

A hand in a suit pointing at a grid of human icons. The background is a blurred image of a person in a suit, with a hand pointing towards the right. Overlaid on this is a grid of semi-transparent squares, each containing a small black silhouette of a person. The overall color scheme is blue and green, with a white curved border at the bottom.

# Redesigning Screening and Selection Practice

Putting the Best Talent  
in Every Job

**TALENT**  
INSTITUTE

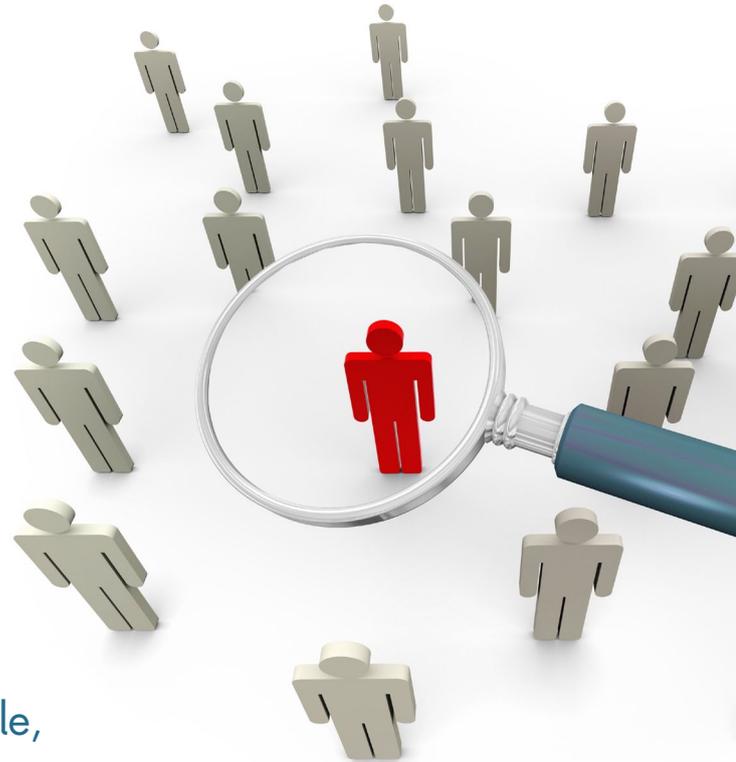
In an increasingly talent-dependent world, talent-powered organisations understand the strategic importance of talent, and view talent management as a critical organisational capability.

They know that the single most important driver of organisational performance is talent – having the right people in the right roles at the right time. And retaining them, of course.

These organisations are acutely aware of the risks attached to flawed talent management processes, and they make it their business to reengineer processes that are not producing the desired outcomes. This is particularly true of the screening and selection process, which should aim to predict high performance in a particular role.

“At the end of the day, you bet on people, not on strategies.”

LARRY BOSSIDY



# The Many Guises of People Risk

So what are the risks?

People risk comes in many forms:



The impact of these risks on the organisation is far-reaching, and often devastating.

# The Business Case for Rigorous Screening and Selection

## Strong Performers

- Are productive
- Develop effective ideas and strategies
- Win support
- Inspire others
- Make things happen
- Are usually bright

