



Building Competitive Companies Since 1946

PLANT START-UPS AND EXPANSIONS: HIRING THE RIGHT PEOPLE

The only long-term competitive advantage in industry today is hiring "the right people." Whether a company is interested in lean manufacturing, the

- Another company improved work performance 53 percent..
- A third company boosted employee retention to 98 percent..

team concept, improving labor relations, or simply hiring highly skilled and productive workers, plant start-ups and expansions pose unique opportunities for improvement in hiring practices.

When a workforce is selected properly, the company benefits through reduced training time, reduced turnover, and more time on the job to get work out the door. In fact, some authorities believe that a company obtains 90 percent of an employee's productivity at the time of hiring.

Rapid Start-Up

Because of PSP's experience in plant start-ups and expansions, installation of a customized selection process for your plant is fast. Assessment of your applicants is handled efficiently, and you can have results on each candidate as needed. By "zeroing in" on your top applicants for jobs, PSP enables you to reduce the time between the initial application and the hiring decision. With PSP's streamlined approach, you can start up fast — out of paperwork and into production.

PSP Experience and Research Lead the Way

For 60 years, PSP has used its selection tools in manufacturing settings across the United States and internationally. We have conducted plant start-ups and expansions at steel companies, automotive suppliers, electronics manufacturers, transportation companies, mining operations, and pharmaceutical, packaging, plastics and chemical plants. Results from these operations are impressive:

- One company is two years ahead of business plan.



Results such as these are achieved with PSP's scientific selection procedures, which can be performed online or by your staff at your plant at a low unit cost. In fact, an entire year's testing program for most companies costs substantially less than a single hiring error. In other words, if PSP procedures help you to avoid even one hiring mistake, the selection program pays for itself. Add to that the goals of good labor relations and compatible team members, and the value of PSP's selection process is even greater.

PSP's Quick Response Testing System

PSP's Quick Response Testing System (QRTS) is an accurate, fast-turnaround means of improving selection decisions through the use of validated work skill and work behavior tests. Conducted by your company under the supervision of PSP, QRTS permits the evaluation of large numbers of people who are being considered for employment or promotion, including production workers, maintenance,

engineers and quality staff as well as plant management and first-level supervisors.

PSP's QRTS program is customized to the specific needs of your plant. Typically, a QRTS program includes measures of cognitive ability, such as problem solving, arithmetic skills, decision making, clerical skills, and mechanical comprehension. QRTS also measures work behaviors related to specific positions, including such factors as work motivation, attention to detail, teamwork, organization, and initiative. We also can include a measure of work interests in order to determine whether a candidate's interest pattern matches the job itself.

ADVANTAGES OF THE QRTS PROGRAM

PSP trains and certifies your staff to administer the testing at your plant for large groups. For smaller numbers, the testing can be taken online 24/7 from any location. QRTS testing is completed within one to three hours, depending on the number of factors needed to evaluate your applicants. PSP testing and analysis are customized for the specific needs of your company. Results are ready for e-mailing or faxing back to you within 24 hours. Same-day service also is available.

Advantages of the QRTS Program

- **Quick startup** — PSP has established hundreds of selection programs, so we know which tests will work best for a particular job.
- **Rapid turnaround** — the “quick response” element of QRTS means you can have meaningful results in your hands within 24 hours after tests are completed.
- **Flexibility** — QRTS can be used to assess from one to several hundred candidates for hiring and promotion at your location, according to the timetable you require.
- **Accuracy** — the accuracy of QRTS will strengthen and complement your current methods for making employment decisions, such as interviews and background checks.
- **Objectivity** — QRTS uses standardized measurement techniques that allow for comparison of more than one candidate in a fair and non-biased manner.
- **Legal defensibility** — QRTS uses validated selection measures that adhere to EEOC guidelines as well as professional testing standards.
- **Customized profiles** — PSP provides profiles of results that are clear and easy to understand, tailored to your company.
- **Low cost** — we train your staff to administer the tests, which are then analyzed and interpreted by PSP, saving your company time and money.

Getting Started with PSP

PSP has provided testing programs in more than 1,000 locations throughout North America, Mexico, Europe, Australia and China. We work in all regions of the United States, and have teams on the road almost continuously. This means that we can be ready to work with you on short notice, without sacrificing quality in our work.

Plant start-up is a hectic time for many companies. PSP can provide you with a quick and accurate system for screening a high volume of job candidates quickly and carefully.

For more information, call us at 412-261-1333, or visit our web site at www.psp-hrd.com.

PSP is ready to start up when you are.



