HIRING BLOOK

10 Success Steps for EFFECTIVE HIRING

Profiles International
imagine great people®

blook **(bluk)**

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1. a book published on a **weblog** in a series of **installments**
2. a **printed book** derived from a **weblog**

from bl(og) + (b)ook

About **Profiles International**

We offer assessment solutions that enable organizations to select the right people for the right job and develop them to their full potential.

We work with clients across the employee life cycle to enhance the productivity and performance of individuals, teams, and organizations. Our solutions can help clients screen-out unsuitable candidates, match others with jobs that fit their inherent capabilities, understand the strengths and limitations of successful onboarding, and identify opportunities to enhance performance and maximize their long-term contribution to the organization.

INSIDE

top 5 hiring tips you should always follow

Although your business may be profitable, that doesn't mean you can ignore other underlying workplace issues that could be causing serious damage to your organization. Just how much does it really cost to replace, train, and onboard employees in your company?

Many managers shy away from this calculation or leave it to the last minute. However, it's not as difficult as it may seem. Simply take the annual salary of a job for which you have excessive turnover, add 30 percent for benefits, and calculate 25 percent of the total. That is the absolute minimum cost incurred to the company every time that single position is turned over. If you really want a shocking number, multiply it by the amount of times that position has turned over, and do this for every job where there is turnover.

Shocked? Don't forget the other costs incurred with hiring and onboarding new employees (fees, travel, advertising, training).

If you are experiencing high staff turnover, or your new hires are not fitting well with your organization and its values, follow these five steps to ensure smart hiring processes and get the most out of your people.

1 identify hiring problems

Discover what parts of your organization are having problems and why. You can do this by:

- Asking your HR and department heads for their opinions. Why are people quitting? Why have they become problematic? Why are they being fired?
- Make sure each department and/ or HR carries out exit interviews. Ask people that leave why they are leaving, and what you could have done to help them succeed. Do not be fooled by the typical "Pay me more money" answer. Many employees are motivated without money.

- Ask your top performers and higher level positions what they like about their jobs and what you could improve on. Then, focus on what they like and replicate it throughout the organization.

- Evaluate the managers responsible for hiring.

1

2

Ask them first and then yourself, do they need training? Does their system work? Do they take their jobs seriously?

2 recruit people who match specific positions

First, you must be able to understand and outline a competency-based job description. How can you expect people to fit jobs if you don't know what you want, and what is to be expected of them? Make sure to document all competencies required by all jobs in your company on the basis of technical, educational, experiential, and industrial know-how.

This information is not accessible from traditional job interviews or background checks. Assessments provide the tools necessary to analyze these attributes.

3 be innovative when you prospect for new candidates

How can you expect people to fit jobs if you don't know what you want, and what is to be expected of them?

Offer employee bonus referrals for candidates hired.

Look for companies that have announced cutbacks.

Set up educational relationships – find universities, colleges, or schools that support your industry through their curriculum and develop a relationship with them.

Assess your current employees to outline

potential promotions for higher positions.

4 prepare for a winning interview

Review the job requirements in your mind before the interview. Develop leading questions based on the job description that will lead to follow-up questions.

The Introduction
Interviews can be a stressful situation for all parties involved. Make sure to explain the order of the interview including how long it will be and what you will cover.

The Body
While asking questions, think to yourself (and take notes), "Can this person do this job, and will this person do this job?"

The Close
This stage is just as important as the previous two. Make sure to summarize with the candidate and outline the next steps. We recommend Lou Adler's book, "Hire with Your Head," where he

outlines a very suitable closing: "Although we're seeing other great candidates, I personally think that you have a very fine background. We'll get back to you in a few days, but what are your thoughts about this new position?"

5 continually refine your best hiring practices

Ensure you are always working to conduct the best practices for hiring in your organization. Books like Lou Adler's, plus workshops and seminars, prove extremely beneficial. Your local Profiles office can let you know what events are scheduled in your area and where.

People are your most important asset. Shouldn't you invest at least as much effort in attracting, recruiting, and retaining them as you invest in winning and retaining customers? Without these great employees, there would be no loyal and satisfied customers!

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LOOKING BEYOND THE
job description

Unfortunately, many job descriptions are simply dysfunctional. Too often, what they describe has little to no bearing on an individual's actual abilities, knowledge, skills, or the fit needed for successful performance of the job. Why is this? Two reasons immediately come to mind. First, the organization is using the an old description for the role that was developed many years ago and has

never been updated. This is a problem, since everything has changed in the work environment except what we think we need.

The second reason is the description is based upon what the hiring manager thinks is important for doing the job. This is wrought with flaws, as the manager may never have been in this role. Further, they are filtering it through their own level of experience, knowledge, skills, and abilities.

What if the hiring manager providing the description doesn't really know what is needed, or how the role will impact the overall business strategy of the organization? You are relying on the manager's judgment, which may or may not be very good.

In my days as a recruiter, I was always curious as to how the manager chose how many years of experience are needed for a role. Some were adamant that candidates "must have a minimum of five years!" My response typically was, why five years? Are you looking for tenure or performance? Just because someone found a way to hide in a role for five years doesn't mean that they were good at it.

The questions that hiring managers and recruiters should ask before advertising a new position are:

1. **What impact do we expect this role will have on the team, the department, and the organization?**
2. **What constitutes success for this role?**
3. **Do we currently have anyone who demonstrates this level of success in this role now?**
4. **If we do, did they always have this level of success, or did it take them years to develop?**
5. **If we do not have anyone in the role, are our expectations realistic?**
6. **What support will someone in this role need to accelerate their performance?**
7. **Are we willing and able to provide that level of support?**
8. **What will this role evolve into? How will we ensure it matches the needs of our market?**
9. **What is the cost of not having this role? Can we do without it?**
10. **What should a person in this role expect from their team, manager, and organization?**

The key to recruiting is not just sourcing and hiring a person for a role, it is in hiring a person who views the new role as their new career, and they will return sustainable value and growth to the organization. Recruiting viewed any other way results in a revolving door of people who drain the organization's time and resources.

