**Evaluate relevant human resource management strategies to select appropriately skilled people to fill open positions in an organization.**

Let’s face it: finding and selecting a candidate for a job isn’t as cut and dried as it may initially seem. You don’t just look up and down the list of candidates and say, “Hmm, that person will do just fine.”

Instead, you have to go through numerous steps to get to the final stage of the employee selection process, right from [building a hiring plan](https://www.workable.com/hiring-plan), drafting a job announcement, [conducting interviews](https://www.workable.com/evaluate-and-collaborate), running background checks, and sending the final offer letter, among many other steps along the way.

Here are some steps in the selection process for hiring employees and how to best go through each-if you’re interested in specific employee selection process steps.

**Contents**

1. Application
2. [Assessment test](https://resources.workable.com/tutorial/employee-selection-process#4-assessment-test)
3. [In-person interviewing](https://resources.workable.com/tutorial/employee-selection-process#5-in-person-interviewing)
4. [Background checks](https://resources.workable.com/tutorial/employee-selection-process#6-background-checks)
5. [Reference checks](https://resources.workable.com/tutorial/employee-selection-process#7-reference-checks)

## Application

The application phase in the selection process is sometimes seen as passive from the hiring team side – you just wait for candidates to respond to your job ad. However, applications can and should be selection tools, helping you sort candidates as qualified or unqualified.

How can you do this? There are two options to get started: qualifying questions and gamification.

### Qualifying questions

If you’re using software to build your application forms, using qualifying questions at the beginning of your selection process should be easy. You can add two or three questions relevant to the position. The candidates must answer these questions in order to apply. **For example:**

* Briefly describe your experience with Excel.
* What’s the difference between content marketing and journalism?
* Can you legally work in the UK?

Some of these questions could require simple yes/no answers with the wrong answer automatically disqualifying a candidate – this is something that can also easily be done via recruitment software. Of course, automatic disqualification should be reserved only for absolute must-have skills. For example, if you’re looking for a senior designer, a disqualifying question could be “Do you have 5+ years of design experience?”

#### Help candidates complete your applications

Of course, you want candidates who start completing your forms to actually go all the way and submit their application. Yet, so [many candidates abandon applications](https://www.hrmagazine.co.uk/article-details/candidates-abandon-job-applications-after-15-minutes) because it takes too long to complete them or they’re too complicated**. To avoid this, here are a few things you can do to streamline this part of the selection process:**

* Keep qualifying questions to a minimum and make sure they don’t require complex or long answers.
* Try applying to one of your open roles; that’s how you’ll be able to spot glitches, hurdles or lengthy applications.
* Test your application forms’ (and [careers page’s](https://resources.workable.com/blog/best-careers-pages)) mobile version. Many people apply via mobile so it needs to work well.

To see whether there’s an issue with your application forms, you could also [track your application abandonment rate](https://resources.workable.com/tutorial/faq-candidate-experience-metrics). Ideally, you’d like it to be close to 0%, so the higher that number is, the more improvements your applications need.

**2. Assessment test**

**These assessments can take place in a multitude of forms in the selection process:**

* An in-person audition for an acting position, a sales job where you request the candidate to pitch you a product, or a kitchen position where you ask them to cook something for you on the spot.
* A written or online test to test for aptitude, personality, intelligence, etc.
* A practical skills test to determine a candidate’s typing speed, data entry capabilities, memory, etc.

It should be noted that personality- and culture-based assessment tests are [often debated](https://resources.workable.com/tutorial/pre-employment-testing) as to their applicability in determining the success of a candidate in a certain job.

However, practical skills assessments are a powerful tool to determine whether a candidate is indeed able to do a job well as they’ve claimed in previous stages of the employee selection process.

### Navigate the assessment stage effectively

Timing is a consideration. You want to give candidates enough time to complete the assessment – for instance, give them 3-5 business days to complete a short test. Stay close to realistic goals that you might expect of them if they were working in your company; don’t ask them to complete a complex project in a 24-hour span, but don’t give them 20 days either.

Communication is key. Explain clearly to candidates the scope and purpose of the assessment, so they understand fully why you’re doing it. You don’t want them thinking you’re asking free work of them.

In many cases in this phase of the selection process, you aren’t just looking at a candidate’s ability to do the task at hand; you’re also looking at the way they communicate themselves leading up to, during, and after the assessment. You’ll also want to look at the way they approach the assessment, especially when it comes to creative projects such as in development and design which often require some collaboration and planning.

A follow-up interview – separate from other interviews – dedicated to this particular assessment can shed valuable insight on how candidates worked on the project and their takeaways and learning’s from it.

It’s important to note the many variables associated with an assessment. It’s not necessarily enough that a candidate is able to perform the task with flying colors or seemingly unlimited creativity. You’re looking at all the ways in which they’ve gone into it; perhaps a junior developer has not completed a technical test perfectly but demonstrated great intangibles in the “good” questions they’ve asked of you or in their receptiveness to feedback and a willingness to grow and learn.

