

# SCOUT TALENT

SEE PEOPLE FIRST

## A GUIDE TO BETTER SHORTLISTING AND SELECTION





# INTRODUCTION

## THERE'S MORE TO SELECTING THE RIGHT CANDIDATE FOR YOUR ROLE THAN THE INTERVIEW.

The shortlisting and selection process should be multi-layered to accurately capture intel on your candidates that goes beyond the interview.

This guide will take you through the full spectrum of Scout Talent's best practice process for shortlisting your candidates to ensure you select the right person for your vacancy.

While the interview plays a fundamental role in evaluating the suitability of your candidates, it has its limitations. Its effectiveness is improved when the right questions are asked (and you can gain

further insights into this with our guide to Powerful Interview Questions). However, there are a number of elements to the appraisal process that an interview can't measure.

As a result, it's extremely important to introduce behavioural and skills testing, additional screening steps and observation. Without a doubt, this will enhance your shortlisting process and empower you to make the right decision.

# THE THREE LEVELS OF APPRAISAL

FOR AN EFFECTIVE RECRUITMENT PROCESS, YOU SHOULD CONSIDER THE THREE LEVELS OF APPRAISAL:

## LEVEL 1. **APPEARS TO**

- Appearance, pose & dress
- Manners & expressiveness
- Interests & goals

## LEVEL 2. **CAN DO**

- Knowledge & skills
- Training & education
- Experience

## LEVEL 3. **WILL DO**

- Attitude & beliefs
- Internal motivation
- Stability & persistence
- Maturity
- Intelligence
- Aptitudes
- Temperament

MINIMAL IMPACT

+

GREATER IMPACT

+

GREATEST IMPACT

## PERFORMANCE ON THE JOB

### APPEARS TO, CAN DO AND WILL DO.

Each appraisal level impacts on a candidate's ability to perform in the job. However, the level with the greatest impact on predicting job performance – Will Do – is frequently missed due to the difficulty in capturing this information.

It is important that candidates are assessed across each level of appraisal to ensure an accurate hiring decision can be made.

Let's take a look at each of the three levels in turn.

# LEVEL ONE **APPEARS TO**

## THE FIRST LEVEL OF APPRAISAL IS LARGELY DISCOVERED DURING THE INTERVIEW.

It focuses on the candidate's appearance, manners and conversational skills to determine if they 'Appear To' be able to perform in the role. This is clearly important but it would be a mistake to hire solely on this basis of first impression aspects to the candidate.

It seems obvious to say that a deeper level of appraisal is required, yet many interviewers fall into the trap of being swayed by a candidate's presence and interview ability. Most experienced recruiters will recognise the sombre look and the phrase "He was so impressive at interview" as the failed recruit leaves the building.

Therefore, move past how well the candidate 'Appears To' suit the role and place greater weight on how well they stack up to levels two and three of the appraising process. This will give a much better indication of their suitability for the role.

- Appearance, pose & dress
- Manners & expressiveness
- Interests & goals



# LEVEL TWO CAN DO

## CAN YOUR CANDIDATE ACTUALLY DO THE JOB AT HAND?

That's what you are assessing at this level, taking into account the job seeker's knowledge, skills, training, education and experience.

- Knowledge & skills
- Training & education
- Experience

## STEP 1. CONDUCT A THOROUGH JOB ANALYSIS

To accurately determine the key selection criteria around the competencies associated with level two, your first step should be to conduct a thorough job analysis.

It is important to include all staff involved in the recruitment process (ie, future manager, HR team, recruiter) to ensure all decision makers are on the

same page as to the key selection criteria before assessing candidates.

This will give your process greater clarity and a better chance of finding the right candidate. This step is also helpful in determining the types of interview questions required to accurately analyse a candidate's suitability for the role against the agreed criteria.

## STEP 2. SEEK WRITTEN COMMUNICATION FROM YOUR APPLICANTS

At this stage, you will be seeking their written applications in the form of their resume and cover letter. However, to achieve greater insights into whether they 'Can Do' the job, we recommend including standardised screening questions at the application stage that speak to the key selection criteria.

Screening Questions - Should be relevant to the information you are trying to assess regarding the candidate's knowledge, skills, training, education and experience. Screening questions reveal a candidate's motivation and level of interest in the position (ie, someone who answers thoughtfully with examples and insights would appear more interested and motivated by the position than someone who answers briefly) and you can assess candidates across like-for-like questions.

