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Profiles International[®]
CASE STUDY

Step One Survey II[®] and ProfileXT[®] Help Education Company Hire Effectively



imagine great people[®]



Step One Survey II[®], ProfileXT[®]

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In a service-focused organization which strives to help its customers realize their dreams, hiring the right people to convey that message of hope is crucial to achieving the mission. Organization leaders emphasize that knowing these company values and demonstrating integrity are important measures of success.

The organization is a place where faculty and staff members engage with the students and treasure their stories of achievement. Classes are small on purpose. Students often succeed here after being told they could not make it through a program of higher education. "We are in the business of changing lives," says the director of recruiting.

The organization's relationship with Profiles International helps identify potential employees who share the organization's vision. Matching the potential employee with the job is a Profiles' specialty.

The background

The company's educational roots go deep. The organization began more than 40 years ago as an after-school academic program for children in kindergarten through twelfth grade. Soon, other schools were added. By 1971, the organization's focus was changing to adult vocational learning. Now, after years of educational instruction, the organization has earned a reputation as a leader in for-profit post-secondary education. Their 20-plus campuses prepare students for careers in allied health, such as:

- **MEDICAL ASSISTANT**
- **DENTAL ASSISTANT**
- **MEDICAL INSURANCE BILLING AND OFFICE ADMINISTRATION**
- **PHARMACY TECHNICIAN**

The organization understands students have a number of options to choose from, and sets itself apart by maintaining small class sizes so staff members can offer individual help to students; keeping a low student-to-staff ratio to provide strong customer service in areas such as career services and financial aid; offering a focused and accelerated program to allow students to complete a certificate; an externship in less than a year; and by emphasizing the importance of service to the community. The organization's culture emphasizes the core values and models them while interacting with students. Values and ethics

CHALLENGES

- Finding new hires that will represent the company's core values
- Potential job matching
- Coaching and developing
- Inefficient and ineffective hiring process
- Maintaining culture through growth

statements are positioned in the front portion of the employee handbook as a testament to their importance. Stories about staff and students helping others through food drives, March of Dimes walks, and clean-up efforts fill the employee newsletter and website.



The organization's core values encompass four broad areas

— integrity, quality, customer satisfaction, and social responsibility — in which employee behavior takes center stage. However, expectations for employees do not end with the values. There is a general code of ethics, as well as job-specific statements of ethics which are in place to guide employees in behavior and decision making.

The organization maintains an open-door, informal culture, says the recruiting director. She describes the environment as structured and nimble when changes are necessary.

The Profiles influence

Profiles began working with the organization in 2006, when educators wanted to improve their hiring practices. The relationship began with three assessments: Step One Survey II® (SOSII), ProfileXT® (PXT), and Profiles Sales Indicator™ (PSI). SOSII and PXT are the company's workhorses, with the PSI providing an additional pre-hire look at candidates considered for sales roles.

Step One Survey II®

This quick assessment offers educators a deep pre-employment look at a potential employee's work-related values. Job candidates can complete the assessment in 15 or 20 minutes, yet the scoring and interpretation of the potential employee's answers give hiring managers a thorough look at the potential employee's fit with organization values.

SOSII's "Quick Check Report" provides a score based on the applicant's responses to questions about work-related values in the areas of integrity, substance abuse, reliability, and work ethic. This "under-the-hood" look at candidates early in the process sharpens managers' hiring skills, the director says.

SOLUTION

- Use Performance Models to see the areas of someone's thinking style, behavior traits, and interests against a certain position within the organization, then use it as a coaching tool
- Use the SOSII to see a person's work-related values, identify the positive and negative traits, and objectively look at a person's profile
- Use the reports to sharpen the managers' interviewing skills, hiring skills, and coaching skills

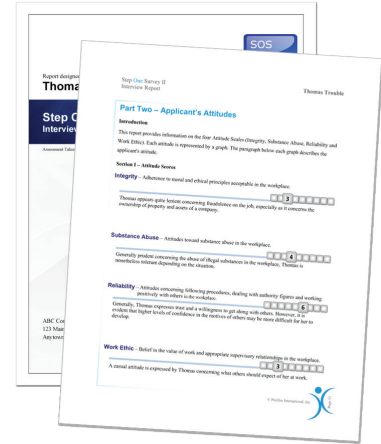
RESULTS

- Within the first 6 months of 2012, the organization opened an online school and three new locations, and also added new degree programs
- Restructured staff at all locations
- They are able to recruit people who will encompass their core values and maintain their culture

“We can rely on the SOSII to objectively look at a person’s profile,” says the director.