Or, perhaps a senior designer didn’t do exactly what was asked of them, but “bent the rules” a little bit and turned out an even better product in the end; and what’s more, they talked to you about their idea before going ahead and doing it.

**Benefits**: Assessments provide direct evidence of candidates' abilities and help identify the most proficient candidates.

**Challenges**: Designing valid and reliable skills tests can be complex, and candidates might feel that assessments are not representative of real job responsibilities.

[**3. In-person interviewing**](https://resources.workable.com/tutorial/employee-selection-process#5-in-person-interviewing)

A [good interview](https://resources.workable.com/blog/worst-interviewer) will help you make better hiring decisions, as you will objectively evaluate and compare candidates’ potential. But there’s more to do than the actual interview. You need to prepare yourself and the entire hiring team to make sure you ask all the right questions. More specifically, you should prepare:

* **A list of job-related questions** that assess how well candidates can manage regular job duties.
* **Cultural fit questions** that will help you pick these candidates who are more likely to thrive in your work environment
* **Schedule interviews at least two or three business days in advance;** Surely, if you’ve found the perfect candidate or if you’re in a rush to close an open role, you want to speed up the process. But, calling candidates to ask them to meet on the same or next day could send the wrong message and make you look desperate. Besides, candidates might be working elsewhere, so they need to adjust their schedule. They also need some time to prepare themselves for the interview
* **Provide candidates all necessary information.** This includes: The exact day and time of the interview, The address of your office , Any other details that candidates might find useful( such as what they need to bring with them).
* **Offer candidates a few alternative days for the interview;** Busy schedules and multiple interviews and interviewers can make the interview scheduling process very complicated. To save time and avoid back-and-forth emails or double-bookings, let candidates pick the most convenient day and time. You could either [share via email your availability](https://resources.workable.com/interview-availability-email-template)

**Benefits:** Structured interviews reduce interviewer bias and provide a standardized way of evaluating candidates' skills, ensuring fair comparisons.

**Challenges:** It can be time-consuming to develop and refine a set of effective interview questions. Additionally, candidates may still provide rehearsed answers.

## 4. Background checks

## It reassure you that your finalists are reliable and don’t pose risks to your company. For example, employers may conduct pre-employment checks to make sure candidates have told the truth in their resumes or don’t currently do illicit drugs. In fact, there are several types of background checks including:

* Criminal records
* Credit reports
* Driving records
* Verification reports (e.g. identity, education, work history, social security number, national insurance number, etc.)
* Drug tests

These checks are most useful in the selection process when there’s high risk involved in employing someone unsuitable in a particular job. For example, you probably wouldn’t want a convicted sex offender working at a nursing home or someone with bad credit handling your company’s finances; current drug users would be a huge safety risk as machine operators and professional drivers with extensive drunk driving records would probably not make the best hires. And so on.

## 5.Reference checks

In the final stages of the selection process, you might want to get some references for your best candidates. This way, you’ll get feedback about their performance from people they’ve actually worked with in the past, such as former managers, former colleagues or business partners and clients.

You could [ask candidates to provide contact details](https://resources.workable.com/asking-candidates-for-references-email-template) from former employers and coworkers. Or, you can reach out directly to people you know they used to work with. In any case, when [requesting references for a candidate](https://resources.workable.com/requesting-reference-for-new-employee), it’s best to initially send an email to introduce yourself and explain why you want this information. This way, you can schedule a call where you’ll discuss in more detail.

**During reference checks, you will:**

* Confirm what candidates have already told you (e.g about time of employment and previous job responsibilities)
* Learn how candidates use their skills on the job
* Discover potential weaknesses or lack of practical experience
* Understand how candidates behave in the work environment (e.g. if they’re punctual, if they receive feedback well, etc.)

While getting references, keep an eye out for red flags. For example, it’s not a good sign when you notice discrepancies between what the candidate mentioned during the interviews and what their former employer told you. You should also consider any negative feedback you get that shows that candidates aren’t as skilled or as reliable as they seem.

**Benefits:** Reference checks provide external validation of candidates' skills and can uncover any discrepancies in their qualifications.

**Challenges**: Some organizations have policies that limit the information they can share during reference checks, and references might not always provide candid feedback.

Once you’ve taken everything you learned in the selection process into account, from your own candidate evaluation to background and reference checks, you’re ready to make your hiring decision.

**Conclusion**:

In conclusion, when implementing these HRM strategies, organizations must consider various factors such as legal compliance, diversity and inclusion, and candidate experience. In addition to evaluating candidates' skills, organizations should ensure that their hiring process is unbiased and transparent.

Selecting the right strategy or combination of strategies depends on the organization's industry, size, culture, and the specific roles they are hiring for. An effective selection process not only leads to skilled employees but also contributes to a positive work environment, improved employee retention, and overall organizational success. While each strategy has its benefits and challenges, the ultimate goal is to find individuals whose skills align with the organization's objectives and contribute to its growth and success.