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## Article: Simple Candidate Pre-screening Cuts Hire Failures In Gaming Operation.

Source: Profiles International *Employer's Advantage* Newsletter  
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The focus of this case study is a gaming operation. It includes a large casino with restaurant and entertainment venues, a substantial hotel and an adjacent RV park – with expectations of future growth.

Located on a major Highway, the development is in a rural environment with a very limited employment pool. For years, the area's economy rested on the timber, mill and mining industries; the collapse of those industries resulted in out migration and further shrinking of the population of available workers.

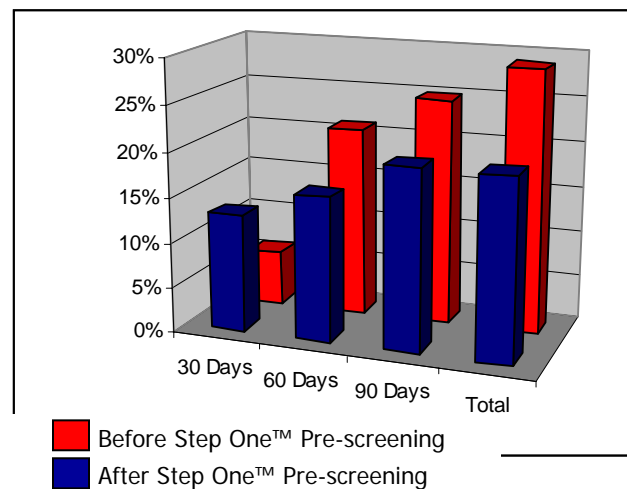
The challenge for the HR team included recruiting an adequate supply of workers and finding workers with the qualities required to succeed in the 24-hours/day, seven days/week environment of gaming. In addition, integrity of workers is essential in a cash-rich environment.

The baseline group for this case study consisted of the last 100 employees hired prior to the beginning of the assessment program. In this group, failure rates were compiled for 30, 60 and 90- day cumulative failures over the study period. 'Failure' was defined as leaving employment with the operation for any reason.

In the beginning the study period, every applicant selected as eligible for an interview completed the Step One Survey™, an honesty – integrity – work ethic assessment. The S.O.S. also includes a measure of distortion – the level to which the applicant has exaggerated answers (or not!). A criterion level was adopted based on research using the S.O.S. assessment in similar employment settings.

The assessment *reports* provided useful interview questions to investigate any negative indications in the results. Over the six-month study, 302 assessments were administered and 155 hires were completed.

### Effects of Step One Survey™ Assessment on Bad Hires



The assessments helped managers to balance the desirability of individual candidates with the necessities of the operation and the reality of the pool.

Further indication of the dilemma managers faced is provided by the nature of the failures – less than 10 percent of the people who left were under involuntary terms.

Results of the study are summarized in the above chart. While short term (30-day) failure rates were higher with the use of assessments, overall hire failures dropped in every single category and were reduced by 33 percent overall. Presumably, short-term failure rates are attributed to good hires, but poor job-matches.

Based on a cost-per-hire of \$3,000 (which is frequently used in the hospitality industry), this represents an 855% return on investment.