SUCCESSFUL START-UPS WITH PSP

PSP has had many years of experience working on plant start-ups and major expansions with companies from around the world. The following list highlights some of the companies with whom we have worked:

American Steel and Wire
Birmingham Steel

Boehringer Ingelheim Chemical
Borg Warner Chemical
Bridgestone/Firestone Inc.
Calgon Carbon Corp.
Celite Corporation
Chaparral Steel
Elliott Ebara Group
Elliott Tool Technology
Gestamp, Inc.
IPSCO Steel
Kennametal, Inc.
Koppers, Inc.
Matthews International
Metalpha
PTC Alliance
SCA
Severstal North America
Shiloh Industries
Sony Chemicals/Electronics
Sun Metals
Timken, Faircrest Works
Toyo Tire
The York Group

Cleveland, Ohio
Tennessee, Georgia, Illinois
and Mississippi
Petersburg, Virginia
Bay St. Louis, Mississippi
Graniteville, South Carolina
USA, UK, China
Lompoc, California
Petersburg, Virginia
Jeannette, Pennsylvania
Dayton, Ohio
McCalla, Alabama
USA, Canada
Orwell, Ohio
USA
USA, UK
Clarksville, Tennessee
Hopkinsville, Kentucky
USA, Mexico, UK
Dearborn, Michigan
Dixon, Tennessee
Mt. Pleasant, Pennsylvania
Stuart, Australia
Canton, Ohio
Cartersville, Georgia
York, Pennsylvania, and
Monterrey, Mexico

THE ELLIOTT STORY

HIRING ACCURACY: A Case Study

The Elliott Company, a producer of turbo machinery, was undergoing a plant expansion in 1990. The company employs operators of very complex machinery who must perform work at exacting tolerances and meet world competitive standards, such as ISO 9000. In order to use testing for selecting new plant workers, an analysis of the key skills and attributes on the job was conducted, along with a validation study of existing plant workers.

In the validation study, existing workers were tested in the areas of intellectual abilities, career interest patterns and behavioral attributes to establish benchmarks for the more successful machine operators within the company. The validation study showed that testing could predict the more successful workers and, therefore, demonstrate a business necessity.

The resulting hiring decisions were exceptionally accurate: only four of the 195 machine operators hired failed to meet performance standards during the first 60 days of the company's probationary period. This case showed how testing, when integrated into a recruitment program that included interview and background/reference checks, can yield an outstanding rate of hiring accuracy.

(From "Gain Competitive Advantage Through Employment Testing" in *HR Focus*, September 1993.)



THE BRIDGESTONE/FIRESTONE STORY

When Bridgestone/Firestone built its new automobile and truck tire plant in South Carolina a few years ago, they wanted a team concept operation where employees would be committed to continuous improvement and high productivity. Locating in a geographic area that needed an economic boost, the company had hundreds of applicants for its start-up phase. They needed rapid low-cost screening tools that would help them identify applicants who would learn quickly and work cooperatively with management.

PSP was chosen to provide employment testing and interviewer training services for the new plant because of our extensive start-up experience with manufacturing plants, especially with Japanese companies. We screened thousands of applicants on work behaviors, skills/abilities, and work interests in the first three years of operation, and in the process helped the South Carolina plant to

become the most successful start-up in the company's history. The plant continues to set records today and remains a model of labor-management cooperation seven years after start-up.



THE SUN METALS STORY

Sun Metals Corporation built the world's most technologically advanced zinc refinery in eastern Australia in the late 1990s. Investing \$425,000,000 (U.S. dollars) in the plant, the owners realized their investment would pay off only if they could get the right people to operate their plant—and they needed 300 of them. Sun Metals tapped PSP to develop their employee selection system because of our long-term experience in metals operations, start-ups and expansions.

PSP adapted its employment tests for the Australian market, then benchmarked them on Sun Metals applicants. We then demonstrated a direct relationship between PSP tests of skills, interests, and work behaviors and job performance by the first wave of Sun Metals employees. Since then, all applicants for production, maintenance and support positions have been screened with PSP tools. The results speak for themselves. Sun Metals employees are so efficient and resourceful that they actually have taken zinc production to 118 percent of plant design.

PSP: A Unique Difference for Our Clients

- Sixty years of experience in industrial psychology measurement
- Strong commitment to scientific research in work habits, motivators, teamwork, people and leadership skills
- Databases for a wide variety of occupations and industries
- Ability to create customized benchmarks for individual company needs
- Assessment tools used worldwide, in five languages, at more than 1,000 locations
- Online 24/7 assessments
- Career development/training data collected as we test
- 24-hour turnaround time on test results worldwide
- State-of-the-art electronic systems that make long distance work feel close to home



- Multiple test administration formats for customer flexibility
- Assessment systems that actually improve as additional data are collected
- Emphasis on long-term customer relationships and reputation of being "easy to work with"
- Customized low-cost/high-yield approaches to employee selection
- Unique measurement systems that surpass all scientific and legal standards
- All customers deal directly with a Principal at PSP and are not handed off to a junior consultant after work is started
- PSP Principals are Ph.D. Licensed Psychologists with a minimum of 20 years of post-doctoral experience
- Capacity to offer services for all levels of your organization – from hourly to executive



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