## Overview

This document will serve as a guiding post for using, navigating, and understand the Hexient Solutions application should the need arise. Below, we cover in depth how to use the application, how to interpret the data that's being presented in front of you, and all the functionality you'll need to know to get the most out of the application and making better talent decisions.

## Table of Contents



## Main Dashboard

### Overview

The Main Dashboard will serve as the centralized hub for you to get a comprehensive overview of your assessment and evaluation efforts. All the information that you see on the dashboard is the aggregate of all of your application activity.

### Gender and Race Demographics

Prior to any candidate taking an assessment, they will be provided with a set of optional demographic questions to help you gain a better understanding of the diversity of your candidate pool. The information that they fill in there will be filtered into the graphs on the main dashboard of the application. This is a demographic overview of your *entire* candidate pool, so information for assessment takers from *all positions* you're assessing candidates for will be shown in these graphs.

### Assessment Status

For each assessment that you send out to candidates for all positions, we take track of the total number of assessments that you've distributed and the total number of assessments that have been completed. An assessment is not deemed completed unless the candidate has actually taken and finished the entire assessment. If a candidate starts the assessment but does not complete it, they assessment will not be counted as a completed assessment.

On the main dashboard, you'll be able to see a comprehensive overview of the assessment completion percentage across all the jobs that you're assessing candidates for. Generally speaking, a higher assessment completion rate is indicative of a high quality hiring process and the candidates willingness to take the assessment and move forward in your hiring process. If you experience a low assessment completion rate across various positions, it could indicate that there is a communication and expectation gap between your hiring teams and candidates.

**Sourcing Channels**

Prior to taking an assessment, a candidate will have the option to provide how they heard about the position that they're applying for. In doing so, you'll be able to get a higher level look at the effectiveness of your sourcing channels and how individual channels may be contributing to the entire process, seeing which channels result best for candidates actually getting to the assessment phase.

## Candidates Page

**Overview**

When you click on the candidates page, you'll be able to see all of the candidates that you have in your pipeline for all positions in one centralized location.

**Adding a candidate**

To add a candidate, simply press the add candidate button on the left hand side of the screen. When you press the button, you'll be prompted to enter in the candidates name, email, and the position they're applying for.

**Sending an assessment**

Once you've added a candidates name and their email address, the assessment *will not* automatically be sent to the candidate. Rather, within the table, you'll see a button that says "Send". In order to send the assessment to the candidate, you'll press that button and the candidate will receive an email with instructions and a link to the assessment. From there, the candidate will take the assessment on their own time, and once they complete the assessment, their overall score will be shown on the table next to their name. On the very right hand side of the table, there will be a red or green indicator showing as to whether or not they have completed the assessment.

**Individual Candidates Page**

*Accessing the page*

To access an individual candidates page that shows a candidates scores and different performance metrics on the assessment, all you have to do is click on the name of the candidate on the candidates page. Once you click on the desired candidates name, you'll be taken to the comprehensive competency report for that candidate.

*On the page*

- On the top left of the page, you'll see the candidates overall score on the assessment. This is an aggregation of the candidates scores on all six non technical skills into one comprehensive score.
- On the top right of the page, you'll see a breakdown of the candidates top scores based on the assessment performance.
- The middle left diagram is a radar chart that shows the candidates individual skill scores in comparison with the ideal candidate profile, as determined by the job design assessment that is completed for each position you enter.

- The middle right chart is a breakdown of each individual non technical skill score, showing how the candidate performed across the assessment.
- The bottom two charts outline the candidates top strengths and weaknesses based on assessment performance

## Positions

### Overview

When you click on the positions page, you'll be able to see all of the positions that you're looking to fill and evaluate candidates for in one centralized location.

### Adding a position

To add a position, simply press the "Add Position" button on the left hand side of the screen. When you press the button, you'll be prompted to enter the position name and the position location. Once you've done this, that position name will be entered into your database of open positions that you can put candidates in for. Each position will also be tagged with a unique job ID number that can be used as an identifier for the position whenever necessary.

### Job Design Assessment

Once you've added a position, you'll see a button on the table under the "Job Assessment" column that says "Begin". When you press that button, you'll be taken the job design assessment for that specific position. Our Job Design Assessment is a series of questions that hiring managers answer about the role they're hiring for, and the output of that job design assessment is an ideal candidate profile that establishes a minimum threshold of competency for each skill required for this position. The Job Design assessment helps us better understand the nature of the role and the composition of skills/knowledge required. Ideally, the Job Design Assessment is taken by job experts who understand the nature of the role and various aspects of the job, usually hiring managers and supervisors.

