Candidate Assessment Suite

Business Outcome Highlights

HOGAN
▶ Talent Analytics

People are your most important asset. When you use Hogan's assessments and reporting solutions to make critical talent decisions, you want to know they work.

Hogan Talent – Job Family Assessment Overview

Finding the right job is a challenge that keeps applicants up at night. For each job, applicants must determine if they fit the job and have what it takes to succeed once hired. Can they hit the ground running and prove to the company that they will be high performers? Do they show potential for advancement or bring added value to the company's bottom line? Hiring managers ask these same questions and are tasked with maximizing the fit between applicant skills and the vacant job.

Maximizing job fit isn't easy because different jobs require different skill sets. For example, the interpersonal sensitivity needed in a sales context is more nuanced and differs significantly from what is needed to interact with upset customers in a call center role. As a result, HR is challenged with finding the best job candidate with the proper interpersonal skills to succeed for a specific job type. To meet this challenge head on, hiring managers should do the following:

1. **Clearly outline the skill requirements** needed across various job types.

2. **Find a fair and systematic way** to assess and differentiate each candidate on these core skills.

3. **Show how the candidate's skills translate** to performance expectations for the target job.

Regarding the first point, classifying jobs and conducting a job analysis is essential for most HR functions and is often a straightforward process. Deciding how to assess or measure the qualities that drive job performance is where companies often fall short. However, even when a company does its research and finds a valid solution that doesn't discriminate, the true challenge — predicting future job performance — still exists.

Hogan is a personality assessment provider, and we believe our assessments have a job to do — a very important one focused on predicting job success. We also live by a Kaizen philosophy of continuous improvement. To this end, we leveraged decades' worth of validity research to refine our job family algorithms, which use personality scales to predict performance across job types. Created with machine-learning techniques, these algorithms predict overall job performance across each of our job families. Our refined approach now weights subscales from the Hogan Personality Inventory (HPI) and scales from the Hogan Development Survey (HDS) in the personality profiles used within each of the nine job family algorithms.

To learn more about how our job family algorithms work in practice, check out how we classify jobs in the next section, then explore nine case studies showcasing the ROI we see when we put our assessments to work at what they do best: finding the best applicant-job fit.

> ## Our assessments have a job to do — a very important one focused on predicting job success.

HOGAN

By The Numbers

9 MILLION ASSESSMENTS

974 Job Solutions

MORE THAN **1.2K** VALIDATION STUDIES

460+ JOURNAL ARTICLES & BOOK CHAPTERS

49 LANGUAGES

MORE THAN **45K** CERTIFIED

Hogan Talent – Job Family Classification

Using machine-learning algorithms, Hogan's data science team developed unique selection profiles that identify who will be successful working in the following nine job families.

Job Family	Description	Typical Work Areas	Hogan Scales
Entry-level Supervisors	Employees assigned to positions of administrative or managerial authority focusing on the performance of a small team within a functional unit.	Management	HPI
Professionals	Employees with little legitimate authority but high status within the organization because of knowledge or skill level. These employees usually are experts with a broad educational background who rely primarily on knowledge and intellect to perform duties.	Architecture, Engineering, Legal, Computer Science, Sports, Education and Training, Entertainment and Media, Health Practitioners	HPI, HDS
Technicians and Specialists	Employees who rely on the application of highly specific knowledge in skilled manipulation (e.g., operation, repair, cleaning, or preparation) of specialized technology, tools, or machinery.	Installation, Maintenance, and Repair	HPI
Operations and Trades	Craft workers (skilled), operatives (semiskilled), and laborers (unskilled), whose job knowledge and skills are primarily gained through on-the-job training and experience; little prerequisite knowledge or skill is needed.	Construction, Farming, Production, Transportation, Building and Grounds Maintenance	HPI
Sales	Employees whose interpersonal style and communication techniques are appropriate to establish relationships and sell products or services that fulfill customers' needs.	Sales and Related	HPI, HDS

