

## Highly Effective Staff And The Impact On Your Bottom Line

How much time do line managers dedicate to find the right person for the job? In the vast majority of cases the answer would be “too much” and “not enough” at the same time.

Effective hiring requires an investment in time and energy – some managers will invest too much time in the low impact stages of the process and not enough time in the critical stages of the process. Consequently they will only get a minimal return on their efforts and more importantly may cost the organisation significant money in lost productivity and high training costs.

Unless the company only needs warm bodies to do the job (eg. seasonal workers during the summer holidays), few would disagree that employees should be hired on the basis of their ability to contribute to the success of the organisation. A bad hire will translate immediately into a reduced bottom line.

There is a huge gap between the time and resources that should be put into the recruitment of a high performer and the time actually put into it. I have seen Executives discussing the purchase of new chairs with a total cost of less than \$10,000 over 3 weeks before approving it, yet when it comes to hiring staff it is done more often than not on just a recommendation of another staff member or acquaintance.

### Effective hiring needs a framework

- **Performance orientation** - Why do we need this person?
- **Information gathering** - What type of work needs to be done and what capabilities are critical for this work?
- **Rational, realistic decision making**, taking into account the future - Is the applicant able *and willing* to learn/change as the job progresses?

The first step is to analyse your work without relying on existing mission statements – What do you do? How do you do it? For whom do you do it? Why are you paid for it? - All it requires is some thinking, it is neither burdensome nor time consuming and the reward will be an improved bottom line.

If this first step is skipped (and it often is) it leads to ritual hiring versus high impact hiring. The consequences are even more dangerous than warm body hiring. Ritual hiring based on predetermined methods lulls managers into thinking that they have reliably good hiring conditions. It is also considerably more expensive as a number of hiring tools will be used, all at a cost to the organisation.

Hiring isn't – or at least shouldn't – be a regular job duty of line managers. At the same time the hiring decision of the line manager will have a big impact on his performance, on the performance of his team and ultimately on the performance of the company. Add to this the fact that hiring tends to occur at the most unsuitable times when everyone is under significant time pressure.

**The benefit of a close relationship with a specialised recruiter will pay big dividends.**

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