

A hand holding a black marker is shown in the upper left quadrant, drawing a large, vibrant red checkmark. The background behind the hand is a soft-focus landscape of mountains under a cloudy sky.

REINVENT RECRUITING AND SAVE SCREENING TIME

Evaluate Candidates Better in 2018



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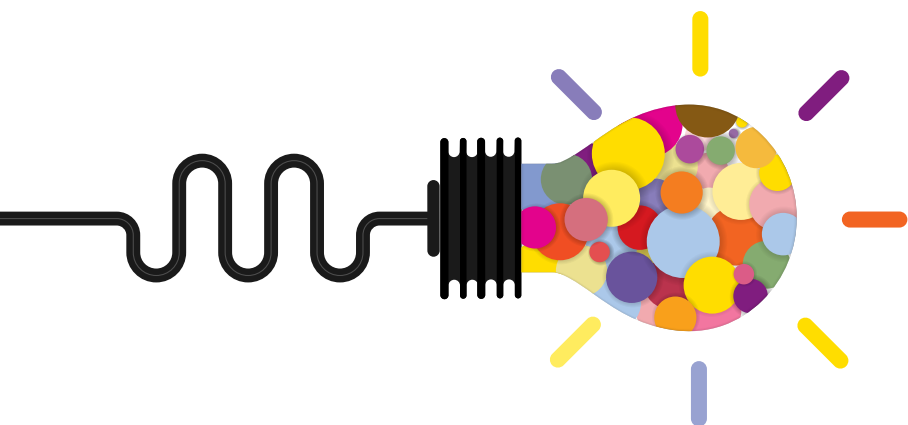
INTRODUCTION:

Now that you have defined your requirements, narrowed down on the right sources and found candidates who could be potential employees based on their experience and education, you need to be able to assess the right candidate with the cultural fitment, motivation to work, and alignment with the mission and vision of your company.

You'd necessarily want three questions answered at the end of the selection



the candidate satisfy the skill-requirements, also known as job-fitment?
the candidate align with the team requirements, also known as team fitment?
the candidate resonate with the company mission and vision, also known as organisational fitment?



While team fitment and organisational fitment can be measured with the help of interviews or psychometric assessment, the job fitment is exclusively dependent on the technical evaluation of the candidate.



A BRIEF HISTORY OF RECRUITMENT

The concept of recruitment dates back to 55 B.C. and leads us to the Roman Army. In this year Julius Cesar signed a decree that stated that any soldier who brought another soldier into the Roman Army would earn a reward of 300 sestertii. This is an extremely generous reward, considering it made up 30% of the soldier's annual pay. Thus, *the first employee referral program was born.*

Recruitment: The process of attracting individuals on a prompt basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization.

It was not until 1940, however, that we saw a more modern birth of the staffing industry.

1940s

The war left gaps in the work-place and a solution was born: the employment agency. Recruitment agencies began to advertise for people who were not called into military service, to fill the vacancies in the workplace left by those who went to war.

1950s

People were creating resumes depicting their current personal profiles and skills. The main focus of the recruiter then was to ensure that candidates, or the customer, were satisfied and found employment.

