



Improved Hiring of Entry-Level and Hourly Employees



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Organizational value lies beyond financial statements and physical facilities. Real, sustainable organizational value springs from the collective competencies and skills of people at all levels. In many industries, such as manufacturing, retail, health care, banking and finance, food and beverage, hospitality, telecommunications, etc., hourly workers have a huge impact customer satisfaction, product creation and quality and sales productivity. Today, nearly half of the U.S. civilian workforce – 75 million people – is working for hourly wages. During recent tough economic times, companies had to reduce staff to cut costs, leaving remaining workers with a pressing, greater workload with little or no option of moving. However, those workers now have growing new opportunities, and many are leaving their current employer. According to the U.S. Bureau of Labor Statistics, in October 2009, 50% of private sector separations were due to Layoffs and Discharges, with 42% attributed to Quits. By October 2010, those figures flipped. 50% of separations were due to Quits, and 43% were due to Layoffs and Discharges. The exodus has begun gathering steam.

Hourly jobs tend to be associated with high staffing volumes and high turnover, which causes a real drain on profitability. The number and turnover of entry-level and hourly positions often puts managers in a position of having to constantly focus on supplying new workers to fill vacancies, requiring a great amount of management time to review applications, interview candidates (those that get hired as well as those that do not), and to train new people. Also, the internet and job boards increase the number of candidates, loading both HR staffs and line managers with applications and resumes.

PRE-EMPLOYMENT ASSESSMENTS

Mollie Lombardi, senior research analyst for Boston-based Aberdeen Group, a market research organization specializing in human capital management, states, “Especially for entry-level jobs, hiring managers are looking at assessments to help them more effectively wade through the large volume of applications they are receiving.” According to Aberdeen’s March 2010 study, 86% of best-in-class organizations used validated assessments in the pre-hire stage.

Basically, what an employer wants to know is:

- Does the candidate have the competency, ability, and skill to do the job?
- Does the candidate want to do the job?
- Will the candidate fit with our organizational culture and values?

A reliable, validated, objective assessment can quickly determine, with substantial accuracy, the answers to these questions.

The assessment tool should contain questions that are job relevant and focus on what is most predictive for the job and valuable for the organization. It should also be self-explanatory and easily understood for use by all managers, particularly managers at remote locations and should meet or exceed all federal guidelines governing employee selection, including the Americans with Disabilities Act and the Civil Rights Act.

Screening Assessments

The use of a low-cost, short, online Screening Assessment, requiring only 10-15 minutes of applicant time, can be part of an online application. Results can be available with just a click, showing a rank order of applicants. Hiring staff can then focus on the highest quality candidate, thereby reducing time and cost to hire.

Selection Assessments

Candidates that receive higher rankings from the Screening Assessment can proceed to the next step of completing a Selection Assessment, which can be administered online or in person. This assessment will normally be a longer, more in-depth assessment of competencies, personality, and skills. Results of both the Screening Assessment (if done) and Selection Assessment can be combined to produce, with just a click, a tabular ranking of the candidates. Now, hiring managers can invest their time in pursuing only those who best fit the job and the organization's culture.

BOTTOM-LINE BENEFITS

The growing number of organizations using Screening and Selection Assessments for entry-level and hourly positions are experiencing such benefits as:

- Escalation of customer satisfaction
- Increased retention
- Lower training costs
- Increased revenue generation from new sales personnel
- Focuses management time on the best candidates
- Improved operating efficiencies
- Reduction in Workers' Compensation claims
- Improved product quality and productivity
- Substantial reduction in cost of the hiring process
- Less loss of desired candidates through faster responsiveness of hiring organization
- Administration and interpretation of results without psychological training

For 35 years, CMA has provided assessments for selection and development at all levels of an organization. To learn more, please contact Joe Hoffman or Dan Bean, both Partners at CMA.