> Just because someone found a way to hide in a role for five years doesn't mean that they were any good at it.

Everyone likes a good scary movie every now and then; your heart races, your adrenaline pumps, and you get that momentary thrill of being surprised…in a make believe, non-threatening way, of course.

For real-world scares, however, nothing is more frightening to a business leader than hiring someone who appears to be a perfect fit for the job, only to quickly discover that, underneath the winning smile and the navy blue suit, he or she is a workplace nightmare. They're never on time. They're unprepared. They're dishonest, disinterested, and disgruntled. Consider what a "scary hire" can do to your company:

1 a scary hire drives your turnover up

There are all sorts of causes for high turnover, but one big culprit is workplace stress. Workplace stress occurs most often when the person does not fit their job, their manager, or their organization's
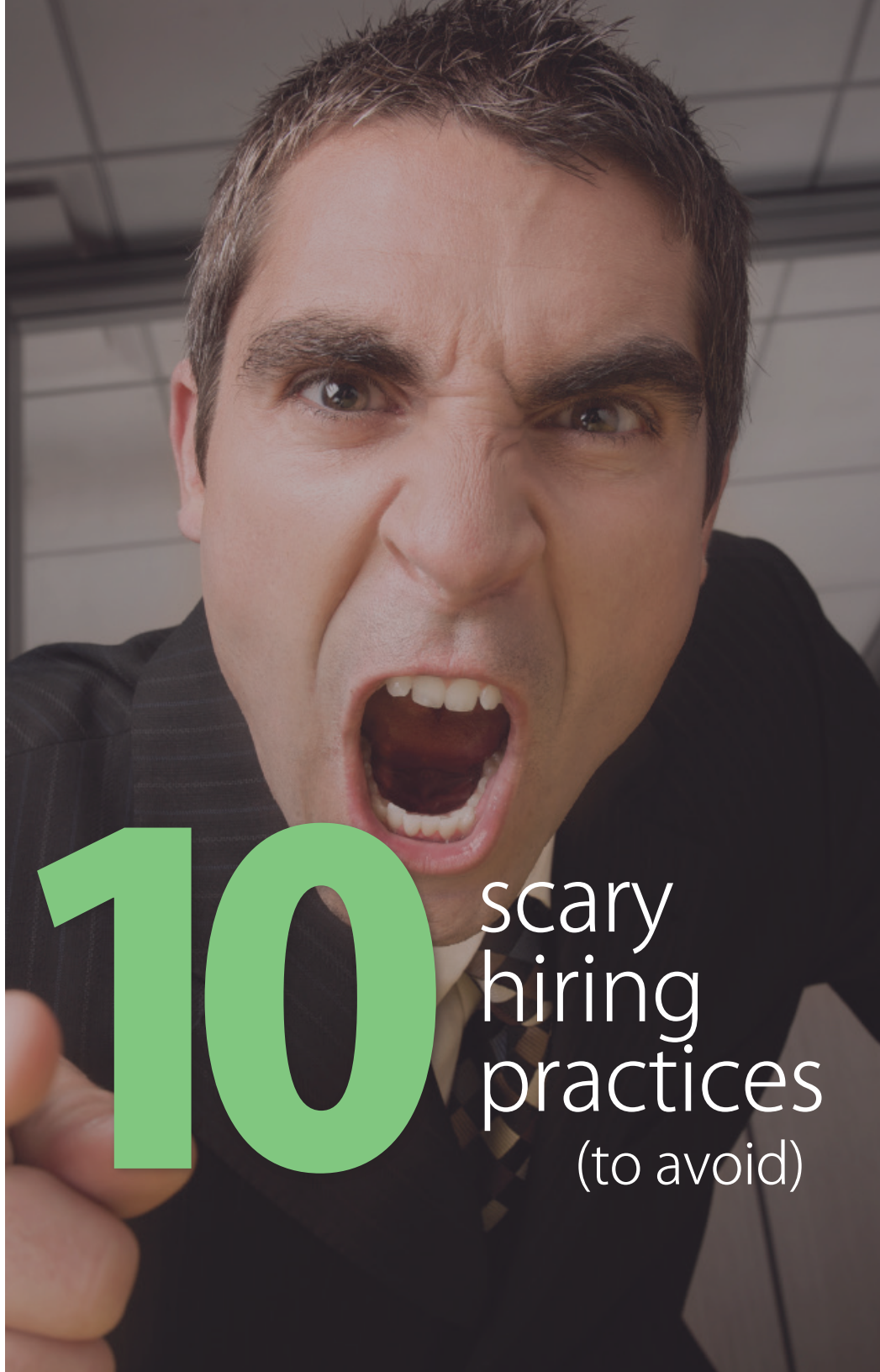
10 scary hiring practices (to avoid)

culture. In fact, in the **linked study**, while 20 percent of turnover was directly linked to job stress and unfair treatment, an additional 48 percent was indirectly linked to related stressors, like poor work/life balance and inadequate compensation. That's a lot of stress, which can unfortunately translate into a lot of disengagement, and a lot of turnover.

Solution: Use pre-hire assessments that accurately predict job- and culture-fit

2 a scary hire drags your productivity down

Everyone suffers when employees have to cover for a co-worker that can't or won't do their job properly. Competent workers become distracted and disillusioned, and incompetent workers cause havoc by making mistakes, falling behind, and draining managers who don't trust them to produce. Add to that the impact these stressors can have on employee morale,

and you've got a real productivity nightmare on your hands.

