

It's important to apply thoughtful consideration to your hiring process—this will provide a consistent and robust route to identifying the best talent.

Final ranking of candidates

Regardless of the details, a basic hiring method needs to be determined. Typically, if the tools you are using are valid, candidates who score higher will display higher levels of performance on the job. Therefore, we suggest you rate or rank candidates according to their results. Hiring decisions (offers) should be made to the top (highest-rated or ranked) candidate and then on down the list. This approach maximizes utility and is preferred over methods such as choosing any candidate who scores above a minimum cutoff or selecting one candidate from a list of three to five. However, cutoff points are useful in terms of deciding a minimum acceptable level of scoring below which an offer will not be made.

Practical considerations often require that candidates are grouped. For example, a hiring manager may insist that human resources provide him/her with the top three candidates for a final interview. Finally, placing scores into groupings may be needed in some cases to help meet equal employment and affirmative action goals.

Overall, your hiring process should be designed to meet your needs and hiring objectives. It is difficult to balance applicant flow with job openings while trying to place high-quality candidates. However, understanding the various approaches and applying thoughtful consideration to your hiring process will provide a consistent and robust route to identifying the best talent.