Design the questions around the key selection criteria and ask for examples. Example screening questions for a supervisor position might include:

“Detail your supervisory experience and describe your leadership style”

“Describe a time when you have been responsible for implementing a new policy or procedure”

**Resume** - Look for relevant qualifications, education, training and experience as outlined as critical in the job analysis.

**Cover Letter** - Should provide another level of insight into the candidate's perception of the role and their suitability.

## STEP 3. SCREENING INTERVIEW BY PHONE OR VIDEO

Before progressing to face-to-face interviews, include an additional layer of appraisal aimed at vetting the candidates. This takes the form of a phone interview or, even better, a recorded video interview as practiced at Scout Talent.

This is a good opportunity to gauge a candidate's verbal communication skills and confirm details from their written applications.

Plus, you can ask some qualifying questions aimed at sorting the shortlist down to those worthy of progressing to the next stage. It is a valuable additional step to avoid wasting time and money on a face-to-face interview with an unsuitable candidate.

## STEP 4. CONDUCT FACE-TO-FACE INTERVIEWS WITH THE SHORTLIST

Maximise the interview process to ensure they are unbiased and the right candidate stands out.

### **Structure and standardise the interviews -**

Keep the process consistent across candidates by asking the same questions. This will aid the assessment process as you can more easily compare responses. Also pay attention to the structure of the interview and place emphasis on nailing the pace and staying on track.

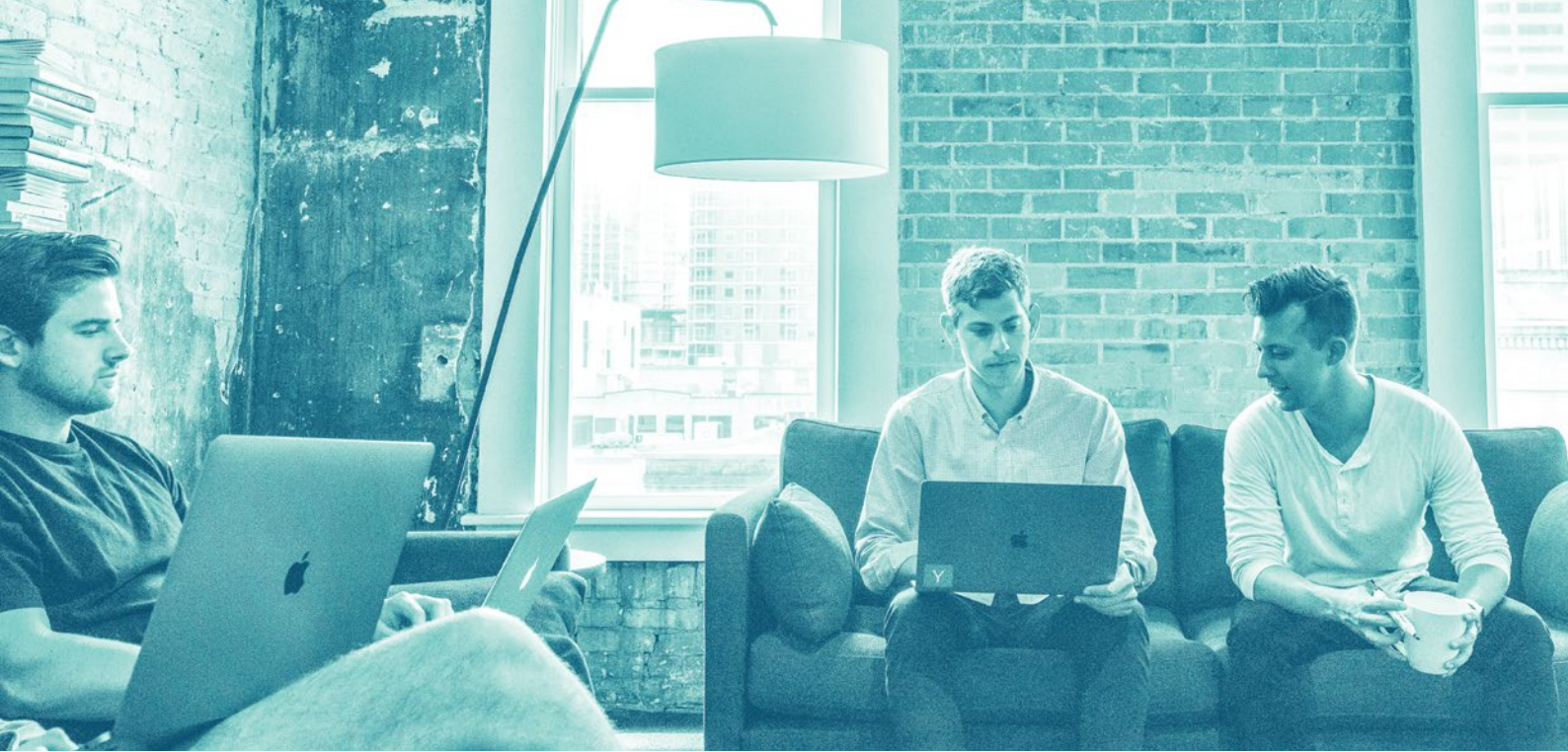
**Have more than one interviewer -** Reduce bias by having more than one interviewer present. Ideally, each interviewer should be responsible for assessing the candidates against one or two key criteria.

