



Whitepaper

Healthcare Industry Summary

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About Hogan

Hogan has decades of experience providing cutting-edge assessment and consulting solutions. Our assessments can be used for a variety of talent management initiatives, from pre-hire selection to executive-level development. Our tools:

- Predict job performance – hire better people by measuring basic employability, work style, safety consciousness, and organizational fit.
- Evaluate career derailers – identify and mitigate performance risks that can degrade leadership success, erode relationships, and damage professional reputation.
- Identify potential – find and develop your organization’s next generation of top talent.
- Develop leaders – leverage the strategic self-awareness gained through Hogan’s assessment process with executive development and coaching.
- Pair with 360° data and other performance indices – reveal the underlying characteristics and values that drive the behaviors identified in the 360° process. In progressive development programs, 360s provide the what; Hogan provides the why.

Our Tools

Hogan’s assessment offerings measure normal personality characteristics, career derailment risks, core value drivers, and cognitive style. Hogan’s selection and development solutions are driven by a targeted mix of the following assessments:

- HPI – the Hogan Personality Inventory measures normal personality characteristics necessary for job fit, effective relationships, and career success.
- HDS – the Hogan Development Survey is the industry standard for measuring career-derailing personality characteristics.
- MVPI – the Motives, Values, Preferences Inventory reveals a person’s core values, goals, and interests, which impact organizational fit and indicate environments in which individuals will be motivated and satisfied.
- HBRI – the Hogan Business Reasoning Inventory describes a person’s ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes.

The Hogan Archive

Hogan maintains the industry’s largest and most well-developed archive of original research, affording access to hundreds of real-world validity studies demonstrating the extent to which our assessments predict performance.

- Our research department, composed of masters- and doctorate-level I-O psychologists, regularly conducts return-on-investment (ROI) studies establishing the impact of personality-based selection and development activities on real-world performance outcomes.
- The Hogan archive contains case studies demonstrating ROI across virtually every industry for nearly all job titles listed in the U.S. Department of Labor’s Occupational Information Network (O*NET).
- Performance data are available for more than 375 jobs ranging from clerk to CEO, including healthcare-related jobs such as facility administrators, nurses, and physicians.

Industry Background

Within the Hogan archive, we have categorized companies that share a common purpose (or similar business activities) into broad sector categories that allow us to summarize our assessment experience within a particular industry.

The Healthcare industry represents companies who facilitate the logistics and delivery of health services to consumers and patients. These organizations cover a wide range of services, from (a) supplying healthcare products to clinics as well as (b) providing health insurance for patients (c) who receive care from physicians and nurses that (d) work in teaching hospitals and cancer research centers. Although our focus is often on healthcare professionals (e.g., doctors, nurses, pharmacists), Hogan's breadth in the field extends to nutrition assistance, hospital security, and environmental services.

Competency Studies

Organizations often use competency models to provide a common framework for aligning human capital initiatives such as recruitment and selection, training, and promotion. Hogan offers a variety of competency-related solutions that allow organizations to incorporate personality assessments into these programs.

Each approach begins by mapping client competencies to those from the Hogan Competency Model (HCM). We then rely on synthetic and content validity evidence to align assessment scales from the HPI and HDS with each competency. This helps us determine which personality characteristics drive performance related to the specific competency. As seen in the table below, a few clients have used our tools to predict key competencies specific to their organization:

Industry: Job Title (Study #)	Competency	Key Scales
Health Insurance: Leaders (799)	Ethics and Values	HPI Prudence & HDS Mischievous
Healthcare: Executives (834)	Active Listening	HPI Interpersonal Sensitivity & HDS Reserved
Hospital: General Employees (918)	Ambiguity Tolerance	HPI Adjustment & HDS Dutiful

Validity Generalization Studies

Given the vast number of local validation studies stored in the Hogan archive, we can use these criterion-related validity studies as the foundation for generalizing validity. Validity generalization is supported by the empirical literature and we use the following three methods in our research design:

- Meta-analytic validity generalization – which uses meta-analytic procedures for determining the relationship between the Hogan scales and job performance at a broad, job family level.
- Transportability of Validity – which involves using validity evidence from one or more criterion-related validity studies found to be similar to the target job under study.
- Synthetic Validity – which establishes the validity of a set of measures for predicting specific job components (i.e., competencies) considered important for a job.

As seen in the table below, multiple clients have used our tools in a validity generalization study for predicting success in a healthcare job.

