



## Case Study: Transportation Bus Drivers

**HOGAN**  
ASSESSMENT SYSTEMS

### Challenge

A large metropolitan transit authority wanted to improve the quality of busing services. The metro bus fleet consisted of over 4,000 bus operators who covered over 18,000 bus stops. The client sought to use personality measures to help identify passenger-focused applicants and enhance the validity of existing procedures.

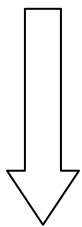
### Solution

Hogan Assessment systems conducted a thorough job analysis using the Performance Improvement Characteristics (PIC). The PIC job analysis identifies: (a) the personal characteristics needed to perform a specified job and (b) the degree to which these personal characteristics improve job performance. In addition Hogan administered the Hogan Personality Inventory (HPI) to over 200 current bus operators and collected various performance ratings including: worker compensation claims over a 19 year period; worker compensation claims over the most recent 4 year period; number of major rule recent violations; number of unavoidable and avoidable accidents; number of unavoidable accidents; overall employee rating; and customer service ratings.

### Results

Job analysis results indicated high performing bus operators were calm and even-tempered (high Adjustment); perceptive and tactful (high Interpersonal Sensitivity); rule-abiding and conscientious (high Prudence) and understand practical as well as technological solutions (moderate Inquisitive).

In addition to having higher customer service and overall performance ratings, individuals who met the profile showed a:



- 16% decrease in the number of total worker compensation over a 19 year period
- 25% decrease in total number of worker compensation over the last 4 years
- 25% decrease in number of major rule violations
- 19% decrease in avoidable accidents over the last 4 years

The use of the HPI predicted several aspects of successful bus operators beyond the intended increase in customer service. These results clearly demonstrate the value of using the HPI in selection of successful bus operators.