Solution: Use assessments to craft job match patterns — so you know who you're looking for before you start looking for them.

3 a scary hires costs you hard dollars

Replacing the average employee will cost you about 25% of their annual salary (this includes the costs of recruiting, interviewing, travel, and training a new hire). These are all replacement costs, meaning the dollars spent here could potentially disappear into the ether if a hire is not made; worse, they could double or triple if the next pickup is another scary hire.

Additionally, a scary hire costs lost time on the job – whether it's the actual vacant position, someone pulling double duty until that position is filled, or someone training the eventual new hire for that position. It all costs valuable

time, which we all know equals hard dollars.

Solution: Engage and retain your existing employees, so they grow with your company and make you money, instead of lose it.

So, what can an organization do to prevent a scary hire? The best organizations have a solid hiring process in place, and they follow that process with every candidate. Also, they use behavioral and skill assessments to provide consistent, objective information on the candidate, and reports to help managers better interview and select the right person.

Remember, the thrill of a scary surprise is something best enjoyed at the movies. In real life — with real people, dollars, and investments on the line — you need to know what and who your company is facing. The workers you hire and develop today can minimize the scary surprises of tomorrow.
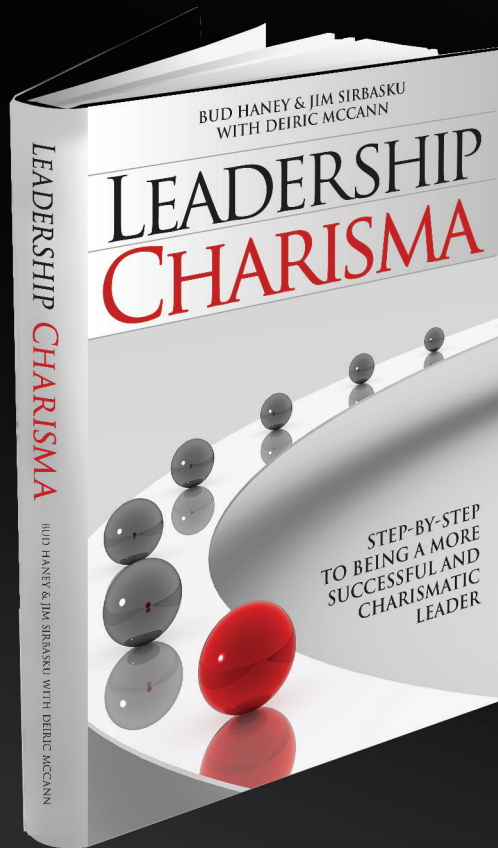
The workers you hire and develop today can minimize the scary surprises of tomorrow.

10 Scary Hiring Practices to Avoid

1. Recruiting people who are just like you
2. Picking the first candidate who walks in the door
3. Asking questions about marital status, number of children, religion, race
4. Failing to check references and other information on resume or application
5. Talking too much and failing to listen
6. Posing questions that require only yes/no answers
7. Hiring based on your comfort zone rather than candidate's qualifications
8. Searching in too small of a pond
9. Delay in hiring after you find the best candidate
10. Offering a job based only on gut instincts

Improve Your Leadership Charisma

BUD HANEY & JIM SIRBASKU
WITH DEIRIC MCCANN

LEADERSHIP CHARISMA

STEP-BY-STEP
TO BEING A MORE
SUCCESSFUL AND
CHARISMATIC
LEADER

LEADERSHIP CHARISMA

BUD HANEY & JIM SIRBASKU WITH DEIRIC MCCANN

all aboard

five factors of a successful onboaring process

Do you remember your first day of school? That moment standing at the bus stop, lunch box in hand, waving your mother good-bye, and your heart beating faster than ever. Well, starting at a new job feels the same way. We've all been there — dressed in your finest business attire with butterflies in your stomach as you enter through the doors of a brand new job. But did you know it's estimated that 45% of new hires fail within 18 months?

That's why investing in a welcoming and structured onboarding process will help reduce such turnover and increase new hire effectiveness. An effective onboarding process isn't just a routine checklist; it should be a comprehensive process that makes the new employee feel comfortable and acquainted. When a new-hire anxiously walks in the door, they need an extra boost of confidence – and a structured, friendly introduction will help. A successful onboard leads to a successful organization!

Here are five factors your onboarding process should have:

1 team involvement

Onboarding a new employee should involve the entire team. It's not just the HR department or the hiring manager's concern, but all team members should be involved in welcoming new hires. Taking new employees to lunch or assigning a mentor will help build relationships and show the newbie that the company values them.

