



**Industry Spotlight**

# **Government**



# Introduction

The public sector has long faced talent management problems: strict budgets, hiring and termination procedures bound with layers of red tape, an incumbent workforce aging toward retirement, reduced interest in government work from younger generations, and more.<sup>1</sup> But what were formerly problems are now outright crises.

In addition to incapacitating healthcare systems worldwide, the COVID-19 pandemic put businesses under never-before-seen financial strain and shattered unemployment records, leading national and subnational governments everywhere to face increased demands for assistance and services.<sup>2</sup> These demands are expected to last well into the future,

requiring government spending to be reprioritized and talent management strategies to be reevaluated.<sup>2</sup>

Economic fallout aside, the fourth industrial revolution and the imperative of cybersecurity have enhanced the need for workers with technical skill. Put frankly, the public sector has never needed a strategic approach to talent acquisition and development more than it does right now.

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.

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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 HR 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 government industry resolve the challenges their businesses face and achieve organizational objectives.

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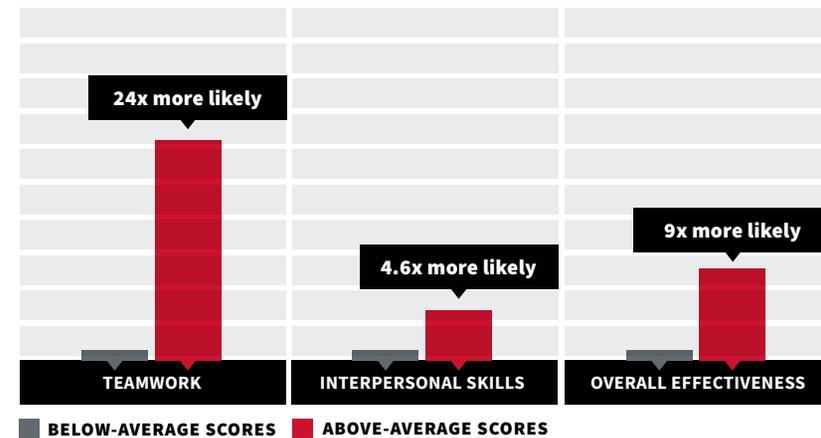
## Identifying More Competent Police Communications Officers

A city police department wanted to improve its selection process for police communication officers, who provide critical support in emergency dispatch centers. They communicate with the public regarding crimes and emergencies, broadcast dispatch orders, and relay instructions and questions from remote locations.

Working with the client, Hogan applied the General Employability algorithm to officers' assessment scores. General Employability focuses on being rewarding to work with, able to do the job, and willing to work hard. Officers need to work well with others, be considerate and compassionate while interacting with callers, and handle the stress of working with people in difficult situations.

Hogan's General Employability scoring effectively distinguished high and low performers. High-scoring police communication officers are **24 times more likely** to be rated as team players, **4.6 times more likely** to have good interpersonal skills, and **nine times more likely** to be effective overall, with **45% fewer** disciplinary actions and **43% less** leave time.

### ► Key Competencies





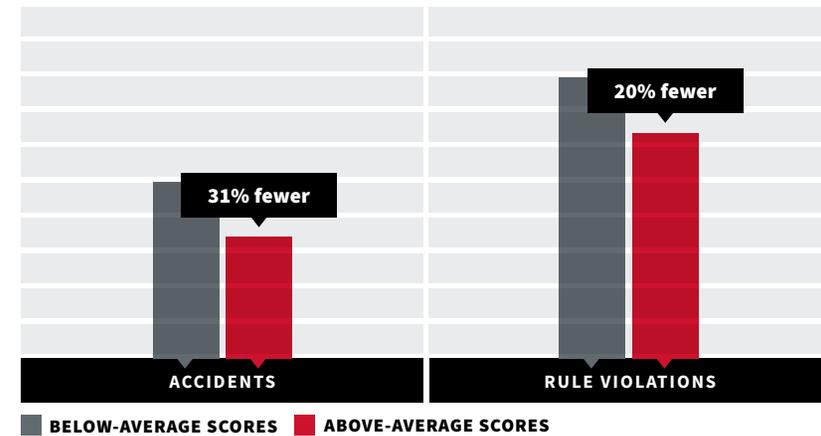
## Selecting Safer Bus Drivers

A metropolitan transportation authority wanted Hogan to improve the selection process for city bus operators. With a metro bus fleet of more than 4,000 bus operators providing service for 18,000 stops, the client wanted to more easily identify passenger-focused and service-oriented job applicants.

Hogan collaborated with the client to conduct a job analysis and collect a variety of performance ratings for the city's existing bus drivers, including worker compensation claims, major rule violations, and customer service ratings. Hogan also applied the Safety scoring profile to identify applicants who would be safety conscious.

City bus operators scoring high on the Hogan Safety profile had **31% fewer accidents** and **20% fewer rule violations** compared to those who scored low on the report. High scorers also tended to receive higher customer service ratings and overall performance ratings.

