Putting the Pieces Together
DPS partners with SkillSurvey to conduct reference checks on new employees, both internal and external, upon a contingent offer of employment being made.

Applicants will identify their references via an automated process, and SkillSurvey will reach out to each reference listed, asking them each to complete a survey. Once the required minimum number of references have responded to the survey, the hiring manager will receive report detailing how the candidate’s reference(s) responded to the 30-question survey.

Managers are responsible for reviewing the completed report from SkillSurvey within 2 business days of receipt. The HR Hiring Representative will also review the results and if the report meets established criteria, HR will complete the “Manager Attestation” in Infor HR on the manager’s behalf. In the case of a report that does not meet established criteria, the hiring manager and HR Partner will be notified. Upon review of the report, if the manager wants to proceed with the hire s/he must email approval to the HR Hiring Representative.

For managers in Transportation, Facilities, Enterprise Management, and Extended Learning, this process may differ slightly. Contact your HR Partner if you need clarification.

This guide outlines how to:
- Review the SkillSurvey Report for external applicants - (pg. 2)
- Review the SkillSurvey Report for internal applicants - (pg. 7)
- Skill Survey Frequently Asked Questions (FAQs) - (pg. 10)

Which Outcome to Expect
Upon completion of this process, HR will hire the applicant, the job posting will be removed, and the remaining applicants will automatically be emailed with rejection messages.

Navigating the Process
Need to back up a step?
View the Select an Applicant to Hire (Manager) guide

Need to complete the manager attestation?
View the Attest to SkillSurvey and Reference Review (Manager) guide

To locate these guides, log in to Learning Space.
Click My Catalogs > from the menu on the left, click Search Documents.
Then, use the Keyword field to search for the guide you are looking for.

Who To Contact
Please contact your HR Hiring Representative if you have any questions.
ACTION: Reviewing the SkillSurvey PreHire 360 Feedback Report

Predictive Analytics
- This section provides detail around how many references have responded to the survey.
- The Overall Average Numeric Rating in this section is an aggregation of ratings provided by all references. The orange bar represents an aggregation of manager only responses, whereas the black bar representations an aggregation of all responses.

Competency Cluster Summary
- This section breaks down an aggregation of ratings by Competency Cluster. The orange bar represents an aggregation of manager only responses, whereas the black bar representations an aggregation of all responses.

Average Rating by Reference
- This section breaks down average ratings for each reference.
Reference Comments

- This section shows verbatim responses from references highlighting strengths and areas of improvement. We suggest that you use this feedback to engage and coach your new employee during onboarding.

Reference Feedback on DPS Custom Questions

- The 4 questions shown below are custom to Denver Public Schools and are mandated by policy. Their results are not aggregated or separated by manager responses.

### Reference Comments

Each reference had the option of entering open-ended text comments on the candidate's work-related areas. This separates comments provided by different references. Note: comments are verbatim as provided by references.

<table>
<thead>
<tr>
<th>WORK-RELATED STRENGTHS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>great communication, passion for students and community, willing to take feedback and get better</td>
</tr>
<tr>
<td>Greg is awesome at creating a relationship with students. Greg does really well at getting scheduled things done in a timely order. Lastly, Greg is reliable and will be available when he is needed and further!</td>
</tr>
<tr>
<td>Ability to make connections with anyone. Ability to make anyone laugh. How much he puts into his job or anything that he's doing</td>
</tr>
<tr>
<td>In every aspect that I have worked with Greg, I have been able to see how he gives 100% no matter what the challenge is.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WORK-RELATED AREAS FOR IMPROVEMENT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>n/a</td>
</tr>
<tr>
<td>Greg as an individual could improve at his communication skills. He can work on staff involvement, although he is great at relationship building, I would like to see him work on inclusion with teachers and staff. Lastly, I would like to see improvement on having a routine, he can do things very normally without a plan, but he could work on having actual plans going into working with students and having an action plan after talking with students about behavior. Could be a little more organized.</td>
</tr>
</tbody>
</table>

### Reference Feedback on Your Company's Custom Questions

The responses to your company's custom questions are below. Because these questions are unique to your company, the results are not possible.

