

Consumer Foods Industry Warehouse Technicians

Challenge: A large, family-owned consumer foods manufacturing company recognized the need to improve its current process for identifying successful Warehouse Technicians. To identify individuals who could safely perform the duties of the Warehouse Technician role, the company contacted Hogan for assistance in determining the personal attributes predictive of key behaviors.

Solution: Hogan researchers performed a job analysis and used validity generalization to identify the safety competencies relevant to successful Warehouse Technician performance. The job analysis included conducting focus groups and inviting Subject Matter Experts (SMEs) to complete the Job Evaluation Tool. Further, a custom safety competency rating tool was created for this project, which allowed SMEs to evaluate the competencies on the Hogan Safety Report that are most important for safety performance in the Warehouse Technician role. Next, Hogan used validity generalization techniques (i.e., meta-analysis and transportability of validity) to identify the Hogan Safety Report scales most predictive of successful performance.

Result: Combining empirical evidence and expert judgment, Hogan identified competencies across the Hogan Safety Report that will be predictive of Warehouse Technician safety performance. Specifically, we identified the Compliant, Strong, Cheerful, and Vigilant safety components to be most important. That is, Warehouse Technicians who adhere to organizational safety protocol, avoid panic in high stress situations, control their temper, and remain alert and focused are more likely to be safe in this role.

Overall, by implementing the Safety Report into the selection process, the consumer foods manufacturing company will be better able to select Warehouse Technicians that have the potential to be successful within their organization.