HOGAN

Health Care Equipment & Services Industry

Physicians

Challenge: A hospital wanted to improve their selection process for Physicians. A review of the Physician job description revealed Physicians are responsible for diagnosing and providing non-surgical treatment of diseases and injuries of the internal organ systems, including prescribing or administering medication and/or therapy.

Solution: Hogan employed a two-step approach for conducting a validity study. First, Hogan conducted a job analysis. This process included a review of the Physician job description and collecting data from Subject Matter Experts (SMEs) on ideal job performance using the Job Evaluation Tool (JET). The JET identifies the personality- and competency-based requirements of jobs. Hogan then used meta-analysis, transportability of validity, and synthetic/job component validity to identify the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI) based predictors of successful performance in the Physician role.

Result: Combining empirical evidence and expert judgment, Hogan developed a profile for predicting Physician performance. Data suggested that the HPI Adjustment, Ambition, Interpersonal Sensitivity, Prudence, and Learning Approach scales; the HDS Excitable, Skeptical, and Imaginative scales; as well as the MVPI Altruistic and Tradition scales were most predictive of performance in the Physician job.

This profile will assist the hospital in identifying candidates who are resilient under stress and pressure (higher HPI Adjustment), driven and goal-oriented (higher HPI Ambition), perceptive and tactful (higher HPI Interpersonal Sensitivity), rule-abiding and conscientious (higher HPI Prudence), vigilant for opportunities to learn and stay up to date (higher HPI Learning Approach), not easily upset (lower HDS Excitable), open-minded and approachable (lower HDS Skeptical), practical and task-focused (lower HDS Imaginative), driven to help others (higher MVPI Altruistic), and driven by a reverence for the organization's engrained conventions and codes of conduct (higher MVPI Tradition).

By using this profile to select Physicians, the hospital should be able to recruit and select new employees who are more likely to be successful in the role.