1970s

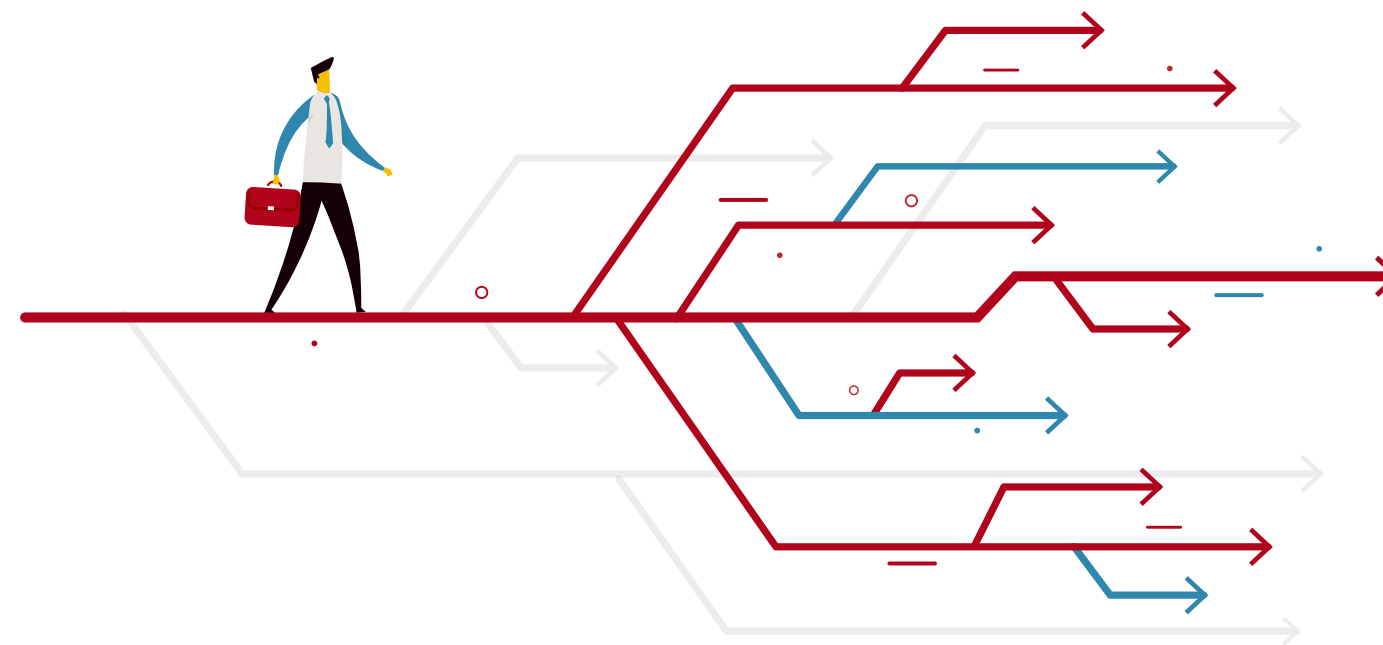
Along with the booming economy, there was a shift in focus. Recruiters began to work for the client as an increasing amount of corporate and expanding businesses began to outsource their hiring needs to employment agencies.

1990s

With the invention of the computer, arrived Applicant Tracking Systems and candidate databases which made storage and accessibility of the CVs much easier for recruiters.

Nowadays more than **97%** of job seekers search for career opportunities online. Head hunting became popular and 2003 saw the launch of LinkedIn which enabled people to search for candidates on the site. Using social media is now a popular and effective way of recruiting with **73%** of companies successfully hiring candidates in this way.

It's a constantly changing industry but one which has shown itself to be more than capable at moving with the times.



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WHAT TO EVALUATE IN SCREENING PROCESS?

WHAT IS A COMPETENCY FRAMEWORK?



You're probably familiar with the phrase *'what gets measured gets done.'* Defining and measuring effectiveness – especially the performance of workers – is a critical part of your job as a manager. Some people think formal education is a reliable measure. Others believe more in on-the-job training, and years of experience. Still others might argue that personal characteristics hold the key to effective work behaviour.

A more complete way of approaching this is to link individual performance to the goals of the business. To do this, many companies use 'competencies.' These are the integrated knowledge, skills, judgment, and attributes that people need to perform a job effectively.

By having a defined set of competencies for each role in your business, it shows workers the kind of behaviours the organization values, and which it requires to help achieve its objectives. Not only can your team members work more effectively and achieve their potential, but there are many business benefits to be had from linking personal performance with corporate goals and values.

