Avoiding Bad Hires: The Steep Cost of Hiring Mistakes

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Fit between Personality of the Candidate And the Culture of the Organization

WeCRUT3's Hiring Results Framework

“Great personal performance means that
you have to hire for both
performance fit and culture fit.

Bad hires cost.

Avoiding bad hires is one
of the most important ways
in which your organization can
save money, increase morale and achieve excellence.”

A Bad Hire = Poor Performance Fit and / or Poor Culture Fit

The Cost of a Hiring Mistake

Today it is well accepted that hiring mistakes cost organizations real money. May people think that is the smallest part of the problem. Some experts estimate the cost of a bad hire can be 3 to 5 times the original salary. Lost productivity, negative impact on morale and distraction from the core work of the organization can be soft costs which are far more detrimental than the dollars lost to the organization.

Avoiding hiring mistakes simply makes sense. But doing so is not always easy. Recruiters, whenever internal or external[1], and hiring managers, need to take a number of steps that go beyond the resume review and face to face interviewing approach that makes up the core of today's recruiting practice.

A Bad Hire = Poor Performance Fit and / or Poor Culture Fit

A candidate's actual performance on-the-job results from two kinds of "fit". The first has to do with the fit between a candidate's capability – the person's skills and experience - and the performance requirements of the job. The second has to do with the fit between the candidate's personality and the culture of the organization. Lack of fit on either, or on both, can lead to a bad hire

Predicting Performance Fit

Recruiters can assess a candidate's performance fit. But to do so, they must really understand the job, not in the abstract, but concretely. Recruiters need a clear sense of what the new hire will be doing in the first 3 months and in the first year. They do not need to be able to do these things, or even manage them. But that may take technical skills they do not have. But they do need to know what it is like to manage performance. That is why the best recruiters are former managers who have turned to recruiting, not individuals who have done nothing but recruit during their careers.

Recruiters who accurately predict on-the-job performance consistently do three things.

1. They work with the hiring manager to develop **a performance map** that clarifies what a new hire is expected to do in the first 3 months, and in the first year on-the-job.

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[1] Everything that follows applies equally to internal or external recruiters. The way in which things are done might be slightly different. The need to do these things is not.

2. They get early candidates **to behave - to do thing other than respond to interview questions - as early as possible** in the recruiting cycle.

3. They create events that require **final candidates to demonstrate what they can to the hiring manager and future work peers.**

Let's look at each of these three recruiter behaviors in more detail.

1. Creating and Using Performance Maps During Recruiting

When recruiters work with a hiring manager to create a performance map, they do the following.

1. Recruiters translate the hiring manager's general expectations about what the new hire will do into 3 to 7[2] clear things that the new hire will need to do or get done through others e.g. direct reports.. (**S**pecific and concrete)

2. Recruiters dialogue with the hiring manager till each of these specific performance items has a defined measure. Essentially, this measure answers the following questions: (**M**easureable) .

    - What will, I the hiring manager, see and hear when this item is completed or this objective is achieved?

    - What signs, signals, metrics will I, the hiring manager, use to evaluate the "degree of quality or completion"?. How will I use them?

3. Recruiters clarify the "authority" the new hire will have over resources (dollar, people, facilities), so that it is clear that the person will be actually be able to do what is needed to achieve the objective (**A**ctionable).

4. Recruiters ensure that each objective specifies the things that will be produced as a result of the work that is done (**R**esults Based).

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[2] **"The Magical Number Seven, Plus or Minus Two: Some Limits on Our Capacity for Processing Information"** is one of the most highly cited papers in psychology It was published in 1956 by the cognitive psychologist George A. Miller of Princeton University's Department of Psychology in *Psychological Review*. It is often interpreted to argue that the number of objects an average human can hold in working memory is 7 ± 2. This is frequently referred to as *Miller's Law*. See the Wiikpedia article at
http://en.wikipedia.org/wiki/The_Magical_Number_Seven,_Plus_or_Minus_Two.
For senior positions, 3 to 7 items may not be enough. The complexity of the job requires more. When this is the case, it is best to organize them into a hierarchy of items and sub-items, where each level contains the no more than 3 to 7 items.

5. Recruiters get the hiring manager to indicate the time frame in which the delivery is expected (**T**ime frame).

6. Recruiters place the objective into the organizational context in which the new hire will have to do what it gets to deliver against the performance expectation (**E**nvironment).[3]

In organizations which use performance appraisal to manage performance, hiring managers often don't do this kind of "before the fact" thinking about performance. They are used to, and rewarded for, to doing "looking back" evaluation[4] of performance in traditional performance appraisals[5].

In such situations, the recruiter needs to inspire the manager to engage in this process. Once of the best ways of doing this by taking the manager through a well structured dialogue which helps clarify these forward looking performance expectations. The recruiter writes up the information obtained in a "performance map" format that is useful to both.

The recruiter uses the map to screen candidates. Recruiters, especially recruiters who have managed people during their own past careers, gain a clear picture of the job that the final hire will need to do when they prepare performance maps. As a result, recruiters who use performance maps can recruit for many different types of positions. They do not need to become narrow recruiting specialists (e.g. an IT recruiter, or a finance recruiter and so on …). The combination of the performance map and their managerial experience allows them to understand what need to be done many jobs, rather than just a few. They do not have to guess and "mind read" the job requirements. By talking with the hiring manager they know. When they

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[3] The idea of SMART objective (specific and concrete, measureable, actionable, results driven and timed) has been around for a long time. Adding the environment – the organizational context – turns SMART into SMARTE. But it also adds an important element that is often taken for granted by hiring decision makers, and never taken for granted by the best candidates. They want to know it, since it is an important part of what they consider when deciding whether or not to take a new job.

[4] In 1999, Marcus Buckingham and Curt Coffman of the Gallup Group wrote First Break All the Rules: What the World's Greatest Managers Do Differently". This is where they first introduced their list of criteria that employees require in order to maximize their performance and on-the-job satisfaction. At the top of the list were: clarifying expectations up front, providing people with the right tools and resources to do the job properly, having managers that support them, and being assigned work they enjoy and are good at.

[5] There is a lot of evidence, both research based and anecdotal, that organization members find the traditional performance appraisal process confusing, demoralizing and un-motivating See the Wikipedia article on performance appraisal to learn more about performance appraisal and its current state of practice. http://en.wikipedia.org/wiki/Performance_appraisal

engage in this process, they also build the trust with the hiring manager which is essential to their joint recruiting success.

The manager uses the performance map in the final candidate interview process to engage in a deeper dialogue than normally occurs in job interview. With a clear forward looking performance map, the manager can ask “how would you go about doing this” probes which provide insight into the way in which the candidate is likely to behave in this job. As the person talks about these hows, the manager can ask follow up probes that make sure that the individual “grounds” what they are saying. Some interviewees mentally quick on their feet. They can make up reasonable answers to how would you do this questions. When the hiring manager follows up with a “give me an example of when and how you have done something similar to this in your past”, this becomes apparent. Thoughtful probing of this kind will quickly make it clear if the individual is simply verbally clever in an interview, or has actual relevant experience which can be applied in this job.

The Extra Benefits to Starting with A Performance Map

The performance map also acts as a “on-boarding” framework. Getting new hires productive quickly is essential. Once a new hire comes on board, the hiring manager can use the performance map to clearly convey what is required in the first 3 months, and in the first year.

For the new hire, the performance map acts as a guide to “what do I need to learn about this place, who do I need to interact with, and what do I need to do”. As a result, new hires are not confused about their new roles from day 1.

Dialogue between the new hire and manager can modify detail out any of the elements recruiting performance map. Circumstances change. The two individuals are getting to know one another by working together. The recruiting performance map acts as a focusing device. It provides a structure for the first working dialogues between then. Once they start to work in this way, they are highly likely to continue it. In this way, a recruiting performance map sets up This a relationship between manager and new hire that is performance contracting based[6].

