



Right Hire

Finding the Right person for the job

An Example demonstrating the effective use of predictive assessment tools for hiring.

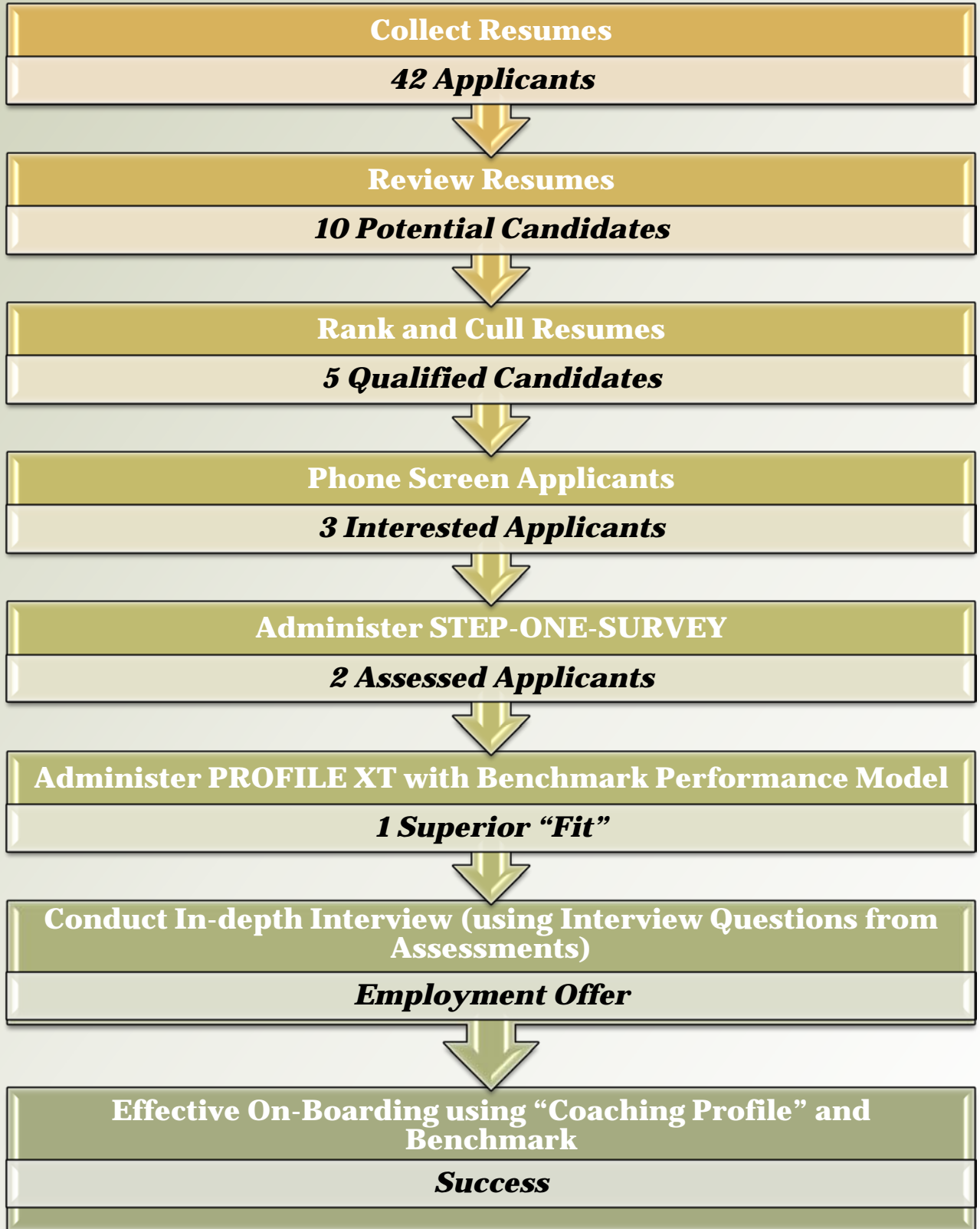
The Situation

- Client was seeking an “outside” hire to fill a newly created role of Controller.
- The individual would work at a satellite office, with minimal work direction and supervision.
- The position will report directly to the CEO.
- The ideal candidate needed to have high integrity and work ethic, per the CEO.
- The salary range was: \$100,000 - \$130,000.

