HOGAN
RESEARCH DIVISION

ROI Whitepaper

Business Support Services Industry Summary

Key Insights

- Hogan demonstrates how competencies like Relationship Management and Strategic Planning drive success across the Business Support Services industry.
- More than 25 Validity Generalization studies show Hogan's breadth of industry experience, from Public Safety Dispatchers to Board Directors.
- Nearly 20 ROI studies demonstrate the impact Hogan has with generating more accounts, improving performance, and identifying better employees.

About Hogan   Hogan Job Families

Our Tools   Competency Studies

The Hogan Archive   Validity Generalization Studies

Industry Background   ROI Validity Studies

About Hogan

Hogan has decades of experience providing cutting-edge assessment and consulting solutions. Our assessments can be used for a variety of talent management initiatives, from pre-hire selection to executive-level development. Our tools:

- Predict job performance – hire better people by measuring basic employability, work style, safety consciousness, and organizational fit.
- Evaluate career derailers – identify and mitigate performance risks that can degrade leadership success, erode relationships, and damage professional reputation.
- Identify potential – find and develop your organization's next generation of top talent.
- Develop leaders – leverage the strategic self-awareness gained through Hogan's assessment process with executive development and coaching.
- Pair with 360° data and other performance indices – reveal the underlying characteristics and values that drive the behaviors identified in the 360° process. In progressive development programs, 360s provide the what; Hogan provides the why.

Our Tools

Hogan's assessment offerings measure normal personality characteristics, career derailment risks, core value drivers, and cognitive style. Hogan's selection and development solutions are driven by a targeted mix of the following assessments:

- HPI – the Hogan Personality Inventory measures normal personality characteristics necessary for job fit, effective relationships, and career success.
- HDS – the Hogan Development Survey is the industry standard for measuring career-derailing personality characteristics.
- MVPI – the Motives, Values, Preferences Inventory reveals a person's core values, goals, and interests, which impact organizational fit and indicate environments in which individuals will be motivated and satisfied.
- HBRI – the Hogan Business Reasoning Inventory describes a person's ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes.

The Hogan Archive

Hogan maintains the industry's largest and most well-developed archive of original research, affording access to hundreds of real-world validity studies demonstrating the extent to which our assessments predict performance.

- Our research department, composed of masters- and doctorate-level I-O psychologists, regularly conducts return-on-investment (ROI) studies establishing the impact of personality-based selection and development activities on real-world performance outcomes.
- The Hogan archive contains case studies demonstrating ROI across virtually every industry for nearly all job titles listed in the U.S. Department of Labor's Occupational Information Network (O*NET).
- Performance data are available for more than 375 jobs ranging from clerk to CEO, including business support service-related jobs such as customer service representatives and field service technicians.

Industry Background

Within the Hogan archive, we have categorized companies that share a common purpose (or similar business activities) into broad categories that allow us to summarize our assessment experience within a particular industry.

The Business Support Services industry represents companies that provide a variety of services that aid in the maintenance and support of different customer needs. Although Hogan's work in the Business Support Services industry focuses heavily on sales and customer support (e.g., Remote Agents and Office Clerks), our breadth in the field extends to management and specialized job types such as Field Service Technicians and Termite Inspectors.

Hogan Job Families

Hogan's archive contains over 1,000 research studies with over 70 studies focused on the Business Support Services industry. We have categorized occupations that share common underlying characteristics into broad categories that allow us to examine the utility of our assessments in measuring these shared competencies. Hogan classified the Business Support Services jobs into one of our seven job families, as described in the table below.

Hogan Job Family	Definition
Managers & Executives	Employees assigned to positions of administrative or managerial authority over the human, physical, and financial resources of the organization.
Professionals	Employees with little legitimate authority, but high status within the organization because of the knowledge and/or skills they possess.
Technicians & Specialists	Employees who rely on the application of highly specific knowledge in skilled manipulation (e.g., operation, repair, cleaning, and/or preparation) of specialized technology, tools, and/or machinery.
Sales & Customer Support	Employees who use appropriate interpersonal style and communication techniques to establish relationships, sell products or services that fulfill customers' needs, and provide courteous and helpful service to customers after the sale.
Operations & Trades	Employees who are craft workers (skilled), operatives (semi-skilled), and laborers (unskilled) whose job knowledge and skills are primarily gained through on-the-job training and experience; little prerequisite knowledge or skill is needed.
Service & Support	Employees that perform protective services for individuals and communities (e.g., police, fire fighters, guards) and non-protective services for individuals that require little to no formal training but a high degree of personal interaction (e.g., food service, recreation).
Administrative & Clerical	Employees who plan, direct, or coordinate supportive services of an organization. These employees engage in variety of non-manual activities (e.g., recordkeeping, mail distribution, handling information requests, telephone operator/receptionist).

