

## Hiring Success

Waldthausen & Associates, Inc. is a Retained Executive Search firm with the focus on recruiting managers that influence a company's result and earnings. The firm focuses on recruiting professional managers for US subsidiaries with parent companies located in central Europe.

### Enhance Your Hiring Success With Assessments

You read resumes, conduct interviews, do background checks, consult business references, and provide training. Yet you still experience turnover, employer dissatisfaction, and disciplinary problems. What can employers do to increase their hiring success rates?

Traditional hiring techniques leave something to be desired:

Resumes: Resume writers write great fiction. In a survey of college graduates, 95% said they would be willing to make a false statement in their resume in order to get a job.

Interviews: There is only a coincidental correlation between the ability to deliver well in an interview and to deliver well on the job. Studies peg this correlation at 14% - one good employee in every seven hires.

Background checks: Background checks in conjunction with interviews increase the hiring success rate to 26%, but that is still only one good hire in every four.

References: Traditional business references are of little value because most past employers will tell you nothing but "name, rank and serial number."

Training: When training employees, a "one size fits all" approach has failed to provide the desired results.

Many employers have accepted these poor results and the high cost of excessive turnover as a business reality. They have flown the white flag of surrender. But you do not have to do that!

### Assessments Offer a Solution:

Assessment tools are a proven method to increase your hiring success. Certain valid and reliable instruments can improve your hiring success rate to over 75%. Using assessments results in better selection, increased productivity, improved employee relations, and lower employee turnover. All of these lead to lower human resources expenses.

However, not all assessment tools prove to be effective hiring tools. The most impressive results are achieved when an integrated assessment is used – one that measures behavioral traits, thinking, occupational interests, plus "job match". Job match is cited by well documented study published in *Harvard Business Review* as by far the most reliable predictor of

effectiveness on the job. These integrated assessments successfully

identify potentially excellent employees better than 75% of the time.

Regardless of your hiring process, there is one prediction that will always hold true. Firms that are leaders will continue to have one thing in common – they will acknowledge, nurture, and develop their people. Good people ARE a company's competitive advantage. Are you using the best selection process, and who are you hiring? (*Whitney Martin, ProActive Consulting*)

### Mandatory Temporary Shutdowns

Member companies that require a mandatory temporary shutdown week may wonder whether or not employees would be eligible to collect unemployment during this time. Many organizations in textiles and related industries have made it a regular practice to shut down their operation the weeks of July 4<sup>th</sup> and December 25<sup>th</sup>. The North Carolina Employment Security Act permits employers to designate up to two weeks per calendar year as vacation shutdown weeks. The Employment Security Commission does not consider employees as "available for work" during these periods. Thus, the employees are not eligible to collect unemployment, even if the vacation period is without pay. Employers must give employees reasonable notice and specify the shutdowns as vacation weeks.

South Carolina employers should be aware that vacation shutdowns may be treated differently by the South Carolina Employment Security Commission. In South Carolina, if an employee is not working and is not receiving pay, he or she is eligible to apply for unemployment benefits. Whether or not the employee will qualify for benefits is determined on a case-by-case basis. If an employee has accrued vacation benefits and receives vacation pay equivalent to a full week's pay during the vacation shutdown period, he or she is not eligible for unemployment benefits.

Employers that schedule shutdowns should clearly communicate their policy to employees in writing. ([www.sces.org](http://www.sces.org))

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