1. Any additional other information that would be valuable to know in hiring this candidate?
   - He will be an amazing asset to the Hill campus and village.
   - He's amazing to be around and to work with
   - N/A 2/4 (50.0%)

2. Do you have knowledge of inappropriate workplace conduct or any reason this person should not work in schools?
   - Yes 0/4 (0.0%)
   - No 4/4 (100.0%)
   - N/A 0/4 (0.0%)

3. Is the candidate eligible for rehire with your organization?
   - Yes 2/4 (50.0%)
   - No 0/4 (0.0%)
   - Don't Know 1/4 (25.0%)
   - N/A 1/4 (25.0%)

4. Of your associates (or employees) how does this candidate compare with their peers?
   - Top 5% 3/4 (75.0%)
   - Top 10% 4/4 (100.0%)
   - Top 25% 1/4 (25.0%)
   - Lower than top 25% 0/4 (0.0%)
   - N/A 0/4 (0.0%)
Behavioral Questions by Competency Cluster

- This section shows the aggregated ratings on the candidate for each main competency cluster, as well as for each individual competency behavior associated with that overall cluster. The aggregated score is depicted on a continuous scale. The descriptors on the scale categories range from “Very Low” to “Very High”.
  - Very Low, Low, or Medium Low - applicant is seen as not having skill in this competency. If this competency is critical to the job, the applicant ability to be successful will be negatively impacted.
  - Medium - applicant is seen as having some skill in this competency, however, the applicant will probably need more training/experience to become effective in this competency.
  - High - applicant is seen as skilled and effective in this competency, yet there may be some room for improvement.
  - Very High - applicant is perceived as having mastered this competency.

![Behavioral Questions by Competency Cluster](image)
Please Note - Ideal Candidate
A high scoring candidate looks like this:

Not only are the scores high, but there is also a high level of agreement between the references.

Please Note - Red Flag: Feedback Conflict
The number in front of the graph indicates the difference between the highest and lowest score given by all references who have responded to the survey.

For example: if the first reference rated the applicant a 5; another reference rated them a 6; and the final reference rated them a 7, the report would show a “2” in this field since all references rated within 2 points of each other. If this number is ever 3 or more, a warning sign will appear, as this indicates at least one reference greatly disagreed with what the other references said.
Reference Contact Information & IP Address History

In this section, you will find detailed information on which references responded to the candidate, including their contact information.

Some things to consider:

- Note the number of references in the Managers category: former and current managers, and teachers, are included in this category. While there is no dropdown associated, clergy and community leaders who serve in a leadership role are viable options to complete the manager survey and are encouraged to select “Manager” when filling out the reference check.

- Information discrepancies between the candidate and reference (noted in red): If a reference has changed any information concerning the nature or duration of his/her relationship with the candidate, this discrepancy should be discussed first with your HR Partner before deciding whether resolution with the candidate is necessary. The discrepancy may be the result of a candidate mistake in entering this information, or it could indicate a more serious problem, such as an intentional inaccuracy.

- Note the nature of the e-mail addresses. If references' e-mail addresses are from established businesses (e.g., jsmith@companyXYZ.com) this adds credibility to the report. If more than 50% of the reference e-mail addresses are from nonbusiness addresses (e.g., Hotmail, Gmail, etc.) discuss this with the candidate. There may be a legitimate reason for the large percentage of non-business addresses, yet these reasons should be explored with the candidate.

Please Note

Note the completion status of reference. The symbols indicating completion status of the Reference are as follows:

- Solid green checkmark: the reference completed his/her ratings on the applicant by the time the report was finalized
- Hollow green checkmark: the reference had not completed his/her ratings on the applicant by the time the report was finalized
- NO in red font: reference did not complete a rating on the applicant.
**References**

- This section provides detail around which references have responded to the survey.
- Internal applicants are only required to have 1 reference: their current manager/supervisor.
- Responses for internal references are not confidential, although you still should not send the applicant a copy or show them the report at any time.
### Reference Information
- This section shows detailed information about the reference who completed the survey, including how long they have worked with the candidate.

<table>
<thead>
<tr>
<th>Reference</th>
<th>Email</th>
<th>Preferred Phone</th>
<th>Work</th>
<th>Address</th>
<th>Industry</th>
<th>IP Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Missy Martinez</td>
<td><a href="mailto:missy_martinez9@dpsk12.org">missy_martinez9@dpsk12.org</a></td>
<td>720-423-3138</td>
<td>720-423-3138</td>
<td>Denver, Colorado United States</td>
<td>Education &amp; Related</td>
<td>164.92.9.27</td>
</tr>
</tbody>
</table>

| Job Title While Working with Candidate: | Manager of BIS Production Support |
| Company While Working with Candidate:  | Denver Public Schools         |
| Candidate's Job Title When Working Together: |                                     |
| Start Date Working with Candidate:      | 1/1/2016 12:00:00 AM             |
| End Date Working with Candidate:        | 1/12/2018 12:00:00 AM            |

### Reference Responses
- The first section includes the manager’s evaluation of the candidate in various competency areas using a 7-point scale.

