TalentClick
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Executive Summary - TalentClick Data Analysis SAMPLE

Objective:

1) Determine the effectiveness of TalentClick assessments to predict voluntary and involuntary turnover by analyzing data from new hires and existing employees

2) Identify areas to improve the effectiveness of the TalentClick assessments such as changes to tighten the benchmarks (target score ranges) in the assessments based on these findings

Data Analyzed:

Data collected from multiple locations:

- 156 existing employees with TalentClick assessment results and job performance ratings and tenure data

- 103 former employees with TalentClick assessment results and tenure data who had been terminated voluntarily or involuntarily

- 244 of the 259 total records analyzed were assessed for the Frontline Safety Worker role

Highlights of Findings:
Correlations and cluster analysis of assessment scores relative to tenure data show the following:

A) Employees who were <u>involuntarily terminated</u> have the following distinct score patterns compared to those who voluntarily left and those who were still on the job (in order of importance):
   1) More Anxious
   2) More Reactive
   3) Lower Positive Attitude

   4) More Impatient
   5) More Distractible
   6) More Dominant
   7) More Spontaneous
   8) Less Coachable

   **NOTE:* Involuntary terminations are typically a relatively small number (<20) which leads to challenges in drawing conclusions. For this reason, we would weight the conclusions drawn from voluntary terminations heavier when making changes to benchmarks/target score ranges.

B) Employees who **voluntarily left the job** within the first 1-3 months have the following distinct score patterns compared to those who were still on the job (in order of importance):

    1) More Open Communication
    2) More Outgoing/Extraverted
    3) More Empathetic

    4) More Thrill-Seeking
    5) More Achievement-focused
    6) More Regimented

    **NOTE: Candidates with these traits typically interview well so may seem like a good hire, but are not a good long-term fit for the position.

C) Top 3 Traits most significant for a **good hire** (traits that differentiate employees with longer tenure)

    1) Task focused rather than people-focused. Not seeking socialization and relationship building.
    2) Stress-tolerant. Non-anxious. Comfortable with uncertainty.
    3) Able to focus and be patient. Not bored or distracted easily.

Summary

As expected in the early stages of assessment use, the initial "ideal profile" benchmarks were based on limited data and ranges are wide. They can now be refined and narrowed based on data analysis as summarized above.

Making the benchmarks more stringent would result in the candidates who are more likely to be terminated receiving a lower 'Red' or 'Yellow' overall rating (a Fit Score below 75). These refined benchmarks are specific to your job data, helping you identify those most at risk of leaving.

Recommended Next Steps:

1) **REFINE BENCHMARKS:** Based on this data analysis and the insights gathered over time, TalentClick will adjust the benchmarks (target score ranges) to be more stringent. Areas that were shown in the data analysis to have the strongest correlations would be given heavier weighting/narrowest ranges.

    After the adjustment, the applicants most likely to be terminated (involuntarily or voluntarily) would be more likely to receive a 'Red' or 'Yellow' (below 75) Overall FIT Score. **These new benchmarks can be implemented immediately.**

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For example, with the old benchmarks, 17% of people assessed were identified as having a high risk score (red/yellow score). When the new benchmarks are used with the sample of 259 participants in this data analysis, 39% are identified as having a high risk (red/yellow) score = 36 additional individuals assessed changed fit score color from green to yellow/red.

The new benchmarks would have helped avoid 36 more high risk hires. This is a powerful adjustment to make to inform your future hiring decisions.

2) **CONTINUE DATA COLLECTION:** Additional data is required for a second in-depth statistical analysis. Continue to collect data for TalentClick to perform a second data analysis **one year** from now.

3) **ADDRESS CHALLENGING MARKET CONDITIONS:** We understand that the current candidate shortage in the market is difficult for your organization in that "less than ideal" candidates must be hired. However, in order to avoid spending valuable company resources on employees who will not stay, the revised reports will help avoid hires that result in a 'net loss'. Efforts to increase the candidate pool for selection are recommended.