

# 9 REASONS WHY YOU NEED EMPLOYEE ASSESSMENTS

In an increasingly complicated labor market, human resources are being asked to do more with less. At the same time, employees are seeking roles that allow them to make use of specialized skill sets while embracing a company mission.

Workplace culture is changing, and organizations that are able to tap into this newly engaged, passionate workforce stand to gain market share and success for years to come.

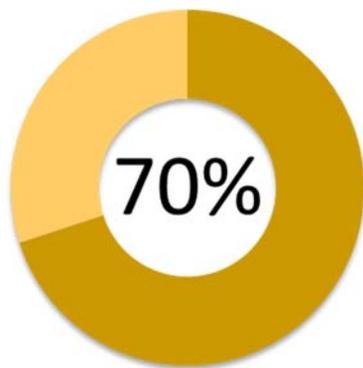
*Employee assessments create efficiency, support employee development, and bolster engagement.*



# SIMPLIFY SELECTION PROCESS

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With the length of the hiring process approaching 60 days in the government sector and over 20 in the private sector, finding a strong candidate takes time and money.<sup>1</sup> Finding the right people is becoming more difficult as well, with 70% of hiring managers reporting that it is harder than ever before to find qualified candidates. At least 54% of those hiring managers indicate that it has become at least somewhat more difficult over the last five years to find candidates for open positions.<sup>2</sup> Even the applicants are finding the process more challenging, 51% of candidates say that it's harder to create differentiation when applying to jobs.<sup>3</sup>



**70% of hiring managers report that it's harder to find qualified candidates.**

This difficulty becomes apparent when candidates are questioned about applying for jobs for which they are not qualified. 46% have applied for a job knowing that they did not meet the qualifications. 57% did so because they had most of the qualifications, but 45% just really wanted the job and 42% just really wanted to work at the company.<sup>4</sup> Despite their good intentions, lack of necessary capabilities will knock out 53% of candidates and these unqualified applicants translate into extra work for an already burdened recruiter or hiring manager.<sup>5</sup>

***46% have applied for a job knowing that they did not meet the qualifications.***

Employee assessments help recruiters quickly narrow the playing field, allowing a focus on candidates who have the most potential. These tests have the ability to shorten the interview process and filter out applicants who would not be a strong fit for the company.

# INCREASE EMPLOYEE ENGAGEMENT

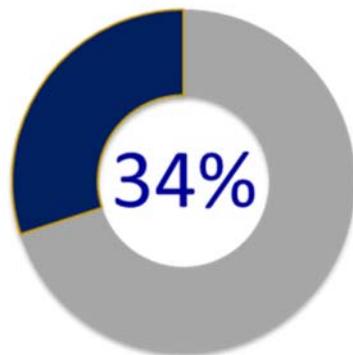
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Creating an effective retention and engagement strategy is important, but not always easy. 66% of HR professionals report having updated their strategy within the last 18 months or are currently in the process of doing so. 60% also report that their retention and engagement strategies are either fair, poor or nonexistent.<sup>6</sup> As the competition for skilled and unskilled labor increases, HR will have to tap into the heart of their skilled employees in order to maintain and increase engagement.

Strong employee engagement starts at the first moment of employment. 84% of hiring managers and recruiters say that having clearly defined job duties will positively impact candidates who apply.<sup>7</sup> Employees are keen to use their job skills and 58% say that doing so is of high importance to their job satisfaction. Unfortunately, only 34% actually report being satisfied with their current ability to use their skills and abilities in their current position.<sup>8</sup> There is a clear disconnect between candidate selection and job responsibilities, and this disconnect can lower employee engagement over time.

***58% of employees say that using their skills on the job is very important to their job satisfaction.***

The introduction of clear job models and hiring assessments targeted toward finding candidates who match not only in terms of skills and abilities, but who also fit into the organizational culture can reduce disconnect if applied effectively. Ultimately increasing job fit will increase employee engagement over time, creating a class of workers who are passionate about their work and have the strengths needed to achieve results.



