



Three Key Hiring Frustrations

SUGGESTIONS ON HOW TO MAKE
QUICK CONFIDENT SELECTION DECISIONS

In this paper, we will discuss three major frustrations experienced by hiring managers when selecting new employees, and offer practical suggestions on how to overcome them through improving on the efficiency and effectiveness of your hiring process.

In particular, this will include a discussion about how to:

- Screen and evaluate applicants quickly and cost-effectively.
- Increase your confidence when making selection decisions.
- Ensure that new hires meet or exceed performance expectations.

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Three Key Hiring Frustrations	3
SLOW AND COSTLY HIRING PRACTICES	3
UNCERTAINTY ABOUT CANDIDATE SUITABILITY	4
DISAPPOINTMENT IN EMPLOYEE PERFORMANCE ONCE HIRED	6
Making Quick Confident Selection Decisions	7
WHAT INFORMATION HELPS PREDICT EMPLOYEE SUCCESS?	7
Cognitive Ability	
Experience and Education	
Personality or Behavioural Style	
Motivation and Development Needs	
HOW DO WE GET THIS INFORMATION?	13
Job Analysis	
Valid and Reliable Assessment Methods	
HOW MUCH IS ENOUGH?	18
Balancing Variety	
...and Efficiency	
Conclusion	19
About Hire Insight	20

Three Key Hiring Frustrations

As someone responsible for making hiring decisions at your company, you certainly understand the many frustrations associated with screening, evaluating and selecting new employees. The hiring process can be difficult to say the least, and often requires a tremendous investment of time, money and energy to ensure that the right candidate is ultimately chosen.

Worse, however, is that most widely-accepted selection practices do very little to help you accurately predict candidate success, giving rise to uncertainty about your decisions and disappointment when those hired do not perform to your expectations.

With that in mind, let's talk about three of the most common frustrations experienced by employers during the selection process and then discuss strategies to help you overcome them during your next hiring project.

SLOW AND COSTLY HIRING PRACTICES

Clearly, time and expense are key considerations in making hiring decisions, and wasting either can be very frustrating, especially when the quality of your team is on the line.

The actual amount of time that has to be invested can vary, depending on the role and the efficiency of current selection practices, but it seems that no hiring project is entirely quick and painless. For example, surveys conducted by the Conference Board of Canada have shown that hiring managers often spend nine to 15 weeks in advertising, screening and interviewing applicants for professional, managerial and executive positions. Time that an employee could spend engaging new opportunities and otherwise contributing to the success of the organization, were the position not vacant.

In fact, while selection is certainly a critically important process in terms of building the base of employees required to grow and maintain their business, most hiring managers would gladly delegate or outsource this work if they could, to find a more efficient alternative and free up time and resources that could be invested in other issues that require their attention.

hire insight

HIRE • BETTER • FASTER

My key hiring frustrations?

First is definitely the time I have to spend. On average, I would say that I review approximately fifty to 100 resumes to fill a single position, and spend most days reviewing between fifty and 150 for various job vacancies.

Considering that I spend about three minutes reading through each one to find qualified people, screening resumes can take at least three hours of my day, potentially even a full eight hours.

Next to the time I need to invest, my key frustration is the number of applicants who don't seem to read the job description and thus lack required qualifications.

This happens all the time.

**VP Human Resources,
Banking Industry.**

And time is not the only concern.

The money that must be spent to conduct a selection process can be tremendous, particularly if you consider costs required to:

- Develop a job posting
- Advertise vacancies.
- Contract work out to third-party recruiters and agencies.
- Manage hiring logistics.
- Pay staff members to administrate the process.
- Pay hiring managers to conduct resume reviews, interviews, and reference checks.
- Process and onboard new employees.
- Cover any other costs associated with sourcing, screening and selecting potential hires.

It can be difficult to estimate an exact total, considering the many direct and indirect costs associated with such a process and the variety of approaches that companies take to hiring. However, the Saratoga Institute's Human Resources Financial Report indicated that hiring costs can average between \$8,000 to \$9,000, with the top 25% of companies spending \$12,000 to over \$25,000. Hiring managers who responded to the Conference Board of Canada survey estimated that the costs can range from \$17,000 to \$43,000 for the selection of a single professional, managerial or executive employee.