<table>
<thead>
<tr>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>N/O</th>
<th>Not Answered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Demonstrate dependability (e.g., report consistently, and on time, for work, class, and appointments)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2. Show an attention to detail, resulting in few if any errors in their work</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Prepare, execute, and complete work in a disciplined and organized manner</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Carefully follow all safety instructions, rules, and regulations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Take responsibility for their actions and quality of work without blaming others or making excuses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Consistently meet or exceed goals and expectations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Listen carefully to others, taking time to understand and ask appropriate questions without interrupting</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Reference Responses (continued)

- Open-ended questions will include verbatim responses from the reference(s).

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>23. Would you work with this person again?</td>
<td>Yes</td>
</tr>
<tr>
<td>24. Were you involved in the decision to hire this person? (Yes, No)</td>
<td>No</td>
</tr>
<tr>
<td>25. Do you have knowledge of inappropriate workplace conduct or any reason this person should not work in schools? (Yes, No)</td>
<td>No</td>
</tr>
<tr>
<td>26. The following deadlines apply with regards to granting permission for your school's teacher to transfer. Please confirm that you are granting permission if it applies: - May 1: the last date for in-district teachers to be moved to Qualify in Infor HR for a CENTRAL OFFICE role without permission from the sending principal. - June 1: the last date for in-district teachers to transfer to another school without permission from the sending principal.</td>
<td></td>
</tr>
<tr>
<td>Answer Choices</td>
<td>Selected</td>
</tr>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Not Applicable</td>
<td></td>
</tr>
<tr>
<td>27. Is there any additional information that would be valuable to know prior to hiring this candidate?</td>
<td>No</td>
</tr>
<tr>
<td>28. If known, why is this candidate leaving employment at your school/department?</td>
<td>To pursue other opportunities.</td>
</tr>
<tr>
<td>29. Starting with the most important, please comment on the top 3 ways in which this individual could improve his/her work performance. Comments must be made in English only. Thank you!</td>
<td>Not Answered</td>
</tr>
<tr>
<td>30. Starting with the most important, please comment on the top 3 work-related strengths of this individual. Comments must be made in English only. Thank you!</td>
<td>Not Answered</td>
</tr>
</tbody>
</table>

Please Note

- The question regarding granting permission to transfer pertains only to in-district teachers transferring to another school or to a School Support (Central Office) role.
- Permission is needed from the sending principal after:
  - May 1st for a School Support role.
  - June 1st for a teaching role in another school.
# SkillSurvey Frequently Asked Questions (FAQs)

## What is SkillSurvey?

SkillSurvey is the District’s automated reference checking system that will begin once a candidate is moved to “Qualify” in Infor HR Talent Management. When this happens, an auto-generated email will be sent to the candidate prompting them to enter their reference(s) into the Skill Survey system; once the candidate has completed entering the information, the reference(s) will automatically receive a survey which takes approximately 5-10 minutes to complete.

After the required number of references has responded, the hiring manager will receive a comprehensive report detailing how the candidate’s references respond to approximately 30 questions on a scale of 1-7.

## What are the benefits of using SkillSurvey to check references?

- The process automatically begins after moving a candidate to “Qualify” in Infor HR Talent Management
- No phone calls to references are needed (no more phone tag!)
- Creates a significant cost savings for the district
- Saves time for the hiring manager/proxy
- Allows applicants to list up to 5 references
- Because results are aggregated, reliability of the information provided by references is likely to be more detailed
- Quick process - only takes 3-5 days to complete!

*(Contact your HR Hiring Representative if you don’t have results within 5 business days)*

## When/How can I access the Feedback Report from SkillSurvey?

When the minimum number of responses are received (at least 3 for external candidates, only 1 for internal candidates), you will receive an email from SkillSurvey letting you know that the report is ready for your review.

Simply click on the **Finalize and Run** link in the body of the email to view the report.

## What are the minimum requirements?

**External Applicants** are required to provide 5 references, 3 of which must be a former manager/leader of the applicant. (Note: Former teachers, clergy, or prominent community members can be used for applicants that may not have at least 3 former managers/leaders.)

The report will become available when the at least 3 of the 5 references have completed the process. To protect the anonymity of the references, there is no way for a hiring manager to preview the report before the minimum number of responses (3) has been collected.

