




Leading a Revolution in Assessment Centers

Table of Contents

 <i>E-valuation</i> [™] Technology-enhanced Assessment Centers for Selection and Development	3
 <i>E-valuation</i> [™] Impact	
<i>Return on Investment Scorecard</i>	5
 Accelerate Employee Engagement	6
 Company Fact Sheet	7
 Management Team	9
 Press Release	11



E-evaluation™ Technology-enhanced Assessment Centers for Selection and Development

What It Is

E-evaluation™ is a top-shelf assessment solution that uses web technology to create a scalable, cost-effective, engaging, and highly realistic job simulation “test drive” designed to identify outstanding talent.

How It Works

E-evaluation™ virtual assessment centers create a realistic “day in the life” through a series of job-related activities in a simulated organization. Participants, clients, and assessors interact in real-time from anywhere in the world.

Role plays, work challenges, tests, and other assessment tools effectively replicate important elements of the actual job responsibilities, work environment, and culture. During the simulation, trained assessors observe and evaluate participant performance against role-specific competency models. Competency-based feedback and evaluation reports can then be fed into actionable development plans.

The Business Case for Best Fit-Best Person

- ☒ Staff is one of the two most significant costs in business (real estate is second)
- ☒ The average cost of turnover has been estimated between 75% and 400% of a year’s salary and benefits
- ☒ 75% of the demand for new employees is to replace people who have left
- ☒ Though many may apply, few are highly qualified
- ☒ ***Finding the right person for the job increases job satisfaction and performance, and reduces costly turnover***

The Proof is in the Performance

- Recent impact results indicate that sales professionals who passed the assessment:
- ☒ Were 33% more likely to be designated as top tier performers in production and asset accumulation at 6 months
 - ☒ Had a 36% lower turnover rate than non-assessed sales professionals during the first 6 months in production and a 53% lower rate during the first year

The E-evaluation™ Advantage

- ☒ Provides all the benefits of a traditional assessment at substantial cost savings
- ☒ Delivers personalized assessment materials, enhancing realism and motivation
- ☒ Simulates today’s technology-influenced work environments
- ☒ Is competency-based and readily customizable for a wide range of competencies, positions, and simulations
- ☒ Affords central control with local implementation – can be delivered anywhere in the world that has an internet connection and a telephone line
- ☒ Provides strategic HR recommendations and individual behavior-based reports



Exclusive *E-valuation*[™] Features

- ☒ Easy administration
- ☒ Candidate invitation and prework (optional)
- ☒ Scheduled and unscheduled role plays simulating on-the-job activities
- ☒ Personalized electronic in-basket including emails, business plans, personnel records and/or client accounts
- ☒ Personality assessment testing (optional)
- ☒ Real-time tracking of candidate behavior
- ☒ Behavioral analyses of competency strengths and development needs
- ☒ Management feedback report with recommendations for selection, development planning, and ongoing talent management
- ☒ Candidate feedback report with analyses of strengths and areas for development
- ☒ Aggregate reports of data useful for multiple HRIS and HR planning
- ☒ A help-line

Using *E-valuation*[™] for Selection

The key to success in selecting new staff is distinguishing between the qualified and less qualified.

What if:

- ☒ You could significantly increase your effectiveness at finding and hiring extraordinary talent?
- ☒ You could observe people's operating styles instead of only hearing them talk about what they have done in the past or might do in the future?
- ☒ You could significantly reduce turnover?
- ☒ You could identify individual strengths and development needs as part of an on-boarding process?

***E-valuation*[™] makes it possible.**

Using *E-valuation*[™] for Development

The key to success in identifying high potentials and developing greater bench strength in your talent pipeline is in distinguishing those with the greatest aptitude and ability to leverage development opportunities.

