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Hiring the Best: The Acquisition of Human Capital

Every new hire will ultimately contribute either to moving your business forward or to holding it back. The acquisition of intellectual capital is fast becoming the primary competitive advantage in the new millennium. So why handicap your organization's competition for human resources by not exploiting the most advanced technology available for selecting the strongest candidates? Why risk costly selection errors?

Facts

50,000 organizations in the U.S. use testing to help them make decisions about hiring, placement, and promotion.

Turnover, replacements, and retraining costs for a mid-level manager average \$320,000. (*TRW Corporation Study, 1991*).

The cost spiral that results from poor hires: salary, benefits, recruitment, training, medical claims, opportunity loss, impact on morale, customer ill-will, and legal exposure. Productivity, quality, and profits all decrease.

The worst candidates are typically screened out, but it's the marginal ones who slip through and who adversely impact your organization's productivity and morale (**and** it's hard to terminate them).

EEO guidelines state "...tests, when used in conjunction with other tools of personnel assessment ...aid in the development and maintenance of an efficient work force and ... aid in the utilization and conservation of human resources."

Benefits

It's objective, cost-effective, legal, and it works.

Candidates are uniformly impressed that the organization takes its mission so seriously that it uses such a systematic and thorough approach to the acquisition of human resources.

Testing significantly reduces turnover and the high costs associated with it.

When the best-fit applicants are hired, they settle into the new position more quickly and travel the learning curve faster.

The hiring evaluation report becomes a working document for the individual and his or her manager. With the evaluation report in hand, the manager has a much clearer understanding of how to motivate, develop, and coach the new recruit.

When correctly matched to a job, individuals perform for the satisfaction of mastery and achievement.