

The Biggest Causes of Recruitment Processes Being Unsuccessful (and how to avoid them)

Earlier this year we carried out some research to establish what were the main causes of recruitment hires to go wrong - we would define a poor new hire as someone who is no longer with the business two years after appointment. (Rather surprisingly the biggest cause was not inadequate interview and selection methodologies being used – that came in third)

1st The Briefing:

This was the single biggest cause of poor recruitment hires. We found that in situations where there had been a staff hiring problem, there were a number of key issues with the actual brief, these included:

- A job description that focussed on technical skills, but didn't address measurable behavioural competencies required
- No assessment of the organisations culture was made prior to the interviews. This meant that the matching of the culture to the prospective employees was done purely on unsubstantiated and highly personal "gut feel" at interview
- A job description that hadn't been agreed with ALL stakeholders in the process. We discovered that on many occasions a key stakeholder, usually a superior in the organisation, would only become involved in the selection later in the process (for example at 2nd interview) and would only at that point identify slightly revised or additional requirements. When this occurred the recruiting manager was left with a dichotomy of either starting again (or therefore wasting considerable and expensive man-hours) or hoping for the best with the existing pool of applicants and therefore taking on a less than ideal recruit.

Beilby Advice: in all recruitment situations,

- ***No matter what position is being recruited for, a detailed job description outlining technical, behavioural and cultural competencies required should be prepared in order to more accurately assess cultural fit, specific and targeted psychometric assessments should be carried out in a 360 of key personnel around the role (superiors, peers and subordinates) in order to build a cultural picture of the organisation.***
- ***The job description should be agreed by all stakeholders prior to commencing the search***

2nd The Induction:

How you induct an employee into a business, both formally and informally, has a massive impact upon how long their tenure will be. Though most organisations have relatively good formal induction procedures in place, when it comes to managing the new employee, most managers seem to have an approach akin to prodding and hoping they press the right buttons, which is obviously different with every single employee. As a result, the entire employee / employer relationship can get off on slightly the wrong foot from day one. Though the impact of this may not become immediately apparent, what we found was that employers who took a more targeted approach to managing their new employees retained them on average a year longer than those who used the "prod and hope" approach. Extrapolate an extra year's average retention across your entire business and what would that mean financially in terms of recruitment costs and increased productivity?

Beilby Advice: As well as using psychometric testing as a key assessment tool when identifying new recruits, always seek the advice of a qualified organisational psychologist before the new employee starts, so to ensure that you press the right buttons from day one

3rd Recruitment Selection Methodology:

Though rather surprisingly this wasn't the biggest factor, poor selection methodology still had a major impact in a large amount of incorrect hires. In the majority of cases it was because that of the three core requirements of any hire – Technical Fit, Behavioural Fit and Cultural Fit – only the technical fit was properly assessed through face to face interviewing, referencing and qualification verification, with the other two factors left to "gut instinct" from the interviewer.

Beilby Advice: As well as structured formal interviews, professionally assessed psychometric tests are an invaluable tool in helping hiring managers accurately assess behavioural and cultural fit for positions (we certainly wouldn't be able to provide a six month unconditional & two year performance based guarantee on our introduction without utilising them)

[Please contact Annkia Demasi on 08 9323 8888 for further information.](#)