Hogan Talent – Job Family Classification *(continued)*

Job Family	Description	Typical Work Areas	Hogan Scales
Customer Support	Employees whose interpersonal style and communication techniques are appropriate to establish relationships and provide customers with courteous and helpful service.	Call Centers, Account Managers, Customer Service and Related	HPI
Administrative and Clerical	Employees who plan, direct, or coordinate supportive services of an organization. The main function of these employees is to facilitate the function of professionals by completing jobs that require little formal education or skill to complete (e.g., professional assistants, secretaries, and clerks).	Office and Administrative Support, Healthcare Support	HPI
Service and Support	Employees who perform protective services for individuals and communities (e.g., police, firefighters, guards) and nonprotective services that require a high degree of interaction with people (e.g., food service, recreation, and amusement).	Protective and Nonprotective Support Services (Personal Services)	HPI
Consumer Service and Support	A sub area within the Service and Support job family. These are employees who perform nonprotective services that require a high degree of interaction with people (e.g., food service, recreation, and amusement).	Food Preparation, Personal Care Services, Recreation Workers	HPI

01

Healthcare | Frontline Supervisors

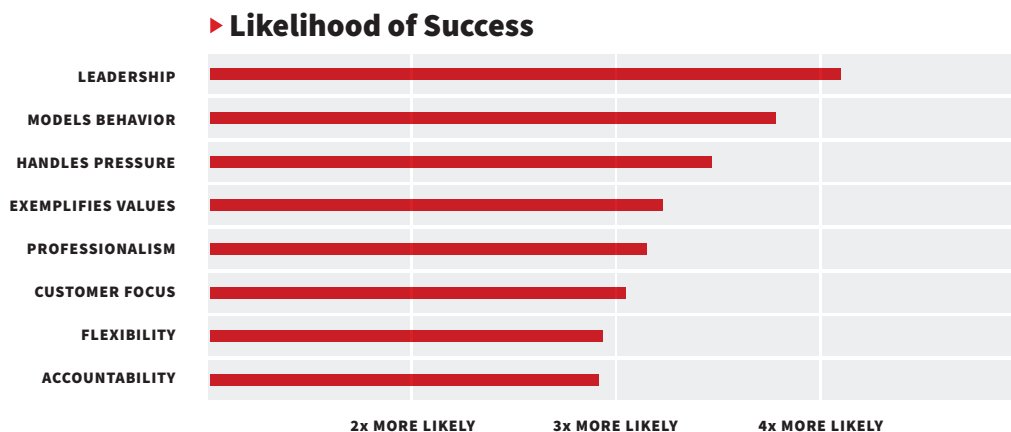▶ **What is it like leading a team within a hospital system?**

- Successful frontline supervisors oversee a team of healthcare professionals who are all working toward the same goal — to provide high-quality care to their patients. They may work in either a clinical or nonclinical setting, and it's their job to keep the team moving forward with attention to efficiency and patient satisfaction.

- Their primary responsibility is to manage their team, but they may also oversee fiscal operations and resource planning activities.

- The best supervisors maintain a high level of team productivity and communicate well with other teams across the hospital system.

▶ **How does personality drive performance for this job family?**

- The Hogan Entry-level Supervisors job family algorithm is designed to predict performance for jobs in which people lead a team or manage others, often working at lower levels within the organization.

- High scorers on the Hogan algorithm are calm under pressure, diplomatic, and supportive of their team and staff.

▶ **Why use Hogan's Job Family Assessment?**

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of overall job performance, which translates into real-world results as seen in higher leadership competency ratings.

- High scorers served as role models for other managers with their exceptional professionalism, ability to exemplify the organizational culture values, and handling of stress and pressure while on the job.

▶ **Likelihood of Success**

LEADERSHIP			
MODELS BEHAVIOR			
HANDLES PRESSURE			
EXEMPLIFIES VALUES			
PROFESSIONALISM			
CUSTOMER FOCUS			
FLEXIBILITY			
ACCOUNTABILITY			
	2x MORE LIKELY	3x MORE LIKELY	4x MORE LIKELY

