Industry Spotlight
Education

HOGAN
▶ Talent Analytics

Introduction

Students don't succeed in a vacuum. Education takes talent — and a lot of it. In addition to students' innate abilities, their achievement at nearly every educational level relies on the skills of educators, administrators, support and facilities staff, and others. So what happens when the talent isn't there?

Outpacing the supply of new graduates, annual teacher turnover in five years or fewer averages 27.2% in the United States.[1] Worse, annual teacher attrition averages 8% and accounts for 90% of open positions.[2] But retention problems in education aren't limited to educators. Nearly half of the skilled trade staff on college campuses in the U.S. are over the age of 55, readying for retirement.[3]

Alarmingly, 60% of executive- and senior-level leaders from Ivy League and Big 10 schools don't believe their employers have adequate talent strategies in place to address labor and skills shortages, and 65% say that there's no accountability for developing the talent already in place.[4] Whether funded by taxpayer dollars or tuition and donations, educational institutions — and more importantly, the students they serve — simply can't afford talent issues of this magnitude. The need for organizations to adopt a strategic approach to talent acquisition and development is urgent.

As an international authority in the science of personality, Hogan helps organizations maximize the fit between applicant skills and job roles, reduce turnover, increase productivity, eliminate bias in hiring, ensure new hires are aligned with organizational culture, and inspire employees to do their best.

> ## Educational institutions and the students they serve simply can't afford talent issues of this magnitude.

Grounded in more than 40 years of research, Hogan's comprehensive suite of talent acquisition and development solutions are based on three core personality assessments:

▶ **Hogan Personality Inventory (HPI)**
A measure of personality characteristics needed for everyday job success, building effective teams, and developing future leaders.

▶ **Hogan Development Survey (HDS)**
A measure of counterproductive personality characteristics that have the potential to derail otherwise successful and long-lasting employees.

▶ **Motives, Values, Preferences Inventory (MVPI)**
A measure of core values and motivators that reflect job satisfaction, alignment with organizational culture, and future success within the organization.

Our personality assessments are the industry standard for predicting future job performance among working adults across industries and around the world, and the insights they provide have helped countless human resources professionals and industrial-organizational psychologists ensure that the right people are in the right roles. Check out the following case studies to learn more about how our solutions have helped organizations in education resolve the challenges they face and achieve organizational objectives.

> **Hogan's personality assessments are the industry standard for predicting future job performance.**

## Retaining and Graduating More College Students

A science and technology university wanted to use personality assessment to identify students who were at risk of dropping out of school prior to graduation.

The university began administering the Hogan Personality Inventory (HPI) to incoming students. After four years, researchers examined the relationship between HPI scores, GPA, and student retention. Higher HPI Sociability scores and lower HPI Prudence scores were both found to predict student turnover and GPA.

Using the at-risk students' personality results, the university developed an intervention plan: high Sociability students were given time management resources to help them balance their social lives with their academics, and low Prudence students were given resources to help them develop consistent study routines.

As a result of the personality-based intervention, annual first- to second-year **retention grew by 5%** and **graduation rates increased by 10%** over four years.

▶ **Students Staying in School**

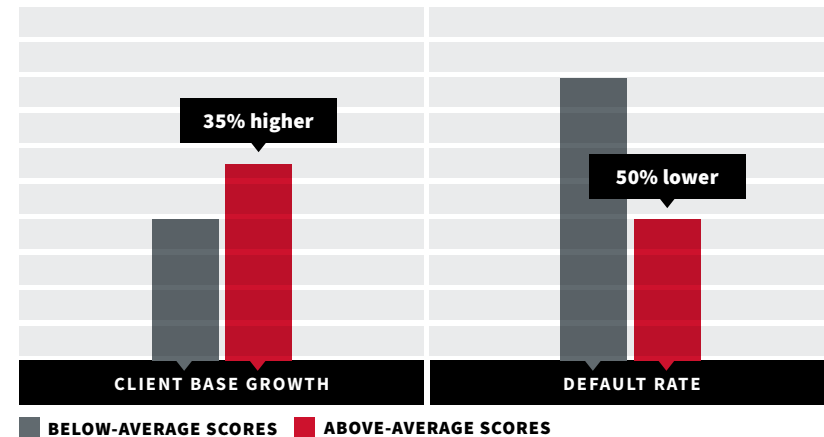| STUDENT RETENTION	GRADUATION RATE
87%	62%