**Internal Applicants** are only required to provide 1 reference, which must be the current manager/leader of the applicant. The report will become available as soon as the current manager/leader has completed the process.
### SkillSurvey Frequently Asked Questions (FAQs)

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does SkillSurvey tell me whether I should/shouldn’t hire a candidate?</td>
<td>No; while the report does provide very informative results that can help inform hiring decisions, it is ultimately the responsibility of the hiring manager to take all things into consideration, and make the decision whether to hire or not.</td>
</tr>
<tr>
<td>Can I follow-up individually with a reference provided by an applicant?</td>
<td>SkillSurvey does provide contact information for all references for your convenience, and you are encouraged to contact references if you have concerns. In the case of external candidates, however, all results are aggregated and individual responses are not disclosed, so you will not be able to identify which reference left which comment. Reach out to your HR Partner if you need additional guidance when contacting references individually.</td>
</tr>
<tr>
<td>Can I save the SkillSurvey report?</td>
<td>Yes; once the report is open, you may save a copy of it as a PDF. However, you should <strong>not</strong> send the applicant a copy or show them the report at any time.</td>
</tr>
<tr>
<td>Are references required to complete all questions on the survey?</td>
<td>Yes; all questions must be answered, however, a reference may answer “N/O - Not Observed“ to bypass any questions they might not have an answer to. The entire process for a reference to take the survey generally takes no more than 5-10 minutes.</td>
</tr>
<tr>
<td>Are applicants informed if an email to a reference was not delivered?</td>
<td>Yes; applicants receive an “undelivered email notification“ from SkillSurvey which contains a link to their Reference Input and Monitoring page, giving them an opportunity to correct the email address entered for their reference.</td>
</tr>
<tr>
<td>The references aren’t responding. What options do I have?</td>
<td>First, ask the applicant to contact their references to see if they have received an email from SkillSurvey. (Have them check their junk/spam folders!) If the reference is having any technical trouble with the survey, please have them contact SkillSurvey customer support at (855)842-5251 (or email <a href="mailto:customerservice@skillsurvey.com">customerservice@skillsurvey.com</a>) between 9am-5pm ET. If you are unable to obtain an electronic response within 5 business days, contact your HR Partner for guidance.</td>
</tr>
<tr>
<td>I received an email from SkillSurvey that says I can either Finalize or wait. What does this mean?</td>
<td>This means that the minimum number of responses (3 for external) have been received by the applicants’ references, and the report is now ready for your review. You can either choose to wait until all references have responded, or you can finalize and review the report. Once you finalize the report, all other reference responses will not be aggregated. If you choose to wait for all references, you will be notified via email when each reference completes the process.</td>
</tr>
</tbody>
</table>
### SkillSurvey Frequently Asked Questions (FAQs)

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What if I have red flags on the report - what should I do?</strong></td>
<td>If there are red flags within the SkillSurvey report, as a hiring manager, you should reach out to your HR Partner for guidance and follow-up on any red flags before making a final hiring decision. A red flag is not necessarily a indicator not to hire, but does require additional follow-up by the hiring manager.</td>
</tr>
<tr>
<td><strong>What if I have 2 finalists and want to use reference checks as a deciding factor?</strong></td>
<td>If you need to use references as an additional data point for your hiring decision, you should not initiate SkillSurvey via the normal process. You should instead reach out to your HR Recruiting Specialist to assist in initiating the process for your top 2 applicants to avoid unnecessary cost to the district.</td>
</tr>
<tr>
<td><strong>What does a Red IP Address in the Reference Detail section mean?</strong></td>
<td>An IP address in red means that it matched with either another references’ or the applicants’ IP address when they performed actions in the system. This is not necessarily a red-flag, as many companies use one server for many email addresses. Reach out to your HR Partner if you have any questions or need guidance.</td>
</tr>
<tr>
<td><strong>Will I be alerted if a reference changes the reference type from “Manager” to “Peer”?</strong></td>
<td>If this occurs, you will see the updated relationship in red text below the original relationship on the report.</td>
</tr>
</tbody>
</table>
**ACTION:**
Log in to Infor HR

1) Access https://www2.dpsk12.org/lawsons3/monthlynotice_grh.htm and click the link that says Access Infor HR.

2) Using your district credentials, enter your **User Name** and **Password** (a), then click the **blue arrow** (b) to log in.
Before You Begin

- The following steps can only be completed after a candidate has been “Moved to Qualify”. For step-by-step instructions on that process, please refer to the Select an Applicant to Hire (Manager) guide in Learning Space.

**ACTION:**

Attest to Skill Survey and Reference Review

1) Click the **Manager** icon to open Manager Space.

2) Using the **Acquire Talent** (a) dropdown, click on **Candidates and Requisitions** (b).
3) Use the search fields (a) in the Requisition Dashboard to locate the requisition that you are attesting to a candidate for, then click on the requisition (b) to select it. Then, click on the Qualify (c) tab to review all candidates that have been moved to qualify.

4) From the Qualify tab, double-click on the candidate that you would like to complete an attestation for to open their candidate profile.
5) From the candidate profile, click on **References** from the menu on the left.

6) On the next screen, click the diagonal arrow button (a), then click **Create** (b).
Which Outcome to Expect

Upon completion of this process, HR will hire the candidate. The job posting will be removed, and the remaining candidates will automatically be emailed with rejection messages.