Data-driven Marketing ⏐ Business Systems Analysts

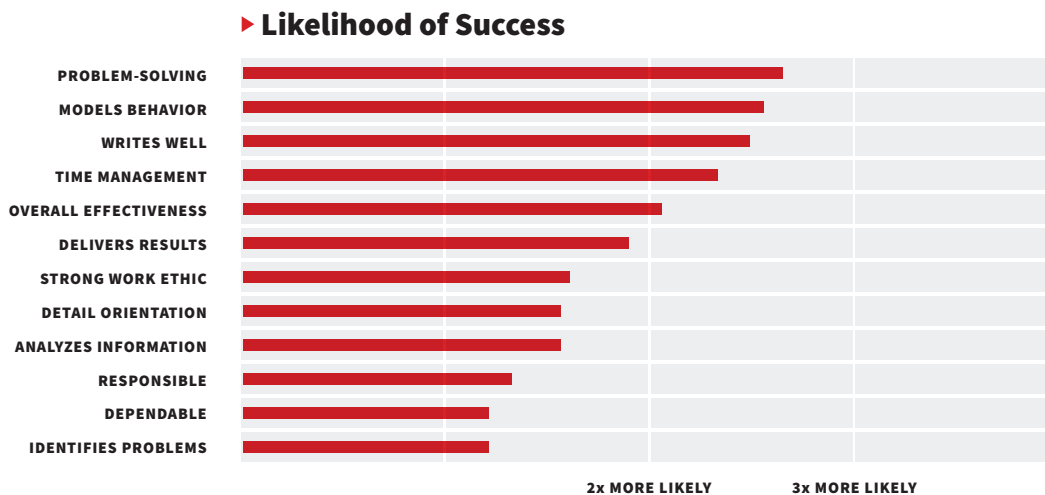## ▶ What does a normal day look like for a business systems analyst?

- For most professional jobs, the only typical thing about the workday is that it constantly changes. Business systems analysts manage a high volume of projects, for which multitasking and collaborative skills are necessary to deliver results in a timely manner.

- Their primary responsibility is to analyze data, process information, and summarize their findings in a way that can be digested by and shared with a variety of different nontechnical audiences.

- The best business systems analysts find data patterns no one else sees, work well with others on the team, and react quickly to changing business needs yet deliver on-demand results that add value to the company's bottom line.

▶ How does personality drive performance for this job family?

- The Hogan Professionals job family algorithm is designed to predict performance for jobs in which people serve as experts who rely on their education and technical job knowledge to perform their duties. Regardless of industry, these professionals achieve high status within their organizations because of the highly specialized skills they developed while becoming experts in their respective fields.

- High scorers on the Hogan algorithm are goal oriented, interested in development, and focused on setting high standards.

▶ Why use Hogan's Job Family Assessment?

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of job performance, which translates into real-world results as seen in higher competency ratings.

- Hogan's Professionals algorithm successfully identifies employees who are 2.7 times as likely to be excellent problem solvers, 2.6 times as likely to be rated as role models for other employees to follow and emulate, and 2.5 times more likely to be good writers.

▶ Likelihood of Success

		2x MORE LIKELY	3x MORE LIKELY
PROBLEM-SOLVING			
MODELS BEHAVIOR			
WRITES WELL			
TIME MANAGEMENT			
OVERALL EFFECTIVENESS			
DELIVERS RESULTS			
STRONG WORK ETHIC			
DETAIL ORIENTATION			
ANALYZES INFORMATION			
RESPONSIBLE			
DEPENDABLE			
IDENTIFIES PROBLEMS			

03

Manufacturing | Production Assemblers

▶ **What are the specifications of a production assembler job?**

- Production assemblers begin their shifts by inspecting and reading blueprints for the projects they are producing and assembling. Then they assemble the machines and perform quality assurance testing to ensure the machines work as intended.

- Their primary responsibility is keeping the assembly line moving while doing their job in an accurate and efficient manner.

- The attention to detail and precision needed in this line of work differentiate job performance.

▶ **How does personality drive performance for this job family?**

- The Hogan Technicians and Specialists job family algorithm is designed to predict performance for jobs in which people develop a specific type of knowledge and apply this expertise in skilled manipulation of specialized technology, tools, or machinery.

- High scorers on the Hogan algorithm are proactive, dependable even under stress, receptive to training and feedback, and eager to support their teammates.

▶ **Why use Hogan's Job Family Assessment?**

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of overall job performance, which translates into real-world results as seen in higher safety ratings.

