mettl
Build Winning Teams

STRUCTURING YOUR HIRING PROCESS

A Step-by-Step Guide to Creating a Structured Hiring Process Using Competency Framework, Technology & Data Analytics

Contents

Introduction

Shortage of talent is the biggest concern that HRs face these days. With organizational skill demands evolving rapidly, candidates are not able to keep up and upskill themselves at the same pace.

However, before playing the victim and stating that there is no talent available in the market, have a look at the following:

74% Candidates who start the hiring application process drop off before they complete it.

- SmashFly research

So, sourcing isn't the real problem. It is the candidates who are backing off.

Having identified the real culprit, it is important to figure out how to reduce your candidate drop

off rate. The main reasons for candidate's backing out are:

1: Non-mobile optimized application process

If your recruitment process is not mobile optimized, you will lose more than 3/4th of your sourced talent.

86% Active candidates use their smartphones to begin a job search.

-Kelton Strategic Consulting

2: Difficult to navigate hiring process.

If the movement from screening to subsequent rounds is not smooth, companies will continue to experience a high candidate drop off rate.

Common Challenges Faced By Candidates

- Lack of clarity on job role
- Difficulty in reaching HR or hiring manager
- Non-transparency on the upcoming hiring or its duration
- Schedule rounds as per their own convenience
- Commute multiple times until the process is complete
- No status update if one has cleared some round
- Unstructured and biased interviews
- Poor quality and uninteresting talent assessment methods
- Lengthy hiring process

75%

Poor Communication:
Applicants never hear back from employers (Career Builder Survey)

60%

Lengthy Application process
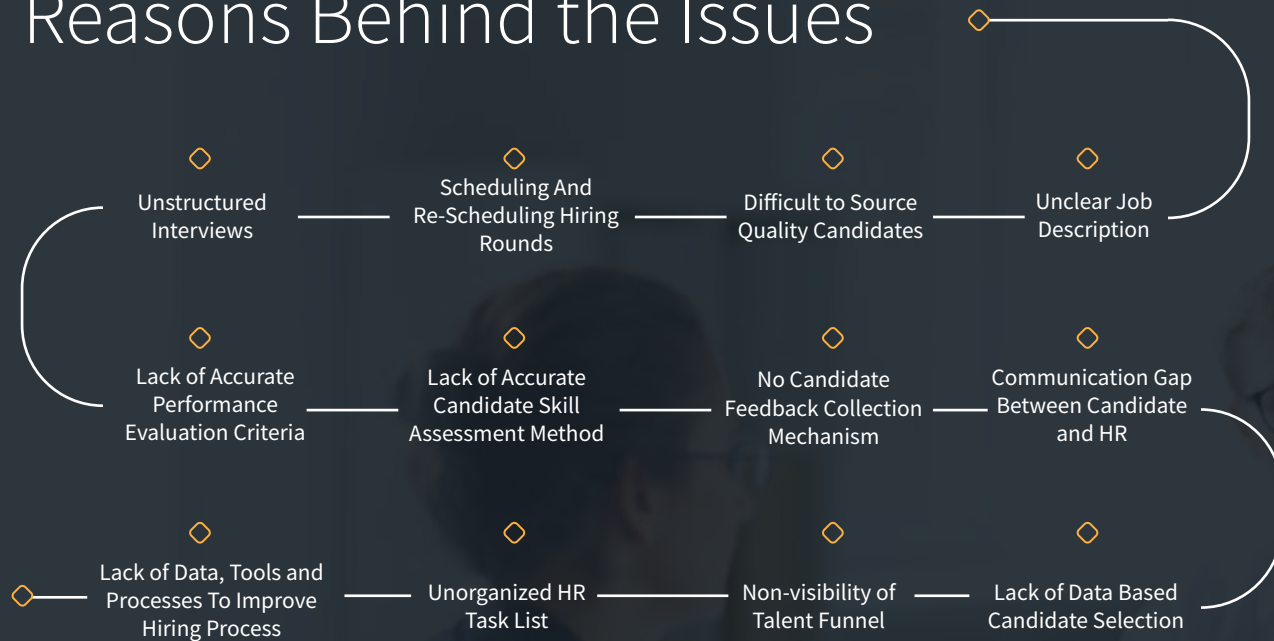Job seekers quit in the middle of filling out online job applications because they are too long or too complicated. (Career Builder Survey)

83%

Unstructured Interview
Talent say a negative interview experience can change their mind about a role or company they once liked. (LinkedIn Survey)

Reasons Behind the Issues

Unstructured Interviews

Scheduling And Re-Scheduling Hiring Rounds

Difficult to Source Quality Candidates

Unclear Job Description

Lack of Accurate Performance Evaluation Criteria

Lack of Accurate Candidate Skill Assessment Method

No Candidate Feedback Collection Mechanism

Communication Gap Between Candidate and HR

Lack of Data, Tools and Processes To Improve Hiring Process

Unorganized HR Task List

Non-visibility of Talent Funnel

Lack of Data Based Candidate Selection

So, how can an organizations synchronize their hiring process to enable good candidate experience?

Through **structuring** their hiring process.

Candidates' Reaction to These Issues.

60% Job seekers quit in the middle of filling out online job applications because of their length or complexity. (Career Builder)

63% Job seekers will likely reject a job offer because of a bad candidate experience (Source: Software Advice).

72% Job seekers that had a bad experience told others about it, either online or in-person (Source: CareerArc).

64% Job seekers say that a poor candidate experience would make them less likely to purchase goods and services from that employer (Source: CareerArc).

Expert Opinion

The Mettl research team interviewed several HRs to understand common problems faced by them during their day-to-day work. The below excerpts point at the major issues faced by them.

During our conversation with Callidus Cloud (India)Pvt Ltd Talent Acquisition Manager Sirish Poondla, she mentioned, "Scheduling of hiring rounds is the biggest time waster.",

What is the biggest challenge that you face while hiring?

Sirisha: The biggest challenge that we face during recruitment is scheduling of hiring rounds. Coordinating hiring manager availability with that of the candidate's is the biggest time waster. We spend 40% of our daily work time in scheduling and re-scheduling hiring rounds. This problem magnifies if the candidate is located in a different city.

How do you think this affects your hiring process?

Sirisha: Repeated re-scheduling of hiring rounds adversely impacts the candidate experience, leading to high 'candidate back out rate'.

Do you think the use of ATS or video interview can reduce the hassle of hiring rounds?

Sirisha: An ATS by itself does not help much as candidates prefer a personal touch to the interview invites and communication that they receive. An ATS that cannot provide for customized communication is ineffective in enabling meaningful communication with the candidate and can adversely impact candidate conversion rate. However, customized video interview tools that create a structured interview process can definitely help. Features like remote proctoring or notepad that captures insights by hiring manager, grading mechanism and a reference question guide can be objectively used to interview the candidates, thus making out task much simpler.

LAVA

Giving insight into hiring challenges, LAVA Mobiles Talent Acquisition Specialist Anshul Meshram said, "Rather than sourcing, high candidate back out rate is the biggest hiring challenge that HRs face these days."

What challenges do you currently face while hiring?

Anshul: The inability of hiring managers to make themselves available as per the candidate's schedule and missing out on interviews demotivates the candidate. Since most hiring managers are unprepared for the interviews, many a times candidates sense a lack of clarity on the HR's part and hence develop a poor opinion of the company.

How can you improve the candidate experience while reducing candidate back out rate?

Anshul: Leveraging HR technology tools such as an ATS integrated with video interview tools, remote proctoring and in-built competency-based talent assessments can enable easy scheduling of interview rounds.

Are you satisfied with your current ATS?

Anshul: Although most companies use some ATS, they are not happy with the outcome. An ATS that does not have an in-built video interview tool, competency-based talent assessments and remote proctoring feature, is shallow, to say the least. Also, an ATS needs to be user-friendly, cost and time-efficient for HRs. This would enable seamless execution of the hiring process, right from information gathering to taking data-based selection, all integrated in a single platform.

How useful do you find online talent assessments or video interviews?

Anshul: Talent assessments need to have a remote proctoring feature to give accurate results regarding the candidate's skill proficiency, while video interview tools have to be more feature rich than a video call app. An app that has features like reference competency-based questions, grading system, skill testing methods and remote proctoring to provide a cheat proof result would go a long way in solving all hiring related problems.

What is Structured Hiring?

