

# A Hiring Manager's Perspective: Navigating the Applicant Pool to Final Candidate Selection

Insights from past 20 years of promotion and hiring boards

# Agenda Overview

- Acknowledement
- Reviewing the Applicant Pool Received From HR
- Screening the Candidate List and Resumes
- Identifying Candidates for Interview
- Scoring Candidates During the Interview Process
- The Final Selection Process

Acknowledgment:  
Thank you sponsors

This is what broken hiring systems look like.

Not thorough. Not strategic. Just... slow and indecisive. ...more



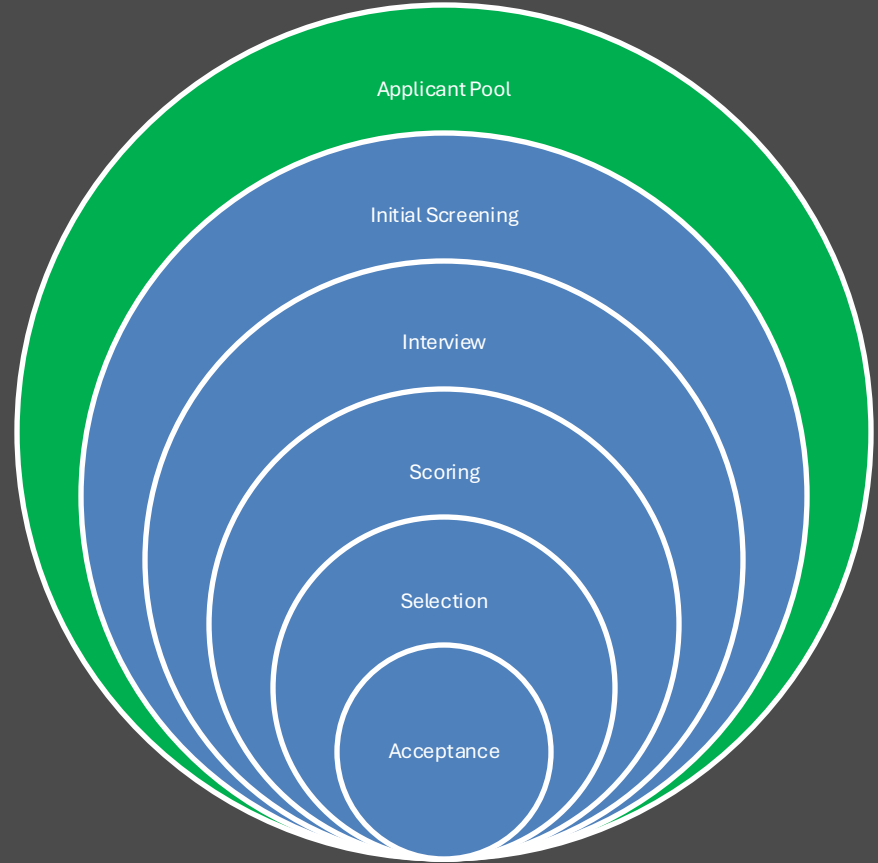
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Reviewing the  
Applicant Pool  
Received From HR



# Understanding the Job Requirements and Desired Qualifications

## Importance of Job Analysis:

### Hiring Manager vs HR

Poor job analysis causes up to 70% of hiring errors, highlighting the need for clear job understanding.

## Skill Alignment Benefits:

### Wordsmith Soup / AI

Aligning candidate skills with role needs reduces time-to-fill positions by 25%, improving hiring efficiency.

## Collaboration with HR:

### Resume Revisions

Close collaboration with HR ensures requisitions reflect current business goals and technical requirements.