Job Type	Job Title (Study #)
Accounting	Account Specialists (788), Medical Billing & HIS Management Employees (972.9)
Facility Personnel	General Employees (277), Security Officers (544)
Management	Chief Executive Officer (144), Regional Managers (317), Residential Supervisors (402), Directors (517), Area Managers (592), Vice Presidents (652), Executives (688), Territory Managers (791), Ambulatory Medicine Directors (794)
Medical Technicians	Phlebotomists (972.2), Technicians Job Family (972.4), Laboratory Technicians Job Family (972.7), Pharmacy Technicians (972.13)
Nursing	Nurse Practitioners (340), Nurses (609), Registered Nurses (972.3), Medical Assistants (972.8), Patient Care Assistants (972.12)
Professionals	Pharmacists (972.14), Physicians (980), Doctors (981)
Sales	Sales Representatives (483), Marketers (607), Product Managers (831), Sales Associates (970), Territory Account Managers (971)
Specialists	Territory Outreach Specialists (789), Clinical Applications Specialists (790), Case Workers (972), Dietitians & Nutritionists (972.1), Therapists Job Family (972.5), Environmental Services Job Family (972.6), Nutrition Services Job Family (972.11)

Criterion-Related Validity Studies

Hogan conducts criterion-related validity studies using a three-step process: (1) collecting Hogan assessment data, (2) collecting job performance data (i.e., supervisor performance ratings and objective performance metrics), and (3) conducting analyses examining the relationships between the assessment and performance data.

When conducting criterion-related validity research, we find it useful to demonstrate what a selection system based on the Hogan profile means in practical terms, or ROI. The following case studies were excerpted from the Hogan archive to show how using our assessments translates into measurable results when companies hire candidates into healthcare-related jobs.

More detailed information for each study can be found in the job title hyperlinks below.

Administrative Services

- [Service Workers](#) (13) – A regional hospital used the HPI to hire Service Workers, which included laundry, dietary, security, and building services personnel.
 - Hogan showed that high-performing Service Workers are even-tempered (HPI Adjustment), dependable and responsible (HPI Prudence), and friendly and considerate (HPI Interpersonal Sensitivity).
 - Candidates who fit the Hogan profile had significantly fewer unexcused absences and utility analysis showed the hospital would gain \$170,000 annually in improved performance.
- [Facility Administrators](#) (118) – A national provider of healthcare services used the HPI to select Facility Administrators.
 - Hogan revealed that successful Facility Administrators appear energetic and confident (high Ambition), seem outgoing and gregarious (high Sociability), and are friendly and work toward building relationships with others (high Interpersonal Sensitivity).
 - Candidates who fit the Hogan profile were 2.6 times more likely to be a high performer.
- [Security Guards](#) (433) – A world-class cancer research center used the HPI and HDS to hire Security Guards.
 - Hogan demonstrated that the best Security Guards tend to be calm and even-tempered (HPI Adjustment), rule-abiding and conscientious (HPI Prudence), highly perceptive (HDS Skeptical), and disciplined and serious about their work (HDS Imaginative).
 - Candidates who fit the Hogan profile were 2.5 times more likely to be an above-average performer.
- [Health Assistants](#) (531) – A healthcare information services company used the HPI, HDS, and MVPI to screen Health Assistants.
 - Hogan established that strong-performing Health Assistants can handle heavy workloads effectively (HPI Adjustment), are resourceful problem solvers (HPI Inquisitive), act practical and task focused (HDS Imaginative), value interaction (MVPI Affiliation), and helping people (MVPI Altruistic).
 - Candidates who fit the Hogan profile were 12 times more likely to remain working at the company long term.
- [Physician Leaders](#) (1000) – A regional not-for-profit health system used the HPI to create a corporate profile for Physician Leaders.
 - Hogan demonstrated that the best Physician Leaders are resilient under pressure (HPI Adjustment), results driven (HPI Ambition), and want to stay current on innovations in the medical field (HPI Learning Approach).
 - Candidates who fit the Hogan profile had higher supervisor performance ratings and greater patient loyalty.

