



Harry Franzheim—an HR/OD Practitioner for over 30 years—has published this newsletter to bring you careful insight into reducing costs and unlocking employee potential.

AT ISSUE

*Do you keep hiring the wrong people to fill your open positions? It's not enough to just review resumes and conduct interviews anymore. Consider using assessment tests to improve your ability to hire the right person.*

## How to Avoid the Bad Apple



### HR Fact:

Here are some interesting facts about resumes as compiled by **Hire Right**, an employee background checks firm:

- 80% of all resumes are misleading
- 20% state fraudulent degrees
- 30% show altered employment dates
- 40% have inflated salary claims
- 30% have inaccurate job descriptions
- 27% give falsified references

On March 1, 2012, we posted three new jobs on the job boards. In two days we had 291 applicants attempt to complete our qualifying process. Eighty-three applicants were able to manage the online application process and made it through the JOBehaviors Assessment ([www.JOBbehaviors.com](http://www.JOBbehaviors.com)). But only 45 applicants passed that assessment, leaving us with a much smaller pool of candidates to consider. Those 45 received invitations to come to our office for a “hard skill” assessment and an interview. Of those 45, more than 20%, or 10 individuals, did not pass the next assessment and another 10 did not pass the interview process. That left us with 25 “viable” candidates to place with our clients.

#### Do We Discriminate?

Oh yes, we do ... We discriminate, you bet we do! Not illegally of course, but we have a very rigorous screening and selection process and so should you. We discriminate

against people who cannot complete an employment application accurately and completely. We discriminate against people that describe themselves with a wrong set of behaviors for the job. We discriminate against people that cannot pass job-specific skills assessment. We discriminate against people that are rude, sloppy, impolite and noncommunicative. We also discriminate

against people that cannot pass a drug test, pass a background check, or show proof of eligibility to work in the U.S.

#### Liars and Cheaters

A client of ours hired an estimator. He was a good guy, aced the interviews, and his former employer said he was re-hirable, so he was hired. And then, on Day Four into the job, it was discovered that the estimator could

### Using Assessments to Improve Business Performance



#### Hard Skills ASSESSMENT

Test the capability and proficiency of candidates (or can they really do what they say they can do).



#### JOBehaviors ASSESSMENT

Find out if they have the right behaviors for long-term success in the job.



#### True Talents & Abilities ASSESSMENT

Learn what your current employees' strengths and weaknesses are as individuals and as a team.

not effectively use the spreadsheet software required to do basic calculations. The client de-hired the employee and then called us.

It's not that all people lie on their resumes or inflate themselves in an interview (some do), it's just that it is so hard to get calibrated against a standard, so most employers rely largely on "gut feel."

But consider this: According to the Society of Human Resource Managers, over 53% of all job applicants lie to some extent on their resumes. Over 70% of all college students said they would lie to get a job. The higher the salary, the more often candidates lie. Some candidates lie without really knowing it. We have seen applicants declare that they are "intermediate skilled" with MS Excel or Word and in reality they have no idea of the capability of the software; they just know that they aren't as bad as their mother or father.

Applicants are also trying to "outsmart" the process used by large companies and recruiting firms. These organizations rely on computers to weed out or select in candidates based upon keywords on the resume. Because of this, applicants will create resumes with the words that they think will get them an interview—even if the words have no connection to their own work history or experience. This has spawned an industry; simply go to fakesummary.com to see what we mean!

Without using hard-skills assessment to test the capability and proficiency of candidates, you won't find out what they can do until after they are on the job.

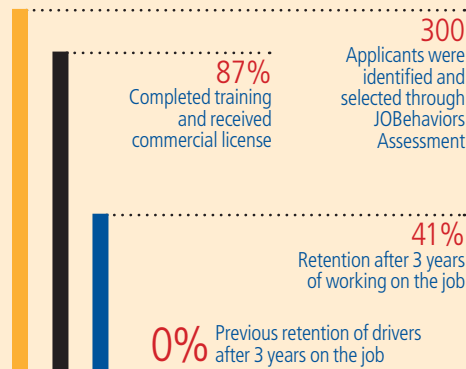
#### Productivity, Retention, and Return on Training Investments

Hard-skills assessment is critical, but only a piece of the puzzle. The other critical component is whether or not the candidate has the right BEHAVIORS for long-term success in a job. Behaviors are what people do, while hard skills assess how an employee will perform aspects of the job.

The JOBaviors assessment used in our

#### Using JOBaviors Assessment

The Arkansas Dept. of Workforce Development used JOBaviors Assessment to identify and select candidates to become commercial truck drivers.



selection process is also having tremendous results in the State of Arkansas, where the Arkansas Department of Workforce Development has designed an initiative to identify and train 300 new truck drivers for training in careers with wages in excess of \$35,000/year. The first step in its selection process includes completing the JOBaviors Assessment. As a result of this rigorous selection process, 87% of enrollees completed the training and obtained a commercial driver's license, a rate that was unheard of, according to industry experts. Now, three years later, 41% of that initial group is still working in the trucking industry, a huge contrast with the industry's previous 100% turnover rate. The results are a testament to the care being put into selecting candidates who will find success and personal fulfillment in this field. This is a great example of finding the right talent to invest in. Without the JOBaviors Assessment we would be "playing darts with our eyes closed," hoping we would hit the target! And "hope" is never a very good strategy.

#### Improved Efficiencies and Upgraded Workforce

Another client of ours had recently gone through a reduction in force (RIF) and had let go of several administrators. They soon found that work was getting bottlenecked

around just a few of the remaining employees. It turned out that they had "RIFed" not just people, but also some skill sets that were in short supply. They did not know the true talents and abilities of their employees and made some bad decisions as a result. From that point they decided to have their entire team assessed in three areas so they could see where the strengths and weaknesses were as a team and as individuals. From that baseline they began a rigorous training plan to break the bottlenecks.

With another client, we used a hard-skill assessment to set an employment baseline by testing a representative sample of their employees. We determined that for their current workforce a "passing score" of 70% would be acceptable as a threshold for employment. But then we raised the bar eight points because of the anticipated increase in complexity and technology in the company's not-too-distant future. Basically, the client didn't want to duplicate or add more of the same to their workforce. Based on their strategic plan, they realized they needed to seriously upgrade their workforce, including the employees' cognitive horsepower and leadership bench strength to meet an expected increase in demand.

#### Behaviors and Skills

Using assessments to improve business performance seems like a no-brainer. Yet so few companies choose to use them or use them effectively. With websites like fakesummary.com popping up on the Internet and people willing to distort their skills and abilities, it seems that an assessment needs to be mandated before making a job offer. Of course finding prospective employees that also possess the right behaviors for the job is also critical. These tools can not only save you time and money in the selection process, but they can also be helpful in the "de-selection" process and in helping your company position itself for the future with the requisite talent. [ne](#)



903 East Main Street, Suite 103  
Auburn, Washington 98002  
T: 253.887.0746  
W: NewEraHRsolutions.com

New Era HR Solutions is a locally owned, privately held staffing and HR consulting company with the mission of creating sustainable employment opportunities for our employees by improving the business performance of our clients.

New Era HR can help you find, harness, and sustain the talent you need to grow your business. We offer training and development services and on-site coaching for leaders at all levels of the organization.

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**Harry C. Franzheim**  
hfranzheim@newerahrsolutions.com

twitter.com/NewEraHR

linkedin.com/in/hcfranzheim

facebook.com/pages/New-Era-Staffing-and-HR-Solutions/162313050459215