



CORPORATE
INFORMATION
SYSTEMS

AVOID THE **7** PITFALLS OF HIRING

and get the team
of your dreams



www.cis.com.au



Introduction

Industry surveys strongly suggest that specific hiring practices and tools are linked to an organisation's success.

Studies show that organisations with the more effective hiring systems rank higher in financial performance, productivity, quality, customer satisfaction, employee satisfaction and retention. Organisational success is based on finding the right people for the right jobs.

This brochure provides you with the essential information to assist you in avoiding the pitfalls and attracting, selecting and retaining the best people.



Here are some of the most common mistakes made by organisations in the hiring process:

- 01 Over-Specifying the Role Description
- 02 Vague Position Descriptions
- 03 Narrowing the Search Process
- 04 Hiring on Likeability
- 05 Skimming the Surface
- 06 Missing the Mark
- 07 Losing Opportunities



01

Over-specifying the role description



The Issue: Over-specifying a job is commonplace, so it is inevitable that people talk about a skills gap in the workforce.

The reality is not a skills gap but a gap in understanding the real requirements of the job.

Don't specify a superman! Identify precisely the skills you need and your expectations of the person in that role.

People are unlikely to have more than five skills and abilities to any degree of competency to justify their inclusion. Variation around a theme of core competencies is understandable ... a wide variation is unrealistic.

Most types of work require up to three significant skills that create the value necessary for the role. Additional skills may be useful but they can be learned to the required level to augment the other competencies.

Elite sportspeople excel at only a few sporting events. Great swimmers are rarely great track and field exponents. A top athlete may not be proficient in similar disciplines. Understanding this helps you better specify the position and look in the right places for the right individual.

Over-specifying the job and under-offering the salary and benefits also seem to go hand in hand. They often signal a scant grasp of the role or of market conditions.

Do not insult the appropriately skilled candidate with the offer of a low salary ... such an offer is a deal breaker, not the start of the negotiation.

Ensure the actual position matches the skills for which they were chosen. Otherwise, this will impact negatively upon the company and the mismatched individual. This correlates to high stress and anxiety about their performance. Highly skilled individuals who are not allocated roles for which they were hired could interpret this as a lack of trust resulting in disengagement and a parting of the ways.



Recommended approach

The skills you require for the role must be clearly defined:

- + Be specific and tangible in outcomes.
- + Understand what success looks like; model high performers.
- + Define only the minimum skills that are required to achieve the desired results.

How we can help

Having a sound, systematic process is the key to achieving better outcomes. Involve the stakeholders and walk through what is required. Understand what is happening now and where the gaps are. Think about the entire work process from end to end. There may be options other than needing to hire staff. Improving work efficiencies, productivities, work reallocation and internal development should all be explored.



02

Vague Position Descriptions



Few job advertisements clearly define the details of the work required of the successful applicant. Position descriptions are often limited to good communication skills, interpersonal skills, knowledge of software systems or an ability to lead a team.

Most people claim good communication skills; however, few put up their hand for monthly presentations to the board or staff, to handle Q&As or manage highly independent work teams negotiating conflicting goals. Verbal and non-verbal communication skills may be required for a specified role. Alternatively, some roles might require only written communication skills for report writing or preparing articles supporting technology, marketing or sales. The type of communication skills required for the role should be clearly spelled out.

Recommended approach

- + Every role has a real return on investment, so define your ROI. This will help you set KPIs and measure performance.
- + Develop the job description in terms of outcomes, listing the challenges and describing the work environment, the team and how it fits into the corporate culture. Defining the role as accurately as possible decreases the likelihood of candidate failure. Good candidates love challenges. These are the people you want.
- + Minimise the number of competencies and describe these only in the context of accomplishing the work and not just having skills.



Presenting well-defined role requirements to candidates reduces the likelihood that unsuitable candidates will apply for the position. This will expedite the hiring process for both the company and the potential candidates.

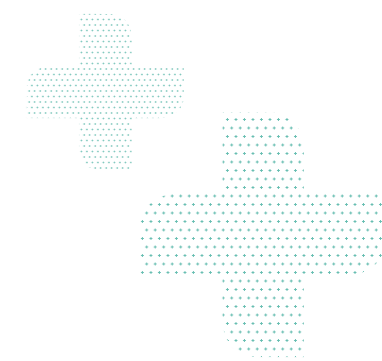
Before hiring, use measurable criteria to plan what you want in terms of the position. Avoid general and fluffy statements and ensure you are clear about the return on investment this position entails.