Surely, this demonstrates how critical it is that managers do whatever they can to increase their hiring confidence, considering the time and costs that would be required to repeat the process.

UNCERTAINTY ABOUT CANDIDATE SUITABILITY

Unfortunately, it is difficult to feel confident when conventional selection methods are so easily misused and do not provide as much information as we would like about candidate suitability. As a result, too often there is a nagging feeling of having missed an exceptional person somewhere in the process, or of having chosen a candidate who will later turn out to be a poor performer.

In DDI's 2007 "Selection Forecast" survey, 628 staffing directors and 1250 hiring managers expressed their frustration with current selection practices.

Fewer than 1/2 stated that they were satisfied with current selection systems.

At least 2/3 expressed dissatisfaction with the efficiency of hiring systems, particularly in terms of overreliance on traditional methods like application forms, manual résumé screening, and background checks.

More than 250 staffing directors planned to significantly change their selection practices within two years of the survey.

Perhaps we wonder if the seemingly perfect resume actually contains accurate information about a candidate's background, or are unsure about whether our assumptions or biases have caused us to misjudge the potential of a future top performer. Such uncertainty can be particularly stressful, considering the responsibility that is placed on the shoulders of hiring managers to ensure that a company's benchstrength is maintained and improved.

So, how poor are these conventional methods at predicting candidate success?

As is the case with all psychometrics, relevant regulatory organizations use a validity coefficient to give users a better idea about the value of certain selection methods, with a higher number indicating that a method is better able to predict job performance (note that this information can be found in research studies and test manuals). This number is typically found by evaluating a large group of people with the method and then correlating the results with their actual performance on the job. Criteria set by the US Department of Labor states that:

A validity coefficient is

- Excellent if larger than 0.35,
- Good if between 0.21 and 0.35,
- Poor if less than 0.21.

In other words, we can only be truly confident about our hiring decisions when we use methods that meet standards like those above. Unfortunately, most of the commonly used selection methods score poorly on these criteria. For example:

- Using education and experience, as outlined on a resume, only provide a validity coefficient of 0.10 and 0.18, respectively. Any less and relying on this information would be the same as depending on chance to predict the success of your next hire.
- Unstructured interviews score poorly as well, providing a validity coefficient of 0.20.
- Reference checks (not including structured background checks) are barely acceptable and demonstrate a validity coefficient of 0.26.

Have you ever wondered whether the resumes you receive are accurate?

“To get a clearer picture of the extent of resume fraud, I searched a variety of academic and Internet search engines to find organizations that have conducted internal research on resume fraud. On the basis of the 15 studies, the best estimate of the percentage of resumes containing false information appears to be 25%.”

**Mike Aamodt,
Professor of Psychology,
Radford University**

No wonder that most hiring managers feel uneasy when making such important decisions and are often disappointed when chosen candidates turn out to be underachievers.

DISAPPOINTMENT IN EMPLOYEE PERFORMANCE ONCE HIRED

Of course, our hope is that a new hire will later meet or exceed our performance expectations. In most cases, this means that the person must be able to contribute at least to the same level as the average employee in a particular field, in our specific industry, in order for us to feel satisfied with our decision. For salespeople, this may include a quantitative dollar amount, such as \$200,000 per year; for team leaders, it may be qualitative, such as the level of contentment and motivation felt by direct reports.

Dissatisfaction occurs when our hiring decisions result in employing people who do not perform to this level and generally hold the organization back from being as successful as it could be. What does this mean in real terms? Hunter, Schmidt and Judiesch, leading experts in measuring employee productivity, conducted a major study in the area involving tens of thousands of employees and found that:

On average, low performers in the studies contributed 48% less than the typical employee in high complexity positions such as professional, managerial and sales.

So, in the case of salespeople, a disappointing hiring decision may be one in which employees generate half as much revenue as average; in the case of team leaders, disappointment may come from knowing that an employee's direct reports feel half as satisfied or motivated as they did working for a more capable manager. Of course, the above statistic fails to highlight a hiring manager's greatest fear – selecting someone who turns out to be a true problem employee, contributing nothing to the organization, hindering others' performance, or even outright damaging the company's ability to be successful.

