CASE STUDY

Identifying Tomorrow's Leaders
For a Healthcare Organization

E·A·S·I Consult®
− BUSINESS DRIVEN BY SCIENCE −
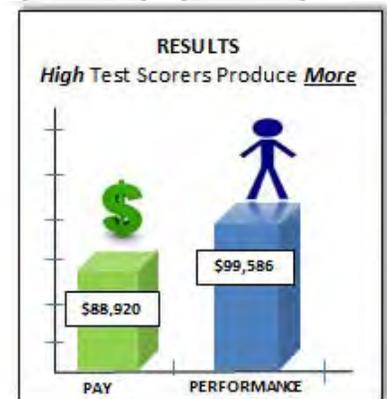
Customizing selection tests that predict future performance…

A customized and validated selection tool significantly predicted future performance on the job. Even more salient was an increase in productivity -- on an average of $10,926 per hire, annually.

A large healthcare organization, boasting a network of more than 50,000 doctors, employees, and volunteers provides exceptional, high-quality community-based health care for more than 100 communities. Their nursing staff plays a vital role in the quality of care and success of the organization. Nurses provide essential care for patients and the first level nursing supervisors ensure that each member of their staff not only adheres to legal requirements but also provides the best care possible for each patient. Supervising nurses perform a wide range of duties including scheduling, assessing inventory, handling patient and doctor complaints, and interviewing and reviewing new and current staff. Patient and doctor satisfaction with the nursing staff is important, so hiring the right nurse for a supervisory position is essential. Because the responsibilities for a nurse supervisor are more administrative in nature and extend above and beyond that of a staff nurse, some nurses that are promoted to a leader position are not fully prepared. The Senior VP of Human Resources approached E·A·S·I-Consult® to help them institute a standard assessment procedure for "Lead Nurse" positions. The approach focused on improved hiring decisions by using an appropriate pre-employment assessment. A large group of subject matter expert (SME) nurses helped design and customize the assessment to fit the needs of the position. Incumbent nurse supervisors completed the final assessment.

Performance data were collected on each of the supervisors participating in the study. A statistically significant relationship was found between the assessment and job performance, $r = .24$; $p < .05$. In accordance with EEOC employment law, this result provides strong evidence that the assessment does predict future overall performance for nurse supervisor applicants. A return on investment (ROI) analysis was also conducted. The study revealed that, if the organization only hired the *top scoring applicants,* they would realize an **increase in productivity on the average of $10,926 per hire** in the first year of employment. This indicates that top scoring applicants are 12% more productive or effective than lower scoring applicants.

RESULTS
Low Test Scorers Produce *Less*

$88,920 — PAY
$88,920 — PERFORMANCE

RESULTS
High Test Scorers Produce *More*

$99,586
$88,920 — PAY
PERFORMANCE

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