The organization also emphasizes its commitment to do the right thing by students, and expects employees to show reliability to each other and to the student who is paying for a good education. “The SOSII helps us to identify those positives and negatives we don’t always see in the interview,” says the recruiting director.

After several years of use, SOS II “works like clockwork” for the medical educator. Further, the recruiting director says, improvements in SOS II simplify the report process for hiring managers so they can more easily use results in the interview.



The SOSII’s “Interviewing Report” gives managers the applicant’s responses to direct queries and interview questions that can help clarify areas of concern. “The question section helps us delve into their employment history. Even if their scores look good, this part of the assessment helps uncover other information,” the director says. Applicants often readily answer SOS II’s direct questions, even though they may have omitted the same information in an application, resume, or interview.

ProfileXT®

Organizations use PXT for selection, development, training, managing, and succession planning. This assessment offers a clear picture of how well an applicant may fit a specific job. PXT’s “Performance Model Comparison,” a job fit feature, keeps managers from over-reliance on their gut instincts and falling in love with an applicant who is charming, but who may not have the skills, education, or behavioral traits the job requires. The PXT’s results can be used throughout the lifecycle of the employee.

The organization uses PXT’s custom features for pre-employment analyses. Like many customers, the organization employs two methods of building performance models:

- **A JOB ANALYSIS SURVEY**, which is a model Profiles creates when a position is new, or when there are no top performers on which to base performance.
- **ACTUAL TOP PERFORMERS AS MODELS** of behavioral and

performance traits the organization desires in specific positions.

“We have a dozen different models,” adds the recruiter. They include campus director, career development representative, financial aid representative, and regional management positions. PXT’s reports give useful information about both potential hires and existing employees who are applying for a new job within the organization. “We use their original results against the new job’s performance model to see how they might fit.”



The “Performance Model Comparison,” which offers specific information about person-position fit, looks at the areas of thinking style, behavioral traits, interests, and the total person, and offers a scoring mechanism that reveals how well the employee suits the position, and how a manager would coach the employee in areas where he or she might fall short.

“We are trying to build toward using PXT’s ‘Performance Model Comparison’ as a coaching tool. This helps managers move beyond the interview and say, ‘So this is how that score translates to behavior in the workplace.’ The comparison helps me and my team, and encourages us to look at the report to see how a result in the assessment is going to exhibit on the job,” says the recruiting director.

The organization uses applicants’ comments to PXT and SOSII questions throughout the hiring process, and has found them particularly helpful during reference checks. Recruiting team members often get excellent information about potential employees using this method. The reference checks offer the educators an additional avenue for making a positive impression, the recruiter notes. “You are using the tool not only for recruiting, but also to further develop your reputation.”

The future

With career growth exploding in the allied medical health field, the organization is expanding also. In the first six months of 2012, it opened an online school and three new ground locations. It also restructured staff at all locations. Leaders planned to open more brick-and-mortar schools and add to

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Engineering
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Healthcare
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Technology

“The **SOSII** helped us to **identify** those **positives** and **negatives** we don’t always see in the interview,” the recruiter says. “We can **rely** on the SOSII to **objectively look** at a person’s **profile**.”

the online program in 2012; the school also designed other degree completion programs to be added in 2012.

Meanwhile, the medical educators maintain and cultivate the values and culture that make it unique among an array of for-profit schools. Those values include a rich student experience, ensuring all enrollees attain the results they hoped for at the start.

As the organization grows, Profiles will help assure that new hires represent the values in any setting, no matter how far the distance between locations. “The assessments are important to help us carry our culture,” says the recruiting director. “That becomes more critical as we grow.”