



Fair and Consistent Assessment



Introduction

There are 140 different biases that exist in hiring and the highest proportion of these settle in the assessment and selection phase. 'Gut' feel is very common as a means to assess a candidates' suitability for a role, but it opens to door to bias negatively impacting hiring decisions. A recent study showed the outcome of an interview could be predicted to a high level of accuracy within 15 seconds of the first encounter! Bias can't be removed entirely, but the application of a fair assessment process will greatly reduce its impact, and produce more well-judged decisions as a result.

A company that does not run a fair assessment process is failing to create an even playing field for the candidates. Not only could result in the wrong hire being made and great talent being overlooked, it exposes the company to risk for discriminatory hiring practises.

1. Conduct a thorough job analysis

- Establish the key objectives and challenges of the position
- Outline the accountabilities and central tasks associated with the position
- Use this information to determine what level of technical proficiencies are necessary and which personal qualities are most important to perform the role successfully
- Ensure this is up to date rather than what was done before



2. Make an objective assessment

- Ensure you are basing the job analysis on the current situation, not simply copying what has been used before
- Set realistic expectations against the qualities your looking for – avoid endless wish-lists
- Verify the proficiency levels you are looking for are relevant and valid for the requirements of the position



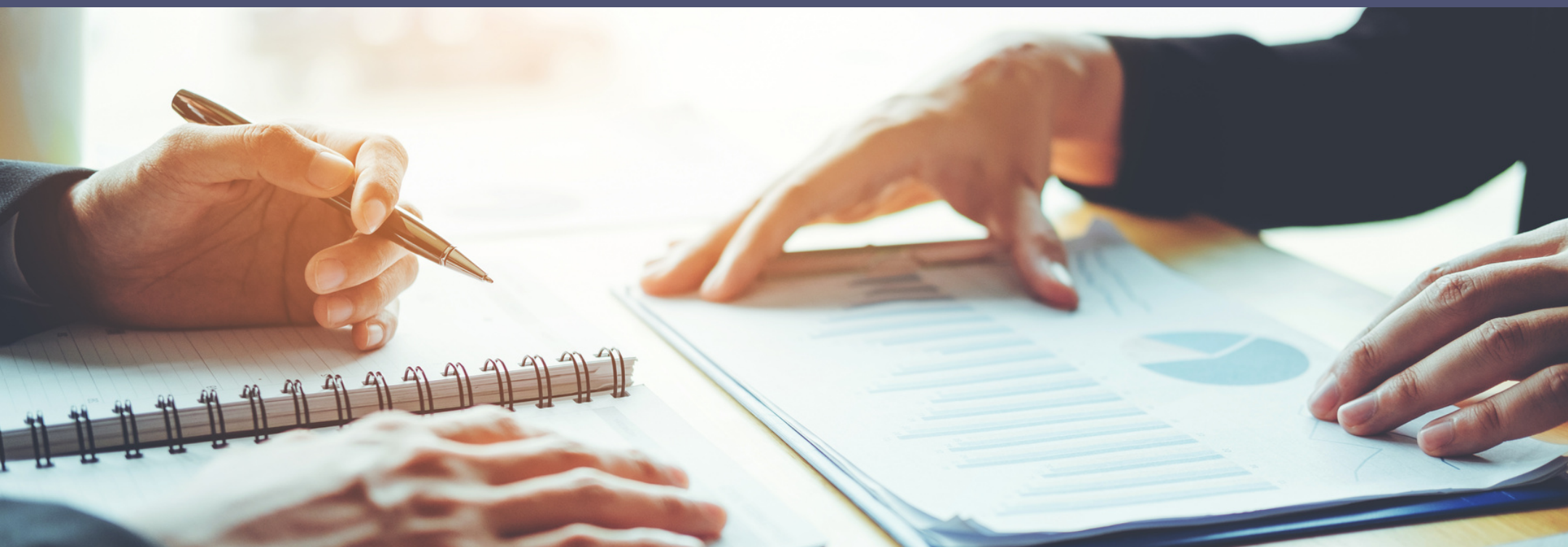
3. Set measurable criteria

- Establish a set of professional or behavioural qualities that can be consistently measured during the course of a selection process or assessment event
- Validate the criteria using past or predictive indicators of success



4. Create a candidate scoring framework

- Use the job analysis and assessment criteria to formulate a robust scoring framework to measure each area technical or behavioural competency
- Ensure any assessors are properly trained or receive adequate guidance to apply the scoring in a fair, consistent and objective manner



5. Keep things consistent

- Try to keep the hiring process and its participants as consistent as possible to ensure all candidates enjoy the same experience.
- Use the same questions and assessments for every candidate
- Keep the physical conditions of an assessment as consistent as possible (e.g. allow the same time, use similar venue)
- Document information gathered during the interview and apply scores immediately or shortly after the interview when your memory is fresh.



6. Apply objectivity

- Gather and record information as fully as possible (record video interviews or agree to switch roles between note taking and interviewing)
- Centre your judgements based on facts and data gathered during the process, not from hearsay, previous experience, assumptions or intuition
- Where possible use a diverse selection panel to reduce the potential for bias and increase the objectivity of decision making
- Apply scores objectively and consistently, and where possible discuss with co-assessors to validate this





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