Adopting a structured and comprehensive hiring process is the first step in positioning a business for success by attracting the right talent. The talent onboarded through such a process would possess the ability to build the company's culture, drive sales and eventually position the organization as a leader in the industry. Failing to establish a structured hiring process yields underperforming employees and exhausts resources, time and money.

Structuring the hiring process means coming up with defined steps that candidates will go through, in order to ensure a thorough and unbiased skill evaluation, in a way that can be duplicated for every candidate applying for that job role; with minimal involvement of HR and hiring

The aim of structured hiring is to establish a standardized process to onboard top talent in a scalable manner.

According to a survey by KellyOCG, **47 per cent** of the organisations believe that the digital adoption has increased the number of applications and improved candidates' satisfaction too.
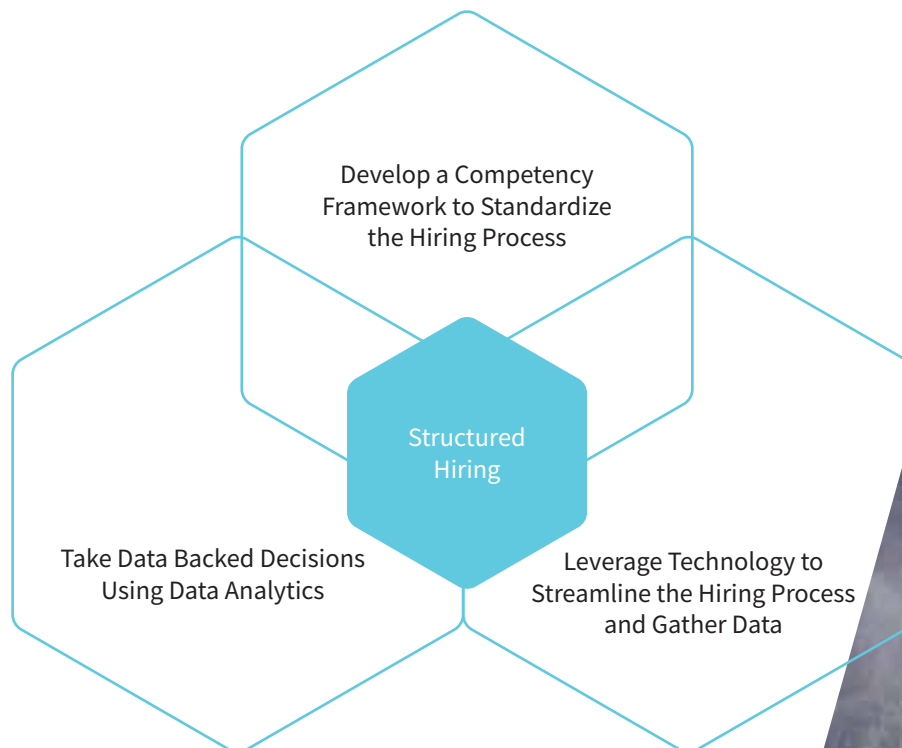
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How to Structure the Hiring Process?

With the help of technology to:

Evaluate

Select

Simplify

Organize

Improve

Technology Tools + Analytics

Source

Schedule

Screen

Assess

Technology Tools + Competency Frameworks
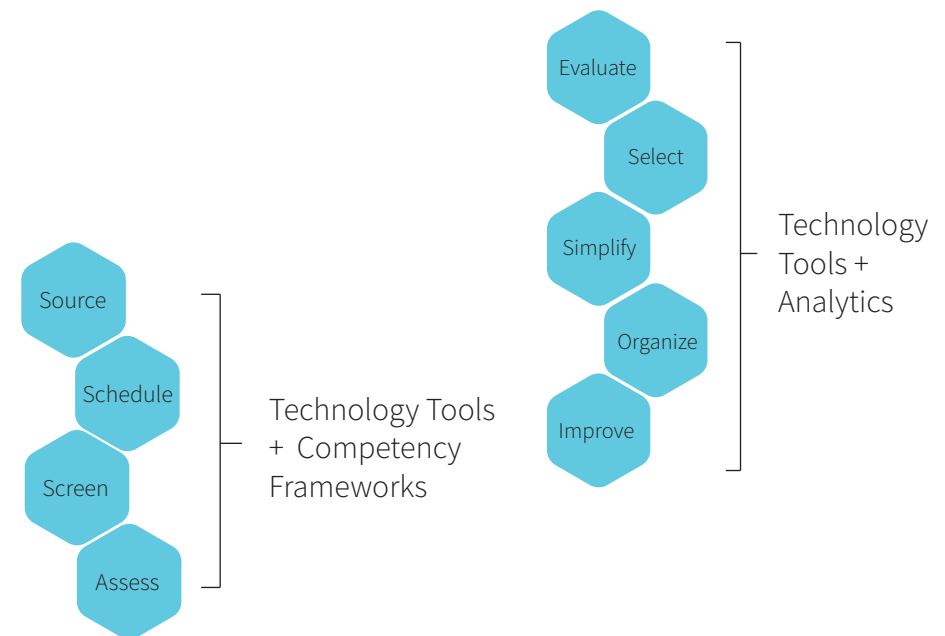
Three Pillars of Structured Hiring

Develop a Competency Framework to Standardize the Hiring Process

Structured Hiring

Take Data Backed Decisions Using Data Analytics

Leverage Technology to Streamline the Hiring Process and Gather Data

Competency Frameworks

A competency is a set of skills, knowledge, abilities, attributes, experience, personality traits and motivators which has a predictive value towards an individual effectively performing in a job. Competency frameworks provide clarification around the behaviors and performance expected at different levels throughout the organization.

Identifying competencies is the backbone of structured hiring. This is so because talent assessments are used to screen candidates based on these competencies. For example, if a job requires the candidate to have high cognitive ability (competency), then the talent assessment that will be used to screen candidates could be cognitive assessments.

Moreover, identifying competencies and creating a competency framework for each job role helps in creation of structured interviews. It helps in predefining the questions that each candidate will be asked to test their skill alignment with the job role during interviews.

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Personality Attributes

Analytical Ability

COMPETENCY FRAMEWORK

Interpersonal Skills

Domain Expertise

Leadership Skills

Technology Tools

For Process Improvement: Recruitment softwares help organizations in tracking the progress of a candidate from sourcing to hiring. They contribute to a structured recruitment and effective task automation which saves both time and money. They serve both as an internal organization tool and a communication point between organization and candidates.

80%

Best-in-class organizations invest or plan to invest in top-ranked recruitment softwares

For Talent Measurement: Online talent assessments, also called pre-employment tests or employment screening tests, are used to help recruiters shortlist candidates who will be an ideal fit for jobs in respective organizations, based on the skill sets they possess. Talent assessments help predict a new hire's on-the-job performance and retainability.

20%

Best-in-class companies now use pre-hiring assessments.

(Aberdeen Group Study

Applicant Hired

Interviews Are Conducted

Job Created

Recruitment Software

Applicants Are Screened

Job Published To Company Website on Job Boards

Job Seekers Apply

For Enabling Structured Interview: **Video Interview Tool** is a dedicated video recruiting software that helps assess a candidate's skills before they are called for a face-to-face interview. It has an in-built video recording, skill testing (simulator) and candidate grading features that a normal video conferencing or video chatting tool does not have.

71% Firms use real-time video interviewing for hiring, while 50% use it for shortlisting candidates. *(Futurestep survey)*

Leverage the **Right Tools** to MeasureCompetencies Precisely

Personality & Behavioral Traits

Cognitive Abilities

Domain & Technical Skills

Holistic Assessment

Structured Interview
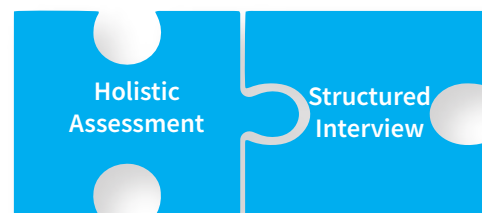
Soft Skill Measurement via Live Video

Domain Knowledge via Simulators

Business Acumen via Whiteboard

Talent Measurement Based on Your Customized Competency Framework

Analytics

There is a lot of data that is collected during the hiring process including applicants' list, information and skill set. This information needs to be analyzed to create the recruiting funnel, that further helps in evaluating applicants objectively. Additionally, information needs to be organized to enable the recruiter to be appraised of all upcoming tasks. Use of analytics during hiring (via ATS, talent assessment and video interview tools) helps in:

1) Candidate Evaluation and Selection

◇ Creation of candidate diagnostic report based on their performance in each talent assessment and interview round.
◇ Shortlisting applicants based on benchmark scores and weightages assigned to each assessment and interview round.
◇ Integration of the results of all hiring rounds to create a candidate integrated report (candidate dossier).

