

## Screening to Find a Cultural Fit

Workplace culture, which is like a set of unwritten company values, is the unifying element that holds everyone in an organization together. An applicant screening process that doesn't integrate questions regarding your company culture can be extremely costly for your organization. Oftentimes, HR Leaders realize an individual is not a good fit for their company too late, causing business disruption, wasted recruiting and training resources, and low employee morale.

It's important for organizations to identify what values and characteristics they're looking for in their next hire. Finding employees who are a good cultural fit for your organization can help improve employee retention, enhance employee performance, and improve alignment from the top to the bottom.

### HERE ARE 10 STEPS TO DEVELOPING A SCREENING PROCESS THAT INTEGRATES PRESCREENING BASED ON YOUR COMPANY CULTURE:

1. Ask employees at various levels of the organization how they see your company culture. Then, identify the similarities that arise among individuals—motivations, values, core competencies, etc.
  - When you can identify what makes the organization successful, you will know what to look for during the selection process. This technique is also helpful in avoiding hiring discrimination.
2. Create a brand to describe your organization to potential employees.
  - Depict your culture accurately so that candidates can filter themselves in or out based on how you describe the company. If they do not see themselves fitting into your culture, they may not even apply.
  - To make branding more real for prospective employees, provide messages from executives, testimonials from various employees, virtual job tours, etc.
3. Have candidates complete an online assessment as part of the recruitment process to screen potential candidates based on their qualifications, personality, and other factors. Use properly validated assessments that meet legal and professional standards.

4. Ask questions about traits that you cannot or do not want to train someone how to do (being self-motivated, possessing integrity, etc.). Questions should determine if candidates have values and competencies that match with the company's culture.
  - Ask behavior-related questions and then rate open-ended answers on a scale
  - Ask for examples of situations in which candidates faced dilemmas or problems and successfully overcame them.
5. Role-play during the interview process to observe candidates in action. Or allow them to try out the position for a day to see if it seems like a good fit for them (and for you).
  - This step would come after all interviewing is complete, and reference checks and resume verification checks are also done.
6. Know the laws applicable to hiring.
7. Create metrics for measuring cultural fit by determining cost-per-hire, time-to-fill and quality-of-hire data.
8. Make sure management is trained on how to properly interview for behaviors.
9. Maintain accurate records of all your hiring decisions. During an audit or discrimination claim, you will need to produce valid justification for your decisions.
10. Human resources should stay on top of monitoring, learning and studying the culture of the organization, and then design policies that align with the culture. HR should constantly be asking if the organization is truly what it claims, if it needs to modify the culture to be more competitive and if it is remaining compliant with all hiring laws.