Peter Drucker, considered to be the father of modern management, found that disappointing hiring decisions were being made surprisingly often (about a third of the time), even in companies that

“Executives spend more time on managing people and people decisions than on anything else, and they should. No other decisions are so long-lasting in their consequences or so difficult to unmake and yet, by and large, executives make poor promotion and staffing decisions.

By all accounts, their batting average is no better than .333. At most one-third of such decisions turn out right; one-third are minimally effective and one-third are outright failures.

In no other area of management would we put up with such miserable performance.”

**Peter Drucker,
The Essential Drucker**

understood the importance of good employee selection practices. Research results uncovered by DDI were slightly more optimistic, indicating that approximately one in five hiring decisions turns out to be a mistake.



So, what can we do as hiring managers to help overcome these three problem areas?

Making Quick Confident Selection Decisions

As is the case with many issues involving prediction, most major hiring frustrations are primarily a result of not having enough objective job-related information on which to base decisions - information hiring managers could use to build more efficient selection processes, increase their confidence level, and ultimately better predict the future performance of their candidates.

Predicting any type of outcome, effectively and efficiently, is dependant on having **enough** of the **right type of information...**and possessing the **sound reasoning and qualifications** required to gather and use this data appropriately.

WHAT INFORMATION HELPS PREDICT EMPLOYEE SUCCESS?

In the case of employee selection, you first need to know how to identify suitable employees and understand the attributes that determine job performance. Fortunately, research has provided us with a great deal of insight into what general qualities impact on performance and how we can go about uncovering the more specific traits that explain success in a particular job, in your specific organization. Let's talk about each of these in turn and describe how you might uncover them for your next hiring project.

Cognitive Ability

Also known as intelligence, general mental ability, or problem-solving skill, cognitive ability has repeatedly been proven to relate very well to an employee's ability to effectively solve problems, learn and benefit from experience and education, adapt to changing issues and circumstances, and even helps determine the employee's level of job satisfaction. In fact, cognitive ability is one of the most valid indicators of future job performance in any role, particularly for positions that are relatively complex in nature (e.g., professional, managerial, sales). Needless to say, measuring candidate cognitive abilities should be one of the cornerstones of any hiring project.

Even better, however, is that cognitive ability also interacts with key elements in the resume to redeem a practice (reviewing resumes) that to this point has been one of the most ineffective ways to screen potential applicants.

Experience and Education

Although many hiring managers consider experience and education alone when making critical screening decisions, the fact is that these two factors do not relate well to job performance when considered independently. However, when cognitive ability is put into the mix, the standard experience and educational information on a resume becomes much more relevant.

This makes complete sense, if you consider that, while experience and education provide the opportunity to learn and improve skill level, they do not offer any indication of whether applicants were actually capable of benefiting from the experience. For example, we all know of senior employees who are not top performers, despite their many years of experience, just as we know very talented, intelligent, and eager junior hires who take their few years of training and use it to consistently perform beyond our expectations.

In essence, cognitive ability is the most critical factor in determining candidate potential, and experience and education provide an indication of how much of that potential they have realized.

Learning, and hence job experience, plays a major role in the determination of job performance. Experience provides the medium for learning, and, thus, people with more experience have had more opportunity to learn and to achieve a higher level of job performance

Schmidt, Hunter, & Outerbridge, 1986.

However, individual differences in learning are also important. If one worker learns faster than another, the same amount of experience will produce a higher level of performance in the fast learner than in the slow learner. It is [cognitive ability] that turns experience into increased job knowledge and hence higher performance.

Schmidt & Hunter, 2004.

This interaction is so important that it deserves more attention and perhaps a graphical explanation to help drive the point home.

Have a look at the graph to the right. In this situation, three people have applied for a particular role, the first with 4 years of experience (Jane), the second with 6 years (Bob), and a third with 10 (Sally).

Using resume information alone, you would likely hire Sally, considering that she is the most experienced candidate, and assuming that she also made a good impression during the interview. Unfortunately, you would know little about Sally's cognitive ability, or her capability of learning and benefiting from her experience. In other words, you would not know if she has reached her limits of performance or has more room to learn and grow.