2) Recruiting Funnel Creation:

Use of analytics helps in creation of recruiter's dashboard which informs the recruiter about how many candidates are present at each stage of the hiring process. It also informs the recruiter about how many open and closed positions are there in each job role.
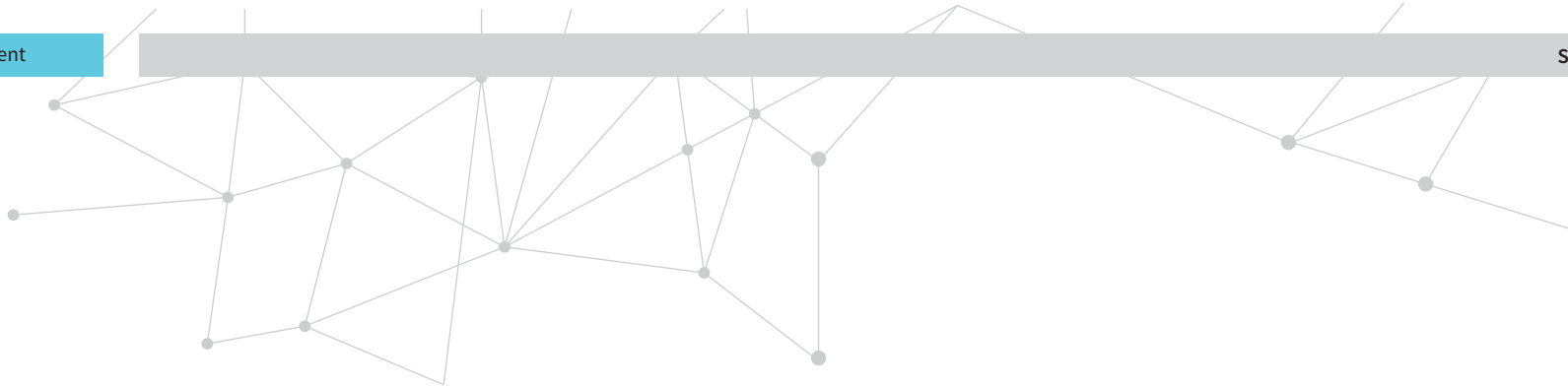
By making use of data collected throughout the funnel, recruiters position themselves to create a better quality talent pool, as well as leverage their existing talent pool in the best possible way. It also helps in continuous process improvement to optimize the hiring process for future

Career Website Visitors — Employment Branding

Applications — Sourcing

Interviews — Candidate Experience

Offers — Candidate Selection

Hires — Insights
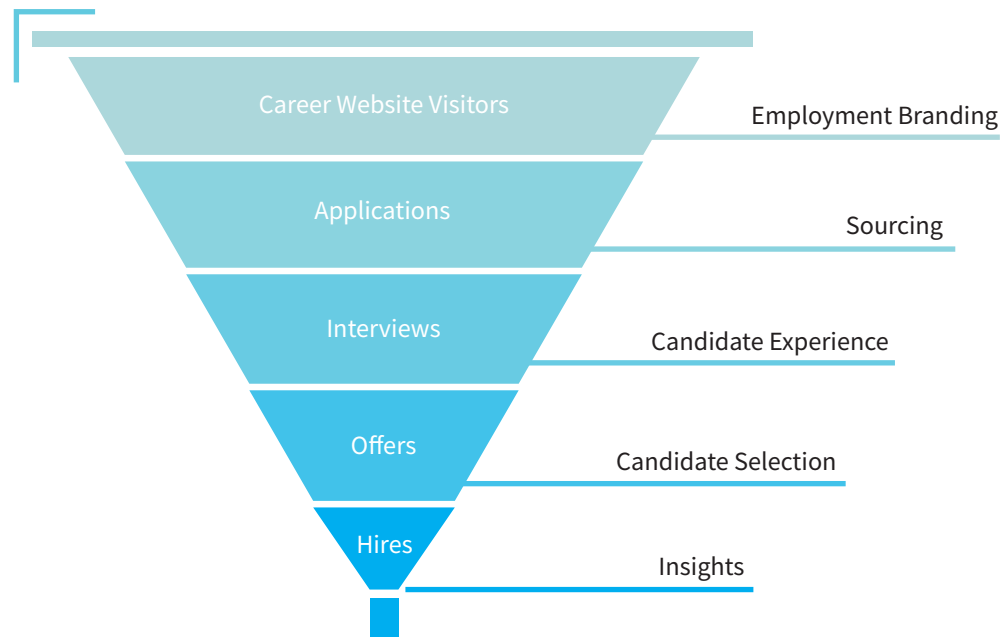
Recruiting Funnel

11% Visitors to Applicants

59 Average Number of Applicants per Open Requisition

12% A   licatio s to I terviewees

17% Interviews to Offers

89% Offers to Hires

0.2% Top-Bottom

43 Average Time to Hire (Days)

Benefits of Structured Hiring

Cost Effectiveness:

◇ **Save logistical cost** by giving the option to carry out the entire hiring process remotely.

◇ **Reduce the workforce required to carry out hiring** by allowing technology to take over major time and effort consuming chunks of the hiring process, such as candidate screening, planning and scheduling.

Faster Process:

◇ **Reduce the hiring process timeline** by eliminating unproductive steps, such as manual screening and constant scheduling and re-scheduling of hiring rounds.

◇ **Enable fast and easy hiring decision making** by basing them on insights backed by data.

Higher Quality Talent:

◇ **Identification of top talent easily** with the help of accurate talent assessment methods.

◇ **Achieving higher candidate conversion rate** by improving the candidate experience during hiring by making it shorter, unbiased, interesting and streamlined.

Reap Multiple Benefits Across Organization

Cost Efficient
Reduce logistical cost
Save interview hours

Higher Quality
Find the ideal candidate
Enhance applicant's experience

Faster Process
Reduce operational work
Make data-backed hiring decisions

Step-by-step Guide to Structure Your Hiring Process

Job Opening Kick Off

Define Competency Frameworks

Define Hiring Process Rounds

Sourcing the Candidate

Implementing the Hiring Process

Analyzing your Hiring Process

Closing a Job Opening
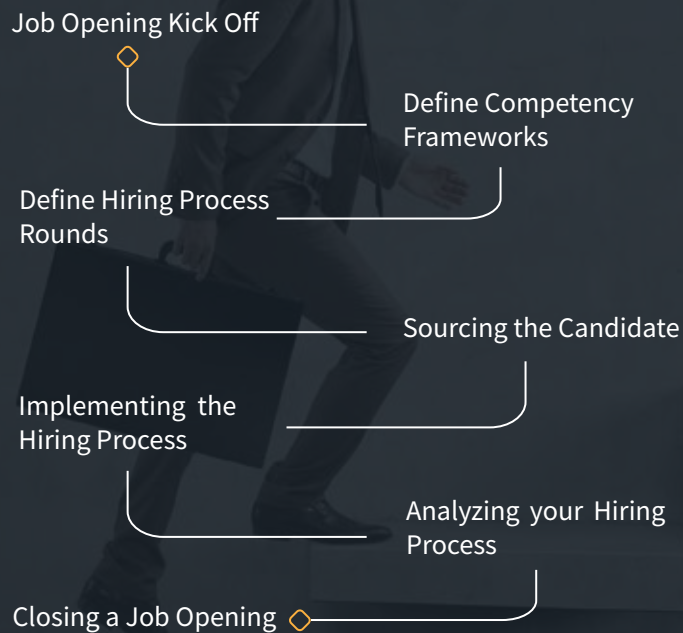
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Job Opening Kick Off

Job Opening Kick Off is the first step in the hiring process. Before a job opening is advertised, there is a lot of background work involved, which includes:

◇ **Creating a job description:** The first step is creating a job description that is short, precise and clearly states what skill sets you are looking for in the candidate and what responsibilities/ KRAs will be a part of the job role. The best way to create a job description is to have a 'ready-to-use' job description template with predefined fields that can be easily customized for any job role.

◇ **Time to hire:** Decide the number of days required to completed the hiring process.

◇ **Budget per hire:** The number and complexity of hiring rounds will be based on the budget allocated for hiring per candidate.

◇ **Salary:** Deciding the salary range and criteria for allocating salary in the given job role.