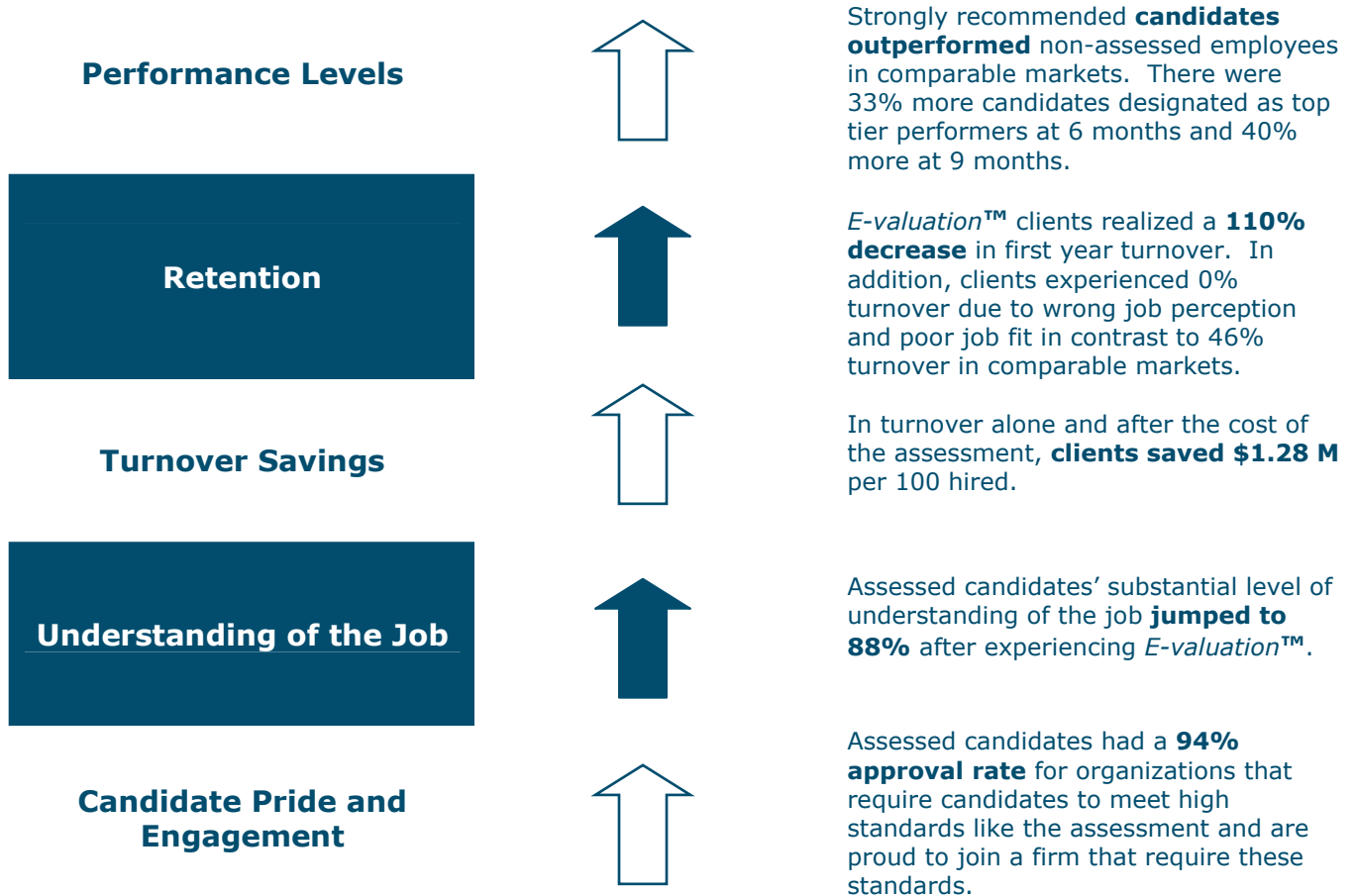
What if:

- ☒ You could significantly increase your effectiveness at identifying superior talent?
- ☒ You could significantly increase retention and keep a ready bench of high potential talent for new challenges and advancement?
- ☒ Participants could test drive a job or new skill set?
- ☒ You could identify individual strengths and development needs to ready your people for the future and create actionable development plans?

***E-valuation*[™] makes it possible.**

To learn more, contact us at info@fenestrainc.net

E-valuation[™] Impact ***Return on Investment Scorecard***



Fenestra, Inc., the new HR technology affiliate of Sandra Hartog & Associates is leading a revolution in assessment centers with ***E-valuation***[™] – its next generation of realistic, web-based job tryouts for talent management.

