

should strive to maintain and enhance this image through their conduct. After orientation, all patient escorts receive on-the-job training by their immediate supervisor.

During the last two years, the hospital has experienced a number of problems with patient escorts, which have had an adverse effect on the hospital's image. Several patients have complained to the hospital administration that they were treated rudely, or in some cases roughly, by one or more patient escorts. Some complained that they were ordered around or scolded by an escort during the discharge process. Others stated that their escorts were careless when wheeling them out of the hospital to their cars. One person reported that an escort carelessly tipped him over. All escorts are required to wear identification tags, but patients usually cannot remember the escort's name when lodging a complaint to the hospital. Additionally, the hospital usually has difficulty determining which escort served which patient because escorts often trade patients. Finally, even when the hospital can identify the offending escort, the employee can easily deny any wrongdoing. He or she often counters that patients are generally irritable as a result of their illness and, hence, are prone to complain at even the slightest provocation.

At the hospital administrator's request, the human resource manager asked the chief supervisor of patient escorts, the head of the staffing section within the human resource department, and the assistant human resource director to meet with her to review the entire procedure used to select patient escorts. It was hoped that a new procedure could be devised that would eliminate the hiring of rude, insulting, or careless patient escorts.

During the meeting, a number of suggestions were made as to how the selection procedure might be improved. Criticisms of the present system were also voiced. The chief supervisor of patient escorts argued that the problem with the hospital's present system is that the application form is void of any useful information. He stated that the questions that really give insights into the employee's personality are no longer on the application form. He suggested that applicants be asked about their hobbies, outside activities, and their personal likes and dislikes on the application form. He also suggested that each applicant be asked to submit three letters of recommendation from people who know the applicant well. He wanted these letters to focus on the prospective employee's personality, particularly the applicant's ability to remain friendly and polite at all times.

The assistant human resource director contended that the hospital's interviewing procedure should be modified. He observed that, during the typical interview, little attempt is made to determine how the applicant reacts under stress. He suggested that if applicants were asked four or five stress-producing questions, the hospital might be in a better position to judge their ability to work with irritable patients.

The head of the staffing section noted that patient escorts require little mental or physical talent and agreed that the crucial attribute escorts need is the ability to always be courteous and polite. He wondered whether an attitude test could be developed that would measure the applicant's predisposition toward being friendly, helpful, sensitive, and so on. He suggested that a job analysis could be done on the patient escort position to determine those attitudes that are critical to being a successful patient escort. When the job analysis was complete, questions could be developed that would measure these critical attributes. The test questions could be given to the hospital's present patient escorts to determine whether the test accurately distinguishes the best escorts from the worst. The head of the staffing section realized that many of the questions might need to be eliminated or changed, and if the test appeared to show promise, it would probably need to be revalidated in order to meet