

THE PROFILEXT™ TECHNICAL MANUAL

CASE STUDIES

Appendix C

This document includes case studies in use across industries including a [Credit Union](#), [Psychiatric Hospital](#), [Travel Agency](#), [Retail Company](#), and a [Hospital](#).

Users of The ProfileXT™ frequently report the results of applying Job Match Patterns to help resolve difficulties in their businesses. A few of these results are reported here to demonstrate the effectiveness of this assessment in actual use.

The ProfileXT in Use by a Credit Union

This twelve-month study, conducted by a financial institution, ended in March 2002. The focus was on turnover for a credit union's Member Services representatives and its correlation with scores on The ProfileXT.

Participants

The employees and former employees for the services representatives group were used for this study. They were divided into two groups:

1. Current employees
2. Employees who had left the company within five months after their employment.

Job Match Pattern

A Job Match Pattern was developed using The ProfileXT. The pattern was created with The ProfileXT results for the current employees who had been employed at least five months. After the Job Match Pattern was developed, the results for the entire group of 60, including the group of employees no longer employed with the company, were then matched against the Job Match Pattern.

Performance Groupings

After analyzing the data, the employer selected an overall Job Match Percent of 75% or greater to represent a good match to the position. In this study, participants who had a 74% or lower Overall Job Match Percent had an 80% turnover rate, while participants who had a 75% or greater Overall Job Match Percent had only a 25% turnover rate. These results suggested that had this information been available when selecting the employees hired in 2000 and 2001, the resulting reduction in turnover could have saved approximately \$200,000.

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Details

1. Sixty individuals were hired in 2000-2001.
2. Eighty percent of these (48 individuals) left the company in the first five months of their employment.
3. The company supplied \$6,000 as the conservative cost for each employee turnover.
4. Forty-eight turnovers x \$6,000 cost for each turnover = \$288,000 actual cost for turnovers.

Summary

These data suggest that had only those who scored an overall Job Match Percent of 75% or greater been hired, the turnover would have been 25 percent (25% x 60 hires x \$6,000 each hire = \$90,000 turnover cost). This would have resulted in a savings of \$198,000.

The ProfileXT in Use by a Psychiatric Hospital

A mental health facility found itself devoting a great deal of time to a weekly hiring board. The purpose of this board was to determine the effectiveness of their Mental Health Workers and then decide which workers to retain. Before the study began, they let a large number of workers go on a consistent basis. Turnover was increasing year by year and an intervention was needed. The ProfileXT was utilized to help identify top performers and decrease the turnover (and the associated time spent in hiring board meetings) at the facility.

Participants

For this study, twenty-five current Mental Health Workers were administered The ProfileXT assessment. Before the study began, turnover had increased to 68.7%. Involuntary terminations (when the employee was let go as opposed to quitting) were the number one reason for turnover. Turnover rates were gathered throughout the period of the study. As each new applicant was reviewed, The ProfileXT was administered.

Job Match Pattern

A Job Match Pattern was developed using The ProfileXT assessment. This pattern was created with The ProfileXT results from the current employees (17 top performers/8 bottom performers). After the Job Match Pattern was developed, new applicants were then matched against this pattern. The resulting Overall Job Match Percent to the pattern was then used in the selection process for the period of this study.

Measuring Turnover After Pattern Update

An Overall Job Match Percent of 75% or greater was selected to represent a good match to the position. This led to hiring individuals who were a better fit to

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the job. With the addition of The ProfileXT results to the hiring process, at the end of the ten-month study period, turnover had been reduced from 28% to 16%.

Details

1. Turnover was reduced from 47.6% in fiscal year 2001 to 22.9% in FY2002.
2. The reduction in turnover of 52% yielded a savings in excess of \$300,000.
3. The weekly hiring board meetings now take less time away from the members' R.N. duties, increasing their efficiency and better utilizing salary expenses, saving up to \$20,000 annually.
4. An increase in staff performance and in client care resulted from the increase in overall job match for those hired using these selection practices.
5. Involuntary termination rates also dropped 70% after the study was launched, a positive indicator concerning the performance of new hires.

Summary

During the study, new employees maintained better retention rates and involuntary terminations dropped significantly, while the time and expense for terminations and rehiring also decreased to more favorable and efficient levels. The process of identifying top performers through a Job Match Pattern proved to be a valid means for the selection and retention of Mental Health workers.

The ProfileXT in Use by a Travel Agency

A travel agency conducted two studies: one for a period of nine months and another for twelve, between March 2001 and September of 2002. The intent of the first study was to identify trends based on performance data and the relationship of these trends to the Overall Job Match Percent on The ProfileXT. The second study focused on analyzing turnover rates and the use of The ProfileXT. Both studies are discussed here.

Study 1: Performance Issues

Participants

One hundred and fifty-three sales agents were used for this study. Only those who had completed their trial employment period were studied in this analysis.

Job Match Pattern

A Job Match Pattern was developed by using The ProfileXT. The top performers (a group of ten sales agents) averaged a 76% Overall Job Match on The ProfileXT while the bottom performers (another group of 10) averaged 69%.

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Ranking of performance was based upon weekly sales averages where the sales for the top performers averaged five times the average for the bottom performers.

Details

1. The top ten Sales Agents' weekly sales average = \$2,648.
2. The bottom ten Sales Agents' weekly sales average = \$ 482.
3. This represents a difference of \$2,166.00 per week (a 5.5 to 1 ratio).
4. For every dollar a bottom performer earns, a top performer earns \$5.50.
5. Replacing a poor performer with a top performer (selected from Overall Match on the assessment) would result in a sales increase of \$2,166.00 per week or a sales increase of 349%.