Competency Studies

Organizations often use competency models to provide a common framework for aligning human capital initiatives such as recruitment, selection, training, and promotion. Hogan offers a variety of competency-related solutions that allow organizations to incorporate personality assessments into these programs.

Each approach begins by mapping client competencies to those from the Hogan Competency Model (HCM). We then rely on synthetic and content validity evidence to align assessment scales from the HPI, HDS, and MVPI with each competency. This helps us determine which personality characteristics drive performance related to the specific competency. As seen in the following table, several Business Support Services clients have used our tools to predict key competencies specific to their organization:

Job Title (Study #)	Competency	Key Scales
Managers (519)	Openness to Change	HPI Ambition, HPI Adjustment, HPI Sociability
Managing Directors (591)	Leadership	HPI Ambition, HDS Bold, HDS Dutiful
Business Leaders (665)	Relationship Management	HPI Ambition, HDS Cautious, HDS Leisurely
Front Line Managers (755)	Resolving Business Challenges	HPI Inquisitive, HDS Cautious, HDS Skeptical
Auditors (817)	Trustworthiness	HPI Adjustment, HDS Imaginative, HDS Bold
Senior Leaders (825)	Strategic Planning	HPI Ambition, HDS Leisurely, HDS Colorful
Executives (876)	Strategic Planning	HPI Ambition, HDS Leisurely, MVPI Commerce
General Employees (920)	Problem Solving & Decision Making	HPI Ambition, HDS Bold, MVPI Altruistic
Global Leaders - (943, 944, 973, 994, 995, 996)	Problem Solving	HPI Ambition, HDS Cautious, MVPI Power
Business Analysts and Associates (986)	Driving Innovation	HPI Ambition, HPI Learning Approach, HDS Cautious
Data Scientists (1006)	Detail Orientation	HPI Prudence, HDS Imaginative, HDS Mischievous
Executives & Leaders (1020)	Managing Resources	HPI Ambition, HDS Leisurely, HDS Reserved
Principals, Partners, & Managers (1021)	Innovation & Commercialization	HPI Ambition, HPI Learning Approach, HDS Skeptical
Leaders (1030)	Driving for Results	HPI Ambition, HPI Learning Approach, HDS Cautious

Validity Generalization Studies

Given the vast number of local validation studies stored in the Hogan archive, we can use these criterion-related validity studies as the foundation for generalizing validity. Validity generalization methods are supported by a large body of empirical literature. We use the following three methods in our research design:

- Meta-Analytic Validity Generalization – which uses meta-analytic procedures for determining the relationship between the Hogan scales and job performance at a broad, job family level.
- Transportability of Validity – which involves using validity evidence from one or more criterion-related validity studies found to be similar to the target job under study.
- Synthetic Validity – which establishes the validity of a set of measures for predicting specific job components (i.e., competencies) considered important for a job.

As seen in the following table, multiple clients have used our validity generalization approach to predict success across a variety of Business Support Services jobs.

Job Type	Job Title (Study #)
Managers & Executives	Board Directors (1047) Business Unit Leaders (931) Senior Account Executives (774) Branch Managers (321, 401) Claim Supervisors (316) Directors (299)
Professionals	General Employees (460) Consultants (381)
Sales & Customer Support	Major Account Leaders (924, 925) Remote Agents (526) Office Clerks (248.1) Mid-level Fundraising Generalists (318) Major Gifts Professionals (318.1)
Technicians & Specialists	Field Service Technicians (447) Medical Analysts & Programmers (393, 404)
Service & Support	Public Safety Dispatchers (573) Nannies (307)
Administrative & Clerical	Trainees (522) Customer Service Representatives (248) Administrative Support Personnel (393.1, 393.2, 398)

ROI Studies

Hogan conducts criterion-related validity studies using a three-step process: (1) collecting Hogan assessment data, (2) collecting job performance data (i.e., supervisor performance ratings and objective performance metrics), and (3) conducting analyses examining the relationships between the assessment and performance data.

When conducting criterion-related validity research, we find it useful to demonstrate what a selection system based on the Hogan profile means in practical terms, or ROI. The following case studies were excerpted from the Hogan archive to show how using our assessments translates into measurable results when companies hire candidates into Business Support Services jobs. More detailed information for each study can be found in the job title hyperlinks below.

