



Industry Case Studies

Airline Industry Flight Attendants

Challenge: An existing Hogan client, one of the world's longest operating airlines sought to improve its selection process for Flight Attendants. This particular airline originated in Australia and employs over 36,000 people with service offerings across a network covering 140 destinations in 57 countries. The airline asked Hogan to re-evaluate the existing profile as the current system yielded lower than desired applicant pass rates for the Flight Attendant job.

Solution: To better align scales from the Hogan Personality Inventory (HPI) with Flight Attendant performance, Hogan conducted a criterion-referenced validation study.

First, Flight Attendant supervisors identified a group of 44 job incumbents.

Next, supervisors rated each incumbent as either a "High" or "Low" performer.

Finally, "High" and "Low" performing incumbents completed the HPI, a measure of normal personality characteristics essential for the job.

Result: Hogan experts analyzed supervisor ratings and HPI data to determine the personal qualities associated with effective performance in the Flight Attendant job. Findings indicate that more successful Flight Attendants are calm under pressure, perceptive and tactful, rule-abiding, and concerned with building job-related knowledge.

Based on these findings, Hogan experts developed a HPI profile for selecting successful Flight Attendants. Flight Attendants who met this profile were 2.33 times more likely to be classified as a "High Performer" than applicants who did not meet the profile.

Conclusion: This case study demonstrates the importance of collecting local validity evidence to assist in the alignment of company specific criteria with the predictive ability of the HPI.