



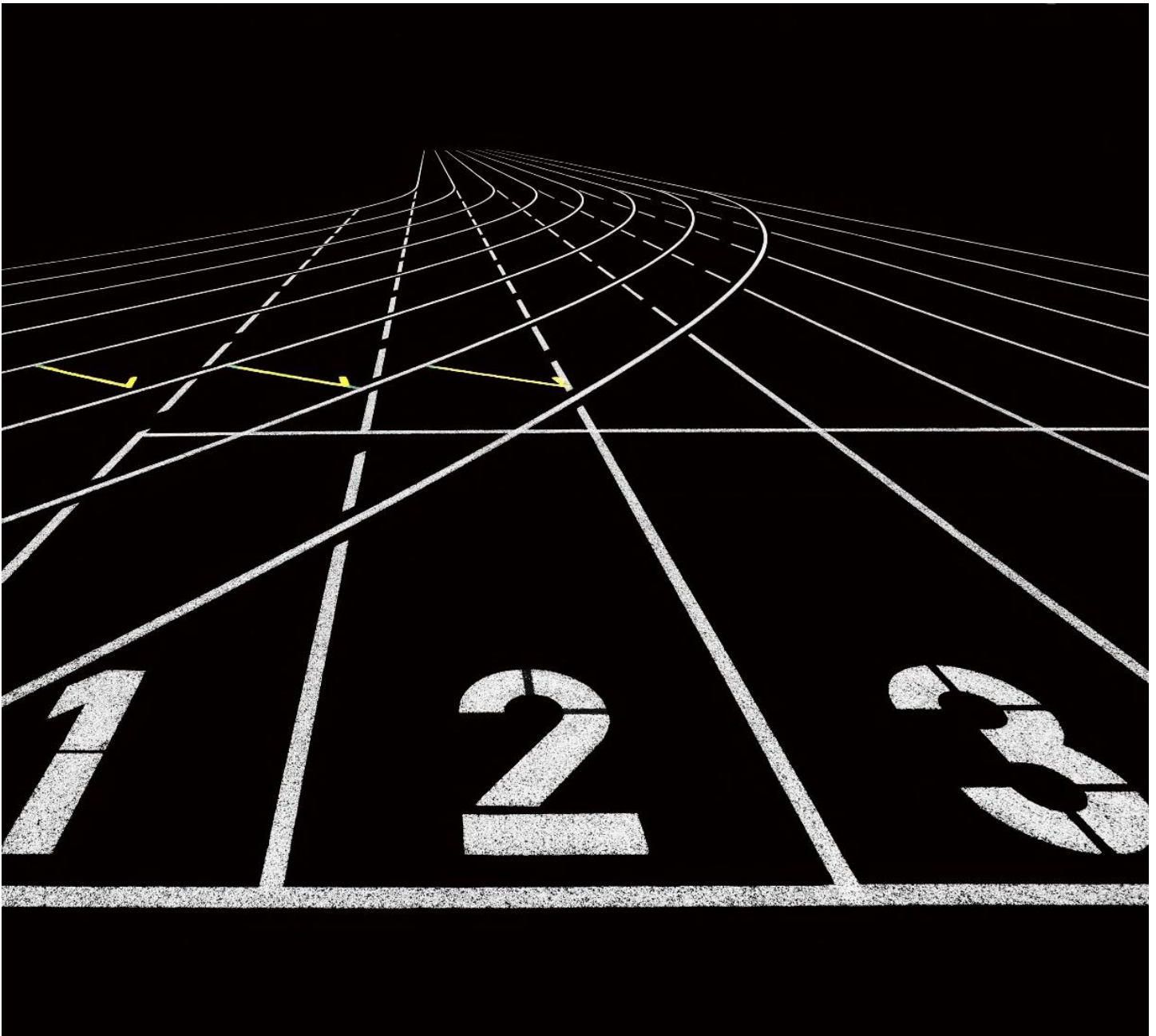
HIRING FOR SUCCESS

4-STEPS TO OPTIMIZING YOUR HIRING



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HIRING THE RIGHT PEOPLE FOR THE RIGHT JOB

One of the most important decisions an organization can make is who to hire. The average cost of a bad hire is as much as \$18,700 per employee.

