



# Industry Case Studies

## Consumer Foods Industry

### Express Report - Operations and Trades

**Challenge:** A large food manufacturer in North America wanted to introduce personality assessment to its Shipping Resource Operator selection process. The client needed a low-cost, off the shelf solution that could be implemented quickly for their Shipping Resource Operator population. Shipping Resource Operators operate and maintain all automated systems in the Shipping department to ensure seamless operation.

**Solution:** Hogan collected job analysis information from Shipping Resource Operator subject matter experts (SMEs) using a personality-based questionnaire called the Job Evaluation Tool (JET). Twelve SMEs completed the Performance Improvement Characteristics (PIC) section of the JET. The PIC identifies the personal characteristics needed to successfully perform job requirements and the degree that these characteristics improve job performance.

Based on the PIC results and a review of the job description, Hogan determined that the Shipping Resource Operator job requirements aligned with the Hogan Operations and Trades job family. Hogan advised using the Express Report, which provides an immediate fit recommendation that classifies each candidate as a high, moderate, or low fit for the Shipping Resource Operator job based on Hogan Personality Inventory (HPI) results. The Express Report also delivers information to the hiring manager on the candidate's strengths and areas of concern. This report uses validated screening guidelines for the Operations and Trades job family, which includes jobs where job knowledge and skills are primarily gained through on-the-job training and experience. Example job titles include system operators, maintenance workers, and food processing workers.

**Result:** Hogan found that strong performers in these roles have characteristics associated with being even-tempered and able to handle pressure (high HPI Adjustment), persistent and results-oriented (high HPI Ambition), detailed and reliable (high HPI Prudence), and interested in pursuing training opportunities and staying current on industry/technical trends (high HPI Learning Approach). By implementing the Express Report, the company should hire candidates with the personality characteristics related to successful performance.