# Analyzing the Diversity and Volume of Applicants



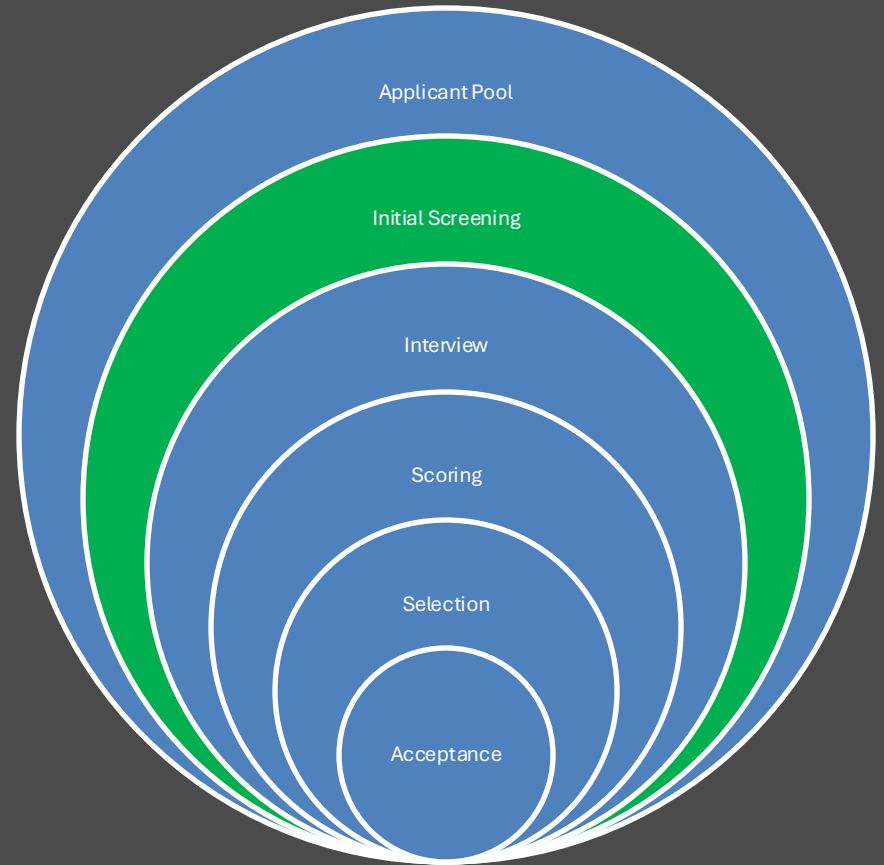
## Impact of Diversity: **Requirement?**

Diverse applicant pools boost innovation and increase chances of financial outperformance by 35%.

## Applicant Volume Analysis: **Industry Layoffs?**

Applicant volume helps measure sourcing efficiency and varies widely by industry and role level.

# Screening the Candidate List and Resumes



# Establishing Key Screening Criteria

## Clear Screening Criteria:

### **Bias elimination**

Defining education, certifications, experience, and skills improves candidate relevance and speeds filtering.

## Improved Hiring Satisfaction

Structured criteria increase hiring manager satisfaction by 30%, enhancing recruitment outcomes.

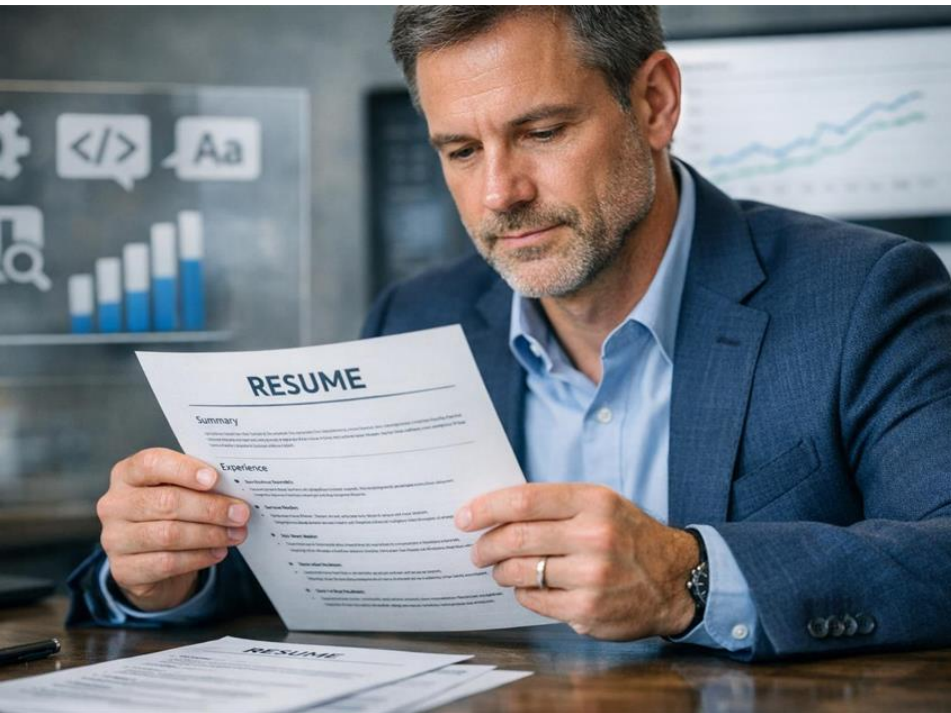
## Use of Automated Tools:

### **Supplemental vs Primary**

Automated screening tools help the process but require careful calibration to prevent bias.



# Identifying Relevant Skills and Experience



## Matching Skills to Role

Effective resume analysis focuses on matching candidate skills to essential and bonus role competencies.