Based on impact research spanning multiple years, ***E-valuation***[™] has been found to consistently offer substantial cost savings and outstanding results.

E-valuation[™] integrates role plays, work challenges, tests, and other assessment tools in a high-touch, high-tech web-based simulation. The simulations are designed to replicate important elements of actual job challenges, work environments, and cultures. Candidates test drive a job as employers and trained assessors observe and evaluate candidates' performance.

Visit www.fenestrainc.net to find out how to reap the rewards of ***E-valuation***[™].



Accelerate Employee Engagement

The talent crisis continues to grow in its prominence, heightened by the upcoming retirement of the baby-boomers and the on-going erosion of middle-management due to changing economic conditions. Committed employees are increasingly harder to recruit and retain. The important trend in the workplace to enhance employee engagement is an essential component of combating this crisis.

Highly committed employees try 57% harder, perform up to 20 percentile points better, and are 87% less likely to leave than employees with low levels of commitment.

CLC, 2004

Substantial research and support confirm that engaged employees are more committed to the organization, work harder, perform better, and are less likely to leave. While engagement efforts are commonly thought to begin with employee on-boarding, new research demonstrates that engagement can begin as early as the recruiting and selection process.

Organizations can jump start the engagement process by

- ☒ **offering realistic job previews**
- ☒ **ensuring employee/job fit**
- ☒ **demonstrating a commitment to employee development**

Fenestra, Inc., the new HR technology affiliate of Sandra Hartog & Associates is leading a revolution in assessment centers with **E-valuation™** -its next generation of realistic, web-based job-tryouts for talent management.

E-valuation™ creates earlier engagement by demonstrating commitment to employee development, ensuring employee/job fit, clarifying the responsibilities of the job, and instilling pride in the organization.

Beginning the process of employee engagement before on-boarding further facilitates high performance and increased retention.

Recent E-valuation™ Employee Engagement survey data indicate that

- ☒ **88% of candidates reported a substantial understanding of the job after experiencing the assessment**
- ☒ **91% of candidates think highly of organizations that use these tools**
- ☒ **94% of candidates are proud to join organizations that require high standards**

Visit www.fenestrainc.net to find out how to begin employee engagement earlier.



Company Fact Sheet

Overview

Fenestra, Inc. is a provider of premier HR technology solutions, employing products and services to manage selection and development of employees in multiple industries, including financial services, manufacturing, consumer goods, marketing, retail, and hospitality.

Fenestra specializes in technology-enhanced assessment centers that provide scalable, relatively low-cost methods to select and develop the highest-quality employees.

Fenestra is an affiliate of Sandra Hartog & Associates, a talent management consulting firm based in New York City. For more information visit www.fenestrainc.net.

Sandra Hartog & Associates and Fenestra, Inc. are certified Women-Owned Business Enterprises.

Signature Product

E-evaluation™ Technology-enhanced Assessment Centers for Selection and Development

- Our virtual assessment centers consist of a series of job-related activities in a simulated organization where participants are given an opportunity to perform a particular job.
- Creating a realistic "day in the life" for candidates to test drive a job truly demonstrates how they work, rather than merely reporting on what they have done or might do in the future.
- After the assessment, relevant stakeholders are provided with comprehensive and actionable feedback to direct selection, promotion, succession management decisions, and development planning.

Management Team

Sandra Hartog, Ph.D., President and CEO

Howard Epstein, Ph.D., Executive Vice President & Director of Assessment

Lynn G. Collins, Ph.D., Executive Vice President & Director of Selection

Matthew R. Tonken, M.A., HR Technology Practice Leader



Select Client List

Autodesk
Bear Stearns
Brown Brothers Harriman
The Children's Home Society of New Jersey
Interpublic Group
Invesmart
Kellogg
Merrill Lynch
Pitney Bowes
Starwood Hotels & Resorts
SUNY at Stony Brook
The Hartford
UBS
Verizon
United Way of South Connecticut

Partners

Applied Psychological Techniques, Inc.
The Exact Group

Locations

Headquarters

New York City
280 First Street
Brooklyn, NY 11215
(t) 718.832.2118
(f) 718.832.2899

Long Island, NY
19 Neal Path
Setauket, NY 11733
(t) 631.737.2165
(f) 631.737.2164

Contact

info@fenestrainc.net



**Sandra Hartog, Ph.D.,
President and CEO**

Sandra is the President, CEO, and founder of Fenestra, Inc. She has more than 20 years of experience as a consultant to Fortune 500 companies and other organizations.

