

October 2004 – Drake Webinar Series: Effective Hiring Volume 1

The Art of Hiring Effectively Pays Off

The art to hiring requires cool deliberation, efficient planning and thorough candidate profiling. It can be an expensive, complex and time consuming exercise, so it is imperative that company's get it right and avoid informal, poorly defined hiring practices. Surprisingly, unqualified individuals and behavioural problems can often be overlooked during traditional interview and qualification processes.

The common result of ineffective hiring is a person's inability to fit into the company culture and their position, the consequences of which can cost an organization anywhere between 30 and 200% of the employee's salary to replace them. Additionally, there is lost productivity, damaged client relationships and dissatisfaction among existing staff.

In order to avoid these pitfalls, many companies are overhauling their hiring practices with techniques that find near-perfect candidates. The purpose of creating these new procedures is to help managers discover those individuals who do well in personal and phone interviews, but under-perform when actually in the role. "Most companies are good at testing hard skills – such as computers – but there is much more to an employee's responsibilities," says Reinhold Schieber, a leading expert in organizational performance. "Predictive performance and psychometric profiling test soft skills, which cannot be measured through hard skills testing. Profiling can identify past, current and possible future skills, including their ability to fit into a company's unique corporate culture, which are absolutely necessary for being successful in a given position". Also known as behavioural profiling, it determines the motivational, communication, decision-making and leadership skills of potential employees.

Behavioural profiling is developed by HR professionals and psychologists who set standards based on large groups of men and women of varying ages, backgrounds and occupations. The highest scoring individuals are separated from the rest and used as benchmarks for the tests. Based on these results and existing top performers, organizations can clearly define job descriptions, establish success factors and then match these factors to the candidate's skills, knowledge and behaviour. One major North American retailer effectively used performance profiling to reduce the time and cost associated with the screening during the holiday blitz. They received 3000 resumes out of which 750 were a strong match to the "star performer" profiles. Once hired, employees selected from this group averaged sales \$12.00 above performers who weren't profiled and matched.

Profiling is also helpful to interviewees, says Schieber, as "they gain insights into their own job and they can use that knowledge in future interviews. The results offer guidance - like career coaching - for future interviews and positions."

Building and sustaining a successful business requires the skills and commitment of capable people. The rewards of utilizing behavioural tools in combination with proven recruitment services could make the difference between company success and failure.

To find out more about these issues, Drake is holding the first in a series of monthly online "webinars" on October 27th at 12:00pm EST, offering tips and insights to finding and hiring the best candidates.

Contact Drake for further information on how Predictive Performance Profiling can increase successful hiring and reduce costs. Call 1 800 GO DRAKE or visit: www.drakeintl.com