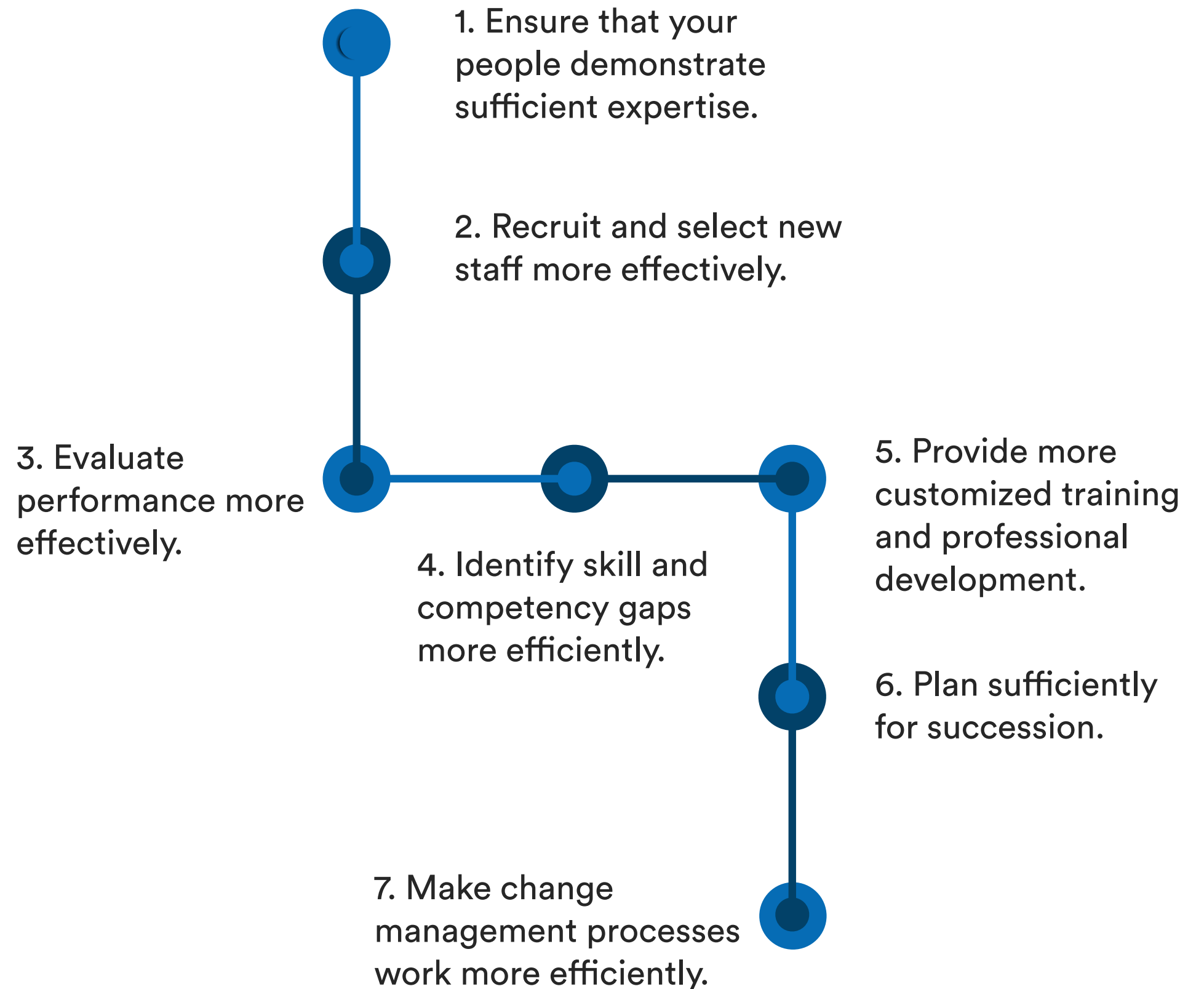
The *competency framework serves as the bedrock* for all HR applications. As a result of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results.



CREATING A COMPETENCY FRAMEWORK

Creating a competency framework is an effective method to **assess**, **maintain**, and **monitor** the *knowledge, skills, and attributes of people in your organization*. The framework allows you to measure current competency levels to make sure your staff members have the expertise needed to add value to the business.

Defining which competencies are necessary for success in your organization can help you do the following



DESIGN PRINCIPLES OF A COMPETENCY FRAMEWORK

A competency framework defines the knowledge, skills, and attributes needed for people within an organization. Each individual role will have its own set of competencies needed to perform the job effectively. To develop this framework, you need to have an in-depth understanding of the roles within your business.

To do this, you can take a few different approaches:

