

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.

A Selection Approach That Works

The recruitment and selection process is becoming increasingly more challenging and critical for business organizations. Many companies see the role of recruiting and selection to be the sole responsibility of the Human Resources Department or of the hiring manager, which is frequently a big mistake. Although most HR Departments and many hiring managers do an excellent job with sourcing and selection, it is imperative to the organization's success that senior management set the tone for the importance of hiring the right people through direct and active involvement with the selection process on the part of senior executives.

What does a bad hire cost an organization? Although there have been endless studies as to the dollar impact of bad hiring which includes everything from administrative and lost productivity costs to the costs related to pre-employment drug screening and background checks these costs have been accurately researched to range from \$4,900 to \$63,000 depending upon position level and incumbent time with the organization. But, these are only the costs that can be measured easily. The larger and often immeasurable costs are tied to the loss of customer confidence and future business, deterioration of the team, loss of employee confidence in management's decision-making processes, and overall organizational unrest. All of this can be avoided if key business leaders take a more active role in the organization's human capital decisions.

Many organizations are still sourcing and selecting candidates for hire in the same way they did in the 1970's by taking the following steps:

- Receipt of resume
- Completion of application
- Interview(s)
- Substantial delays and indecision with regard to who to hire
- "Comfort" perception by the hiring manager
- Hire

This outdated approach is no longer effective for any organization's needs because:

- Doing things in old ways does not provide competitive advantage.
- "People problems" must be stopped at the front door for financial and productivity reasons.
- Candidates are much more educated, trained and polished today regarding the interviewing and selection process.

Human Resource Innovations, Inc.
One Riverway
Suite: 1700
Houston, TX 77056 USA

Phone:
(713) 840-6350

Fax:
(281) 980-6797

E-mail:
haljay@hrihouston.com

Web:
www.hrihouston.com

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- Interviews alone are ineffective at eliciting all information necessary to hire highly productive, dependable, ethical and customer-focused employees and executives.

To ensure that you and your organization are optimally positioned for the economic resurgence that has now begun we recommend that you evaluate your sourcing and selection process now so that *candidate-sourcing capabilities are sharpened, Job Match may be further improved*, and so that *indecision and delays within recruitment processes are eliminated*.

In so doing, we can assure you that your organization will gain greatly!

The Importance Of Behavioral Assessment

In addition to the powerful assessments that you and your organization utilize through *Profiles On The Web* as you pursue greatly improved *Job Match* within your organization, we encourage you to utilize Behavioral Alignment Evaluation in order to draw firm conclusions as to the qualifications of your internal promotion candidates.

Behavioral Alignment Evaluation occurs observationally instead of scientifically, and is very easy to utilize. For instance, if you are considering an internal candidate for your Director of Planning position and that candidate has a significant tendency toward lateness you could assume that his or her planning capabilities and successes might be questionable. As another example, if you seek an internal person for a position that requires significant team-based behaviors and one of your internal candidates uses the word "team" frequently while not listening or responding directly to others, it might be assumed that team behavior is not one of his or her beneficial attributes.

We encourage you and your organization to forthrightly evaluate and develop your employees, managers and executives in the behavioral attributes of success within your organization and industry.

A Thought For Your Consideration

Why do rabbits run from coyotes?

- 1.) They want the exercise.
- 2.) They do not want to be eaten.
- 3.) They are not running from the coyote; they are running home to dinner.
- 4.) Rabbits were born to run.

The correct answer is "B", for much the same reason that employees and executives run from bosses and companies.

For Further Information...

Visit us on-line at <http://www.hrihouston.com>, email us at haljay@hrihouston.com, or call us at 713-840-6350. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!