

CARE Series *Select*: Frequently Asked Questions

What is CARE Series *Select*?

Select is a unique and multifaceted caregiver pre-hire assessment. It is based on data collected from thousands of in-home caregivers across the country and it is used to help make better hiring decisions.

What tools does *Select* use to assess candidates?

- **Biodata:** Evaluates the likelihood of performance on key outcomes through questions regarding life and work experiences.
- **Dilemmas:** Identifies role readiness by examining candidates' responses to situations commonly faced by caregivers.
- **Interviews:** Generates behavior-based interview questions based on concerns identified from the assessment.

What is included in candidate reports?

Results are presented on a continuum from **green** to **yellow** to **red**. Based on the benchmark data used to develop this assessment, **green** results suggest the candidate has a higher probability of success. **Yellow** results suggest the candidate has an average probability of success. **Red** results suggest the candidate has a lower probability of success. The percentiles in the report indicate the position at which the candidate stands in the specific area compared to other caregivers across the country.

The tested areas include:

- Impression management
- Integrity
- Productive work behavior
- Retention
- Role awareness
- Safety attitude

How long does the assessment take and how many questions are there?

The assessment consists of 93 questions and takes 20 minutes to complete.

Who developed this assessment tool and how?

SilverStone Group Human Capital Consultants developed this assessment tool in several stages. Through research and discussions with owners, hiring managers, care directors and high-quality caregivers, we gathered information on behaviors, work styles and personality traits critical to success as an in-home caregiver. We then assessed some of the top caregivers across the country to set a benchmark against which future candidates could be compared. Since that original study, thousands of in-home caregiver candidates have completed the assessment. Examining the relationships between item responses and detailed, independent evaluations of job performance, turnover and workers' compensation claims has allowed us to hone our proprietary algorithm into a highly predictive tool. Our commitment to research and the level of rigor we use to create validity evidence far surpasses that of other hiring tools.

How are candidates evaluated?

Assessment results are based on research conducted on thousands of in-home caregivers and is based on relationships established between the items and a detailed, independent assessment of job performance, turnover and workers' compensation claims. Results are presented on a continuum from **green** to **yellow** to **red**. The percentiles in the report indicate the position at which the candidate stands in the specific area compared to other caregivers across the country.

How do I administer the assessment?

Once we provide you with your login information, you will be able to access the online dashboard. From there, you will be able to add candidates, send them reminders, check their completion status, add interview notes and view and/or download their reports upon completion.

How do candidates complete the assessment?

Once you add candidates to the online dashboard, they will receive a link in their e-mail to complete the assessment. The assessment can be completed on a computer, tablet or mobile device. We suggest candidates use Mozilla Firefox or Google Chrome.

Will candidates see their results online once they have completed the assessment?

No. Only the hiring manager will be able to view the results.

Can I see candidates' answers to the questions?

Unfortunately, we do not provide the full details of the assessment. We want to maintain the integrity of the assessment and discourage people from the liability of making hiring decisions based on specific questions/answers to individual items.

Should I hire only green candidates?

Not necessarily. *Select* serves as an important data point that *complements* other selection techniques (e.g., background checks, references and interviews). If the candidate's *Select* results point to yes, but all other signs point to no, you might reconsider moving forward with that candidate. Furthermore, yellow candidates – those who are considered to have an average probability of success – may still be good caregivers. It is worthwhile to follow up with interview questions to further investigate areas of concern. And oftentimes, the marketplace does not allow us to be as selective. Ultimately, through your use of this assessment, you will learn what you are willing to forego and manage through the onboarding process and, alternatively, those characteristics that are non-negotiable.

Is there a way to tell whether or not people are faking the assessment?

Select includes an impression management scale, which shows the likelihood a candidate answered the questions falsely to make a good impression. If a candidate scores red or yellow on impression management, you should carefully scrutinize their responses. In this case, all interview questions will be generated so you can follow up on each area.

At what time in the hiring process should I utilize CARE Series *Select*?

We propose the following order:

1. Advertise/recruit
2. Review job applications and conduct pre-screen interviews
3. Administer CARE Series *Select*
4. Hold face-to-face interviews
5. Offer employment with contingencies (e.g., upon passing a background check, drug test and motor vehicle report)
6. Administer CARE Series *Match* during orientation/training

Why should I spend money on this assessment? I think my staff does a pretty good job of hiring.