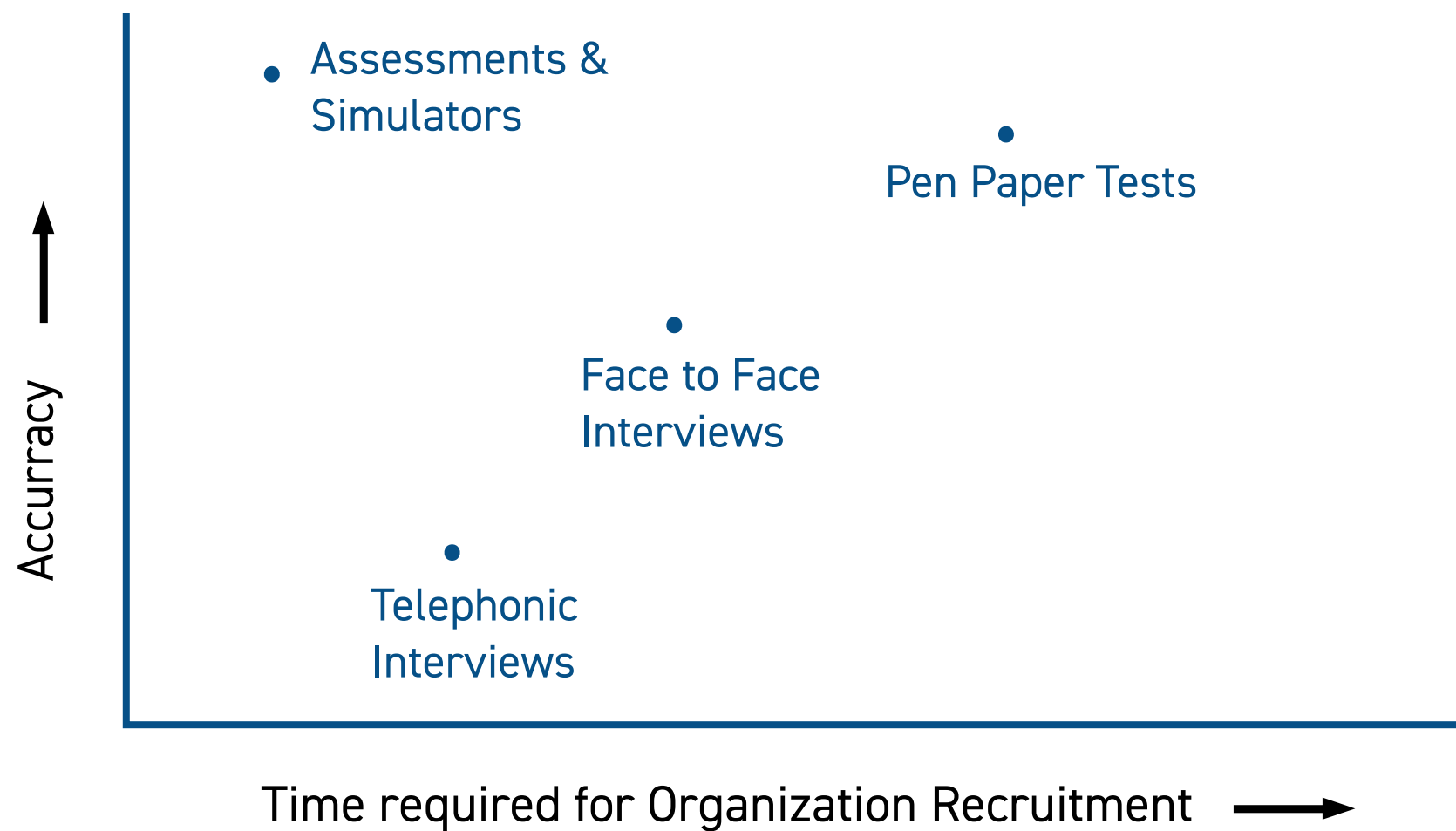
- Use a pre-set list of common, standard competencies, and then customize it to the specific needs of your organization.
- Use **outside consultants** to develop the framework for you.
- Create a general organizational framework and use it as the basis for other frameworks as needed.

Developing a competency framework can take considerable effort. To make sure the framework is used as needed, it's important to make it relevant to the people who'll be using it – and so they can take ownership of it.



WHICH SCREENING TOOL TO USE?

RECRUITMENT TOOL SELECTION CHART



The Recruitment Tool Selection Chart is designed to give you an overview of the four different kinds of tools used in the selection process, i.e

1. Assessments and Simulators – The modern methodology clearly demands least of time investment and simultaneously gives the most accurate results.

2. Pen and Paper Tests – Though the methodology gives you an advantage on accuracy, however, demands a lot of time

3. Telephonic Interviews – It does take less time, however, judging the candidate over the phone is quite a dicey play here. Often candidates can be quite expressive over the phone but when it comes to the application of concepts in real-time situations, they often fail.

4. Face to Face Interviews – Similar to Telephonic Interviews, Face to Face Interview methodology not just demands more time but assurance of accuracy is again a risk-factor.

The Recruitment Tool Selection Matrix indicates that modern approach of Assessments and Simulators not just gives in the advantage of Time over the traditional approach of Hiring that follows Telephonic, Face to Face and Pen and paper process but also gives in better and accurate results.

Sources	Accuracy	Feasibility	
		Entry Level	Senior Level
Written Online Test	8	Yes	No
Live Video Interview	7	Yes	No
Telephonic Interview	3	Maybe	Yes
Face to Face Interview	5	Maybe	Yes