▶ **Modeling Ideal Behavior**

LOW HOGAN SCORES	HIGH HOGAN SCORES
	2.4x more likely

▶ **Key Competencies**

ACCOUNTABILITY	WORKING HARD	TEAMWORK	SAFETY
3.1x more likely	2.7x more likely	1.9x more likely	2.3x more likely

⬛ LOW HOGAN SCORES   🟥 HIGH HOGAN SCORES

When Hogan applied the Technicians and Specialists scoring algorithm to the production assembler sample, they found that high-scoring employees were 2.4 times as likely to be rated as role models by their supervisors.
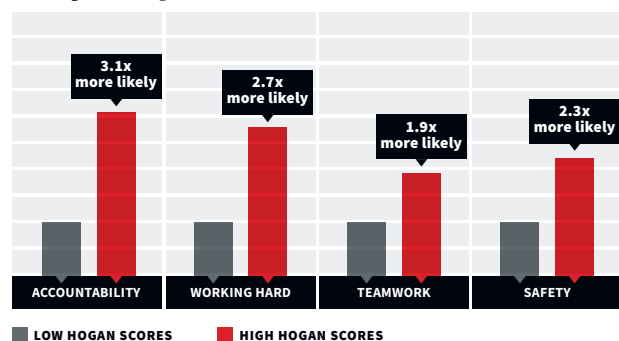
High scorers on the Technicians and Specialists algorithm were also more likely to rate highly on the Accountability, Working Hard, Teamwork, and Safety competencies.

Logistics | Long-haul Truck Drivers

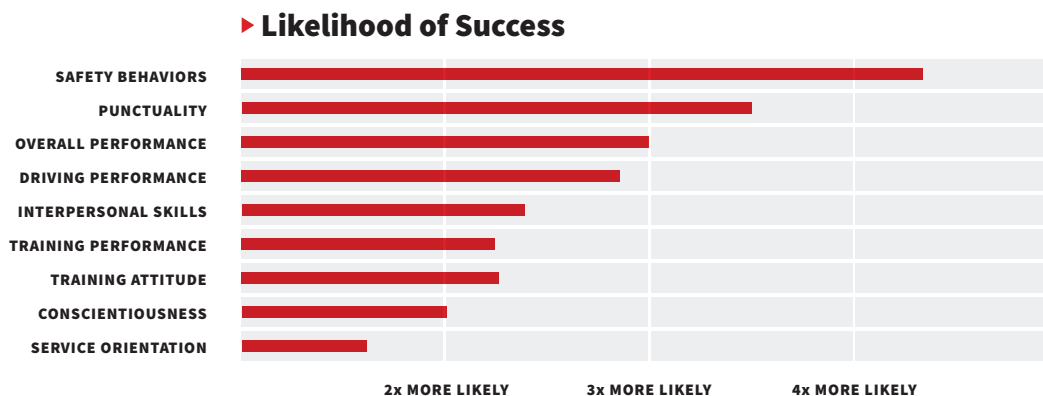▶ **What is life like on the road as a long-haul truck driver?**

- Working as a long-haul truck driver is quite demanding, given the many hours spent on the road transporting goods around the world. They spend weeks away from their homes and families, and they drive under stressful conditions, due to weather, careless drivers, and construction delays.

- Their primary responsibility is to safely deliver each shipment to the final destination in an efficient and timely manner.

- The best long-haul truck drivers remain accident-free, adhere to the rules of the road, and efficiently hit their delivery time windows.

▶ **How does personality drive performance for this job family?**

- The Hogan Operations and Trades job family algorithm is designed to predict performance for jobs in which people develop skills and expertise through on-the-job training, often working in areas focused on manufacturing, transportation, and supply-chain logistics.

- High scorers on the Hogan algorithm are rule abiding and trustworthy, calm during stressful situations, and not easily bored with tedious or routine tasks.

▶ **Why use Hogan's Job Family Assessment?**

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of Operations and Trades job performance, which translates into real-world results as seen in stronger safety ratings and more on-time deliveries.

- High scorers on the Operations and Trades algorithm were four times more likely to exhibit safe behaviors, nearly 3.5 times more likely to be punctual, and three times as likely to be rated higher on overall driving performance.