How we can help

Finding the right person for the role is all about how you ask and what you look for in a candidate. It is more than merely skill sets. Performing a job successfully is about how the work is approached and how the candidate will fit into the organisation. What are the critical characteristics of the person that help them achieve the required outcomes? These attributes need to be seen in past actions. There is no one-size-fits-all. We all have strengths and weaknesses, but it is the strengths that make us successful. This is where good matching equates to successful outcomes.



03



Narrowing the Search Process

Placing ads is often the first choice of HR departments seeking new employees, yet this may be the least likely way to find the right candidate. Current ABS statistics indicate that less than 16% of available jobs are advertised, and while approximately 25% of people are considering a new position, only 15% are actively looking.

To attract the best candidates, look to other recruiting methods. LinkedIn promotes itself as a recruiting tool and many companies now use Facebook, Twitter and other social media avenues to attract suitable employees.

There are many ways to find the right staff and companies should explore these depending on the job requirements. Some of the obvious areas to look are:

- + a company's own staff networks
- + competitors
- + suppliers
- + industry bodies
- + conferences
- + special interest groups
- + universities.

At last count, we had twenty-four different areas to search for people. And to save time and effort, it helps to know what you want because this will lead you to the right places, narrowing your search.

Recommended approach

- + Look internally first and promote – this is the best return on investment.
- + Don't limit yourself to the 15% of active candidates. Broaden your search.
- + Use all your networks in a systematic way.
- + Target the places where the high performers can be found.

How we can help

Most people are found through their networks. It does not matter whether you are a large or small organisation. It pays to cultivate networks of potential employees that will fit into your organisation. There are many ways to establish a relationship with these potential people and nurture them until both you and they are ready to establish a working relationship. The important element is to think ahead and understand your future needs and the type of people you want in your organisation. Plan ahead and you will succeed.



04



Hiring on Likeability

Without an objective and structured selection process we are likely to choose people that reflect us as individuals: this has little to do with the ability to do the job well and to ensure the right candidate is chosen.

In selecting the right person for the job there is a tendency to overvalue resumes and over-rely on the interview process. Research indicates that resumes are more often than not inaccurate or embellished. Research on the effectiveness of interviews has shown them to be flawed and unreliable in terms of successful selection results, despite most organisations relying on these two key selection tools.

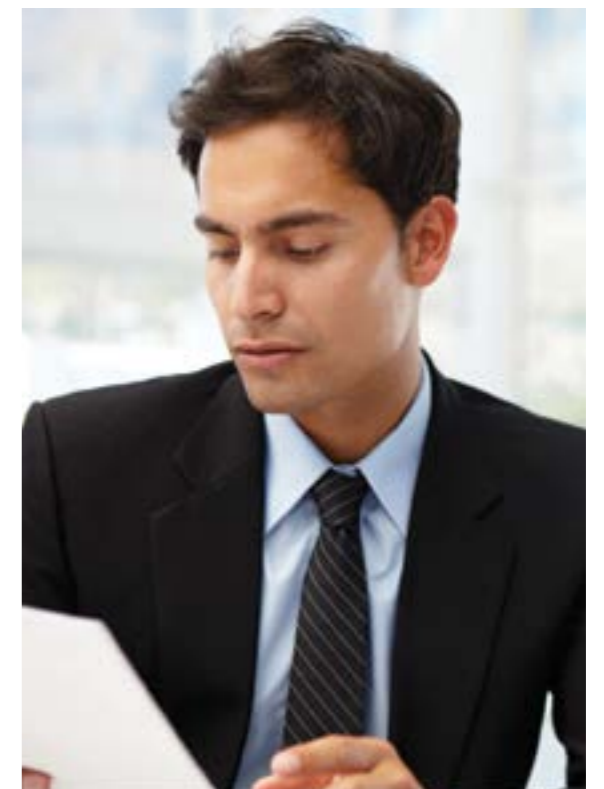
Companies in the high tech industry use different tools and criteria because they need creative people who think differently and see solutions to problems before they arise. Look to these new approaches because the future will require creative thinking in order to build a cohesive organisation that attracts and retains the best talent.

Recommended approach

- + Develop the candidate's work history and success factors that would meet your job specification.
- + Develop the questions needed to delve deeply into the candidate's past performance and reveal his thinking skills and execution approach.
- + Objectively assess the match and avoid attributing abilities without proof or evidence.
- + Only when performance matches have been made can you determine not just likeability but fit to the organisation.

How we can help

The art of assessing candidates is about remaining objective and focused on the success criteria for the role. Having processes that are applied uniformly and consistently and provide reproducible results are core to successful selection.





