

RECRUITING PITFALLS

Whether you are replacing a position, creating a new role, hiring internally or externally, recruitment is an expensive exercise and getting it wrong can impact heavily on a business.

By Tricia Reardon

The following is a list of common hiring errors. Being aware of these traps will greatly assist with ensuring an accurate assessment is made. A clear position and candidate profile is also imperative in the recruitment decision-making process.

- **An Over Emphasis On The Past**
Does each year of experience clearly demonstrate the candidate's growth and increased responsibility? Success with one product in one market does not necessarily equate to success with your market.
- **The Interview Is Only One Tool In The Whole Process**
It is possible to misjudge a candidate's suitability for a role based solely on their interview presentation. Planning interview questions particularly around required competencies and searching below the surface is very important. Thorough reference checking can reveal many new facts and support or refute judgements made in the interview.
- **Avoid Hiring In Your Own Image**
It is human nature to admire qualities in others that we also possess. Ensure you have the position competencies firmly in mind when assessing candidates.
- **Do Not Be Overly Impressed By Formal Qualifications**
Formal qualifications do not always compensate for practical application. Be mindful of whether the qualifications contribute to the competencies required to do the job.
- **Training May Not Always Fill The Gap**
Do not depend on training as the magical solution to fill in any missing pieces. Some important job requirements cannot be taught - they depend on human nature. Analyse the gaps carefully and decide whether or not they are allowable weaknesses.
- **Stereotyping And The Halo Effect**
This is making judgements about various types of people and assigning unverified qualities to those people. Also avoid the tendency to judge an individual in many areas on the basis of one strong point.

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