JOB TITLE: *<Role name>*e.g. Receptionist, Sales assistant

JOBTYPE: *<Type of employment>*e.g. Full-time; Part-time; Casual

LOCATION: *<The physical address that the employee will work at. If the job requires travel, state the primary location>*e.g. Smithton office

SUPERVISOR/MANAGER: *<Who the employee will report to>*e.g. Office Manager; Shift Supervisor

RESPONSIBILITIES:

<Outline duties and responsibilities of the position>
e.g.

- *Coordinate and carry out all office administration including reception, mail, couriers, greeting clients and filing*
- *Maintain a clean and safe workspace, and abide by workplace health and safety policies and procedures*
- *Other tasks as directed*

SKILLS & EXPERIENCE

Qualifications:<What qualifications, licensor education level does the employee need?>
e.g.

- *Diploma or Certificate IV in Business Admin or relevant experience*
- *First aid certificate*

Experience:<What type and how much experience is needed?>
e.g. 3 years previous experience in an similar role/industry

Skills: <List skills needed for the job, including any technical or interpersonal skills>
e.g

- *Intermediate to advanced Microsoft Office skills (Word, Excel, PowerPoint and Outlook)*
- *Excellent verbal and written communication*
- *Organized and able to meet deadlines*

PERFORMANCE GOALS:

<The level of performance you expect from the employee >
e.g.

- *Complete administration tasks on time*
- *Deal with clients, suppliers and other employees professionally at all times*
- *Ensure office is clean and presentable at all times*

Define Competency Frameworks

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.

A competency framework defines 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 them 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 will use it and take ownership of it.

Behavioral Competency Framework

Leadership Skills

Motivating Peers
Developing People
Change Agent
Visionary Perspective
Entrepreneurial Mindset
Influence

Analytical Ability

Attention to Detail
Critical Thinking
Problem Solving
Planning & Organization
Decision Making
Strategic Thinking
Ambiguity Management
Innovative Thinking

Interpersonal Skills

Effective Communication
Active Listening
Teamwork
Networking
Delegation
Establish Trust
Effective Presentation
Negotiation
Empathy
Openness to Diversity
Conflict Management

Personality Attributes

Curiosity
Adaptability
Discipline
Self-Confidence
Optimism
Enthusiasm
Loyalty
Open-Mindedness
Temperamental
Self-Obsession
Accountability
Quality Focus
Resilience
Self-Awareness
Result Orientation
Perseverance
Ambitious
Opportunist
Insensitive
Thrill-Seeking
Proactive
Stress Management
Impulsive

- ■ Entry Level
- ■ Mid-Senior Level
- ■ Senior Level

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Define Hiring Process Rounds

This step involves choosing how many hiring rounds will be there and what selection medium will be used in each round.

WHICH SCREENING TOOL TO USE?
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

◇ **Assessments and Simulators** – The modern methodology clearly demands least of time investment and simultaneously gives the most accurate results.
◇ **Pen and Paper Tests –** Though the methodology gives you an advantage on accuracy, it demands a lot of time.
◇ **Telephonic Interviews –** Even though they take less time, judging the candidate over phone is quite a dicey play. 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.
◇ **Face-to-Face Interviews–** Similar to telephonic interviews, face-to-face interview methodology does not just demand more time, but accuracy becomes a risk-factor.

Accuracy

• Assessments &
Simulators

• Video Interview
Tools

• Pen-& Paper Tests

• Face-to-Face
Interviews

• Telephonic
Interviews

Time Required for Organization Recruitment
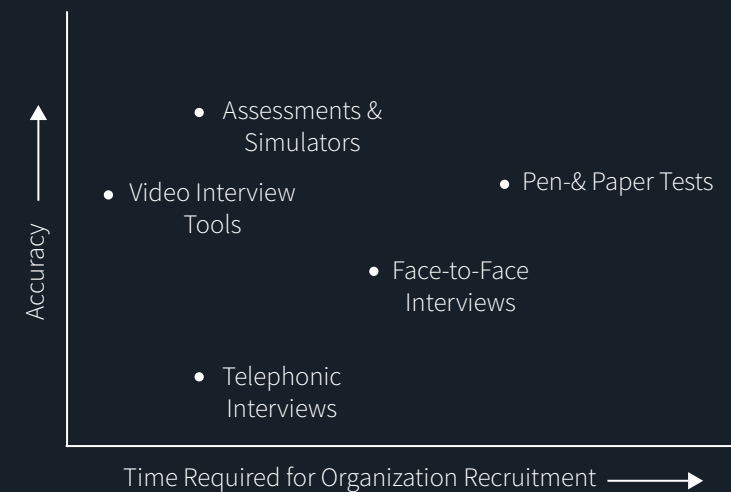
The Recruitment Tool Selection Matrix indicates that modern approach of assessments & simulators and video interview tools not only have an edge over the traditional approaches but also gives better and accurate results.

Sources	Accuracy	Feasibility	
		Entry Level	Senior Level
Written Online Test	�no... 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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BEST PRACTICE

a) Use competency based talent assessments to assess each competency included in the competency framework for a job role. This will be a good predictor of how the candidate will perform on the job.

b) Create a structured interview process which involves standard interview questions (based on competencies needed in the job role) for all candidates being hired for a job role, to ensure unbiased, objective, time saving and accurate skill assessment.

01

Selecting the Best Talent Assessment Provider That Meets All Your Hiring Needs

Here is an example to illustrate the talent assessment selection for hiring a Java Developer:

- ◇ Select talent assessments as per the java developer job role competency framework.
- ◇ Select an assessment provider who can create a customized talent assessment battery that will test if the candidate possess all the skills included in the java developer competency framework.

WHICH ASSESSMENT PROVIDER TO USE?

Making an in-house battery of assessments is expensive and time consuming. Hence, choosing an assessment provider will give you access to a wide array of assessments that can be used to test all the competencies required in different job roles.

Top requirements an assessment provider should fulfill:

- ◇ **Provide a competency framework for each job role** that you intend to use talent assessments for during hiring.
- ◇ **Provide customized assessments** to meet your specific job role needs .

- ◇ **Norm, benchmark and validate the customized assessments** to test their skill assessment accuracy and ability to identify top talent.
- ◇ **Suggest the battery(selection) of assessments** that can be used to assess the candidates on all the competencies required in a particular job role.
- ◇ **Have proctoring feature** to prevent cheating during the assessment process.
- ◇ **Have a use-friendly platform** that can run on all major operating systems, so that the candidate can remotely take assessment in a safe, unbiased and hassle free manner.
- ◇ **Create a diagnostic report summarizing how the candidate performed** in each assessment, identify skill proficiencies, skill gaps and rate the candidate to render accurate and unbiased hiring decision.

02

Creating a Structured Interview Process Using Video Interview Tools

Structured interviews help in standardizing the interview questions to reduce biases and take more objective decisions, by basing the questions on competencies related to the job role.

A structured interview process has:

- ◇ a prettt-defined set of questions based on competencies.
- ◇ benchmark scores for the interview.
- ◇ a system for collecting and passing on candidate feedback.

Video interview tools can help create a structured interview process by providing the following features:

Standardized competency-based questions: The video interview screen has a side section that contains the list of competencies pertaining to the job role and sample questions that can be asked to assess the candidate on those competencies.

Standard grading: The video interview tool allows the interviewer to assign weightages to each competency depending on which competency is more critical. All candidates are graded after each interview round, based on the assigned weightages.

