



## Attitude & Opinion Survey Debriefing Document

Everyone assesses or tests new hires. They either do it before they hire or after. Hiring the best employees depends on what you know about them before you hire them. Finding out what you need to know before you hire someone is challenging, time consuming, and sometimes impossible. Too often hiring becomes guess work. The Orion Opinion Survey helps take the guess work out of hiring.

### **Top reasons to use the Attitude Assessment:**

- Reduce turnover
- Reduce shrinkage (such as reducing employee theft)
- Create a safe workplace for employees and environment for customers
- Improve customer service and sales
- Create consistency and accountability in reaching company hiring objectives
- Create a drug free workplace.

The Opinion Survey quickly provides you with reliable, objective information about applicants' work relevant attitudes that create on-the-job behavior. The resulting Profile gives you an instant "snap-shot" of how this applicant is likely to behave on the job in those areas that make or break a profitable organization, information that you're not able to reliably get from any other source.

The Opinion Survey provides you with the information you need to select employees who:

- Follow closely company procedures and policies
- Arrive to work on time and who call in sick only when they really are
- Have zero tolerance for illegal drug-use, theft and cheating
- Treat customers as the source of their paychecks
- Value long-term employment with your company

The Profile alerts you to both potential problems and positive employee behaviors in the above areas.

### **What the Opinion Survey Is, and What It Is Not**

The Opinion Survey is a softly-worded questionnaire that invites the applicant to share his or her opinions on work related topics. The Opinion Survey is not a test. An applicant cannot pass or fail the Opinion Survey. The Survey only tells you about an applicant's work-related attitudes. It does not tell you about an applicant's personality or skills. Information on the applicant's profile simply helps you make a more informed hiring decision.

*Example* - Think of the best hiring decision you've made. Did it have anything to do with the employee's knowledge or skills? Or is it one of your best decisions because this applicant follows directions well, has great attendance, works well as a team member, goes the extra mile to help customers, keeps the workplace safe from conditions that could cause accidents, is drug-free and sober, and actively protects inventory from disappearing?

Now, think of a hiring decision you made that you most regretted. Why did you regret the decision? Did it have anything to do with the employee's knowledge or skills? Or did it have more to do with the person's attitudes and behavior? Did the applicant disregard your training and direction? Did the applicant have poor attendance? Was he/she inattentive to customers' needs or responsible for lost inventory? Did they create safety hazards or rationalized drug-use? Did they do as little work as possible while watching the time clock?

## Hiring Guidelines

Just as you have minimum age, education, and work experience requirements for employment; your company can set minimum attitude requirements as well, and measure them by the Opinion Survey. You certainly wouldn't consider a 14-year-old applicant as having "failed the age test." View the Opinion Survey hiring guidelines the same way.

## Profile Interpretation - What does the Profile tell me?

The applicant's profile has four sections. Each section lists information that helps you select the best applicant.

### 1 - VALIDITY

This is the first information on the Profile because it tells you how reliable or accurate the rest of the Profile information is about this applicant. Some applicants try to tell you what they think you want to hear, or believe that if you really knew what they thought about these work-related issues, you may not hire them. The extent to which the applicant tried to tell you what they thought you wanted to hear determines the validity level. The validity level will be one of the following:

Low Risk – Highly reliable, accurate information

Marginal Risk – Questionable information

High Risk – Unreliable, possibly inaccurate information

Over 75% of all applicants have Low Risk Validity Levels, meaning that their Profile results are highly accurate and very reliable. Nearly 15% of all applicants have Marginal Risk Validity Levels, and nearly 10% of all applicants have High Risk or unreliable results.

When you see a *Low Risk Validity Level* on an applicant's Profile, know that the information you are about to read accurately predicts this applicant's workplace behavior over 90% of the time.

When you see a *Marginal Risk Validity Level* on an applicant's Profile, you should look for other information that would either confirm or disconfirm the Profile results.

When you see a *High Risk Validity Level* on an applicant's Profile, you may not rely on the Profile information. View this Profile the same way you would if an applicant listed inconsistent, contradictory, or vague information on the employment application.

### 2 - SELF-ASSESSMENTS

Certain questions on the Survey ask the applicant to describe his/her past behavior along with work activities the applicant likes and dislikes. The self-assessments highlight potential work-related behavior problems.

### 3 - ATTITUDE SCALES

Supervisory Attitudes - Tells you how willing the applicant is to accept direction from supervisors and follow company policies and procedures. This scale also reflects the applicant's supervisory potential.

*Example:* An applicant who scores Below Average on the Supervisory scale is far more likely to disregard training, cut corners on procedures, and "make it up" as they go along.

Work Attitudes - Tells you if the applicant is likely to be absent or tardy; also, how well the applicant values the workplace and working with a team.

*Example:* An applicant who scores Below Average on the Work attitude scale is far more likely than others to be late to work, call in sick when they are not ill, see work as a "necessary evil" rather than a meaningful, valuable part of life.

Drug Use Attitudes - Tells you how permissive the applicant's attitudes are toward illegal drug use and their impact in the workplace.

*Example:* An applicant who scores High Risk on the Workplace Drug Use scale is far more likely than others to use illegal drugs in the workplace, arrive to work under the influence of illegal drugs, or look the other way if others do so.

FACT: The Workplace Drug Use scale predicts the outcome of a physical drug test with over 98% accuracy.

Theft Attitudes - Tells you how likely the applicant is to rationalize theft and cheating.

*Example* - An applicant who scores High Risk on the Workplace Theft and Cheating scale is far more likely than others to take inventory or company property without paying for it. This applicant believes that this behavior is acceptable under certain circumstances.

FACT: 25.3% of all applicants in a study of 230,000 retail applicants scored High Risk for Workplace Theft and Cheating.

FACT: Companies who exclude from consideration those applicants who score High Risk and Marginal Risk on the Workplace Theft scale have shrinkage rates that are half the national average.

FACT: Internal and external theft costs United States retailers \$24.9 billion dollars per year as reported by the latest National Retail Security Survey conducted by the University of Florida.

Customer Service - Tells you how willing the applicant is to be helpful and courteous to customers.

*Example* - An applicant who scores Below Average on the Customer Service scale is far less likely to go the extra mile to help customers and is more likely than others to find customer behavior and requests for help to be annoyances that interfere with his/her real work.

FACT: A large national retail automotive service company reported a 23% increase in customer satisfaction in the first year after considering only those applicants who scored Average or Above Average on the Customer Service scale.

Prospects for Long-Term Employment

Tells you how likely the applicant is to frequently change jobs and how he/she believes these job changes will affect his/her professional success. Scored as Above Average, Average, or Below Average.

*Example* - An applicant who scores Below Average on the Prospects for Long-term Employment scale is far more likely than others to change jobs often looking for the perfect employment situation rather than investing his/her energies in consistent, high-level job performance as the means of employment success.

#### **4 - POST SURVEY INTERVIEW QUESTIONS**

Because the Opinion Survey is not a "pass/fail test," the hiring manager and interviewer should use the information provided by the Survey to make an informed decision as to whether to proceed with a particular applicant. For these reasons, the post-survey interview questions are a vital part of the hiring process.

The Post-survey Interview Questions are those that the applicant did not respond to in the most desirable way. It is essential that you explore these areas of concern with the applicant before moving forward with other screening measures.

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