



# SELECTION PROCESS

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How many steps does it take to make the right hire? And what is the best method to evaluate candidates? This is what we will explore in this module. Before we get into "how many" is too many? Let's take a look at what **SHOULD** be part of your selection plan.

Typically, it is comprised of **three steps**:

- 1) the pre-screening
- 2) the interview
- 3) the assessment

## PRE-SCREENING

The first step is to qualify the applicants. This is to ensure that they meet the basic requirements for the role. For example, in some cases, a particular license or certification, knowledge of a computer system or language, availability to travel for a period of time, etc. Essentially, these represent your "go/no-go" requirements.

No matter who is responsible for the pre-screening, you, a recruiter or human resources rep, will be able to distinguish the good candidates from the irrelevant ones. Because you don't want to waste time putting unqualified candidates through an extensive interview. Once you have narrowed down your applicant list to "potential candidates", you begin the interview step.

Now, how do you pre-screen candidates? It usually involves reviewing resumes which we will cover in the next module **BUT** often this includes a brief phone conversation. Once you have narrowed down your applicant list to "potential candidates", then, you begin the interview step.

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## INTERVIEW

If you are like most hiring managers, you are happiest getting a sense of a candidate through unstructured interviews, which allows you to ask questions that come to you on the spot. You probably even have your “go-to” questions.

While unstructured interviews consistently receive the highest ratings for perceived effectiveness, dozens of studies have found them to be among the worst predictors of actual on-the-job performance. Thinking through your interview approach is well worth your time – and ensures you’re getting as much as possible out of your candidates so that you can make an informed hiring decision. There are actually a few different interview styles and types of interview questions to choose from.

The 3 interview styles are:

- the 1:1 interview;
- the panel interview;
- the group interview.

The 4 different types of interview questions are:

- behavioral;
- situational;
- competency-based;
- case studies or presentations.

We have found that having a mix of types of interview questions provides the best results and you get to reap the benefits of each one. Remember: each interview style and type of question has its own pros and cons, considerations and preparation.

Make sure to review the Selection Process tool for more information to help you curate the right process for your role.

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## ASSESSMENT

A well-developed assessment or test can shed light on candidate qualifications against the position requirements. Technical tests are typically used earlier in the process whereas assessments (which can be costly) are typically used at later stages of your hiring process when you have identified your final candidates.

They can be time-consuming. Some candidates might find them invasive, which could hurt candidate experience. If you want to test job candidates without annoying them, be sure to respect their time and the value that they may bring to your team.

When conducting assessments, it is important to ensure consistency and standardization in order to generate reliable results. This means that if you give a test to a candidate at a certain stage, all candidates who reach that same stage must also take that same test.

## So back to the million dollar question: how many interviews is too many?

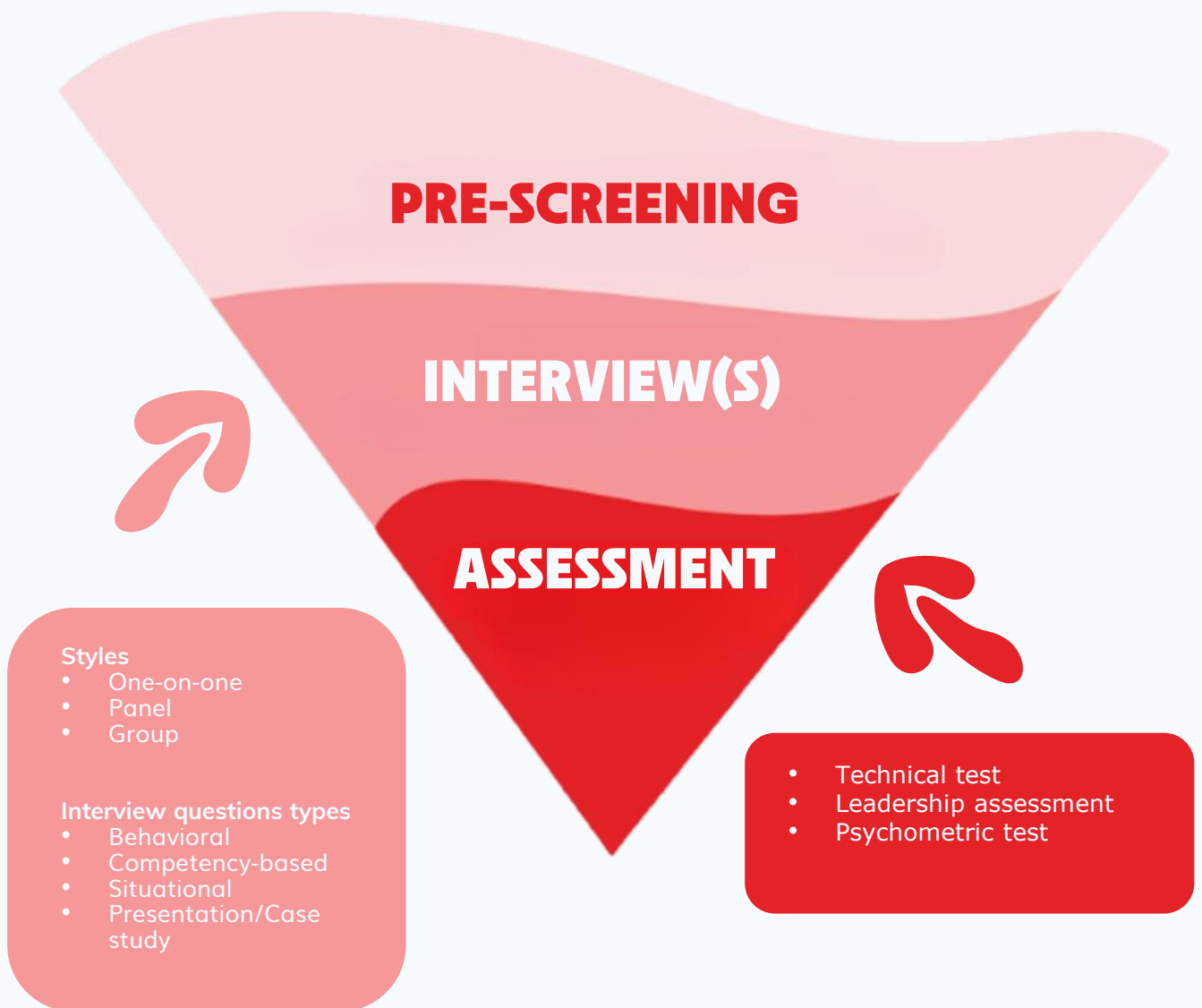
The number of required interviews should first and foremost be appropriate for the level of the position. While there is no hard and fast rule, aiming for between one and three interviews, depending on the level of the position, is a wise move. An entry-level job may only require one to properly assess the candidate, while mid-level or highly technical roles may need two. More senior or leadership positions could require more.

