

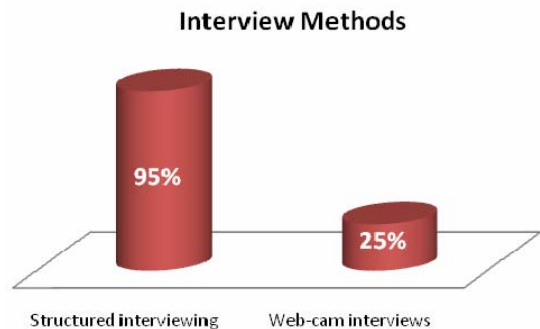
STRUGGLE FOR TALENT CONTINUES



Slow global economic recovery has put a new premium on worker talent in organizations placing us in what ManPower, Inc. CEO Jeff Joerres labels “the human age.” Competition for talent is global and has been increasingly so since the '90s creating increased pressure on companies to find, evaluate and assimilate the right human talent.

What trends are becoming evident in this search for talent? Over 460 human resource professionals world-wide were asked that question in March 2011 by SHL, a global human resource assessment firm. Among key findings:

- ◆ **Pre-hire testing** for general and specific capabilities. General assessment of cognitive ability or personality is conducted along with job-specific tests (i.e., knowledge; job fit) in the hiring process. Implied is the importance of understanding competency broadly, how it can affect job performance, as well as understanding those competencies required for specific job duties. This could be interpreted as ‘can the candidate perform successfully in the immediate job and can he/she grow and contribute in roles beyond this?’
- ◆ **Structured interviewing** is used – or plans are in place to be used – by 95% of companies interviewed. That’s an increase of 10% over two years. In person, single interviewer interviews are used by three-fourths of companies. Noteworthy is that remote, web-cam interviews are used by about 25% of companies; it is likely this percentage will increase at least for early-stage candidate contact.
- ◆ Increased but guarded use of **social media** as a hiring tool. More than half of the HR professionals review – or plan to review – candidate history on social media sites as part of their hiring process, yet most have no formal policy regarding this use of social media. Legal ramifications have yet to fully surface.



In a separate study on the usefulness of various selection methods, psychologist researchers concluded that if you can do no other testing to screen candidates, you should at least utilize an assessment of intellectual capability combined with a structured interview. This is a valid way of predicting how applicants will perform on the job and during training; it also is a relatively inexpensive tool in an organization’s search for the right talent. Well established but often overlooked in an organization’s short-term quest for cost savings is the fact that effective screening of candidates can lead to higher profits over time. The opposite is also true; ineffective or incomplete candidate screening can result in lost profits and productivity.

Vernon Roche and Hodgson conducts a variety of assessments for our clients to enhance talent screening and routinely employs cognitive measures and structured interviewing. Because the majority of our assessments are customized to your needs, contact us to discuss an assessment process that is best for your organization.