

## **How Behavioral Assessments Can Help Improve Your Hiring Process and Control Employee Turnover**

By

Robert B. Kuller

Executive Vice President

GettingHired, LLC

Bedminster, NJ

908.470.2118

Robert.Kuller@GettingHired.com

For most of my career as executive at large, medium and small companies, the hiring process started with a job description and a trip to Human Resources. HR then arranged to advertise the opening and in due course, I received semi-screened resumes from which I began the process of phone screening to determine which candidates I would bring in for face-to-face interviews. Early in my career, I had no idea how to ask the kind of questions that would insure that the right candidate was ultimately hired. It wasn't until much later on that I found out that most of my fellow hiring managers didn't know any more about this critical skill than I did.

The face-to-face interview process wasn't much better. I found that I could quickly identify those applicants that I would consider hiring and those that I wouldn't. It was the folks in the middle that were the problem! Wasn't there a better way of doing this? After all, if I ended up hiring the wrong person, I would have to contend with turnover costs and productivity loss. And worst of all, I would have to repeat the entire process. Enter the age of behavioral assessments. This was a big process improvement as I finally had a way to evaluate a candidate's workplace personality. But due to the time and cost involved, testing was either reserved for just a selected category of new hires or only available during face-to-face meetings. Two key questions were "have we missed the perfect candidate somewhere in our pre-screening process?" and "why are assessments not available for all candidates company-wide?"

The answer to the first question is the assessment piece of the hiring process was coming too late. The answer to the second question was that every candidate should be assessed since every manager should be concerned about turnover costs and productivity loss. Over the years, I have broadened my base of knowledge on behavioral assessment tools. I found that most of these assessments can help identify people who may like doing a particular kind of work, but not how well they might do that work. Thus, they don't identify the skills or abilities that predict success at a particular job. Job specific behavioral testing was available but very costly, tailored to a particular company and used primarily by the very large firms that could afford the time and cost to develop them.

My final questions were "Is it possible to find a reasonably priced, job specific, behavioral assessment tool that I can employ throughout the organization, to pre-screen all candidates, regardless of source, before face-to-face interviewing, to rank qualified candidates based on their behavioral compatibility to a specific job along with their

experiential and educational credentials?” and “Could I use these assessments to better judge promotional candidates.”

Up until a year ago, when I took a position at GettingHired™, the answers to both questions were NO. GettingHired™ is the first company of its kind to provide this incredibly valuable tool at reasonable prices to medium and small sized businesses. The assessment is online and takes a candidate less than 10 minutes to complete. A one year, unlimited usage subscription allows companies to assess every candidate regardless of position or source (referrals, recruiters, job boards, newspapers, etc.).

The employer can assess the candidate against more than 150 different job functions, from accountant to writer. Your candidate is then compared with the assessment profiles of successful people in that specific job. The comparison data is derived from a database of more than 2 million individual behavioral assessments. Analysis and ranking of the candidates is made easy through brief, plain language reporting. A color coded, bell shaped curve is also provided to show you where the candidate compares against the norm

This tool allows you, the employer, to simultaneously standardize and improve your hiring process. Why is this important? According to a recent Harvard University study, 80% of employee turnover can be traced to hiring mistakes. And according to a Michigan State University study, behavioral assessments are more than twice as likely as interviews to predict success on the job. With employee turnover costs averaging 57% of a person's annual salary (SHRM), expensive hiring and promotional mistakes can now be avoided!