On-the-job skill assessment: The tool has a simulation screen that can be used to assess technical skills by allowing the candidate to execute codes during the interview itself. This allows for practical real time skill assessment.
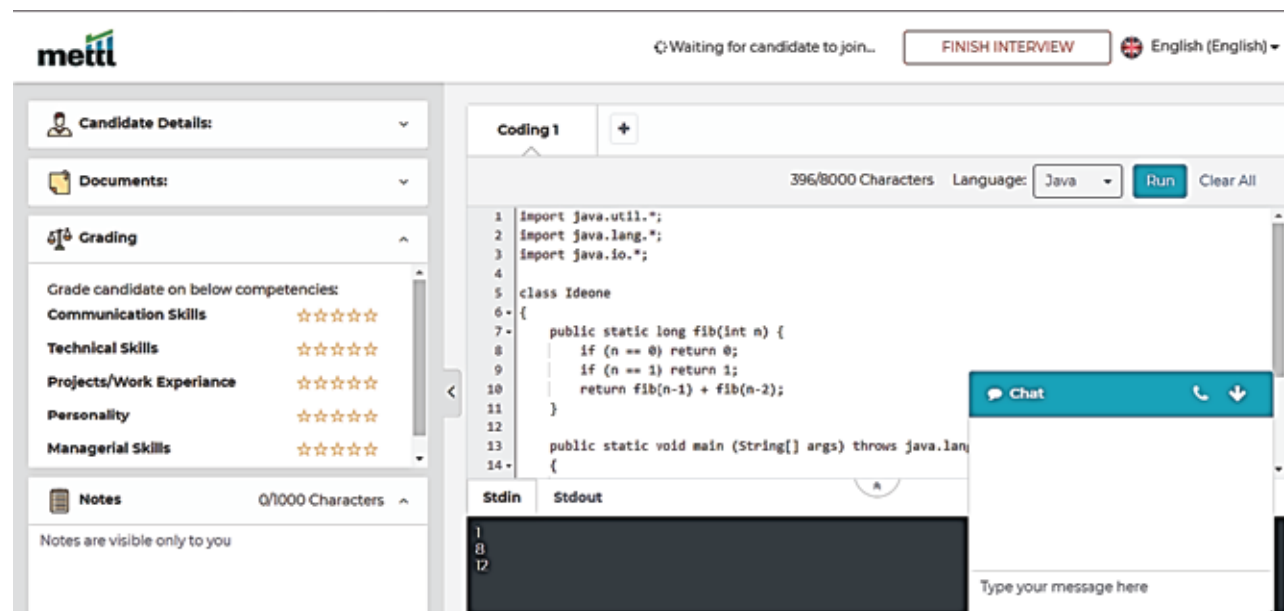
Remote proctoring: The tool has an in-built proctoring feature, which can be set at different levels (very strict, strict, lenient) as per interviewer's discretion to prevent cheating.

Video recording feature: The whole video interview can be recorded and used later to make decisions regarding selection/rejection.

Notepad: The tool has an in-built notepad to allow the interviewer to capture insights regarding candidate behavior, performance, body language and attitude during the interview.

Auto generated diagnostic report: After the interview is over, interviewer can grade candidates on different competencies included in the job role. The tool will integrate grades and interviewer notes to create a candidate diagnostic report and candidate integrated report.

Sourcing the Candidate

Talent sourcing is a method of creating candidate flow, finding, and networking with prospective hires. It aims at converting individuals into job applicants or for providing additional referrals.

Talent sourcing can be done through the following methods:

Recruitment Database: Companies maintain their own recruiting database to source candidates, based on previous applications received and referrals.

Social Media: Nowadays more than 97% of job seekers search for career opportunities online. Using social media is now a popular and effective way of recruiting with 73% of companies successfully hiring candidates in this way.

Online Job Postings: Using job portals to source candidates has been an age old method of sourcing talent. However, it is only effective in tracking active applicants. It does not provide access to database of passive applicant who in most cases, is the top talent and perform well at his current job.
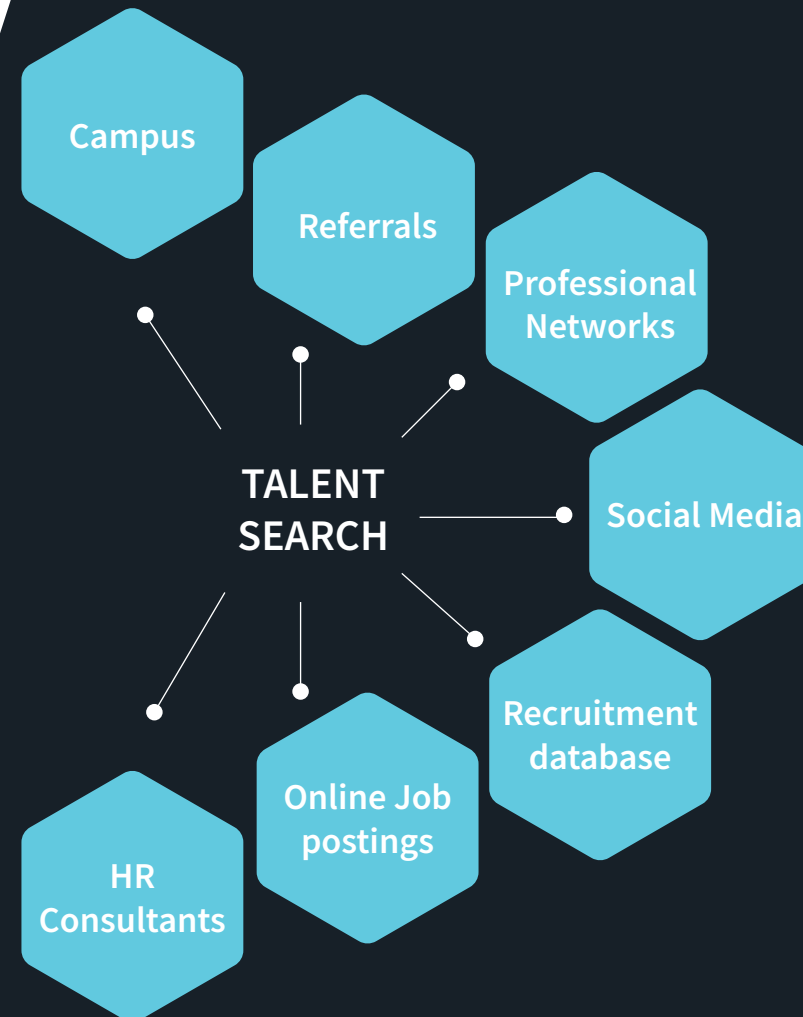
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Referrals: It is considered one of the most effective methods of sourcing talent. Almost all organizations have a referral program with lucrative rewards to urge employees to refer their friends, who in most cases are just as capable and skilled.

Campus: Campus hiring is one of the biggest sources used by recruiters, especially when bulk hiring, although, it cannot be used to source talent all year around.

Professional Networks: Social media platforms like LinkedIn, are gaining popularity, since they are easy and interesting to use and having a very large pool of talent as well as recruiters registered on it.

HR Consultants: Many organizations outsource the candidate sourcing process to third party HR consultants, who provide the company with a relevant pool of candidates based on the job role requirement and eligibility criteria shared with them.

Campus

Referrals

Professional Networks

TALENT SEARCH

Social Media

Recruitment database

Online Job postings

HR Consultants

Implementing the Hiring Process

A hiring process majorly encompasses these three functions:

1) Scheduling of Hiring Rounds: This involves coordinating with the candidate and hiring manager to come up with a common time slot when the interview and other hiring rounds can be scheduled.

2) Evaluation of Candidate Skills: This involves assigning weightages to each hiring round, deciding benchmark scores for each hiring round and overall cutoff grades on which candidate selection will be based.

3) Selection: Taking data backed decision based on candidate integrated report and talent availability in the talent funnel.
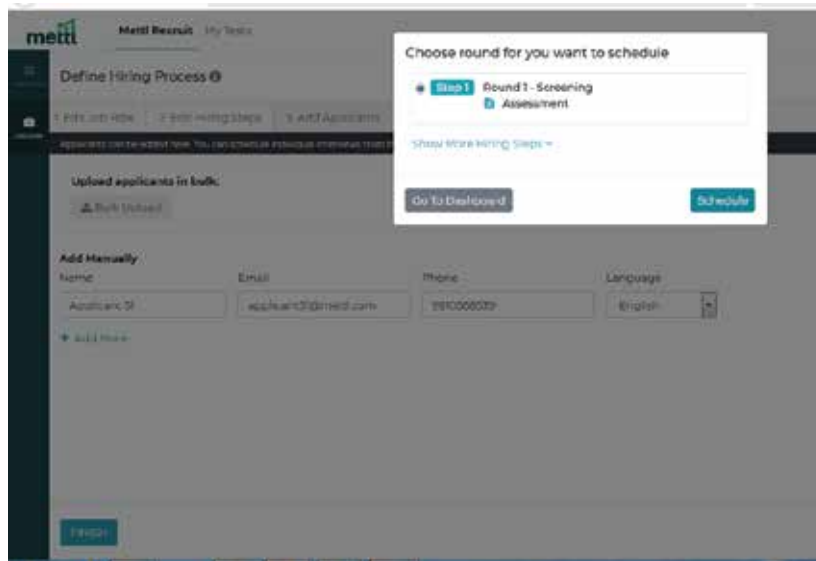
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01

Scheduling of Hiring Rounds

The biggest challenge with scheduling of hiring rounds is coming up with a timeslot that is suitable for both the interviewer and the candidate. HR's spend 40-50% of their daily worktime scheduling and re-scheduling hiring rounds. Difficulties in scheduling and re-scheduling cause wastage of HR's, hiring manager's and candidate's time, contributes to poor candidate experience (leading to decrease in quality of hire), and increases time and cost of hiring.

