

Industry Spotlight Energy & Utilities



Introduction

Energy and utilities businesses are in the midst of a metamorphosis. As the industry continues to make progress toward 3D transformation — that is, decarbonization, digitalization, and decentralization — it must reckon with several challenges.

Chief among these challenges is talent. The technical skills needed to do business effectively are changing. Take cybersecurity, for example. With 80% of energy and utilities companies reporting an uptick in disruptive attacks in 2021 (the most of any sector),¹ the demand for professionals with this skillset is high. Because the most desirable candidates are those who also have knowledge of industrial control systems, the talent pool is small.² To further complicate matters, the energy and utilities industry isn't the only one vying for cybersecurity talent. There's competition. Worse yet, cybersecurity is only one example of a field in which this phenomenon is happening.

So what can you do? Plan ahead. As many as 10% of roles change dramatically each year,³ and career progression is a driving factor for most workers who leave the industry.⁴ Given that, offering opportunities for reskilling and upskilling

is a good place to start. Your competitors recognize this. More and more energy organizations are prioritizing learning and development programs to retain incumbent employees, and roughly half consider adaptability to be the most desirable quality for hiring new talent, particularly from outside of the industry.⁴ Identifying people who are resilient is the first step to building a resilient business.

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 energy and utilities industry resolve the challenges they face and achieve their objectives.

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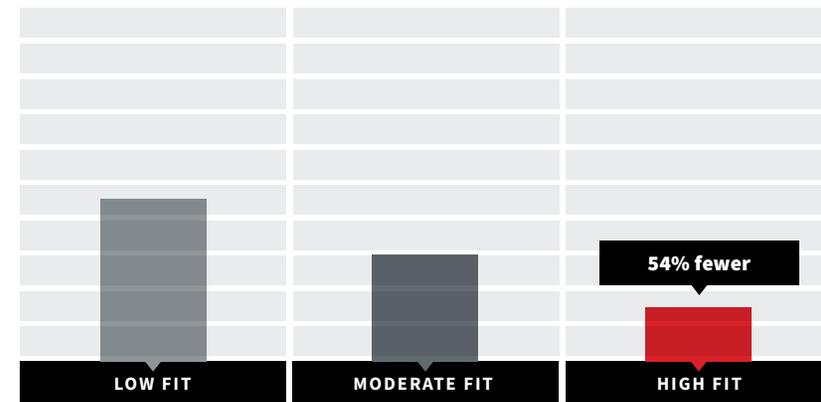
Reducing Accidents Among Live-Line Workers

An electrical energy producer and distributor wanted to use personality to improve its selection process for workers who repair fallen electric lines.

To create a success profile for the role, Hogan collected personality assessment data and safety performance data for 283 electrical workers, then compared the data sets. Given their work environment, electrical workers need to remain composed under stress, rise to meet a challenge, and follow rules and safety procedures carefully.

Electrical workers who scored high on the Hogan profile had **54% fewer workplace accidents** compared to low scorers.

▶ Workplace Accident Rates





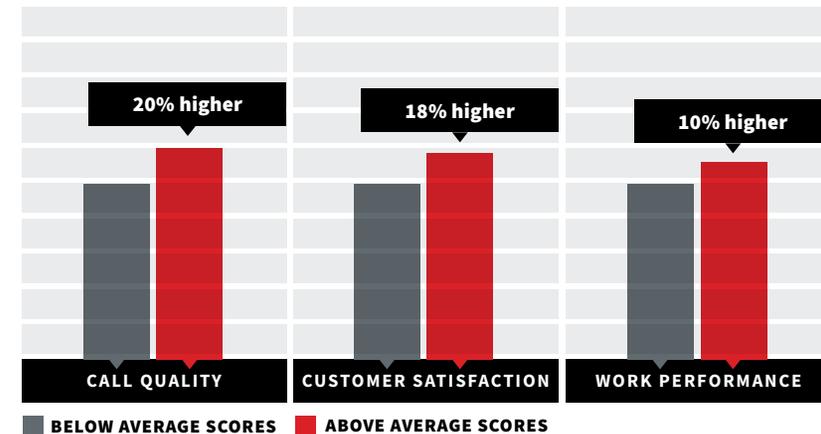
Improving Customer Service Quality

A government-owned Australian water utility company wanted to use personality to enhance its selection process for hiring customer service representatives.

Collaborating with the client, Hogan collected HPI, MVPI, and performance data from current customer service representatives to develop a success profile. Hogan found that successful customer service representatives are calm, perceptive, and dependable. They value working with others, helping others, and sharing credit with the team.

Those who scored high on the Hogan profile received **20% higher call quality ratings**, **18% higher customer satisfaction ratings**, and **10% higher overall work performance ratings** compared to those who scored low.

