

## CHALLENGES

- Inability to assess candidate behaviors
- Inconsistencies in hiring process
- Challenging to compare candidates and determine cultural fit

## RESULTS

- Add structure and consistency in the interview process
- Provide applicants with a positive experience
- Present candidates who are a good cultural fit
- Make more informed hiring decisions
- Maintain employee development plans for leaders



# CSIG Holding Company Uses Behavioral Assessment Software from HealthcareSource to Hire and Retain the Best Employees

Since its beginnings, CSIG Holding Company has been committed to its mission of appreciating and inspiring people, both its employees and those they serve. This is critical given the fact that 70% of the senior population in the U.S. requires some form of long-term care according to the U.S. Department of Health and Human Services. In turn, this triggers the need for a projected 1.2 million new employees in this industry by 2025. To effectively assess candidates and develop its employees, CSIG calls upon HealthcareSource Staff Assessment<sup>SM</sup> and HealthcareSource Leadership Assessment<sup>SM</sup>.

## Elevating the Experience for Employees and Seniors

When Susan Theakston was brought on as the Director of Talent Acquisition for CSIG in June 2015, the company was hungry for a tool that would enable more consistency in the hiring process. Leadership was driven to ensure a better hiring process, particularly within its senior living division.

CSIG understands how important the delivery of service is to both the experience of the seniors it serves and its own employees. In fact, the company's CEO is so committed to delivering a level of service that ensures its employees and senior residents are celebrated, that he insists the company will stop growing if growth compromises this mission.

As of yet, the company has not had to halt its expansion. In fact, it hires an average of 700 new employees annually. But when CSIG makes those hires, it wants to ensure they fit the organization's Hire 1440 culture. Central to this culture is a focus on creating the absolute best experience with every person, in every interaction, every 1,440 minutes of every day.

## Staying True to the Mission

To ensure continued growth while staying true to its mission, CSIG needs to bring the right people onboard. To that end, it wanted a way to gauge candidate attitudes and behaviors during the interviewing process. Having used HealthcareSource<sup>®</sup> solutions for many years while working for two other organizations, Theakston immediately suggested her new employer consider Staff Assessment along with Leadership Assessment. "The tools align perfectly with CSIG's mission, right down to our pillars," explains Theakston.

For example, one CSIG pillar is "Dream Big," which aligns with the assessment around innovative thinking, openness to change, teamwork, and adaptability. Another pillar is "Enjoy It," which maps well to questions around self-confidence, achievement orientation, and openness to learning.

## Relying on a Proven Vendor and Solution

According to Theakston, the implementation of the HealthcareSource solutions went smoothly. In addition to conducting webinars and role-playing to educate leaders on using the new tools effectively, Theakston spearheaded a three-month pilot in two areas of the organization. When the pilot proved successful, Theakston went live with the tools across the entire organization.



Within a short time, all 150 hiring managers and the entire talent acquisition team were using Staff Assessment and Leadership Assessment on a regular basis. And the tools are enabling CSIG to accomplish what it set out to do: make more informed hiring decisions.

### Adding Structure and Consistency to Interviewing

As Theakston explains, the HealthcareSource tools have given CSIG the much-needed structure and consistency in the interviewing process across all candidates. This provides applicants with a positive experience of a well-organized company, while also allowing CSIG to effectively compare prospective employees. Because the talent acquisition team can now more deeply assess each candidate, it presents to hiring managers the ones it is confident are a good fit for the company.

The responses to a survey CSIG conducted across its hiring managers show the impact of the HealthcareSource solutions. Managers feel the interview process is more streamlined because they are guided with questions and can anticipate the best responses. At the same time, they are shown red flags when a candidate's response indicates a potential issue. "Staff Assessment is particularly valuable for those managers who do not interview frequently or are new to the process. The tool gives them more confidence about the interviewing process," says Theakston.

### Taking Employee Development to New Levels

At the same time, CSIG takes advantage of Leadership Assessment to further build out and fine-tune employee development plans on a case-by-case basis. The talent acquisition team maintains active development plans for all company leaders and is now using the tool to provide those for each employee. "We want people to feel engaged and see that there is a career path here for them. We take this very seriously, and Leadership Assessment makes it much easier for us to succeed with this initiative," concludes Theakston.

## ABOUT CSIG HOLDING COMPANY

**Location:** Brighton, Michigan

**Overview:** CSIG Holding Company, founded in 2002, provides shared services across three key areas: business consulting, healthcare and senior housing. The company also provides financial services in the areas of cash management, financial reporting, forecasting, accounts receivable, invoicing, and accounts payable. As of October 29, 2014, CSIG Holding Company operates as a subsidiary of Hockey Investments, L.P.

**Employees:** Approximately 1,500

**HealthcareSource Solutions:** Staff Assessment<sup>SM</sup>, Leadership Assessment<sup>SM</sup>



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#### About HealthcareSource

With more than 3,000 healthcare clients, HealthcareSource is the leading provider of talent management solutions for the healthcare industry. The HealthcareSource Quality Talent Suite<sup>SM</sup> helps healthcare organizations build a Patient-Centered Workforce<sup>SM</sup> by selecting, aligning, continuously developing, and retaining highly-engaged people. The company's cloud-based platform of software, content, services and analytics includes applicant tracking, reference checking, behavioral and skills-based competency assessments, compensation analysis, performance and learning management, eLearning courseware, education and advisory services. A private company focused exclusively on the healthcare industry, HealthcareSource consistently earns high marks for client satisfaction and retention. HealthcareSource has been regularly ranked as a leader by KLAS Research for Talent Management, in addition to recognition in Healthcare Informatics 100, Modern Healthcare's "Healthcare's Hottest," Inc. 500|5000, Deloitte Technology Fast 500, and Becker's "150 Great Places to Work in Healthcare" list.