2 consistent structure

Whether you're onboarding a new secretary, associate, or top manager, the process needs to be consistent for all employees and reflect the company's values. A set structure helps the employee as well as the team and administration. Remember, it's all about making the transition as smooth as possible.
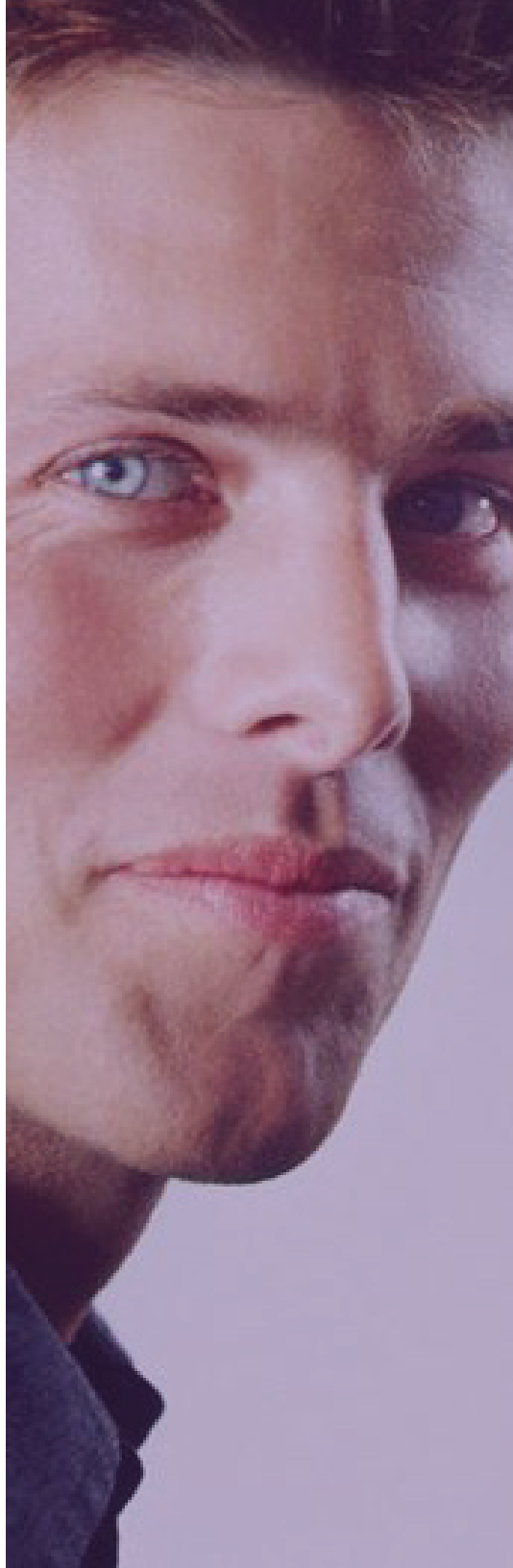
3 prepared desk and equipment

In addition to structure, make sure that everything — from the desk, office supplies, security badges, computer passwords, phone numbers, and access keys — is prepared for the new hire. You want them to feel at home!

4 information

The most important part of the onboarding process is making sure the new employee has access to all the information they need to succeed in their position and know the company. It's a good idea to set up meetings with subject matter experts so the new employee can grasp the organization's goals, policies, and practices.

5 check-ups

The onboarding process doesn't stop after the first day or the first week. It's important to have regular "check-ups" with your new employee, ensuring they are comfortable and offering them the support they need to be successful. At the end of the day, the onboarding process is the employee's first impression of the company culture, and it should introduce the organization's values. Now that you have a successful onboarding process in place, it's time to focus on training and developing these new employees to succeed!

The most important part of the onboarding process is making sure the new employee has access to all the information they need to succeed in their position and know the company.

DON'T HIRE
until you read this!

The U.S. Chamber of Commerce estimates that employee theft costs American companies between $20-$40 billion each year. This number increases rapidly when you consider the costs of replacing employees who steal. Thirty percent of job applications contain false information. We can think of no better reason to use pre-employment screenings. The most popular way to determine if an employee is trustworthy and reliable is typically a background check. Background checks allow employers to view a candidate's vehicle records, legal records, credit reports, employment records, and citizenship status, among other records.

But what if there was another tool employers could use that did not require them to use legal and bank records to infer a person's personality traits? There is! Pre-employment assessments like the Step One Survey II ® allow employers to measure a candidate's attitudes that indicate his or her:

1. Personal integrity
2. Propensity for substance abuse
3. Reliability
4. Work ethic

In addition to this information, the assessment results still provide traditional background information like employment history, past illegal substance use, and workplace-related theft records. Before you make your next hire, keep these benefits of using pre-employment assessments in addition to traditional background checks in mind:

1 pre-employment assessments...

give you a more complete picture of a person.

A person's credit report, criminal history, and employment history can provide a lot of details about a person, but they do not tell you who that person is. Background checks can report that a person has filed for bankruptcy. Without an accompanying pre-employment assessment, an employer may conclude that means the candidate is irresponsible because he or she could not manage money. But a host of other factors could have contributed to the decision to file for bankruptcy, which a background check does not take into account. Pre-employment assessments provide information on reliability and work ethic. These factors matter more to workplace success and create a more complete picture of a candidate.

2 pre-employment assessments...

measure attributes that remain relatively stable over time.

Background checks typically only pull information for a candidate from the **past seven years,** although laws can differ from state to state. Anything a candidate did before that is completely unknown to the employer.

Fortunately, our personalities **remain relatively stable** over time. Our personalities are also an important predictor of our performance in particular jobs. If a candidate's pre-employment assessment indicates that he or she is reliable with a strong work ethic, you do not have to worry about that changing much.

3 pre-employment assessments...

are quicker.

Receiving all of the information for a background check can be an arduous process. In many instances, an employer is ready to hire someone based on skill match and a good interview, but must wait on the results of a background check.

Pre-employment assessments are quicker and provide much of the same information employers seek from a traditional background check. Pre-employment assessments can be completed in as little as 15 to 20 minutes, and results are available to the employer immediately.

4 pre-employment assessments...

complement background checks.

Most employers are unwilling to completely forgo a traditional background check. Fortunately, pre-employment assessments complement background

checks nicely. The results of a pre-employment assessment can be used to explain and verify the information in a background check.

A candidate's pre-employment assessment results may indicate that he or she is a hard worker, which would conflict with a background check that shows that the employee has bounced around from job to job for the past few years. You can question the employee about this to explain the seemingly contradictory results.

Background checks are still a great way to gather key information that you need to make smart hiring decisions and ensure the safety of employees in your organization. Pre-employment assessments can work with background checks to complete the picture of a candidate, and help you make a better hiring decision.