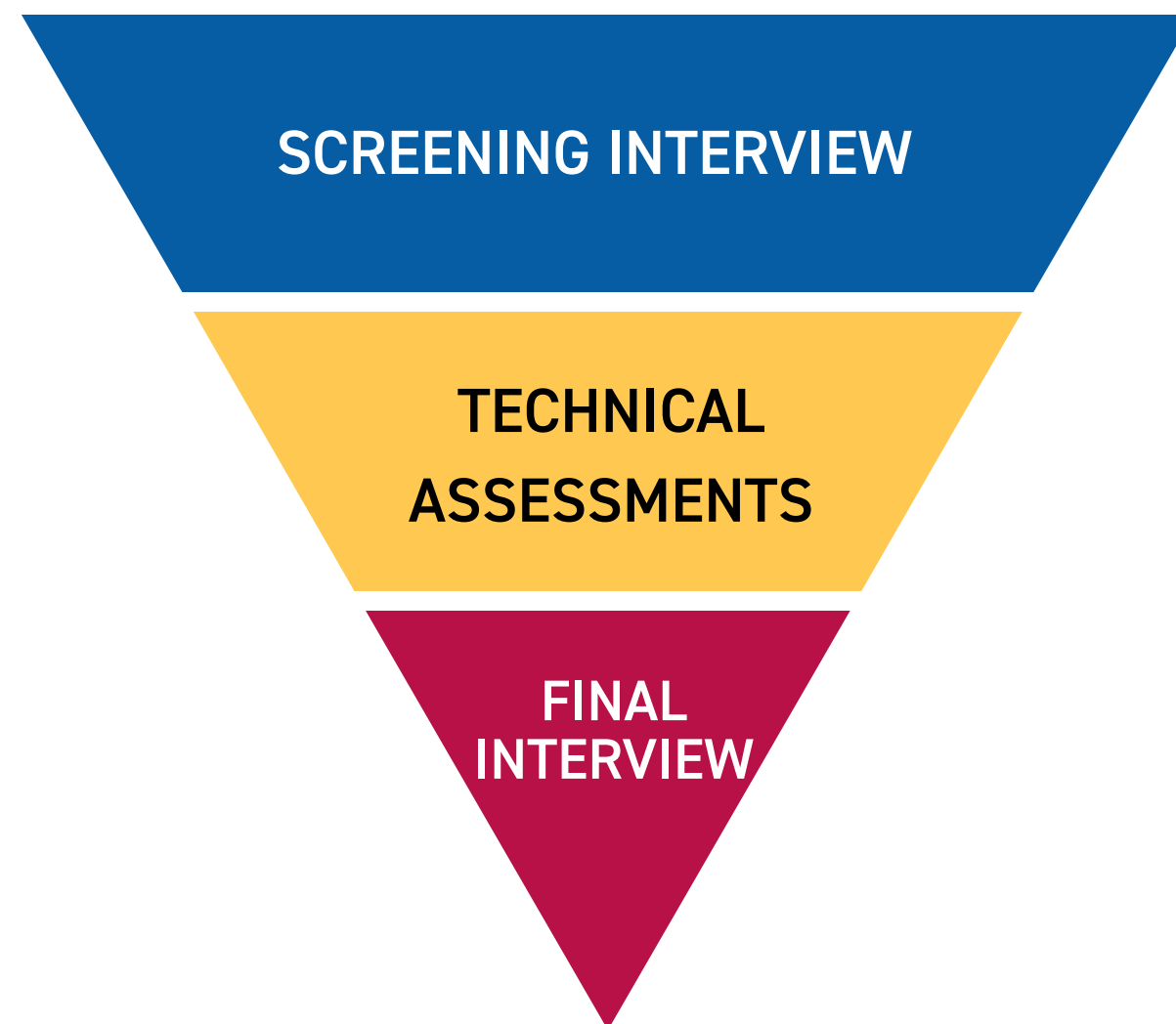
The tools can also be segregated based on their accuracy levels and whether they are relevant to entry-level hires or senior level hires. This gives you a fair idea of which tool to use when hiring for different experience and seniority.

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HOW TO USE EACH SCREENING TOOL?

HOW DOES A MODERN SELECTION PROCESS LOOK LIKE?

After candidates have been sourced, a standard procedure is followed to narrow down on the right candidates. Usually, the process consists of 3 steps



Step 1: Screening Interview

Before moving further into the selection process, many organisations prefer to do a screening interview of those applicants that appear qualified based on information submitted on their résumé and application.

Step 2: Selection Assessments



There are some methods organisations use to determine if an applicant has the potential to be successful on the job. Selection tests are used to identify applicant skills that cannot be defined in an interview process.

Using a variety of testing methods, applicants are rated on aptitude, personality, abilities, honesty and motivation. Adequately designed selection tests are standardised, reliable and valid in predicting an applicant's success on the job.

Standardization: The uniformity of procedures and conditions related to administering tests.

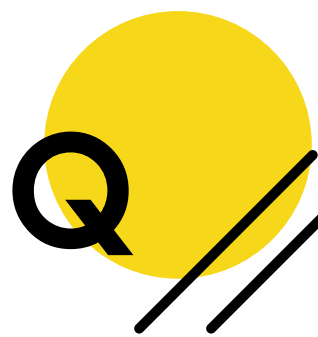
To equitably compare the performance of several applicants, the processes used for testing those applicants must be as identical as possible. The content of the test, the instructions and the time allowed must be the same for all candidates.

