



# FACTS

## SUPPORT SERVICES CAREER BATTERY

### A TOOL FOR QUICKLY AND EFFICIENTLY IDENTIFYING THE BEST SUPPORT SERVICES CANDIDATES

Running a health care facility takes a small army of personnel, both patient-facing and behind the scenes. Each employee plays a role in how well the hospital is able to care for and satisfy patients, and operate efficiently.

From maintenance to housekeeping to food service, Support Services are an essential component of a well-run facility and represent a significant investment in human capital. It's critical that health care facilities hire top-quality candidates with the skills and motivation for these positions, not only to ensure high levels of service, but also because turnover is costly, disruptive, and time-consuming to manage.

These positions tend to attract many applicants with a wide variety of backgrounds and experiences. As a result, staffing and recruiting personnel spend a great deal of time sifting through resumes and interviewing candidates to fill open jobs.

The fine balance between hiring “quickly” and hiring “quality” can be better managed with a good selection system, particularly one that includes fair and legally defensible tests to identify the best candidates.

DDI developed, tested, and validated the Support Services Career Battery in partnership with four large health care organizations. The validation process showed that:

- > Individuals who score high on the battery are 2.4 times more likely than low scorers to be top performers.
- > High scorers are 2.3 times more likely to have high job satisfaction.
- > High scorers are 1.9 times more likely to positively influence patient satisfaction.

These results indicate that the Support Services Career Battery is an effective tool to identify candidates who have the potential to perform better, be more satisfied with their jobs, and contribute to higher patient satisfaction.

### THE BENEFITS

The Support Services Career Battery allows you to:

- > Quickly attract and identify the most qualified candidates early in the selection process, so you interview fewer people and make faster job offers.
- > Match skills, interest, and potential to job requirements, so you can retain top talent longer.
- > Ensure that individuals selected for Support Services jobs have a strong orientation toward service, teamwork, quality, and taking accountability for their work—all of which contribute to a smooth-running facility.

- > Ensure that your hiring process is legally defensible.
- > Enhance applicant acceptance of your selection process and your organization, so candidates view your organization as the employer of choice.

## THE DETAILS

The Support Services Career Battery is a tool for selecting applicants into Support Services positions. It includes three components—work-related judgement, work style and disposition, and background experience—that have demonstrated their ability to predict job performance across a range of positions within a collaborative work environment.

**Work-related Judgment items** assess candidates' problem-solving skills and judgment related to safety, quality orientation, teamwork, conflict management, and other situations relevant to support services work environments. Candidates are scored on their ability to solve problems and distinguish effective from ineffective approaches, based on how well their responses match those determined by job content experts in work roles similar to the Support Services positions. Work-related judgment items predict performance in competencies such as Decision Making and Applied Learning. Here is a sample Work-related Judgment situational item:

### Example Items (Situational):

1. Your supervisor plans to change the weekly work schedule. In the past, off days were based on employee availability. Now, off days will be decided by employee seniority. Many employees, including you, will have to change their schedules. The best you can do is:

- A. Ask your supervisor why the new work schedule will be put into place.
- B. Suggest to your supervisor that everyone could vote on the schedule change.
- C. Estimate your seniority and judge if the new changes will negatively impact you.
- D. Ask the supervisor to rethink the change because of the problems it will cause.

Here is a sample Work-related Judgment Action Benchmarking item:

1	2	3	4	5
VERY INEFFECTIVE	SOMEWHAT INEFFECTIVE	NEITHER EFFECTIVE NOR INEFFECTIVE	SOMEWHAT EFFECTIVE	VERY EFFECTIVE

Rate the effectiveness of each action in the following list for *helping to prevent accidents and maintain high levels of safety for a work area*.

1. Notifying a supervisor when you observe possible safety hazards.
2. Waiting until others comment on safety problems before taking action.
3. Sharing safety-related information with the next person using the same equipment.
4. Focusing on working as quickly as possible.

**Work Style and Disposition items** ask candidates to indicate whether they agree or disagree with a series of statements about their typical behavioral style at work. Items are presented for each of four dispositions linked to effective Support Services performance: locus of control, work quality, adaptability, and teamwork orientation. Work style and disposition items predict performance

in competencies such as Adaptability and Collaboration, as well as employee engagement and job satisfaction. Here is a sample Disposition item:

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

Rate your level of agreement with each statement.