Pre-employment assessments are quicker and provide much of the same information employers seek from a traditional background check.

A rose by any other name does not smell as sweet, because a name like Rosewood Hotels and Resorts demands a flawless reputation. Rosewood Hotels and Resorts is a premier manager of ultra-luxury properties world-wide. Their reputation precedes them, and maintaining that stellar reputation is a priority for the company.

When luxury comes with the name, it is important to identify and hire high-potential employees and managers. **Rosewood Hotels and Resorts** is an impeccable example of a

The purpose of business is to generate revenue, but in order for the business to be profitable, the employees must be productive. Appropriate job fit is essential for employees and managers to be high-achievers. The majority of hiring and placement is done by managers or executives who have "gut feelings" about where people fit, but those placements often lead to impulse hiring, unforeseen training costs, and high turnover rates.

Assessments can be used to identify high-potential employees and managers.

Assessments are customizable to develop job match patterns and top performance models as classified by company, position, manager, and geography.

A company such as Rosewood Hotels and Resorts holds high expectations for its employees and managers, and assessments have enabled them to exceed those expectations.

After the implementation of assessments, the company's recruiting expenses per new hire decreased by almost 80 percent. The average cost

employees cost less to hire and train, and ultimately stay with the company longer.

The information provided by the assessments has allowed them to customize their management style for each employee instead of generalizing how they manage their employees. They are able to identify their high-potential employees and managers at the initial hiring phase.

Rosewood is not unique in their need for top performers. Reduced turnover rates and spending for better hiring should be

how **Rosewood** reduced hiring costs **80%** and improved **quality of hire**

company that understands the type of employees they are looking for and how to find them.

The assessments provide information about the individual's behaviors and personality relative to the work environment.

differential between a good hire and hiring someone less appropriate for the position is $1,600. Rosewood further proves that better matched

a long-term goal for most, if not all, organizations. Assessments enhance hiring and selection processes by providing a greater amount

of information that may not have been discovered in a typical interview.

Job patterns are created by averaging the scores of top performers in a specific position. This average is then used to create a range that an applicant should identify with if they are a good match for the job. This helps to simplify the search for high-potential employees, as those that are most qualified will hold a similar score to those in the same position.

Managers across the board encounter difficult selection and organization decisions. Assessments are a tool that can be used to clarify and solidify placement decisions. They provide the best possible insight for those seeking deeper information about employees. Assessments can be used in the hiring or development processes. Companies who were forced to reduce the number of their employees during the economic downturn can utilize these tools to help them discover where their remaining employees will have the likelihood of succeeding.

Placement of people is crucial for the productivity and potential of businesses. Identifying high potential employees and managers is possible with the integration of assessments. Companies do not have to settle for mediocre employees; they can consistently hire and develop top performers. Assessments can reveal where employees will thrive, and thriving employees will create a thriving business.

Companies do not have to settle for mediocre employees; they can consistently hire and develop top performers.

LEADERSHIP

BLOOK

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The Big Cheese
The Head Honcho
The Supreme Ruler
The Big Boss
The Top Dog
The Big Wheel
Numero Uno
The Shot Caller
The Big Shot
The Man in Charge
The Big Deal
The Big Cheese
The Head Honcho
The Supreme Ruler
The Big Boss
The Top Dog
The Big Wheel
Numero Uno
The Shot Caller
The Big Shot
The Man in Charge
The Big Deal
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The Head Honcho
The Supreme Ruler
The Big Boss
The Top Dog
The Big Wheel
Numero Uno
The Shot Caller
The Big Shot
The Man in Charge
The Big Deal
The Big Cheese
The Head Honcho
The Supreme Ruler

is your talent strategy to coach or to poach?

It is only natural to be curious about your competition's employees, especially if your competitors rank higher than you in your industry. You may think these employees are their secret weapon. You may even believe that these individuals would be perfect for your organization, as they are already equipped with the appropriate industry knowledge and experience.

Executives from firms ranging from giants like Google and MBF to listed mid-caps Destra and Funtastic have endorsed the value of strategic poaching. "Yes, we do poach staff, and make no apologies for that," said Funtastic managing director Tony Oates. "We brought in a top flight manager from Mattel and he's made a huge addition to our business; he's probably added $5 million to $10 million to the bottom line, so it's been very worthwhile."

Despite these companies' endorsements, there can be

some legal ramifications if anti-poaching laws are in place in your area.

To avoid the problem, do thorough reference checks, and really study the candidate's background to get a sense of what's driving them, suggests Chris Von Der Ahe, a senior client partner at Korn/Ferry International in Los Angeles.

You also need to assess whether the person will be a good fit at your firm, Von Der Ahe added. "Just because they work for a competitor, doesn't mean they'll fit into the culture."

When the time comes to fill your vacant positions, will you promote from within or hire outside talent? Is your talent management strategy to coach or poach?

An **article published in Asian Banking & Finance** by the Corporate Executive Board makes a strong case for coaching over poaching with regard to wealth management companies, and while industries differ

in their talent needs, the process and challenges of finding and hiring the right people are generally the same.

If you find that your first instinct is to fill your open positions by stealing from your competitors, then you should take steps to develop a more strategic talent management program that's ultimately focused on coaching, not poaching.

Here are 5 steps to develop your employees from within:

1 know what roles you need in your organization

Know what roles you need in order to deliver the best product or service at the optimal cost. Make sure you have the right people in the best roles that match their skills and abilities. Be careful to balance the number of employees you have with the workload. **America's Most Productive Companies** know how to operate with the optimum number of

employees to get the job done; they're not over- or understaffed.

2 identify your top performers

Who are the best performers in each of your critical roles? What makes them better than their peers? These people not only form the benchmark group for assessing future candidates, but they are also most likely to be in contention for new opportunities when they arise in your organization.