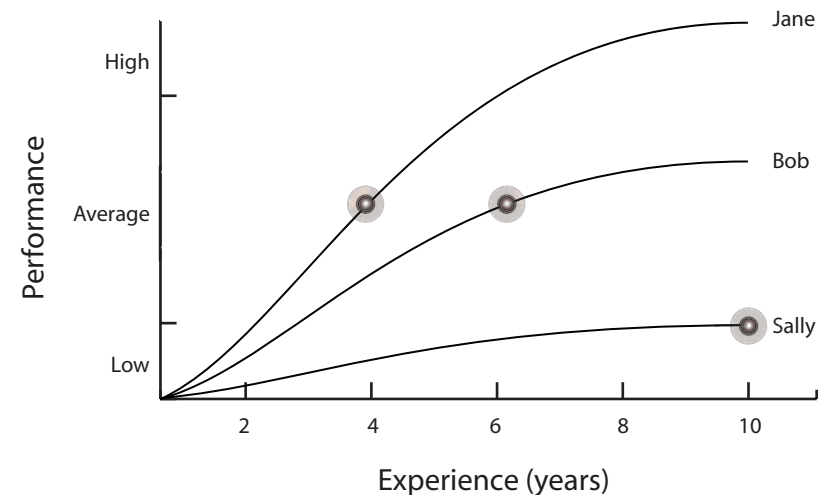
In this case, the limits of her cognitive abilities meant that she had learned much of what she could after about six years on the job (see the curved line in the second graph), and that she does not necessarily have the problem-solving skills required to use this experience to her best advantage.

Bob and Jane also help demonstrate the importance of measuring cognitive ability and understanding how it relates to one's performance potential. As you can see in the graph, both individuals are about average in terms of their job performance, even though Bob has more experience. Perhaps you would choose Bob for that reason (i.e. "they both seem capable, but Bob has an extra two years under his belt, so I guess we should choose him").

However, if you had measured cognitive ability, you would know that Jane is exceptionally intelligent and has much more room to grow and improve. In other words, she has simply not had the time or training required to reach her potential as yet, while Bob has just about reached his peak. In fact, while Jane is an average performer now, she is certainly smart enough to acquire, understand and use more

Experience provides the opportunity for people to learn and improve.

Cognitive ability determines how much they can benefit from that opportunity.



sophisticated methods given the opportunity, and could become one of the best people on the team given the right coaching, training and development.



Of course, the quality of candidates' training and experience will impact on their opportunity to learn, which is something that you need to evaluate during the hiring process. There are also other factors that need to be understood and assessed to fully understand an individual's performance potential.

Personality or Behavioural Style

In addition to evaluating more general factors such as cognitive ability and experience, you will also need to consider the traits that are important to success in a particular role, and in your specific organization. This typically includes determining whether candidates possess a certain type and level of technical knowledge as well as the personality factors (i.e., approach to people and problems) that indicate a proper fit with the position and organization.

To uncover these personality attributes, you would need to conduct a job analysis and consider three issues that will help you build a comprehensive description of the ideal employee.

- 1. Objectives to be achieved at the organizational, departmental, and position level.**
- 2. Tasks that provide the means for employees to achieve their position-level objectives.**
- 3. Attributes that enable employees to perform these tasks to a high level of performance.**

For example, let's assume that you are a hiring manager at Ben and Jerry's who needs to hire a Flavour Developer to think up tempting new tastes of ice cream (a real job, by the way!). First, consider Ben and Jerry's key organizational objective:

To make, distribute and sell the finest quality all natural ice cream and euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.

This objective is accomplished through the collaboration of many different departments, one of which, product development, employs our Flavour Developers. As a team, the key objective for the product development department may, in turn be:

To ensure that new flavours meet strict quality standards set out by the organization, can be produced using current Earth-friendly technology, and are unique yet appealing to a wide audience of consumers.

Clearly, the proper departmental focus will help the organization itself succeed, and knowing the organizational objective is critical in determining what this focus should be.

Finally, let's consider the purpose of the particular role for which we are developing a hiring process. To help the department meet its objective, a Flavour Developer may simply be required:

To create unique and appealing new flavours of ice cream.

Again, you need to know what the department's objective is before setting one for the role or employee. A successfully completed objective at the role level will help the department achieve part of its objective, and objectives completed by the department help the organization at large succeed in achieving an important part of its mandate. Every level of the company is intricately linked.

Of course, there is nothing in the above statements that indicate how the employee should go about meeting the objective, or tell us about the qualities that determine top performance in the role. For that, we need to first outline the tasks that are expected of employees in the position. For example:

Surveying various demographic groups to discover popular dessert flavours.

