



The Orion Pre-Employment Assessment Program

The Role of Orion Assessments

Identify critical workplace attitudes and behaviors rarely revealed in other pre-hire processes or interviews

Provide assessment information the way you want it

Client outcome data proves significant, positive impact on bottom line

Identify productive talent; avoid problematic hires

The Role of Orion Assessments

Orion Systems Pre-employment Assessments (Orion PE) are designed to assess and **identify a candidate's critical front-line workplace attitudes** and behaviors that are **rarely revealed** in the course of pre-employment interviews.

These workplace attitudes and behaviors are critical in that they are **the most important factors – often more important than skill, expertise or cognitive ability** – in determining whether a candidate will be a successful, productive employee or a problematic, costly hiring decision.

Our mission is to provide this information in **precisely the way you want it** to assist in selecting productive, profitable employees and avoid hiring profit draining, problematic applicants. Everyone tests new employees. It is much more cost-effective to do so before hiring decisions are made.

Orion's role is to provide critical information regarding front-line workplace attitudes and traits which are not revealed in the course of pre-hire interviews as evidenced in the **accompanying Client Outcome Data** reflecting outcome information provided to us by some of our client companies. This data demonstrates the **significant positive impact on profitability** resulting from the use of Orion Assessments.

Orion Assessments **alert employers** to potentially problematic and unacceptable workplace attitudes and behaviors as well as highlighting positive tendencies and behaviors in those same areas **before** a hiring decision is made. Orion Assessments are designed to assist in **identifying potentially talented** and productive candidates as well as to **avoid hiring problematic applicants**.

Orion Assessments are candidate screening tools which **provide significant, profitable benefits** in areas such as reduced turnover, improved training, increased customer service levels and sales, enhanced productivity and organizational attitudes, loss prevention, asset protection, workplace safety and much more.

Orion Pre-Employment Assessments have been used **since 1985** by many of North America's largest employers as a cost-effective way to screen candidates whose on-the-job behavior supports a profitable company and work environment. They are designed to enhance productivity, working environment and profitability by providing the benefits outlined below.

**The Role of
Orion Assessments
(continued)**

**The many proven
benefits of Orion Pre-
employment Assessments**

**Align seamlessly with
your pre-hire process**

Reduce hiring costs

Reduce hiring time

**Orion Assessments:
How They Work and
Why They Work**

The benefits of using Orion assessments include helping to identify candidates most likely to:

- **Improve customer service and sales**
- Treat customers as the source of their paychecks
- **Follow closely with company procedures and policies**
- Value long-term employment
- **Increase employee retention and reduce turnover**
- Lower tardiness and absenteeism
- **Contribute to improved workplace safety**
- Keep themselves and others safe in the workplace
- **Contribute to lower shrinkage**
- Contribute to a drug free workplace
- **Contribute to a workplace free of physical violence, bullying, threatening and intimidating behavior**
- Be trainable and contribute to successful training programs
- **Result in fewer employee terminations**
- Result in fewer back ground check failures
- **Contribute to greater compliance with asset protection and loss prevention policies and procedures**
- Enhance selection of managers and assistant managers
- **Have zero tolerance for workplace theft and cheating**

While aligning seamlessly with our client companies' unique pre-hire processes and preferences, Orion Assessment programs have also assisted in:

- **Reducing hiring costs**
- **Reducing the time required to hire new employees**
- **Creating consistency and compliance with company pre-hire policy**

Orion PE Assessments are not personality or skills tests. They are designed to assess, measure and predict critical workplace attitudes and behaviors that are not revealed in the course of interviews or other pre-hire procedures.

Orion Assessments are written at a grade 8 level and require approximately 15-20 minutes to complete, depending on the versions you select for use in your pre-hire process.

Orion Assessments: How They Work and Why They Work

Orion: Three Decades of Candidate Selection Experience

Since 1985 Orion Systems has helped organizations (ranging in size from just a few locations to multi-national employers with thousands of locations) become

Orion Focuses on Key, Front-Line Workplace Attitudes

Why is it important to focus on workplace attitudes?

more profitable by providing human resource assessment tools that reduce their hiring costs and enhance their employee selection processes.

Throughout our three decades of employee selection experience Orion has engaged in ongoing dialogue with executives and managers from human resources, operations, asset protection, loss prevention and other key officials of companies recognized as some of the best managed in America. As a direct result of this dialogue, Orion assessments have evolved and been designed to focus on key front-line traits and workplace attitudes. Orion Assessments are tools designed to screen in applicants that will be productive employees and contribute to the bottom line and screen out those applicants that will most likely engage in counter-productive behavior while in the workplace.