## Performance Benefits

Candidates with directly **relevant** experience perform 15-20% better according to job performance studies. (Overqualified and aged relevance)

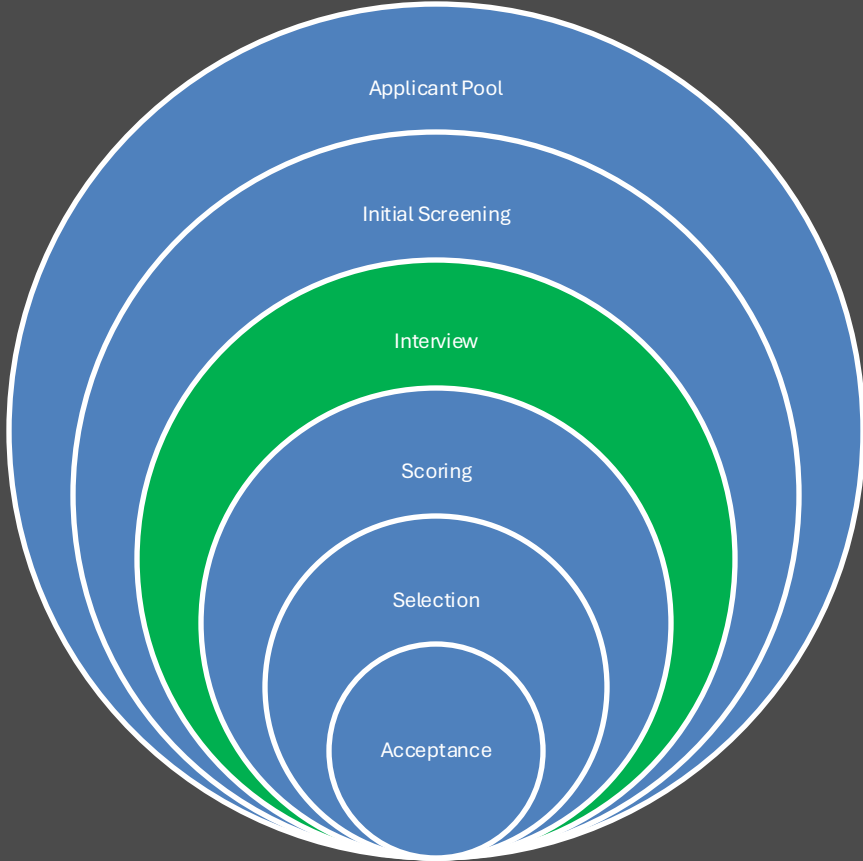
## Credential Verification: **Requirement?**

Screening includes verifying skill credentials to ensure candidate qualifications are authentic.

## Continuous Learning

Evaluating evidence of ongoing professional development highlights candidate growth potential.

# Identifying Candidates for Interview





# Assessing Cultural Fit and Potential:

## If allowed

### Importance of Cultural Fit

High cultural alignment reduces employee turnover by 30-40%, enhancing retention and organizational stability.

### Evaluating Key Attributes

Cultural fit assessment includes attitudes, values, and adaptability in addition to performance potential.

### Assessment Tools

Psychometric tests and behavioral interviews are common methods to evaluate cultural fit and potential.



## Balancing Technical Skills with Soft Skills

### **Blend of Technical and Interpersonal Skills**

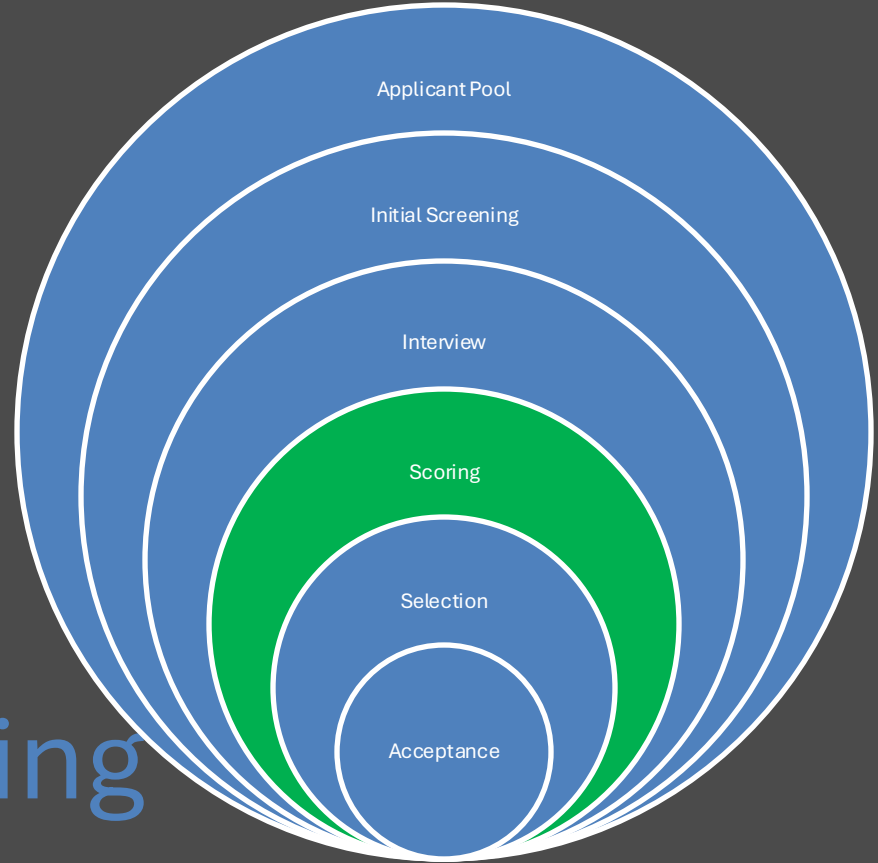
Successful candidates combine strong technical knowledge with effective communication and teamwork abilities.