■ BEFORE HOGAN   ■ AFTER HOGAN
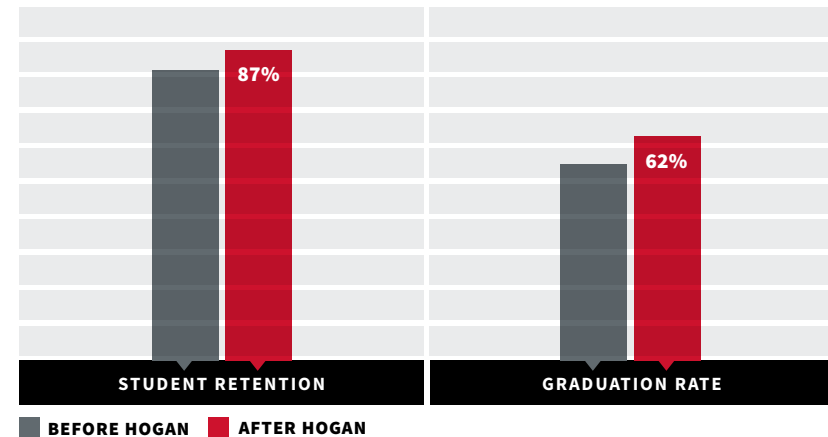
Improving Credit Scoring for Entrepreneurs

An Ivy League university's financial technology initiative wanted to use personality assessment in developing countries to identify high-potential entrepreneurs. High-potential entrepreneurs are those who are likely to be successful at repaying loans and transforming small businesses into midsized companies.

Using scales from the Hogan Personality Inventory (HPI) and Hogan Development Survey (HDS), the university initiative assessed 1,600 entrepreneurs throughout seven countries in Africa and Latin America. HPI Sociability, HPI Ambition, and HPI Adjustment scales were highly correlated with both company size and revenue.

The university initiative applied these results for two of its financial institution clients to help them assess creditworthiness more equitably and reduce their lending risk. After 12 months of using personality, one client **grew its client base by 35%** without any increase in default rates. The other client **reduced its default rate by 50%**.

▶ **Client Success**

35% higher	50% lower
CLIENT BASE GROWTH	DEFAULT RATE

■ BELOW-AVERAGE SCORES ■ ABOVE-AVERAGE SCORES

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Selecting an Effective University President

A large medical research university wanted to incorporate personality assessment into its search for a new university president, whose job is to provide leadership for the strategic direction and financial success of the institution.

Working with the university, Hogan researchers conducted a job analysis for the university president position, then identified the scales most predictive of success from Hogan's three core personality assessments to develop a selection profile. They found that candidates with the most potential to be effective would need to be calm under pressure, tactful, creative at problem-solving, dependable, dedicated to the pursuit of knowledge, and driven to produce results.

Hogan's extensive research on the relationship between personality and performance indicates that the university will see a **27% increase in selection accuracy** when hiring new senior leaders.

▶ **Selection Accuracy**

50%	50%	63.5%
		36.5%
WITHOUT HOGAN PROFILE	WITH HOGAN PROFILE	

■ BAD HIRE SELECTION   ■ GOOD HIRE SELECTION

Let Us Help

These case studies demonstrate how scientifically valid personality assessments can transform talent acquisition and development strategies for various types of job roles throughout the industry. Whether your organization is dealing with a talent management problem such as high turnover or vacant positions, or if you simply want to improve employee performance and productivity, we can help. Hogan has been partnering with educational organizations for decades to help them solve problems, achieve their business goals, and even perform research. Get in touch with us today to explore potential solutions.

To learn more about Hogan, visit **hoganassessments.com** or call us at **+1.918.749.0632**

References

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