▶ **Likelihood of Success**

	2x MORE LIKELY	3x MORE LIKELY	4x MORE LIKELY
SAFETY BEHAVIORS			
PUNCTUALITY			
OVERALL PERFORMANCE			
DRIVING PERFORMANCE			
INTERPERSONAL SKILLS			
TRAINING PERFORMANCE			
TRAINING ATTITUDE			
CONSCIENTIOUSNESS			
SERVICE ORIENTATION			

Insurance | Brokers

▶ What is unique about an insurance broker job?

- Unlike insurance agents, brokers work on behalf of their clients. They aren't selling specific brands of insurance; instead, they build strong client relationships, understand their clients' unique needs, and then help each client choose the most appropriate policy.
- Their primary responsibility is to advocate for their clients and find the best deals for insurance coverage.
- The best brokers develop effective marketing strategies, proactively manage their client base, and focus on doing what's best for each client while also closing sales and growing the business.

▶ How does personality drive performance for this job family?

- The Hogan Sales job family algorithm is designed to predict performance for jobs in which people build relationships with others, leverage their networking and interpersonal skills into potential sales opportunities, and deliver results in high-pressure situations.
- High scorers on the Hogan algorithm are more likely to have interpersonal styles that establish relationships, build trust, and successfully sell the products that fulfill customer needs.

▶ Why use Hogan's Job Family Assessment?

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of overall job performance, which translates into real-world results as seen in more sales revenue for the firm.

▶ Higher Annual Revenue

$500,000 more

$1,100,000

$600,000

LOW HOGAN SCORES   HIGH HOGAN SCORES
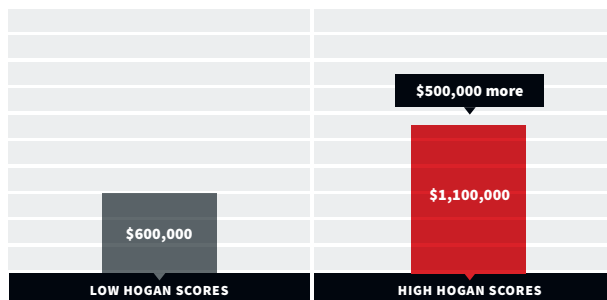
When Hogan applied the Sales scoring algorithm to the sample, high scorers earned on average $500,000, or 80% more per year than low scorers.

▶ Key Competencies

2.7x more likely

2.2x more likely

1.6x more likely

RESULTS ORIENTATION   TECHNICAL EXPERTISE   RELATIONSHIP BUILDING

High scorers were 2.7 times as likely to be results focused, 2.2 times as likely to be stronger in their technical expertise, and 1.6 times as likely to receive higher ratings in their relationship-building skills.

Telecommunications | Call Center Employees

▶ What is it like working in a call center?

- Call centers are difficult work environments with high stress demands. From answering calls from frustrated customers to working in cramped cubicles 10 hours a day, these workers can burn out quickly and have no room for advancement.

- Their primary responsibility is to communicate with customers, be responsive and answer questions accurately, and deliver a positive experience with every customer interaction.

- The best call center representatives meet their daily quota of answered calls while maintaining a high rate of customer satisfaction.

▶ How does personality drive performance for this job family?

- The Hogan Customer Support job family algorithm is designed to predict performance for jobs in which people interact with customers and provide a high level of courteous and helpful service, even under pressure from upset clients.

- High scorers on the Hogan algorithm are even-tempered, diplomatic, kind, socially outgoing, driven to succeed and achieve results, and focused on following rules and procedures.

▶ Why use Hogan's Job Family Assessment?

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of overall job performance, which translates into real-world results as seen in faster call times and higher customer satisfaction.

▶ Average Call Time (in Minutes)

24.5

23.5

■ LOW HOGAN SCORES   ■ HIGH HOGAN SCORES
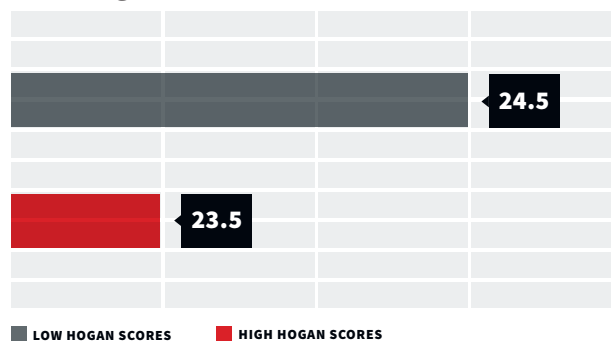
When Hogan applied the Customer Support scoring algorithm to the call center sample, high scorers ended calls 60 seconds faster.