Selection: The process of choosing from a group of applicants the individual best suited for a position and for the organization.

Reliability: The extent to which a selection test provides consistent results.

A test's reliability should be questioned if it does not generate consistent results each time it is used. For example, if a person scores 125 on an intelligence test one week and scores only 80 on the same test the following week, you should assume the testing instrument is not reliable.

Validity: The extent to which a test measures what it claims to measure



Do higher test scores relate to higher success on the job?

The skills tested in a selection instrument should be the same skills used on the job. Therefore, we can assume that higher test scores will correlate to higher success in job performance. If a specific test cannot assess the ability to perform the job, it has no usefulness in the selection process.

Bloom's taxonomy is a set of three hierarchical models used to classify educational learning objectives into levels of complexity and specificity.



Online Assessments (MCQ & Hands-on Simulators)

It's an old saying that the best way to assess a candidate for any job is to put him into the job for ten days and evaluate his ability to fulfil job responsibilities successfully. However, time and other constraints make this practically impossible to follow.

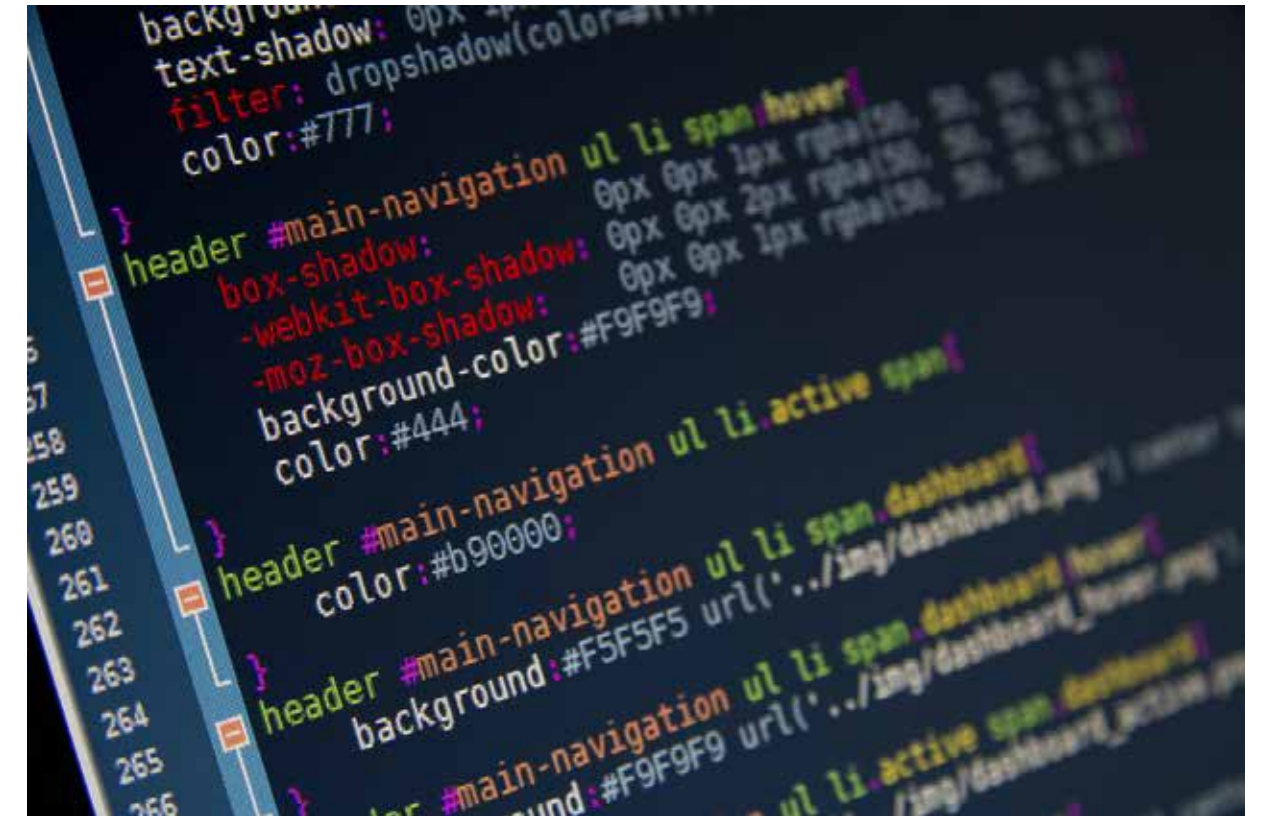
The argument for simulated assessments are far and many to be outnumbered by allegations that a simulated environment can never wholly mirror the real thing. Sure, it can't, but it's the closest competitor.