You have probably heard of managers who decide to hire someone because “they have a good feeling about them” or “they made great eye contact during the interview.” The problem with considering these types of factors is that you are missing out on quality candidates and your hiring decisions are biased. You need a selection process and tools that will allow you to find and hire a diverse group of candidates consistently and objectively. In fact, organizations with mature hiring programs are 2.4x more likely to select the right candidate with the right skills for the right job.

HIRING FOR SUCCESS

Does this Sound Like You?

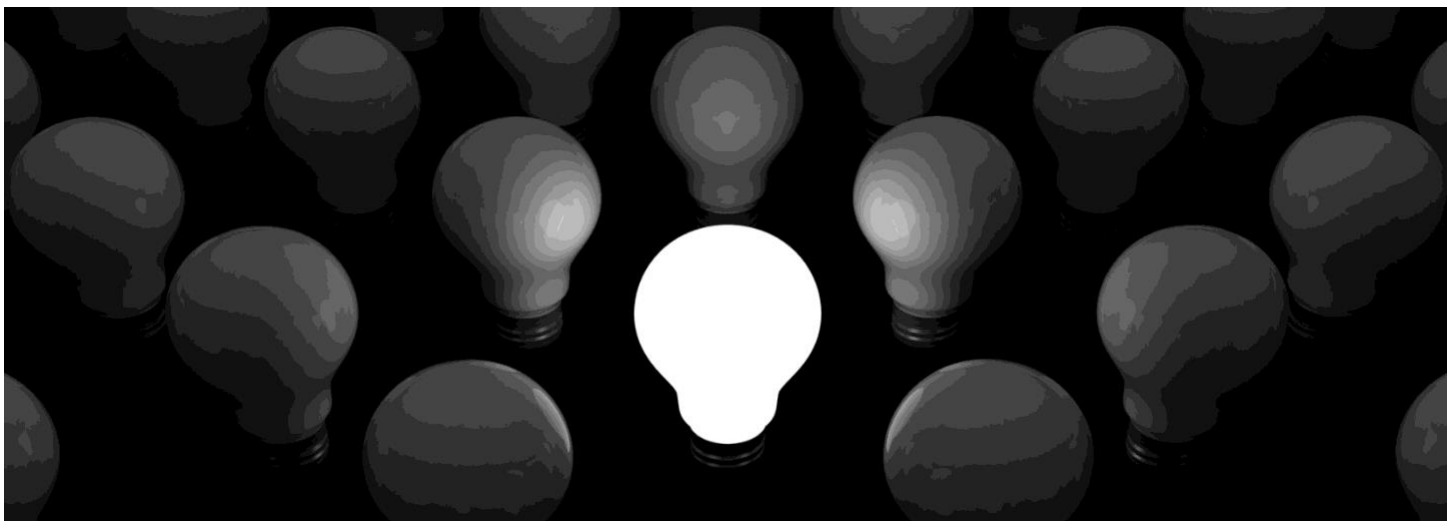
- ✓ Do you have a need to continuously hire people with the right skills?
- ✓ Do you struggle with hiring a diverse workforce?
- ✓ Do you have a need to make better hiring decisions?
- ✓ Do you find that your selection process and tools are not leading to the results that you are looking for?
- ✓ Do you find it hard to know what knowledge/skills/abilities to look for?
- ✓ Are you finding it hard to decide what selection tool to use and when?
- ✓ Are you frustrated that you spend time and money on hiring, only for people to end up leaving?

If any of the above sounds like you, then here are 4-steps you can take to make sure that your process and tools are delivering the results that you are looking for.



Step 1: Review Selection Goals

To start your selection audit, it is important to first understand your hiring goals as well as the key strengths and weaknesses of your current hiring approach. What is working and what is not? For example, do you find that you are hiring candidates that tend to leave the organization after a short period of time (e.g., high turnover) or do you find that you are finding it hard to hire more diverse candidates (e.g., diversity parity metrics)? Understanding your current process will help you to set goals for measuring the success of any changes that you make.