Improved Customer Service





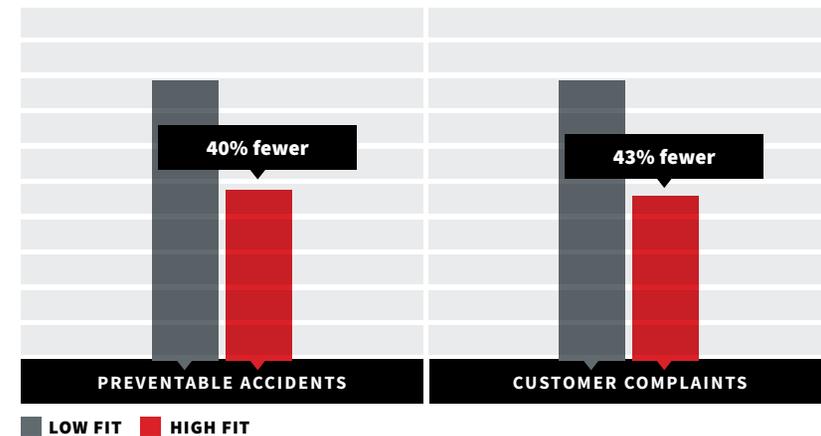
Reducing Truck Driver Accidents and Customer Complaints

Hogan collaborated with an international provider of industrial gases to identify characteristics associated with successful performance for truck drivers. Effective drivers are dependable hard workers who make safety a priority.

After conducting a job analysis and administering assessments to the client's truck drivers, Hogan applied General Employability scoring to the drivers' results. General Employability identifies people who have people skills, learning skills, and the work ethic that lead to dependable and safe performance.

High scorers on General Employability are **two times more likely to encourage safety-related behaviors** on the job compared to low scorers. When Hogan applied the Employability profile scoring to their research sample, high scorers had **40% fewer accidents** and **43% fewer customer complaints** than low scorers.

► Fewer Accidents and Complaints





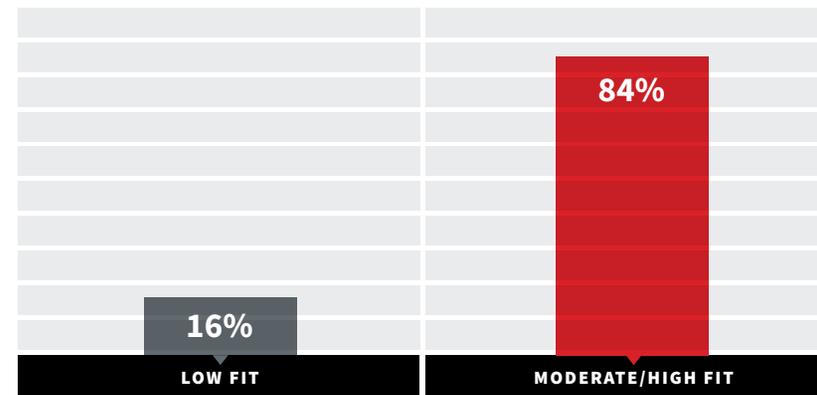
Identifying High-Performing Technicians and Specialists

A North American energy company wanted to improve its selection process for hiring technicians and specialists.

Hogan collaborated with the energy company to administer the HPI, HDS, and MVPI and conduct a job analysis. Then, Hogan created a success profile to identify candidates who remain calm in high-pressure situations, stay organized, are confident yet open to learning, and strive for excellence.

When Hogan applied the success profile to the incumbent employees' personality assessment results, **84% of the company's strongest job performers** scored moderate or high on the success profile, and those who passed the profile were **four times more likely to receive higher overall performance ratings**.

► Performance Classification





Developing Successful People Managers

A Fortune 150 industrial gases supplier asked Hogan to help improve its talent acquisition and development processes for people managers. In this organization, people managers oversee day-to-day operations, ensure safety standards are met, and focus on employee and customer needs.

Working with the client, Hogan conducted a job analysis and created a success profile for the role. Hogan found that people who are successful in the role tend to be composed under stress, process-focused, and driven to take initiative. They also tend to be socially skilled and encourage cooperation and trust among their team members.

Hogan's extensive research on the relationship between personality and job performance indicates that the industrial gases provider will see a **39% increase in selection accuracy** when using the selection profile to hire new people managers.

► Improved Selection Accuracy



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 energy and utilities 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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2. Walton, R. (2018, June 1). DOE Cybersecurity Report Reveals ‘Gaps’ in Power Sector Defense Capabilities. *Utility Dive*. <https://www.utilitydive.com/news/doe-cybersecurity-report-reveals-7-gaps-in-power-sector-defense-capabilit/524706/>
3. Molavi, N. (2019, December 16). Powering Up the Energy, Utilities and Resources Workforce: Upskilling Initiatives Can Help Companies Address the Skills Gap. *PwC*. <https://www.pwc.com/gx/en/industries/energy-utilities-resources/publications/powering-up-the-energy-utilities-and-resources-workforce.html>
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