

#94

Why the Wrong People are Hired

While there is no fail-safe method of hiring only the right people, there are common denominators underlying most mis-hires. They include:

Failure to Use Due Diligence. Given the responsibility managers have to hire the right people and avoid hiring the wrong people, hiring supervisors need to exercise “due diligence,” that is, taking reasonable care throughout the hiring process to prevent mistakes.

Lack of Interview Skills. A brief informal survey of hospitality managers reveals that none has ever received formal training in how to screen and interview candidates. In fact, 90% of them has never received formal training in how to screen and interview candidates. Despite the overwhelming evidence, it seems to be assumed that hiring is an innate skill. Intrinsic

Not Taking Time
for hiring
The hiring
section
decision

SAMPLE

Never
assist in

Hiring Somebody to Fill a Position. There are times when there is a great sense of urgency to fill a position. Despite these pressures, hiring managers should resist the temptation to hire a less-than-ideal candidate to quickly fill the vacant position. Don't settle for less. At best you'll have a B-Player. At worst, you'll have someone that you'll need to spend hours and hours working with before letting him go, only to start over again.

Failure to Learn from Past Hiring Mistakes. While it is understood that every hiring manager will make some hiring mistakes, it is essential that lessons are learned from mis-hires. This can only be done if there is sufficient documentation of the hiring process. Without a written record that includes a resume or application, interview notes including questions asked and answers, and a checklist of items to be checked, there is no way to go back and review the hiring process.

With proper documentation
interviewing, and
interview and r

To purchase the complete set of
Service on the Go
visit the [CRI Marketplace](#)

Take Away: The discipline of hiring well may take more time, but it is well worth the time and effort.