05



Skimming the Surface

Checking references is important but it must be done effectively. Referees are generally well disposed to the individual and less likely to say anything negative.

However, if the referees are provided with well-structured questions, their answers will reveal gaps that will require clarification in order to assess suitability for the role.

Speaking with those with whom the candidate works is especially revealing: ex-colleagues, colleagues and subordinates can all contribute to a profile of the individual and whether that individual may be a positive and valuable addition to your organisation.

It is worthwhile remembering that although no one is perfect, and you can expect to find a mix of views, the values you are looking for, such as integrity and respect, should remain consistent.

Be a little wary of glowing reports that are consistent across all referees. Have you delved deeply enough around the facts and outcomes or relied too much on the likeability of the person?

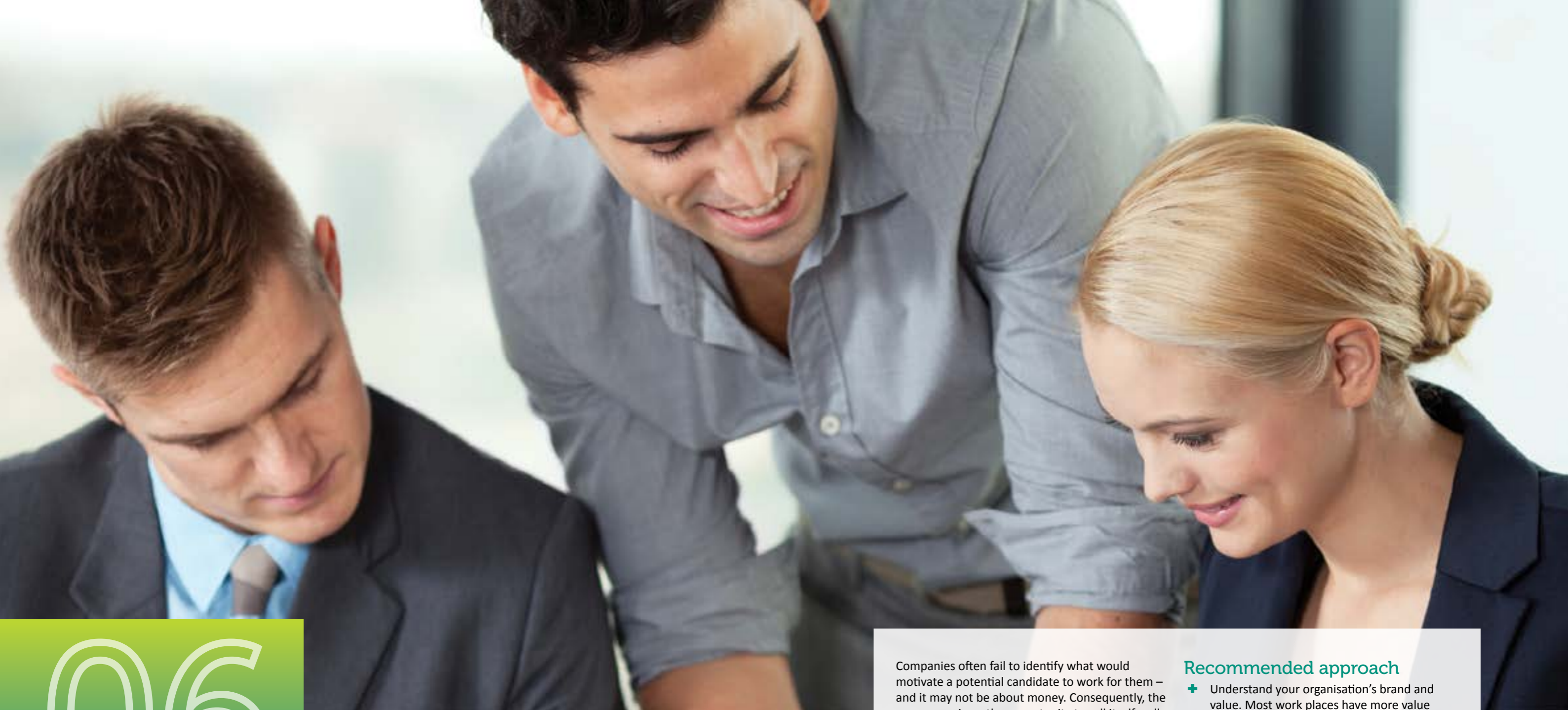
Recommended approach

Referees are critical to ensuring the right candidate for your organisation. Information gathering must be thorough and sufficiently broad to encompass the range of interactions and dealings that matter in that role.

