# WHEN TO USE ASSESSMENTS IN THE HIRING PROCESS

There are several schools of thought for placement of assessments in the pre-employment or candidate selection process.

This illustration shows the process that is most commonly used by our clients. It represents the clients' best efforts to minimize costs while providing the greatest amount of objective applicant data to the individuals who need it as quickly as possible.

For most clients, our assessments are used either before or after the first interview. A discussion of the pros and cons of each approach is on the next page.

Integrated Selection System
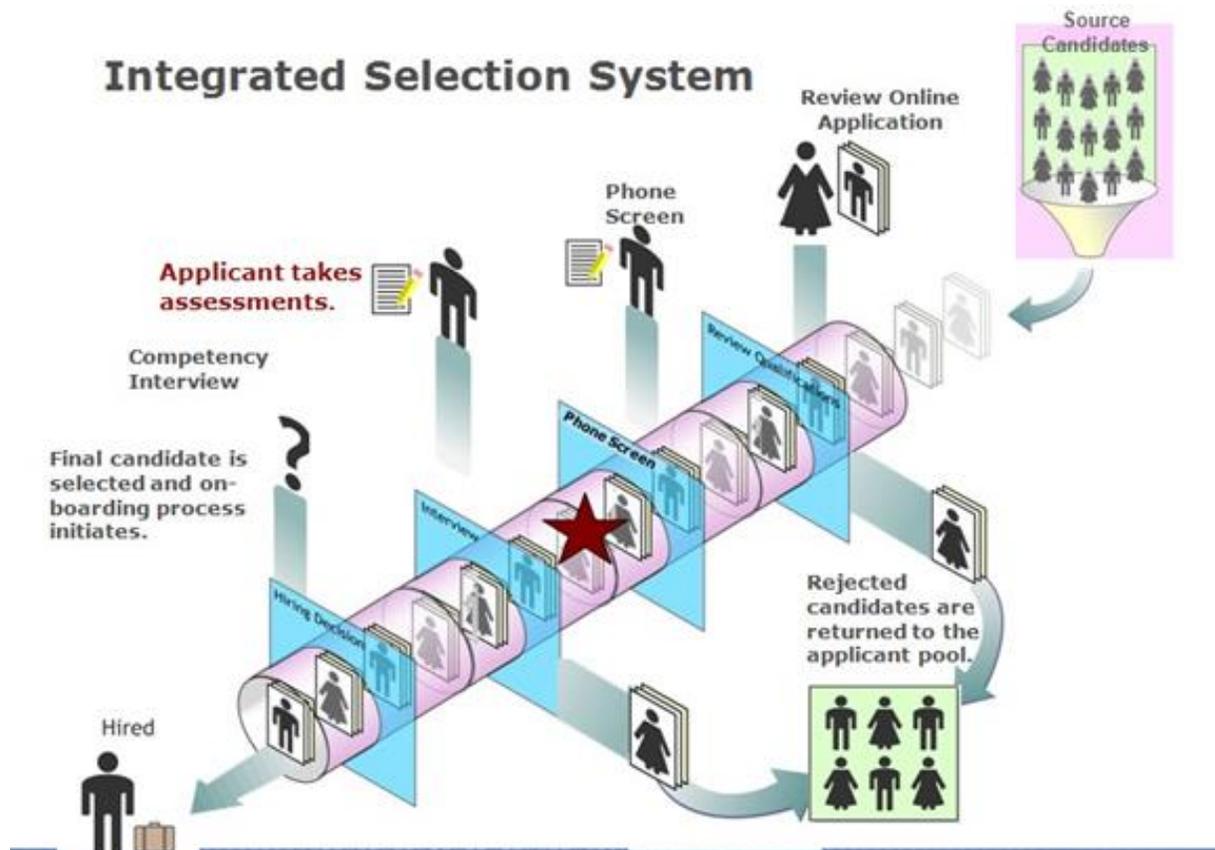
COMPARISON OF ASSESSMENT LOCATION

On the next page is a description of three common places for adding an assessment to your hiring process. Generally, we recommend adding an assessment to your existing hiring process after the first interview or initial phone screen, but every organization is different so we offer a no-cost, no-obligation consultation so you can explore ideas and options.

Position in Process	Advantages	Disadvantages
Beginning of Pre-Employment Process	• Requires no HR intervention; can be set up as self-registration or linked to the company's website • Provides information on candidate's job match at earliest possible time in the process • Data can be held (unprocessed) until needed for interview • Data is immediately available for any HR or Management interaction (phone interviews, ranking for consideration for interview, face-to-face interviews • Provides interview questions for structured interview early in the process • Reduces subjectivity when reviewing resumes	• Commits applicant to complete an assessment for positions they may not be suited for • Fills database with applicant data for all candidates • Requires a larger up-front financial commitment because more assessments may be used
After the first interview **Recommended**	• Does not commit candidates to complete assessments unless they meet minimum requirements • Minimizes the amount of data in the database. • Provides job match and behaviorally-based structured interview questions for those candidates that will be interviewed. • Good balance between results and cost	• Process may be interrupted, awaiting the completion of the assessment. • Candidate may have to come to company's site numerous times: to interview, take the assessment • Not all managers are skilled at interviewing and may need the assistance of the structured interview questions before the first interview • Preliminary phone interviews and face-to-face interviews may have pre-disposed managers to the hire before the assessment results are available making it difficult to undo the decision if necessary
At the end of the process, to confirm the decision to hire. **Worst Practice**	• Does not commit candidates to complete assessments unless they are going to be hired • Does not clog database with candidates that do not meet minimum requirements • Lowest cost option • Gives Managers access to Behavioral, Management, and other considerations to be used during onboarding.	• Provides job match and behaviorally-based structured interview questions for those candidates that will be interviewed, but not in time for the actual interview. • Preliminary phone interviews and face-to-face interviews may have pre-disposed managers to the hire two or three of the candidates before assessment data is received. Poor results may necessitate a process restart. • Not all managers are skilled at interviewing and may need the assistance of the structured interview questions. • Process may be interrupted, awaiting the completion of the assessment.