Making the Match – Components of an Effective Selection Process
(Adapted from Petroleum Human Resources Council of Canada “Increasing the Talent” with permission.)

Mission critical to hiring the right employee is developing and following a selection process that will help make the best match between your company, the position and the new hire. An effective employee selection process involves a series of activities in which you gather information about applicants that will allow you to make a decision as to which individual is the best candidate for the specific role.

Selecting and Hiring Staff: Getting it Right the First Time Around

The first job of the supervisor/manager is to hire right the first time. Positions filled by a poor performer cannot be filled by a great one! It is critical that you are clear about the skills and competencies you want and then hire for those skills or hire those with real potential. While the specifics will differ depending upon the job, here are some general tips about the types of people organizations typically are looking for.

Who to hire:

- People with the required skills (technical and interpersonal skills) to do the job and who have the right attitude.
- People with potential, a positive attitude, and who are trainable on the technical side.

Who not to hire:

- People with the required skills to do the job, but with the wrong attitude, poor interpersonal skills or a questionable employment record.
- People with a positive attitude, but who would not benefit from technical training.

Listed below are the key components of an effective employee selection process. Which statements are true of your current employee selection process?

- We collect resumes and/or application forms from all applicants for vacant jobs.
- We evaluate applicants’ resumes and/or application forms against the job description to gain an understanding of an applicant’s strengths and challenges.
We short-list potential employees for interviews.

We use a mix of behavioural descriptive interviewing (BDI) techniques and situational interviewing techniques to interview applicants for jobs.

- **Behavioural Descriptive Interviewing**: This interview technique is based on the belief that past behaviour is a predictor of future behaviour. It is a useful method for assessing “soft skills.” An example:
  - Describe a time when you were asked to do a task you felt was unsafe. How did you handle the situation?

- **Situational Interviewing**: This interview technique asks applicants to describe how they think they would handle situations relevant to the job. An example:
  - What would you do if you were asked to do a task you felt was unsafe?

We conduct reference checks to validate a potential employee’s work information and performance record.

We formalize the job offer with a documented employer-employee contract.