

Guide: 5 steps to ensure best practice in your recruitment process

Structure your recruitment process in 5 simple steps to minimise bias and increase the likelihood of the new employee succeeding.

Purpose

The purpose is to help you become even better at finding the perfect person for the job. We provide you with specific tools so that you can structure your recruitment process according to the approach we consider best practice.

The aim of the procedure is to minimise bias and thereby ensure that all candidates are assessed on an equal professional basis, so that the final candidate is selected based on how their personal attributes match the requirements of the job - and not the personal attributes we prefer or have ourselves.

Meanwhile, the 5 steps give you a structured process that helps you find the right candidate and gives you insights into how the person will perform on the job.

The 5 steps are:

1. Prioritise competences
2. Create and validate a job profile
3. Use a standardised interview guide based on the job profile
4. Analyse the test result
5. Prepare an onboarding plan

1. Prioritise competences

Together with the people involved in the recruitment process, find the 4-6 competences you believe are the most important for your future employee to have. It is important that the people involved have an in-depth insight into the content and success criteria of the job.

This is often the hiring manager and/or the HR manager. Of course, if there are other employees who have special knowledge of which competences are relevant for the position in question, you can also involve them.

We provide several tools to help prioritise competences. The most important tool is the competence framework. Find inspiration on how to use this in our [competence framework guide](#). If the prioritisation is to take place virtually, we also have an [online competence prioritisation](#).

2. Prepare job profile

Based on the selected competences, it is possible to create a job profile directly in People Test Match.

Once the job profile has been created, it is important to be attentive to whether the selected competences are contrary to one another.

Check the quality of the job profile and possible bias

Once you have created the job profile, you can check the quality of the competence mix by using our [job profile validation tool](#). The tool examines the Match scores of the last 1,000 test persons on the job profile. This allows you to retrieve information about how evenly the Match score is distributed and whether there are any biases in the job profile.

It is important to be aware of the following:

- Is the job profile over or under-inclusive?
It depends on the intended use of the job profile how inclusive it should be. The validation tool provides you with specific advice for the job profile in question.
- What is the job profile's average Match score?
Is used to assess whether a Match score on a test result can be considered high, medium, or low.
- Is there bias any Adverse impact (bias) in the job profile in terms of gender, age, or job level?

If there bias are any biases in terms of gender, age or job level, you should consider adjusting the job profile (depending on the level of bias and purpose of use). If the job profile is not adjusted despite bias, it is important to be aware of this when the candidates' Match scores are evaluated.

Examine the manager's match on the job profile

It is a good idea to compare the job profile against the manager's profile if the manager has completed the analysis.

If the manager and the new employee have the same work tasks, it is an advantage if the manager also gets a relatively high Match score. Conversely, if the work tasks are significantly different, it is worth considering how high a Match score the manager should actually get on the desired profile.

3. Generate a standardised interview guide based on job profile

Based on the job profile, you can now download a question guide, which is standardised based on the competences you have prioritised. This guide provides the opportunity to conduct a structured interview, which links the personality test to the job-relevant competences.

According to Schmidt, Oh & Schafer (2016), which summarises 100 years of research in the field and updates Schmidt & Hunter's legendary study from 1998, the use of structured interviews increases the prediction of job performance, especially when an IQ test is also used.

In addition, a standardised question guide helps to minimise what is called confirmation bias

Be aware of confirmation bias

Confirmation bias is a subconscious tendency to seek out information that confirms our existing perceptions and ignore information that points to the opposite. In a recruitment process, this may mean that certain expectations for a candidate (positive as well as negative) will shape how the candidate is treated and what questions are asked. For example, you may ask too few critical questions of a candidate you expect a lot from. By using a standardised question guide, you ensure that all candidates are asked the same questions - both positive and negative.

4. Analyse the test result

Once the test of the candidate has been completed, the test result must be analysed based on a number of parameters, which are reviewed individually below.

Repeat the test if Credibility is too low

In order to get the most fair assessment and comparison of the candidates, it is essential that the results are as credible as possible. Before the actual assessment and feedback process, it is therefore important to examine the credibility of the analysis results and ask for a retest if the average is below 60.

If the Credibility is also at a low level in the retest, it is probably a trait of the person and not an unreliable result, and then we can relate to it curiously in the feedback and in the evaluation of the candidate.

Comparison of candidates and Match scores

When you compare a test result with a job profile, you automatically get a Match score. By comparing several candidates' Match scores with each other and evaluating them against the job profile's average, you get an opportunity to evaluate candidates horizontally. This method helps eliminate the Halo and Horn effects, which are two closely related biases that can distort our perception of a person. The Halo effect occurs when our general impression ends up affecting the assessment of a person in specific areas. Conversely, the Horn effect is when a very specific attribute ends up tainting our overall impression of a person.

This does not mean you should ignore the insights from the feedback, but it does give you an extra data point that may qualify your decisions.

Anonymise your candidates' test results

Placing the candidates' profiles on top of each other and anonymising them also provides an opportunity to speak neutrally about the candidates while assessing them and their Match scores. Referring to different colours is a good option here, such as the blue, the green, and the yellow.

Comparison of job-relevant competences

Another bias is the so-called contrast effect, which occurs when candidates are compared "vertically", i.e. one at a time. This is typically done in a job interview and by reading the CV and application. However, this method of comparison has the disadvantage that one often unknowingly compares the current candidate with the previous one and thereby compares the candidates more with each other than with the requirements made for the job in the first place.

To avoid this happening, when you handover to the hiring manager make sure you focus on the candidates' *competence match*. Here, the personal profile is divided according to the selected competences. It allows for a horizontal comparison of candidates and removes focus from the attributes that are not considered essential to the position.

Examine the match between candidate and organisation

A much-discussed bias is the so-called similarity effect, which covers the tendency to unconsciously favour a candidate because the person either evokes something in someone that you can relate to in particular - or simply because the person is similar to the decision-maker.

Compare the manager's analysis with the candidates' and talk to the hiring manager about his or her relationship with the individual candidates.

5. Prepare an onboarding plan

Until the candidate is selected, the candidate is constantly assessed based on the job requirements, and assessed in relation to whether the candidate has the competences and personality to match the job.

Once the candidate has been selected, it is important to shift focus onto the whole person - what motivates and drives the employee, so that it can be ensured that the person will both thrive and perform in the job.

We therefore recommend that all the data points of the candidate you choose to hire are reviewed. Rather than just looking at the match to the job, it is now important to also take a broader look at preferred management style and motivational factors as well as the match with the manager and the team.

This allows you to prepare an individualised onboarding plan.

Glossary

What is a job profile?

A job profile is a prioritisation of the attributes that are considered most crucial to success in a job.

What is a Match score?

The match score examines job-person-fit and is a score from 0-100, which is generated based on the relationship between the test result and job profile. The higher the score, the higher the match to job specific criteria.