They could also leave you most vulnerable if they leave. Stay close to this group — not only to monitor their continued success, but to ensure that they're content and engaged.

3 manage your succession planning

Examine the critical roles across your operations. Consider who may retire, who may want to leave, and who you might move into other positions. Even

with an organization of modest size, let alone a large multinational corporation, your talent is moving and shifting with great frequency. Surprise transitions can happen, but they should be the exception, not the norm.

While you're at it, don't just look at your most senior positions; executives aren't the only ones who can leave a considerable void in your org chart. Rather, continue the exercise down through the organization until you're confident that your bases – and critical jobs – are covered in the event of a vacancy.

4 develop your people

When companies need to slash budgets and restrict funding, one of the first things to go is training and development. That might be prudent in the short term, but if you want to invest in your people in order to enhance their skills and keep them happy, then find ways to continue their development.

Not only should their newly developed skills and behaviors improve their performance, but it should also demonstrate that you care enough about their future to invest in them now.

5 coach your managers and employees

Following through on formal development plans is important, but the glue that holds it all together is coaching. Training can be done by someone from HR, or even outsourced to an external course provider. But a manager who coaches his staff spends time with those individuals, helping to improve their work and their understanding of the business.

Creating a coaching culture between your managers and their employees will build trust and affirm that you've committed to developing from within, instead of buying from outside.

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It happens once a year - that special time when a new batch of college graduates is getting ready to enter the workforce. As college seniors scramble to finish final papers, pass exams, perfect their resumes, and enjoy what little time they have left on campus, they're all on a mission to find the job of their dreams.

According to the **U.S. Bureau of Labor Statistics**, the unemployment rate among college graduates has been steadily decreasing; in February 2011, individuals with college degrees saw an unemployment rate of 8.2%, and by February 2012, that figure dropped to 7.3%. In 2013, the number has hit a low of 3.8%, and hiring is expected to increase across all majors, especially those in business, computer science, and engineering.

So how do organizations find the right job candidates in the mix of all these recent college graduates? To address this question, **Reagan Consulting** conducted "The Young Producer Study," which looks at

3 tips

for hiring and recruiting recent college graduates

how firms recruited and hired successful young men and women. The study identified the top leading firms who recruited "Successful Young Producers," and then compared their hiring practices with those of their industry peers.

Concerning recruitment, the study found that the primary differences between the industry and the leading firms were hiring activity from college and hiring activity from other firms. The study found that over half of the Successful Young Producers were recruited and hired directly from college, a rate over twice as high as the industry at large.

In addition, 41 percent of the Leading Firms reported participation in on-campus recruiting and almost half reported having internship programs for college students.

Successful recruitment has moved to campus! From the study, a Leading Firm quoted, "We recruit on college campuses because that is where the talent is. We know we can find many qualified candidates and are pretty good at figuring out who they are through our screening process and intern program."

So here are some tips to recruit the best recent college graduates and successful young producers:

1 attend college job fairs (and be prepared!)

Job fairs are a great way to meet and network with hundreds of the country's brightest students. It's where you can collect business cards, resumes, and conduct mini screening interviews. These fairs are also a great branding opportunity to get your company's name out there.

But, make sure when attending job fairs that you're fully prepared and you effectively promote your organization's values and corporate culture. Students want to know about the work environment and advancement opportunities!

2 use social media

Yes, social media has become a popular platform for recruiting. Just as you are Googling potential job candidates, they are Googling you. Social media is a great way to "get personal" and connect with potential employees. Mashable.com has great tips on **how to recruit college students with social media**, which include creating a recruiting-specific Twitter account, shooting a short behind-the-scenes video at the office, and hosting live chats to answer questions.

