

### Benefits of Participation

- Identification of key characteristics that predict employee success at your organization
- Summary information about employee performance to provide insight into strengths and weaknesses of your workforce
- A comprehensive behavioral interview guide focused on the important performance areas for patient care positions to be used immediately as one selection tool (three guides are available dependent upon the focus of the study: frontline, skilled staff, or manager)
- A comprehensive report documenting results across multiple companies that will provide useful benchmarking data and best practice recommendations



## Quality of Hire Study for Patient Care Staff

As companies look for opportunities to improve patient care outcomes, labor productivity, and employee engagement, and reduce the associated costs of employee turnover and maintaining staffing levels, more healthcare organizations are using selection tools like assessments to hire employees. To use selection tools effectively it is critical that the organization clearly understands the work outcomes it is looking to impact (such as workplace safety and organizational commitment) and the characteristics that it wants to measure with the tools (such as stress tolerance and time management).

### Research Study Overview

Kronos® research scientists, Dr. Kristin Charles and Dr. Autumn Krauss, study talent management issues in the healthcare industry. Their first phase of research included partnering with several healthcare organizations to identify the critical performance areas for patient care positions, ranging from frontline care providers like certified nursing assistants to nurses and nurse managers. For the second phase of their research, they are currently seeking partner healthcare organizations for a Quality of Hire Study to identify the important individual characteristics, such as personality, motivation, and preferences that predict success in patient care positions.

The Quality of Hire Study will answer questions like the following:

- What are the factors that impact the quality of a hire at your organization?
- What are the areas that are critical for effective performance in each level of patient care – frontline, skilled staff, and manager?
- What is the current quality of hires in your organization?
- What individual characteristics predict employee success at your organization?
- How can the quality of hires be improved at your organization through the use of selection tools?

This research will be conducted by asking current employees to complete a survey measuring individual characteristics such as personality, motivation, and work preferences. Additionally, information on their work quality will be collected through supervisor ratings and organizational data. The data will be analyzed together to identify what individual characteristics are predictive of employee work outcomes, such as safety, patient care, absenteeism, and turnover.

**To learn more about this study, contact Dr. Kristin Charles at [kristin.charles@kronos.com](mailto:kristin.charles@kronos.com) or call 503.596.3437.** Remember, all the benefits of participation are at no cost to your organization! Partners are being solicited for participation in this research study — this is not an attempt to sell products or services to partnering organizations.