▶ Performance and Customer Service

2.0x more likely   2.0x more likely

OVERALL PERFORMANCE   CUSTOMER SATISFACTION

■ LOW HOGAN SCORES   ■ HIGH HOGAN SCORES

High scorers were twice as likely to be rated as strong job performers and twice as likely to receive stronger customer satisfaction ratings.

Banking and Finance | Debt Collectors

▶ What is the biggest work challenge debt collectors face?

- Debt collectors are challenged with difficult work environments because debtors are evasive and unable to pay their bills on time.
- Their primary responsibility is to remind clients of past due balances and collect all money and penalties still owed to the company.
- The best debt collectors deliver on their collections quotas and meet their financial targets consistently each month.
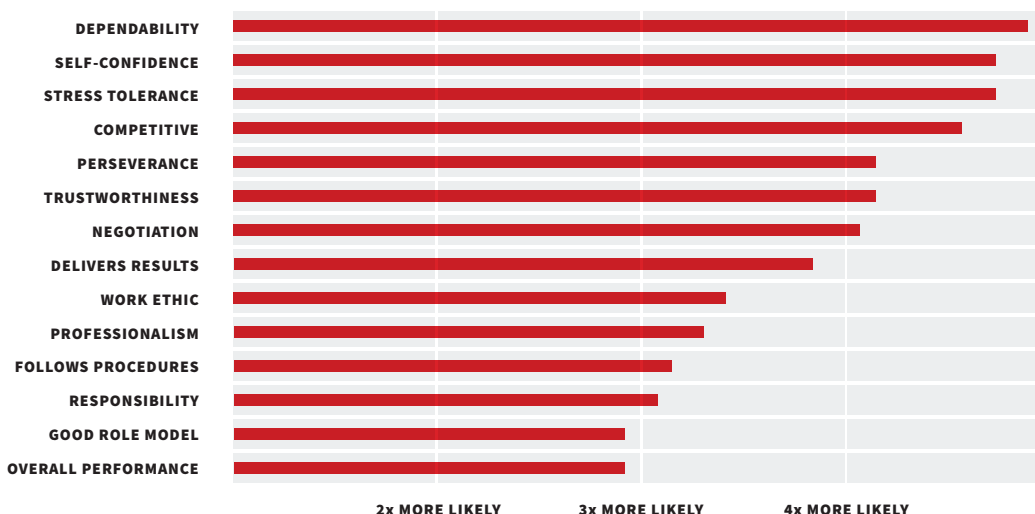
▶ How does personality drive performance for this job family?

- The Hogan Administrative and Clerical job family algorithm is designed to predict performance for jobs in which people coordinate routine tasks and provide critical office support functions, such as record keeping and monitoring accounts.
- High scorers on the Hogan algorithm are rule abiding, dependable, and organized; composed during stressful situations; driven to meet their quotas; and persistent when challenged with adversity.

▶ Why use Hogan's Job Family Assessment?

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of overall job performance, which translates into real-world results as seen in stronger supervisor ratings of skill effectiveness.
- High scorers on the Administrative and Clerical algorithm are 4.8 times more likely to be rated as highly dependable, four times as likely to be rated as having above-average negotiating skills, and 3.3 times more likely to follow rules and procedures.

▶ Likelihood of Success

DEPENDABILITY	
SELF-CONFIDENCE	
STRESS TOLERANCE	
COMPETITIVE	
PERSEVERANCE	
TRUSTWORTHINESS	
NEGOTIATION	
DELIVERS RESULTS	
WORK ETHIC	
PROFESSIONALISM	
FOLLOWS PROCEDURES	
RESPONSIBILITY	
GOOD ROLE MODEL	
OVERALL PERFORMANCE	

2x MORE LIKELY   3x MORE LIKELY   4x MORE LIKELY

08

Law Enforcement | Probation Officers

▶ What is it like working with parolees as a probation officer?

- Probation officers are responsible for the rehabilitation of past offenders. A probation officer develops a case plan for each parolee and then monitors the parolee's progress. This requires checking in with parolees on a regular basis and providing them with resources for reintegrating into society.

