



MAKING A BETTER HIRE WITH PREDICTIVE INDEX®: RISING MEDICAL SOLUTIONS' EMPLOYEES THRIVE

About Rising Medical Solutions:

Based in Chicago, IL, Rising Medical Solutions provides medical cost containment, care management and financial services to the workers' compensation, auto, liability and group health markets. Rising Medical Solutions, led by Founder and CEO Jason Beans, was created to streamline the interaction between the medical and financial communities, building efficiencies into the healthcare payment system. Rising boasts incredible growth in recent years. Since 2005 the company has grown 575% in headcount, and it also has been on the Chicago Crain's Fast Fifty list for four consecutive years and the Inc. 5000 for six years. With a strong corporate culture built around core values and the leadership team's dedication to true "talent management" (rather than "traditional HR"), Rising's employees and business results have flourished.

Situation:

Rick Thompson, VP Talent Management and Administration at Rising, joined the organization in 2005 when it had fewer than 50 employees. "At the time, Rising was using a different assessment instrument for hiring which was similar to an intelligence test. It took quite a bit of time to complete and I found it kind of intimidating. Although I was excited for my new role, the test gave me a negative first impression. The more I used it the more I felt it wasn't a very good indicator of potential job or cultural fit. There's a lot more to it than how smart someone is or how good at test-taking. I also wondered what other new employees felt like as they were screened. So, I did some research for a replacement assessment."

Rising serves the insurance industry, which is going through many changes due to increasing costs and healthcare reform. Its most hired roles include high-demand professionals that review workers' compensation and auto medical claims, Utilization Review Nurses, and IT professionals like Developers, Business Analysts, and Quality Control Analysts. To grow, it was necessary that they hire and retain more of these professionals.

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Rick Thompson, VP Talent Management and Administration, Rising Medical Solutions.



Rick's research ultimately led him to PI Worldwide, the global provider of Predictive Index®, and The Oliver Group, with consultants in the Chicago area. The Predictive Index is a scientifically valid, reliable assessment that measures the motivating behaviors and needs of individuals to help organizations optimize their people. He says, "I've found the PI® a very valuable tool. The more we use it, the more I'm impressed with it. Time and again over several years, the people who have taken it are surprised at how accurate their results are. By keeping the focus on potential job fit, PI takes some of the emotion out of hiring decisions. It's not so much about 'liking' people, as having data to support job and cultural alignment. It's also less threatening and easier to administer than the instrument we used before."

Implementation

Rising first used the Predictive Index with its executive team, who saw value in the tool. Rising soon entered into an agreement with The Oliver Group to use Predictive Index throughout the organization. "One thing I really like about PI is that with our license, we don't have a per-person fee, so we can use it as much as we want in the company and with job candidates."

Once on board as a client of The Oliver Group, Rick and another member of his team attended a two-day training session to become PI analysts. "The training was highly interactive and gave us a lot of confidence to interpret PI results." Rising then began sending the PI to every prospective employee who came in for a face-to-face interview. "It gives Hiring Managers areas to explore during interviews—for instance, if we are hiring for a Quality Control Analyst role and the candidate's PI survey says she's not detail-oriented, it greatly benefits our managers to probe and find out more about how that person adapts to and executes in those situations requiring a high amount of detail."

As Rising increased its use of the PI, and it became a crucial part of the company's hiring process, they began to see value beyond recruiting. So, they decided to have every employee complete one. According to Rick, "It's a great tool for self-awareness, teambuilding, and conflict resolution. Every employee has a profile on our intranet with a link to their PI® results. Employees can opt out of having their PI viewed by everyone else, but so far, with over 200 employees, no one has opted out."

After using the PI to improve interviews and having all employees complete one, Rising began to utilize the Performance Requirement Options™ (PRO), a behavioral hiring benchmark that helps compare actual profiles to "ideal" ones for various positions. This helps employers improve the hiring success rates for its most frequently hired positions. The Talent Management Team at Rising also uses the PI for coaching employees, especially those who are frustrated in their current roles. Rick recalled a recent situation where he counseled an employee to find a different role within the organization, which that person successfully did, resulting in less frustration for him and his supervisor. For conflict resolution, Rick and his team ensure that all parties in conflict review their PI surveys to foster understanding before moving into mediation techniques.



Results

Rising found success using the PI to screen prospective employees and incorporating the Predictive Index into team building exercises and the conflict resolution process. The company grew nationally in headcount by 20% between 2012 and 2014. During that time, they:

- Created a Hiring Success Scorecard where managers could, 90-days post-hire, rate their new employees and also answer whether they'd rehire that person again. In a two year period, the hiring success rate went from 85% to 95%.
- Improved 90-day retention rates from 80% to 95% in two years.
- Improved from 80% to 85% of managers giving their new hires a score of A or A+ in two years.

Today Rising is positioned for additional growth, as new services are offered and new clients are added. "With an increasing number of open positions to fill, we are making even more use of the PI. It has become an essential part of our selection and employee development process, and has contributed to our ongoing success," says Rick. "I'm looking forward to continuing to find ways to make even better use of the PI, and am grateful for the ongoing support and expertise from The Oliver Group as we do that."

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