

1. Introduction

We have highlighted some of the most popular selection methods we currently see employers using, for both their shortlisting and selection processes. Each method has its own set of benefits and considerations, and we recognise the importance of having a recruitment process which suits every business individually. Please contact one of our Employability team to discuss these different options in further depth and find out what would work best for your business.

2. CV and Cover Letter

The CV and cover letter are still commonly used as forms of the selection process for many employers. It allows the candidate to tailor their experience to a specific role and highlight any relevant qualifications, technical skills, and experience. Cover letters enable candidates to demonstrate (and employers to see) not just their personal career and development journey, but how that experience can be woven into a specific role to add value. However, this form of selection process is detailed -oriented by nature and might make recruitment processes longer and more unmanageable for roles where there is a high volume of applicants.

2.1 Considerations

Consider the potential for unconscious bias when reviewing CVs. If a CV is necessary for a role, you might want to consider removing any protected characteristics before reviewing the CVs and following a blind recruitment approach.

2.2 Benefits

- Demonstrates attention to detail
- Showcases their education, work experience and skills
- It can demonstrate their personality and career interests

3. Online application/ application forms

Many businesses have moved towards online application forms or applicant tracking systems (ATS). The benefit of using an application form from the organisation's perspective is that it ensures that the same information is gained from all candidates, which helps to achieve a level of consistency in the short -listing process. An ATS also allows for key -word searches and filtering of candidates based on technical skill set and/or qualifications.

3.1 Considerations

An ATS can be a lengthy process for a candidate, so if used, they should only address the key areas such as essential qualifications and technical skills to allow shortlisting to take place. There are also costs associated with adopting this kind of system, and will require the use of an external provider to embed the technology into your process.

3.2 Benefits

- Makes application comparison easier
- Improves consistency and makes sure you receive all required data
- More convenient for applicants to complete
- Reduced manual administration in collating and processing applications

4. Video CV

The Video CV is becoming increasingly popular, especially where presentation skills and creativity are important as they provide businesses personal examples of the candidate's communication skills, confidence and personality. This might not be suitable for all employers, however, its proven to be an effective way for many businesses in their recruitment and selection strategy.

4.1 Considerations

Not all candidates will feel comfortable doing it so something to be mindful of. It is more suited to commercial roles such as sales, operations and account management.

4.2 Benefits

- Demonstrates verbal communication skills
- Illustrates creativity
- Provides more insight to personality

5. Psychometric testing

There is a vast range of psychometric tests available for assessing candidates' situational judgement, verbal and listening skills, and even exploring their personality type and cultural fit. When used correctly, these tests have been proven to support the recruitment process, and many employers have even introduced gamification so they can test candidates' flexibility and intuition. However, these methods can be costly and need to be reviewed by trained professionals.

5.1 Considerations

The tests can put some candidates at a disadvantage if they get nervous, have specific requirements, or lack of practice/experience in psychometric testing routes. If you do use them, be sure to advise on the tests beforehand so they know what to expect and have the opportunity to practice, raise queries or request adjustments if required.

5.2 Benefits

- Highlight development opportunities

- Show good cultural fit
- Show suitability for the role
- Reduces bias and increases objectivity

6. Face to face interview

Face-to-face interviews are still a popular method of selection. Structured interviews with clear competency and strength-based questions are more reliable. You should try and make the interviewee feel at ease and comfortable. During the interviews, ask all candidates the same questions in the same order and score responses according to the objective criteria. This makes responses comparable and makes it less likely that decisions will be based on personal biases.

It is recommended that whenever possible to conduct video remote (video/call) interviews as this will reduce time spent, carbon emissions and you will be more likely to have more candidates attend when living further away.

6.1 Considerations

Ensure you have a diverse and consistent interview panel with a clear understanding of the assessment criteria to avoid bias.