- The primary responsibility of a probation officer is to manage their case load and keep everyone progressing and out of trouble.

- The best probation officers adhere to the rules and focus on maintaining the safety of their parolees and others around them.
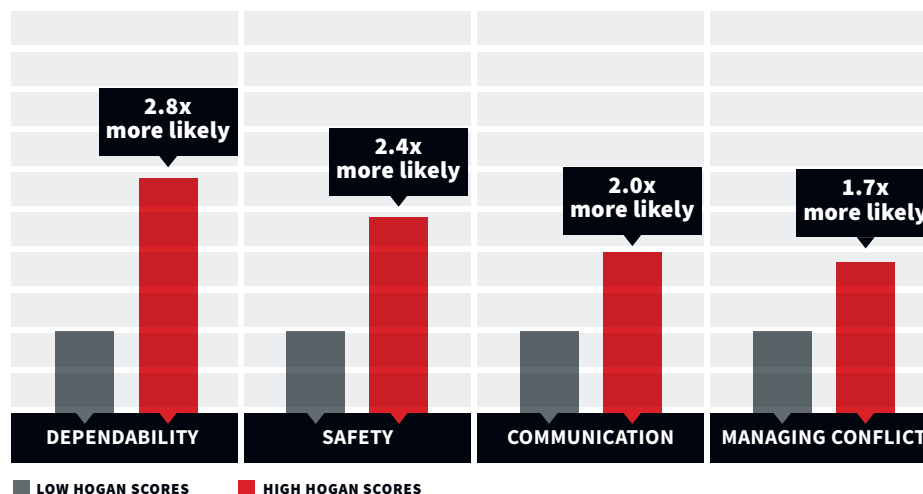
▶ How does personality drive job performance for this family?

- The Hogan Service and Support algorithm is designed to predict performance for jobs in which people serve and protect members of their communities. As a result, they must remain calm under pressure, show consideration to others, and enforce rules and procedures for everyone's safety.

- High scorers on the Hogan algorithm are more likely to be proficient in protective service jobs because they care about enforcing the law while supporting and maintaining the safety of those around them, even during the most stressful situations.

▶ Why use Hogan's Job Family Assessment?

- By using machine learning to develop the scoring algorithm, Hogan can maximize the prediction of Service and Support job performance, which translates into real-world results as seen in higher supervisor ratings of performance.

- High scorers on the Service and Support algorithm were more likely to exhibit above-average ratings in key competencies for successful probation officers. Specifically, they were 2.8 times as likely to be considered dependable, 2.4 times as likely to be safety focused, and twice as likely to be good communicators.

▶ Key Competencies

DEPENDABILITY	SAFETY	COMMUNICATION	MANAGING CONFLICT
2.8x more likely	2.4x more likely	2.0x more likely	1.7x more likely

■ LOW HOGAN SCORES   ■ HIGH HOGAN SCORES

Leisure and Hospitality │ Rental Agents

▶ What is it like working behind the counter as a rental car agent?

- Rental agents are often the only point of contact travelers have when renting a car. Customers are often on a tight timeline and quickly become frustrated when travel delays occur. To meet customer demands, rental agents must provide effective service and rapidly resolve customer issues when they arise.

- The best rental agents can handle the pressure from sudden influxes of customers while providing quality, courteous service.

▶ How does personality drive job performance for this family?

- The Hogan Consumer Service and Support algorithm is designed to predict performance for jobs that require a high degree of customer interaction while providing a direct service, such as setting up rental car agreements.

- High scorers on the Hogan algorithm remain poised under stress and pressure, seem considerate and cooperative when interacting with customers, and show up to work on time.

▶ Why use Hogan's Job Family Assessment?

- By using machine learning to develop the algorithm, Hogan can maximize the performance of Consumer Service and Support employees, which translates into real-world results as seen in increased performance and greater revenues.

- High scorers on the Consumer Service and Support algorithm consistently achieved greater quarterly revenue and earned 17% more annually when compared to low scorers on the Hogan algorithm.

▶ Annual Revenue

	Q01	Q02	Q03	Q04
	10% more	5% more	15% more	37% more

■ LOW HOGAN SCORES   ■ HIGH HOGAN SCORES