Orion Focuses on Key, Front-Line Workplace Attitudes

The US Commerce Department estimates businesses lose upwards of \$40 billion annually due to internal shrinkage alone. Losses and lack of productivity are also attributed to employees' trainability issues, turnover, lack of customer service, inability to work with supervision, workplace safety, absenteeism and tardiness, and much more. Many managers hire these problematic employees because "they looked so good" during the interview and hiring process.

Orion Assessments help get beneath the surface and reveal an individual's job-related attitudes and traits that are rarely displayed nor readily seen during other pre-hire screening or interviewing processes. Orion helps organizations uncover traits that are well hidden and very difficult if not impossible to identify during a traditional interview process.

There are four key features of Orion Assessments that contribute to their effectiveness: 1) Our emphasis on identifying attitudes related to the workplace; 2) The 10 Point Likert Response Scale; 3) Our design of the Assessment questions; 4) Use of attitudinal and self-assessment questions.

1) Why is it important to focus on workplace attitudes?

An individual's work relevant attitudes have the most powerful influence on their performance and work behavior; even more so than personality or ability. These critical attitudes determine whether the applicant will be productive or problematic. This is the reason these attitudes are the focus of Orion Assessments.

Workplace attitudes can be defined as the applicant's work-related outlook. How does he/she feel about, approach, process, relate and react to certain things in the work environment such as respect for authority, training, supervision, asset protection matters, customer service or adhering to proper safety procedures? What are his or her workplace attitudes or disposition? Even if the applicant has little or no work experience the mind-set or attitudes the applicant brings with him or her is a very strong predictor of how that applicant will react when given the opportunity to display behavior that will either be productive or counter-productive.

Orion uses a 10 point Likert Scale

The way in which the questions are designed

The value of Attitudinal and Self-Assessment Questions

Examples of how attitudes can be measured:

Past behavior. You can make some inferences about future behavior based on past behavior or experiences.

Rationalization, applicant thinks certain behavior acceptable by giving excuses

Projection – when a person assigns or projects his/her own views, feelings, values, etc onto someone else.

Tolerance – what degree of acceptance does this person have when others behave in counter-productive behavior?

Rumination – how often does a person think about or ponder behaving in a particular way when an opportunity is present.

2) **Orion Assessments use a 10 point Likert response scale** also commonly known as a “forced choice “. This response format has been shown to be most effective for multiple reasons. Since the vast majority of people do have attitudes or opinion about work related issues, this format allows or encourages people to make a choice. This encourages and allows more readily obtained information from the applicant.

Secondly, this format allows the applicant degrees of agreement or disagreement that facilitate obtaining with more precision and exactness an applicant’s true attitudes. In those rare occasions when applicants do not have an opinion on a question, this format allows for a neutral response. The forced-choice format is also used as a mechanism to help identify those applicants that are not being truthful or are not giving their true opinions.

3) **The way in which the questions are designed** will also help/encourage the applicant to provide information that they most likely would not provide during other steps of a company’s hiring process. These two-part questions are designed to orientate the applicant and provide the opportunity, if applicable, to rationalize past problematic behavior.

4) **The value of attitudinal and self-assessment questions in an Orion Assessments:** A valid, accurate, effective and valuable pre-employment assessment should include both attitudinal and admission/self-assessment questions. Orion includes both types of questions.

Additionally, a valid, accurate, effective and valuable pre-employment assessment should include two types of attitudinal questions relating to critical workplace traits and attitudes. The first type of attitudinal questions are those that, on their face, obviously relate to a given area. The second type of attitudinal questions are those that do not, on their face, obviously *appear* to relate to a given area.

For example, the question, “I have stolen small items from a previous job, but I will never do it again.” is a question which, on its face, relates to the area of theft from an employer. In contrast, the question, “Most people succeed in business by mere ‘chance’.”, while not obviously on its face relating to theft from an employer has been proven to be strongly relevant to that area.

Both types of attitudinal questions are utilized in all areas of Orion Assessments

based upon millions of validation cases proving their relevance in the applicable areas tested. Both types of questions are used in order to accurately reveal the critical attitudes toward workplace relevant areas which are not revealed in the course of pre-employment interviews. This contributes to Orion's high degree of predictive accuracy.

A pre-employment assessment tool can only be accurate, effective and valuable to the extent it employs both types of attitudinal questions. If the assessment relies only on questions that obviously, on their face, relate to a given area it will be a weak, in-effective assessment tool.

