AmCham Vietnam - Morning Briefing
Hire Right & Avoid Firing
18.04.2013
Speaker

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Firing Employees - A Tough Task
Why employees are fired?
Employee Performance
Importance of Job Fit
Tools & Solutions
Q&A
Firing Employees

- Difficult to fire employees
  - Rigid regulations & lengthy procedures
- Expensive
  - Direct costs
  - Lost productivity
  - Indirect costs
- Affects all employees & creates negative atmosphere

Firings must be avoided as much as possible
Why employees are fired?

- Very few firings are due to change in environment
  - Changed Regulatory, Business or Economic conditions
  - Mergers & Acquisitions
- Majority of the firings are due to:
  - Employee underperformance
  - Employee not fitting the organization & position
  - Employee fraud

If Employee fits the job & organization, then would perform well & hence there would be fewer firings.
Why employees underperform?
Inadequate Capabilities

- Skills
- Tools
- Experience
Poor Job Fit
Fuzzy Objectives

- Specific
- Measurable
- Aligned
- Realistic
- Timely
- Empowering
- Reviewed
Poor Relationship with Manager
Poor Relationship with Others

- Insensitivity
- Unclear Accountability
- Poor cultural fit
- Incompatible styles
Environmental Factors
A 20 year study of 360,000 employed people has shown that…

“It’s not experience – or degrees – or other accepted factors…

…it hinges on fit with the job.”

‘Superior’ producers fit their jobs and:

- Can deal with the mental demands of the position
- Are comfortable with the demands of the environment and people they must work with
- Enjoy the work and are motivated to do it

“(it) hinges on fit with the job…”
What is job fit?
"Understand the core characteristics of top performers in a job and use them as a benchmark to measure job candidates."

Profiles International
Visible v/s Hidden

10%

90%
### Define

#### Job Fit

#### Summary Graph
The shaded boxes represent the Performance Model for this position.

<table>
<thead>
<tr>
<th>Thinking Style</th>
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<tbody>
<tr>
<td>Learning Index</td>
<td>4</td>
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<td>Verbal Skill</td>
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| Behavioral Traits |       |       |       |       |       |       |       |
| Energy Level      | 5     | 6     | 7     |       |       |       |       |
| Assertiveness     | 4     | 5     |       |       |       |       |       |
| Sociability       | 4     | 5     | 6     | 7     |       |       |       |
| Manageability     |       | 6     | 7     | 8     |       |       |       |
| Attitude          |       |       | 6     | 7     | 8     |       |       |
| Decisiveness      | 3     | 4     | 5     |       |       |       |       |
| Accommodating     |       | 5     | 6     | 7     |       |       |       |
| Independence      |       | 2     | 3     | 4     | 5     |       |       |
| Objective Judgment |       | 3     | 4     | 5     | 6     |       |       |

These are the top three interests for this Performance Model:

- **Enterprising**
- **Financial/Administrative**
- **People Service**
### Assess for Job Fit

#### Summary Graph

<table>
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<tr>
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<tr>
<td>Creative</td>
<td>Objective Judgment</td>
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<tr>
<td>Enterprising</td>
<td>Independence</td>
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<td>People Service</td>
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</table>

#### Profile XT Individual Graph

- Objective Judgment: 2
- Independence: 5
- Accommodating: 8
- Energy Level: 6
- Attitude: 8
- Sociability: 7
- Manageability: 5
- Numerical Reasoning: 3
- Verbal Skill: 5
- Learning Index: 6

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Sally Sample
Match for Job Fit

Overall Job Match – 74%

Thinking Style 81% Match

Behavioral Traits 61% Match

Distortion for this assessment is within the acceptable range.

Top Interests for Sally Sample
- Enterprising
- People Service
- Creative

Top Interests for this Performance Model
- Enterprising
- Financial/Administrative
- People Service

Interests 86% Match
Advantages of Job Matching

- Interview: 14%
- References: 26%
- Personality Testing: 38%
- Abilities Testing: 54%
- Interest Testing: 66%
- Job Matching: 75%

Sources:
- Professor Mike Smith, University of Manchester, August 1994
- Michigan State University’s School of Business.
Complete Talent Management

Candidates

Job Fit Assessment

Succession Planning

Matched Candidates

Interview

Onboarding & Coaching

Training & Development
Identifying candidates likely to have the greatest impact
Identifying competency gaps for individuals
Identifying team fit and building teams
Evaluating promotion readiness of employees
Assigning team members based on fit

Rated on a scale of 1 to 5 where 5 = most valuable and 1 = least valuable

Source: Aberdeen Group, March 2010
Questions & Answers