

## Effectiveness of the Screening Process

An important step in developing measures to evaluate candidates is to ensure your measures are both reliable and valid. Any measure or process that lacks reliability and validity is prone to error. In the context of hiring, this means that you can't be sure you are selecting the best candidate from your applicant pool.

### Five Strategies to Improve Reliability & Validity

As you develop new screening criteria and incorporate them into your hiring process, several actions can help you improve reliability and validity.

- 1** ***Be clear on what you are trying to assess or measure.*** For every step and every sub-step (e.g., each interview question) of your hiring process, you should clearly define what aspect of candidate performance you are trying to assess.
- 2** ***Collect multiple measures.*** Different screening methods are better suited to assess different aspects of performance. Use this information holistically to make decisions.
- 3** ***Minimize variation within your hiring process.*** Make the process as similar as possible for each candidate. Don't change who is part of the hiring team midstream. Ask all candidates the same set of interview questions. While follow-up questions may vary based on the candidate's response, the same core set of questions should be posed to all candidates.
- 4** ***Develop standards for scoring and documentation.*** Create scoring sheets and performance rubrics to increase consistency and complete this documentation in a timely manner, so the information is fresh in your mind.
- 5** ***Provide training.*** Offer regular training to ensure hiring criteria are collectively understood and to keep employees' hiring skills sharp. Calibration sessions increase the likelihood that the same outcome is achieved regardless of who is part of the hiring team.