Identifying Employee Turnover Risk Factors by Assessing Attitude, Values and Personality

Background: *TalentClick and a leading international Security Services Company collected a research data sample to determine the relationship between attitude, values and personality in order to predict employee tenure and risk of employee turnover.*

The Security Services Company's objectives were to:

1. *Outline the "profile" of a high performing Security Guard employee by uncovering which personal characteristics were linked to on-the-job risks and turnover for this specific role.*
2. *Use the information gained from this exercise in external hiring and internal employee training, coaching and development.*

Data Analyzed:

1. *The research sample group consisted of 232 current employees in security guard roles. All 232 participants completed the TalentClick AVP assessment (Attitude, Values and Personality) in 2017.*
2. *Job performance data and workplace incident data involving any of these 232 employees was collected by the Security Services Company and submitted to TalentClick for analysis.*

FINDINGS

'Ideal Profile' Employees stay on the job up to

40% Longer

than other employees

Please contact TalentClick connect@talentclick.com for more information

Highlights of Findings

The data analysis involved examining the relationships between the TalentClick assessment data and the Company's employee tenure data through statistical analyses.

Personality Dimensions That Best Predict Employee Tenure:

TalentClick AVP Dimension	Average Tenure for Employees with this trait
Conventional Definition: Employees who prefer predictability and are able to stay focused while doing repetitive tasks.	**33% Longer tenure**
Contented Definition: Employees who have reasonable expectations and do not actively seek challenge and advancement.	**39% Longer tenure**
Apprehensive Definition: Employees who tend to avoid or be uncomfortable with risk and uncertainty.	**22% Longer tenure**

Patterns in Analysis
Using Workforce Insights To Make Better Hiring Decisions

Through analysis, the International Security Services Company learned that by hiring more "ideal profile" employees who are **Conventional, Contented and Apprehensive**, they could increase their employee tenure and reduce the costly disruption of employee turnover. The Company gained:

A clear view of which personality traits were most strongly linked to employee tenure and risk of turnover. Knowing these risk factors helps ensure the most effective hiring, training, coaching and development programs are available.

A better understanding of how to develop workers by identifying potential challenge areas and using the AVP tailored coaching and development tips to compensate for performance "gaps".

An understanding of the overall level of personality risk within their workforce and which workers or teams require the most attention to optimize performance.

Recommendations for Moving Forward

1. Use Dimensions to Make Personnel Decisions

Consider hiring, training, coaching and self-coaching initiatives that emphasize key dimensions.

2. Develop "Ideal Profiles" of High Performing Employees

Consider setting "Ideal Profile" ranges for specific job types to inform hiring, job placement and work assignments.

3. Optimize Job Performance Ratings

Investigate the guidelines for the Job Performance Ratings to ensure that they are as fair and objective as possible and fit the "ideal job profile" well.

4. Analyze Long-Term Patterns

We strongly recommend further data analyses to identify long-term trends. This would produce a more complete data set that can be used to inform holistic human resource policies and programs.

About the AVP

TalentClick specializes in online behavioral and workstyle assessments. Our assessments provide business intelligence to help organizations make better decisions in hiring, training, and performance management.

Our flagship solution is called the AVP (Attitude, Values, Personality) which creates outstanding value by generating a number of different reports from one 10-15 minute survey questionnaire. The AVP bundle includes an easy-to-read Summary Report plus:

1. WPP (Workstyle & Performance Profile)
2. WVA (Work Values & Attitude)
3. SQ (Safety Quotient)
4. DSQ (Driver Safety Quotient)

TalentClick has a client and partner base throughout the world that recognizes the value that the AVP assessments bring to organizations' talent-management programs. Ultimately, we will achieve success when employers realize these gains:

- ✓ better "fit" when hiring
- ✓ increased productivity
- ✓ enhanced communication and team effectiveness
- ✓ improved workplace morale and higher employee-engagement
- ✓ decreased employee turnover
- ✓ reduced theft, fraud, violence, harassment
- ✓ reduced safety incidents, injuries, fatalities, disasters, negative publicity
- ✓ lower insurance premiums
- ✓ less property damage
- ✓ fewer work stoppages
- ✓ enhanced brand and reputation of being an employer of choice

Mobile Friendly and All Online
The AVP brings you two types of reports in minutes.

For Employers:
Helps hiring managers or supervisors predict risk, behavior and performance & provides interview and coaching tips to probe "higher-risk" areas & leverage strengths.

For Self-Coaching:
Helps a person be more aware of their own personal strengths and risk factors to help with on-the-job performance and job fit.