2. Getting the Candidates to Behave Early in the Recruiting Process

[6] See “Shape the Future: Performance Contracting” at http://www.wciltd.com/pdfquark/ShapeTheFuturebookv24.pdf. and “Delivering Results: Performance Contracting and Personal Development in Your Organization” at http://www.wciltd.com/21CSI/21cstaffingpdf/21CVSIDelivering%20Resultsv22.pdf both by Roelf Woldring.

Experienced managers know that the single best predictor of future behavior on the part of a direct report is current behavior. That is why managers coach and make investments in professional development. They know that it takes a "distancing event" like coaching or training to help the direct report bridge from old patterns of behavior to new ones.

The same thing holds true for candidates. Recruiters who focus completely on candidates past behavior, e.g. through a review of the resume, get access to only a limited spectrum of current candidate's behavior – their behavior as interviewees.

Just a few minutes with Google will convince anyone that there is lots of "good training" in on how to handle a recruiting interview available to candidates for free. Good candidates take recruiting interviews seriously. They research the organization. They rehearse their responses to likely interview questions. As a result, the only thing that a recruiter can reliably predict based on a candidate's interview behavior is how well that person will behave in a future recruiting interview[7].

But recruiters don't need to limit themselves to resume review type questioning. They can create scenarios and question sets that get candidates to "do", to perform tasks relevant to their future on-the-job performance. The performance map is key. Based on it, a recruiter can craft these type of questions.

With the Internet, it is even possible to get potential candidates to submit such "samples of doing" along with their resumes and cover letters. The wide spread availability of the cell phone cameras and web cams will continue to change recruiting practice. Recruiters have a choice. Do so wisely based on performance maps, which lead to very job relevant questions. Or do so based on stereotypical ideas of what "candidates" should say in these kinds of submissions. The sooner recruiters embed this type of "show me what you can do" events, based on immediately relevant performance maps, in the candidate review work flow, the better the quality of final candidates will be.

3. Creating Events that Allow Final Candidates to Show What They Can Do

Final candidates need to do more than just talk. By the time, the recruitment is down to the 2 or 3 people who could potential receive a job offer, the stakes are higher, both for the hiring organization and the candidate. They need to behave in ways that approximate some of the ways in which they will behave

[7] Even behavioral interviewing, once thought to be the best way to interview candidates, is subject to this. See this "teaching site" for job candidates at the University of Washington as an example http://www.washington.edu/admin/hr/roles/mgr/hire/interview-select/behavioral.html

in the work place. Both sides need more in-depth information on which to make a final decision. The recruiter must stake “hiring” events that allows both sides to get this information.

These events need not be elaborate. Ten minutes of candidate behavior, followed by 10 to 20 minutes of interaction with 3 to 5 people, can provide a great deal of insight into how a person will behave on-the-job. But the event needs to be relevant. Its framing and the follow up that happens after it need to be disciplined and systematic. Here are some examples of relevant events.

1. The candidate is asked to behave in a way that is quite close to one of the ways that the person will have to behave on-the-job.

   Examples:

   - make a short Power Point presentation that deals with one of the items in the Performance Map,
   - show and demonstrate the result of a piece of work that you have done recently that could be part of this new job,
   - analyze a short case that comes from the new job environment and show how you would act in response to it,
   - participate in a role play simulation of a typical customer interaction.

   The possibilities are endless.

2. Following the final candidate piece, there is a short period of interaction among the final candidate, hiring managers and 3 to 5 potential co-workers. These folks asks questions and engage in dialogue with final candidate.

3. The recruiter engages these each of the individuals in the hiring organization one by one right after the event. The recruiter collects their independent impressions of the final candidate. As well, the recruiter asks each of them to independently rate of their perception of the candidate’s: A simple version of this form follows.

Performance Fit

How well do you think or feel this person will be able to carry out the work / the duties in this position?

Not at all **Very Well**

1	2	3	4	5	6	7	8	9	10

The results are collected and placed on a pictograph which visually presents what people thought.

Candidate**: E Sample**
Position**: Sample Position**
Summary of Performance Fit Ratings

Not at all **Very Well**

						H	**R**		
	P					**PPP**	**P**		**P**
1	2	3	4	5	6	7	8	9	10

R = recruiter, H = Hiring Manager, P = potential coworkers

Once the picture is complete, the recruiter can explore any obvious differences. For example, in the pictograph above, the recruiter will contact the person who rate the final candidate two and get a clear idea of what lies behind their rating.

Predicting Culture Fit

The interaction between the final candidates and these folks after these events also provides sufficient data to all these people to predict the final candidate's degree of culture fit. The important thing to remember about culture is that it is a living thing that exists only in the moment – in the actual behavior of the people in the organization. It is the "walk" that happens each and every day in the organization. It is the way that people relate to one another. It is what they expect of one another and how they respond to others' expectations of them. It reflects what the organization is doing, the assets it is using to do those things, the industry or part of society in which the organization is positioned, the personality and the examples set by the behaviour of the organization's leaders.

Predicting a final candidate's cultural fit requires techniques that accept this reality. Skilled, experienced recruiters can make good intuitive guesses about a final candidate's likely culture fit. But they cannot really assess it accurately. Neither can hiring managers. However, both can contribute to the process which does do an effective cultural fit assessment.

The only practical way to get a solid reading on the extent to which an final candidate fits into an organization culture is to shape a set of event in which the candidate interacts with a number of the people from the organization. Using a structured process, each of these people is asked to make a subjective, independent assessment of the degree to which the candidate fits the culture AFTER they have interacted with the final candidate at this event. The judgment is entirely subjective. They don't need to explain it. They simply need to make it.

The recruiter can ask for this at the same time as the individuals rate a final candidate's Performance Fit. Once again, using a structured form that asks the question to each of the people in the same way is important. It is also important to ensure that they make these judgments independently. The recruiter needs to caution them not to talk to one another about this final candidate until this process is complete.

Culture Fit

How well do you think or feel this person will fit into our organization and get along with us as we work together?

Not at all **Very Well**

1	2	3	4	5	6	7	8	9	10

These independent assessments are collected and profiled visually. The resulting pattern is an effective predictor of the degree of a final candidate's cultural fit[8].

Candidate**: E Sample**
Position**: Sample Position**
Summary of Culture Fit Ratings

[8] This process adapts the Delphi technique to assessing / predicting cultural fit. It treats the people in an organization as "experts" about the culture. It uses structured data collection of independent judgments based on interpersonal interaction in "day to day work like events". When done in this way, it is a solid way to predict degree of culture fit. See http://en.wikipedia.org/wiki/Delphi_method for more on the Delphi forecasting technique.

