

Minimizing Your Hiring Risks

...And the liability and exposure to your Club!

By Scott Samuels
President
Horizon Hospitality Associates



Incorporating a variety of pre-employment assessment tools into the interview process will enable you to make a well-educated decision to hire, or not to hire, a new employee for your club. The financial commitment and time administering these assessments, tests and various checks can save you significantly in the long run. Depending upon the type of responsibility associated with a specific position, the cost of a making a poor hire can be astronomical and may have a long-term impact on your operation and the financial stability of your club.

Private Clubs are still way behind the times when it comes to their hiring practices. With all of the hiring and screening tools available in the market today, most private clubs have yet to embrace these tools. If the vast majority of major hospitality corporations have recognized the need for pre-employment screening and have been able to incrementally reduce their turnover as a result. Why haven't private clubs followed suit?

Unfortunately, private club managers do not have the type of exposure and knowledge of what type of hiring tools are available and, in many cases, do not want to invest the time or money. Club Managers have often stated that they do not feel they need any additional hiring tools because they have strong interviewing skills. That is like saying, "you don't need a to have a used car checked out by an Auto Body Shop before you spend \$20,000 to buy it." It is just not a wise decision! Job seekers generally come to an interview with their game-face and will put on a good performance. Some interviewers have become quite effective at hiding their deficiencies and weaknesses.

Reference Checks

If conducted properly, this will be your most valuable tool as a measure of prior performance and future success! Reference checks provide a clear testimonial to support your decision to hire a particular individual. They provide additional evidence of accomplishments or reveal factors that were not covered in the interview. References can provide good management-development advise that enables you to best fit the person into your club. And...they establish you as someone who is protecting your club from a poor hiring decision!

An effective reference check will include not only references from past supervisors, but co-workers and subordinates as well. With interpersonal skills being such an important quality in a manager's success, what can be more critical than information from their prior employee about how they were treated by their boss?

Background Checks

Statistics show that one in seven job seekers falsify their education on their resume. In most cases, colleges and universities will be able to verify this just by a phone call. Deception on a resume should be immediate cause for not hiring an individual!

Criminal Records, Financial/Credit Reports and Driving Records are ALL public records and can and should be accessed when making an important hire. Many Club Managers have the perception that background checks are difficult and costly to obtain. The fact is that all of these checks will cost less than fifty dollars and the information can be obtained in just a few days. It is not surprising

to uncover some disturbing information about an individual relative to their credit history or criminal record. We see this occurring more and more and it is certainly cause for concern if they are going to be put in a position of responsibility.

Beginning a policy to conduct Drug Tests on a potential department head can also be invaluable. Drug tests cost about forty dollars and can help you avoid a costly hiring mistake. It is important to be consistent in administering these background checks to avoid any discrimination issues.

Aptitude Tests

Depending on what position you are hiring for, an Aptitude test – measuring cognitive ability – can be invaluable. Do you want to hire a Controller that has poor mathematical skills? Do you want to hire a Food and Beverage Manager who has poor verbal communication skills? Do you want to hire an Administrative Assistant that has poor administrative skills? Do you want to hire an Assistant General Manager who has poor problem solving skills?

Aptitude tests represent another hiring tool that can uncover deficiencies that are not evident in a face-to-face interview. These tests will generally cost between twenty five to fifty dollars per person and provide an excellent evaluation of how quickly a potential employee will adapt to their new environment.

Psychological Profiles

There are many different types of profiles in the market. Some require you to be a certified psychologist to read and interpret, but most are relatively easy to understand and provide support if you have questions. A Psychological Profile will provide you with a measure of the prospective employee's attitudes, beliefs and values. These test generally leadership, productivity, customer service, thinking skills, coaching, ethics, job commitment, objective judgment, interpersonal skills, creativity, time management and organization.

Psychological Profiles can be conducted online, take 30 to 90 minutes and the results are usually generated immediately via email. The cost of these profiles generally ranges from one hundred to two hundred dollars each. Most profiles can be used for members of your existing management team a developmental tool.

Using a variety of pre-employment assessment tools will enable you to make the right hiring decisions for your club. Poor hiring decisions may cost you more than just time and frustration. In the end, they may cost you YOUR JOB!

Scott Samuels is President of Kansas City-based HORIZON HOSPITALITY ASSOCIATES, INC., a Management Recruiting and Consulting Firm for the Private Club Industry. Send your questions or comments to: Horizon Hospitality Associates, Inc. 14516 Woodson Street, Suite 200, Overland Park, KS 66223. (800) 530-9875 Email: ss@horizonhospitality.com. To learn more about Horizon Hospitality Associates, you can visit www.clubmanagementrecruiter.com