1. I avoid making important decisions until the pressure is on.
2. I enjoy helping others succeed on the job.
3. Other people in my line of work can do my job better than I can.

4. Many of the changes I have seen at work tend to cause more problems than they solve.
5. When I make plans to do something at work, I am almost certain that I can carry them out.
6. If a new employee were working next to me, I would enjoy showing him or her the ropes.

**Background Experience items** ask candidates to answer questions about their past work-related behaviors. Candidates are scored based on the similarities between their experiences and Support Services job responsibilities. Background experience items predict performance in competencies such as Managing Work, Quality Orientation, and Safety Awareness. Here are two examples:

SYSTEM ADMINISTRATORS SET UP NEW CANDIDATES WITH USER IDS AND PASSWORDS.

The screenshot shows the 'TESTTRACK' interface. On the left is a navigation menu with options like Configuration, Admin, Candidate, Search, Add New, Activity, Bulk Add, Communication, Reports, and Requisition. The main area is titled 'TESTTRACK' and includes a 'Add New Candidate' button. Below this is a 'General Information' section with fields for Candidate ID (New), Alternate ID, Last (Doe), First (Jane), Mi, and Suffix. The Application Date is 6/2/2005 3:04:42 PM. There are dropdown menus for Selection System (Support Services Employment Inventory) and Location (Pittsburgh, PA). A 'Contact Information' section follows with fields for Address #1, Phone, and Email Address. At the bottom, there are fields for Password and Confirm Password, and a '[ Save Changes ]' button.

The screenshot shows the 'SUPPORT SERVICE CAREER BATTERY' assessment screen for 'Jay Kuchler'. It features a 'Progress Map' on the left with a grid of numbers 01-35. A 'Progress Map Key' indicates that 'XX' means 'Current Screen', a solid square means 'Completed Screen', and a dashed square means 'Incomplete Screen'. The main content area is titled 'Section 1' and contains a question about a supervisor's plan to change the weekly work schedule. Below the question are four radio button options for responses. A 'Next' button is at the bottom right. A timer at the top left shows 'time left: 00:59:55'. The footer includes the copyright notice: '© Development Dimensions International, Inc., MMVI. All rights reserved.'

A PROGRESS MAP, ON THE LEFT SIDE OF THE CANDIDATE SCREEN, AND POP-UP WARNINGS GIVE CANDIDATES VISUAL GUIDES TO THEIR PROGRESS. CANDIDATES COMPLETE THE BATTERY BY CLICKING ON THEIR RESPONSES. THEY NAVIGATE THROUGH THE SCREENS BY CLICKING ON "NEXT" BUTTONS.

You have typically set work standards that were aimed:

- A. at the same level as my coworkers.
- B. at achieving the highest quality possible.
- C. above the level of my average coworker.
- D. at completing the largest quantity of work.

The content for each of the three components was developed in partnership with employees who serve in Support Services positions, candidates for those positions, and HR and organizational leaders who hire and supervise these employees. As a result, the battery items are a fair and accurate representation of situations, competencies, and experiences associated with Support Services positions.

The scores from each of the three components are combined to determine the candidate's overall composite score.

## TARGET AUDIENCE

DDI's Support Services Career Battery is designed to quickly and efficiently identify the best candidates for maintenance, house-keeping, and food services positions for your health care organization.

## RELATED SOLUTIONS

If you are interested in the Support Services Career Battery, be sure to ask about DDI's other health care-specific tests for patient services, nursing, and health care leader positions.

## TO LEARN MORE

Take an early step to smart and fast hiring decisions and make an impact on your nursing workforce. To learn more about enhancing your hiring system, please call your DDI Account Executive, our Client Relations Group at 1-800-933-4463, or visit [www.ddiworld.com/healthcare](http://www.ddiworld.com/healthcare).

## CONTACT INFORMATION

WORLD HEADQUARTERS  
412.257.0600

E-MAIL [INFO@DDIWORLD.COM](mailto:INFO@DDIWORLD.COM)

[WWW.DDIWORLD.COM/LOCATIONS](http://WWW.DDIWORLD.COM/LOCATIONS)