



## **COSTLY HIRING MISTAKES**

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Hiring new employees and building a strong team is, without question, one of your most important tasks as a Club Manager. Costly mistakes continue to be made throughout the hiring and interview process which result in poor hiring decisions. These mistakes can be extremely detrimental to a club's operation and may even cost the person responsible for making this decision, their job.

### **MISTAKE #1 - Failure to establish a realistic hiring timeline**

Frequently when a key employee resigns, their manager is caught by surprise and without a contingency plan. Managers frequently fail to develop appropriate "bench strength" to minimize the impact of a key employee's departure. When there is a rush to find a replacement, decisions are generally made out of haste and without allocating sufficient time and resources to complete a thorough and comprehensive search.

### **MISTAKE #2 - Failure to use appropriate resources to recruit the best candidates**

There are numerous Internet job boards which can expose great candidates to your vacant positions. There are also industry specific job boards that can be beneficial. Marketing the position internally and by encouraging referrals from your current employees can be one of your best recruiting resources. However, if your search involves a key manager, it may be wise decision to consider engaging the services of a specialized recruiting firm.

### **MISTAKE #3 - Failure to pay the "right" compensation for the position and responsibilities**

Determining a fair and competitive "salary range" for a position and responsibilities is critical to assure you are able to secure the most qualified individual. Be prepared to pay at the top of your range if it means the difference between hiring a good candidate or a great candidate. Hiring a new employee who has to take a reduction from their previous or current salary is not recommended.

### **MISTAKE #4 - Failure to include other key team members as part of the interview process**

It is usually very beneficial to involve other members of your team in hiring key employees. Solicit feedback from these employees and factor their input into your hiring decision. You will rarely have to go against the majority in making the final decision and you will gain valuable insight about a candidate's personality and interpersonal skills.

### **MISTAKE #5 - Failure to disclose all of the challenges of the position to candidates**

Never over-glorify the position or hide problems which the new employee will encounter on the job. Be honest and forthright about the challenges they may face. If the candidate is not up for the challenge, it is better to find that out sooner, than later.

### **MISTAKE #6 - Failure to utilize pre-employment screening tools**

There are many pre-screening and pre-hiring resources available which are easy to administer, cost-effective and will provide valuable insight about a candidate. The utilization of thorough Reference Checks from past employers, Background Checks (Criminal, Driving and Drug), Psychological Profiles and Aptitude Tests will enable your club to hire with confidence and based on reliable information.

### **MISTAKE #7 - Failure to incorporate a "Day in the Life" into the interview process**

Many major hospitality companies require prospective employees to spend an entire day visiting the operation with the purpose of gaining a more realistic understanding of the opportunity they are considering. This time also allows the company's managers to evaluate the candidate and observe their interaction with members and other employees. A "Day in the Life" can be one of the most beneficial means of making sure the individual you are considering will assimilate successfully into your club.