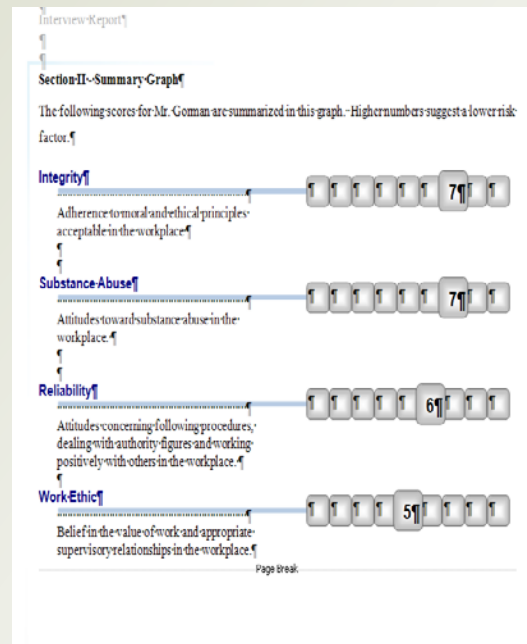
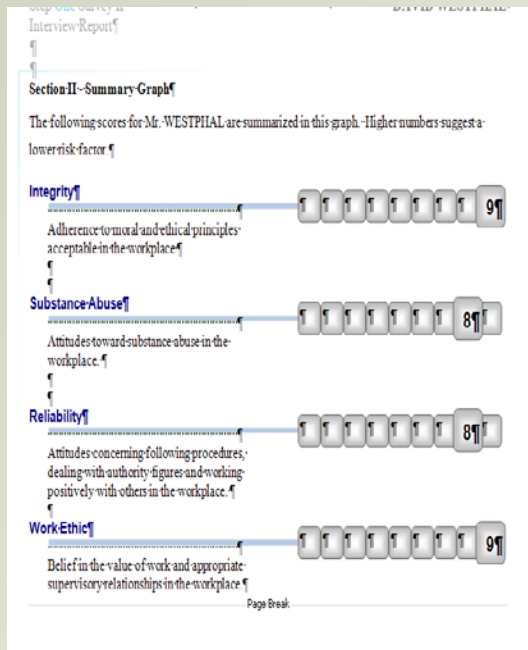
- Client enlisted consulting services to assist in the hiring process.
- A Benchmark performance model was developed using
 - Input from the CEO.
 - Job Responsibilities and Duties.
 - Benchmark study of existing employees.
 - Library models (developed from over 500,000 profiles throughout North America.)

- A successful hire was made within 8 weeks of the initial candidate search.

Hiring Sequence



Initial Screening: *Step-One Survey*



Sample Interview Questions generated from *Step-One Survey*

Candidate A:

What techniques do you use to maintain a satisfactory relationship with your supervisor?

What was the policy at the job(s) you held over three years ago concerning personal use of the Internet while at work?

Candidate B:

What have you done in the past to maintain satisfactory relationships with your co-workers?

What do you think about those who steal or "borrow" money from their employers?

