HOGAN
RESEARCH DIVISION

ROI Whitepaper

Front-Line Supervisors

Healthcare Industry

Overview

Introduction

Hogan recently collaborated with a healthcare company to identify characteristics associated with successful performance for Front-Line Supervisors. We sought to enhance the current selection process by adding the Hogan Personality Inventory (HPI; a measure of day-to-day personal characteristics), Hogan Development Survey (a measure of behavioral tendencies that may hinder job performance), and Motives, Values, Preferences Inventory (MVPI; a measure of key motives and drivers).

The process for creating predictive selection profiles consisted of a number of steps:

> First, the research study began with a job analysis to collect data from high-performing Front-Line Supervisors and other subject matter experts highly familiar with the Front-Line Supervisor roles within the company.

> Then, Hogan collected information from job descriptions and Hogan's Job Evaluation Tool (JET).

> Next, we aligned this information with predictor scales on the HPI, HDS, and MVPI.

> We then used validity generalization strategies, including job family meta-analysis, transport validity, and synthetic/job component validity, to identify the HPI, HDS, and MVPI scales most predictive of performance.

Hogan also conducted a local validation study with Front-Line Supervisor incumbents. First, 163 Front-Line Supervisors completed the HPI and MVPI. Next, we collected performance data for 161 of these individuals. This included supervisor ratings of five overall performance items, one culture fit item, eleven competency items, and four counterproductive work behavior items. Finally, we examined relationships between assessment results and performance data to create a selection profile comprised of individual characteristics and values most predictive of performance.

Results

HPI Scales

Front-Line Supervisors with the following characteristics tended to receive higher performance ratings:

- Even-tempered and confident in their abilities (Higher Adjustment)
- Competitive, driven, and goal-oriented (Ambition)
- Diplomatic, trustworthy, and friendly (Higher Interpersonal Sensitivity)
- Orderly, dependable, and planful (Higher Prudence)
- Achievement-oriented and enjoy applied learning (Learning Approach)

HDS Scales

The best Technicians and Specialists tend to be:

- Self-confident and tolerant (Lower Excitable)
- Polite and considerate (Lower Reserved)
- Friendly, obliging, and positive (Lower Leisurely)

MVPI Scales

Higher performers indicated the following key values and drivers were most important for success:
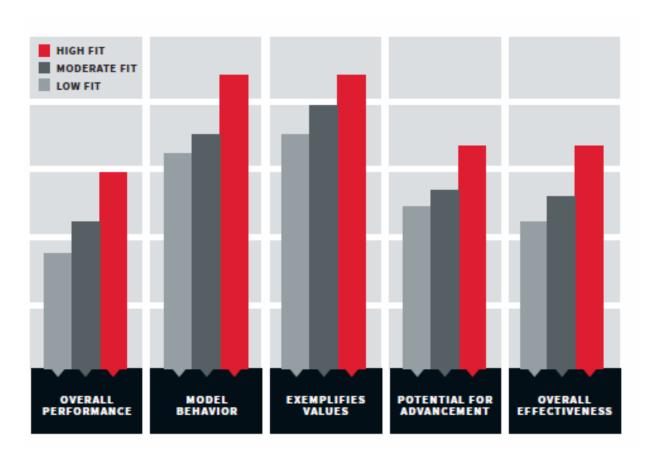
- Working with others and the need for social interaction (Affiliation)
- Want to help others (Higher Altruistic)
- Self-discipline (Lower Hedonism)

Based on these results, Hogan created a personality hiring profile to select medical service leaders centered on working well with others, building good relationships across the company, and a strong drive to help the team succeed.

Profile Performance

Applying the recommended profile to the sample of incumbent Front-Line Supervisors illustrates that employees who pass the recommended profile outperform those not passing the profile on multiple measures of job performance (i.e., overall performance, model for behavior, exemplifies company values, and potential for advancement). Moreover, employees who pass the recommended profile outperform those who do not pass the profile along all 12 critical job performance competencies.

For example, incumbent Front-Line Supervisors passing the recommended profile are more trustworthy, dependable, vigilant, professional, achievement oriented, and competitive than incumbents not passing the profile. Odds ratio analyses also show that incumbents who pass the recommended profile were nearly three times as likely as incumbents who did not pass the profile to achieve high ratings of overall performance.