6.2 Benefits

- Candidates will most likely be familiar with this approach, putting them at ease and potentially improving performance
- Allows candidates to more easily build rapport with the interviewer(s)
- Avoids technology issues such as poor connectivity or inadequate technology equipment
- Reduces 'background bias' - candidates being judged by their virtual surroundings

7. Video / phone interview

Video and phone interviews are a popular screening process for applicants that are not based in the physical location. The method is becoming extremely popular as we see increased businesses begin to favour remote working. Both video and phone interviews are suitable selection methods if you want to test communication, presenting, influencing and commercial awareness skills, just as you would in a traditional interview setting. It can help with social mobility as candidates can still take part if the cost of travelling to employer's location might stop them interviewing. It also opens the door to international candidates. Video interviews can take two formats: a pre-recorded set of questions and answers that employers review later, or live video interviews. You will need to use the right one based on your business needs and internal timeframes. More informal initial phone calls and coffee meetups can be great for SMEs and/or local employers to straight away determine culture fit

and communication skills, whilst also humanising the experience for both candidate and employer.

7.1 Considerations

A video interview can be a potentially daunting prospect for a candidate, so make sure you keep this in mind as you conduct the interview. Structured questions will also ensure you get the most out of the candidate, the same way you would in a traditional interview setting.

7.2 Benefits

- Reduce fuel consumption – this will have a positive impact on both your business and the candidates carbon footprint
- Save on travel costs
- Encourages more people to attend the interview, especially if they are not local as they will not have to arrange and pay for accommodation and travel
- Conserves time
- Encourages less paper usage – this will also have a positive impact on your carbon footprint and waste reduction

8. Work-based task

Work -based tasks can be useful to assess the candidate's ability for the role. They should have a realistic time frame and focus on work that the candidate should be able to do as part of their role. These types of tasks can test technical and digital skills as well as analytical, time management and organisational skills, leaving only a few things to be determined at interview, such as communication skills and culture fit. This is an excellent selection method to incorporate for shortlisting purposes, and if you have limited time and/or resources for interviews. Examples would be analysing data from an excel spreadsheet and producing some conclusions, writing lines of code, creating a piece of artwork from a brief, creating a communications plan for a marketing campaign, completing a technical drawing using specific software.

8.1 Considerations

Be sure to allow them enough time to complete the task and notice in advance that they will be doing it as it may well take them longer than normal under such circumstances

8.2 Benefits

- Demonstrate ability to do a task relevant to the role in mind
- Saves time

9. Group assessment / assessment centres

Assessment centres can take place over a day (or more) and include a combination of selection methods such as group and individual tasks, presentations, and interviews. These are useful if you have volume recruitment and need to shortlist. An assessment centre can be a good opportunity to include group tasks where you can review candidates' team working ability, flexibility, leadership, and communication skills. They are also beneficial if you are recruiting for multiple positions of the same role.

9.1 Consideration

Group assessments and assessment centres can be resource -heavy and you will need to have clear assessment criteria for each task. Consider how you can deliver these remotely to reduce yours and the candidates carbon footprint.

9.2 Benefits

- Opportunity to use a broader range of selection methods
- Saves time when hiring multiple roles
- Helps create a talent pipeline for the future and increase your brand awareness
- See the candidates in action

10. Presentations

You might consider using a presentation as a selection method if you know the role will include pitching to clients, influencing and negotiating, the ability to demonstrate commercial awareness or an element of creativity. You can assess both the content and presenting skills or just get a clear understanding of how they communicate and present themselves.

10.1 Considerations

Make you allow enough time for them to prepare the presentation and provide them with a clear brief and preferred format.

10.2 Benefits

- Demonstrates their ability to engage with an audience
- Ability to follow a brief
- Organisation skills and presentation skills
- Communication style

11. Portfolio review

If you are looking for candidates who need to demonstrate creativity, such as photography, design, and technical drawing skills, this cannot come through a CV. Increased employers are asking students to submit a portfolio of their creative work and recent projects so they can review and explore further at interview stage.

11.1 Considerations

It is better to be able to see the portfolio before or during the interview so you can ask questions and give them the opportunity to discuss their work. Be aware that students who may have not done formal work experience before may be more limited in their portfolio.

11.2 Benefits

- Something tangible to discuss at interview
- Demonstrates their abilities