Providing a number of resulting ice cream recipes to the manufacturer, along with a list of approved ingredients.

Conducting focus groups to evaluate the appeal of various new flavour combinations.

Then, with this list of tasks as a guide, you can create a list of competencies and attributes that the

ideal employee in the role should possess in order to complete tasks to a high level of performance. For example, two of the above listed tasks require that the employee conduct various forms of research. That said, some of the attributes we may want to measure when assessing potential hires include:

Attention to detail.

Written communication skills.

Numerical reasoning skills.

With these insights, we now know that candidates who are assessed as having poor “attention to detail” will likely produce poor quality research and, in turn, will have difficulty coming up with unique and appealing new ice cream flavours.

It may seem like a lot of work to uncover these attributes but doing so is critical to developing an effective screening and assessment process. In turn, it will decrease the amount of time it takes to evaluate potential candidates (you will know what to look for), and greatly increase the certainty you have that particular individuals will succeed. If in doubt about such a process, please contact a professional with a background in job analysis (e.g., Industrial/Organizational Psychology) who can provide assistance.

So, at this point, we know that we need to assess cognitive ability, expertise (i.e., experience, education, technical knowledge), and various personality attributes important to success. However, the more sophisticated employer will also consider two other factors, when making hiring decisions, to ensure that new hires apply themselves, stay with the organization as long as possible, and otherwise reach their true potential.

Motivation and Development Needs

Even if you hired the smartest people in their field, whose personality precisely matched that of your best employees, there is no guarantee that they will use their gifts to their full advantage.

First of all, they need to be interested and engaged in the projects and tasks that you provide them and be motivated to apply themselves. Although not often measured at the selection stage (if at all), this is

**What should you look for in an ideal job candidate?
Ask yourself the following questions.**



really the perfect point at which to understand the benefits that you can offer to candidates in order to retain them and keep them engaged. For example, you may find out that your top candidates work best autonomously, need to know that their efforts are acknowledged, and have greatly disliked working for managers who do not appreciate their requirement for a flexible work schedule. Put those individuals with a bureaucratic micromanager and suddenly you have a group of high-potential low performers.

Secondly, you should consider the potential development needs that could get in the way of great candidates reaching their true potential in a certain role. Even the very intelligent person, with the right personality and the motivation to achieve may be limited by a lack of skill or a bad habit in certain areas, a gap that could be overcome with the right training, coaching, or development plan. Considering that a well-developed selection process should be providing you with comprehensive details on each candidate, this is an excellent opportunity to gauge the degree of improvement needed and to start putting in place strategies to help chosen candidates succeed.

HOW DO WE GET THIS INFORMATION?

Of course it is one thing to understand what attributes you need to look for in a high-potential candidate, and entirely another to know the most efficient and effective ways to gather this information.

Job Analysis

We have already provided an example of using job analysis techniques to help uncover attributes that would be important in helping employees complete the tasks and objectives required of them in a particular role. As you could see from that example, understanding the job and the qualities important to success was critically important to building an effective hiring process. Otherwise, you would be forced to guess about what you should look for in an ideal candidate and, unfortunately, would be at much greater risk of allowing biases and a lack of objective information to result in poor hiring decisions. You also need this information in order to choose the right assessment methods to quickly and accurately identify high-potential candidates.

Valid and Reliable Assessment Methods

Of key importance is to keep in mind that you need to use assessment methods that have been proven to be reliable and valid in terms of measuring the aforementioned qualities. You then need to verify this information and interpret it in the context of a specific job.

For example, an unstructured interview (i.e., conversational interview with no prepared questions, consistency, or means of rating candidates) is very unreliable, considering that candidates can receive different questions and that the biases of the interviewer can affect how the conversation plays out. However, a structured interview that provides consistent job-related questions, and offers interviewers a scale on which they can rate candidates, has been found to be a highly valid method for evaluating candidate potential. Research has even shown that a properly designed structured interview can offer validity similar to that of a well-developed cognitive ability test.

Validity and reliability information is readily available for general assessment methods, such as different interview techniques, and should be available for specific types of evaluation instruments, such as tests and questionnaires provided by various publishers. In both cases, it is important to ensure that your selection methods have been proven to relate to job performance.