**34% of employees are satisfied with their ability to use their skills at work.**

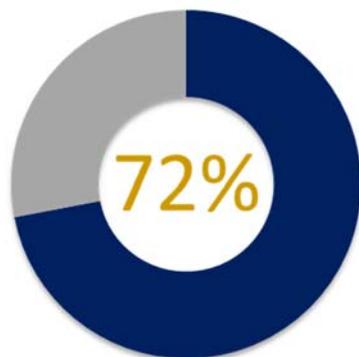
# EFFECTIVENESS OF EMPLOYEE DEVELOPMENT

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Knowing what drives employee engagement is vital. 64% of employees report that trust between employees and senior leadership is very important to their job satisfaction, but only 28% report being satisfied with the level of trust in their current organization. On top of this, 72% of employees say that respectful treatment of individuals at all levels is important to their job satisfaction, but only 33% are satisfied with the current level of respect at their company.<sup>9</sup> Trust, respect, and honesty are all important themes within employee engagement, but are often not the focus of engagement strategies.

***Just 28% of employees are satisfied with the level of trust in their current organization.***

By offering specific, actionable feedback on employee strengths and areas prime for improvement, employee assessments have the ability to increase trust and remove emotions or politics from the discussion. These feedback sessions become more effective over time, and over the transparency and specificity that is vital to the trust and respect that employees crave.



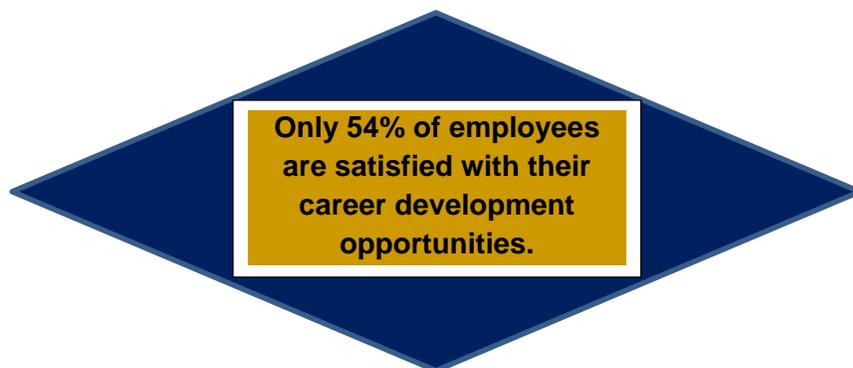
**72% of employees say that respectful treatment of individuals at all levels is important to their job satisfaction.**

# REDUCE TURNOVER

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Hiring is expensive, but turnover is even more expensive. With cost estimates ranging from about \$3,000 to well over \$5,000 per initial hire<sup>10</sup> and the cost of rehiring at about 20% of the yearly salary<sup>11</sup>, finding candidates who will succeed and grow with an organization has become paramount for success. Both HR professionals and non-HR C-suite executives recognize this, with 51% of HR professionals indicating that obtaining human capital will be the biggest financial challenges over the next 10 years and 33% of non-HR C-suite executives agreeing.<sup>12</sup>

In order to reduce turnover, organizations must engage their employees and offer opportunities for advancement. 47% of employees report that career advancement opportunities are very important to their job satisfaction, and 55% say that management's recognition of employee job performance is very important as well. Unfortunately, only 54% of employees report being satisfied overall with their current career development opportunities, their organization's commitment to professional development, or with career advancement opportunities within their current organization. On top of this, 48% are not satisfied with management's recognition of employee performance.<sup>13</sup> The ability to leverage skills and abilities, advance, and be recognized for good work all contribute to employee engagement and reduce the likelihood that employees will leave an organization. HR must capitalize on these trends in order to reduce turnover.



By increasing job fit and offering clear development opportunities, employee assessments make it easy for leadership to hire the right candidate the first time and to develop that candidate throughout their tenure with the organization. More effective feedback for growth means that candidates see room to develop their careers internally, and recognition of current strengths offers meaningful reinforcement of success.

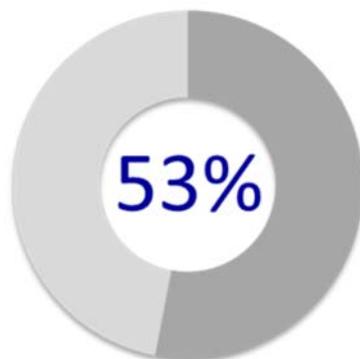
# INCREASE EMPLOYEE EFFECTIVENESS

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Colloquial wisdom suggests that it takes anywhere from three to six months for a new hire to get comfortable in a role, and anywhere from six months to a year to master it. During this time, new employees must learn job responsibilities, acclimatize to organizational culture, and train with existing team members in order to learn job-specific skills necessary for success. Many of the most important aspects of job satisfaction develop naturally as a new employee gains traction in a role. 53% of employees report that feeling safe in a work environment is very important to their job satisfaction, and 44% indicate that their relationship with coworkers is very important to them. 58% say that their relationship with a direct supervisor is also very important for job satisfaction.<sup>14</sup> While most of these factors will naturally improve over time in a positive work culture, new employees must find their footing while more experienced teams can apply their job skills to new challenges more easily because of their level of comfort and security within the organization.

