

Predicting Bank Teller Performance

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THE SCIENCE OF PERSONALITY

Introduction

Hogan collaborated with a U.S. financial institution with a diversified portfolio of banking, wealth management, and insurance solutions. We revalidated the Bank Teller selection profile, which includes scales from the Hogan Personality Inventory (HPI; a measure of day-to-day behavioral characteristics) and the Motives, Values, Preferences Inventory (MVPI; a measure of key motives and drivers). Our profile revalidation process focused on maintaining predictive relationships with Bank Teller performance and ensuring balance in pass rates across demographic groups. As a result, we optimized the original Hogan profile to allow for a better combination of the personal characteristics and values needed to predict Bank Teller job performance.

The optimized Hogan profile selects Bank Tellers who are proactive about engaging customers (moderate HPI Ambition), are process focused (lower HPI Inquisitive), prefer hands-on learning (lower HPI Learning Approach), and value relationships and belonging (higher MVPI Affiliation). The optimized profile also places emphasis on interacting with others (higher HPI Sociability), balancing individual success with the greater success of the team (lower MVPI Power), and balancing customer relationships with the bottom line (lower MVPI Commerce). This new blend of personal characteristics and values aligns well with the changing nature of the teller-customer relationship; one that requires a greater sales drive and a push toward building strong relationships with the bank’s customers.

Results

We compared the optimized profile to several performance indicators, as seen in the table below. The highlighted cells demonstrate the strength of the relationship between the Hogan profile and supervisor ratings of Bank Teller job performance.

Performance Outcome	Average Scores by Fit Level			Obs. <i>r</i>	Corr. <i>r</i>
	Low Fit	Moderate Fit	High Fit		
Overall Job Performance	3.99	3.92	4.13	.22*	.31*
Model Behavior	3.72	3.87	3.94	.21*	.29*
Thinking of Leaving	2.17	2.17	2.28	.16	.22*
Time to Contribute	2.57	2.54	2.58	.17	.24*
Exemplifies Org. Values	3.96	4.06	4.11	.19*	.26*
Work Attitude	4.26	4.26	4.38	.17	.24*
Intrapersonal Skills	4.09	4.10	4.26	.18*	.25*
Makes Referrals	3.55	3.40	3.70	.18*	.25*
Makes Referrals on Customer Needs	3.53	3.50	3.62	.13	.18*
Referral Program Positive Attitude	3.68	3.71	3.83	.19*	.26*

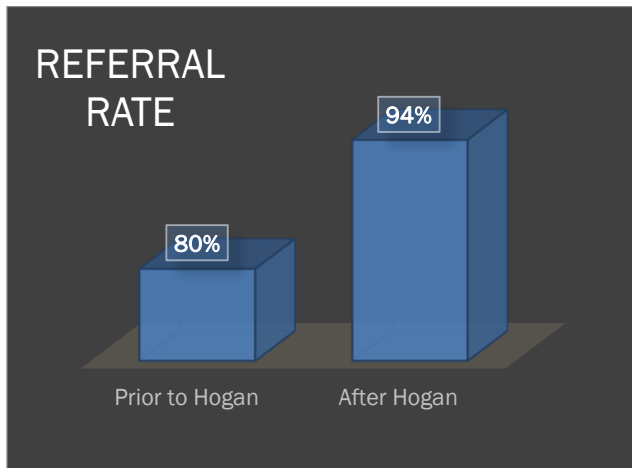
Note: Low Fit *N* = 69; Moderate Fit *N* = 56; High Fit *N* = 43; Obs. *r* = Observed Correlation with Updated Profile; Corr. *r* = Correlation with Updated Profile Corrected for Criterion Unreliability; *Correlation is significant at .05 level.

Profile Performance

Overall, Hogan profile results were significantly related to a variety of key performance indicators. Furthermore, our results indicated that current Bank Tellers identified as high fits:

- Achieved higher supervisor ratings on all 10 dimensions of Bank Teller job performance
- Were 3X more likely to be rated as top performers
- Were 2X more likely to exemplify organizational values and have a positive work attitude
- Were 2.5X more likely to make referrals

Going beyond the strong relationship between the Hogan profile and supervisor ratings of job performance, we also received Return on Investment (ROI) evidence from the client. These ROI findings show the true power of the Hogan profile when employed within a real-world setting.



Bank Tellers are tasked with identifying customer needs and making product referrals based on these needs. An increase in referral rate contributes to higher revenues for the bank.

Bank Tellers need to minimize annual losses due to drawer shortages. These savings show drastic improvement to the bank's bottom line.

