

Case Study

The ProfileXT in use by a Financial Organization

A financial services organization located in the Southeast was faced with low employee productivity. Presented with this problem, a study was conducted to examine the relationship between employee performance and Job Match to the ProfileXT. Using the information from this study, a ProfileXT Job Match Pattern was then developed to better select productive employees.

Participants

Thirty-six Mortgage Bankers participated in the study. Each participant's performance was evaluated by the financial organization on the basis of a sales goal ratio and a supervisor's performance rating on a three point scale (1=Top Performer, 2=Average Performer, 3= Marginal Performer). Eleven participants were rated by the company as Top Performers, nine participants were rated as Average Performers, and sixteen participants were rated as Marginal Performers. The average Top Performer met 97.2% of his/her sales goal, while the average Marginal Performer met 32.7% of his/her sales goal.

Job Match Pattern

Using the ProfileXT, a pattern was developed for the Mortgage Banker position utilizing a concurrent study format. The pattern was developed with the ProfileXT scores of current Top Performing employees in January 2006. This pattern is now used as the benchmark to predict Mortgage Banker performance based on ProfileXT pattern match.

Performance Grouping

Based on the information gathered, a pattern was built that described the attributes of the existing Top Performers. All thirty-six Mortgage Bankers were then matched to this pattern. After a review of employee ProfileXT Job Match Percents, an overall Job Match Percent of 87% best identified Top Performing employees and was selected as a breakpoint to represent a good match to the Job Match Pattern. This suggested that a match of 87% or greater should identify a Top Performer.

This study has demonstrated that the pattern efficiently identifies top performers:

- Top Performers correctly identified as Top Performers by the pattern: 7 of 11
- Top Performers incorrectly identified as Bottom Performers by the pattern: 4 of 11
- Bottom Performers correctly identified as Bottom Performers by the pattern: 12 of 16
- Bottom Performers incorrectly identified as Top Performers by the pattern: 4 of 16

Of the eleven Top Performers, seven (7 of 11) met or exceeded the 87% Job Match breakpoint. Of the combined twenty-five Average Performers and Marginal Performers, only five (5 of 25) met or exceeded the 87% Match breakpoint.

Details

1. 76.1% = the average sales goal ratio met for those who **met** or exceeded the Job Match Percent breakpoint.
2. 48.9% = the average sales goal ratio met for those who **did not meet** or exceed the Job Match Percent benchmark.

Summary

Although this organization's Top Performers comprised less than one third of the total sample of Mortgage Bankers, more Top Performers (7) who were matched met, or exceeded the Job Match Percent benchmark than both the Average Performers and Marginal Performers combined (5). Thus, by selecting candidates based on the Overall Match of the ProfileXT, organizations such as this one are better able to increase productivity by identifying those that are likely to succeed.