### ► Bus Operator Safety





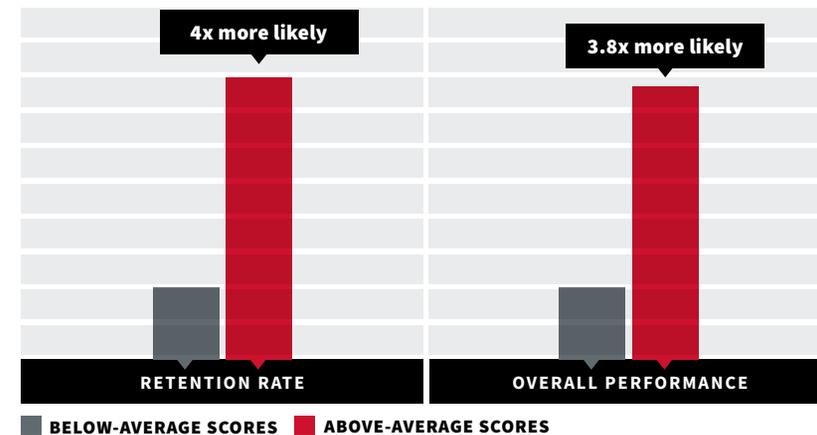
## Retaining Effective Defense Contractor Technicians

A national defense contractor wanted Hogan to improve the selection process for technicians. Technicians use microscopes and other tools to assemble electronic components from diagrams and drawings.

Working with the client, Hogan collected personality assessment data and performance ratings from incumbent technicians and found that the best technicians are calm and even-tempered, perceptive and tactful, rule abiding and conscientious, and concerned with building job-related knowledge. Then Hogan created a selection profile to select technician applicants who would be likely to succeed.

Compared to those with low scores, technicians who scored high on the Hogan profile were **four times more likely** to stay with the company and **nearly four times as likely** to be rated as strong performers.

### ► Likelihood of Retention





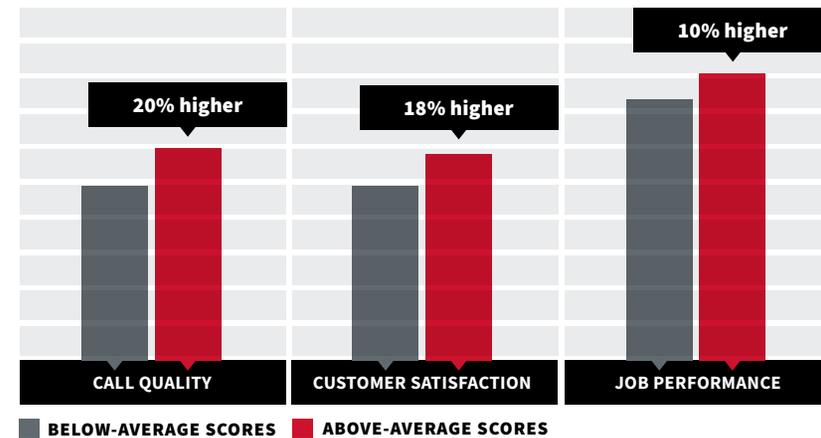
## Improving Call Center Customer Satisfaction Ratings

Hogan worked with a government-owned water utility company to identify high-performing customer service representatives. Customer service representatives work in a call center assisting callers with water bill questions and setting up new water service.

After collaborating with the client to conduct job analysis research, Hogan created a selection profile to identify representatives who would be calm under pressure, tactful and skilled at building relationships, dependable, and interested in helping others.

Customer service representatives who scored high on the Hogan profile had **20% higher call quality ratings**, **18% higher customer satisfaction ratings**, and **10% higher overall job performance scores**, compared to those who scored low on the profile.

### ► Improved Customer Service





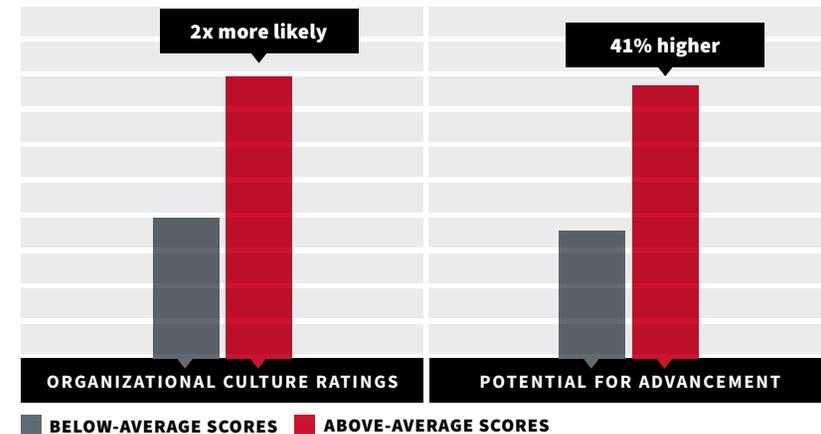
## Finding Foresters with Advancement Potential

A state department of natural resources sought Hogan's help to improve its selection process for foresters and forester technicians. Foresters and forester technicians establish plans for forest land and resource management, suppress and mitigate fires, and conduct fire prevention programs.

Hogan conducted job analysis research and discovered that the two jobs had similar indicators of success. Next, Hogan created a profile to identify applicants who would be stress tolerant, decisive, practical and process focused, and able to manage risk appropriately.

Foresters scoring high on the Hogan profile were **twice as likely** to add to the organizational culture compared to low scorers, and **77% had high potential for advancement**, compared to only 36% of those with low scores.

### ► Potential for Advancement



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

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**To learn more about Hogan, visit [peterberryconsultancy.com](https://peterberryconsultancy.com) or call us at +61 2 8918 0888**

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## References

1. Risher, H. (2020, June 22). *HR Holds the Keys to Revitalizing Public Service*. Government Executive. <https://www.govexec.com/management/2020/06/hr-holds-keys-revitalizing-public-service/166324/>
2. Carrasco, M., Chandran, P., Chin, V., Hayden, P., Hoteit, L., Subudhi, S., & Werfel, D. (2020, May 27). *Start Reimagining Government Now: Beyond the Curve*. Boston Consulting Group. <https://www.bcg.com/publications/2020/start-reimagining-government-now>