Industry Spotlight
Industrial Metals & Mining

HOGAN
▶ Talent Analytics

Introduction

Industrial metals and mining organizations face pressure on multiple fronts. First, they're navigating supply-chain disruptions and increased demand for metals.[1] Second, they're adopting more technologies after a decade of underinvestment.[2] Finally, they're shifting to ESG strategies in pursuit of net-zero carbon emissions and other sustainability objectives.[2]

Talent is central to managing these shifting priorities. Yet talent presents challenges as well. Baby boomers are exiting the labor force in droves, while many members of Gen Z perceive metals and mining to be dangerous.[3,4] Meanwhile, adoption of new technologies—including nonhumanoid robotics, the internet of things, and data analytics—is one reason why mining organizations today need to reevaluate their talent strategies.[5]

What's required of employees is evolving, and competence must be prioritized over experience.[6,7] While reskilling and upskilling are a key part of your talent management strategy, expecting employees to learn all the new required skills may not be enough. Instead, finding new, diverse talent will be critical, as will competing for talent with companies outside your industry. Specifically, you need to attract and hire digitally savvy people who will have the right qualities to succeed within your organization—for example, embracing challenges, valuing teamwork, or remaining composed under stress. A combination of technical and noncognitive skills is essential to outlasting the industry's transformation.

Fortunately, you're not on your own. As an international authority in the science of personality, Hogan helps organizations maximize the fit between applicant skills and job roles, improve retention, increase productivity, eliminate bias in hiring, ensure new hires are aligned with organizational culture, and inspire employees to do their best.

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Grounded in more than 40 years of research, Hogan's comprehensive suite of talent acquisition and development solutions are based on three core personality assessments:

▶ **Hogan Personality Inventory (HPI)**
A measure of personality characteristics needed for everyday job success, building effective teams, and developing future leaders.

▶ **Hogan Development Survey (HDS)**
A measure of counterproductive personality characteristics that have the potential to derail otherwise successful and long-lasting employees.

▶ **Motives, Values, Preferences Inventory (MVPI)**
A measure of core values and motivators that reflect job satisfaction, alignment with organizational culture, and future success within the organization.

Our personality assessments are the industry standard for predicting future job performance among working adults across industries and around the world, and the insights they provide have helped countless human resources professionals and industrial-organizational psychologists ensure that the right people are in the right roles. Check out the following five case studies to learn more about how our solutions have helped organizations in the industrial metals and mining industry resolve the challenges they face and achieve their objectives.

Hogan's personality assessments are the industry standard for predicting future job performance.
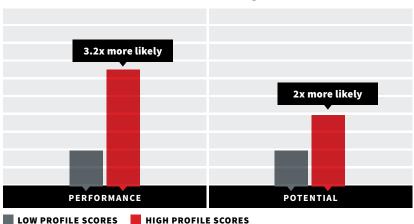
1

Identifying High-Potential Leaders

Hogan and HR Tools, an authorized distributor in Mexico, partnered with a mining company that wanted to use personality to identify high-potential leaders.

Administering the HPI, HDS, and MVPI, Hogan collected personality data from the mining company's employees. Using the personality data alongside job performance data, Hogan pinpointed the characteristics most predictive of success in the role. Then, the researchers created a personality profile to identify high-potential leaders who take a strategic approach to solving business-related problems and building their networks.

Research showed that the mining company could use the profile to predict both performance and potential more effectively. Employees scoring high on the profile were **3.2 times more likely to be rated as top performers** and **two times as likely to be high potentials**.

▶ **Performance and Potential Ratings**

3.2x more likely

2x more likely

PERFORMANCE

POTENTIAL

■ **LOW PROFILE SCORES**   ■ **HIGH PROFILE SCORES**
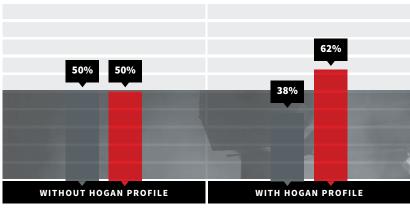
Hiring Successful Miners

A US steel and mining company asked Hogan to help improve its talent selection process for miners. Miners operate underground machinery to load ore, rock, and overburden onto shuttles or conveyers. They also perform routine maintenance and repairs on mining equipment and strictly adhere to safety best practices.