***58% of employees say that their relationship with a direct supervisor is very important for job satisfaction.***

Because employee assessments help hiring managers find candidates with the right skill sets to succeed and thus reduce turnover, the length of tenure increases and the ability to build relationships and feel secure within the work environment grows with it. An employee who is comfortable, trained, and able to use their abilities within their role will naturally be more effective than a newly hired individual who must learn the organizational culture and processes.



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# INCREASE COMPANY GROWTH OPPORTUNITIES

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There's a reason why leaders often say that their talent is their biggest resource. A strong company culture and an engaged workforce will drive business forward, and there is research that proves it. Companies that have been named "Best Places to Work" have stock returns that are higher than the lowest rated companies.<sup>15</sup> Tying performance to the activities of HR is still not widely accepted, and, in fact, 61% of HR professionals report that their people analytics capabilities are weak. Another 33% indicate that they are just adequate, and only 5% say they are excellent.<sup>16</sup> In an increasingly complex and competitive hiring market, HR owes itself the ability to not only track human capital activities to company growth, but also to realize the potential for HR to drive growth.

***Employee 61% of HR professionals report that their people analytics capabilities are weak.***

The effect of a mature talent acquisition strategy can be quantified. Organizations with a strong strategy are 1.3 times more effective on business outcomes, 2.6 times more effective on talent acquisition outcomes, and 2.6 times more likely to have robust talent pools.<sup>17</sup>

By investing in talent and leveraging employee assessments, organizations have the opportunity to see an increase in company growth driven by higher employee engagement, longer employee tenure, and greater employee efficiency. Using employee assessments provides measurable data for people analytics that can inform strategic business growth.

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# REDUCE COSTS ASSOCIATED WITH TALENT MANAGEMENT

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HR is often the heart of the organization, spending time finding new talent, nurturing existing talent, and ensuring that operations are making the most of that talent. Recruiting, however, can be a lengthy and complicated process. Companies will spend, on average, 52 days filling a vacancy.<sup>18</sup> 42% of HR professionals will take anywhere from one hour to more than three hours just to post a job opening across all sources, and 74% take at least 30 minutes to do so. In addition, 74% of recruiters and hiring managers have at least three steps within the typical hiring process, with 30% requiring at least four steps.<sup>19</sup> This time is well spent though, as 57% of recruiters agree that making a bad hire is much more costly than leaving a position unfilled. This translates to a lot of time spent recruiting, screening, and interviewing before a candidate even begins contributing to an organization.

***Employee assessments are one of the easiest ways for HR to increase efficiency and reduce long-term costs.***

Simply put, recruiting is a cumbersome process, and HR knows it. 32% of HR professionals report that their organization is either underperforming or just getting by, and another 32% only call their performance adequate. 54% are working actively on simplifying their programs and plans, and 42% reviewed and updated their performance management systems in the last 18 months. Another 29% are currently evaluating their performance management systems, and 18% plan to do so in the next 18 months.<sup>20</sup>

Employee assessments are one of the easiest ways for HR to increase efficiency and reduce long-term costs. By offering actionable hiring reports, development reports that engage employees and support long-term growth within an organization, all of which ultimately reduce turnover, employee assessments simplify the role of HR while tapping into the capabilities and values of their teams.