There are several benefits of using *Select* beyond providing objective data benchmarks (which humans are notoriously bad at through the use of interviews):

- It increases the quality of caregivers hired, which directly increases revenue and enhances your company's reputation.
- It reduces turnover and associated costs. Retention is important for three main reasons:
 - Increased margins: On average, the direct cost of turnover for hiring one poor caregiver is \$2,500. Costs of turnover include recruiting, interviewing, administration, supervision, training and separation. By retaining just four more employees using *Select*, you add \$10,000 to your bottom line.
 - Company reputation: Increasing retention helps ensure that your clients receive consistent, reliable care, thereby increasing client satisfaction, loyalty and referrals.
 - Employee satisfaction: Caregivers who work in a high-turnover environment often experience heavier workloads because they spend more time helping new caregivers learn the role and adjust to the client, or have to fill in for missing caregivers. High turnover also causes added stress for office staff.
- It minimizes risks and reduces workers' compensation claims by assessing candidates' attitude toward safety.
- It saves you time and money by quickly eliminating candidates who are not worth interviewing, hiring or training.
- It reduces training and development costs by helping you hire better candidates.
- It provides a realistic job preview by presenting candidates with job-related scenarios. Realistic job previews can lead to greater employee satisfaction and consequently, decreased turnover.
- It offers a unique selling point to clients, which differentiates you from your competition and enhances your company's reputation.

I need to see a return on my investment to justify spending money on this, so how do I know for sure that this will have a positive return on investment?

On average, the direct cost of turnover for hiring one poor caregiver is \$2,500. In 2015, the average rate of turnover for caregivers was 59.7%, and that number continues to rise (Home Care Pulse, 2016). Therefore, you can save your company a lot of money by reducing turnover.

For example, if your company employs 40 caregivers and has an annual turnover rate of 50% (keeping in mind that the average cost of turnover for each employee is \$2,500), your total annual turnover costs would be \$50,000!

Reducing that turnover by just 10% (four better hires) saves your company \$10,000 per year. That is where *Select* can help.

For instance, assuming \$2,500 turnover costs per employee, our assessment helped one large caregiver client reduce turnover by 39%, saving the company \$85,000! CARE Series *Select* can help you do the same.

How does *Select* compare to other assessments out there?

- *Select* is based on rigorous research focused specifically on in-home caregivers. Most other assessments are off-the-shelf measuring factors that are not as predictive of success in an in-home caregiving setting. Some assessments focus on the healthcare industry, but often assessments designed for facility caregivers are not suitable for hiring in-home caregivers because caregiving in a facility versus in-home requires different characteristics and attitudes.
- *Select* uses a multi-method approach with three types of selection techniques (biodata, situational judgment tests and behavior-based interview questions) to determine whether candidates are likely to be successful. This approach results in stronger predictive validity than other hiring assessments because conclusions are based on multiple data points.
- *Select* provides a benchmark to compare your candidates with the ideal caregiver and the thousands of caregiver candidates who have completed the assessment previously. Other assessment companies charge you to create your own benchmarks, taking up more of your time and money.
- *Select* includes an impression management scale to help you identify candidates who may be answering questions falsely to make a good impression.
- *Select* does not demonstrate adverse impact (i.e., it does not discriminate against protected groups) and uses work-related questions that demonstrate a relationship to job performance. Many hiring assessments measure critical thinking (a byproduct of IQ), which will discriminate against minorities, particularly African Americans.

Is *Select* thoroughly tested and validated over time?

Select is a new assessment based on proven science and great research. We have demonstrated face validity, content validity, concurrent validity and predictive validity. We regularly analyze the data and compare it to turnover, performance and workers' compensation numbers we receive from our carriers and clients to ensure and enhance an already robust tool.

Does *Select* satisfy legal requirements?

As part of our validation process, we ensure the test meets the stringent guidelines set by the Office of Federal Contract Compliance Programs and that it does not demonstrate adverse impact.

Is the assessment ever wrong?

Of course. Even the best assessment battery, utilizing multiple methods might account for 70% of the variance in performance. That is why hiring the right person is so difficult! However, by utilizing multiple methods, you greatly increase your odds of selecting the best caregiver (and avoiding the worst).

How much does *Select* cost?

The cost is based on the number of active caregivers employed. Our costs are competitive with other tools in the market, but you will find our product to be superior.

Is there a setup cost?

No. In fact, we provide training and other resources to help you get started at no additional cost.

How do I get started?

Call 402.964.5720 or e-mail assessment@ssgi.com to ask us about signing up for a free 30-day trial of CARE Series *Select*!