1. Why do employees leave?
   • Termination
   • Non-renewal
   • Transfer
   • Quit
   • Many reasons, from both sides:
     o Personality conflicts
     o Unreliable
     o Can’t learn job tasks
     o Lacking job satisfaction
     o Under perform
     o Theft
     o Unproductive
     o Unmotivated
     o Better opportunities elsewhere
     o And many more...

2. Turnover is on the rise
   • U.S. Bureau of Labor Statistics: voluntary turnover in all positions at educational institutions is at 18%
   • National Commission on Teaching and America’s Future: average national teacher turnover is 16.5%
     o Doubled in the last 15 years
     o Over 20% in many school districts
     o Outpaces student turnover in some districts

3. Turnover is expensive
   • National Commission on Teaching and America’s Future: turnover costs America over $7.3billion each year
   • Many financial costs:
     o Salary
     o Benefits
     o Professional development/training
     o Paying temps/subs
     o Re-advertising
     o Time spent interviewing replacements
     o Possible attorney’s fees and union issues
   • Many other costs:
     o Time of supervisors and HR staff: disciplining, interviewing, etc.
     o Quality of student experience and education
     o Level of parental satisfaction
     o Happiness of other staff members who have to cover for lost or underperforming employees
     o Student and employee morale
   • All of these costs can be reduced if you start with a good hire

4. The traditional hiring process is not conducive to finding a good hire.
   • Cannot predict employee performance
   • Is not fast
   • Is not objective
   • Is not legally defensible
   • Is not successful
5. Proven tests are the most predictive measures of employee success.

- Percent increase in overall validity of selection process when adding a Cognitive Ability Test to a selection process compromised of:

<table>
<thead>
<tr>
<th>Test Type</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Samples</td>
<td>17%</td>
</tr>
<tr>
<td>Job Knowledge Test</td>
<td>21%</td>
</tr>
<tr>
<td>Structured Interview</td>
<td>24%</td>
</tr>
<tr>
<td>Unstructured Interview</td>
<td>45%</td>
</tr>
<tr>
<td>Biodata</td>
<td>49%</td>
</tr>
<tr>
<td>Integrity Test</td>
<td>59%</td>
</tr>
<tr>
<td>Personality Test</td>
<td>94%</td>
</tr>
<tr>
<td>Reference Checks</td>
<td>119%</td>
</tr>
<tr>
<td>Job Experience</td>
<td>200%</td>
</tr>
<tr>
<td>Years of Education</td>
<td>420%</td>
</tr>
</tbody>
</table>

- Personality tests, when used to measure job-specific traits, are a good predictor of job success
- Reliability tests can predict and substantially reduce counterproductive job behaviors
- Skills tests measure a person’s existing abilities and can reduce necessary training and time-to-output for new employees

6. Proven employment tests meet the necessary criteria for use in HR

- They are fast
- They are objective
- They are legally defensible
- They are successful

7. Surveys are excellent ways to keep your good hires

- 46% of turnover happens in the first 18 months on the job. Survey your new employees to understand their expectations and reduce turnover.
- Survey your best employees to shape your employment strategy. Keep them, and find more like them.
- Survey your exiting employees to discover why they’re leaving and hopefully prevent the loss of other good employees.

By integrating valid, proven tests and well designed surveys with your existing hiring process you can experience higher productivity and reduced turnover.

Contact:
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Reducing Turnover, Predicting Success: Tools for More Effective Hiring

Sources


Alliance for Excellent Education. *Teacher Attrition: A Costly Loss to the Nation and to the States*. s.l. : Alliance for Excellent Education, 2005.


