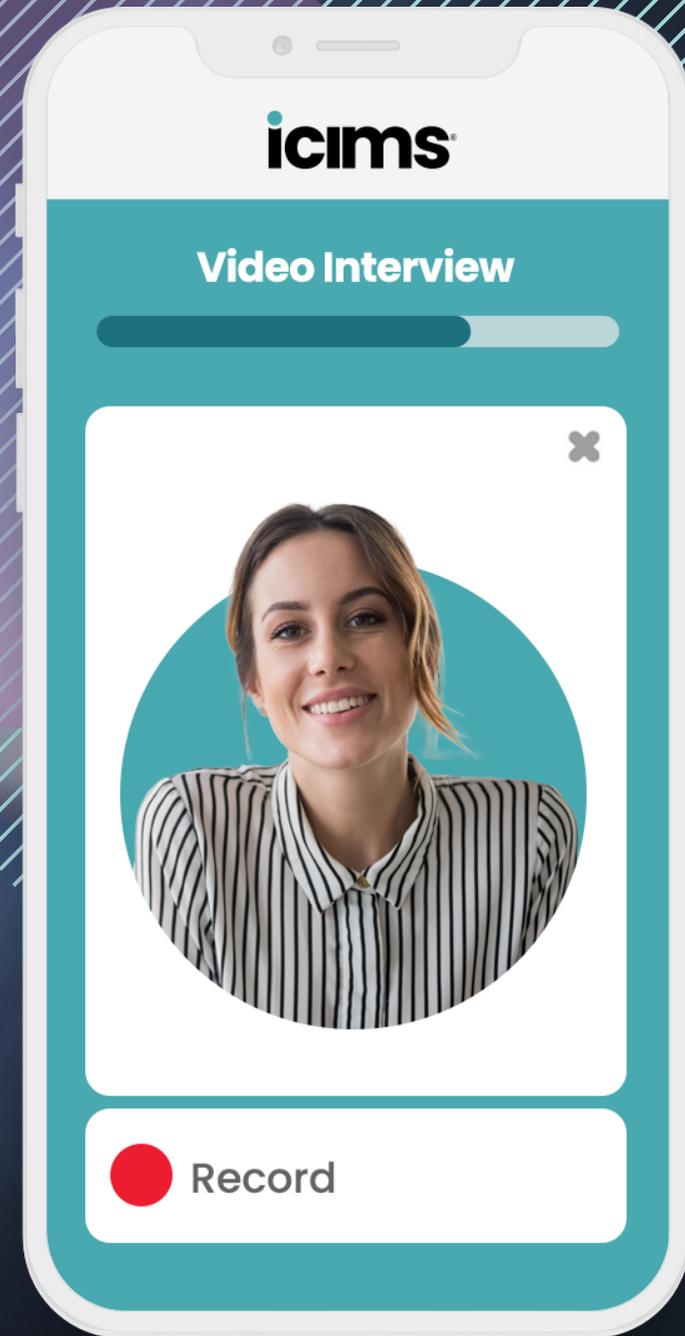


EBOOK

Guide to Evaluating Talent Through Video

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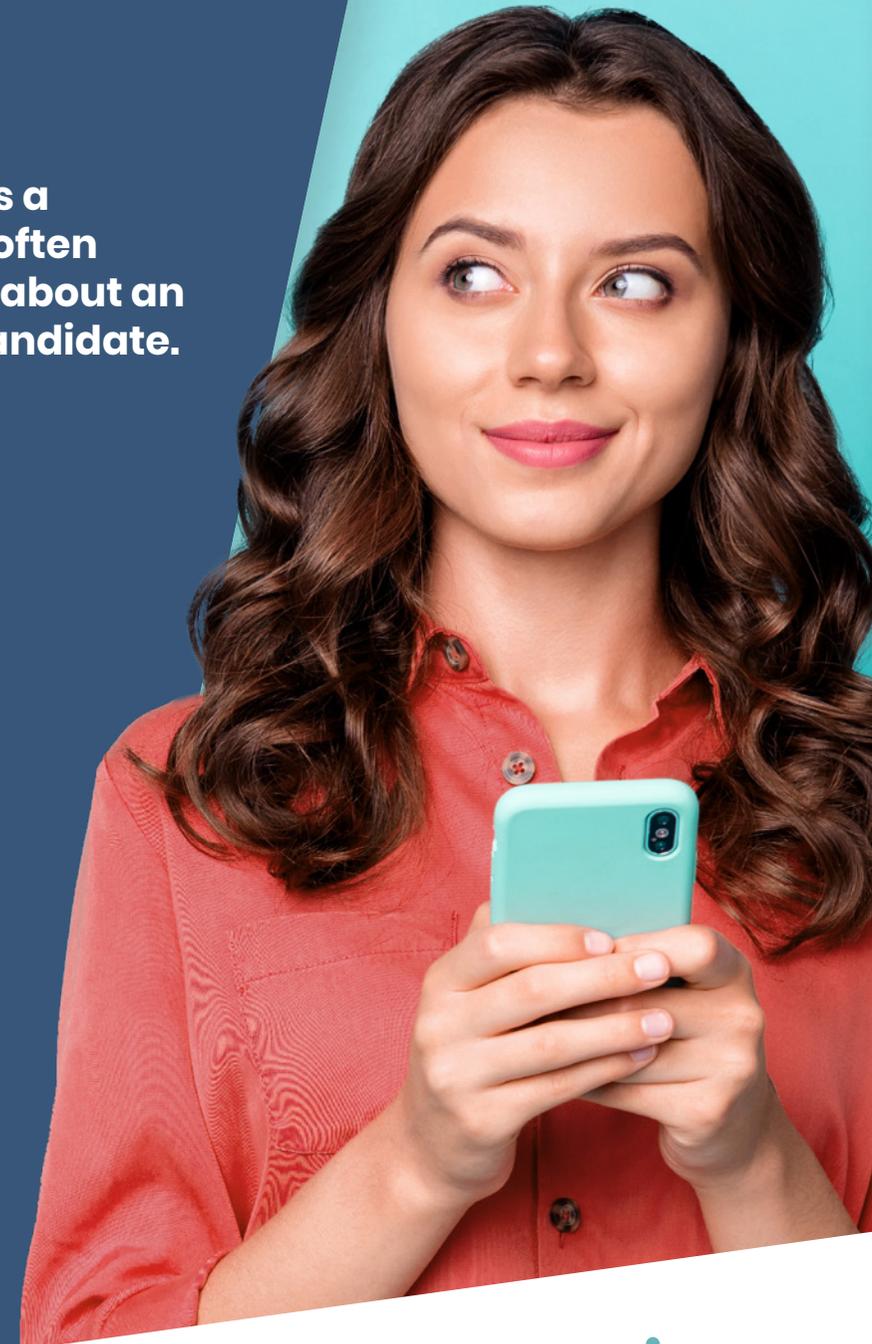


Why do you choose one candidate over another? Hiring is a human process that relies on a series of factors that are often difficult to objectively assess, like how the recruiter feels about an application, or what intrinsic qualities to look for in the candidate. That's why objective evaluation is central to the process.

This eBook provides you with a 360 degree overview of talent evaluation, so you can better understand:

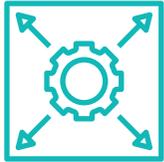
- Your own hiring methods, and identify biases that could cloud your judgment.
- Your applicants, and how to evaluate soft skills as you do with hard skills.
- The tools that enable you to make more reliable and objective decisions.

Enjoy your read!



BIASES

Understand how you evaluate candidates



Common biases that stand in the way of better hiring

Recruiters, like all other human beings, are subject to cognitive biases and prejudices. These biases, due to being unconscious, may lead to errors of interpretation, perception, or judgment.