**Ask the right questions: behavioural and situational -** Design the questions around the key selection criteria. Include questions that are relevant to the experience, skills, abilities, behaviours and values that you have identified as being important for the role.

Extract more from your candidates by asking behavioural and situational questions where they are to provide an example of when they have had to do something in the past, or describe what they would do in a given situation. How candidates respond to these types of questions provides greater insight and reliability into predicting their job performance than generalist questions like, "tell me about your experience" or "what are your strengths and weaknesses".

**Rate candidates like for like -** Another assessment technique is to rate the responses on a scale of 1 – 5 or 1 – 10 so that a fair and accurate comparison can be made between candidates. This is another method to ensure interview standardisation that allows for objective comparison of interviewees.

**Conduct a second round of interviews if necessary for the role -** Some positions warrant a second round of interviews, which necessitates a different set of questions drilling down into areas not covered in the first round.



## STEP 5. DO YOUR HOMEWORK

At this point in the process, you should have a narrower pool of candidates in contention for the position. It is now important to do your due diligence to check people are who they say they are, have the skills, education and experience they claim to and don't have any glaring issues.

**Pre-employment checks** - These could involve police checks, education verification checks, bankruptcy checks, health checks and visa checks as relevant to the role. For example, for a youth social worker you will need to conduct a police check while for a senior finance position you may want to conduct some financial checks like a bankruptcy check.

## STEP 6. OBSERVE THEM

This is a two-way appraisal technique. Bringing a candidate in for observation allows you to assess their on-the-job aptitude and gives the candidate the opportunity to work out if they will enjoy the job and want to accept the position should they be offered it.

**Skills testing** - Determine whether the candidate has the skills required of the role by administering skills testing. These can take the form of MS Office testing, typing, numeracy and literacy, attention to detail, technical writing and business communication tests.

The results can help to differentiate between candidates and illuminate strengths and weaknesses that can be helpful to determine the candidate with the relevant skills at the level required, and provide developmental benefits when the candidate is in the role.

It is important to allow the candidate to be as hands on during the process as possible while you observe their performance and assess whether they will be a good fit for the organisation's culture.

# LEVEL THREE **WILL DO**

## THE THIRD LEVEL OF APPRAISAL EVALUATES WHETHER A CANDIDATE ‘WILL DO’ THE JOB

The third level of appraisal evaluates a candidate’s attitudes and beliefs, internal motivations, intelligence, aptitudes, temperament and maturity, looking at whether a candidate ‘Will Do’ the job. This is the most important level to assess as these factors have the greatest impact on how they will perform in the role. It is also the level of appraisal that is hardest to evaluate as it can’t be assessed during an interview.

Unfortunately, this is the level of appraisal that is routinely skipped by employers, to their detriment. When this level is overlooked, you aren’t able to gain an accurate impression of a candidate’s motivations and temperament, which may only reveal itself – and your poor choice – when it’s too late.

To avoid hiring someone based on their stellar performance during the interview only to find their attitudes and beliefs don’t align with the organisation, it is recommended that you install an additional layer in the recruitment process, as outlined below.

- Attitude & beliefs
- Internal motivation
- Stability & persistence
- Maturity
- Intelligence
- Aptitudes
- Temperament





## STEP 7. CONDUCT PSYCHOMETRIC TESTING

Measure attributes including intelligence, aptitude and personality with psychometric testing. These are more difficult to accurately assess during an interview, however including this form of testing will provide a superior evaluation of the candidates. It also provides a more accurate assessment with measurable, objective data that can be used to compare candidates.

The testing addresses cognitive abilities including spatial reasoning, verbal reasoning, numerical reasoning and logical reasoning. Psychometric testing is particularly powerful in differentiating between candidates who are similar in experience and qualifications. It enables you to select the right person for the opportunity with an insight into their predicted performance, suitability, strengths and areas for development.

