Personality Assessment in Healthcare: Implications for Personnel Evaluation

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How do we go about it?

› Interviewing
- Organizational
  › Mission
  › Goals
- Individual
  › Knowledge
  › Skills
  › Ability
  › Other attributes.....
Can you describe one job, occupation, hobby where personality is not considered?

Personality does matter!!!
$400 million a year (Cornell HR Review, 2013)

- 30% of all American companies
- 40% of Fortune 100 companies
Linked:

- **Performance** (Mount et al., 1998; Hough & Ones, 2001)
- **Satisfaction** (Connolly & Viswesvaran, 2000)
- **Retention** (Zimmerman, 2008)
- **Job-fit** (Holland, 1959)
- **Nursing** (Bennet & Gordon, 1944; Murrells, et al., 2008; Levin et al. 1988; Nichols et al., 1983; Ben & Holcombe, 1993; Gambles, et al., 2003)
Assessment of Personality Traits

› Subjective
  – Human resource manager
  – Department manager
  – Senior leadership

› Objective*
  – Assessment instruments & inventories
Subjectively speaking

› Guideline for setting standards
  – Practical use in over 200 leading healthcare organizations
  – Recommended by the American College of Healthcare Executives
  – Endorsed by Harvard University & American Association of Homes for the Aging

› Four (personality) categories
  – Attitude orientation
  – People skills
  – Managerial aptitude
  – Team orientation
On the Objective Side

› Various instruments & inventories

Myers-Briggs Type Indicator
NEO-PI
Hogan Personality Inventory
DISC
Kirksey Temperament Sorter
Cattell’s 16PF
StrengthFinder
Hogan’s Personality Inventory

Seven personality traits
- Adjustment
- Ambition
- Sociability
- Prudence
- Interpersonal Sensitivity
- Inquisitive
- Learning Approach
Team Orientation

Learning Approach

Prudence

Sociability
Dissertation Findings
- Personality traits of registered nurses
- Relationships between traits and job-related outcomes
  - Performance
  - Satisfaction
  - Retention
- Predictive
- Person-job fit model (Chaung & Sackett, 2005)
Personnel Evaluation Standards

“.... to correct deficiencies in current practice and present users with a widely shared view of general principles for developing and assessing sound, satisfactory personnel evaluations and personnel evaluation systems”

- 4 broad categories
  - Propriety
  - Utility
  - Feasibility
  - Accuracy
Applicable Standards

› Developing a personnel evaluation system
› Using evaluation for staff development
› Evaluating individuals from diverse background
Propriety

› P1: Service Orientation
  – O*Net
  – Detailed job analysis

› P5: Comprehensive Evaluation
  – Hogan provides description of each level within the personality trait
  – Handbook of Personnel Selection and Performance Evaluation in Healthcare
Utility

› U4: Explicit Criteria
  – Using of (objective) personality measures to predict job-fit of RNs based on personality traits, satisfaction, retention, and performance

› U5: Functional Reporting
  – HR
  – Departmental
Accuracy

› A1: Valid Judgment
  – HPI validated across various populations including healthcare

› A5 & A6: Defensible & Reliable Information
  – Previous studies
  – Current study

› A8: Bias Identification/Management
Thank you!

Questions?