## Weak Performers

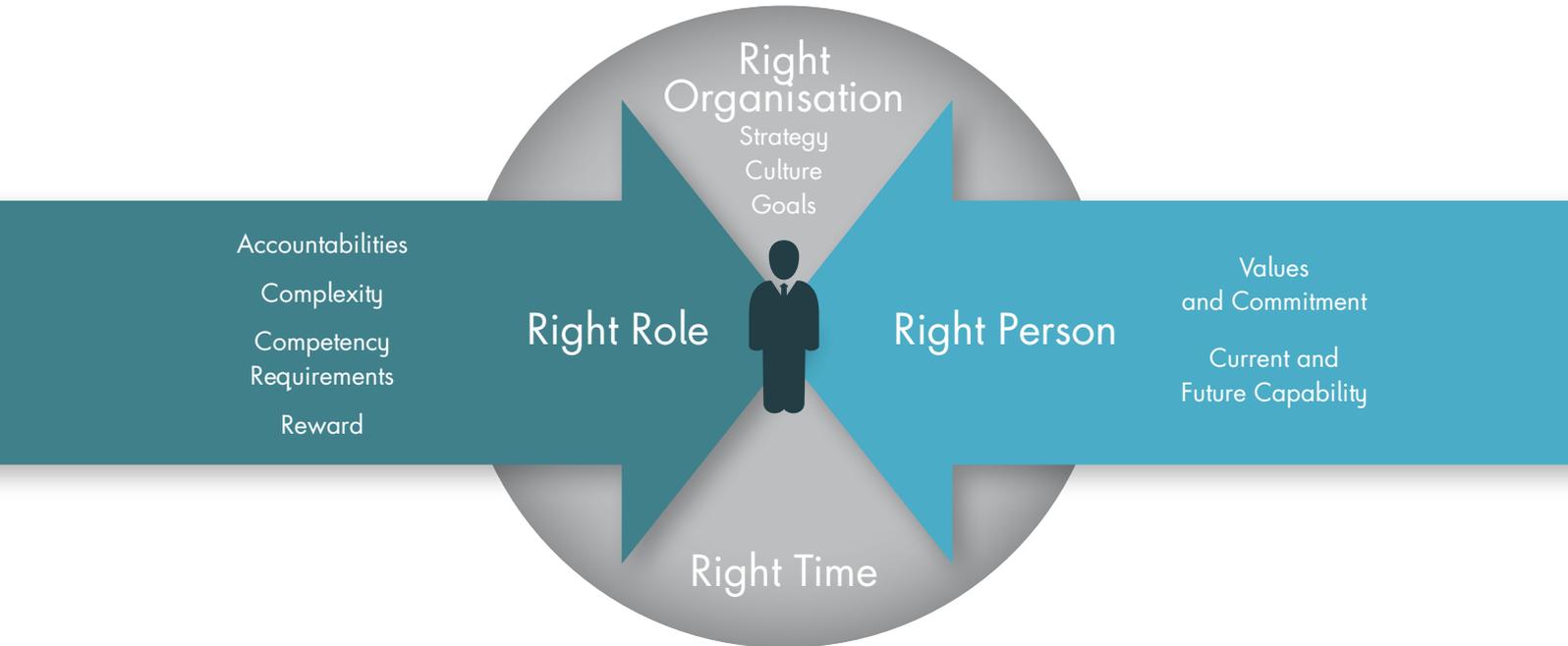
- Are unproductive
- Make poor decisions
- Work inefficiently
- Fail to solicit support
- Resist change
- Are often slow learners

Competency-based assessments reduce the cost associated with  
**Incompetence, Mediocre Performance  
and Lost Opportunity**



# Fit

The primary aim of the screening and selection process is to achieve fit (or a good match) at three levels:

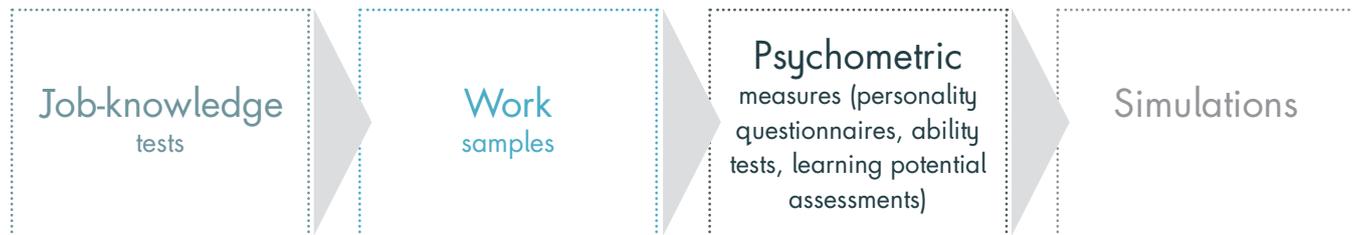


# Components of Screening and Selection Good Practice

Good practice consists of several elements:



Effective selection decisions result from a *multiple-hurdle selection process*, which eliminates unsuitable candidates in a cost-effective manner. Typical assessment filters include:



# Re-engineering Current Practice

Fixing what is broken starts with a process of introspection. Decision-makers have to answer at least the following questions:



Redesigning the business process starts with a high-level assessment of the organisation's strategic goals and talent needs, which are obtained from face-to-face meetings with senior HR and executive representatives. This is followed by forensic-level research conducted across primary and secondary data-sources.