### Individual Positions Page

*Accessing the page*

To access the individual positions page, all you have to do is click on the position name. From there, you'll be taken to the page that is specifically dedicated to that position.

*On the page*

- On the top left hand side of this page, you'll see a radar chart that showcases the level of skill for each non technical skill category that is recommended for this position. That radar chart is ultimately what a candidates score is going to be compared to once they've completed an assessment for the job.
- On the top right hand side of the page you'll see what the top skills for the position are based on the job design assessments.
- The middle left hand side chart showcases the amount of assessments you've sent out for this position and the amount of people who've completed an assessment for this position, ultimately showing the assessment completion rate.

- The middle right hand chart is the exact same as that of the main dashboard, except that this will showcase the demographic information *specific* to this one position.
- Lastly, on the very bottom of the page, you'll see a table that shows each individual who has taken an assessment for this position, and you'll be able to get a glimpse as to how those individuals performed on the assessment. Within that table, there are six columns that each represent one of the non technical skill categories. Within each category, there will be a breakdown of the candidates skill level. If there is a red x in the box, that means that the candidate did not meet the minimum threshold of competency recommended for the position. If there is a green checkmark in the box, that means that the candidate surpassed the minimum threshold of competency for that position.

## Admin

### Overview

The Admin page will serve as the central location for which you're able to manage the users within your organization who will have access to the application. When you initially create your account, the person who signs up with us will automatically been assigned as the admin for the application.

### Adding an Admin

To add an admin, you simply have to press the green button that's labeled "Add Admin", and you'll be prompted to enter in the desired admins name and email information. Once you press submit, that individual will receive an email to activate and create their account for the Hexient application. Once they've created their account and have been granted admin status, their name will show up on the admin page and will have access to every part of the application. At this time, we do not allow variations in user permissions.

## What are non technical competencies? Skills Breakdown

We've synthesized our definition of non technical skills into six skill categories. Each of these skill categories are composed of a unique constellation of attributes, and these attributes are the tractable and observable measures of performance that our assessments are focused on measuring. Independently, each of these attributes may yield only small amounts of information about an individual's skills and capabilities. However, when taken in combination with other informative attributes, we are able to generate unique insights about a person's skills and can get closer to truth and objectivity. Our six categories are as follows:

When we say we're measuring non technical skills, we're measuring a unique constellation of skills and skill attributes that are packaged together in our own conceptual framework and skill categories.

| <u>**Non Technical Skill Category**</u> | <u>**Associated Attributes**</u> |
|---|---|
| **Clarity** | Distinction<br>Dynamism<br>Analysis<br>Integrating<br>Observation |
| Execution | Prioritization<br>Application<br>Adaptability<br>Strategy<br>Judgement<br>Troubleshooting |
| Inventiveness | Connection<br>Novelty<br>Flexibility<br>Ideation |
| Communication | Non Verbal<br>Synthesis<br>Expression<br>Reduction |
| Perspective | Perspective Taking<br>Engagement<br>Sensitivity<br>Noticing<br>Resolution |
| Fellowship | Allocating<br>Feedback<br>Collaboration<br>Organizing |

**Clarity**
*What is it?*
Clarity is about the movement from complexity to simplicity, the ability to comprehend and think about complex things in simple ways. In our assessment of Clarity, we aim to measure attributes that are consistent with skills like critical thinking, systems thinking, and more.

*Clarity Attributes include:*

1. Distinction: Ability to assess and understand the nature of complex situations and identify, understand and make the distinction between elements, interconnections, and behaviors in a broader system. Recognizing differences or similarities.
2. Dynamism: Ability to recognize the various dynamic variables of a broader system, identify measures of system performance and how they change over time to drive system improvement

3. Analysis: Analysis is about paying attention to details, collecting and evaluating relevant information while discarding irrelevant information, assessing value and importance and bringing a certain level of thoughtfulness and intentionality in action.
4. Integrating: Ability to identify and make connections between things, comparing and contrasting using combined information to form mental models and general rules to specific problems.
5. Observation: The ability to observe critically and objectively evaluate situations to identify possible improvements

*People who score high in Clarity:*
The composition of attributes in the Clarity category enables people to navigate complexity, make sense of information, and think deeply and critically about important topics at work. Salespeople who score high in Clarity demonstrate competency in:

- assessing problems, being able to assess and diagnose the nature of problems of current and prospective customers
- identifying customer needs
- understanding complex sales environments
- researching, identifying, and analyzing potential opportunities
- Organizing thoughts and ideas in comprehensible ways
- Assess competitive markets and evaluate similarities and differences
- Identifying customer needs, figuring out customer pain points
- study documentation on markets and products; and more.
- Part of the skill of clarity should be the pursuit of clarity, research, understanding knowledge, being able to understand concepts and link knowledge together

**Execution**
*What is it?*
Plainly stated, execution is simply about getting things done, the ability to get from point A to point B. In our assessment of execution, we measure attributes consistent with skills like problem solving and decision making.