Working with the client, Hogan conducted job analysis research and determined which personality characteristics would be most predictive of success for miners at this company. Then, Hogan put together a personality profile focused on composure under stress, detail orientation, dependability, and cooperation.

Hogan's research indicates the company will see a **24% improvement in selection accuracy** when using the profile to hire miners.

▶ **Improved Selection Accuracy**

50% 50% | 38% 62%

WITHOUT HOGAN PROFILE | WITH HOGAN PROFILE
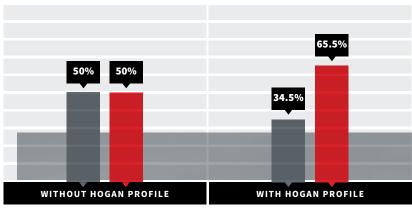
■ BAD HIRE SELECTION ■ GOOD HIRE SELECTION

3

Selecting Effective Engineering Managers

Hogan collaborated with a global mining, metals, and petroleum company to help improve its selection process for engineering managers. Engineering managers lead, plan, and coordinate engineering operations for the company.

After conducting job analysis research, Hogan developed a personality profile featuring characteristics most predictive of success among engineering managers. These include composure under stress, detail orientation, and adherence to rules and procedures. Effective engineering managers also tend to be self-reliant, driven by achievement and science, and willing to accept challenges.

Hogan's extensive research on the relationship between personality and job performance indicates that the company will see a **31% increase in selection accuracy** when using the profile to hire engineering managers.

▶ **Improved Selection Accuracy**

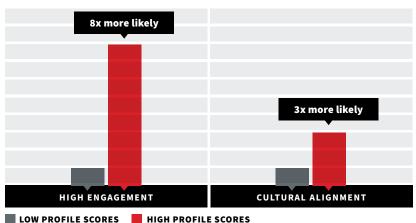|	
50%	50%
	65.5%
	34.5%
WITHOUT HOGAN PROFILE	**WITH HOGAN PROFILE**

■ **BAD HIRE SELECTION**　■ **GOOD HIRE SELECTION**

4

Enhancing Trainee Selection

A steel producer partnered with Hogan and Ateliê, an authorized Hogan distributor in Brazil, to improve its selection process for a corporate trainee program.

Hogan collected supervisor ratings and MVPI data for employees who had previously participated in the program. Using these, Hogan created a selection profile to identify trainee applicants who would be likely to succeed within the company's culture. Hogan found that trainees within the program should value achievement, analytical problem-solving, teamwork, business and financial issues, and maintaining established standards.

Compared to trainees who scored low on the profile, those who met the profile were **eight times more likely to be rated as highly engaged** at work and **three times more likely to be rated as aligned with the organization's culture**.

▶ **Engagement and Cultural Alignment**

8x more likely

3x more likely

HIGH ENGAGEMENT

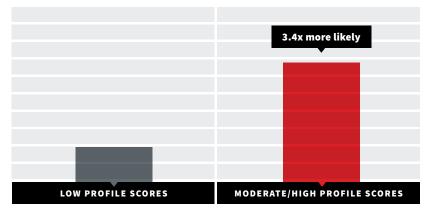CULTURAL ALIGNMENT

■ LOW PROFILE SCORES   ■ HIGH PROFILE SCORES

5

Selecting High-Performing Construction Supervisors

A multinational mining, metals, and petroleum company wanted to use a competency-based approach to selecting new construction supervisors.

Hogan collaborated with the company to conduct job analysis research and determine the competencies most important for the role. After that, Hogan developed a success profile to identify high-performing construction supervisors who are resilient, self-confident, achievement oriented, dependable, organized, insightful, resourceful, and open-minded.

Construction supervisors who scored moderate or high on the Hogan profile were **more than 3.4 times as likely to be high performers** compared to low scorers.

▸ **Higher Overall Performance**

3.4x more likely

LOW PROFILE SCORES

MODERATE/HIGH PROFILE SCORES

Let Us Help

These case studies demonstrate how scientifically valid personality assessments can transform talent acquisition and development strategies for various types of job roles throughout the industry. Whether your organization is dealing with a talent management problem such as high turnover or vacant positions, or if you simply want to improve employee performance and productivity, we can help. Hogan has been partnering with metals and mining organizations for decades to help them solve problems and achieve their goals. Get in touch with us today to explore potential solutions.

To learn more about Hogan, visit __hoganassessments.com__ or call us at +1.918.749.0632

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