### **Importance of Soft Skills**

Over 60% of future jobs require soft skills such as communication and teamwork alongside technical expertise.

### **Interview Evaluation Techniques**

Interviews use situational questions to assess candidates' soft skills and technical knowledge simultaneously.



# Scoring Candidates During the Interview Process



# Developing a Standardized Interview Scoring Rubric

## Objective Frameworks

Standardized rubrics reduce interviewer bias by providing objective evaluation criteria for fair assessment.

## Improved Hiring Validity

Using rubrics in structured interviews increases predictive accuracy of candidate success by up to 50%.

## Key Scoring Criteria

Rubrics typically assess skills, cultural fit, problem-solving, and communication on defined scales.



# Evaluating Candidate Responses and Performance

## Consistent Evaluation Criteria

Consistency in evaluating candidate responses ensures fair and unbiased assessments across all interviews.

## Behavioral Anchors Usage

Comparing responses to behavioral anchors in the rubric helps measure candidate competencies accurately.

## Impact of Reflective Evaluation

Reflective evaluation can reduce post-hiring performance mismatches by 35%, improving hiring success.



# The Final Selection Process



# Comparing Top Candidates and Making Decisions

## Weighted Candidate Evaluation

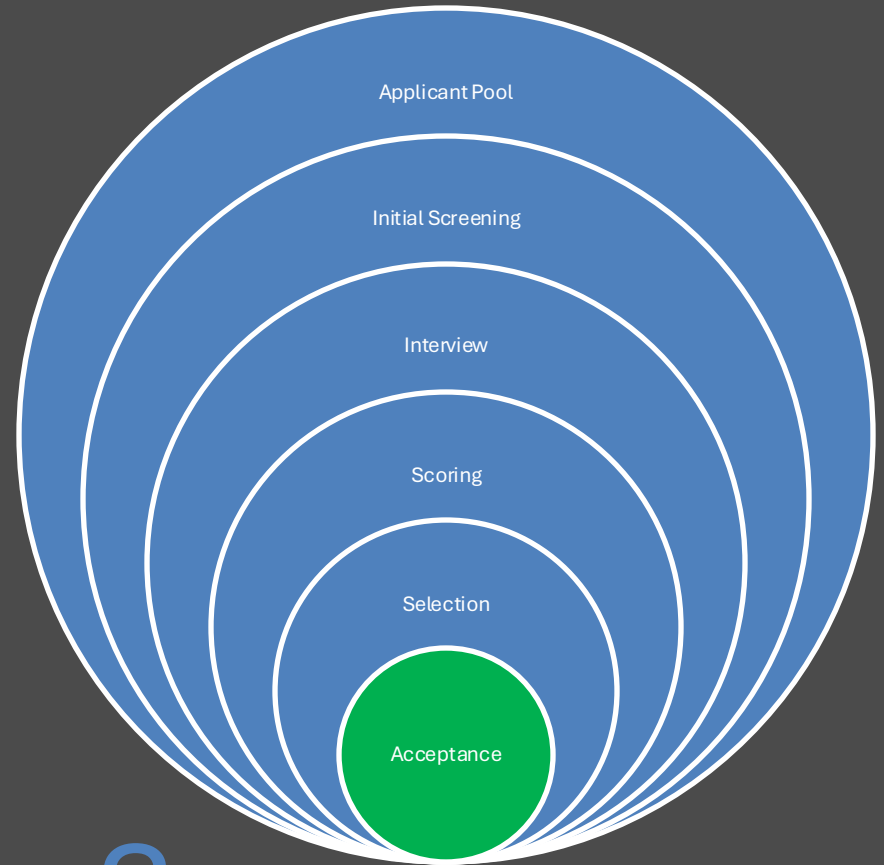
Evaluate candidates by balancing interview scores, cultural fit, technical skills, and growth potential effectively.

## Decision Tools Improve Objectivity

Utilizing decision matrices and ranking tools reduces hiring regret by up to 20%, enhancing hiring accuracy.

## Stakeholder Engagement

Involving multiple stakeholders in final hiring decisions increases buy-in and collective agreement.



Acceptance?

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