Not at all **Very Well**

								R	**H**
		P		**P**			**PP**		**PP**
1	2	3	4	5	6	7	8	9	10

R = recruiter, H = Hiring Manager, P = potential coworkers

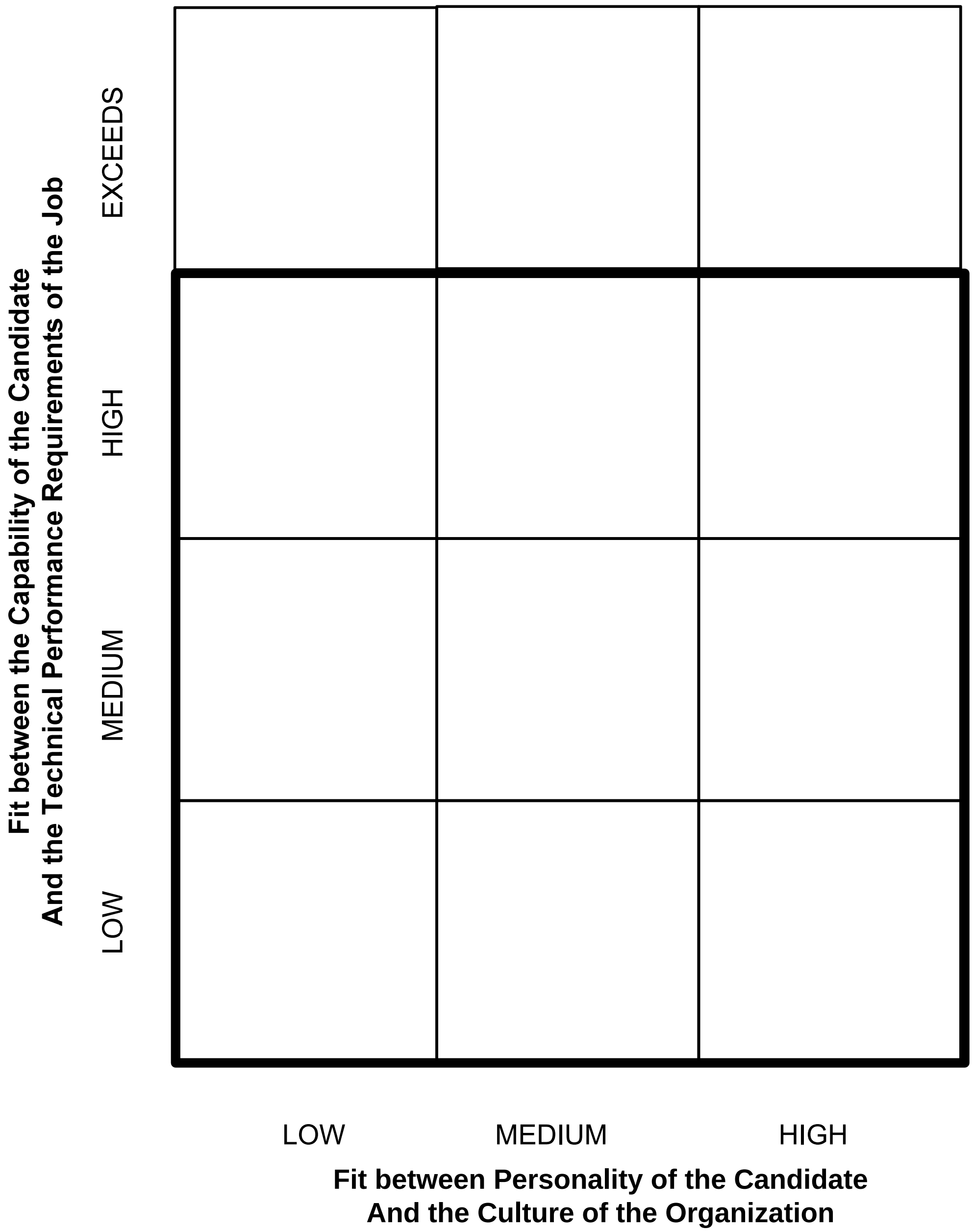
Using the Hiring Results Framework to Understand Candidate Fit

The Hiring Results Framework

The two kinds of “fit” interact. The schematic on the following page illustrates this. The fit between the performance requirements of the position and a candidate’s capability have been placed on the vertical axis. The large number of degree of fit possibilities on this scale has been simplified to four - Low, Medium, High, and Exceeds. The last two cover the situations in which a candidate has more skill and experience than needed to handle the performance requirements of the job.

The fit between a candidate’s personality and the organization’s culture is shown on the horizontal axis. Degree of fit on this axis has simplified to three levels - Low, Medium, and High.

This leads to twelve possible hiring result scenarios. Nine of these, the ones in the lower part of the schematic, occur as part of most organization’s normal hiring process. The remaining three, the ones at the top of the schematic, occur when recruiters and hiring managers deliberately over-hire on performance fit.



Over Hiring For Performance

Recruiters and hiring managers sometimes hire people who are clearly over-qualified for the day-to-day performance requirements of the job. Individuals who are dramatically over qualified are usually the issue. Their past earning levels are high enough to remove them from consideration.

	LOW	MEDIUM	HIGH
EXCEEDS	**BAD HIRE: IMMEDIATE DISCONNECT BETWEEN HIRED PERSON AND OTHERS – TERMINATE EMPLOYMENT**	SOME CONNECTION BETWEEN HIRED PERSON AND OTHERS, BUT INDIVIDUAL WILL BE FRUSTRATED BY PERFORMANCE DEMANDS OF JOB	GOOD CONNECTION BETWEEN HIRED PERSON AND OTHERS – BUT LONG TERM TROUBLE UNLESS JOB CONTENT UPGRADED

CULTURE FIT

“Somewhat” over qualified individuals are whose personal capability exceeds the job performance requirements, but whose career and earning history still makes them “potential” candidates. . Recruiters and hiring managers often believe that “some over qualification” is a bit of a safety value. They will often hire such people when they believe that the work group the individual will join is under some degree of performance pressure.

Unless the organization is capable of dealing quickly with the frustration such hired people feel once they are one the job, such hires inevitably become problematic ones. The depth of the future problem with such hires is a function of the fit between the over qualified individual’s personality and the culture of the work group.

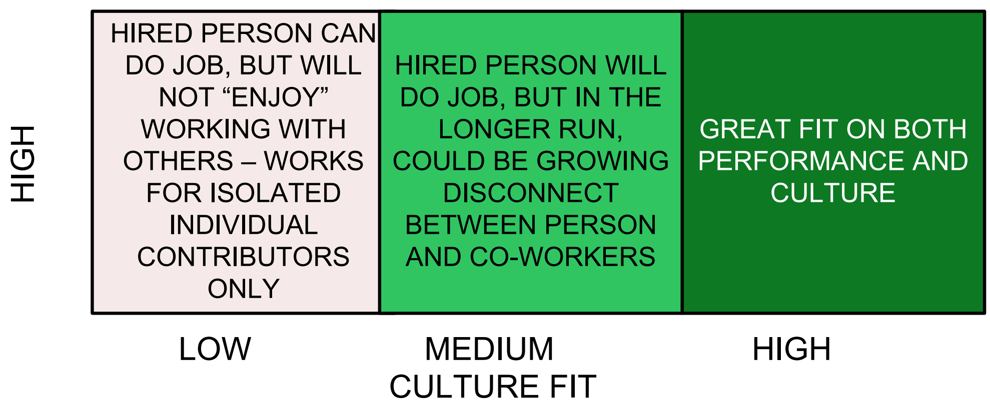
Over hiring on performance only makes sense when the organization is growing dramatically. In such organizations, managers can rapidly upgrade job content, creating appropriate fit between the person’s capability and performance requirements of the job. If the culture is strongly oriented to promoting on the basis of merit, such individuals can also quickly be moved into more demanding positions.

This coping tactic works best when there is a high degree of fit between the candidate’s personality and the culture. If there is not, job content upgrading or promotion at best delay the onset of the problems associated with the type of problematic hire. Sometimes, the problem is solved when the hired individual simply leaves, often shortly after taking the job. The organization simply experiences the cost of finding another person.

More serious impacts occur when the hired person stays and starts to express personal frustration to co-workers. As a result, co-workers may distance themselves from that individual, resulting in decreased productively and bad feelings in the work group. Alternatively, the frustration being expressed by the hired person may lead co-workers to develop negative perceptions about the organization. Once again, productivity suffers.

