

# What does your hiring process say about you?

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While the jury may still be out on just how fast the Australian economy will rebound this year, when it comes to selecting talent, it's always worthwhile asking yourself - what does our organisation's hiring process say about us?

You expect job candidates to put their best faces forward. However, first impressions are important on both sides of the table, and when organisations aren't always "dressed to impress" their candidates, it's a costly mistake. The consequences of bad impressions during the hiring process lead to negative perceptions of your employment brand, driving your best candidates away and making turnover among those hired a possibility.

So how can you put the best face on your organisation, and make your hiring process a competitive advantage? According to DDI research, the following five strategies are consistently employed by organisations with successful selection systems.

## Foster pride

One of your best recruitment and retention strategies involves the employees you've already got. Our research shows that managers and HR don't give enough credit to organisational pride. Our of a list of 10 options, they rate it as the seventh most important reason to accept a job, while jobseekers actually say it's the fourth most important thing about accepting a position.

But pride is a factor that plays a role before and after the decision to accept a position, and an internal positive image will have a great impact externally as well.

Your employees are your best ambassadors. Those that are proud of their workplace will spread that pride, creating a strong statement about your employment brand that both attracts and retains talent.

## Be realistic about the job

Full disclosure. It's a legal requirement if you're selling a business, a house, even a car. But it's often lacking when candidates

Sell themselves, or when organisations hype their jobs, Seventy-one per cent of hiring managers cited giving vague answers about past experiences as an annoying interviewee behavior. But interviewees had a similar complaint: 57% of jobseekers said that withholding information about a position was a pet peeve. Recruiters sometimes make the mistake of overselling the job, leading to misaligned expectations - and turnover.

One of the clearest problem areas when it comes to overselling a job is the prospect of promotion. The opportunity to advance is one of the top five factors that entices people to take a job, and more than half of jobseekers reported that they expect a promotion within one or two years.

Communicating your unique benefits as an employer and providing a realistic preview of the role helps attract the people who are really interested and likely to stay with your organisation.

## Turn hiring managers into ambassadors

Your recruiting staff are the face of your organisation. The majority of candidates said that their impression of the interview was a top motivator to accept - or reject - a job. So it's not a good sign that jobseekers registered a host of complaints about interviewers. The highest number - 70% - reported annoyance with interviewers who give the impression that they don't have adequate time to talk with candidates. Other interview annoyances reported by about half of jobseekers surveyed include turning the interview into a cross examination, showing up late, or appearing unprepared for an interview. When the interviewer is also going to be the jobseeker's boss, the negative impact of a bad impression is amplified, because a good manager is the third most important aspect of a job that candidates consider when accepting a position.

## Set new hires up for success

You've assessed their skills and experiences. You've decided to hire them... so now how do you keep them? The data collected about strengths and

Areas that need development to evaluate fit for a position are also useful in your on-boarding process, to integrate that new hire into your organisation. It can be applied immediately to a development plan, and even help shorten their time to productivity, but only 39% of staffing directors reported using selection data in their on-boarding process.

## Make room for growth

The opportunity to learn and grow is the number one thing jobseekers want in a position, with DDI research indicating 78% agree that it's important. Also high on the list is opportunity to advance, with 73% in agreement. It's also high on the list of reasons why people leave, second only to insufficient compensation, benefits and rewards or recognition. Managers hold the most power in helping people grow. Early on, managers can begin discussions with new hires to help them focus energy on growth. Many find it helpful to treat the discussion like a performance management conversation. Starting early helps set the tone for a new hire's employment, as they're eager to learn and you have a teachable moment. And the earlier they're engaged and contributing, the more likely they are to stay. ■



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