016 7:27:16 PM (S) Business Hrs: 9:00AM-5:00P Current Company: Corner Bakery Candidate Job Title: Dates: 8/11/2016 To 8/11/2016 (1 year, 2 months) Address: Irving, Texas United States Does Reference/Reference want to be informed of professional development opportunities? No

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More Than Just Checking References

- An added benefit to support us in finding the right fit
 - Timeliness of submitting information
 - Attention to detail
 - Use of technology
 - Ability to complete a task/project
 - Communication skills

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Increase Recruiting Efficiencies & Time-to-Fill

- Allows us to move faster in identifying qualified candidates
- More consistently and more accurately find top talent
- Eliminate phone tag and receive rapid feedback

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Build a More Strategic Relationship with Hiring Managers

- Deliver additional value to our hiring managers
 - Provide them with feedback on job-specific competencies
 - Deliver verbatim comments on strengths and areas of potential improvement
 - Provide a candidate snapshot for easy review
 - Deliver behavioral-based interview questions
 - Compare candidates in one report for more informed hiring decisions

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Support Compliance

- Reduce risk
 - Replace potential bias with science to assess candidates objectively and consistently
 - Supports EEOC statues and guidelines


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Build a Talent Pipeline

- Good people know good people
 - References are invited to join our talent pool at the end of the process
 - Provides a way to connect with a new pipeline of talent to speed sourcing and recruit potential talent
 - Gain access to potential candidates who are likely to come from the same industry, or job role, as previously vetted candidates

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Questions?

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Thank You for Attending



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