Hiring High Performance Fit Individuals

When the individual capability to job performance required fit is high, the degree of culture fit makes the difference between great hires and problematic ones. Low alignment between the person's personality and the culture means that the individual will not enjoy working in this organization. If the job is that of an individual contributor, who has little to no interaction with other co-workers, this may not matter. But there are few such jobs. Productivity normally depends on people working with one another. If the interaction goes smoothly, aligning well with the living culture of the organization, everyone involved will feel comfortable with the interaction. There will be no negative impact on productivity. If there is some level of discomfort, some disconnect between the hired person and the others in the organization in their day-to-day interaction, productivity will be negatively impacted.



When the performance fit is high, and the culture fit is medium, this may not be an immediate problem. The hired person could be reasonably productive for a long period of time (months to years). Outside factors could impact the work group in this time period, leading to adaptive changes in the day to day culture that align the person and the others in the work group. The personality of the hired person could be such that there is a positive impact on the work group day to day behavior. As a result, underlying initial cultural fit dynamic could disappear, or never be an issue.

In fact, organizations sometimes hire individuals who they hope will produce desired changes in the culture. They are explicitly depending upon these dynamics. There needs to be some level of fit between the personality of the hired person and the current culture. Without it, the potential of early disconnect is so high that the new person cannot have a positive impact on co-workers. Effective change agents and executives have this ability. They know how to behave in ways which demonstrate that they are "somewhat aligned with the current culture". This allows them to develop an initial level of rapport with others in the organization. When this reaches a level sufficient to start the cultural change moving forward, they start to introduce the factors that produce change in the culture. Based on their first successes, they progressively introduce more and more cultural change.

Six Types of Problematic Hires and their Potential Consequences

The remaining six possibilities are all problematic. The color in each cells below conveys two things. First, darker colors indicate the degree of negative impact on productivity. Secondly, darker colors indicate the degree of difficulty that organizations experience in dealing with these bad" hires.

PERFORMANCE FIT			
MEDIUM	POOR FIT WITH COWORKERS AND LESS THAN REQUIRED PERFORMANCE – EASIER TO "LET GO"	HIRED PERSON WILL NOT PERFORM AS REQUIRED, AND THERE WILL BE GROWING DISCONNECT BETWEEN PERSON AND CO-WORKERS	HIRED PERSON WILL BE LIKED AND FIT IN WITH OTHERS BUT NOT PERFORM AS REQUIRED: DIFFICULT TO "LET GO"
LOW	**DO NOT HIRE: IF HIRED, END EMPLOYMENT ASAP**	**BAD HIRE, BUT SOME DEGREE OF CONNECTION BEWEEN INDIVIDUAL AND COWORKERS COULD MAKE IT MORE DIFFICULT TO HANDLE**	**BAD HIRE: POOR PERFORMANCE BUT CULTURE FIT BETWEEN PERSON AND CO-WORKERS MAKES IT DIFFICULT TO DEAL STRAIGHT FORWARDLY**
	LOW	MEDIUM	HIGH

CULTURE FIT

Medium and Low performance fit is usually apparent in the first weeks and months that a hired individual is in the job. When culture fit is low, organizations normally have little difficulty handling these cases. Properly written probation period clauses in offer letters allow most organizations to simply terminate the individual. The organization merely incurs a rehiring cost. Financial pressures may lead hiring managers not to take this step. This inevitably ends up costing more in lost productivity and other indirect costs than the cost of a better re-hire.

When culture fit is medium, things get more complicated. The medium or low level of performance on the part of the hired individual gets "clouded" by the fact the individual is getting along on some level with co-workers (including the hiring manager). People have a natural reluctance to take what they perceive as negative with regard to a person with whom they are getting along. As a result, the probation period often concludes with no action. Once the probation period is over, dealing with the performance issues becomes more complicated and difficult.

This dynamic is much stronger when there is a high degree of fit between the personality of the hired individual and the culture of the organization. The person "fits in" even though the person's performance may not be what is required.

In either case, dealing with the performance problem is no longer straightforward. The hiring manager or the co-workers may make an effort to "train" the person, formally or informally. Sometimes this works, often it does not. The manager will use the organization's performance management to put the person on notice about their lack of performance. Often, this means dealing with this over several performance appraisal cycles. The feelings produced by this are not pleasant for either the manager or the person. The individual may leave, often to the relief of the manager and the co-workers. Sometimes, managers find it "easier" to avoid these unpleasant feelings and move the person to another part of the organization, through transfer or promotion. It solves the immediate work group's problem, but usually recreates the issue somewhere else in the organization. In fact, it can extend it to impact more people when the movement mechanism is promotion.

Hire Appropriately – But How … …

Good hires mean that both performance fit and culture fit are high. How do recruiters and hiring managers need to behave in order to do this?

First, recruiters and hiring managers must accept three things.

1. The first is that they must separate the assessment of candidates into two clear parts. The assessment of a person's capability to job performance fit must be cleanly split from the assessment of a person's personality to culture fit.

2. The second is that the three most used hiring techniques:

   - key word based resume ranking,
   - recruiter and hiring manager personal review of highly ranked resumes,
   - and face-to-face interviewing in which recruiters probe about past on-the-job performance based on what is written on the resume,

   are **not effective predictors of either future on-the-job performance or of culture fit.**

The reasons for this are clear and well understood by job search researchers, if not by all recruiting professionals and hiring managers.

More and more, resumes today are structured to take advantage of Internet job board key word search algorithms. Often, they are written by professional resume writers, who are fully aware of how to "lace" resume text with the key words that will result in a resume being highly ranked by such algorithms. As a result, especially in a world where job boards receive hundreds of resumes in response to a job advertisement, the algorithms used by job boards are not as effective at top ranking the best candidates as they once were

For years, well structured research has clearly shown that there is a low relationship between candidates' interview behavior and their eventual performance on-the-job. Candidates may have far better "interview skills" than they have on-the-job skills.

Most recruiters and hiring managers still depend upon unstructured one-on-one interviews as their prime candidate evaluation technique. Despite decades of formal training in recruiter skills such as behavioral interviewing, research continues to show that recruiters' and hiring managers' interview based ranking of candidates is a poor predictor of actual on-the-job performance[9].

3. The fact that organizations continue to rely upon interviewing as their prime assessment technique is probably the result of human evolution. As human beings, we have evolved to be instant evaluators of others, based on our first total impression of the other person, nonverbal and verbal. Sandy Pentland of MIT has led a sophisticated research program which clearly demonstrates this. His book "Honest Signals[10]" makes fascinating reading. But the ability to make quick first impressions about a stranger met in the bush or in the field is not a sound skill on which to base hiring decisions. Nevertheless, it is an instinctive skill which is deeply wired into our brains. We tend to rely on these skills, even when the situation in which we apply them (hiring candidates) is very different from the situations in which they evolved (surviving with meeting strangers in the bush or on the veldt).

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[9] See http://www.ere.net/2011/09/27/why-interviews-are-a-waste-of-time/ for an informed practitioner's opinion "Why Interviews are A Waste of Time?"
See
http://mavweb.mnsu.edu/howard/Schmidt%20and%20Hunter%201998%20Validity%20and%20Utility%20Psychological%20Bulletin.pdf for an academic review "The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings" by Frank L. Schmidt and John E. Hunter, Psychological Bulletin, 1998, Volume 124, Number 2.

[10] Go to http://web.media.mit.edu/~sandy/ to see more about Alex "Sandy" Pentland and his work.

Recruiters and Hiring Managers

Many recruiters tell tales of how their efforts to take these findings into account are undermined by the reluctance of hiring mangers to move beyond their intuitive belief that they are effective hirers. Attempts to use candidate behavior assessment and group / final candidate meeting techniques are often dismissed by hiring managers. When appropriately done, both of these techniques are much more effective predictors of performance fit and cultural fit than recruiter/hiring manager interviews.