Make absolutely certain that the assessment methods you choose meet or exceed validity and reliability criteria set out by appropriate regulatory agencies.

Otherwise, you are not only going to end up hiring poor performers, but you also open yourself up to very damaging and expensive legal problems. When considering a specific assessment instrument, make sure that you ask the provider for the full manual, including studies that have demonstrated the instrument's ability to predict job success. Also do your own research to see what other independent studies have said about the quality of the instrument.

Despite this warning, it is important to keep in mind that the right assessment methods and instruments are not going to expose you to the above concerns and, actually, will help you avoid them by ensuring that your process uncovers objective job-related information to effectively identify skilled candidates.



“...40% of companies reported not using written behavioral interview questions, indicating that these organizations were using unstructured interviews in their candidate evaluation process.

This is concerning because unstructured interviews have little validity in the prediction of candidate job performance. In addition, with only 5% of companies reporting a plan to change this practice, the less effective method of interviewing by the “seat of your pants” will continue to allow more subjective and potentially biased information to influence the hiring decision.”

**Joseph Murphy,
SHRM, The Use of Objective
Candidate Evaluation
Techniques, February 2006**

So, what types of assessment methods should you use? Let's talk about the stages required in an effective hiring process and offer suggestions on the types of methods to use in each. We'll start with the screening stage, where your focus should be on eliminating unqualified applicants as quickly and cost-effectively as possible.

Stage	Method or Instrument	Rationale
Screening	Application Form	<p>A well designed application form should really be a substitute for the resume. It should ask applicants directly about basic qualifications that are important to success, particularly their experience in a certain field and their level of relevant training or education. Doing so will provide you with information on all applicants in a standard format, organized in a way that will make it easy to compare them to each other.</p> <p>You might also use this opportunity to ask about specific tools or equipment they have used, their willingness to travel, languages spoken and any other information critical to success in the target role. However, make sure to focus on qualities that are absolutely essential.</p>
	Cognitive Ability Test	<p>Cognitive ability tests should be a central part of any hiring process, especially for complex professional, managerial or sales positions. Make sure that you choose a test or tests that are appropriate for the role and have demonstrated a high level of validity and reliability.</p> <p>While the application form provides you with information on candidates' opportunity to learn, the cognitive ability test tells you about candidates' capacity to benefit from that experience. In other words, together they provide you with insights into candidate potential and the extent to which that potential has been realized. You will then be ready to evaluate those with highest potential in terms of likely fit with the role and company.</p>

Next, is the assessment phase, where your main concern is to evaluate applicants on competencies important to success in a particular position, in your specific organization. While proper screening **eliminates risk** by filtering out those who lack potential, the assessment **increases confidence** by identifying those who are most likely to be top performers.



Stage	Method or Instrument	Rationale
Assessment	Personality Questionnaire	<p>The right work-related personality questionnaire will provide you with information on candidates' typical approach to people and problems, and give you a clear idea about how well they will fit into the role and organization. This is where the information gained from your job analysis will be particularly important, in terms of knowing what attributes to look for in a high-potential employee.</p> <p>It will also help uncover potential development needs, as would be the case when there is a gap between a candidate's behavioural style (e.g., discomfort in front of groups) and qualities exhibited by an ideal employee in that role (e.g., confident presenting information and advice to large groups of clients).</p>
	Motivational Questionnaire	<p>A properly designed motivational questionnaire will provide you with insights into the factors that help motivate, engage, and retain individual candidates.</p> <p>This information can be used to determine job and organizational fit, but is better used to educate candidates' future managers about how to work with them and what type of rewards and benefits would be most effective.</p>

Finally, you should verify and supplement the information that you have gathered so far, to develop a full understanding of candidate potential and delve into any confusing or doubtful results. While this stage is the most time-intensive, it is vital in uncovering detailed differences between finalist candidates.