Best Practice:

◇ **Integrate your recruitment software with video interview tools** to allow for remote interviewing. This will increase the bandwidth of availability for both candidate and the hiring manager as they can take/give the interview from anywhere and at anytime. It will also make re-scheduling an interview or assessment round much less of a hassle.

◇ **Make use of a recruitment software** that provides your HR with:

◇ **Recruiter's dashboard** that helps them keep track of all the hiring process scheduling related tasks in one place and helps them in being more organized

◇ **Bulk scheduling feature** that allows for bulk upload of applicant's list for a job role followed by bulk scheduling of hiring rounds, thereby helping save HR's time and effort.

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Recruiter's dashboard: It provides the HR with information on the number of candidates that are there at different stages of hiring in each job role. Additionally it has a task section that contains the list of tasks that are allocated to the HR and how many of them are due for completion each day. The recruiter can easily have a look at:

◇ All the assessments and interviews that they have to schedule everyday.
◇ Which candidate and hiring manager is due to attend which hiring process and send them reminder mails.
◇ Float offer/rejection letters.
◇ Follow up with candidates and hiring managers about their experience and collect feedback.
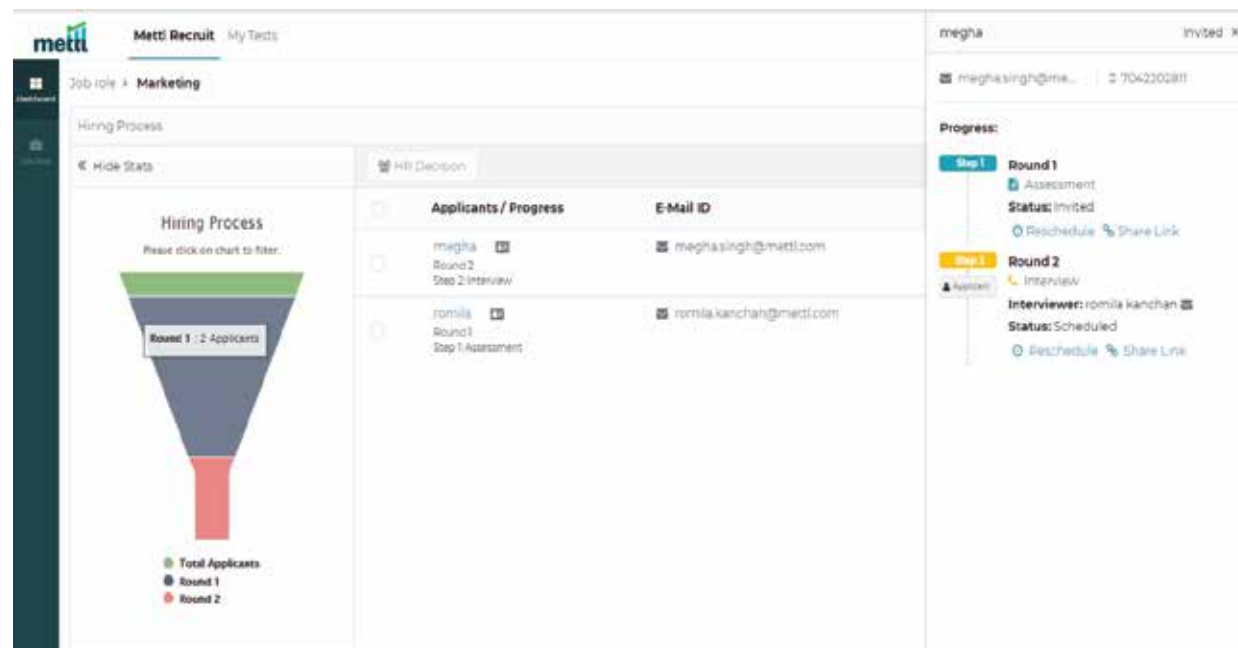
02
Evaluation

Evaluation process consists of collecting performance feedback after candidate assessment/interview.
An objective, unbiased and standardized data driven evaluation method involves:

◇ Setting benchmark scores/weightages for each assessment and interview round

◇ Creating a candidate performance report that has details on how the candidate performed in each hiring round (candidate's proficiency level for each competency being tested in the hiring round, candidate's score based on overall performance in that hiring round)

◇ Weighing the candidate score against the benchmark score to see if the candidate is eligible to move to the next hiring round.

Best Practice: Use of technology tools such as online talent assessments and video interview tools, provides the HR/Hiring manager with an auto-generated **candidate performance report** based on the candidate's performance during the hiring round. This report is either created by the technology tool itself (in case of online talent assessments) or based on the hiring manager feed-back (in case of interviews)

Default

Core Java Developer Assessment

sam
sample@mettl.com

Test Taken on: April 27, 2018 07:02:58 PM IST
Finish State: Normal

Registration Details

Email Address: sample@mettl.com

Last Name: Not filled

Contact No: Not filled

Country: Not filled

First Name: sam

Date of birth: Apr 7, 1995

Gender: Not filled

Overall Assessment Score
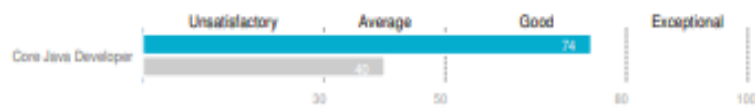
Values shown in above chart are percentages

☐ Unsatisfactory ☐ Average ☐ Good ☐ Exceptional ☐ Benchmark/Group Average

🍃 **Strengths**

Classes Objects and Methods:

Strings and String Methods:

Operators:

🟧 **Areas Of Development**

OOP Concepts:

Collections:

Competency Wise Analysis

	Unsatisfactory	Average	Good	Exceptional
Java Basics				100
Object Oriented Programming		53		
Advanced Libraries				100
Hands-on Programming			70	

Values shown in above chart are percentages

■ Unsatisfactory ■ Average ■ Good ■ Exceptional

Sub-Skill Wise Analysis

	Unsatisfactory	Average	Good	Exceptional
Classes Objects and Methods				100
Strings and String Methods				100
Operators				100
Interfaces and Inheritance				100
Flow of Control				100
Threads				100
Constants Variables and Data Types				100
Multithreaded Programming				100
OOP Concepts	17			
Error and Exception Handling				100
Collections		40		

Values shown in above chart are percentages

■ Unsatisfactory ■ Average ■ Good ■ Exceptional

03

Selection

Once the talent measurement and evaluation has been done, data is collated from the evaluation process. It is then used to make the right talent selection by allowing hiring manager to have a holistic view of how a candidate scores in each competency as compared to other candidates.

Best practice: In order to accomplish this, it is recommended to use a recruitment software that integrates the candidate's scores of all the hiring rounds, and for all the competencies, together in one integrated report –candidate dossier.

Candidate dossier: This is an integrated candidate performance report that contains all the details (assessment performance, interview performance, job suitability, behavioral alignment and skill proficiency and compares it to set benchmarks for the job to decide if the candidate should be hired or not). These diagnostic report is the main document used by recruiters to differentiate between different candidates and take a call regarding hiring or rejecting.

Analyzing your Hiring Process

After the selection has been made, the recruiter is required to take a holistic view of the entire hiring process and figure out the number of closed opening and the vacant ones. They also need to analyze how the hiring process performed, based on certain metrics such as time to hire, cost per hire and quality of hire.

1) Time to Hire: Chosen by 62% recruiters as the top most metric for measuring recruitment success, time to hire is the time taken from sourcing a candidate to onboarding them. According to recent studies, the average time to hire is 42 days (*SHRM, 2016*)

Using a structured hiring process by making use of technology tools will provide an HR with a clear picture of how many days it takes to close an open position and hence, identify the bottlenecks that are contributing to increased time to hire.

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Factors contributing to longer than usual 'time to hire':

Careers Site Conversion: It refers to the percentage of candidates that visit a company's career site page and apply for a job opening from there. According to research career page conversion rates - the number of site visitors who take the next step and become applicants - fell 22% from 2016 (from 11% to 8.6%).
Candidate Response Rate: It refers to the percentage of candidates that respond to a recruiter's email about a job opening. According to recent studies, only 6% of recruiters consistently get response rates of 50% or better.

2) Cost of Hire: refers to the cost incurred by the organization for hiring one candidate (right from sourcing till onboarding). According to recent research by LinkedIn, the average cost of hire in India per candidate is INR 25,500.