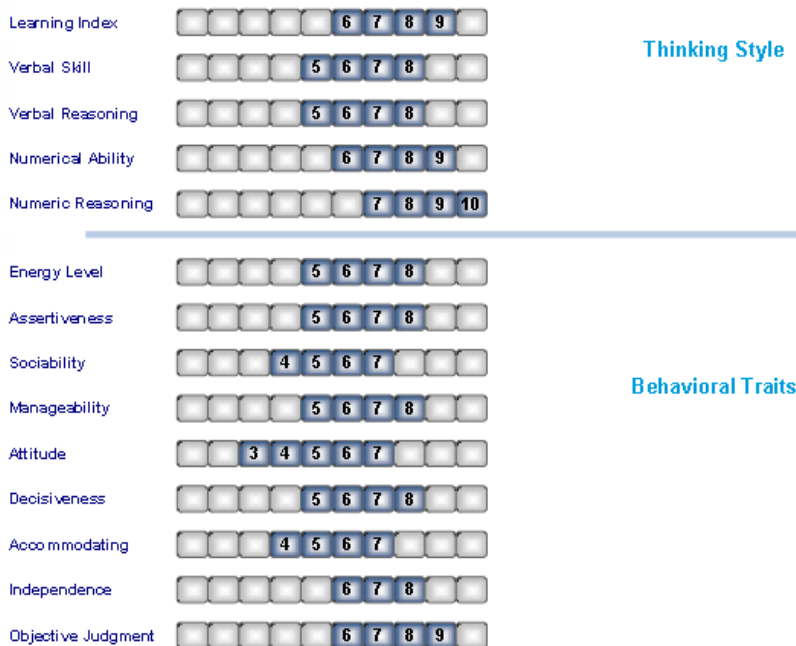
- Both Candidate A and B were acceptable; however, Candidate A scored in the exceptional range; while Candidate B scored in the very-good range.
- Based on this screening tool, both candidates progressed to the next step in the hiring process.
- Candidate "C" never bothered to complete the assessment (cost to the client: \$0, value: priceless)
- Nominal fee of Step-One-Screening tool: \$25-35 per candidate.

Job Matching - Benchmark

ProfileXT- total person assessment

Summary Graph

The shaded boxes represent the Performance Model for this position.



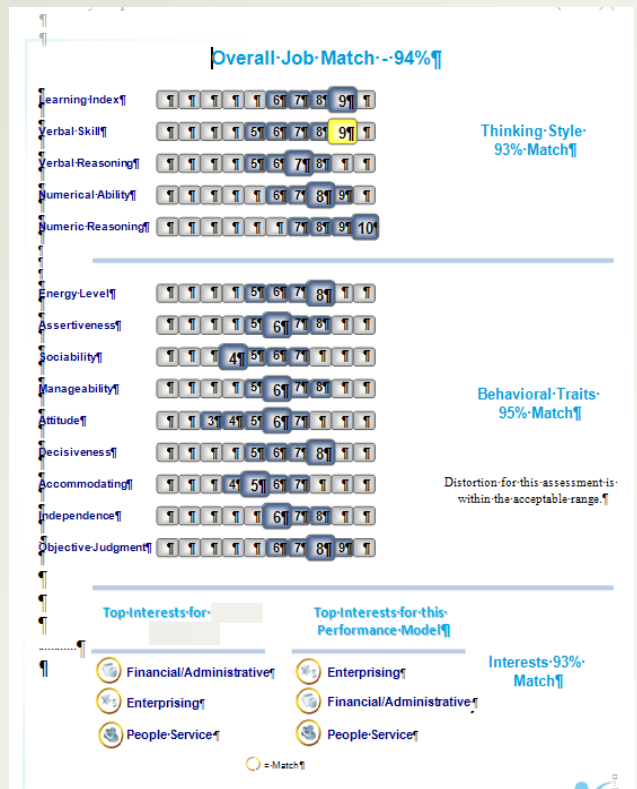
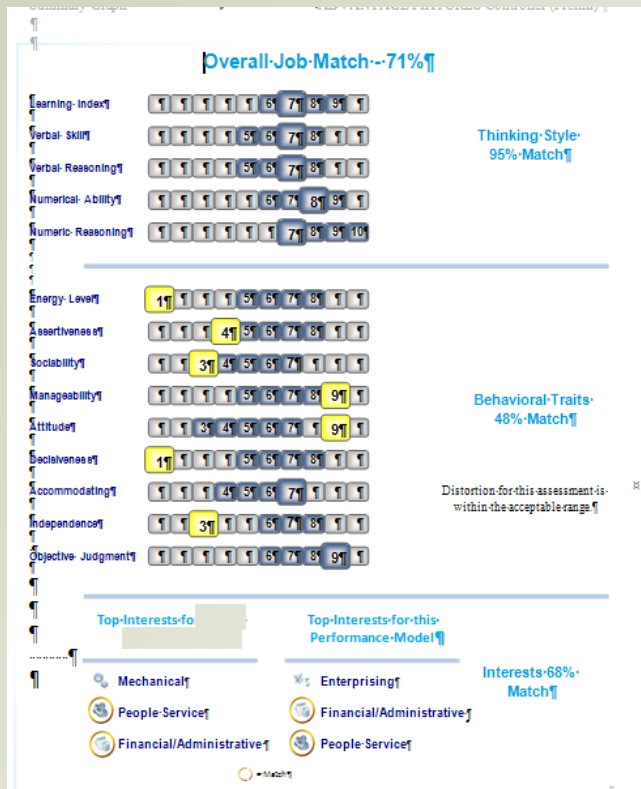
- A Performance Benchmark was developed that accounted for the job duties, location, company culture, and management traits.
- This assessment measures and matches an individual's learning style, behavioral traits, and occupational interest to that of the job.
- It answers the questions:
 - Is the candidate well-suited for the
 - Learning demands of the job?
 - Culture and work environment?
 - Nature of the work?