Sandra has extensive experience in the strategic design and implementation of succession management programs, individual and group assessment for development and selection, leadership competency studies, enhanced 360° feedback design, assessment and feedback delivery, and executive coaching and developmental action planning. Sandra also serves as a strategic advisor to senior leaders on issues related to enterprise-wide talent management.

She has served as a keynote speaker on topics of assessment and development techniques, professional development and career success, and executive coaching.

Sandra holds a Ph.D. in Industrial and Organizational Psychology from the City University of New York Graduate Center. She is an Adjunct Professor at New York University.

**Howard Epstein, Ph.D.,
Executive Vice President & Director of Assessment**

Howard is a Vice President and Partner at Fenestra, Inc. and Sandra Hartog & Associates. He has more than 13 years experience as a consultant to Fortune 500 companies and the public sector.

Howard has extensive experience with assessment centers and has served as lead assessor and assessor-coach at onsite, remote, and interactive on-line technology-enhanced assessments. He trains and mentors other professional coaches and assessors in group, individual, executive, and management assessments, interpretation and delivery of 360° feedback, development planning, and behavioral-based coaching. He also manages many of Fenestra's large scale assessment, development, and coaching programs. He specializes in 360° assessments, executive and management assessments for selection, development, promotion, succession planning, and derailment interventions. He has developed 360° interview processes and is certified in several multi-source feedback instruments. Howard is also an executive coach for global business leaders.

Howard brings his expertise as a diagnostician, assessor, and Counseling Psychologist to the field of executive assessment and development. He has advanced training and certification in a wide range of specialized testing and selection instruments and assessment processes. Howard holds a Ph.D. in Counseling Psychology and is a licensed psychologist.

**Lynn G. Collins, Ph.D.,
Executive Vice President & Director of Selection**

Lynn is an Executive Vice President and partner at Fenestra, Inc. She has more than two decades of corporate and consulting experience in selection and assessment processes for Fortune 500 companies.

Lynn specializes in the development and implementation of innovative, strategic, and valid selection solutions. Lynn has extensive experience designing web-based assessment platforms, processes, and content for a variety of corporate roles and industries. Lynn's expertise also includes large-scale selection program management, competency model identification, structured interview program development, training, and implementation.

Lynn also focuses on the advancement of systematic approaches to support quality assurance, evaluation accuracy, and the value of talent management interventions.

Lynn holds a Ph.D. in Industrial and Organizational Psychology from the Graduate Center of the City of New York.

**Matthew R. Tonken, M.A.,
HR Technology Practice Leader**

Matt is the HR Technology Practice Leader for Fenestra's technology-enhanced programs. He is responsible for the Fenestra suite of products, integrating new client initiatives, technology-enhanced assessment quality and consistency, and assessor and role player training. He serves as an assessor and lead facilitator on a range of technology-enhanced programs, is a skilled trainer and group facilitator, and has been involved in innovative work evaluating the Return-on-Investment of technology-enhanced assessment programs.

Matt's work has also focused on behavior-based interviewing and quality assurance for a global BEI project for senior managers, and investigation of best practices in executive development. Additionally, he recently led the design of the Sandra Hartog & Associates' competency model for senior leaders.

Matt holds an M.A. in Industrial and Organizational Psychology from New York University and has taken postgraduate courses in individual and group therapeutic development.