Puzzles, group discussions or tricky questions can tell only give you an indicative idea of candidate's analytical and numerical skills, his trainability and power of understanding. But to assess whether this smart person knows coding or not, you would still have to ask him to write code and evaluate it.

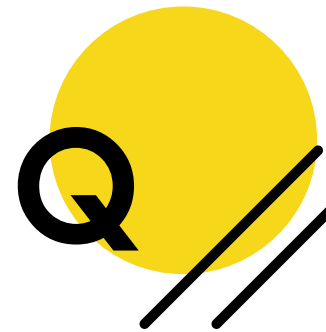
THINGS TO LOOK FOR

Based on how they solve a problem, recruiters should look for -

- 1) **Correctness** - does it solve the problem?
- 2) **Readability** - can another developer read and understand the algorithm from the code
- 3) **Error Handling** - does it handle errors correctly (throwing exceptions on bad input etc.)
- 4) **Efficiency / Performance** - does it do things efficiently, e.g. hash table lookups are more efficient than list searches



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How is a Technical Assessment Designed?

Due to the nature of the assessments, a stringent and process-based approach is followed while designing technical assessments as per the requirements of the job role. The steps followed are

STEP 1 : Creation of Questions following to the Blooms Taxonomy

The questions referring to the skillset are created by subject matter experts with experience of over 15 years. The questions are created per Bloom's taxonomy which includes questions catering to

- Knowledge
- Concept
- Application
- Analysis

This ensures that the assessment encompasses the quadfecta of understanding the basic concepts in the specified skill, followed by knowledge and in-depth understanding of the skill. In addition to this, questions are also designed to help you understand the application and analytical abilities of the candidate.

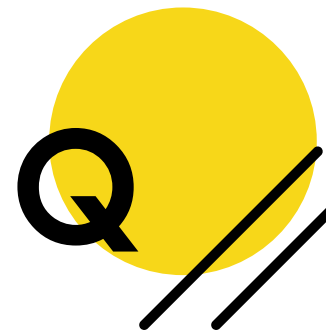
STEP 2 : Creation of Test Blueprint

After the creation of the questions about the skillset, a test blueprint is created in accordance with the requirements of the job description. The test blueprint defines the **skills, subskills, framework, and languages** that need to be assessed through the assessment.

The blueprint also defines the weightage of each section and the combination of easy, medium and difficult questions required to make a test that is a reliable indicator of the candidate's expertise in the required skillsets. In addition to this, the blueprint also contains data about the type of questions to be included in the assessment, primarily multiple choice-based questions or simulator-based questions.

STEP 3 : Creation of Test

After the creation and approval of the test blueprint, the actual assessment is created by combining various kinds of questions that were created in the first step and in the difficulty pattern that was defined in the test blueprint. This is the final assessment, upon which the benchmarking, reliability and validity exercise is performed to ensure that the test results highlight top scorers = best performers.



What are the best practices while designing an assessment?

Best practices refer to a set of suggestions, which if followed can lead to better engagement throughout the assessment, lesser drop-off rate, less confusion during the evaluation, and overall pleasant experience throughout the selection process.

The best practices while designing an assessment are

1. The test should not be very lengthy. An ideal duration is between 45 to 60 minutes.
2. The ideal breakdown of questions is 20 to 25 multiple choice questions (MCQ) and 2 simulator-based questions.
3. It must be ensured that the skills assessed are relevant to the job description.
4. Keeping the candidates throughout the assessment is an absolute must for HRs. This will ensure lesser drop-offs and a better experience

**Ideal Test Time =
45 to 60 mins**

Step 3: Interviews

Selection testing will trim your recruitment pool, but you'll likely need to narrow your list of candidates even further to establish a reasonable number for interviews. The nature of the job and how much time you can afford to allot to the interview process will determine how many applicants you choose to interview.

Three or four may be plenty, but more may be essential for you to get a good feel for the candidates' qualifications. It is a two-way street. Both the candidate and you are going to be making some decisions here. Once you have "ideal candidates" in your clutches, you try to decide if they:

- Are passionate about what they are doing or excited about what they hope to do
- Can communicate effectively
- Have a good grasp of their area of expertise
- Would be someone your team will enjoy working with

There are mostly two kinds of interviews

- Telephonic Interviews
- Face-to-Face Interviews

Telephonic Interviews

Telephonic interview is preferred when the recruiter decides to eliminate the enormous list of job seekers. This mode helps in reducing the number of prospective job seekers for the face-to-face interview. Further, it also comes handy when the potential candidate is far from the reach of the employers.