Performance Benchmarks are constructed for each unique job classification within a company.

By creating a unique Benchmark, the odds of selecting, placing or promoting an individual that will succeed within that organization are greatly improved.

General patterns are just guides and cannot provide the degree of criterion-related validity as those generated using specific and local criteria, as was done here.

Benchmark Screening: *ProfileXT*-total person assessment



Sample Interview Questions generated from *ProfileXT*

Candidate A:

Tell me about a time when you had to cope with strict deadlines or time demands. Give me an example.

Tell me about a specific experience you have had in which it was necessary for you to react quickly because of a change.

Candidate B:

Have you ever drawn conclusions based on numbers, graphs or figures that were quite obvious to you, but others had a hard time following?

Describe an example. Describe a situation when you encouraged change or adaptation despite the resistance of co-workers.

- ProfileXT clearly identifies the more ideal candidate, as candidate B.
- Based upon the initial screening, and Step-One –Survey results, Candidate A was more favored.
- Both candidates were offered on-site, in-depth interviews.
- The ProfileXT also provides interview questions, with unique emphasis given to the scales where the candidate is “outside” the ideal benchmark.

The Situation

Client was eager to fill a newly formed role of Controller. A position that would report directly to the CEO, but would be located in another city. It was also critical to staff this position for the long-term.

The Results

Using predictive assessment tools, the client was able to:

- Screen applicants efficiently for Integrity, Work Ethic, and Reliability.
- Build a Performance Benchmark that represented the ideal candidate.
- Greatly improve the interview process, by using the Behavior-based interview questions provided by each assessment tool.
- Interview the candidate thoroughly on areas where they were outside the ideal benchmark.
- Save time and money by only interviewing the best candidates.
- Find the BEST-FIT candidate to HIRE.
- Provide the new-hire with coaching profiles to enhance onboarding experience.
- Hire and retain a high-performing employee in a key position.