Contact

Laura Emanuel
Fenestra, Inc.
718.832.2118
laura.emanuel@fenestrainc.net

For Immediate Release

Fenestra, Inc. Releases E-valuation™ Technology-enhanced Assessment Center Solution

Enterprise solution improves turnover by 300%

January 2006, New York, NY --- New York-based talent management consulting firm **Sandra Hartog & Associates** is pleased to introduce its new HR technology division, **Fenestra, Inc.** Fenestra furthers Sandra Hartog & Associates' mission of providing "Insight into Action" by offering our clients innovative HR technology solutions for today's competitive talent environment. As its first offering, Fenestra has harnessed assessment center best practices to launch the next generation of **E-valuation™**, an innovative, easy-to-use assessment tool that informs selection and development decisions.

Sandra Hartog, President and CEO: "Assessment centers are the most valid, reliable tool we have to select and develop employees. In response to our clients' need for a scalable, lower-cost assessment center, we developed **E-valuation™**—a robust solution that melds assessment center best practices with web technology. The web gives us an unparalleled opportunity to create realistic, real-time simulations in which participants, clients, and assessors interact from anywhere in the world to profile a candidate's strengths and development needs. For the last three years, we have successfully delivered 'day-in-the-life' job tryouts via the web into participants' local desktops. Strong and consistent ROI results drove us to offer our clients an enterprise-level solution that is equally effective for large and small initiatives."

E-valuation™ increases the accessibility of best-in-class selection and development approaches, delivering realistic job simulations in an affordable and easy-to-use platform. As highlighted in the Wall Street Journal (White, Erin. "Walking a Mile in Another's Shoes." Wall Street Journal 16 Jan. 2006, Eastern ed.: B3), employers value this type of job tryout as the elusive crystal ball needed to identify top-caliber talent.

Innovative Tool Informs Human Capital Decisions

E-valuation™ integrates role plays, work challenges, tests, and other assessment tools in a high-touch, high-tech web-based simulation. The simulations are designed to replicate important elements of the actual job challenges, work environment, and culture. Candidates test drive a job as employers and trained assessors observe and evaluate candidates' performance. Strengths and development needs identified during the assessment can then be used to select and/or develop the highest quality talent.

Provides Outstanding Results

Clients have experienced exceptional Return on Investment with **E-valuation™**. Recent results using **E-valuation™** for selection of financial advisors in one client organization demonstrate a reduction in turnover from 25% to 6%, resulting in a cost savings of over \$2 million per 100 candidates hired. Financial advisors selected using **E-valuation™** are also outperforming non-assessed financial advisors in comparable markets by 129%.

Affordable and Easy to Use

Lynn G. Collins, Executive Vice President of Fenestra, notes, "The virtual nature of **E-valuation™** reduces hard costs associated with on-site assessment centers, such as T&E expenses, and reduces soft costs as well—more time is spent on the job and less time is spent in airports and hotels." **E-valuation™** provides standardized administration and assessment combined with local delivery, ensuring quality and flexibility. Assessors, role players, and participants fulfill their roles from their own offices or testing locations, interacting via phones and computers.

Benefits of E-valuation™ Technology-enhanced Assessments:

- ☞ Offers substantial cost savings and outstanding results
- ☞ Utilizes assessment center best practices
- ☞ Is competency-based and readily customizable for a wide range of competencies, positions, and simulations
- ☞ Can be delivered to any location equipped with an internet connection and phone access
- ☞ Off-the-shelf simulations can be implemented almost immediately; customized simulations in a few short weeks
- ☞ Simulates today's work environments
- ☞ Delivers personalized assessment materials, enhancing realism and motivation
- ☞ Provides strategic HR recommendations and customizable individual behavior-based reports

About Fenestra

Fenestra is a provider of premier HR technology solutions, employing products and services to manage selection and development of employees in multiple industries, including financial services, pharmaceutical, manufacturing, consumer goods, education, marketing, retail, and hospitality. Additionally, these tools are available for other leading consulting firms to use in the pursuit of excellence for their client organizations.

Fenestra specializes in technology-enhanced assessment centers that provide a scalable, relatively low-cost method to select and develop the highest-quality employees.

Fenestra, Inc is a division of Sandra Hartog & Associates—a talent management consulting firm based in New York City. For information about Sandra Hartog & Associates, visit www.sandrahartogassoc.com.

For more information about Fenestra, visit www.fenestrainc.net or contact Laura Emanuel, Fenestra's Marketing Coordinator, at laura.emanual@fenestrainc.net.