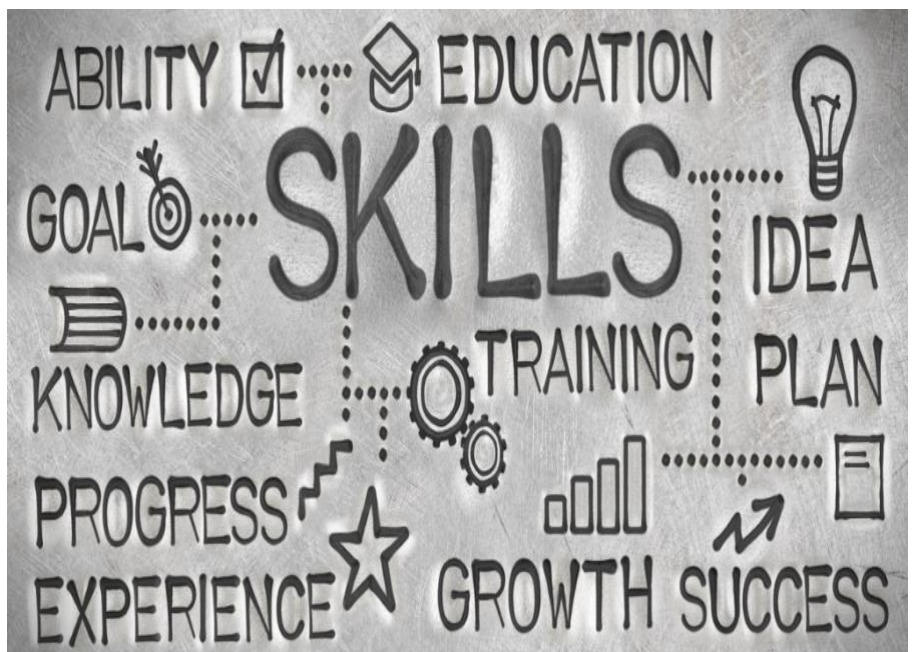
Step 2: Review Hiring Criteria

The next step in a selection audit is to review your current hiring criteria. What skills, competencies, knowledge, abilities, and other requirements are needed to do the job? It is important to review these criteria as they may change over time as the requirements of the job change. You need to develop a clear and comprehensive understanding of successful performance for a job, so that you can measure people against these criteria. This includes developing an understanding of the experience and/or education requirements, knowledge, and competencies required to drive success across jobs.

Competencies refer to knowledge, skills, abilities, or other characteristics defined in terms of the observable behaviors needed for success.

To develop and confirm these criteria, you can review existing information like previous job analysis or competency profiles, job descriptions, job advertisements, policies, information on career streams, assessment, or training.

You will also need to engage subject matter experts (SMEs). SMEs should be representative and fully cover all aspects of the role(s) you are trying to define (e.g., geography, function, years of experience). You can use focus groups, interviews, surveys or directly observe someone performing the job to gather information on the requirements of the job.



Subject matter experts will help you to confirm and to clarify:

- ❖ What are the key responsibilities of the job?
 - What equipment or technology will they need to use?
 - Will they supervise or manage other employees?
- ❖ What is the impact of the job on the organization's mandate?
- ❖ What tasks must be performed to achieve this mandate?
- ❖ What competencies are needed to perform successfully in the job?
- ❖ What are the key outputs/deliverables of the job?
- ❖ Who are the key internal/external clients?
- ❖ What educational and experience requirements are needed?
- ❖ What work conditions are needed for success?

Once the criteria have been identified, it is also a good idea to have the SMEs rate the importance, frequency, and/or difficulty.



Step 3: Review Recruitment and Hiring Tools

After you have confirmed the criteria or what you are hiring for, you will need to identify tools or review existing tools for effectiveness and to make sure they align with equality, diversity, and inclusion best practices.

Too often people believe that the best hiring process and hiring tools are creative and unique, but in fact the most effective hiring strategies tend to be more structured and “boring.” Asking creative questions, such as “If you could be any animal, what animal would you be?” or “How many square feet of pizza are consumed in this country each year?” can lead to interesting dialogue but have no relation to how well the person will be able to do the job. Similarly, using a “gut feel” approach, where hiring managers simply go with their gut after talking to candidates is not an effective approach, even for the most experienced and confident hiring manager. This can lead to biased hiring decisions that favour specific candidates. The only way to assess candidates accurately and objectively is with a structured process that focuses on the actual requirements of the job.

