Industry Spotlight
Construction & Engineering

HOGAN
▶ **Talent Analytics**

Introduction

Construction and engineering organizations survived the pandemic-driven slowdown of 2020 only to find themselves amid a residential spending boom. Growth forecasts remain strong today, driven partly by the $500 billion influx in federal spending under the Infrastructure Investment and Jobs Act.[1] Despite a growth outlook, firms face challenges including material costs, supply chain problems, and talent shortage.[2]

Deloitte found that more than half of engineering and construction executives face labor and talent shortages on the job site. And during 2021, six in 10 firms reported project delays due to talent.[3] Multiple factors are driving this labor shortage: First, boomer-aged workers have retired in higher numbers during the pandemic. Younger employees are leaning toward careers with the opportunity to work remotely. Plus, there's a lack of qualified candidates as firms add more technology to improve efficiency, enhance productivity, and keep workers safe.[4]

If firms don't fill their open jobs, they could face project delays and cancellations, scaled-back projects, inability to respond to market needs, and losing project bids.[3] That means adapting your current talent strategies—and being prepared to develop and implement new talent strategies—will be critical to competing. Are you ready?

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

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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 five case studies to learn more about how our solutions have helped organizations in the construction and engineering industry resolve the challenges they face and achieve their objectives.

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

Higher Sales Bonuses for Account Managers

A construction product manufacturer wanted Hogan to review and help evaluate its hiring process for account managers. Account managers sell to, service, and consult for construction and manufacturing project sites.

Hogan collected HPI, HDS, and MVPI assessment data and sales bonus data for more than 260 job incumbents. Then, Hogan developed a selection profile to screen out applicants who would be less likely to perform well. These applicants include those who lack initiative, have difficulty engaging in social interactions, avoid confrontation, and appear too rigid.

Account managers who scored high on the Hogan profile had **$3.5k higher sales bonuses** compared to those who didn't meet the profile.

▶ **Higher Sales Bonuses**

LOW SCORES	MODERATE SCORES	HIGH SCORES
$17k	$19.5k	$20.5k

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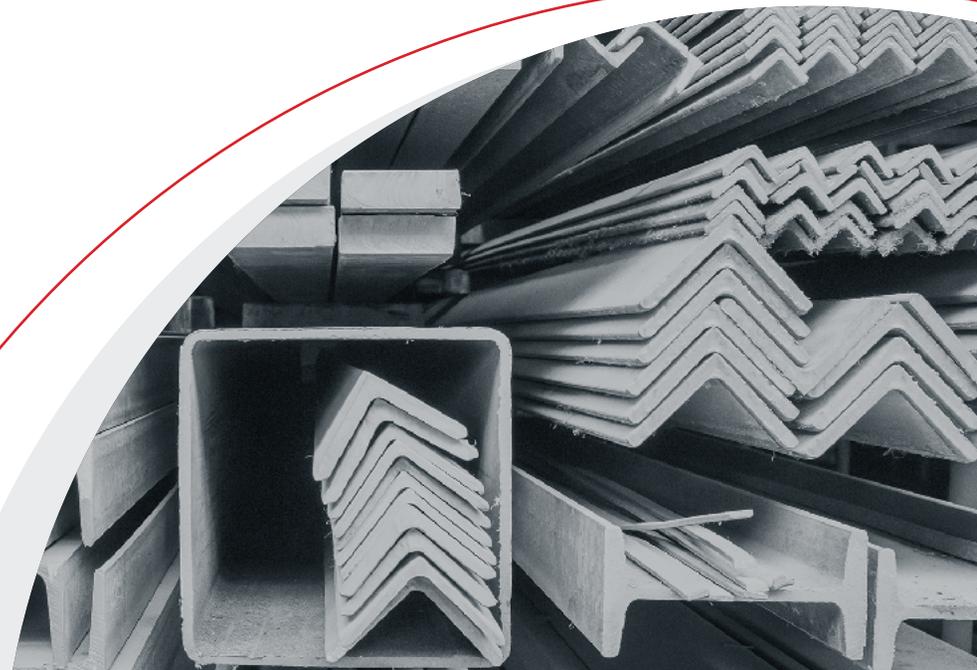
Increased Profits for General Managers

A construction materials supplier wanted Hogan to review and help improve its identification process for management-level talent. Effective general managers keep operational expenses near projected levels while exceeding sales projections, thereby maximizing profit.

Hogan collected HPI, HDS, and MVPI assessment and performance data for 124 general manager job incumbents. The performance data included sales revenues, operational expenses, and overall store profits. Next, Hogan developed a success profile to identify successful general managers who are driven, care about financial matters, and value structured environments.

General managers who scored high on the Hogan profile **exceeded their projected profitability by $180,000** compared to those who did not meet the profile. Across multiple store locations, high-scoring GMs saw **more than $11 million in profits** compared to moderate or low scorers.

▶ **Increased Profits**

LOW SCORES	MODERATE SCORES	HIGH SCORES
	$80k	$180k

Enhanced Hiring Practices for Supervisors

A construction materials supplier wanted Hogan to standardize and improve its selection process for supervisors. Supervisors are responsible for coordinating employees' activities, directing the receiving and stocking of new inventory, and supervising the delivery of materials to customers.

Using HPI and HDS scales, Hogan developed a success profile to identify high-performing supervisors who are even-tempered, conscientious, trusting, loyal, responsive to feedback, and achievement oriented.

Supervisors who met the combined HPI and HDS profile were **two times more likely to be high performers** compared to those who met only the HPI profile.

▶ **Enhanced Hiring Practices**

2x more likely

WITH HPI PROFILE | WITH HPI + HDS PROFILE

Selecting Effective Engineers

A construction contracting company asked Hogan to help improve its talent selection and development process for engineers. Engineers design and manage daily construction activities, oversee the project schedule, and are responsible for safety, quality, and goal achievement.

Working with the client, Hogan developed a selection profile to identify engineers who remain composed under stress, take initiative, and are dependable and responsible.

Hogan's extensive research on the relationship between personality and performance indicates that the construction company will see a **26% improvement in selection accuracy** by using the profile when hiring new engineers.

▶ **Improved Selection Accuracy**

WITHOUT HOGAN PROFILE — 50% / 50%
WITH HOGAN PROFILE — 37% / 63%

■ BAD HIRE SELECTION ■ GOOD HIRE SELECTION

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Identifying Successful International Supervisors

A regional construction company partnered with Hogan to improve its selection process for international supervisors. International supervisors are responsible for work teams on construction sites.

Hogan collaborated with the company to create a custom selection profile for international supervisors. The profile used scales from the HPI, HDS, and MVPI to identify supervisors who would remain calm, focus on leading others, be reliable and dependable, and be interested in learning new things.

Hogan's extensive research on the relationship between personality and performance indicates that the regional construction company will see a **36% increase in selection accuracy** by using the profile when hiring new international supervisors.

▶ **Improved Selection Accuracy**

50%	50%	
	32%	68%

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 construction and engineering organizations for decades to help them solve problems and achieve their goals. Get in touch with us today to explore potential solutions.

To learn more about Hogan, visit peterberryconsultancy.com or call us at +61 2 8918 0888

References

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