What's important is to be mindful of the overall time the candidate is spending in your process. If they are employed, they are taking time off to meet with you. It's striking the right balance between getting as much insight to make an enlightened hiring decision while managing your time and the candidate's time effectively. Yes, it is costly to make the wrong hire but it is also costly to recruit.

And finally, keep in mind that most candidates want to meet with their potential boss early on in the process, so don't wait too long to introduce this step.

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## 3 STEPS - SELECTION PROCESS



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## SELECTION STEP N° 1: PRE-SCREENING

This can either be questions that are added at the application step to automatically disqualify a candidate or can be in the form of a quick pre-screen phone call to determine if the candidates meets the minimum qualifications. These questions let you learn more about a candidate before you conduct a more extensive interview or pass them onto the next step. They are not intended to replace a full interview.

Pros	Cons
If your positions are generating a large number of applicants but many do not even meet the minimal qualifications, this will reject these applicants so you do not need to waste time reviewing their resume.	There are two main drawbacks with this approach: 1) If you have too many questions, this may demotivate qualified candidates to apply or 2) If you have poorly listed your minimal qualifications, you may be disqualifying good candidates.

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## SELECTION STEP N° 2 : INTERVIEW(S)

What are the 3 interview styles?

	One-on-one	Panel	Group
Pros	Allows you to develop a rapport with the candidate, read their body language, and go into detail about their experience and skills.	Can speed-up the process when multiple people need to meet the candidate.	More than one candidate interviewed simultaneously. Can be useful when there are a lot of candidates for a role, or when a organization is making multiple hires at once.
Cons	Can be time-consuming and they are more susceptible to bias affecting the final decision.	Candidate may feel overwhelmed by the number of interviewers.	Can spark a competition between the candidates and potentially drown out the less assertive candidates.
PRO-TIP	These are best to use for the Hiring Manager to meet the final shortlist of candidates.	Limit the number of panelist to 3 and ensure they have a defined role in the interview which you share with the candidate at the beginning.	More suitable for new grads and student hires where confidentiality is not an issue.

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## SELECTION STEP N° 2 : INTERVIEW(S)

What are the 4 interview question types?

Behavioral	Competency-based	Situational	Presentations or case studies
This type of question is used to assess whether a candidate has developed a skill by giving an example of past behavior.	These questions help you go deeper and listen for specific evidence that they possess specific job-related competencies.	These are hypothetical questions where you present the candidate with a series of situations and ask what they would do.	Candidates are given a case study and asked to analyze and solve it and/or present it to a panel.
Example: Give an example of a goal you didn't meet and how you handled it.	Example: How do you maintain good working relationships with your colleagues?	Example: What would you do if you were asked to perform a task you've never done before?	Example: The project is not meeting expectations. Identify the three main problems. How would you address these problems?



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## SELECTION STEP N° 3 : THE ASSESSMENT AND/OR TECHNICAL TESTS

Tests and assessments are a great way to pinpoint a candidate's technical abilities, including their skill sets and responses to specific technical problems. They also serve as an objective way to measure their abilities against other candidates.

Pros	Cons
A well-developed test or assessment can shed light on candidate qualifications against the position requirements. Technical tests are typically used earlier in the process whereas psychometric assessments (which can be costly) are typically used at later stages of your hiring process when you have a smaller candidate pool.	They can be time-consuming. Some candidates might find them invasive, which could hurt candidate experience. If you want to test job candidates without annoying them, be sure to respect their time and the value that they may bring to your team.