HR teams play a critical role in selecting the best resources for the company. **That's why it's important that they be attentive and aware of potential evaluation errors.**



What is a cognitive bias?

A cognitive bias is a divergence from rational thinking that consists of choosing or preferring one response over another.

When your brain is taking in more information than it can process, it often uses shortcuts to handle situations, **which leads it to sort information based on your personal experience.** This mechanism inevitably leads to prejudices, owing to distortions in memory and analyses grounded in personal convictions.



BIASES

How can you identify biases?

Have you ever chosen...

- the last applicant you interviewed, because they made more of a mark than the rest
- an applicant who made a good first impression
- an applicant who shares your passions
- an applicant who went to business school rather than a university
- an applicant who claimed to be very competent
- the applicant who came best-dressed to the interview
- an applicant solely based on their technical skills
- an applicant because they were nice!

If you checked one or more of these boxes, you've demonstrated a cognitive bias. But which one?

BIASES

Types of biases

Memory biases

Memory biases **result from lapses in judgment that are primarily caused, as their name implies, by memory-related effects.** When you read a résumé or interview an applicant, **you generally recall some information more than the rest,** which means that our judgment does not take into account everything that's important to an objective assessment.

Hiring can be defined as a process of persuasion: In seeking the best talent, the recruiter must “sell” the job and company to potential candidates, who in turn must promote their personal brand. However, some information could be misinterpreted, precisely because of cognitive biases.

The biases that play to our convictions

We are naturally attracted to details that confirm our preexisting convictions. In decision-making, your brain will take into account what it already knows. That's why some errors in evaluation stem directly from convictions and prejudices.

The biases that influence judgment

These prejudices are observed in situations where the recruiter is unconsciously trying to **verify or confirm a pre-existing assumption** about an applicant. Without realizing it, the questions recruiters ask during interviews are geared toward **confirming their convictions.**



BIASES

The most common recruiter biases

Recency effect:

It is often easier to remember the latest information you received, advantaging applicants who were interviewed last.

Mere-exposure effect:

Having met a person before generates more positive feelings toward them.

Primacy effect:

Information received first will determine the general impression you have of others.

Membership or in-group bias:

Individuals involved in the hiring process tend to favor applicants whom they view as similar to themselves.

Stereotype or association bias:

Certain information is considered sufficient to make a decision because it is similar to a shared general belief.

Halo effect:

We tend to generalize all of a person's qualities from a single one.

Framing bias:

This is the need to confirm one's priors by asking questions that already contain the answer.

Contrast effect:

We tend to compare everything, and settle for the good rather than find the best.

So, did you recognize any of these biases in yourself?

SOFT SKILLS

Proper assessment means recognizing the human factor in applicants

The hiring process calls for assessing people based on their general skills: technical, social, behavioral. Such skills, known as **soft skills, stem from one's personality.**

For more than a decade, they have continued to gain prominence across all professional settings. **The human factor,** as is now known, goes far beyond mere technical skills; there is **a set of "soft skills" and "hard skills."**

Within this set, **soft skills** are our "why" and "how." They affect our closest relationships.

This is also why the phase of analyzing and assessing those skills raises numerous

problems, particularly in a process like hiring a new employee.

The importance that employers today place on soft skills can be seen clearly in how job postings are written: Across all professional fields, **one-third of skills requirements relate to soft skills.** This is true, even for very technical jobs where one would intuitively think that only hard skills are required.

To sum it up, in a world where technology is changing and evolving much more rapidly than human capabilities, our emotional skills are becoming something that sets us apart in the labor market.

We are in the age of the mindset. Figuring out a new tool quickly, or knowing how to adapt one's abilities, are now considered essential skills that are added to the specific skills already required for a particular task.

How do you analyze soft skills? As we know, this can be quite difficult.



SOFT SKILLS

The right person, the right skills, for the right job, at the right time.