Since they see themselves, not the HR professionals, as having the ultimate responsibility for on-the-job performance, hiring managers will often undermine the efforts of HR professionals to improve the hiring process. “I don’t have the time”: and “Just get me the resumes, and I will know who I want to see” are the two most common responses that hiring mangers make to HR suggestions to use more effective candidate assessment techniques. Prepared interview outlines, short presentations by final candidates to potential co-workers, working problem solving sessions with potential co-workers, review of past “work” submitted by candidates (candidate portfolios0, multiple peer interviews, systematic use of rating forms by all interviewers are all techniques that work.

Often such techniques are used by “excellent organizations”. They become “lionized” by the trade press, show up in conference presentations, and are well publicized on the Internet. South West Airlines' use of structured candidate group interviews for cabin crew and Google’s use of multiple peer interviews for professional staff are two such examples.

But this has little impact on the opinions of the majority of hiring managers in many organizations. They know that they are “excellent” interviewers. Their opinions override the reality of data. Unless there is explicit direction from the highest levels of the organization they will fall back on what they know to work. As Sandy Pentland has convincingly shown, it does work, in social situations, when immediate assessment of possibility of safe interaction with a newly met stranger in the next 5 to 90 minutes, is what is needed. But that is not the same thing as predicting future on-the-job performance for a number of months and years based on a 60 to 90 minute face to face interview.

The Better Way, Even if it is Not the Most Commonly Adopted Way

Resume and face-to-face interviews continue to have a place in hiring. But they must be used differently if organizations desire to consistently avoid the 11 problematic hiring scenarios.

All of these better ways require that the recruiting process assess current candidate work place, not interview, behavior in order to predict on-the-job performance and culture fit. There are many ways of doing so. A complete description of the techniques, and the best way of employing them, is the appropriate topic of books. The following hiring case history illustrates some of them.

Widget's Recruiting Process for Professional Staff

Janine, in the HR group at Widget Corporation, is asked to recruit two design engineers

Janine, the senior recruiter in HR at Widget Corporation, has been approached by Maxwell, a lead engineer in Widget's product design group to do a recruitment for two new design engineers. Maxwell has asked Janine to get him some relevant resumes. He has told her that he will know the right candidates when he sees 20 or so resumes. He will then select 2 or 3 people to interview. Based on that, he will know the "right one" to hire.

Janine gently but persistently informs him that that is not how hiring is done at Widget. She gives him an outline of the steps normally used. Janine informs him that Maxine Bridot, Widget's CEO, has made a 15 minute video presentation on how hiring mistakes hurt Widget's competitive ability in the market place. She gives him the CD and asks him to view it as soon as possible.

Janine knows that Maxine will stress that it is responsibility of the Widget recruiter to avoid and to rectify hiring mistakes. She also knows that Maxine will clarify that this is not the same thing as being responsible for post probation on-the-job performance, which is the manager's responsibility.

Janine realizes that her work as a recruiter involves much more than simply interviewing candidates. Her recruiting case load, and the training she has received, reflects this reality. Her personal performance contract metrics mean that a single hiring mistake for which she was recruiter which is not rectified within the probation period will mean the loss of her annual performance bonus.

To give her the authority she needs to be able to address such mistakes, any newly hired individual is not finally transferred to the hiring manager's personnel authority until the end of the probation period. This is normally 70 working days after the person's start date. Before that date, Janine has full performance assessment authority over the individual. She can initiate the dismissal of the individual even if the hiring manager is unhappy about this. Although she has this authority, she also knows that a regular pattern of doing so will be viewed a lack of recruiting competence on her part by her own boss. Janine starts the steps in the recruitment process.

Performance Maps, not Job Descriptions

1. Janine pulls and reviews existing performance contracts for similar positions. No specific performance contract exists for these two new

positions. So Janine will have to create a performance map from scratch, rather than develop one from existing performance contracts.

2. Janine will interview Maxwell, the hiring manager involved about the job, and prepare a short performance map. The performance map is not a job description[11]. Instead, it is a set of 3 to 7[12] performance objectives, set out in a way that meets the SMARTE[13] framework, that describes with a the new hire is expected to do in the first 3 months and the first year.

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[11] What is the difference between a Job Description, a Performance Map, and a Role Accountability Map?

A Job Description describes the main tasks or activities that make up a job. It may or may not include information on the skills, experience or competency required to do these task or activities. Job descriptions lead to “what skills do you have or have you demonstrated in the past” type questions in recruiting.

A performance map lays out the accountabilities – the things a job or role is responsible for, as well as the metrics which will be used to measure whether or not those accountabilities are achieved. It is performance oriented, looks ahead, and does not focus on skill or competencies. Instead, it leads to the questions about “how will you behave to achieve these accountabilities and deliver the results that will measured in these ways” during the requiring process.

A role map is a performance map with authorities. It adds the authority that an incumbent in a role or job has to do things – the decisions they can make about expending resources, assigning work to people, doing or not doing things and so on.

A role map is necessary for effective performance contracting, since it gives the person handling the role or doing the job clear insight on whether or not there is appropriate alignment between what needs to be done and how it will be measured. It clarifies whether or not the individual has be right to make the decisions and to engage the resources needed to do the things that need to the done in the way that they will be measured. It reflects what needs to be done against the organizational (positional) power the person has to do it.

[12] If there are more, it is really helpful to organize them into 3 to 7 groups. The more senior the position, the more likely this need. See Miller, G. A. (1956). "The magical number seven, plus or minus two: Some limits on our capacity for processing information". *Psychological Review* **63** (2): 81–97. (pdf) or access the Wikipedia article on short term memory at http://en.wikipedia.org/wiki/Short-term_memory.

[13] SMARTE performance objectives answer the following questions.

S: What **s**pecific, concrete things will the person be expected to produce, achieve or deliver?

M: How will these achievements be **m**easured? What things will the manager involved see and hear that tell the manager that this objective has been achieved? If it is a matter of degree, how will these metrics by used by the manager to evaluate degree of completion or degree of quality?

A: Can the person **a**ct to achieve it? Do they have the **a**uthority to mobilize the resources – dollars, people and facilities – needed to do the work to produce these specific things in a way that meets the measures?

3. Janine will review the performance map with Maxwell to make sure that is relevant to the to positions for which they are recruiting. She make notes on any updates or changes that are important, and attaches them to the performance map. That way they will become part of the input for the next recruitment for this, or other similar positions.

Out Reach – Attracting Candidates

4. While this is happening, Janine places a preliminary job advertisement on the two "internet" job boards that Widget uses for engineering type positions. One is a large board like Workopolis or Monster or Career Builder. The second is the job board on the local chapter of the professional engineering society. She also posts it to Widget's internal "refer a person you know" page on the company portal. Widget's staff are rewarded whenever person they refer is offered a permanent full time position. The reward program offers them a choice from a menu of options worth $1000.

5. Janine monitors the resumes that come in. She scans them quickly. Wilhelm, her recruiting coordinator, has eliminated the ones that are clearly a misfit. She sorts the rest into No and Possible groups. If enough come in, the No resumes will not receive any further attention. Janine reads the Possible resumes and cover letters in more depth. Based on this second reading, she will again discard the ones that she thinks not right into No pile. When she has about 10 Possibles, she will meet with Maxwell to review them to make sure that they are pulling the right kind of candidates. If not, she will update the job advertisements based on what they have learned.

Preliminary Telephone / Skype Screening of the Early Possibles

6. Janine instructs Wilhelm, her recruiting coordinator in HR, to contact the top 10 or so candidates and schedule a 15 to 30 minute Skye or telephone

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R: What **r**esults, i.e. deliverables will be produced? What do they look like? In what media will they exist? How will other people access them, if that is appropriate?

T: What **t**imeframes are involved? By when is each result (i.e. deliverable) to be finished and available?

E: In which **e**nvironment must the person act to achieve this? Who are the people involved? Who facilities / materials will be used? What dollars are available to pay for the needed resources?

interview. She prepares three “What would you do in this situation” short cases to use in these interviews. They come directly from the performance map being used for each recruitment. (If there are large differences between the two positions, the questions will be different for each recruitment.)

7. She modifies Widget’s “Preliminary Candidate Ranking Form to reflect any particularities needed for this recruitment. The discipline of completing it after each interview moves the recruiter from “subjective first impressions and feelings about the candidates” to disciplined judgments that can be explained in words to other people.

8. Janine conducts the Skype or telephone interviews. She tries to get this done as quickly as possible. She completes the Preliminary Candidate Rating Sheet for each candidate as soon as she finishes each interview.

   Once again, she sorts her results into “Possible” and “No Way” groups. At this stage, given that she is recruiting for two positions, she is trying to get at least 8 Possible candidates who are willing to take the next steps.

9. During these first interviews, Janine knows that she also has two other tasks to perform, especially with the candidates in the Possible group. She must sell Widget and determine if there is enough candidate motivation that the person is likely to take the job if offered. So when she starts her telephone or Skype interviews, she carefully sets aside the last 10 minutes of the interview for what she calls “Wrap Up / Next Steps”. When based on the interaction she has had so far in the telephone or Skype interview, she feels intuitively good about a person, she will spend this time selling Widget and the job. When she is not positive about a person, she will cut this time down to polite words which say we will get back to you if … .

10. Janine only wants to spend time on selling “working at Widget” to the better candidates at this stage. She is also aware that she can get too enthusiastic about talking about all the great things that make up Widget and its culture. By putting this task at the end, she is better positioned to make this choice and keep the sell short and focused.

11. Janine must determine if each Possible person who gets through the telephone or Skype interview is motivated by this Widget possibility. One part of that relates to compensation. Janine knows what Widget is prepared to pay for these positions. She must determine the person will come for level of compensation, without engaging in an actual salary negotiation. One way of doing that is find out what the person is currently making. Another is ask about salary expectations.

12. As well, Janine is well aware that the best candidates will motivated by things like career progression possibilities and opportunity to learn more than they are motivated by compensation. This will be especially true if they already have a job. Again, Janine will only to start to explore these issues with the Candidates that she believes are likely to make the final Possible group. She is managing a difficult balance here. She want to motivate and intrigue, without getting into actual negotiation at this point.

Checking with the Hiring Manager

13. Janine meets with Maxwell to review her impressions, the resumes and Preliminary Ranking Sheets for the Possible candidates she has identified to date. At this point, her objective is to make sure that Maxwell is comfortable with the people she is finding. It also keeps him up-to-date on the recruitment's progress. She will go through each of the people who are currently in the Possible group with him. She will ask briefly go through one or two of the No Ways. By doing so, she is making sure that her expanding her sense of the intangibles for which Maxwell is looking in a final candidate.

Detailed Interviews with the Individual Candidates who are with Clear Possibles

Janine now plans a 1 hour interview outline. She prepares 3 to 5 "What would you do in this situation" short cases that deal with typical interpersonal and group work environments in which Widget's design engineers will encounter. She emails them to Maxwell to give him a chance to comment.

14. Janine recognizes that at least 1/3 of each interview again will be spent on selling / informing the candidates about the job and Widget. She plans to deal with this in the last part of the interview.

15. She has asked each long list candidate to bring some sample of the design work that they have done in the past that is relevant to this position. They have received an email from her recruiting coordinator describing about what Widget is looking for. This email also stress that fact that this material will remain confidential to the Candidate and Janine.. Janine knows that she is not technically equipped to evaluate this work. She is more interested in how each candidate behaves in presenting it to her, and what steps they take to illustrate their abilities. At the same time, she will be curious about what steps the candidate has taken to remove the identity of the firm for which they worked. The ability to do confidential work that is of interest to Widget's competitors is a big part of these jobs.

The right candidates will know that this is an issue based on their past job experience, and will take steps to “cloud” this identity.

Finally, Janine modifies the two template rating sheets that will be used in the rating of candidates throughout this search. The first is “How will do you think this person will perform on-the-job”. It deals with the ability of candidates to perform in this job. The second is “How will do think this person will fit into our culture at Widget”. It covers the fit of the candidate’s personality to Widget’s culture. Both ask individuals to make subjective judgments, in the form of predictive ratings, based on their interaction to date, with a candidate.

16. Wilhelm, Janine’s recruiting coordinator, arranges face-to-face interviews with the top 8 to 10 still active candidates. Janine tries to get them done as quickly as possible. Since she is recruiting for two positions, she and her recruiting coordinator have some leeway in this. Once they have 3 strong final candidates for the first position, they can start to deal with the final candidates for the second.

    In the meantime, resumes are still coming in. If there is a particularly strong one, Janine will ask her recruiting coordinator to fit in a Skype/telephone interview. Based on this, the candidate may be added to the Possibles list, since experience has shown that there is a good chance that people will drop of this recruitment process based on events in their job search, or at their current organization, if they are employed.

    At the end of each interview, Janine completes the two rating sheets. They will form part of the data pool that is eventually used to assess candidates.

Starting to Involve the Hiring Manager and Future Co-workers

17. As she finds the time, Janine works on her briefing notes for “peer – potential co-worker” and hiring manager involvement with the final candidates. She has asked Maxwell to identity these folks for her.

18. She knows that her briefing meeting with these folks will be a crucial meeting. During it, she will educate them about Widget’s recruiting process and their part in it. She will explain the two rating forms to them. She will show them an example of how their ratings are summarized in a way that pushes their personal identity into the background. She will explain that the pattern and the spread of the ratings will be most important element in assessing the final candidates. She will stress that these are to be filled out independently, before the individuals talk to one another to share their impressions of the final candidates. These ratings

are best done quickly, within an hour working hours of each person's meeting with each final candidate.

She will to explain that there will be two cycles of this process, one for each position for which they are recruiting. She will stress that at this point in the search it will be very important for them to flex to the candidate's schedule, even though it may mean disrupting their own.

Finally, she will give each person a copy of Maxine Bridot's video presentation on the importance of recruiting effectively to Widget. She hopes that knowing that the CEO stresses this will help deal with the inevitable upset that people feel when their work schedules are impacted by recruiting needs.

19. Janine meets with Maxwell again. By now, she has 5 Possibles who seem to be well motivated. She is continuing to search for more as things move forward. Based on Janine's review, Maxwell accepts four of the five. Together they rank them from 1 (most desirable hire) to 4, based on what they know to date. Maxwell thinks that the fifth candidate does not have the right mix of relevant technical experience. He is clearly not impressed with the fifth candidate. Janine drops this person.

20. Once she and Maxwell are done, they immediately move onto the meeting with the group of co-workers who will participate in the final candidate meetings. Janine briefs them as she has planned. She concludes by introducing them to Whilhem, her recruiting coordinator. Whilem will be sending them all the forms and resumes they need, as well as doing the scheduling of meetings.

Briefing the Short List Candidates to Perform

21. Wilhelm, Janine's recruiting coordinator contacts the three highest ranked Possibles candidates and arranges for them to come in to meet with co-worker/hiring manager group. He sends each of them a set of preparation instructions. At the same time, he sets up a 5 to 10 minute Skype/telephone appointment for each person with Janine which will happen 1 to 3 days before their meeting with this group. In this meeting, Janine will brief each person on what to expect and how to get ready. She will also use this meeting to just stay in touch with each of these candidates, doing her best to keep their motivation and interest in Widget high.

22. At the same time, Wilhelm make sure that each of the coworkers and managers will be available for these meetings. It has all been made easier

by tentatively penciling in several times in the next week when these meetings could happen.

23. Janine continues to search for more Possible candidates. In the meantime, she holds the preparation Skype/telephone briefing meetings with the current possible candidates scheduled by Wilhelm. She tell them:

    - Prepare a short briefing (10 minutes or so –use PowerPoint) on presentation on “what I would do in this situation” for 2 scenarios that they have been sent by email. In each case, cover both how they would deal with the technical challenges, and the way they would work with peers and others to get the work done. Identify any risks, and indicate what they will do to cope with them.

    - Expect to make this pitch to hiring manager and 3 to 5 future working peers in a face to face meeting.

    - Expect to answer their questions afterwards.

    - Expect the entire meeting will last 45 to 60 minutes, depending on level of activity during meeting.

Assessing Performance Fit and Cultural Fit

24. Janine facilitates the face-to-face meetings between the Final Possible candidates, the hiring manager and the peer group. She manages the structure and process, but stays out of the discussions, acting as an observer when they are going on.

    When the meeting is over, Wilhelm, her recruiting coordinator, picks up the candidate. Janine stays with the group. She asks them to fill out their rating forms before they leave the room. As well, she invites them to send her emails with their impressions and comments on each candidate. She makes sure that they know that they can do this by phoning her if they prefer.

    As they fill out their forms, Janine once again completes a set of her own. Janine knows that Wilhelm will also fill out the “How will do think this person will fit into our culture at Widget”, based the impression that he has of each Final Possible Candidate. He will do this as soon as he has escorted the person out of the building.

25. Wilhelm summarizes rating sheets using codes (M = manager involved, C = coworkers, R = recruiter, S = recruiting coordinator) so that the summary

sheets show the rating spreads. Janine reviews them, and meets with Maxwell.

They jointly decide on the ranking of the top three final candidates. Janine asks Maxwell if he wants to meet the top ranked individuals personally again, or if he is ready to make an offer at this point. Maxwell indicates that since the people ranked 1 and 2 are so close, he would like to meet both if Janine has found no stronger candidates in her on-going interviews. .He thinks that once he has met them, it might make sense to offer jobs to them both, and short circuit the continuing search. Janine accepts this possibility, but indicates that she will continue to do first round Skype / telephone interviews with other possible candidates just in case. Maxwell agrees that this makes sense. They both know that strong candidates are managing their own job search and could very well find another position, eliminating them from taking a job at Widget.

Hiring Manager Interviews

26. Wilhelm sets up the face to face meetings with Maxwell for the top two ranked candidates. Janine follows up with Maxwell by phone after he is done. He tells her that he wants to offer the individual ranked 1, but is less sure about the person ranked 2. He wants to meet the third person who presented to them before he is sure. Janine starts Wilhelm on setting up the meeting needed. In the meantime, she has phone conversations with the two candidates that Maxwell has met.

    She has discussed salary expectations before with each of these folks. So she knows that the offer will be in the range expected by the person to whom Maxwell wants to make an offer. She tells him to expect the formal offer by courier first thing in the morning. She talks with the other person and does her best to put the person "on hold". However, she senses disappointment. Janine tells the individual that she understands that he might have to consider other offers in the meantime She is not too concerned, since there are several other strong candidates showing up in her continuing interview process.

27. Janine receives a telephone call that the offer has been accepted by the first ranked candidate. She calls Maxwell and informs him. Wilhelm contacts the person who accepted the job offer to start the on-boarding process.

On-boarding the First New Hire

28. Janine holds the first "on-boarding" briefing session with Maxwell. She talks about with him about who will act as peer "coach / mentor" for the



newly hired person during the first four weeks. This will be somehow other than Maxwell. It should be someone who the newly hired individuals sees as a peer.

She takes Maxell through about “confidential” follow up rating sheets (How I think this person is performing on-the-job” evaluation rating sheet and “How I think this person is fitting into our group” rating sheet). They identify the four people, in addition to Maxwell, will be asked to fill these out. These are folks who are likely to interact with the new hire, and see how the person does in this time period.

At the same time, Janine informs Maxwell that the new hire will also be asked to complete a: “How I think …. “ version of them. The ratings will be completed at the end of week 6 and at week 10 of the 12 week probation period. In the first 6 weeks, Janine will have short check in conversations, each week by phone with the new hire and Maxwell. If there is any sign of troubles, she will take steps to find out more, talking to the new hire’s On-boarding coach as well.

Early Performance Evaluation to Catch Any Bad Hires

29. Once the rating sheets are summarized at the end of week 6, Janine will meet with Maxwell first. During her meeting, Maxwell will provide his perceptions about how well the person is doing on the performance metrics that Janine prepared as part of the performance map.

30. Once Janine is clear on all of this data, she will meet with the newly hired person. If things are going well, this meeting will be relatively straight forward. Wilhelm will schedule short check in conversations with Maxwell and the new hire for each of the next three weeks.

31. If things are not going well, Janine will have to provide that feed back to the new hire and develop a “let’s make things better” plan with the person. Maxwell must be fully on board with these improvement steps. Janine will have talked these possibilities through with him before meeting with the new hire. Janine will also arrange to meet weekly with the person, after checking in with Maxwell in each of the next three weeks.

32. Wilhelm schedules the collection of the rating sheets at the end of week 10. He summarizes them, gives them to Janine, and sets up the meetings with Maxwell and the new hire.

33. Janine and Maxwell go through Maxwell’s perception of the performance of the newly hired person. After this meeting, Janine decides if the probation termination clause needs to be executed. If she decides yes,

she informs Maxwell and takes the appropriate steps to bring the person's employment to an end. If not, she will start the process of confirming permanent employment at the end of week 12. At that point, the new hire transfers to Maxwell's authority. Janine will not be actively involved from this point on.

34. During the first weeks of the new hires probation period, Janine and Wilhelm continue to do the things necessary to find a person for the second position. Once that person accepts an offer, they set up and manage a similar on-boarding and progress evaluation process for the second new hire.

Quality of Hire is the Key Hiring Effectiveness Metric

Widget's recruiters are not just interviewers who pass candidates onto hiring managers. They are responsible for managing the entire "early performance" and culture fit assessment. They are accountable for acting on problematic hires, ensuring that they do not become full time employees. If there are problems, through coaching, the newly hired person has a chance to "adapt" to Widget performance environment. If they cannot, they are terminated. To make this easier, Widget's offer of employment describes this process. It also clarifies new hires are rarely asked to leave Widget. If they are, they are given two month's salary to ease the transition. Janine knows that Widget's hiring process weeds out poor candidates early. She also knows that the care taken to on-board the candidate is highly contusive to ensuring that they are enthusiastic and well oriented to their new jobs.

Widget's recruiting process is one example of the "better way". But it is demanding. Widget's recruiters need a number of skills beyond just interviewing.

1. They must facilitate meetings.
2. They must educate hiring managers and co-workers about their roles in the hiring process, on boarding and early performance evaluation process.
3. They must be able to conduct data gathering interviews and translate the results into performance maps, which contain accurate, observable 3 month and 1 year performance metrics.
4. They must be able to sell Widget and the job opportunity to candidates.
5. They must be able to motivate candidates to consider Widget's job offers seriously, concurrently developing and assessing their motivation to come to Widget, especially if they are already currently well employed.
6. They must be able to coach new hires during their first crucial 12 weeks with the company.
7. They must be capable of mediating/ resolving conflict originating in differing perceptions about how a person is doing on-the-job.

They are recruiters with a difference equipped with the skills and the job authority to deal with realities of 21st century hiring, where the demand for skilled, highly motivated people generally exceeds the supply.

Widget’s gets three great benefits from their work.

1. First, weak candidates are weeded out early, saving the company a great deal of expense, and Widget’s existing staff a great deal of stress.

2. Second, bad hires are avoided. Recruiters who have this “live with the consequences of your recruiting decisions” responsibility tend to be sharper, better recruiters. The basis on which they evaluate candidates shifts from “how do they do in the interview” to “how well will they perform on-the-job”. That is where the real payoff from recruiting comes.

3. Finally, the new hires who participate in this process deepen their commitment and loyalty to Widget. They feel that they are “important” to Widget from the first day they arrive at the job. They see people taking steps to help them get comfortable with their new responsibilities. They are exposed to performance metrics early in their time at Widget, understanding how shared performance metrics decrease the political posturing between superior and subordinate, and improve performance focused communication between them.

   They feel appreciated from day 1, a feeling that turns into higher levels of performance that lasts long after their 12 week probation period.

  

Appendix One: Two Sample Performance Maps

One: Receptionist

Two: Ruby Agile Software Developer

Performance Map: Receptionist, Willowby Customer Services (An Example)

Performance Map: Receptionist, Willowby Customer Services			
Objective or Task	**1st 3 months**	**1st Year (after 1st 3 months)**	**Performance Metric**
Learn the duties of the receptionist thru training from the outgoing individual in the post. (by end of 2nd week)	Take over full responsibility for the receptionist role from 9AM to 12PM and 13PM to 17PM when the current receptionist leaves (2 weeks after start of work).		See the metrics below.
Greet all individuals who enter the office and direct / connect them to appropriate people within WCS	Get know all WCS staff and what they do (by end of 30 days) Greet all incoming individuals (store coats etc, drinks etc) (by end of day one) "Park" individuals who come in and do not have a name for the person who they want to see – connect to office manager to sort out (by end of day 1) week)	Handle all incoming individuals, regardless of their state, including individuals who come in without a name for the person who they want to see – understand their needs and direct them to an appropriate WCS individual	No visitor is directed to the wrong WCS individual, even when visitors are not clear on who they want to see. No one enters the main WCS office without being appropriately "screened" during the times the receptionist is on "duty"

Performance Map: Receptionist, Willowby Customer Services			
Objective or Task	**1st 3 months**	**1st Year (after 1st 3 months)**	**Performance Metric**
Monitor the "info@WCS.com" inbox and handle incoming e-mails appropriately	"Spam" in the inbox is properly discarded (by the end of week one) Valid emails are directed to the appropriate WCS person, including the office manager if it is unclear as to who the email should be directed	All these e-mails are handled either through discard (spam), through forward to the appropriate WCS individual, or through direct reply email. The office manager does not need to get involved unless the e-mail message is directly relevant to the office manager's job.	No info@ e-mail is handled incorrectly. Senders do not complain their e-mails was lost or not responded to. WCS staff do not have to re-direct e-mail messages to other WCS individuals when they are forwarded to them.
Monitor the "general WCS" voice mail box and handle messages left there appropriately	Voice messages that do not require action are discarded (by the end of week one) Valid voice message directed to the appropriate WCS individual, including the office manger if it is unclear as to who the voice message should be directed	All these voice are handled either through discard (no action required) or through forward to the appropriate WCS individual, or through direct reply phone call. The office manager does not need to get involved unless the voice mail message is directly relevant to the office manager's job.	No voice mail message left in the general voice mail box is handled incorrectly. Callers do not call again to complain their e-mails was lost or not responded to. WCS staff do not have to re-direct voice messages to other WCS individuals when they are forwarded to them.
			In WCS's periodic customer satisfaction surveys,



Performance Map: Receptionist, Willowby Customer Services			
Objective or Task	**1st 3 months**	**1st Year (after 1st 3 months)**	**Performance Metric**
			questions about interaction with the receptionist are answered positively.

Performance Map: Ruby Agile Developer, XYZ Internet Software Services[14] (An Example)

Performance Map: Ruby Agile Developer XYS Internet Services			
Objective or Task	**1st 3 months**	**1st Year (after 1st 3 months)**	**Performance Metric**
Become capable at using the software development platform used by the team: 1. Software development workstations used by each pair programming team 2. Servers and test tools used to run relevant parts of accumulated test suite against new code 3. Code check in / check out process for running daily application builds 4. Time sheet application used to log work times	Work with your pair programming team member to acquire these capabilities. (1st level of capability by the end Month One, complete capability by the end of Month Two).	Become capable of training/ coaching/ mentoring others on the use of the items in the software development platform.	By the end of month three, no questions about how to use these tools are being directed to other team members. No "mistakes" on your part in the use of these tools impact the ability of the project team to meet their daily, weekly … delivery targets. By the end of the year, a new individual assigned to your programming pair reports that you have taught them the use of these tools in 30 days, as part of your doing project

[14] This firm uses a "pairs" programming approach when software development projects create applications that have not been built before. In pairs programming, two people work side by side when developing / writing software code. Although this seems like duplication of work at first, the shared creativity of two minds leads to better software solutions in the long run, especially when there is no history of building similar applications in the firm. Also, having two pairs of eyes involved during the code writing process can significantly decrease the number of "bugs" in the resulting computer code. As a result, projects complete faster, and software code goes into production with significantly fewer bugs. The initial investment in pairs programming can reduce the long term cost of software development, transition into production and future "bug" elimination. At the same time, pair programming requires deeper levels of interpersonal skill on the part of the programmers. See the Wikipedia article on pairs programming for more insight and discussion. http://en.wikipedia.org/wiki/Pair_programming



Performance Map: Ruby Agile Developer XYS Internet Services			
Objective or Task	**1st 3 months**	**1st Year (after 1st 3 months)**	**Performance Metric**
5. Team / office wiki software used for communication in project team and in the office in general			work.
Participate in a pair programming team, writing Ruby and Ruby on Rails code for the project tasks assigned	The code that you and your partner developer is submitted on time and generally (> 60%) does not derail the daily app build process.	The code that you and your partner developer is submitted on time and generally (> 90%) does not derail the daily app build process.	The reports generated by the various tools in the software development platform. The shared review of daily app build done in the regular team standup status meeting.
Interact with the “user representatives” for the project code development segments” assigned to your programming pair once the code is ready for release to them. Collect their teed back and modify the code that has been developed as appropriate.	User reps sign off on the final versions of the app segments / features your programming pair works on.		User reps comment that their feedback is taken into account and leads to appropriate changes in the code for the app segments / features your programming pair works on.

Performance Map: Ruby Agile Developer XYS Internet Services			
Objective or Task	**1st 3 months**	**1st Year (after 1st 3 months)**	**Performance Metric**
Participate in the regularly scheduled project team “stand up status” meetings, and in team problem solving meetings as requested to by the team project manager.	Share responsibility for making “status” updates about your assigned with the other member of your programming pair (by the end of month one).	In addition to making status updates, initiate follow up with other project team members when their status updates indicate a need to coordinate your programming pair’s work with theirs. When requested by your project manager, you participate in problem solving meetings with other team members, contributing based on your knowledge and past experience.	Other members of the project team seldom (<10% of the time) ask clarifying questions after your status updates. Other team members comment on positive level of your contribution when asked by your project manager. Some of the solutions developed in the project solving teams you work in are fully or partially the result of your contributions.
Do the personal professional development work assigned, thereby increasing both technical and interpersonal skills		You complete the personal development assignments you agree to in discussion with your project manager and your organization’s HR training lead.	Your work incorporate some of the new technical approaches that you have learned in day to day work. You take on more complicated technical assignments that these new skills allow you to handle by the end of the year.

Performance Map: Ruby Agile Developer XYS Internet Services			
Objective or Task	**1st 3 months**	**1st Year (after 1st 3 months)**	**Performance Metric**
			You get generally positive results (> 80% of the individuals rated you positively on > 80% of the elements) on the anonymous “working with others” survey conducted by your organization’s HR folks in the 2nd to last month of each year.