

Case Study:

Sparebanken Hedmark
Norway

A Strategic Tool for Human Resource Development

Sparebanken Hedmark has been a client of PI Europe, a PI Worldwide® member firm, since 1982. At the time, behavioral assessment tools were not commonly used by the Norwegian financial and banking industry. Sparebanken Hedmark began using the Predictive Index® (PI®), along with the Performance Requirement Options tool (PRO), which profiles the behavioral requirements of the job, to assure quality in the recruitment and selection of its employees. Soon after deploying the tool, the bank's HR Director, Eldar Kjendlie, was amazed by how easy PI was to use and the depth of interesting and useful information it could provide his team. "By using PI in combination with the PRO in the early stage of the recruiting process, we can obtain a much better background than we could before, as well as assure the quality of job description, job advertising and total recruitment."

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Eldar Kjendlie, HR Director

Organizational Development

Based on the bank's knowledge and experience in using the tool, PI has become a central element in the bank's human resource function, which includes organizational development. PI is used at both a strategic and operational level in areas such as: personnel planning, recruitment, performance assessment, conflict resolution, team building and coaching.

PI is used in preparing performance assessment interviews to help describe basic personal qualifications related to the dynamic changes in job demands. PI is also very useful in team building, coaching and conflict resolution. Kjendlie explains "Our use of PI has made it easier to develop more motivating and productive job positions for our employees, and PI has proven to be very important in creating confidence, understanding, and frankness between colleagues. PI helps to develop more productive and collaborative teams within our bank."

Predictive Index as a Development Tool

There are three main factors that make the PI the principle development tool that supports the bank's human resources development strategy:

1. Provides insight into a person's natural, motivating, work behaviors
2. Gives a description of the person's current behavior
3. Uncovers strategies and opportunities to strengthen behavior/job fit

These factors help the bank's managers in coaching both individually and dynamically.

PI Analysts

Today there are about 80 authorized PI-analysts at Sparebanken Hedmark. The HR department has the main responsibility regarding the general use of PI, but the majority of the analysts are managers at the bank's ten profit centres and its two subsidiaries.

Outstanding Economic Results

For the past twenty-five years, Sparebanken Hedmark has obtained outstanding business results. Measured on a national scale, the bank has been on a high and stable level of both customer and employee satisfaction and the bank's turnover rate has been low (on average about 3 % over the last 5 years).

On an international scale, over the past twelve years, the bank has been rated among the very best of the Scandinavian banks in the international financial periodical *Bankers* - twice making the top of the list. In addition to these impressive results, Eldar adds, "The Predictive Index has been a valuable tool for developing and maintaining the bank's human resource and management functions."