



VITALS

A Weekly Safety Newsletter For Medical Transport Professionals

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Emerging Issues in Private Emergency Medical Transportation: Turnover, Demand & Selection Part2

Addressing Turnover Through Selection

"...in a recent study of 14 organizations (including international finance, energy, and health care organizations) that began using behaviorally-based structured interviews, turnover decreased an average of 44%."

To date, management researchers have compiled a long list of factors that drive turnover. According to the management research literature, turnover can be caused by many things - inadequate supervision or leadership, too much work, not enough work, insufficient career growth opportunities, and inadequate pay, just to name a few (Robbins & Judge, 2008).

These factors represent workplace-related conditions. However, based on decades of research, we also know that there are many characteristics of the employees themselves that contribute to turnover. Indeed, recent research published in a highly reputable, peer-reviewed journal indicates that employee characteristics are more powerful predictors of turnover than are workplace characteristics (e.g., Zimmerman, 2008).

Due to the heightened focus on employee factors as the primary drivers of turnover, many organizations - including transportation companies - have begun to make modifications to their selection systems and pre-employment processes in order to reduce turnover rates and lower replacement costs.

As a technique, selection first involves the rigorous, thorough evaluation of the job in order to identify the key employee specifications that an applicant must have. The importance of this process is very clear. If done correctly, selection not only identifies those individuals who have the knowledge, skills, and abilities to perform the job, but it also gives organizations an opportunity to identify those who preferentially engage in undesired behaviors such as theft and sabotage, risky behavior that leads to injuries and collisions or voluntary turnover.

While plenty of evidence exists that many organizations do not properly construct their selection systems to function nearly as well as they could (Gatewood, Field, & Barrick, 2008), the upside is that quite often selection systems can be improved fairly easily by incorporating specific research-based techniques, and thus, important organizational metrics, such as turnover, can be dramatically improved.

While many such techniques exist (e.g., assessment centers, integrity tests, biodata forms, intelligence tests, physicals, drug tests, etc.), in the next issue we will cover the two most effective types of assessments: behavior-based interviews and personality assessments. They have been used in a wide range of jobs and industries, and have been found to predict which applicants will routinely leave their jobs within a relatively short period of time.



About the Author

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