

# Selection methods

We have highlighted some of the most popular selection methods we currently see employers using, for both their shortlisting and recruitment 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 get in touch with one of our Employability team to discuss these different options in further depth and find out what would work best for your business.

## CV and Cover Letter

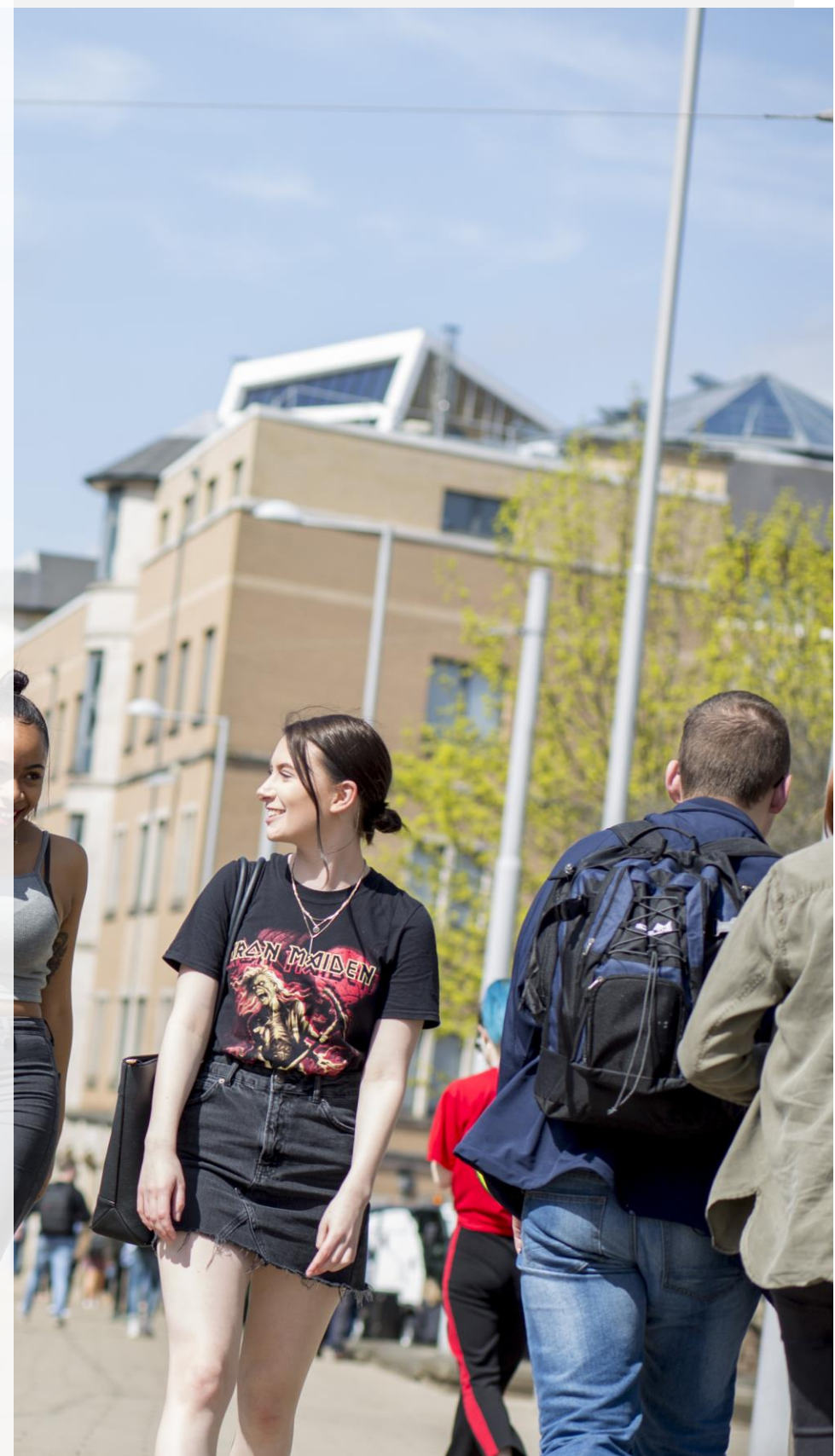
The CV and cover letter remain primary forms of the selection process for many employers. It allows the candidate to tailor their experience to a specific role and highlight any relevant qualifications, technical skills, and experience. Cover letters enable candidates to demonstrate (and employers to 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.

**Considerations:** You might also want to consider the potential for unconscious bias when reviewing CVs, such as gender, race, and education background. If a CV is necessary for a specialised role, you might want to consider removing any protected characteristics before reviewing the CVs.

## 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.

**Considerations:** An ATS can be a lengthy process for a candidate, so if used, they should only address the really important areas such as essential qualifications and technical skills to allow shortlisting to take place.





# Selection methods

# Employability

## Traditional interview

Face-to-face interviews are still one of the most popular methods 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.

**Recommended:** Ensure you have a diverse interview panel with a clear understanding of the assessment criteria to avoid bias.

## 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 very popular as we see more and more businesses begin to favour remote-working. Both video and phone interviews are good 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.

**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.

## 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 a great 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 coming up with 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...





# Selection methods

# Employability

## 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.

**Considerations:** Group assessments and assessment centres can be resource-heavy and you will need to have clear assessment criteria for each task.

## 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.

## 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. More and more 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.

## 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. The tests can put some candidates at a disadvantage if they get nervous, have special requirements, or lack of practice/experience in psychometric testing routes.

**Considerations:** Are you really testing the candidate, or the candidate's ability to undergo psychometric tests?

