

CI PROFILES



PRODUCTS:

C-INDEX
C-FILTER
C-HIRE
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Why You Must Eliminate Job Descriptions

By Lou Adler

Evidence suggests qualifications-based job descriptions are the reason companies are not finding enough top people.

In this article, I'm going to prove job descriptions are unnecessary, counter-productive, reduce the size of the applicant pool, encourage sloppy management, and are the cause of most hiring mistakes.

1. Job descriptions aren't needed. Before the internet, descriptions weren't used.
2. You can't use a job description to pre-qualify applicants, so use a splash page and generate excitement by summarizing a group of jobs within the company, the company culture, growth prospects, your talent concept and why the jobs are relevant to the company's future.
3. Descriptions don't outline the work that needs to be done; they describe the skills required to do the work. This leads to looking for the wrong applicants.
4. Descriptions lead to unnecessary reporting. You aren't legally required to report on people applying for generic positions. In fact, the requirement for reporting on internet applicants developed when companies started posting specific job descriptions.
5. Descriptions take too much time to find and read. A splash page for all the marketing or sales ads can be found in seconds. If the page is compelling, the good applicant will work to find out more. Also, if a would be applicant doesn't find a relevant job on your splash page but is intrigued by your company, they'll make themselves known to you. If that same applicant sees a job description, they'll be bored and have no reason to be interested in your company.
6. That's why descriptions ex-

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clude the latent candidates discussed in our last newsletter. These individuals are on the look out for the exciting or interesting opportunities. They want to be challenged. They don't want to apply to a job with a laundry list of duties, which is why you should never list absolute levels of skills and/or experience.

7. Good people apply for a job because of the work they will perform, not the skills they possess. So when a qualified person sees a description, they may not be motivated to apply because it's uninteresting. You want applicants to be interested in your company and your positions because of the excitement you've conveyed—not because of the implied paycheck.
8. Descriptions shrink the pool of high performers. All of those desirable latent applicants are not



looking at job descriptions and neither are the best ac-

tive job seekers.

9. Job descriptions don't predict future performance. A person can possess the skills, experience, and education required and be an inadequate fit. It's therefore better to create an overview of the job, its challenges and projects. Those

Job descriptions are the primary cause of hiring mistakes.

types of performance-based descriptors will broaden the pool of top applicants and weed out those who know their limitations.

10. Job descriptions are the primary cause of hiring mistakes. The job description isn't used to assess the competency of candidates. Instead, interviewers tend to use their own perceptions and preferences. This leads to mis-hiring, mismanagement and the potential for lawsuits. By utilizing Culture Index and C-Job and disposing of the Job Description, you can be rid of these dangers.

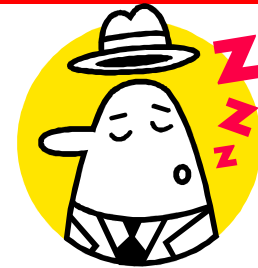
11. Job descriptions are subjective. If someone without the exact mix of skills and experiences listed can do the work, then the description is misleading. Because five years of experience is measurable doesn't mean that it's a

valid predictor of performance. What's more, this criteria is rarely if ever used for internal promotions.

12. Job descriptions are useless for in-house hiring. Instead, review the requirements of the job including expected results. This improves performance, reduces turnover and increases personal satisfaction. And that's what a good job gives.

This article was paraphrased from an article written by Lou Adler and can be read in its entirety at <http://www.ere.net>.

Interviewing Tips: How to Stay Alert



We all have times when it's difficult to stay alert and keep track of conversations. But you need to make sure you're aware of everything that happens in a job interview. Here are a few tips:


- ✓ Force yourself to notice the color of the applicant's eyes as you're shaking their hands. This requires eye contact and implies that you're interested in what the applicant will say. It's a great way to put them at ease.
- ✓ Occasionally paraphrase something the applicant's trying to express. This enables both of you to ensure you're on the same page and again, assures the applicant that you are listening.
- ✓ Don't allow yourself to wonder what they're really thinking or feeling. This means you're not listening to what they're currently saying.
- ✓ Rehearse what you want to say before the interview; not during it.
- ✓ Avoid comparing their experiences with your own. This implies you're using yourself as a benchmark and also may lead you to assume you know what they're talking about and so you can "tune them out."
- ✓ Don't compare the applicant to anyone else during the course of the interview. That's what you need to do afterwards. For now, take them as they are.
- ✓ Ask them questions that require answers. Obviously, don't stick with monosyllabic answerable questions or rhetorical questions. Force the applicant to think.
- ✓ Ask them what they expect of their employers and co-workers in order to do a good job. This will provide you many insights into their style and expectations.
- ✓ Keep as specific as possible. This requires your brain to remain engaged and, when done well, demands an example from the applicant. ✓

Culture Index Is Growing!

We now have staff in the morning. Terri Beckman is assisting us in responding to Culture Index access questions and in some programming issues. Terri brings 15+ years of programming experience with her and we're delighted to have her on board.

We also have new Culture Index Offices located in Seattle, Oregon and Los Angeles, CA and will add more soon.

We're changing the website for the sake of ensuring your security and privacy. The alterations will also increase functionality and flexibility. However, there are things you can do now to widen and improve your use of the site.

Edit who sees an applicant's profile by selecting the "Edit Survey" icon in the View/Edit Window: . **Also, when manually entering an applicant's response, do not put in an email.** *Email addresses are only needed in invitations and entering them takes time you could spend elsewhere.*

We've found duplicate profiles in the system and that's one more thing you can do to decrease speed problems: There is no need to have a survey retaken. The first response is always the best and the duplicates are slowing down loading times. ✓

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www.cindexinc.com

WHAT IS C-FILTER?



If you don't know yet, C-Filter is our applicant processing tool. It's the newest such filter on the market and like all our products, we're continuing to strive for perfecting its function.

It acts as your first filter to incoming candidates and is very simple to operate.

First, you tell the system the name of your position, the minimum number of years of education you require and how ever many degree(s) are appropriate. Then do the same for your experience expectations. We've also given you numerous questions to choose from. We recommend asking the applicant no more than 3-5 questions so that their processing time is short.

You're now ready to place your ad. Copy the blue, highlighted link on C-Filter's home page and place it in your ad. Your applicants will apply directly at C-Filter and will answer your questions and be asked to upload their resumes. All of their information comes to your C-Filter access. Simply select "View Applicants". From there, you can send mass Culture Index Survey Invitations and you can ask the computer to filter out candidates based on their responses to your requirements.

You have applicants with various abilities. Select the "Filter" button, and the system will display how much of a percentile match each applicant is in relationship to your job's requirements. That is, Applicant "A" has the required four years of experience and the required degree, whereas Applicant "B" has a lower percentile of job match because they have three years of experience.

During this process, you've spent thirty minutes setting up your filter within the system and reduced your field of applicants without reading a resume or calling any references. Using the C-Index responses, your employee choice may already be obvious.

At least you will most likely have a handful of applicants to focus your time on to discover who's the best fit, rather than hundreds of resumes to read.



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