Structured hiring can help substantially reduce the cost to hire by automating a lot of processes and hence, save up on manual labor cost incurred by large investment of HR and hiring manager's time in planning and executing the hiring process. It can also lessen the cost incurred during hiring by reducing the candidate drop off rate and increase in offer acceptance rate and retention by improving candidate experience during hiring process.

Cost of hire is dependent on :
Application Drop-off rate: It refers to the percentage of candidates who applied for the job opening, but did not go through with the entire hiring process, by their own choice, without facing rejection. According to statistics 3/4th of the candidates that apply for a job, do not go through the entire process.

Offer Acceptance Rate: It refers to the percentage of candidates who are offered a job and choice to accept. On an average, fresh college graduates have an offer acceptance rate of 68% in 2018, down from 71% in 2017. This shows that candidates have more options to choose from and thus, there is a crunch of skilled talent.

Retention: It refers to the percentage of candidates who stay in the job one year after being hired. According to recent studies, the average employee retention rate is 85-90%.

3) Quality of Hire: is defined by the alignment between the skill sets that the candidate has and those that the organization needs. Quality of hire is determined by the source from which the candidate is sourced and the process by which the candidate is evaluated.

Structured hiring can help in improving the quality of hire by proving an objective data backed candidate evaluation and selection mechanism that identifies top talent accurately.

Quality of hire is impacted by the following factors:

Talent Pipeline Growth: A talent pipeline is a pool of candidates who are ready to fill a position. These can be company employees who are ready for promotion or external candidates (job applicants). Talent pipeline growth refers to increase in the number of candidates available to fill one single job vacancy. Higher the talent pipeline growth, more will be the choice of candidates that the organization will have to choose from, and higher will be the quality of hire

Source of Hire: refers to the medium from which the organization came to know about a candidate's profile and availability. Sources could be social media, job portals, company's career page, referrals, walk-ins, advertisements, HR consultancy etc. According to recent statistics, social media is the biggest source of candidates for most organizations. 94% of hiring experts use social media to find candidates these days and 59% candidates said that they look up for information on the companies on such platforms. Companies such as Ernst & Young and Sodexo are projecting themselves as the best place to work on the social media platforms and also touch base with potential candidates.

Recruiter Performance: It refers to the ability of the recruiter to onboard quality talent in a timely, cost and effort efficient manner. Recruiter performance is based on many metrics such as candidate experience, cost per hire, time per hire, application drop off rate, offer acceptance rate, retention, talent pipeline growth, hiring manager satisfaction, candidate job satisfaction and sourcing channel efficiency.

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By analyzing data that is generated at every stage of the hiring process, organizations can continuously keep track of the metrics that determine a successful hiring process. Furthermore, they help in continuously improving the hiring process by helping in identification of bottlenecks faced during hiring process planning and execution.

Continuously Improve Your Hiring Process With Deep Learning

Customized Competency Framework

Assessment

Structured Competency-wise Score

Interview

Applicant's Performance

Hiring Decision

Correlate applicant's performance with different competency scores to improve your Hiring Decisions

Correlate your hiring decisions with different competency scores to improve your Competency Framework
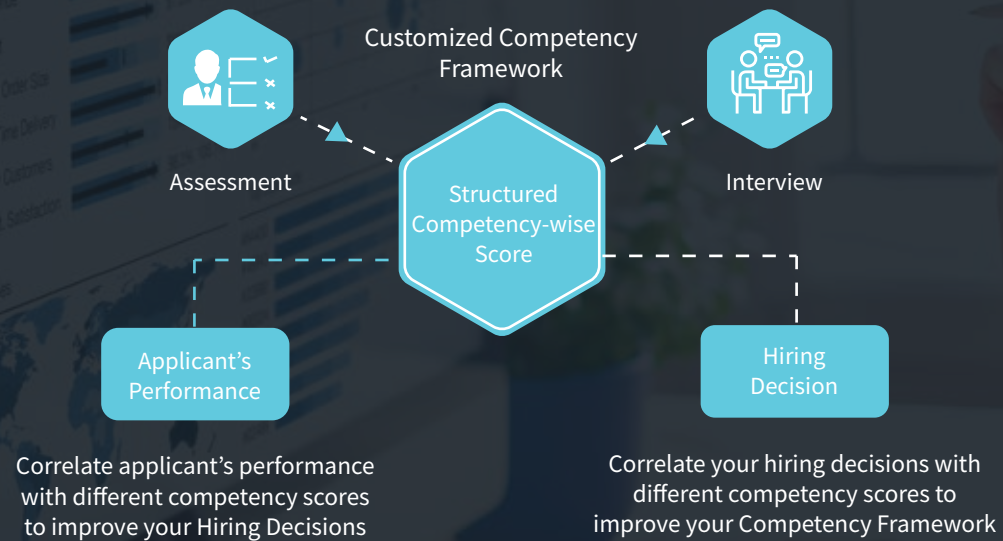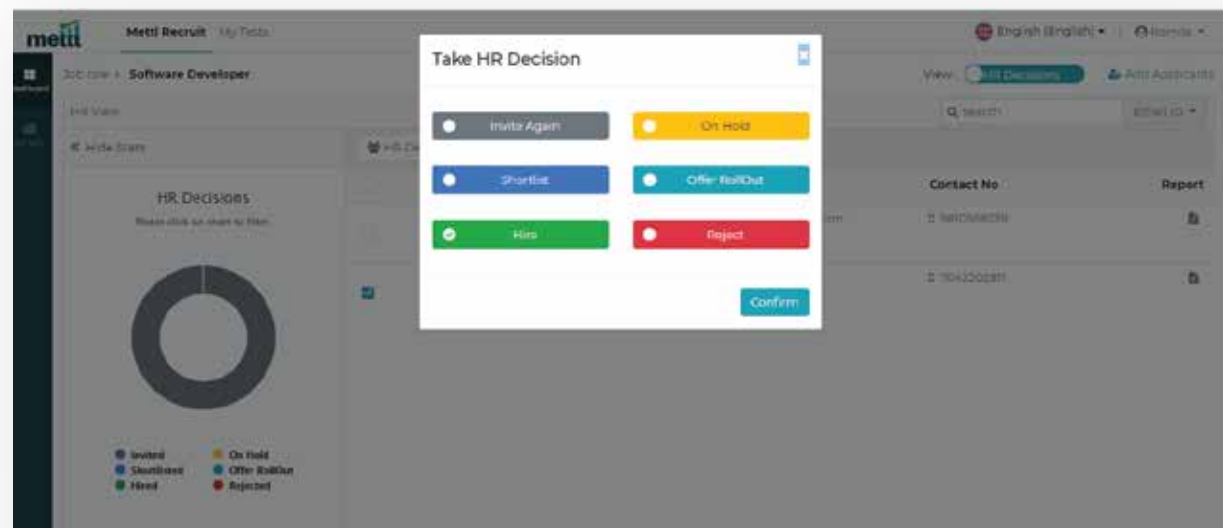
Closing a Job Opening