The Return on Investment

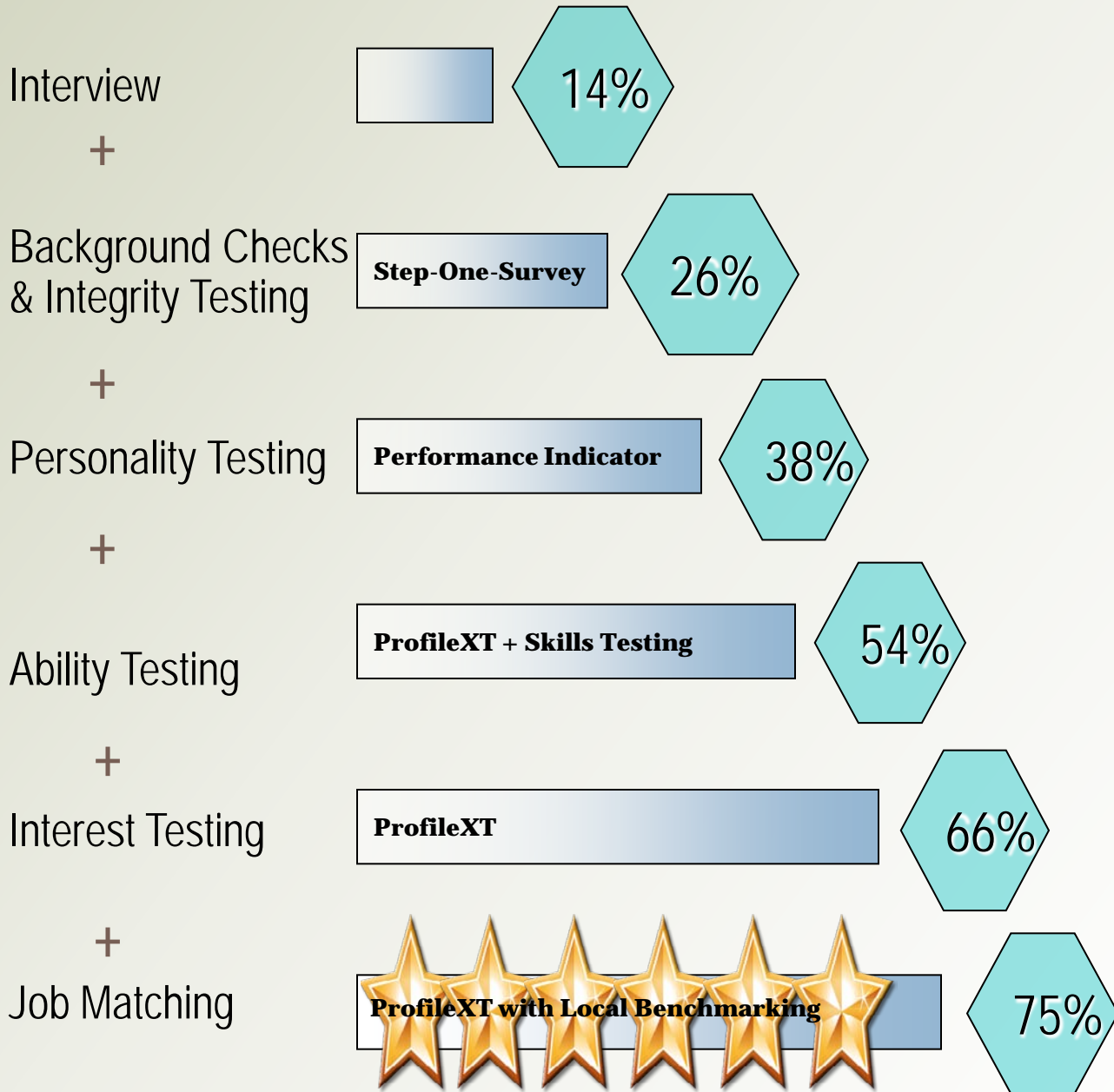
Assessment tools provide an exceptional ROI

- Investment for this program: \$3250 total:
Pre-hire Benchmarking Study – 8 Employees, inclusive of teambuilding review: \$2750**
(2) Candidates each assessed with Step-One-Survey and ProfileXT: \$250 each
- Industry experts estimate the cost of replacing an exempt employee ("exempt" from wage and hourly regulations) at 1X - 1.5X the employee's salary plus benefits. For an executive, the cost increases to 3X - 5X the executive's salary plus benefits.
- Assuming the new hire's salary was \$100,000 and conservatively the cost of turnover after 1 year is \$100,000.
- Therefore, the \$3250 investment potentially saved \$100,000 or *30 Times ROI*

(**Benchmarking study is ideal but not required. This single study was also used to create multiple Performance Models within the company and to develop a coaching program. Future hiring programs will not need to repeat this.)

Improve Hiring Outcomes

Valid information yields greater chance of making a successful hire



Source: Herbert M. Greenberg and Jeanne Greenberg, "Job Matching for Better Sales Performance," Harvard Business Review, Vol. 58, No. 5.