The advantages are

CONVENIENCE

An advantage of using the telephone for interviews is that it is convenient for both the interviewer and the applicant. The applicant doesn't have to travel to meet the interviewer or spend time preparing her physical appearance.

SCREENING

Telephone interviews can aid the interviewer in the screening process. The interviewer can gain a better understanding of the information listed on the applicant's resume through a phone conversation as well as gauge how well the applicant thinks on his feet.



But there are disadvantages too

NO FACE-TO-FACE INTERACTION

A disadvantage of telephone interviews is that they don't allow for face-to-face interaction. The interviewer cannot observe the candidate's physical appearance and body language, so he may not be able to make an accurate reading of the candidate's poise and professionalism.

POOR TIMING

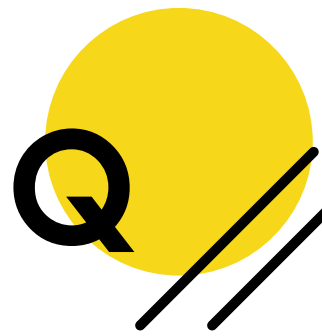
An unplanned telephone interview may catch the candidate unprepared. Even if the interviewer asks if she is catching the candidate at a wrong time, the candidate may feel obligated to go through with the interview, even if the timing is poor.

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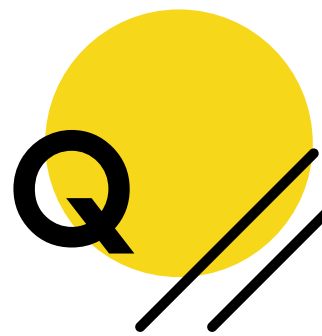
What to Ask During an Interview

To get you started, here are some excellent questions to ask in the early stages of the programming interview process:



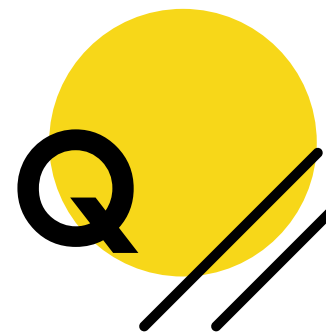
Tell me a little about yourself and a recent project you have been working on.

This question will help you get to know the candidate a little better, and you can hear about some of their recent work in order gauge passion and dedication.



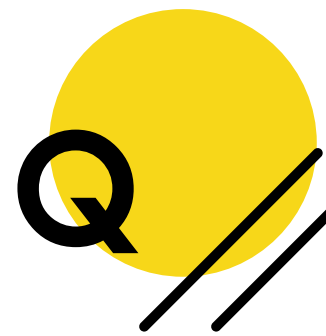
What are your other time commitments?

Depending on the length and complexity of your project, you may only want to hire someone you know will be dedicated to your project. However, many programmers will juggle multiple projects at once, especially if the project is smaller. Just make sure that both you and your programmer are aware of what you need.



Do you consider yourself a developer, a product manager, or both?

The ideal answer here is usually both but assess the strengths and weaknesses of each candidate compared to the team you already have or are planning to create. Product managers are great to help design new features and interfaces, but you also need enough developers who can follow directions and build what is required.



How would you manage a team of programmers?

This question will help you assess leadership skills and style.

Here is what I expect from the person You hire.

Be straightforward with your expectations. Things like expected time commitment, project length, and goals are all important things for candidates to know. They are judging how your company fits them as much as you are deciding how they fit your company.



In traditional tech hiring processes, you invite applications, screen manually, interview shortlisted candidates, and finally hire. But this process is not cost-effective, scalable, or very accurate. Some companies like [Mettl offer talent assessment software which helps you screen developers effortlessly](#) via customised coding tests that are automatically evaluated. Detailed reports give you a near-perfect picture of what these people can do.

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CONCLUSION

A comprehensive selection process should be based on a thorough review of the knowledge, skills, and abilities required for the position, as well as organizational and cultural fit.

By analyzing your hiring needs in depth, your organization can create selection practices that best fit the requirements of the position.

Additionally, your organization may consider improving its interviewing practices by providing more structure to hiring managers with an interview guide to ensure that they are asking appropriate, targeted, and consistent questions of all applicants and rating them according to objective criteria or by ensuring that managers are trained on interviewing practices.





What is Mettl?

Mettl is a SaaS based assessment platform that enables organizations to create customized assessments for use across the entire employee lifecycle, beginning with pre-hiring screening and candidate skills assessment, training and development programs for employees/students, certification exams, contests and more.

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