## STEP 8. TEST THEIR PERSONALITY

Personality testing empowers employers to make predictions about how the candidate will respond in the job based on the insights revealed in their answers and profile. This type of testing uncovers if the candidate has the required enthusiasm and motivation for the role, if they will fit in, what their working style is and their professional attitudes.

Employers can also select the personality which is most conducive to team cohesion and productivity. Types of personality tests include the Myers-Briggs Type Indicator and DISC assessment.

## STEP 9. CONDUCT BEHAVIORAL TESTING

Behavioural testing also illuminates further on the ‘Will Do’ characteristics in the third level of appraisal.

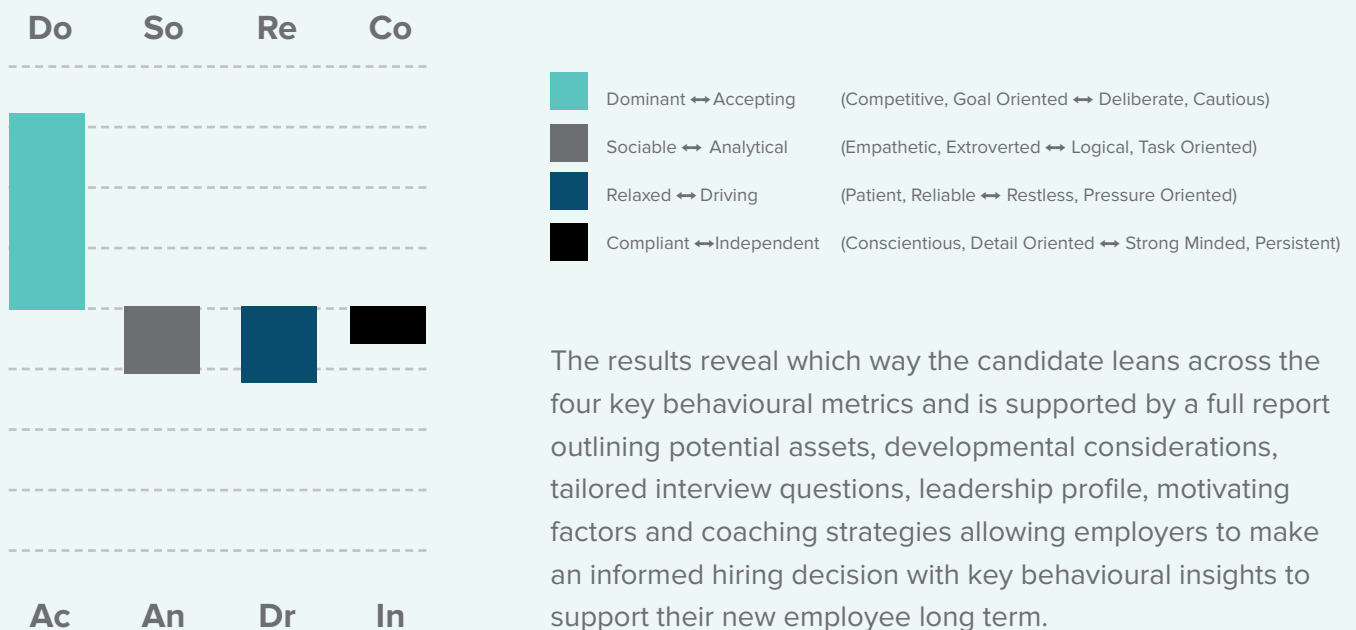
A preferred tool used by Scout Talent is the McQuaig Behavioural Testing which is designed for recruitment and provides a deeper level of understanding of your candidates. This tool has the added benefit of not only aiding the recruitment process, but also helping managers get the best out of their new employee, thanks to the results provided and accurate predictors to performance, strengths and weaknesses.

McQuaig testing measures professional temperament by evaluating how a candidate perceives they are seen by colleagues (and therefore, how they behave in their position) and how they really are which illustrates if individuals are naturally predisposed to the job.

The results reveal how each candidate leans in terms of their dominance versus acceptance, if they are more sociable or analytical, relaxed or driven and compliant or independent. This can be powerful information and an important measure so the candidate with the most suitable temperament is selected, the employee is satisfied in their role and the company benefits from reduced turn over thanks to a fulfilled and aligned workforce.