*Attributes*

1. Prioritization: Ability to focus decision making budget on the decisions that matter
2. Application: Requires thinkers to take the information they have learned and use it in new situations.
3. Adaptability: Ability to adjust actions in relation to the action of others and the demands of the situation at hand.
4. Strategy: Ability to plan effectively, think big picture and long term, make high impact decisions.
5. Judgment: Considering the relative cost/benefits of potential actions and making considered decisions based on imperfect and/or incomplete information.
6. Troubleshooting: The ability to get to the root of a problem, produce various solution paths, testing and learning from positive and negative results of a decision.

*People who score high in Execution:*
Salespeople who score high in Clarity demonstrate competency in:

- Navigating complex sales situations, tying customer needs to correct product and service solutions to close deals
- Qualifying prospects
- Recommending appropriate products to customers based on those customers interests
- Emphasizing product and services features based on an analysis of the customers needs
- Recommend products to customers based on customers needs and interests
- Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions
- Being data driven and analytical

**Communication**
*What is it?*
Communication is directly or indirectly conveying a message to another individual(s) effectively. In our assessment of communication, we measure attributes consistent with various aspects of verbal and non verbal communication

*Attributes*
1. Non Verbal: Being perceptive of others reactions, observable behaviors, body language, and emotional resonance.
2. Synthesis: Ability to condense information to the essential and convey messages concisely.
3. Expression: The ability to express yourself verbally in a way that others will understand effectively.
4. Reduction: Reducing complex topics to simple explanations

*People who score high in Communication:*
Salespeople who score high in the Communication category demonstrate competency in:
- Social Perceptiveness: Being aware of others reactions, body language, behavior, and understanding their emotions
- Explain details and intricacies of business operations in simple manner to customers
- Resolve customer complaints regarding sales and service
- Selling or influencing others: Convincing others to buy products/services to otherwise change their minds or actions
- Communicating with Supervisors, Peers, or Subordinates: Providing information to supervisors, co workers, and others by phone, written form, or in person
- Communicating with persons outside the org: Communicating with people in representing the organization to customers or other outside stakeholders. Information can be explained in person or electronically.

**Inventiveness**
*What is it?*
Inventiveness is the ability to materialize your ideas in your work. In our assessment of inventiveness, we measure attributes that are consistent with skills like creativity.

*Attributes*

1. Connection: The ability to think laterally and find connections between seemingly disparate phenomena that might be hidden in distracting superfluous information.
2. Novelty: Ability to come up with ideas that are statistically unique
3. Flexibility: Being able to produce a wide range of types of ideas
4. Ideation: Ability to produce a number of ideas about a topic

*People who score high in Inventiveness*

Salespeople who score high in Inventiveness demonstrate competency in:

- Not relying on a one size fits all sales framework, rather demonstrating an ability to be flexible in sales situations
- Applying proven ideas to new situations
- Designing new systems to augment performance
- Drawing connections between what worked in one scenario and applying that to another similar scenario
- Creating new solutions to boost sales in necessary situations
- Standing out in a crowd and figuring out how to make a sale in situations where the path is not clear

**Fellowship**

*What is it?*

Fellowship is about working collectively with others. In our assessment of fellowship, we measure attributes consistent with skills like collaboration and teamwork.

*Attributes*

1. Allocating: Coordinating the work and activities of others by allocating resources and divvying up responsibilities
2. Feedback: Giving and receiving feedback to others for developmental purposes
3. Collaborations: Ability to establish and maintain relationships with a wide array of people, exchange information, and interact positively with others
4. Organizing: Ability to set goals, plan, and track progress to accomplish your work.