There are a variety of selection tools that can help you to do just that. Some of the most common ones include:

- ❖ Applications
- ❖ Screening questionnaires
- ❖ Interviews (e.g., structured behavioural or structured situational interviews)
- ❖ Tests/assessments (e.g., personality, knowledge, skills/competencies, dexterity)
- ❖ Work samples/simulations
- ❖ Reference checks

It is important that all tools provide relevant and accurate information about job candidates. Selection decisions should be based on solid evidence rather than subjective thoughts or feelings. This helps to make sure all hiring decisions are not only legally defensible but also inclusive.



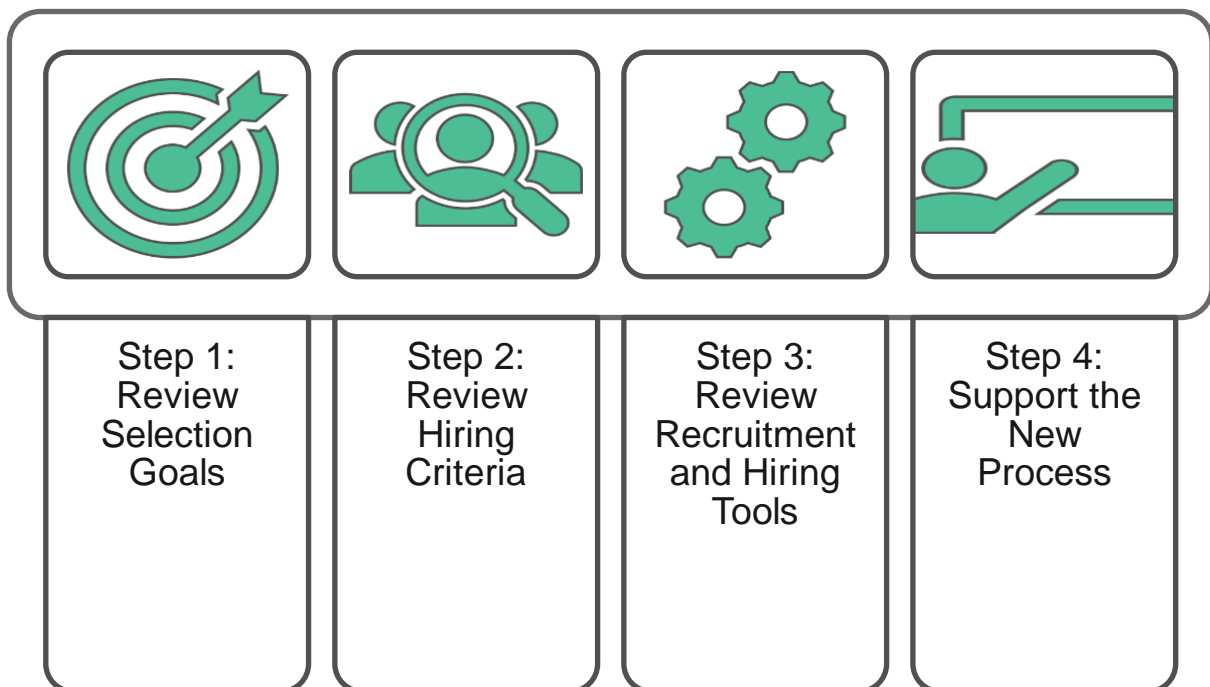
Step 4: Support the New Process

To ensure a fair, defensible, and effective process, it is important to ensure that hiring managers or whoever is using the hiring tools are trained on their use. For example, if a hiring manager is using a structured behavioural-based interview, they would need to be trained on how to open the interview, how to ask the questions, ask effective and non-leading follow-up questions, take notes, and evaluate each answer.

Structured behavioural-based interview: ask a candidate to describe how they have acted or behaved in a specific situation in the past, as the best predictor of future success is past success. Each candidate is asked the same questions to ensure consistency and fairness of the interview.

The Key to Action is Results

By following these 4-steps you can make sure that your selection process and tools deliver the results you are looking for.



For more information on how to conduct a selection audit contact: info@ptconsulting.io