

SELECTION CRITERIA LABEL

Insert a label or brief description for each selection criterion (e.g. Planning, Leadership, Operational Skills & Experience, etc.)

NOTE: Selection criteria comprising mandatory prerequisites for employment should **NOT** be included in these calculations (e.g. citizenship/visa, education or training qualifications, professional memberships, etc.).

RELATIVE IMPORTANCE

Some selection criteria will be more important than others in achieving the key outcomes required of a role. Estimate which selection criteria contribute most to success in the role.

Criterion Rank

How does each selection criterion rank? Is it the 1st, 2nd, 3rd...13th most important selection criterion?

Record in this column the ranking for each criterion (1 or 2 or 3...etc.).

It is OK to rank some selection criteria as equally important.

Criterion Value

Give the highest (1) ranked selection criterion a value of 100. For every other selection criterion estimate what proportion of 100 each should receive.

For example, if a criterion is half as important as the first ranked criterion, assign it a value of 50.

Similarly, a value of 30 will indicate that a selection criterion is about one third as important as the first ranked selection criterion.

It is OK to give equally ranked criteria the same value.

TIME SPENT IN PERFORMANCE

The time spent engaged in the activities associated with a particular selection criterion may indicate its relative importance. Estimate how many **HOURS PER DAY** are spent performing the tasks or demonstrating the behaviours associated with each selection criterion.

Hours per day

Since the tasks involved or the behaviour required of a particular selection criterion can be undertaken or expressed concurrently with those of other selection criteria, the combined hours recorded in this column can total more than one standard working day.

NOTE 1: Where time is not easily calculated, estimate what proportion of a job a selection criterion represents (e.g. if a selection criterion involving the “planning, organising and directing of a team” represents 50% of a Supervisor’s job, then 50% of a standard 8 hour day = 4 hours per day.

NOTE 2: Minutes should be converted to decimal hours. For example, 15 minutes divided by 60 minutes = 0.25 hours.

NOTE 3: Make sure to convert tasks that are performed irregularly or over longer time frames into HOURS PER DAY. For example, calculating hours per day for a task performed for a total of 16 hours in a 4 weeks period is: 16 (hours) divided by 20 (working days) = 0.8 hours per day.

TIME TO ACHIEVE COMPETENCE

For some selection criteria there may be a period of orientation and gaining of job specific knowledge, skill and experience that will contribute to a person's eventual effectiveness in a role (e.g. familiarisation with culture, customers, products or services, technology, internal procedures, etc.).

Due to the organisation's greater investment/risk, a selection criterion becomes relatively more important the longer it takes a person to become competent on-the-job.

NOTE: 'Competent' indicates the capacity to deliver good or proficient job performance, **NOT** expert or exceptional job performance.

Months

How much on-the-job experience does it take for the average employee to become competent in a selection criterion? This measure is expressed as a decimal in **MONTHS** (e.g. 6 weeks = 1.5 months).

NOTE: If a candidate must be 100% competent in a particular selection criterion **BEFORE** undertaking the job, then the time-to-competence should be recorded as 0 (zero).

CONSEQUENCE OF FAILURE

How damaging would failure be from incompetent or delinquent behaviour in relation to each selection criterion? The consequences of failure may take into account such things as injury to people, damage to property or equipment, disruption to colleagues or other work areas, diminished brand perception, customer dissatisfaction, legal liability and so on.

The effect of failure may be reduced if there are checking/supervision controls in place to detect or rectify failures before they impact the organisation.

Criterion Rank

How does each selection criterion rank? Is it the 1st, 2nd, 3rd...13th most critical selection criterion when it comes to failure affecting the organisation?

Record in this column the ranking for each criterion (1 or 2 or 3...etc.).

It is OK to rank some selection criteria as equally important.

Criterion Value

Give the highest (1) ranked selection criterion a value of 100. For every other selection criterion estimate what proportion of 100 each should receive.

For example, if the consequences of failure in a selection criterion would be about half the negative impact of the first ranked criterion, assign it a value of 50.

Similarly, a value of 30 indicates that the consequences of failure in a selection criterion would be about one third of the impact of the first ranked selection criterion.

It is OK to give equally ranked criteria the same value.

SELECTION CRITERION WEIGHT

Selection Criterion Weight is used to adjust interview or other assessment scores to avoid distortion of the overall result.

For each selection criterion, score a candidate's assessed capability or potential using an appropriate rating scale (a 5-point rating scale is the simplest to use when rating candidates).

Multiply the candidate's score for a particular selection criterion by the weight for that criterion (e.g. Score 4 x Selection Criterion Weight 0.8 = Weighted Score 3.2).

Add the Weighted Scores for all Selection Criteria to obtain a Total Weighted Score for a candidate.

Rank candidates' Total Weighted Scores from highest to lowest to identify the most suitable candidate(s).