A business is like a piano: Every key makes its own unique sound. Together, all the keys, if properly tuned, produce a melody. Is a C more important than a B flat? These notes don't have the same pitch, but there's no way to say which one is more important. It's unanswerable.

The same is true for **a business: There is no type of employee who matters more than others.** This makes it impossible to definitively say what the best personality traits are.

In reality, every business regardless of its industry **features certain personality types whose soft skills enable them to fit seamlessly** into a group and provide it with added value, while **others, despite an agreeable personal tone, may seem a poor match** for that same group.

Designer



Most desired soft skills

- Creativity
- Ability to listen
- Critical thinking

Engineer



Most desired soft skills

- Ability to learn
- Problem-solving
- Thoroughness

Salesperson



Most desired soft skills

- Resilience
- Emotional intelligence
- Effective communication

Management



Most desired soft skills

- Decision-making
- Problem-solving
- Communication

NEW TOOLS

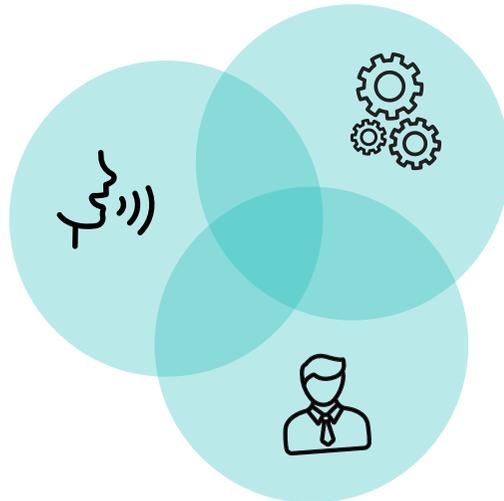
Proper evaluation means using the right tools

Good evaluation means striking the right balance between tests that reveal an individual's personality traits, and others that are based on automated analysis and can therefore limit hiring biases. Look for the following to assess an applicant:

Social skills

Personality traits & abilities:
Empathy, open-mindedness, empathy stability, work ethics, extraversion, creativity, etc.

Communication :
Presentation skills, persuasion, leadership, negotiation, etc.



Technical skills

Knowledge and specialization
Academic background
Professional background

Company culture

Personal values and culture fit

The toughest issue is not necessarily whether to give one test rather than another, but which tools to use during each phase of the hiring process.

NEW TOOLS

Which solutions for which skills?

Hiring is a structured process that involves cultural, social, economic, and personal variables.

Consequently, **the tools used to assess skills must be adapted based on these variables in order to harmonize them.**



Hard (technical) skills:

They are listed on a résumé, particularly in the form of education and experience. An assessment can be done using keyword-based automatic résumé analysis.

They will be confirmed with technical tests. An assessment can be done using multiple-choice questionnaires or business cases for a situational analysis.



Soft (behavioral or social) skills:

They can be identified when the applicant talks (not visible on a résumé). An assessment in a video or face-to-face interview reveals more about their personality.

They can be revealed through Big 5 personality tests; an assessment done through a series of questions



Corporate culture fit:

This culture fit can only be determined after a meeting with the manager and team members, who will know how to ask the right questions. There is no way to automate this purely human assessment.

Opinions differ about this process geared toward evaluating soft skills, especially when it comes to which tests are best for analyzing them. Although they **can reveal more about what makes the individual unique**, they can also elicit misleading responses, because people tend to present themselves in the best possible light (**social desirability bias**). As for automated tests, they give a **quantifiable view of the areas for improvement** and general strengths shown by the candidates, and are considered **more objective** than other forms of assessments as the answers are automatically correct, which **limits the recruiter's biases**.

NEW TOOLS

Types of tests for each step of the hiring process

The table below lists the tools that can be used for each phase of the hiring process. It shows the type of output offered by each test, and their advantages.