Sales & Customer Support

- [Sales/Service Technicians](link) (121) – A regional pest control company used the HPI to hire Sales/Service Technicians.
    - Hogan found that Sales/Service Technicians who are stable under pressure (HPI Adjustment), competitive and energetic (HPI Ambition), and dependable (HPI Prudence) are the best performers.
    - Candidates who fit the Hogan profile had fewer account cancellations and greater sales and leads commissions.
- [Termite Inspectors](link) (173) – A regional pest control company used the HPI to evaluate Termite Inspectors.
    - Hogan found that the most successful Termite Inspectors are steady and calm under pressure (HPI Adjustment), make a strong first impression (HPI Sociability), and are driven to achieve results (HPI Ambition).
    - Candidates who fit the Hogan profile had higher overall performance ratings and better sales performance compared to those not fitting the profile.
- [Sales Employees](link) (218) – A national marketing company used the HPI to evaluate their future Sales Employees.
    - Hogan found that Sales Employees who are resilient (HPI Adjustment) and perceptive (HPI Interpersonal Sensitivity) are the strongest performers.
    - Candidates who fit the Hogan profile were 12 times more likely to be rated as a high performing employee compared to those not fitting the profile.

Professionals

- Lawyers (605) – An international consulting firm used the HPI, HDS, and MVPI to differentiate between high and low performing Lawyers across different law practice specialties.
  - Hogan showed that more successful Lawyers deliver results and work hard (HPI Ambition), appear confident and calm (HDS Excitable), and enjoy helping others (MVPI Altruistic).
  - Candidates who fit the Hogan profile were more likely to receive higher performance ratings compared to those not fitting the profile.
- Entry-Level Consultants (629) – A large international consulting firm used the HPI to hire Entry-Level Consultants
  - Hogan demonstrated that the best Entry-Level Consultants appear resilient and self-confident (HPI Adjustment), driven (HPI Ambition), and push for training opportunities (HPI Learning Approach).
  - Candidates who fit the Hogan profile were over twice as likely to be high performers compared to those not fitting the profile.

Operations and Trades

- Drivers (134) – A commercial transportation company used the HPI to select Drivers.
  - Hogan found that the best Drivers avoid overreacting when stressed (HPI Adjustment) and follow rules and are dependable (HPI Prudence).
  - Candidates who met the Hogan profile were more likely to be rated as better performers by their managers than those who did not meet the profile.
- Delivery Service Representatives (247) – A photo imaging company used the HPI to hire Delivery Service Representatives.
  - Hogan found that strong performing Delivery Service Representatives are even-tempered (HPI Adjustment) and attentive to details (HPI Prudence).
  - Candidates who fit the Hogan profile were 3 times more likely to be rated as a high performer compared to those who did not meet the profile.
- Field Service Technicians (288.1) – A national photo imaging company used the HPI to hire Field Service Technicians.
  - Hogan found that higher performing Field Service Technicians are even-tempered and calm under pressure (HPI Adjustment) and rule abiding and conscientious (HPI Prudence).
  - Candidates who met the Hogan profile were twice as likely to receive higher performance ratings than those who did not meet the profile.

- Pest Technicians (569) – A family-owned pest control company used the HPI to select Pest Technicians.
  - Hogan found that successful Pest Technicians have a positive attitude (HPI Adjustment), are detail-oriented and stay task-focused (HPI Prudence), and look for learning opportunities to build job-related knowledge (HPI Learning Approach).
  - Candidates who met the Hogan profile generated twice as many new accounts each month and were more likely to show up for a service call than those who did not meet the profile.

Administrative & Clerical

- Office Managers (142.1) – A regional pest control company used the HPI to hire Office Managers.
  - Hogan found that more successful Office Managers are approachable and tactful (HPI Interpersonal Sensitivity), results driven (HPI Ambition), and hold others accountable for their performance (HPI Prudence).
  - Candidates who met the Hogan profile had higher ratings of overall performance than those who did not meet the profile.
- Office Clerks (142) – A regional pest control company used the HPI to select Office Clerks.
  - Hogan found that more successful Office Clerks are resilient (HPI Adjustment), driven (HPI Ambition), and approachable and friendly (HPI Sociability).
  - Candidates who fit the Hogan profile had higher supervisor ratings than those who did not fit the profile.

Additional Validity Studies

The Hogan Archive contains several additional criterion-related validity studies within the Business Support Services industry. These jobs range from factory workers to managers. This breadth of job titles demonstrates Hogan's history and experience within the Business Support Services industry.

Job Title (Study #)	Job Family
Staffing Consultants (782)	Professionals
Professional Employer Consultants (176)	Professionals
Owner Operators (270)	Operations & Trades
Drivers (128, 133)	Operations & Trades
Service Technicians (247.1)	Technicians & Specialists
Delivery Service Representatives (288)	Technicians & Specialists
Sales & Service Technicians (95)	Sales & Customer Support