3 look for passion

When recruiting, it's always important to hire individuals that have passion and drive to be successful. In addition to a student's great credentials and strong GPA, you want to hire employees that are excited to be there and want to contribute to your organization.
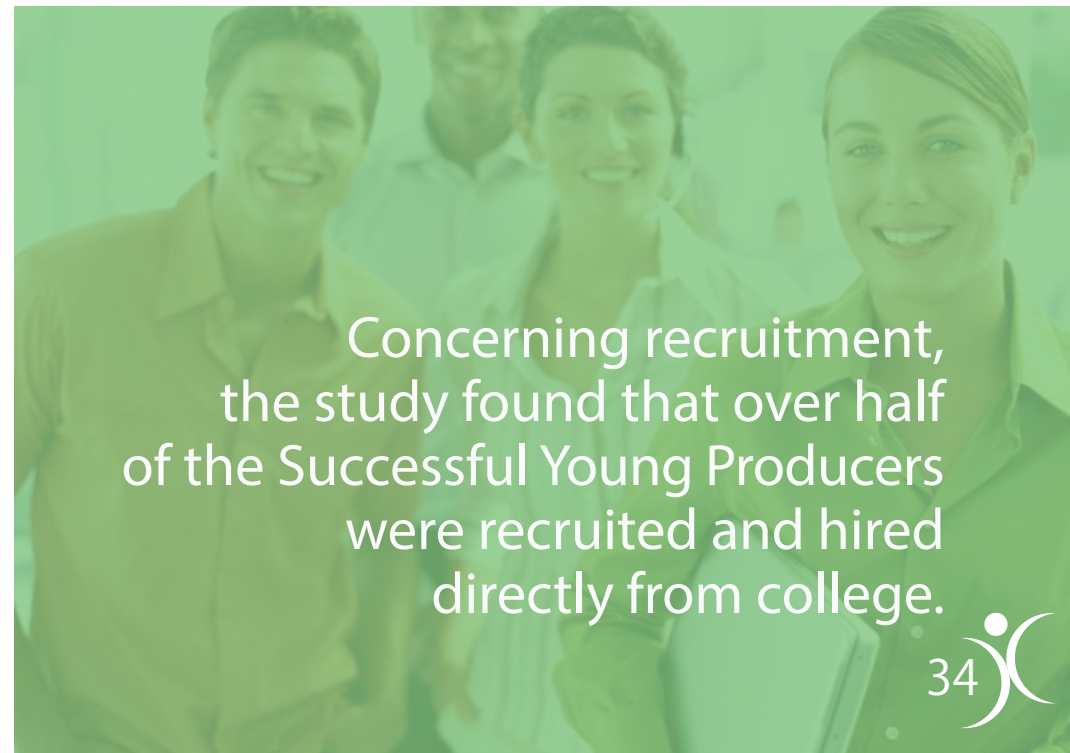
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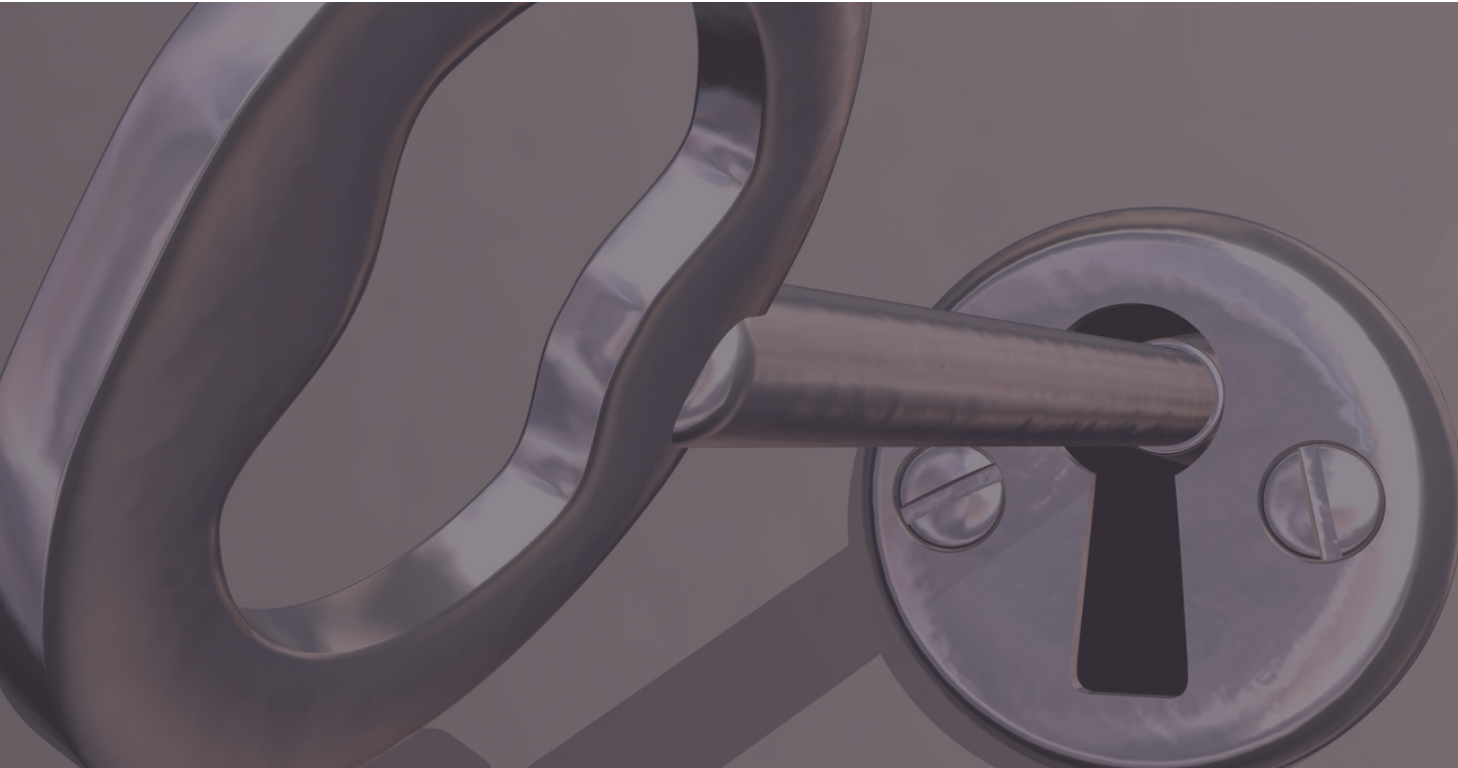
the **key** to successful hiring

You have an open position at your company. Following your usual method of searching for candidates, you post the job opening on Monster and LinkedIn. You also attend a few career fairs. Now you are swimming in resumes that need to be reviewed. These standard methods of searching for a job candidate will put you in contact with hundreds of job candidates, but whether or not even a fraction

of these candidates are qualified is a toss-up. After all of the time you have invested developing a candidate pool, you now have to spend even more time reading resumes and cover letters.

Although it is highly unlikely that even 25 percent of the candidate pool is worth a second look, you have to look through all the resumes because skipping even one could

mean missing out on a successful hire.

This situation is annoyingly familiar for smaller companies without a large HR department. In these cases, it is often up to a company manager to do the searching and interviewing, in addition to all of his or her other job duties. Managers at small companies continue to suffer through the time-consuming process,

claiming that using outside resources like assessments or recruiters is simply too expensive for their company's small budget. While these tools do cost money, the return on investment is tremendous. With so many available jobs, yet a historically high unemployment rate, it is clear that the problem has shifted from a lack of jobs to matching the right people to available jobs. Here are three ways narrowing

your candidate pool using assessments or recruiters makes successful hiring easier and more effective:

1 you will save time

Scanning hundreds of resumes and making dozens of phone calls before finding the right people to interview is time consuming. You can accomplish the same thoroughness by using assessments to screen out unqualified candidates. Hiring assessments are designed to weed out the unsuitable candidates until you find the most qualified matches for your specific open position.

