

Mis-hires audit checklist

To ensure employees don't continue to leave your organization shortly after starting, use the checklist below to determine the cause of the mis-hire and identify appropriate next steps.

Step 1: Conduct an exit interview.

Gather perspectives from both the exiting employee and the hiring manager to best diagnose the problem and prescribe solutions. These interviews should be in person, but you could also utilize an online form.

Questions to ask during the employee's exit interview:

- Since you've given notice, how has the exit process been for you?
- How much mentoring and support did you receive from your direct manager during your time here?
- Were you clear on your job description, expectations, and performance metrics?
- Do you feel our compensation and benefits met your expectations?
- What piece of advice would you like to share with the company as a means to improve?
- Is there any additional feedback you'd like to provide?

Questions to ask the hiring manager following the exit interview:

- Did this employee have clear performance metrics set before their hire, and did they meet those metrics?
- How was this new hire doing with regards to performance?
- Did you see leadership potential from this employee?
- Was there anything that went wrong during training or onboarding?
- Did you have a career path/development discussion with this new hire?
- Did the new hire exhibit behaviors aligned with our core values?
- What processes could we put in place to improve the recruitment or onboarding processes?
- Are there additional role requirements we should consider for a successful hire next time?

Step 2: Audit the four forces of disengagement.

A mis-hire usually stems from misalignment—with a role, team, manager, or the organization as a whole. After conducting your exit interviews, use the responses as context for conducting an audit of these four primary causes of disengagement.

Note: Keep an open mind during your audit. This isn't about blaming or pointing fingers, but rather taking an honest look at what's not working and what could be improved to make better hires.

Role

Check the onboarding process.

Did we make sure this person was set up for success in hitting their performance metrics? How so?

Look at the position itself.

Were the job responsibilities clearly defined? Were we asking too much for one individual to take on?

Re-evaluate the Job Target.

Were the behavioral requirements set out for the role correct?

Team

Give careful attention to the team dynamics.

Was the new hire behaviorally wired differently from the rest of their team? If so, was the team adequately prepared for any major behavioral differences? Were there structured conversations about team work styles?

Examine how you introduced the new hire to the team.

Did we do a good job setting up one-on-one meetings early on and making the employee feel welcome?

Don't forget about cross-functional work.

Where were other departments this new hire worked with a lot? How did we facilitate that cross-functional collaboration? Did we consider behavioral discrepancies that may have impacted collaboration?

Manager

Review the hiring manager's role in onboarding.

Was the onboarding process handled with care and attention? What could've been improved?

- **Check up on existing training processes.**

Were there opportunities for training that were missed? Did the hiring manager set the new hire up for success in their role?

- **Compare behavioral profiles.**

Did the manager adapt their management style to fit this hire's behavioral preferences?

Organization

- **Re-visit the culture interview.**

Was there any misalignment between the new hire and the core values of the company?

- **Give attention to career pathing early.**

Did the company provide career pathing conversations or structures for this mis-hire to see how their role might evolve?

Though rigorous, the only way to improve the hiring process is to continuously look for ways to grow in these four areas of potential misalignment with candidates. Take the learnings you've gained and prepare for your next hire to absolutely love their job and crush their role.