- + Objectively assess the quality of the referees, colleagues and subordinates.
- + Plan the assessment around performance outcomes.
- + Validate the person and the successes.

How we can help

Checking referees is about validating the information provided in sufficient detail that it provides consistency between what was stated and what has actually been achieved. All of us can provide good referees. The essence is determining whether these referees have both strength and value. Strength is the position and quality of the individual making the recommendation and value is the quality of the recommendation and comments being made.



06

Missing the Mark

We all have identities and brands and are driven by different motivations. More often than not in the hiring process both the company and the individual fail to discover each other's drivers.



Companies often fail to identify what would motivate a potential candidate to work for them – and it may not be about money. Consequently, the company misses the opportunity to sell itself well enough to attract the right individual.

The opportunity for both parties to grow and be rewarded can be lost unnecessarily.

Companies need to be transparent about their requirements, the challenges they take on, and their expectations. Respect the intelligence of the individual so they know what they need to do and can embrace the challenges ahead. The challenges may be the very thing motivating the individual to take the job.

If the company finds out what is important to the individual, it may be possible to structure a flexible work package that meets everyone's needs and results in a high level of engagement right from the start.

Recommended approach

- + Understand your organisation's brand and value. Most work places have more value than they believe.
- + Don't hide the difficulties and challenges: these may be part of the value.
- + Be flexible and provide growth and development.
- + Understand where the candidate's drivers and those of the organisation match.

How we can help

We are all motivated in different ways. Understanding how we can tap into the positive aspects of these motivations will always allow for successful negotiations. Sometime it is as simple as asking the right question. Coming to work energised and in the right frame of mind to tackle the challenges of the day is what we want from all our staff.



07



Opportunities Lost

Few realise that people make up their mind to stay with an organisation within the first week of joining, meaning that the onboarding process is critical to help forge a long-lasting and rewarding relationship. If the onboarding process is memorable and provides mechanisms for effective induction, the long-term relationship and outcome will be favourable to all.

It generally takes four months or so for the 'honeymoon period' to end and to avert 'buyer regret' about moving companies. Be there to support new recruits and reinforce their decision to join and to stay.

Companies must deliver on their initial promises. To do less will cost the company in terms of lost time, money and organisational dislocation – it could also cost their reputation and valuable future employees.

This is one of the most critical stages of the hiring process and often the least understood. The real work starts when people join; true success is measured by an organisation's culture to attract and retain their best people.

Recommended approach

- + Establish a process that reinforces the candidate's confidence in the organisation.
- + Be aware that initially, team and organisational support are critical.
- + Ensure that the person understands what is expected and recognises the wins.

How we can help

The initial period with a new company can often be difficult and unsettling. This can be overcome by focusing on what is expected and by supporting the person to attain the desired results. Providing support mentors and assisting the person to integrate into the organisational culture will help the individual to adjust quickly so that they become valued members of the organisation.



About Us

Finding the right people to fill a role is our core business. We hire and develop our own staff, placing them into organisations for long- or short-term assignments. We need to get this right the first time because we feel the consequences of failure.

We provide people resource solutions to industry and guarantee our performance. In order to achieve this we need to ensure our processes are robust and reliable. This starts with defining the problem to be solved, the outcomes to be achieved, and the scope of the most attractive solution.

Many organisations merely look at the roles that need to be filled. Roles are often solutions to perceived problems. At CIS, we discuss the problems our clients are experiencing first and understand what needs to be achieved. Together we find the best approach, always trying to ensure cost-effectiveness and improve productivity.

We focus on performance and fit for each organisation and we use industry tools to ensure

we make the right decisions. When you follow the CIS process, we guarantee the outcome.

Whether insource, outsource, backfill, peak load management, rollout outs, project support or complete tailored project teams, we are able to assist you in the delivery of successful outcomes.

Our 5-step process of specify, search, screen, select and sustain ensures that our end-to-end solutions guarantee that the resources you obtain deliver the outcomes you need.

If you have people-resource issues, either long- or short-term, and want a solution that meets your cost and performance criteria, call CIS 1300 850 195 and one of our resource solution representatives will arrange a free, no-obligation consultation.

Events

Build the team of your dreams and avoid the seven pitfalls of hiring. Hiring the right person is essential to maximising your organisation's performance. Avoiding the cost and time lost through failure is as easy as a phone call.

To learn more, visit our website or attend one of the following development events:

- + Performance-based recruiting
- + Better-managed teams
- + Increasing personal productivity
- + Effective human resource management.

Call 1300 850 195
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