In summary, **screening and selection process redesign** involves the following steps:

<b>1</b> <b>Define</b> the 'To Be-State'	<b>2</b> <b>Analyse</b> the 'As Is-State'	<b>3</b> <b>Perform</b> a Gap Analysis	<b>4</b> <b>Re-design</b> the Business Process	<b>5</b> <b>Create</b> a Supporting Platform
<b>6</b> <b>Provide</b> End-User Training	<b>7</b> <b>Launch</b> a Pilot Project	<b>8</b> <b>Evaluate</b> and Tweak	<b>9</b> <b>Roll-out</b> New Practice Across the Organisation	<b>10</b> <b>Monitor</b> Compliance and Measure Impact

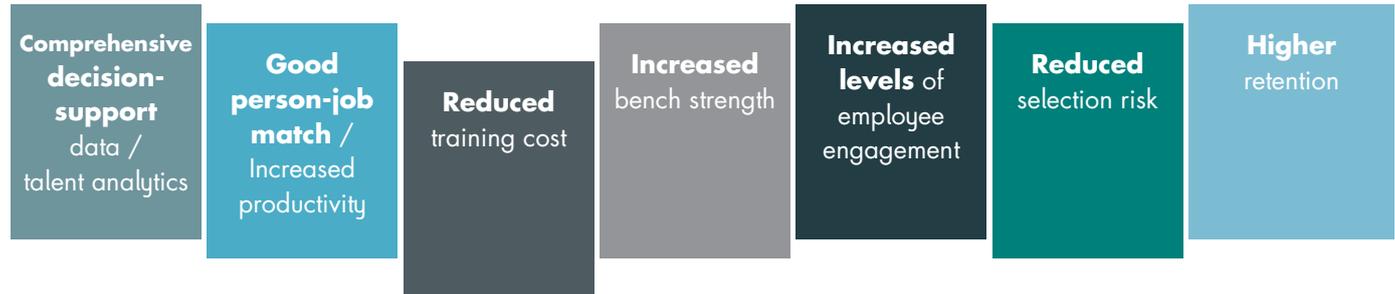
**End-user training** includes the following modules:

How to <b>perform a job analysis</b> and design a job (or success) profile	How to <b>conduct a competency (or behaviourally) -based interview</b>
How to <b>interpret assessment results</b>	How to <b>perform a selection risk analysis</b> , and make informed selection decisions
How to <b>engage new hires</b> , provide transition support and accelerate performance	How to <b>conduct conversations</b> about performance and development



# Benefits of Good Practice

Effective screening and selection practice produces or results in:



In particular, screening and selection good practice results in legally-defensible decisions.

## Making it Happen

Robust talent management is also about being prepared to challenge established practice to assess its fit for future purpose. It calls for a willingness to implement new processes and practices that will result in a shift in operating style, anticipating opposition from those who would prefer the familiarity of the status quo.

In the context of change management, the following actions are essential:

- Integrate New Practice with other Talent Management Processes
- Generate Organisational Support
- Ensure Robust Implementation.

## About the Talent Institute

The Talent Institute is a privately held boutique professional services firm that specialises in strategic talent management consulting. Specifically, we focus on helping clients develop and implement strategies and practices to more effectively manage the selection, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our core competency lies in our ability to interpret talent analytics in the context of strategy and business impact, and the use of predictive intelligence to inform risk mitigation, capability development and talent investments.

Grounded in organizational psychology, we leverage research, analytics, expertise and industry insights to enable business performance by removing the guesswork from making decisions about people.

## Your Contact

Should you want to learn more, please contact:

### **Errol van Staden**

Business Psychologist | Talent Management Advisor

Mobile: +27 83 637 0700

Email: [errol@talentinstitute.ae](mailto:errol@talentinstitute.ae)

You may also wish to visit [www.talentinstitute.ae](http://www.talentinstitute.ae)



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