

The Right Person for the Right Job

Regional health care authority builds a strong organization through strategic hiring

By David Osborne

Finding and keeping skilled and motivated employees is a challenge in every industry. Understanding what drives job applicants and matching them to positions that maximize their skills can ensure higher levels of both productivity and employee engagement.

Staffing shortages are at a particularly critical level in health care throughout the Atlantic region. High turnover and high absenteeism rates are common in all departments, including support services such as food service, portering, transportation, laundry and housekeeping. Without a strategic hiring process, both individuals and organizations suffer.

An East Coast regional health care authority understands how support services impact patient safety and patient recovery. In order to deliver the highest quality care, they examined hiring practices in their Support Services group. They found the root problem of the high turnover rate was a poor match between job requirements and employee skills and characteristics. Their hiring process involved time-consuming interviews that sometimes didn't result in good job matches. And, individuals often applied for jobs to which they were not ideally suited.

A breakthrough came when they introduced a new strategy to increase the number of good hires and the level of employee retention. In the first year of the implementation of the Predictive Index (PI) behavioural assessment tool, the group's termination rate fell from 28 per cent to 13 per cent. And within four years, the retention rate rose from 24.5 per cent to 65 per cent.

Making a match

Using PI totally disrupts the standard hiring process. Given to every job applicant, the tool analyzes the work-related needs and drives of the individual to determine how they would perform in a specific role. This information is then matched to current job opportunities in the organization. Next, candidates are contacted and advised about the jobs to which they're best suited. The information provided through the tool's analysis offers insights to both employer and applicant, allowing them to identify the skills and characteristics that will lead to success in a particular role.

Within the first few months, this HR tool led to

superior hiring results. And the organization has continued to realize a much better fit between applicant personalities and job requirements over the years.

But it's not just about hiring the right employees. Since the tool matches candidate's characteristics with job descriptions, it's also being used to enable movement within the organization, helping both managers and employees uncover future potential of individuals outside their current roles. Experience in the Support Services group can be used as a steppingstone to further an individual's career within the organization.

With this major change in how hiring is done, the organization is now attracting the best workers. Using the tool has helped them standardize their systems, so that every applicant is clear on what's expected of them – availability, productivi-



ty and professionalism.

When people feel they're in the right job, they're likely to perform well. The PI tool is helping position this organization for continued growth and success.

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