

## How to Improve Hiring Staff?

Some of the problems with hiring techniques

1. A failure to define the performance factors (competencies) required for the job.

How can you identify the right person for the job if you aren't clear about the performance factors required for it? Call this your 'shopping list'.

Work through and list out these factors. Consider testing these with Psychometric tests depending upon the competencies you require. (See note 10)

2. Failure to cast the net wide enough.

High performers don't scan the situations vacant columns. Recruitment is like fishing. To catch the biggies go wide and deep. Look internally first, use your networks, and remember, recruiting is a continuous process.

Try and work with a recruitment company to manage your Talent Management. This can pay big dividends when done correctly and can be used in a variety of different fields.

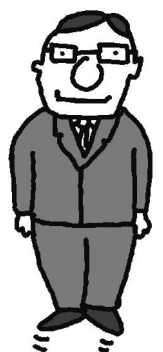
When employing Talent Management techniques you need to remember that there is a commitment upon your part to meet identified candidates.

3. Interview questions not based on the performance factors required.

Your No.1 goal is to assess the applicants' knowledge, skills and abilities as they relate to the performance factors required.

Most candidates are now familiar with Behavioral Event and Competency based interviews. A range of questions- 10 – 14 can be discussed.

You can work with the recruitment company to develop a range of screening questions that can be given to candidates prior to the interview, and the answers are supplied to you along with the candidates CV. This allows you to probe more deeply than you can do in a conventional interview.



#### 4. Interview questions not behaviorally based.

Remember, behaviour in the past reflects future behaviour. A good general guide is, structure all questions around the "tell me about..." approach. You want to hear concrete examples, no opinions.

The questions you have asked the candidate to respond to can be now delved into more deeply.

Most roles or vacancies occur because somebody has left. In these circumstances there are usually a number of problems or issues to be resolved. Where a problem or issue has arisen also ask some questions around these problems or issues and have the candidate explain their approach.

#### 5. The interview is a one-on-one 'chit chat'.

Interviews should be conducted by not less than two people. You want to eliminate bias, like stereo-typing, first impressions, etc.

Make sure you prepare for the interview-read the candidates CV and responses to your earlier screening questions. Identify areas you wish to explore further.

Structure your interview and repeat process for all candidates.

#### 6. Interview questions not ranked (score them on, say a 1 to 5 scale). Make notes during the interview, and meet immediately after to consensus score each question.

#### 7. Applicants receive different treatment.

To make a sound, fair judgment the total selection process needs to be structured. You need to compare 'apples with apples'

#### 8. Interviewers not trained in conducting structured, behaviourally based interviewing.

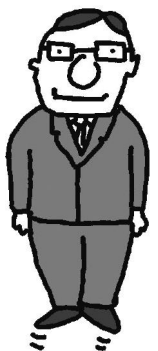
Be aware that open ended questions are best to solicit information which then requires to be analyzed a little more by direct, specific questions which cut to the quick.

Remember: How, What, Where and When

#### 9. Referencing not used at the completion of the process to confirm the appointment.

The danger is only listening for positive feedback to validate the decision, thus discarding, or brushing off negative information.

Where necessary follow up the agency references directly, and talk to the referee. Silences tell you as much if not more than what is said at times.



## 10. No personality or abilities assessments conducted.

Many employers think this is expensive and only for top executives. Untrue. The only way to check 'under the waterline' for bad attitude, poor learning ability, honesty, dependability, reliability, optimism, service motivation etc is through psychological profiling. Costs vary between \$50 and \$1,000 or more depending on the role. Testing makes sense considering the cost of hiring the wrong person.

You can test a wide range of competencies (the competencies identified as key performance factors earlier). This is another tool that can be used for risk assessment or to assist in picking between two top candidates. Remember not to use the tool in isolation but in conjunction with interview and reference checks.

Remember that before you start in a serious format, it might be worth investing in a coffee chat with some of the leading candidates or applicants – this is a get to know you session.