Talent Management systems help organizations understand their current state, forecast talent gaps, and take necessary steps to close those gaps. These systems have become a mandatory part of corporate HR. They help businesses manage everything from pre-hire to post-hire, and assist in motivating and maintaining employees with the appropriate training.

2 candidates that reach out to staffing companies and recruiters are more likely to be creative, dedicated employees

Most job seekers began their job search by applying online to jobs they found on job boards. Job boards are a great tool during a job search, but anyone truly looking for the right job knows they should not be your only tool. Candidates serious about finding the right job often turn to staffing companies because they know staffing companies are a direct link to interviewers at a company. This indicates that the candidate is creative and willing to go above and beyond what the typical job seeker is doing.

3 your chances of finding the right person are higher the first time

When the need for an employee is great, even the best manager has a tendency to rush the hiring process to get someone in the office. But onboarding is expensive, so it is critical to do everything you can to make sure the person you bring on plans on being around for a while. Traditional candidate searching (job boards, career fairs, etc.) typically means you are picking one person out of a pool of hundreds. But, after narrowing down your candidate pool using assessments based on skill level and job fit, your chances of finding a successful hire are much higher.

Money may be tight for many small business owners, but skimping on the hiring process is not the way to save money. Taking too long to fill open positions or hiring the wrong person costs more money in the long run through lost time. When it comes to successful hiring, outside resources that narrow your candidate pool are worth the investment!
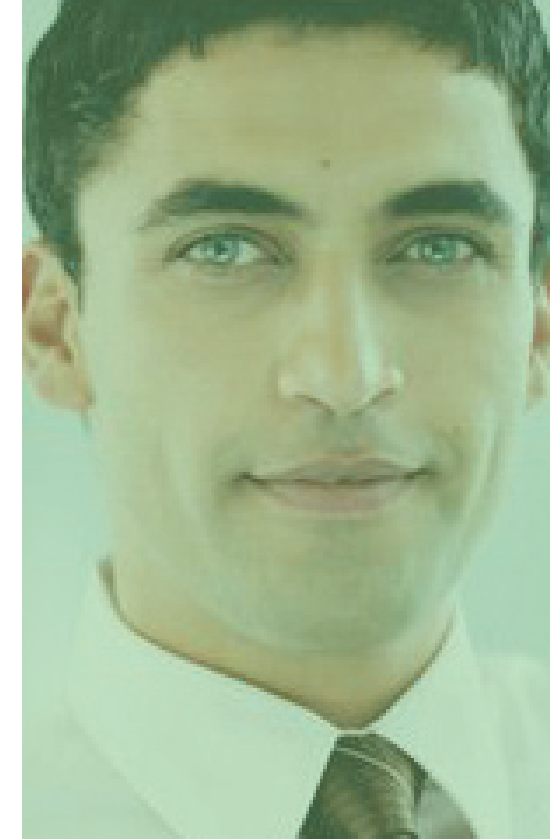
Money may be tight for many small business owners, but skimping on the hiring process is not the way to save money.

2 INTERVIEWS

want to hire the best?
reasons why
aren't enough

Today's economy can be an unemployment roller coaster, where hiring the best job candidate is a challenge. Contrary to popular belief, interviews are not the best indicators for selecting the right individual for the job. How do you know if your new hire has the suitable skills, intelligence, and attitude to perform on the job? A Forbes article, titled **"Stop Being Deceived by Interviews When You're Hiring,"** was spot on in addressing this issue.

Written by Don Moore, an associate professor at the University of California Berkeley, the article discusses the flaws of traditional job interviews and how evaluations and assessments are needed to aid in hiring the best job candidate.

2 Common Flaws of Traditional Job Interviews

1 showing favoritism

Even if it's unintentional, interviews are biased. Interviews are based on "good" first impressions, which means the most poised, charming, and attractive candidates are more likely to be selected by the interviewer.

As Moore points out, consequently, those individuals do not always have the best job performance.

2 being overconfident

Managers tend to be overconfident when it comes to hiring. Everyone wants to believe they are experts at judging character. But sole judgment, like that taken away from an interview, is simply not enough to predict successful job performance. Instead of relying on gut instincts from an interview, it's better to base hiring decisions on evidence so there are no surprises once the candidate is onboard.

To hire the best candidate, in addition to interviews, pre-screening assessments are needed to figure out if the person does in fact fit the job! When discussing job fit, Moore highlights the fact that "the best approach is to determine exactly how fit matters and explicitly assess that using a structured test or structured interview questions."

In evaluating candidates, pre-hire assessments are useful in looking at skills, competencies, and behaviors. In addition to a simple skills report, some assessments offer insight for hiring managers in preparing for interviews. For example, the ProfileXT®, a total person assessment used throughout the employee life cycle, includes an interview guide.

Get it **right** the **first** time.

Businesses today differ greatly, and their successes or failures can be dependent on an array of things. Leadership and executive strategy, industry space, location, and customer demand can all play a vital role in the triumph of your organization. Many of these factors you have zero control over, but the one thing you **can** control is who you hire! Make sure to equip your company with the best and most suitable people for the task of tackling these common corporate obstacles. Download our Hiring Blook, which shares an array of pragmatic blog articles and tips guaranteed to help you hire right, the first time and every time! Study common and effective hiring trends, how assessments can impact an organization, and tips to develop and retain superstar employees.