

Selection, Promotion and Retention

Legendary management consultant Peter Drucker said, "Studies of (hiring or promoting) decisions about people show that only *one-third* of such choices turn out to be truly successful."^{*}

Whether faced with a need to increase the number of recruits and placements or when forced to downsize, it is critical to have an accurate assessment of talent to effectively recruit, select, promote and retain talent.

In partnership with a branch within a government agency, Talent Plus and Point One developed an interview to identify talent in candidates applying for further advancement. Over a six-year period, Talent Plus has conducted and analyzed 1,102 interviews.

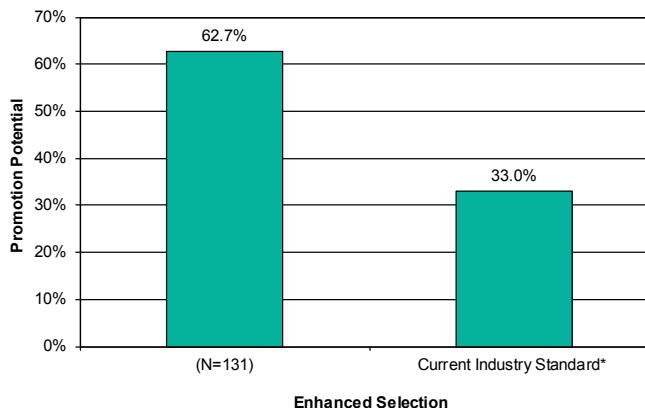
By studying those identified as highly successful and comparing them to those less successful within this government agency, Talent Plus was able to determine a set of nine themes (recurring patterns of thoughts, feelings and behaviors consistent over time, characteristic of natural ability or talent). The outcome of this study was a scientifically validated, structured interview based on these themes intended to predict success.

This interview clearly demonstrates that predicting future promotions is achievable. This structured interview improves this agency's selection approach which includes academic potential (grade point average, Distinguished Graduate Status and scores from SAT, ACT, etc.)

Creating a pipeline of highly talented, retainable associates begins at the time one applies for advancement. Keeping an eye on talent, spending time developing talent, and creating an advancement path will be critical in their promotion and retention.

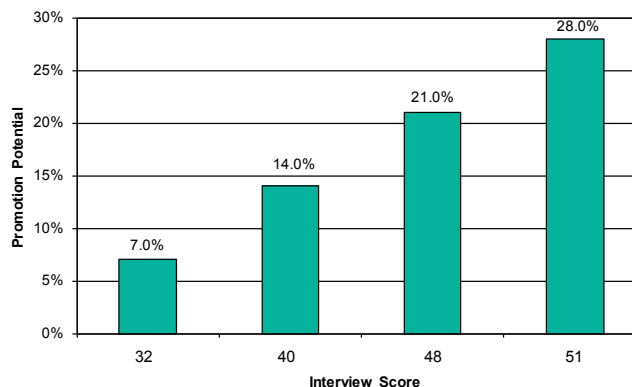
INTERVIEW DOUBLES RATE FOR SELECTING SUCCESS

This agency could double the rate of candidates who become successful in their advancement through the use of the developed interview. The interview prediction rate for promotion potential is more than 62 percent, compared to an industry standard of 33 percent.*



HIGHER INTERVIEW SCORES INDICATE HIGHER PROMOTION POTENTIAL

An analysis of this interview's results for a subset of 131 studied within this agency revealed higher scores on the interview increased the likelihood of receiving a promotion. Candidates who scored 51 (the highest score on the interview) were 28 percent more likely to be promoted among those who exceeded the recommended total interview score criterion. On the whole, those who completed the interview with a score of 31 or more (out of a total of 51) were 2,676 percent more likely to be promoted as compared to the group who scored below 31.



This six-year study indicates this government agency could nearly double their ability to accurately predict promotion potential of those entering their training programs. Early identification would stem the loss of identified talent through time, losing them due to dissatisfaction in assignments and perhaps eventually losing them to other employment outside the government.

*Harvard Business Review, Vol. 82, No. 6, June 2004