Phase of the process



Proposed test



Report



Advantages

Company skills map

- A custom-made map test, based on the company's requirements

- **Personalized report** that offers a snapshot of the skills present within the company in order to see its strengths and where it needs to improve

- The snapshot is a fundamental tool to attain a complete view of the skills available within the company

Applicant pre-screening

- Motivation test in video interview
- Personality test (Big 5)
- Logic test

- **Numerical score** that provides a numerical test result. Perfect for assessing and sorting profiles during the pre-screening phase

- This type of test substantially cuts down on the length of the hiring process, because it assesses the candidate's interests and logical reasoning during the pre-screening phase

Candidate qualification

- Once the skills needed for a given job have been defined, create a custom test to assess them

- **Complete form** that provides a detailed description of the candidate's profile. Ideal to assess the pre-screened candidates

- Using this type of test, it is possible to accurately determine whether the candidate has the skills required for a given job

Applicant hard skills assessment phase

- Test builder: A tool to create hard skills assessment tests using real-world situations, business cases, recorded or written answers, assignments in a file to be downloaded and submitted once completed

- Candidate form containing answers to the questions that the recruiters came up with. The answer formats vary: video, text, sending a file, multiple-choice question

- This type of test that is entirely designed by the recruiter can accurately assess the hard skills you're looking for in a candidate

Personality, company, and culture

Soft skills reflect the corporate culture (but do we all see the same reflection?)

Personality is not a distinct component of a person who exists on their own. Rather, it is built out of their actions, feelings, and thoughts. The unique combination of their emotions, experiences, and reactions are what make up their personality. Likewise, no company has a distinct component called its “culture.” **The company is its culture.** Culture is the company’s unique way of seeing the world and interacting with it. **A corporate culture exists as a result of all the components that make up the company, and especially how they all interact together.**

From this perspective, **looking for a new component to incorporate into the company necessarily means analyzing the company itself.** And in doing so, its personality. There are two options when you hire new people: Either be innovative by conducting a complete analysis of all the soft skills found within your company, or take the simpler approach of applying the principle of “divide and rule.”

But in this specific case, you customize rather than divide, because as we’ve said before, in reality, **culture is not an absolute value.** A company is not an army. So it’s no surprise that the emotional skills required to be a good fit for the marketing team are different from what the IT department requires. The first thing to do is, therefore, to break down your company’s personality and to **establish, among other things, what are the main skills that each department needs.** This will enable you to assess the skills needed to connect one department to another.

The very first step to take into this process is performing an internal analysis. Customized assessment tools based on analyzing the job are crucial because they offer a snapshot of the skills that each department has.



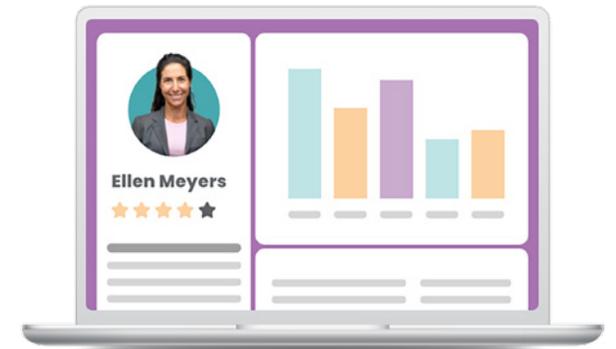
Your guiding principle.

The HR expert's keen eye has qualities that no algorithm can attain (yet), but it's also true that those qualities can be made more reliable through the use of assessment tools. In reality, **the hiring process takes time.** Between large meetings with applicants and individual interviews, the methods of assessment vary greatly. If those methods aren't harmonized during the assessment process, the results might not be consistent.

A recruiter's goal is to find a tool that can provide objective support for each phase of the hiring funnel.



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The Talent Cloud



Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of approximately 4,500 customers, including nearly half of the Fortune 100, that employ more than 35 million people worldwide. For more information, visit www.icims.com