

Testing as a recruitment tool  
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The use of psychometric testing as a recruitment tool seems to be on the increase, with many businesses using some type of testing as part of their recruitment process, particularly for key positions.

So when would you use testing as part of your recruitment process and why would you consider using the information as part of the decision making process?

I attended a seminar a while ago and the presenter told us about a recruitment decision he had once made. The role he was recruiting into was for a sales person, and the candidate convincingly 'sold' himself to the employer. However once he started in the role they quite quickly found that while he had the gift of the gab he didn't follow through on his commitments to clients and therefore sales were lost. If the business had undertaken testing would this 'flaw' have been apparent? Quite possibly!

While we find that in an interview we can use behavioural and situational questioning to determine how candidates have dealt with situations in the past, or how they would approach them in the future, it is difficult to pick up the inherent traits that people can quite cleverly disguise. Referee checks can confirm and validate competency and some behaviours however it can be useful to have another 'tool' in your recruitment toolbox to substantiate whether a candidate will be successful in a role.

So should you be using testing as a recruitment tool? There is no easy answer to that question! However there are benefits to using psychometric testing, as follows:

- Increase your chance of hiring the right person  
As the example above demonstrates, you may think you have recruited the right person with all the right attributes however that is an unknown until they are working in the job.
- Save you money  
The cost of a bad hire is high. If the person doesn't deliver what you expected you can double or triple your recruitment costs trying to rectify it. Using testing can assist with the confirmation of behaviours.
- Assist with employee career planning  
If you know what pushes your employee's buttons then you can use the testing to assist with succession planning.
- Provide you with a development tool  
You can typically use most tests as a development tool particularly when the test identifies employee types and how those types react in different situations.

- Enhance employer brand  
For any unsuccessful candidates who have been tested they can use the test for their on-going development. They may not have got the job but they got something tangible to assist them with career and personal development.

If you are considering using testing as part of your recruitment process make sure you have done your research, choose the test and provider that fits best with your company's values and ensure that the tests you receive are fit for purpose and able to be easily interpreted.