

ORION OPINION SURVEY

MANAGER TRAINING

Why Use the Opinion Survey

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. 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 store, 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**
- **Create a safe workplace for themselves and others**
- **Value long-term employment with your company**

The Profile alerts you to both potential problem 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. Does it have anything to do with the employee's personality or skills? Or is it one of your best decisions because this applicant follows directions well, has great attendance, works well as a team, goes the extra mile to help customers, keeps the store safe from conditions that could cause accidents, is drug-free and sober, and actively protects inventory from disappearing?*

Example: *Now, think of a hiring decision you made that you most regretted. Why did you regret the decision? Did it have anything to do the employee's personality 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, responsible for lost inventory? Created safety hazards, rationalized drug-use? Did as little work as possible while watching the time clock?

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.

- **Validity Level** – 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:
 - **LEVEL 1 Low Risk** – Highly reliable, accurate information
 - **LEVEL 2 Marginal Risk** – Questionable information
 - **LEVEL 3 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.

- **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.
- **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. **Scored Above Average, Average, Below Average.**

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. **Scored Above Average, Average, or Below Average.**

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. **Scored Low Risk, Marginal Risk, or High Risk.**

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. **Scored Low Risk, Marginal Risk, or High Risk.**

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.

- **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 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.

- **Safety and Risk Avoidance Attitudes** - Tells you how likely the applicant is to take safety risks that would endanger him/herself or others. **Scored Counsel Level One, Counsel Level Two, or Counsel Level Three.**

***Example:** An applicant who scores Counsel Level Three on the Safety and Risk Avoidance scale is far more likely than others to disregard safety rules and procedures and create dangerous situations for him/herself, co-workers, and customers.*

- **FACT:** Companies who consider only Counsel Level One and Two applicants have a 33% reduction in workplace accidents and a 21% reduction in general liability claims.

- **Post-survey Interview Questions** – Because the Opinion Survey *is not* a "pass/fail test," you, 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.

***Example:** An applicant agrees with the Opinion Survey Statement that "smoking a marijuana cigarette is the same thing as having a drink." You, the interviewer, ask the applicant to tell you more about his/her thoughts on this statement. The applicant will generally respond in one of two ways:*

"Marijuana and alcohol both can keep you from thinking clearly. And, thinking clearly is important at work."

OR

"Marijuana is no worse than relaxing with a drink or two."

As the hiring manager, you have the opportunity to evaluate these responses as you would other interview questions and use this greater understanding of the applicant's views to make a more informed hiring decision.

Survey Administration

How to Introduce the Opinion Survey to the Applicant

- Direct the applicant to the computer where he/she will complete the Opinion Survey.

- Use a relaxed, conversational statement to get the applicant started. You may wish to use the sample statement below.

"This is an opinion survey. You'll need to type in the information requested on the registration screen. Then, click the "next" button. Please read and follow the directions on the next screen before you begin. We may talk about some of the questions in an interview. I'll be (in my office; over there, down the hall, etc.) if you need me."

- Once the applicant begins, no further contact is necessary until he/she is finished. You may answer questions regarding word meanings. However, avoid discussing question concepts with the applicant.

Commonly Asked Questions

What should I do if an applicant hasn't finished the Survey in the allotted time?

It is more important that an applicant answer each question than finish on time. The instructions on the Opinion Survey give the applicant 15 to 20 minutes to finish. This encourages the applicant to work through the questions without "over-thinking" each item. The questions are very straight forward, and most people have strong opinions one way or the other on the topics. Rarely do applicants take longer than 15 to 20 minutes to finish. Check on applicants who are not finished in about 20 minutes. Encourage them to finish the survey in the next few minutes.

Should I show the applicant the results if he or she asks?

No. Showing the applicant the Profile would be like showing the applicant the results of reference checks. It is rare for an applicant to make such a request. However, if an applicant should ask to see the results, explain to the applicant that company hiring policy prevents you from sharing information from any of your pre-employment procedures.

Can I answer questions the applicant has about the survey?

Questions fall into one of two categories: questions about the survey itself or questions about how the survey is used.

Questions about the survey: You may define words or phrases for an applicant if asked. Avoid discussing question concepts or the overall meaning of a particular question. The survey is written on an eighth grade reading level; so any word definition questions may show potential literacy problems.

Questions about survey use: Designed to be administered early in the hiring process, applicants should view the Opinion Survey as a normal step in the hiring process to be completed before interviewing. Most applicants are familiar with the idea of completing an assessment. Although rare, you may hear questions such as: "What are you going to do with my answers?" or "Is this going to tell you what kind of person I am?." Respond with a simple statement such as:

“This is just an opinion survey. We have applicants fill it out to see how they would deal with some work situations. We may talk about some questions later.”

Corporate Support Statement

Your Company’s Commitment

Your company is committed to providing excellent customer service, lowered shrinkage and a safe, drug-free work place where employees can grow with the company. The Orion Systems Opinion Survey demonstrates that commitment to helping you hire top-quality, profit-making employees. Should you have questions about the Opinion Survey, please contact:

