



Avoiding 'Bad Hires'

The Challenge

[Smart Recruit Online](#), the UK's leading online talent attraction, campaign management and candidate selection service wanted to help their clients to assess their shortlisted candidates based on behavioral and cultural alignment, in order to help make better and more balanced hiring decisions.

'Bad hires', and more specifically those people that leave a job in the first 6-12 months are by far the most costly to the business. Extensive research by KPMG and PWC in this areas, estimates that the true cost to the business of someone who leaves within 6-12 months of starting a job is likely to be between £30-£50k.

The Methodology

The first step was to understand what each client's existing selection process looked like and to evaluate the evidence available relating to 'bad hires' that happened as a result of poor cultural alignment.

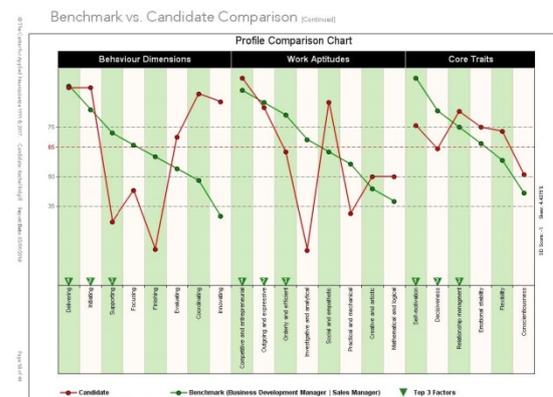
A range of clients across many different industry sectors have adopted [Smart Recruit Online's](#) recommended selection and screening process in the last two years. Most clients generally know that their existing selection process is not working as well as it could and this is usually reflected with higher than normal levels of staff attrition in the first year of employment.

Clients were encouraged by the [Smart Recruit Online](#) team, to utilise *PRISM* as

part of a more holistic assessment process where cultural and behavioral alignment received as much emphasis as the assessment of skills and experience.

Execution

The *PRISM* benchmarks are initially created using input from HR, the recruiting manager and an individual that represented the 'ideal candidate' for the position. With a credible benchmark established, *PRISM* questionnaires were completed by all applicants that demonstrated high potential.



The *PRISM* results clearly indicate areas of potential mismatch, between a company's cultural and behavioral preferences and those of the applicant. This provided genuine insight that was easy to interpret, and empowered the client to make some immediate decisions whilst providing clear direction to the recruiter regarding the key areas that required further exploration at interview.



PRISM

The Result

Initial feedback from the vast majority of users who adopted this process proved very positive towards the results generated. Recruiters and interviewers informed us that the results enabled them to focus on those potential areas of mismatch, which could be examined further.

The true test of this process was only really measurable over a prolonged period of time. Three major clients have now been applying this process for over two years. Each of the three clients had reasonable high levels of first year attrition, that they had determined from exit interviews was, in the majority of cases, down to a lack of cultural alignment.

Importance	Behaviour dimension	Job/Benchmark vs Actual		Match
Critical for excellence	Innovating	84	20	Mismatch
Very important	Initiating	84	95	Strong Match
Potentially counter-productive	Supporting	48	95	Mismatch
Potentially counter-productive	Coordinating	42	95	Mismatch
Occasionally useful	Focusing	60	7	Mismatch
Critical for excellence	Delivering	90	43	Mismatch
Unhelpful or Not relevant	Finishing	54	70	Strong Match
Important	Evaluating	72	91	Likely Mismatch

Within the first 12 months after implementing this screening process, all three companies saw a reduction of more than 20% in first year attrition and all three companies have seen further improvements in the following year which they attribute to this process. This positive trend has continued.

Clients also indicated that the results were influencing them to adopt a much more thorough and structured approach to their interviews. Many moved to a traditional behavioral interviewing technique as a consequence.

PRISM Talent☆Finder
The online recruitment solution for the 21st Century

www.prismtalentfinder.com info@prismtalentfinder.com

+44 (0) 1892 535432