

# [Checklist]

## How to get started with a fair candidate assessment process

Finding, hiring, and onboarding talent has always been challenging. It's a time-laborious, costly process, and when a hire goes wrong, that failure is felt organisation-wide. Indeed, bad hires typically cost a business €132,200 per employee. Throw in a looming recession and tight labour market, and finding the right talent may seem frustratingly impossible.

Yet the companies who hire right come out on top, with organisations who own an objective recruitment process earning 3.5 times as much revenue as their counterparts and being twice as profitable.

**How can you ensure a great hiring process in place, one that treats all candidates fairly and reduces discrimination?**



### **Step 1: Define the position with key stakeholders**

The only way you will know what criteria to look for when recruiting for a particular position is to consult with key stakeholders. Host a startup meeting to figure out the specific role requirements and responsibilities. It's also important to pinpoint what requirements are necessary for the role itself and which aren't.

#### **Some talking points to consider:**

- Why do you need this person to begin with?
- What will the candidate own?
- What skills should they possess, and how will they grow into the role?
- How will this new hire impact the company?
- How will this new starter interact with the rest of the team?

#### **Tip:**

Avoid being too strict with your list of requirements, as you might exclude a large pool of applicants (research shows that women are less likely to apply for jobs if they feel they need to meet all the requirements).

In particular, challenge whether "years of experience or education" is mandatory. Are you excluding candidates who have the potential to excel in the role but not necessarily the formal qualifications you're after?



## Step 2: Write an inclusive job ad

Challenge what you're putting out there and ask yourself whether you're using inclusive terms. Things to avoid include using jargon or gender-encoded language that may put off certain candidates from applying.

Also, be as specific as possible when listing the actual job requirements and unpack what the candidate would be doing in the role.

### Tip:

Avoid overdoing it with your list of requirements. Being too narrow in scope can prevent even the most qualified candidates from applying. The ultimate goal is to allow potential hires to see a future with you—not scare them away!



## Step 3: Use psychometric assessments to shortlist the best candidates

Source candidates using psychometric assessments and quickly move shortlisted applicants to the interview stage. Research shows how psychometric assessments are incredibly effective in broadening the talent pool, minimising hiring bias, and accurately predicting who will excel in a given role based on their personality traits and logical reasoning abilities.



## Step 4: Run structured interviews

With structured interviews, you ask candidates the same set of questions and measure their responses using a baseline, which is checked against pre-decided criteria. Like this, you minimise bias when picking a candidate and increase the likelihood of making an accurate hire based on these data-fuelled insights. In other words, structured interviews are one of the best predictors of job performance.

### Tip:

Don't overdo it, and run five interviews. Not only is it unnecessary, but it can also harm the candidate experience and, in worse cases, contribute to an uptick in your candidate dropout rates. Instead, hold two structured interviews. The first interview evaluates the candidate's soft skills using situation questions. The second interview is where you do a deep dive and look at the person's readiness and technical skills.



### Step 5: Introduce a relevant case study

The case study must be relevant to the position and highlight the candidate's competencies. The hiring manager leads the case study and assesses it to determine whether the candidate qualifies or not. Sometimes, other team members can also be involved in the case study and help with assessment.



### Step 6: Decide who to hire based on the data

The best candidates are off the market within ten days. Don't leave your candidates hanging for weeks and weeks. Before starting your hiring spree, create a simple decision-making matrix that will help you determine who to go for.

**Next, decide how each step of the process should weigh against others. Once all the results are in, add things to your matrix, and then you should have a data-driven ranking list of your candidates. This helps keep your decision-making informative and structured and, therefore, quicker!**

# €132,200

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employee