Professional Services

- [Habilitation Therapists](#) (12) – A public healthcare facility used the HPI to screen Habilitation Therapists.
 - Hogan found that high performing Habilitation Therapists show resiliency in stressful situations (HPI Adjustment), are organized and detail-oriented (HPI Prudence), and appear warm and nurturing when interacting with others (HPI Interpersonal Sensitivity).
 - Candidates who fit the Hogan profile had significantly fewer accidents, lower absenteeism, and reduced medical and worker compensation costs.
- [Orthopedic Residents](#) (927) – A healthcare consulting firm used the HPI, HDS, and MVPI to screen hospital Orthopedic Residents.
 - Hogan revealed that successful Orthopedic Residents remain sensitive to their patients' needs (HPI Interpersonal Sensitivity), stay current on medical trends (HPI Learning Approach), remain calm and steady under stress (HDS Excitable), avoid taking unnecessary risks (HDS Mischievous), and value helping people (HDS Altruistic).
 - Candidates who fit the Hogan profile were twice as likely to receive (a) higher surgical skill ratings and (b) more favorable ratings on patient interaction metrics.

Nursing Services

- [Nursing Aides](#) (2) – A regional hospital system used the HPI to screen Nursing Aides.
 - Hogan demonstrated that high-performing Nursing Aides are confident in their abilities (HPI Adjustment) and appear friendly and can communicate tactfully and build strong relationships with others (HPI Interpersonal Sensitivity).
 - Candidates who fit the Hogan profile had a stronger service orientation when performing the job.
- [Certified Nursing Assistants](#) (63) – A Tulsa-based nursing home used the HPI to select Certified Nursing Assistants (CNA).
 - Hogan showed that the best CNAs are able to handle stress and pressure (HPI Adjustment), appear cooperative and helpful in dealing with clients (HPI Interpersonal Sensitivity), and are trustworthy and dependable (HPI Prudence).
 - Candidates who fit the Hogan profile were more likely to be better performers.
- [Licensed Practicing Nurses](#) (71) – A regional not-for-profit medical facility used the HPI to hire Licensed Practicing Nurses (LPN).
 - Hogan established that successful LPNs remain calm under pressure (HPI Adjustment), are good listeners (HPI Sociability), and not easily swayed by other's emotions or personal concerns (HPI Interpersonal Sensitivity).
 - Candidates who fit the Hogan profile were more likely to be succeed in the LPN job.

- [Certified Nursing Assistants](#) (127) – A home healthcare services company used the HPI to select Certified Nursing Assistants (CNA).
 - Hogan created a CNA profile centered on thoughtful and cooperate team players (HPI Interpersonal Sensitivity), who are resourceful problem-solvers (HPI Inquisitive) that remain proactive in learning and applying knowledge on the job (HPI Learning Approach).
 - Candidates who fit the Hogan profile were more likely to succeed in the CNA job.

Sales and Customer Services

- [Account Executives](#) (19) – A large health insurance carrier used the HPI to hire Account Executives.
 - Hogan established that strong-performing Account Executives are outgoing and socially adept (HPI Sociability), driven and confident (HPI Ambition), and highly organized (HPI Prudence).
 - Candidates who fit the Hogan Profile generated significantly higher premiums and received \$13,000 in extra incentive pay.
- [Customer Service Employees](#) (164) – A regional behavioral care company used the HPI and MVPI to screen Customer Service Employees, such as claims examiners, auditors, and data-entry personnel.
 - Hogan revealed that the best Customer Service Employees remain calm under stress and pressure (HPI Adjustment), value learning and applying their knowledge (HPI Learning Approach), and want to work in data-driven work environments (MVPI Science).
 - Candidates who fit the Hogan profile were better performers with fewer absences.
- [Customer Service Representatives](#) (171) – A national healthcare company used the HPI-based Advantage report to select Customer Service Representatives (CSR).
 - Hogan demonstrated that more successful CSRs remain calm under pressure (Composure), appear friendly and helpful when dealing with clients (Customer Focus) and act in a reliable manner (Dependability).
 - Candidates who fit the Hogan profile were twice as likely to be rated as a strong performer and received higher supervisor ratings in key areas, such as attitude and flexibility.
- [Product Managers](#) (938) – A healthcare supply manufacturer and distributor used the HPI and MVPI to hire Product Managers.
 - Hogan showed that high-performing Product Managers are attentive to details (HPI Prudence), driven to deliver results (MVPI Power), and value procedures and doing the right thing (MVPI Tradition).
 - Candidates who fit the Hogan profile were more likely to receive higher supervisor ratings.
- [Sales Representatives](#) (963) – A national health-care supply manufacturer used the HPI, HDS, MVPI, and HBRI to screen Supply Sales Representatives.
 - Hogan revealed that the best Supply Sales Representatives are driven to produce high impact results (HPI Ambition), relationship focused (HPI Interpersonal Sensitivity), creative and innovative (HDS Imaginative), and care about the bottom line (MVPI Commerce).
 - Candidates who fit the Hogan profile were 5 times more likely to a Top Sales performer.