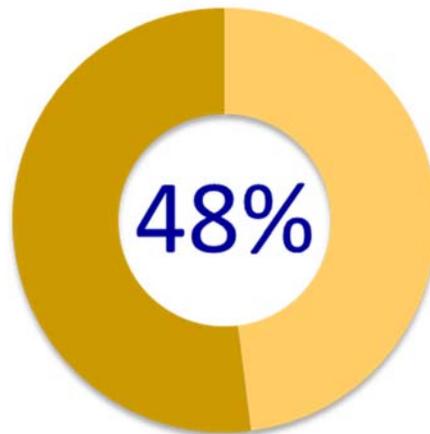
***57% of recruiters say that making a bad hire is more costly than leaving a position unfilled.***

# SUPPORT STRONG COMPANY CULTURE

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Culture can be one of the most difficult things to measure within an organization and it's also one of the most difficult things to improve. 48% of employees report that corporate culture is very important to their job satisfaction, but only 31% indicated a high level of satisfaction in this area. Lack of meaningful work, poor benefits, and lack of flexibility will spur employees to seek employment outside their current organization, increasing turnover and lowering employee morale.<sup>21</sup>

**48% of employees' value corporate culture, but only 31% are highly satisfied with their current culture.**



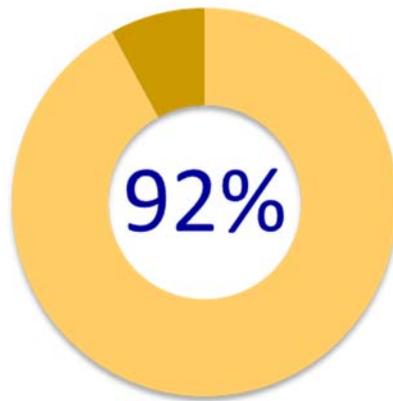
Utilization of employee assessment tests can reduce turnover and improve job fit, enabling a strong company culture to emerge as individuals learn to engage fully with their work. A clear development roadmap helps employees feel valued and respected, and reinforces the idea that they can grow within their current company instead of seeking employment elsewhere.

***Utilization of employee assessment tests can reduce turnover and improve job fit, enabling a strong company culture.***

# CONNECT EMPLOYEES TO COMPANY MISSION

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Workplace culture has shifted, and employees are seeking more than a paycheck in order to feel engaged. 92% of employees say that contributing to an organization's business goals is important to them. That same number indicates that the meaningfulness of their job is important to their job satisfaction.<sup>22</sup> Connecting each individual to the company mission by tying their capabilities and passion to their role increases engagement and long-term success within an organization.



**92% of employees say that contributing to an organization's business goals is important to them.**

Employee assessments offer a window into employees and candidates alike in a way that is wholly unique. Not only is the job fit brought into focus, but the natural strengths and weaknesses of individuals within a workplace setting are made clear. These assessments bring the right employee together with the right company in order to execute on a common mission that will ultimately drive business results and employee engagement.



***Assessments bring the right employee together with the right company in order to execute on a common mission.***

# WHO WE ARE

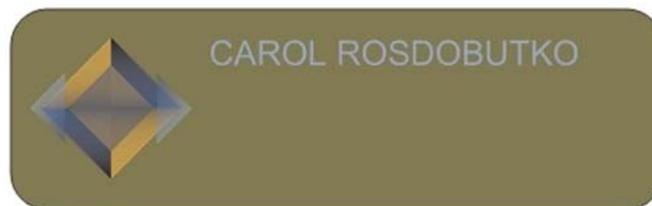
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Employee assessments are a powerful tool that can simplify the hiring process, enable employee development, and support long-term organizational growth. In today's discerning economy, when it comes to selecting and supporting your most valuable asset, **Carol Rosdobutko** is an expert in guiding corporate leaders to successfully determine just the 'right' candidates to hire, promote and develop. Carol helps organizations find better talent, faster, develop employees, and create stronger teams that are connected to business objectives.

To learn more, please contact us at

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## Sources

- <sup>1</sup> Glassdoor, Why Is Hiring Taking Longer
- <sup>2</sup> CareerBuilder, Candidate Behavior 2015 Hiring Managers
- <sup>3</sup> CareerBuilder, Candidate Behavior 2015 U.S. Job Seeker Data
- <sup>4</sup> Ibid.
- <sup>5</sup> CareerBuilder, Candidate Behavior 2015 Hiring Managers
- <sup>6</sup> Ibid.
- <sup>7</sup> Ibid.
- <sup>8</sup> SHRM, Employee Job Satisfaction and Engagement 2015
- <sup>9</sup> Ibid.
- <sup>10</sup> Bersin by Deloitte, Talent Acquisition Factbook 2015
- <sup>11</sup> Center for American Progress, There Are Significant Costs to Replacing Employees
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- <sup>22</sup> Ibid.

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