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A monthly newsletter for our assessment product clients designed to assist and educate on key subjects related to human capital assessment technology and methodologies, and their effects on your organization.

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Is There Any Way To Guarantee A Perfect Hire?

The question of how to perfect recruitment and selection processes has existed for decades, and it is now intensifying as the result of our slowly rebounding U.S. economy.

Simply put, there is no way to guarantee a perfect hire. Neither *recruitment processes, interview methodologies, reference check systems, background investigation methods, assessment approaches*, nor *exhaustive or elongated selection methodologies* in and of themselves will provide you and your organization with the assurance of a perfect placement. One thing **IS** certain, however: **the personal preferences of the hiring manager or executive regarding who the optimal candidate is in terms of education, appearance, personality, affiliations, interests and similar factors are by far the most common causes of both imperfect hires and turnover.** What the boss "prefers" is the factor that has been proven to be least connected to positive job performance and organizational success.

We encourage our clients to overcome a large percentage of their potential human capital challenges at the *front door* of their businesses through a balanced approach to recruitment methods, interviews, reference and background checks, and *Job Fit* assessments. When any of these four methods are not utilized, or not utilized properly, the likelihood of a bad hire increases by 25% for each of the four steps not taken. We define a "bad hire" as any individual employed for more than 4 months within your organization who is either viewed by any number of supervisors or peers as an imperfect job fit, or who departs your company for any reason whatsoever. Of the above four selection methods, only two...*Background Checks* and *Job Fit Assessments*...provide you with definitive data that is fact based and universally interpreted by all who review it. Recruitment methods, interviews and reference checks, while somewhat helpful are much less exacting because personal interpretation and filtering are involved. We have one client who recently hired an individual based on outstanding interview and reference results alone, and then terminated that employee after only four hours. The reasons for the termination were actually clearly outlined in the assessment the candidate had completed prior to hire, but that was ignored by the hiring manager.

The vast majority of our clients now no longer hire any individual who has not successfully completed at least three separate interviews, been provided with at least two exceptional work references, received a clear criminal and civil background check, and received a high percentage *Job Match* through at least one of our assessment systems. Through utilizing those four hiring hurdles, all executed within one week, our clients in most cases are pulling away from their competition in a very measurable manner largely because they take much less time to hire outstanding performers with *Job Match*.

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During a recovering economy, and during each recovering economy since 1961 the single most important aspect of staffing has been proven to be speed of process and speed of decision-making. Your organization has no position at any level that should take longer than five weeks to fill. Nearly all of our clients have found that the best candidates...those with outstanding *Job Match*...will simply not allow potential employers to take their time in terms of delayed hiring decision-making. Instead, they find jobs elsewhere.

We energetically recommend that if you and your organization wish to thrive, and perhaps survive our current economic revival, that you ensure that these steps are taken within your organization...before your competitors take them.

What Effect Does “Personality” Have On Job Success?

Exceedingly little. Many organizations, hiring managers and Human Resources professionals have unfortunately been misled with regard to the importance of an individual’s personality, per se, in terms of job success and contribution to company objectives and financial performance.

Personality, as singularly measured by many assessments such as *The Myers-Briggs Type Indicator* and *DiSC*, has been definitively shown to have only a very minor impact on job performance and an even smaller impact on *Job Match*. The primary reason for this is that every position type within every function of every organization throughout the world has a very high number of personality attributes that can and do fit with any given positions.

It has been the experience of our clients that the only time there is a “preferred” personality type for a given position is when there is only one personality type amongst the organization’s customers...which is never.

A Thought For Your Consideration

The most consistent issue of concern by employees within companies, as determined by employee survey data within thousands of organizations, relates to perceptions of a need to improve internal communication.

Our research has shown that the level of communication within organizations is largely controlled by the degree to which all individuals within the organization are pursuing the same, or at least similar and mutually supportive goals. When goals are not aligned there is so little in common between individuals and workgroups that there is generally no willingness or ability to communicate meaningfully and effectively. This situation occurs very frequently within organizations where goals are conflicted, for instance when some individuals have revenue-based goals and other individuals have expense-based goals within the same company, and within organizations where goals are not defined as mandatory. Defining goals that are both similar across the entire organization, and mandatory, has been shown to improve communication and organizational performance by 35% to 70%.

For Further Information...

Visit us on-line at <http://www.hrihouston.com>, email us at haljay@hrihouston.com, or call us at 281-275-4180. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!