Closing a job opening involves:
1) Offer roll out to selected candidates
2) Taking account of available talent in the pipeline and open positions in given job roles via recruiter and job-role dashboards
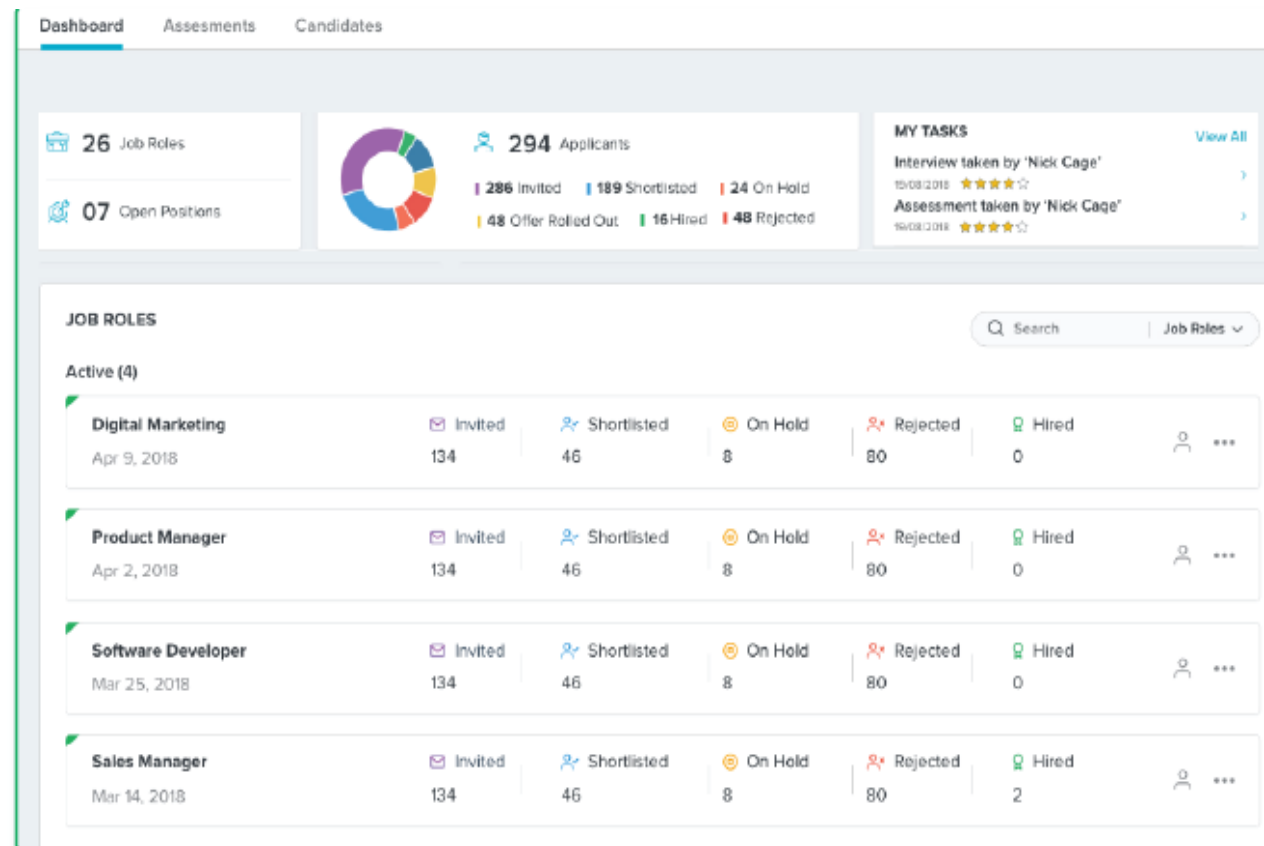3) Restarting the candidate sourcing process in case all positions are not filled

1) Offer roll out to selected candidates

2) Assessing the number of open and closed positions in every job role vis-à-vis the talent available in the pipeline via a job-role dashboard

Job Role Dashboard: It provides a snapshot of all the open and closed positions in a job role. It also provides an overview of how many candidates were invited, shortlisted, put on hold, offered a job, hired and rejected (Talent Pipeline). In the talent context, pipeline is a collection of candidates that are engaged and can be contacted when relevant roles are created. It's 'relationship-centric' hiring at its best.

3) Make the decision of restarting the candidate sourcing process
for a job role(in case all job openings are not filled) or close a job
role by stopping candidate sourcing(if all vacancies are filled).

Job Opening Kick Off

Define Competency Frameworks

Define Hiring Process Rounds

Sourcing the Candidate

Implementing the Hiring Process

Analyzing your Hiring Process

Closing the Opening

All Job opening not filled

All Job opening filled

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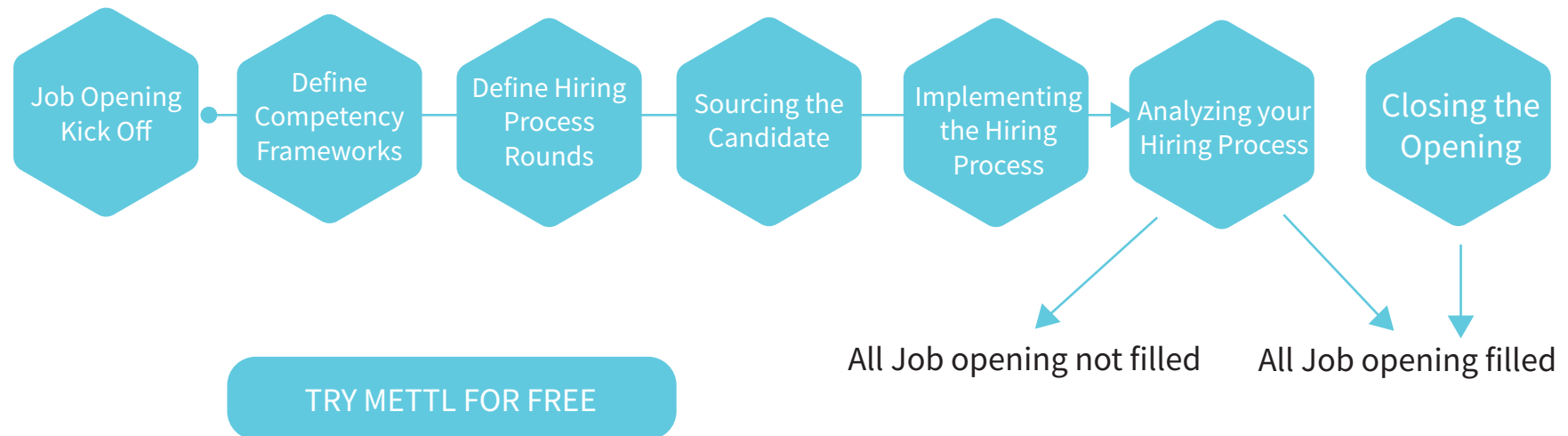
Conclusion

A structured hiring process should be based on a thorough review of knowledge, skills, and abilities required for the position, as well as organizational and cultural fit. By analyzing the hiring needs in depth, organizations can create hiring practices that best fit the requirements of the position.

But most importantly for HRs and hiring managers, creating a structured hiring process makes hiring much easier, less time and cost consuming, especially when it is being used for bulk hiring. This is because, once the hiring process for a job role has been designed, the efforts do not need to be duplicated every time hiring for that job role takes place.

In conclusion, structured hiring helps in two major ways:

1) Improve hiring outcome by accurately identifying top talent with the help of precise talent as sessment tools:

The typical interview process leaves a lot on chance: who performs the interview, which questions are asked, and how the questions are evaluated. You can hope that interviewers ask relevant questions and assess candidates against appropriate criteria, but what would stop them from talking about rock climbing for 45 minutes?

And in case where you have multiple people performing interviews, will you be able to ensure that they evaluate candidates consistently?

Taking a structured approach will help you select for long-term success (not just short-term needs), make evidence based decisions, mitigate interviewer bias, enable consistent candidate evaluation, and reduce redundancy and total interview time

2)Improve experience by standardization of the hiring process

Adding structure to the hiring process creates a better experience for everyone who's involved. Candidates feel like they are being treated with honesty and respect. Recruiters can oversee the process, keep everyone on track, and better predict when to expect the role will be filled. Interviewers know exactly what's expected of them and how to perform their duties. And hiring managers get candidates who meet their criteria and have a much higher chance of success once they begin working.
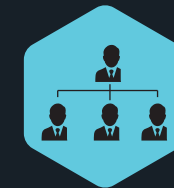
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Two-Pronged Approach to Smarter Hiring

Precise
Talent Measurement

Measure the right skills and competencies to predict on-the-job performance of the applicant more accurately

Structured
Hiring Process

Standardize your hiring process using the platform to save time and cost, and brings uniformity across organization

A Peak Into **Think Tank**

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How Can **Mettl** Help?

Mettl is the leading provider of talent measurement solutions, trusted by more of the 2,000+ clients across the globe. Find out how Mettl can drive growth and help you find the winning team intrinsically or extrinsically.

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Mettl is one of the largest and fastest growing online talent measurement solution providers globally that has been at the fore-front of online assessment technology since its inception in 2010. It enables organizations to build winning teams by taking credible people's decisions across two key areas: Acquisition and Development. More than 1800+ corporates, 24 sector skill councils / government departments and 10+ educational institutions have benefited from our award-winning solutions. Using research-backed assessments, efficient delivery on cloud platform and in-depth analytics, we deliver transformative results for our customers. It creates 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.

Mettl has won various accolades in the recent past - NSDC selected Mettl as one of the 14 companies to drive innovation in the skills area in India while Thomas Friedman has written about Mettl and its technological impact in New York Times.

Additionally, Mettl was awarded the India Emerging 20 Award along with the Michael Porter & IFC-Mint Strategy Award for Technology Enabled Assessments, held annually to recognize and honor the best Indian companies in different niche categories.

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