Stage	Method or Instrument	Rationale
Verification	Structured Interview	<p>The interview will give you the opportunity to ask standard questions of all candidates, and provide details to help explain the assessment data you have collected to this point.</p> <p>Remember that a structured interview should ask the same job-related questions of all candidates, and allow you to rate them according to factors deemed important to job success.</p>
	Reference Check	<p>It is also worthwhile to verify candidate qualifications and gather information from candidates' former associates to help build on any assessment information gathered.</p> <p>Although traditional reference checks are relatively unhelpful in predicting job performance, there are ways to improve reference validity:</p> <ul style="list-style-type: none"> • Make sure that those providing references know that their comments are anonymous. • References should include a wide cross-section of people who have worked with the individual, including supervisors, peers, direct reports, and even customers where appropriate. • Ask open-ended questions that are clearly related to job performance. • Keep it positive. Instead of asking about weaknesses, ask about ways to help candidates reach their potential. • Focus on key themes across raters, rather than "one-off" comments made by individuals.

HOW MUCH IS ENOUGH?

The final issue to discuss is how much of this data we need to gather in order to feel confident in our ultimate hiring decision.

Balancing Variety

Most hiring managers do not gather nearly enough information through the three traditional selection methods of resume reviews, interviews and reference checks, and end up relying too much on subjective impressions, gut instinct and chance to fill in the gaps. As indicated previously, this often results in them feeling uncertain about their hiring decisions and disappointed when a bad choice is made based on this limited data.

The key to an effective selection process is to include a variety of methods and instruments, each of which should measure a specific job-related attribute, as uncovered in your job analysis. If math skills are important, for example, make sure that you include a valid test of numerical reasoning skills. If project management skills are important, you will need to find ways to measure candidates' ability and potential in that particular area.

...and Efficiency

At the same time, overwhelming candidates with assessment activities is certainly not appropriate. This may be counter intuitive as you would think that having as much data as possible would lead to better decisions. However, the fact is that, in very intensive drawn-out assessment programs, many candidates are simply worn out by the time and energy they need to invest and end up performing poorly and resenting their future employer. The key is to develop an efficient hiring process using the most powerful tools available.

A well-developed assessment method should be very efficient, short in length but provide valid job-related information. It should evaluate a particular skill or attribute that the job analysis has deemed

important to success, and do so only once. In other words, if you have a good test of numerical reasoning skills, then there is no need to give candidates a separate activity in which a key component is the analysis of numbers. There should be little to no overlap between instruments used in terms of the qualities that they measure.

Finally, you need to consider the order in which you administer your assessment methods, to ensure that the most efficient methods are used earlier in the process, eliminating unqualified individuals quickly and leaving you with a shorter list of people to put through more expensive and time-consuming steps in the process. If you look at the methods outlined in the previous tables, for example, you will notice that application forms and cognitive ability tests are administered early in the hiring process. This is because they both provide critical job-related information, and do so quickly and cost-effectively.

Conclusion

Clearly, having enough of the right type of information, gathering it in an efficient manner, and using it appropriately, helps to overcome many of the major frustrations experienced during the typical hiring process.

Time and money is no longer wasted when you know how to gather the right amount of information. This means that you can avoid unnecessary investments in screening and assessment methods that do not relate to success and will know the most efficient way to put together an evaluation process.

And with the right type of objective information, gathered and verified by skilled individuals, you no longer have to feel uncertain about your hiring decisions or be disappointed by candidates' future job performance. In fact, with the right methods in place, an effective screening and evaluation process can consistently identify candidates who will not only meet your expectations but become true top performers.

How can you get enough information to make good hiring decisions?

1. Use a variety of assessment methods and instruments.
2. Ensure that each method is a valid measure of one or more of the attributes you identified as important to job performance.
3. Use only the tools you need and limit overlap in what these instruments measure.
4. Pick measures that are as short as possible, yet demonstrate high validity and reliability.
5. Order your screening and assessment process so that the most efficient instruments are used first, thus limiting the number of candidates you need to assess later in the process.

About Hire Insight



Hire Insight's team of assessment experts help clients overcome their most common frustrations in sourcing, screening and evaluating potential employees. As a result, clients are able to:

- Attract a large number of quality applicants.
- Decrease the time and costs require to select new employees.
- Increase their confidence in hiring decisions.
- Ensure that they consistently hire top performing employees.

All Hire Insight methods have been well-established through years of research and practice, and all exceed assessment and hiring standards set out by the federal government and other regulatory organizations. Any methods and instruments used have been proven to predict job success and are completely legally defensible.

The Hire Insight team members who conduct the assessments are all graduate-level educated and have years of experience in psychometrics and employee assessment. This experience has included working with companies of all sizes, from small entrepreneurial businesses to large international organizations.

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