Hiring People: The Biggest Mistake You’ll Ever Make as an Employer
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Employers tend to think they are good at hiring

The lies we tell ourselves

Cost of a Bad Hire

ADP has a “Bad Hire Calculator” to determine how much it costs an organization for every bad hiring decision.


Parts of Finding Great People

Ads
Resumes
Recruiters
Initial Screening Interview
Interview
Assessment
Background Check

Mistakes

Ads
Looking for love in all the wrong places

Resumes
Pabulum stories

Resume writers

Recruiters / Head Hunters
Looking for a warm body
Initial Screening Interview
  Isn’t done

Interview
  No system
  Only one person
  No pre-set list of questions
  No one taking notes
  Focusing on trivia instead of substance

Assessment
  None used
  EEOC non-compliant assessments used
  Results applied inconsistently
  Results worshipped a truth
  No criterion / benchmark created against which to measure

Background Check
  None used
  If one is used, no criterion as to which things matter for success
  Never check the references – assuming no one will tell you anything

How to Fix Them
  Ads
  Resumes
  Recruiters / Head Hunters
  Initial Screening Interview
  Interview
  Assessment
  Background Check
Assessment

Criterion Validity (Benchmarking)

Convergent and Divergent Validity

Ease of Use

Price Point

“Clinical” versus “Empirical” Questions

Types of Tests

Ability
  Intelligence

Task Ability (Skill)

Can unwittingly become EEOC non-compliant

Achievement
  Grades

  SAT or ACT or GRE scores

  Can unwittingly become EEOC non-compliant

Personality
  Many have very little correlation to job performance

  Some correlation to organizational fit, but must have criterion (benchmarking) already completed

  Can unwittingly become EEOC non-compliant

Judgment / Priorities

Work Sample / Assessment Center
Particular Challenges of Hiring Millennials

Helicopter Parents

Self Esteem leading to narcissism

Failure to understand that hard work predicts success better than intelligence.

Believe the technology will solve every problem

Believe in the myth of modernity

Believe that faster is better

Low frustration tolerance for long boring tasks

Frustrated that they aren’t progressing faster

Frustrated that they aren’t considered for more exciting jobs

Getting Past the Challenges of Millennials