



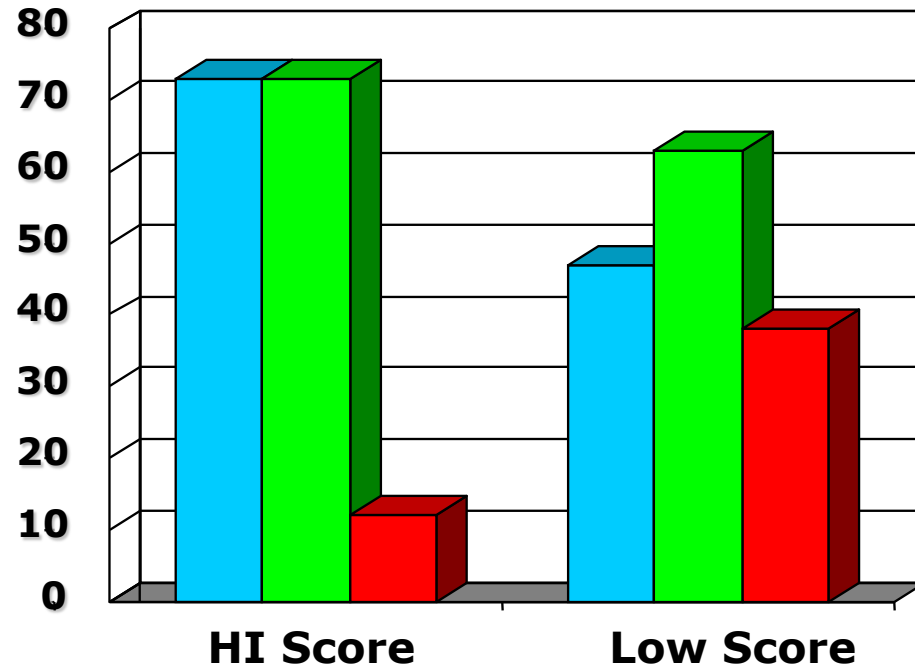
Dependability:

Productive, safe and reliable employees

> Business issues

- CBI report estimated that £11.2b lost per year due to **absenteeism** and low productivity (78 million days) = 3.3% per year per employee in the UK
- SHL and the Future Foundation international survey of managers and operational employees estimated that £12.4b lost due to **mistakes at work**, and that managers are unaware of 70% of the mistakes made by employees
- Incidents in aviation and general transportation point to the “human factor” in **accidents** with similar issues in other industries
- A key business driver for all organisations is **customer service.**

> US Research data



- **16 accidents avoided per 100 employees per year**
- **7 work days gained per employee per year**

> The "Big 5"

O

- **Open to new experiences**

C

- **Work orientated**
- **Attendance orientated**
- **Prudent**

E

- **Good communicators**

A

- **Service orientated**
- **Managerially orientated**
- **Socially Involved**
- **Likeable**

N-

- **Internally controlled**
- **Even tempered**

Research across a range of job types and levels, as well as industry and business function settings, has shown that three aspects of the Big 5 model of personality predict dependability:

- **Conscientiousness** (concern with quality and meeting commitments)
- **Agreeableness** (concern for others and for the group) and
- **Emotional stability** (how well a person manages their emotions)

> What is Dependability?

The disposition to:

- Turn up for work on time, take only legitimate leave from the workplace.*
- To be concerned about quality and deadlines, to help and support others.*
- To be trustworthy to complete a task with minimal supervision.*

> UK Research

- Based on the US research, a short questionnaire has been trialled in six UK organisations over the past year with over 450 operational employees including:
 - **high street retail,**
 - **out of town retail,**
 - catering & office services,
 - production workers,
 - transport and engineering apprentices
- Managers were asked to rate their employees on 40 key scales to ensure that the questionnaire predicted key behaviours

> Performance measures

- **Are productive**
 - Check their work thoroughly
 - Accomplish all that is required in a working day
- **Comply with company policies & procedures**
 - Rarely have time off
 - Always arrive on time
 - Return from breaks on time
 - Stick to company regulations
 - Take safety seriously
- **Work well with customers and cope with work demands**
 - Handle stressful situations well
 - Can handle conflict effectively
 - Keep an even temper
 - Are customer focused
- **Are motivated to do well**
 - Confident in their own abilities
 - Motivated to do well in their job

> UK findings

- High scorers were rated 22% higher in overall performance and up to 20% higher in customer focus.
- Low scorers were twice as likely to represent a performance management problem.
- SHL research shows that higher scorers are 3 to 4 times more likely to be seen by managers as safe employees than lower scorers



Employees that are not dependable **will** present a performance management issue.

> Research objective

Design a short easy to use tool to screen against:

- **absenteeism**
- **poor time-keeping**
- **poor productivity**
- **poor quality of work**
- **higher accident proneness**
- **lower customer focus**

> The Dependability Measure:

- Contains 22 pairs of work related statements
- Produces a single score as an overall indicator of the disposition to be more versus less productive, customer focused and accident prone
- Designed to be fake and cheat resistant
- Easy to integrate into recruitment processes.
- It takes around 6 to 7 minutes to complete
- It can be delivered over the internet or by telephone

> Example questions

	Most like me	Neither	Most like me	
I like to get every detail right	X			I generally have lots of ideas

	Most like me	Neither	Most like me	
I always stay cheerful even when problems arise			X	I like being in charge

> MODEL CASE STUDY

NO SCREEN

100 applicants



100 interviews



20 appointed

WITH SCREEN

100 applicants



Use Dependability measure

70 interviews



20 appointed

WITH SCREEN

- 20 % less performance management issues
- 20 % higher customer service

> Dependability Sift: Benefits

- Fewer days lost due to absenteeism
- Better customer service
- Fewer accidents at work
- More motivated employees
- Less time spent on managing poor performance