The value of including both types of questions in Orion Assessments is illustrated the positive outcome metrics Orion has produced for our customers.

These are the types of assessment questions that have produced reductions in shrinkage, reductions in investigations and involuntary dismissals, reductions in turnover and increases in customer service levels and sales, enhancement of training programs and reductions in accidents, injuries, claims and related costs. All of these results significantly increase profitability.

In summary, the Orion PE assessments are powerful and objective screening tools validated and designed to help employers make better hiring decisions. Because Orion Assessments are able to generate more, and more valuable, job-related information from the applicant as compared to a traditional interview, it helps hiring managers more cost-effectively screen in applicants that will contribute positively to the bottom line and screen out applicants that, when given the opportunity, will tend to engage in counter-productive behavior.

Orion's Extensive Validation

One of the key reasons that the PE assessments are so effective in predicting how an applicant will behave in the workplace is the extensive and ongoing validation (evidence that the PE measures the workplace traits it claims to measure) research conducted by Orion Systems.

In other words, the ability of the PE to accurately predict how an applicant will most likely behave on the job is based upon extensive data on its reliability (the consistency of the PE in identifying those traits in an individual). Selection system design and validation is a primary, on-going activity at Orion Systems.

The two principals of our company (both of whom are attorneys), as well as our associated professionals in the fields of psychology and statistical analysis have many years of experience in the development and validation of job-related, applicant assessment systems. All system development and validation procedures are based upon, and subscribe to, the guidelines and procedures of the American Psychological Association and the Federal Uniform Guidelines on Employee Selection Procedures.

All survey items included in any Orion assessment instrument are developed,

Orion Assessments:
How They Work and
Why They Work
(continued)

Key Performance Outcome Metrics

What Orion Tells You About Your Applicants

reviewed, and validated to meet the equal employment opportunity concerns of the above-mentioned Guidelines, as well as legislation such as the Americans With Disabilities Act, privacy and fair employment legislation and related requirements. All Orion assessment surveys are demonstrably valid as evidenced by the extensive validation studies we perform. This large volume of validation can be found in our *Validation Manual for Orion Systems*. We encourage the examination of this detailed information manual covering the development, validation and adverse impact analysis for all Orion assessments.

All survey items included in any Orion assessment are developed, reviewed and validated to meet equal opportunity concerns of the Federal Guidelines, as well as legislation such as the Americans with Disabilities Act.

Key Performance Outcome Metrics

The science behind the PE combined with significant outcomes experienced by numerous Orion clients in terms of key performance metrics such as increased sales, shrinkage reduction, turnover reduction, reductions in accident and claims, improvement in customer service reviews, enhancement of training initiatives, just to name a few, provide ample evidence of the effectiveness of Orion Assessments.

The Orion candidate outcome data generated by our client companies reflect applicants' critical workplace attitudes and behaviors that are not revealed during the course of usual pre-hire interviews. Assessment of these attitudes produce significant, positive outcomes in reductions in turnover, reduced accidents and claims, increased customer service and sales, enhanced training, enhanced asset protection, reduced shrinkage and much more. This data is made more impressive in that it was provided voluntarily by applicants during the course of completing Orion Assessments.

Your investment in the Orion PE assessment, as a fraction of the increased profit produced, is paid for many times over due to this positive impact on your company's bottom line.

WHAT ORION TELLS YOU ABOUT YOUR APPLICANTS

The various customized Orion Assessments used by our client companies include areas selected from the list below. The areas included in any assessment you use can be modified at any time based upon your changing priorities, objectives and preferences.

Validity Level

Validity Level

In addition to the workplace attitude scales listed below, each applicant assessment includes a Validity Level. The Validity Level tells you whether the applicant has responded to the assessment items with true opinions, and consequently, whether the rest of the assessment is reliable.

Some applicants may 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. Some applicants mistakenly believe that there are “right or wrong” answers to the survey questions and try to select the “right” answer.

The extent to which the applicant tried to alter the result of the survey rather than selecting responses that best reflect their views determines the Validity Level. For example, if an applicant responds with “Very Slightly Agree” to a survey item such as “I have stolen small items in previous jobs, but I will never do it again”, this applicant by responding in the middle of the answer scale is attempting to appear “average” and is avoiding answering with his/her true views. One can not “Very Slightly Agree” with the statement as a person either has, or has not, stolen from previous employers. The Validity Level will be one of the following:

- Low Risk – Highly reliable, Profile information
- Marginal Risk – Questionable information
- High Risk – Unreliable information

When an applicant scores Low Risk in Validity Level, the scores on the applicant’s Profile are highly reliable.

