

IMPROVE YOUR ABILITY TO MEASURE CANDIDATE FIT WITH THE JOB SURVEY

It has long been accepted that one of the key reasons why companies make hiring mistakes is that they do not accurately define job expectations.

As outlined in [McQuaig Newsletter #46](#), assessment tools based on four or five factor models (like The McQuaig System™) increase their effectiveness by threefold if the assessment includes a tool that defines desired job behaviours.

With this in mind, it is a good time to review McQuaig's Job Analysis tool, The Job Survey and best practices for its use. The Job Survey, as many of you know, is a 15-20 minute assessment which defines the behaviours that will lead to success in the job. The resulting job profile can be used as a benchmark to compare candidates to.

The job profile can be created three ways, each varying in its level of comprehensiveness and each improving the ability to predict performance significantly over not using a Job Survey:

Level 1) Individual Method

Have the hiring manager take fifteen minutes to complete The Job Survey. This creates a profile that candidates can be compared to. Our research indicates that if a candidate matches The Job Survey, the likelihood of success increases by 30%.

Level 2) Internal Validation

One of the potential issues with Level 1 approach is that some hiring managers cannot separate themselves from the job. For example, if you are a hard-driving manager you may seek that quality in all candidates in all jobs, even though a hard-driving computer programmer may overlook details or not fit well with your team. Therefore, we recommend a process of internal validation. Have two or three top performers in the role complete a McQuaig Word Survey® and compare the results to The Job Survey. This usually highlights areas where the hiring manager may have had unrealistic expectations so The Job Survey can be fine-tuned.

Level 3) Benchmark Top Performers

For roles where there is a large number of similar positions, like customer service or sales, you have all incumbents complete a McQuaig Word Survey®, and compare high performers to low performers. This is the most comprehensive approach, but there are a few caveats. For example, you need a large number of incumbents to make the benchmarking valid, 100+ at least. Additionally, you would need objective

performance criteria for all individuals. While a benchmarking study is more work to complete it is the approach that will yield the greater bottom-line results: higher productivity and fewer mishires.

Regardless of how comprehensive the level is, by using The Job Survey you will improve your ability to predict a candidate's likelihood of behaving in a way that is consistent with job demands.

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