

Read the text about the difficult process of hiring the right employees. Some parts are missing. Choose the correct part (A–J) for each gap (1–7). There are two extra parts that you should not use. Write your answers in the boxes provided on the answer sheet. The first one (0) has been done for you.



## Recruitment and staff turnover: hiring and losing staff

More than any other factor, the recruiting process of your company can make or break your business. A good recruiting process will obtain high-quality, productive employees (0) \_\_\_\_\_. A poor recruiting process will find employees who are lacking in skills, motivation, or company loyalty. The latter can cost your company thousands of dollars per year per sub-par employee. This is money that you can't afford to be losing, especially (1) \_\_\_\_\_ by using a data-driven recruiting process that helps you evaluate, compare, and hire the best candidates.

Most companies simply don't use a consistent recruitment process. Hiring managers change over the years and when companies use multiple hiring managers or interviewers, (2) \_\_\_\_\_ to judge potential candidates. This results in poor hiring decisions that directly lead to high turnover rates. In fact, up to 80 % of employee turnover can be attributed directly to poor hiring decisions.

Turnover is something (3) \_\_\_\_\_. The average cost to your company for turnover of an employee that makes \$8 per hour is between \$5,000 and \$10,000 and can potentially cost as much as 5 times the annual salary of the employee. That average is equivalent to three to six months of salary for that lost employee. Two lost employees can cost you as much as you would spend to hire a third employee for a full year. That is simply too high a cost.

It is a shame, too, because these costs can be avoided. Often, these costs arise from a single interviewer who doesn't know what questions to ask while interviewing and doesn't have a consistent evaluation method. Alternatively, in companies (4) \_\_\_\_\_, the process prevents negative information about the new potential employee from being communicated to others involved in the hiring process. Two candidates may not interview with the same individuals, which means (5) \_\_\_\_\_, which leads to uninformed decisions being made about which candidate to hire.

For a company to thrive with minimal employee turnover, and associated costs of turnover, it needs to set a process in place from the very beginning. Policies and procedures that help strengthen employee loyalty don't help much when you hire employees that aren't particularly loyal to begin with. Employee training to improve skills and efficiency are less valuable (6) \_\_\_\_\_ who don't already have a solid basis of the right types of skills for the jobs. Simply put, if you don't hire a high-quality employee, there is little you can do after that point to bring that employee up to speed.

If you want to avoid these pitfalls, you need to update your recruiting process. You need an interviewing process that asks the right questions, asks consistent questions, and provides effective feedback for decision makers at every level of the hiring process. You need to implement a streamlined recruiting process that provides data-driven reports and analytics on potential candidates (7) \_\_\_\_\_. Only by transforming your recruiting process can you assure that your company can make informed decisions while hiring new employees, which will result in highly competent employees that will stay with your company for the long haul and positively impact the bottom line.

A	that your hiring managers can use to compare candidates knowledgeably
B	they are likely all using different metrics
<del>C</del>	who will stay with your company for years
D	that doesn't cost much
E	that use a multi-stage interviewing process
F	that adopt new measures
G	when it is possible to avoid this
H	that companies can't take lightly
I	when offered to employees
J	they don't get compared directly

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4 <input type="text"/>	5 <input type="text"/>	6 <input type="text"/>	7 <input type="text"/>

Von der Lehrperson auszufüllen

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