With McQuaig testing, employers can set the benchmark as to the desired profile that best fits the role (ie, someone strong in dominance and sociability to succeed in sales) to measure candidate results against.

### SAMPLE MCQUAIG BEHAVIOURAL SURVEY



## STEP 10. DO YOUR REFERENCE CHECKS

Reference checks are a common step in the recruitment process, but they're not always performed correctly.

Reference checks are more than just checking if a candidate is recommended or not (although common sense dictates a candidate only includes referees who will provide a favourable review).

Instead, they are a valuable opportunity to find out about past performance, how to manage the candidate to get the best out of them and whether their experience lines up with their claims.

### OUR TIPS FOR A POWERFUL REFERENCE CHECK PROCESS INCLUDE:

- Source a minimum of two professional referees
- Move through the process quickly – quality candidates may accept a competing job offer if you take too long
- Ensure the referees are people the candidate reported into in previous roles – these are the best people to speak to for accurate comment regarding on-the-job performance
- Book a time with your referee – you'll get more out of them if they aren't rushing to get off the phone
- Ensure the referee is as relevant and as recent as possible
- Think about the questions you need to ask tailored to the candidate

## OPTIONAL STEP. HOST GROUP ASSESSMENT DAYS

Undertaking this step will be dependent on the role and recruitment requirements, but can be a good way to assess criteria in the third level of appraisal.

Hosting a group assessment day is designed to provide standardised and objective conditions for evaluation. They are effective predictors of candidate behaviour and on the job performance.

The best group assessment days incorporate different activities and exercises designed to stimulate responses to different aspects of the work environment, skills and behaviours to help employers make the correct hiring decision.

# SUMMARY

## DON'T BE FOOLED BY HOW A CANDIDATE 'APPEARS TO' SUIT THE POSITION

To select the right candidate for your vacancy, you need to have multiple steps in the recruitment process aimed at teasing out information from your candidates to reveal their suitability across all three levels of appraisal.

Don't be fooled by how a candidate 'Appears To' suit the position. Rather, place greater importance on the indicators involved with how they 'Can Do' and 'Will Do' the job for the greatest success in your recruitment process.

### LEVEL 1 APPRAISAL

- Written applications including screening questions
- Phone screens
- Face to face interviews

### LEVEL 2 APPRAISAL

- Written applications including screening questions
- Phone screens
- Face to face interviews
- Pre-employment checks
- Skills testing
- Observation

### LEVEL 3 APPRAISAL

- Psychometric testing (cognitive personality)
- Behavioural testing
- Reference checking
- GAD

## THIS GUIDE WAS PRODUCED BY THE SHORTLISTING & SELECTION SPECIALISTS AT SCOUT TALENT

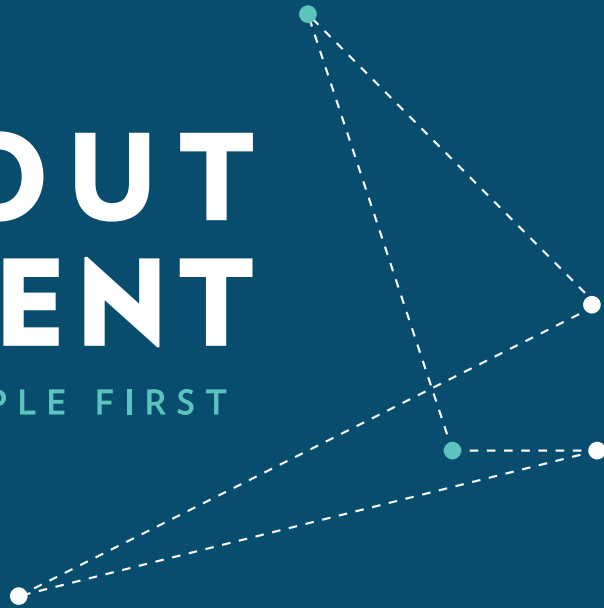
We can help you shortlist, select and secure your ideal candidates easily, efficiently and effectively. Our rigorous, professional selection process, delivered by experts in the field, saves you time and ensures that you make the right hire.

We can deliver a full end-to-end selection process or specific services, including: candidate screening, video interviews, behavioural and skills testing, and pre-employment checks.

**Talk to our specialists about your recruitment needs today.**

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SEE PEOPLE FIRST



NEED HELP WITH YOUR  
RECRUITMENT?  
TALK TO A MEMBER  
OF OUR TEAM TODAY

For more information on how you can utilize Scout Talent services to enhance your recruitment process, please contact us through the details below.



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