

## Process and Cost-Benefit Analysis of Using the Step One Survey (SOS) in a large Manufacturing Operation

### Before the SOS Program:

- Failures in first 6 mo.=51%
- Fired in first 6 mo. = 9%
- Injuries in first 6 mo. = 9%
- Average "missed hours per week worked" in first 6 mos. was 2 hrs/week.

### With the SOS Program:

- Failures in first 6 mo. reduced by 54%
- Firings in first 6 mo. reduced by 45%
- Injuries in first 6 mo. reduced by 33%.
- Missed hrs. reduced by 75%

The Program: After collecting population data (not using SOS as a factor in hiring) on over 150 applicants, data were collected on retention, firings, and on-job reported injuries. Correlating those data with SOS results, a criterion was determined and applied for those considered for employment, and the same outcome data was collected on those hired (80 individuals), for the first 6 months of employment. On every outcome measure, using the SOS as part of the hiring process produced significant improvements.

Costs: On an annual basis, the company calculated net costs of the SOS program to be \$18,500, including staff time involved in administering and scoring.

Benefits:     Savings in cost of turnover @\$6,000/hire: \$360,000  
                   Savings in cost of on-job injuries @ \$14,000/injury: \$168,000  
                   Savings due to reductions in missed hours: \$252,000  
                   Savings in cost of interviews (fewer interviews required): \$ 5,475

Documented Benefits:     \$785,475