*People who score high in Fellowship:*

Salespeople who score high in fellowship demonstrate competency in:

- Coaching and developing others: identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills
- Collaborate with other functional organizations to deliver services and secure information needed
- Collaborate with colleagues to exchange information such as selling strategies or marketing information
- Collaborate with sales teams to understand customer requirements, promote the sale of company products, and to provide sales support
- Collaborate with other industry/customer stakeholders to best serve the needs of the customer
- Share sales related or market information with colleagues
- Plan and direct staffing, training, and performance evaluations to develop and control sales and service programs

**Perspective**
*What is it?*
Perspective is how we decide to see something and working deeply to understand, to connect ideas, and to generate insights. In our assessment of perspective, we measure attributes that are consistent with skills like empathy and compassion.

*Attributes*
1. Perspective-Taking: Ability to see things from multiple perspectives and interpret the meaning of information from others and for others.
2. Engagement: A willingness to engage in empathic behavior, build trust and cooperation among team members.
3. Sensitivity involves being positively responsive to other people's behavior
4. Noticing is involves having a social awareness about others and being socially perceptive.
5. Resolution: The ability to handle complaints and resolve conflicts with others

*People who score high in Perspective:*
Salespeople who score high in perspective demonstrate competency in:
- Empathizing and expressing compassion with customers to solve their problems and effectively deliver solutions.
- Establishing and Maintaining Interpersonal Relationships: Developing constructive and cooperative working relationships with others, maintaining them over time
- Resolving conflicts and negotiating with others: Handling complaints, settling disputes, and resolving grievances and conflicts or otherwise negotiating with others
- Developing and building teams: Encouraging and building mutual trust, respect, and cooperation among team members

**Interpretation of Results**
Non technical skills are not about fit, because they're not specific to any one company or type of job. Rather, non technical skills are widely valued and are generally position and organization agnostic. That's why we don't match non technical skills for fit, we generally take a look at roles and match for a typical minimum threshold of competency for the job in question. Our job design assessment plays a critical role in defining what the recommended minimum threshold of competency is for each of our skills specific to that assessment. They are just skills we all agree make a better employee.

With that in mind, as you're interpreting the results of an individual's assessment, you'll want to look at three things:
- 1) The individual's overall score, those who have the highest overall scores will generally have demonstrated the best averages across all six skill categories and be well balanced across those categories
- 2) The individuals scores within each skill category: for each position you're hiring for, there may be some skills that are valued more and others less, so it's important to understand how a candidate scores in an individual skill category. For example, if Communication is determined to be the most important job skill as determined by the job design assessment, and a candidate does well in every category except communication, that should be taken into consideration when making the selection decision

- 3) The comparison between the job design assessment and the candidates assessment score: as an extension of the previous point, the job design assessment will do the job of helping you understand what's recommended as far as minimum skill thresholds for any given position. It's important to take a look at the comparison between that job design and the candidates individual scores on the skill categories to see how well the candidate might perform in the position.

Our assessments are a proxy metric for these defined non technical skills with the intention of signalling a candidates ability to create value. In measuring anything, it's often far too easy to fall susceptible to illusion of precision just because it's being measured. However, in our conception of measurement, particular to attempting to measure these more abstract skills, it's our goal to be effective calibrators of talent as opposed to pinpointers of talent. Our aim is to help hiring managers and hiring teams *reduce uncertainty* around an individual's non technical skills, but not necessarily impute exact values.

**Deploying Assessments**

**One point in the process**

Our assessments are designed to and should serve as a *screening tool* as opposed to an outright *selection tool.* As such, our assessments should be used as one tranche of evaluation as part of a much larger evaluation process. In order to ensure maximum success with the integration of assessments in an evaluation process, there are several best practices that we recommend to user organizations.

**When should assessments be used?**

As an employer using assessments to evaluate talent, you retain the optionality to align the tool with whatever fits your internal recruitment process. That said, it is very important that you are incredibly thoughtful and intentional when using assessments. We submit that organizations should visualize their recruitment process into a few key steps, whatever those are for you (i.e. Applications come in, sift through resumes, initial contact, interview, second interview, offer), and think about when would the best time for you to integrate assessments. Considerations of mitigating potential for bias, equal opportunity for all applicants, candidate experience and standardization across the hiring process should be made.

**Candidate Experience**

Employers should establish working relationships with candidates before asking them to take an assessment. Most candidates like to context as to why they're taking the assessment, the value it creates for the employer, and the influence it will have in the selection process. Sending an assessment to candidates without that context sends a poor message about company culture and the relationship you have with employees and prospective employees.

**Coverage**

Employers and Candidates should acknowledge that the Assessments provided by Hexient are designed to assess a very specific set of skills that do not encompass the entirety of knowledge, skills and abilities required to do a job.

**See more at our privacy policy here:**

http://hexientsolutions.com/main/PrivacyPolicy.pdf