Summary

By selecting candidates based on an objective Overall Match on The ProfileXT, more top performers can be selected than bottom performers, saving on training budgets and enhancing overall sales performance. The process of identifying top performers through the Job Match Pattern is definitely a valid means for improving productivity of a sales department.

Study 2: Turnover Issues

Participants

One hundred and eighty-one current and former sales agents were used for this study. Turnover rates were gathered throughout the period of the study. Before the study began, turnover was at 28%.

Job Match Pattern

A Job Match Pattern was developed using The ProfileXT. The Job Match Pattern was created with The ProfileXT results for current employees (60 top performers in August 2001). After the Job Match Pattern was developed, the results for the entire group of 181 were then matched against this Job Match Pattern. The same Job Match Pattern was then used in the selection process for the period of this study.

Measuring Turnover After Pattern Matching

An overall Job Match Percent of 75% or greater was selected to represent a good match to the position. At the end of the ten-month study period, turnover had been reduced from 28% to 16%.

Details

6. Turnover reduced from 28% to 16% (a 43% reduction).
7. Average cost of hiring is \$15,000.
8. At 28%, cost of turnover is \$765,000 (51 turnover x \$15,000).
9. At 16%, cost of turnover is \$435,000 (29 turnover x \$15,000).

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10. These results indicate a savings of \$330,000 from reduced hiring costs.

Summary

During the study, one hundred and eighty-one new employees were hired, while twenty-nine separated from the company. This represents a 43% reduction in turnover (from 28% down to 16%). The company reported a savings of \$330,000 in hiring costs alone. The process of identifying top performers through a Job Match Pattern proved to be a valid means for selection and retention in the study.

The ProfileXT in Use by a Retail Company

A retail office supply business conducted this twenty-two month study, January 2001 through October of 2002. The focus was on turnover and performance for their corporate account managers and their relationship to Job Match on The ProfileXT.

Participants

Three hundred and seventy account managers were used for this study. Turnover rates were gathered throughout the period of the study. Before the study began, turnover was at approximately 65%. Performance ratings were used to identify top and bottom performers, 12 in each group, and were based on average annual sales ratios.

Job Match Pattern

A Job Match Pattern was developed using The ProfileXT. The pattern was created with The ProfileXT results for the current employees (12 top performers and 12 bottom performers). After the Job Match Pattern was developed to represent the results for the top performers, the results for the entire group of 181, were then matched against this Job Match Pattern.

Measuring Turnover After Pattern Development

Top performers averaged an Overall Job Match Percent of 84% or higher. This Job Match Percentage helped to derive a level of match for selecting new employees. By the end the study period, turnover had dropped to 23%. These results suggested that the resulting reduction in turnover saved approximately \$525,000.

Identifying Top Performers

By using The ProfileXT Job Match system to differentiate between potentially top and bottom performers before they are hired, this company estimates an increase in sales of over 1000%, based on the results of this study.

Details

1. Original turnover was 65% (55 separated/84 hired).

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2. During the analysis, three hundred and seventy candidates were hired.
3. Twenty employees separated from the company during the study.
4. The percentage of turnover had dropped to 23% (20 separated/86 selected).
5. The company supplied \$15,000/hire as the average cost for hiring an individual for this position.

Summary

Matching to a well-developed Job Match Pattern helped to decrease turnover, save money and save training time. Additionally, top and bottom performance could be predicted before a candidate was selected and this greatly enhanced sales for the company. The process of identifying top performers through the Job Match Pattern was definitely a productive means for selection and retention at this company.

The ProfileXT in Use by a Hospital

A large hospital system provides an example of The ProfileXT in the selection of Registered Nurses. The study was conducted to investigate the possible use of The ProfileXT Job Match Pattern program to further refine their selection process and identify those with the potential to become top performers. The hospital developed a recruitment and selection sub-team headed up by the VP for Community Health and Cultural Diversity and the Director of Human Resources and Recruitment. The overall objective was to develop a recruitment/selection strategy and implementation plan in order to hire and retain the best candidates.

Participants

A group of 22 RNs were selected and ranked by the VP of Community Health and Cultural Diversity and the Director of Human Resources. Twelve of these were identified as top performers, seven moderate performers and three bottom performers.

Job Match Pattern

The Job Match Pattern was developed using The ProfileXT Assessment. The Job Match Pattern was created with a concurrent study format utilizing The ProfileXT software and the group of top performers as identified by the organization. The entire group of 22 was then matched against the resulting Job Match Pattern.

Performance Grouping

An overall Job Match Percent of 83% was selected to represent a good match to the Job Match Pattern. This suggested that a match of 83% or greater should identify a top performer.

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Of the twelve Top Performers, ten had Job Match Percent scores of 83% or greater (10 of 12). Five of the seven (5 of 7) Moderate Performers and none of the three (0 of 3) Bottom Performers scored 83% or greater.

Summary

If an Overall Job Match percent of 83% had been used to select the individuals into two groups (Top Performers and Not Top Performers), Eighty-three percent of the top performers would have been selected for the Top Group, and None (0%) of the bottom performers would have been selected for the Top Group. Also, seventy-one percent of the Moderate Performers would have been selected for the Top Group. Clearly selection will be enhanced by identification of potential Top Performers using the Job Match Pattern system found in The ProfileXT.