Assessment Tools for Hiring, On-boarding & Team Development

Step-One Survey

- **Measures Work Ethic, Substance Abuse, Integrity, Reliability**
- **Predictive Tool**
- **Less than 10 minutes to complete, reports available immediately**
- **Improves interviewing by providing unique and specific interview questions based on candidate's responses**

Profile XT-Total Person

- **Measure Thinking Style, Behavioral Traits, & Occupational Interests**
- **Provides for Predictive Benchmarking to insure "good fit"**
- **Comprehensive Interview Reports and Coaching Reports available immediately**
- **Data can be used for future Career Planning and Development**

Performance Indicator

- **Measures Work Style – including Productivity, Quality, and Stressors**
- **Ideal for optimizing team dynamics**
- **Detailed coaching suggestions unique to each employee**

Sales Indicator

- **Measure Core Sales Traits: Competitiveness, Sales Drive, Perseverance, Self-Reliance**
- **Predictive tool with Benchmarking to insure "good fit"**
- **Comprehensive Interview and Coaching Reports available immediately**

Best Practices: Hiring Tools

Applicant Tracking System

- Turn-key, on-line Portal linked to clients website
- Applicants apply for 1 or more jobs, upload resumes
- Customizable Workflow, Applications, and more
- Candidates take assessments on-line
- Fully hosted solution

Assessment Center

- Integrated with Applicant Tracking System
- “Score” candidates only after screening criteria are met-
- Cost Savings --- all candidates take assessments --- only pay for the candidates that you “score”
- Use other assessment tools for employee development, training, & teambuilding

Hard-Skill Testing

- Over 1000 titles of skill evaluations:
Legal, IT, Medical, Industrial, Food Service, Staffing & HR, Clerical, Call Center, Accounting, Software, Retail, Nursing and more.
- Quick, Cost-effective, Validated scoring across populations.

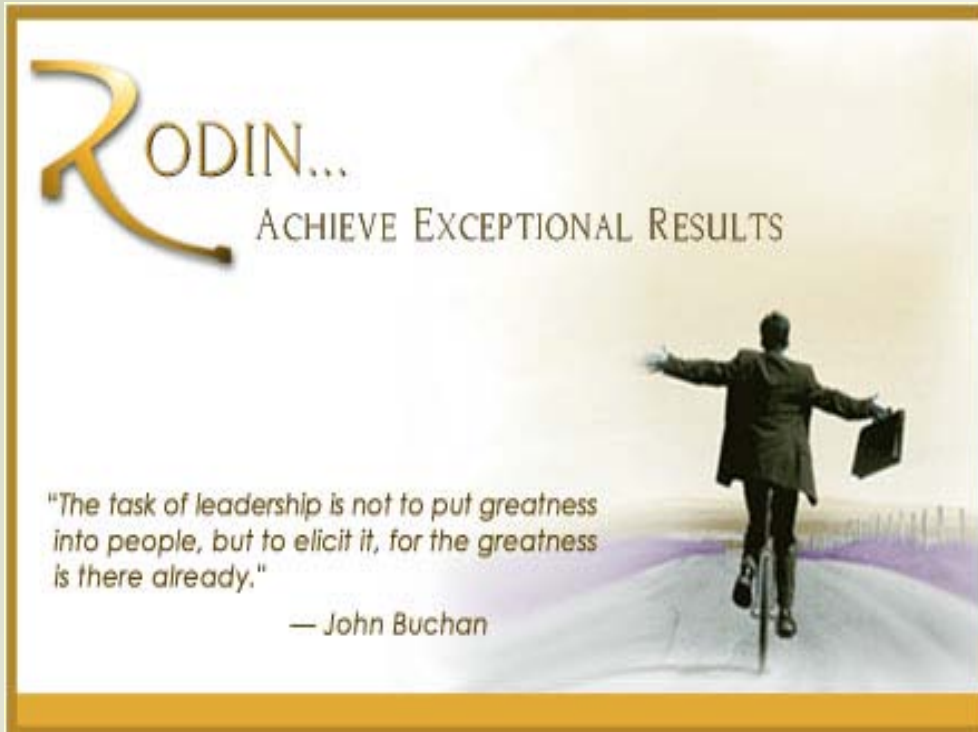
Background Checking

- Integrated into Assessment Center
- Select depth of background check as needed
- Cost effective, with fast turn-around time

New Hire On-Boarding Process

- On-boarding coaching session with new-hire and boss
- Provide Coaching Reports based upon Benchmark
- Provide Compatibility Profiles for Boss and Employee to give each an ideal start at creating a good working relationship

RIGHT PEOPLE IN RIGHT ROLES



Hiring Practices
Leadership Development
Employee Training
High-Performance Team-Building
Strategic Planning

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