

## **Implementing An Effective Hiring Process (Abstract)**

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This document provides an overview of two key areas that must be considered as part of any effective hiring initiative, a set of steps that must be followed to ensure effective and relevant measurement (the roots of hiring effectiveness) and process that results from them (the process required to ensure the execution of an effective process).

### **1. Steps required for effective measurement**

- **Determine relevant KSAs (Knowledge, Skills and Abilities) and competencies.**  
The benefits of accurately completing this step are hard to overstate. As most research underscores, the more specific information that can be documented about the characteristics required for success, the better.
- **Automate and standardize the collection of basic qualifications.**  
Technology provides the ability to create questions that allow you to take a deeper look at a candidate's qualifications. Instead of pulling these qualities from an ominous pile of resumes, this information can be collected electronically as part of an on-line application process.
- **Select assessments for the most important competencies for the role.**  
Even more powerful than general qualifications screening are assessments of behavioral competencies and specific skills. Specifically, the goal is to ask candidates to indicate familiarity with desirable performance qualities and the most appropriate behaviors to use in particular situations.
- **Develop a process for narrowing down the applicant pool**  
Using all of the tools detailed above to sort applicants and eliminate those that do not match the requirements of the job (screening out) and to take a closer look at candidates that are qualified (screening in) offers a huge improvement in the efficiency and accuracy of any selection process.
- **Invest in a deeper dialogue with qualified applicants.**  
Once a short list of qualified candidates has been identified, it now makes sense for both parties to get better acquainted. This often involves the use of additional, more focused assessment tools as well as interviews with various personnel.

## 2. *Placement within hiring process*

- **Pull strong candidates to the application process.**  
Through strong employer branding, thoughtful use of job boards, and an easy-to-access job site, companies may attract strong applicants to the hiring process, with the goal of “roping in” even the most passive job seekers.
- **Collect basic qualifications and screen out initial applicants.**  
The first step in making life easier for hiring managers is to remove obviously unqualified candidates from the talent pool.
- **Encourage candidates to complete the assessments.**  
Once candidates have been screened on the obvious characteristics, they may immediately be screened according to “deeper” assessments of their proficiency in both behavioral competencies and technical skills.
- **Score assessments and provide hiring manager with a selective list.**  
The standardization of the format of client qualifications makes for a less mentally taxing process. This is because knowledge, skills, and competencies are described in a common language and are therefore more easily compared across candidates.
- **Forward qualified applicants to initial screening interviews.**  
Now that the recruiting manager has an idea of who is the best and the brightest – instead of an ambiguous, overwhelming pile of resumes, direct contact with applicants may begin, reaching out to these qualified candidates.
- **Give the hiring manager the tools needed to conduct better interviews and make better decisions.**  
Interview guides, rating tools with behavioral anchors for greater inter-rater compatibility.
- **Use deeper and broader assessments to more intensively evaluate remaining candidates.**  
Numerous research-based, legally-compliant methods for screening in exist. These include work samples and simulations, tests of computer skills, job knowledge,

managerial assessment center exercises, and multiple standardized interviews with a variety of key stakeholders.

- **Provide decision makers with the data they need to consistently make accurate decisions.**

A good hiring process is supported by technology that provides decision makers with a way to access data from the entire process in one place. Besides presenting scores and rankings on individual selection measures, technology can also be used to rank candidates across multiple predictors, generate automated interview guides, and increase communications related to candidate acceptability.

While there are bound to be a range of variations in every hiring process, including the components discussed in this section in a logical sequence that will provide hiring managers with sorted, ranked lists of qualified candidates based on the use of job related screening and assessment tools will definitely add tremendous value in almost every situation.