When an applicant scores High Risk in Validity Level, this means that the applicant’s responses are not sufficiently reliable to produce a reliable assessment.

Supervisory Attitudes

Supervisory Attitudes

Tells you how willing the applicant is to accept direction and training 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 Attitudes scale is far more likely to disregard training and policies and take short cuts on procedures.

Work Attitudes

Work Attitudes

Tells you if the applicant is likely to embrace training on the job, is likely to be absent or tardy; also, how well the applicant values the workplace and working

Workplace Drug Use Attitudes

Workplace Theft Attitudes

with a team. Scored Above Average, Average, or Below Average.

Example: An applicant who scores Below Average on the Work Attitudes 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.

Workplace Drug Use Attitudes

Tells you how permissive the applicant's attitudes are toward workplace drug use and the impact of drugs 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 have permissive attitudes toward drug use in the workplace. Such applicants are also often more likely than others to be tardy or absent, be inattentive to customers and have problematic attitudes toward workplace safety.

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

Workplace Theft Attitudes

Tells you how likely the applicant is to rationalize workplace theft (defined as taking company assets, inventory, information or other property without permission (such as taking inventory without paying for it) and cheating (not following company policies regarding asset protection). Scored Low Risk, Marginal Risk, or High Risk.

It should be noted that Orion Assessments do not measure or deal with a concept of intrinsic honesty or integrity. These terms can be confused with the Workplace Theft Attitudes scale.

Honesty and integrity are subjective terms whose definition varies from person to person. What one person views as honest, another may view as dishonest. The terms “honesty” and “integrity” also carry moral connotations that Orion makes no attempt to define or measure.

As with the Workplace Drug Use Attitudes scale, Orion passes no judgment on the rightness or wrongness of any particular behavior. Orion simply predicts the likelihood of specific workplace behaviors. It is up to each Orion client to determine the appropriateness of that behavior relative to its revenue, profit goals and the work environment it seeks to maintain.

A person who scores “High Risk” on the Workplace Theft Attitudes scale has responded to the survey items in the same, or substantially the same manner as those who admit theft from their employer. The Orion Survey reveals attitudes which may be problematic or positive relative to the likelihood of specific workplace behaviors.

Example: An applicant who scores High Risk on the Workplace Theft Attitudes scale reveals a problematic attitude toward taking inventory or company property without paying for it.

- *FACT: 25.3% of all applicants in a study of 230,000 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 \$40 billion dollars per year as reported by the latest National Retail Security Survey conducted by the University of Florida*

Prospects for Long-Term Employment

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 so-called “perfect” employment situation rather than investing his/her energies in consistent, high-level job performance as the means of employment success.

Customer Service

Customer Service

Tells you how willing the applicant is to be helpful and courteous to customers. Scored Above Average, Average, or Below Average.

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 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*
- *AS shown in the accompanying key performance outcome metrics, companies using the Customer Service Scale can experience significant increases in sales.*

Safety and Risk Avoidance

Workplace Safety and Risk Avoidance

Tells you how likely the applicant is to disregard safety training and take safety risks that would endanger him/her self or others.

- *FACT: A large national employer reported a 32% reduction in workplace accidents and a 21% reduction in overall liability at the end of one year after screening in only those applicants who scored Level One or Two on the Safety and Risk Avoidance scale.*

Workplace Violence Attitudes

Workplace Violence Attitudes

Supported by a validation project unprecedented in the assessment industry, this pre-employment assessment alerts employers to potentially problematic applicant attitudes regarding workplace violence, not only dealing with overt physical violence but also the more common, difficult to detect but harmful areas of bullying and intimidation that can be destructive to a productive workplace environment. The Workplace Violence Pre-employment Assessment is available in a stand-alone version, can be substituted for areas you now include in your assessment or added to your current survey at any time.

- *2 million employees suffer workplace violence annually.*
- *1 in 3 employees experience bullying and threatening behavior in the workplace.*

Workplace Communication Attitudes

Workplace Communication Attitudes

Tells you about the applicant's attitudes, views and approach to effective communication with supervisors, co-workers and customers.

Workplace Competitive Attitudes

Workplace Competitive Attitudes

Tells you about the applicant's views, attitudes and opinions toward succeeding as part of the organization and their desire to excel in job performance.

Sales Attitudes

Sales Attitudes

Tells you how the applicant views herself/himself relative to the subject of sales.