

Virtual Recruiting – maximising the benefits of technology in recruiting in the NSW public sector

Advances in technology mean that existing recruitment processes can be easily adapted to employ people in the NSW public sector where for whatever reason face to face recruitment is not feasible. Virtual recruiting (whether online or by telephone) can be undertaken for an entire process or for part of a process, providing the opportunity to do assessments that are rigorous and fit-for-purpose in predicting whether a person has the required capabilities, knowledge and experience to perform a role.

This fact sheet provides information on:

- Types of assessments best suited to delivery virtually
- Ways of adapting existing assessments for a virtual environment
- Key considerations to ensure assessments selected are effective in measuring the capabilities, knowledge and experience for the role
- How to engage providers to assist in designing and delivering assessments.

Types of assessments

Major changes may not be required to your agency's established recruitment processes as there are alternatives available for most assessment types using different technologies.

The table below provides details about the types of capability-based assessments that can be delivered online or by telephone. Throughout the table, links are provided to the relevant sections of the Public Service Commission's [Recruitment and Selection Guide](#) to give you further information about the various assessment methods.

These are suggestions, only. It is up to each agency to determine which types of assessment are best suited to the role.

Talent Acquisition Scheme

Agencies can engage providers from the [Talent Acquisition Scheme](#) to assist in:

- designing and delivering assessments
- undertaking talent searches for executive and non-executive roles
- providing and administering approved psychometric assessments
- undertaking video interviews, reference checking etc.

Adjustments

Adjustments may be required for people with disability when using technology in the recruitment process. The aim is to work with candidates to ensure the process is equitable and inclusive. A

person with disability can do a different assessment to other candidates if the adjustment is necessary to meet their individual needs.

The following outlines the matters for consideration to ensure that a person with a disability has an opportunity to apply and demonstrate how they perform in a role:

- make clear in the job advertisement that adjustments to assessments are available
- have a strategy in place to manage requests for adjustments
- understand the types of adjustments that can be made and opportunities for using alternative assessments (or, if applicable, seek advice from your assessment service supplier)
- explain each step of the recruitment process so that the candidate can advise where they might need an adjustment
- talk to candidates about their needs and work with them to determine the adjustments or assistance that will suit them.

Candidate care

The following are some extra considerations in relation to candidate care when using technology to undertake recruitment:

- provide candidates with as much information as possible about assessments
- everyone has different abilities with technology and consider alternatives e.g. phone interview instead of a video interview.
- some candidates may not have access to a computer or may not have phone coverage where they are
- problems may occur when using technology so have a contingency plan in place should something go wrong (e.g. give candidates the contact details of a person who can help resolve any issues (technical or otherwise) during assessments).

Tips for success

Here are some general tips for successful virtual assessments:

- provide candidates with information on the technology being used ahead of time, so they can test their system before starting the assessment
- candidates may be apprehensive about online assessments. Give them tips so they can perform at their best such as:
 - finding a quiet environment to complete the assessments
 - having all their equipment ready ahead of time
- where practice versions of assessments are available, encourage candidates to complete them before commencing the assessment – this will help the candidate to build their confidence and identify any technology issues

- ensure assessments meet accessibility standards
- be consistent, inclusive and without bias in delivering assessments and rating candidates.

Further information

For more information contact the Public Service Commission by email: enquiries-psc@psc.nsw.gov.au or phone: 02 9272 6000.

Assessments suited to delivery using technology

Assessment type	Mode	Delivery method	About	Tips on delivering online
Online interview – live (in real time)	Individual	Video conferencing platform or telephone conference call	A structured behavioural interview is where assessors ask each candidate: <ul style="list-style-type: none"> • The same set of questions • To share examples of situations from own experience 	<ul style="list-style-type: none"> • Consider how to minimise interruptions e.g. <ul style="list-style-type: none"> ○ Assigning questions to each assessor to ask ○ Assigning probing questions to each assessor • Give all candidates the option of a phone or video interview
Video interview – pre-recorded	Individual	Video interviewing software	Candidates record responses to a set of structured behavioural interview questions (see above)	<ul style="list-style-type: none"> • Make sure questions can be easily understood by candidates as they cannot seek further information or clarification • Good practice is to allow a couple of practice sessions so that the candidate feels comfortable with the technology and can identify any technology issues
Cognitive ability assessments	Individual	Computer-based	Assesses the extent of potential and ability to solve work-related problems and acquire new job knowledge. Common tests include: <ul style="list-style-type: none"> • Numerical reasoning • Verbal reasoning • General cognitive ability 	<ul style="list-style-type: none"> • Work with the provider to identify the type of assessment best suited to the role
Skills tests	Individual	Computer-based	Skills tests assess a range of technical skills such as: <ul style="list-style-type: none"> • Knowledge of computer applications including word processing and spreadsheeting programs • Typing speed 	<ul style="list-style-type: none"> • Work with the provider to: <ul style="list-style-type: none"> ○ Identify the most appropriate assessment for the role ○ Establish whether the skill can be readily tested remotely, e.g. a driving test is not well suited to online delivery unless using specialised technology
Situational judgment questions	Individual	Computer-based	Evaluate a person's behaviours and attitudes using realistic job scenarios (e.g. customer service) with candidates deciding what they would or wouldn't do from a set of possible actions.	<ul style="list-style-type: none"> • Work with the provider to: <ul style="list-style-type: none"> ○ make sure the scenarios developed are relevant to the work done in the role ○ consider different ways that information is presented to candidates (e.g. in writing, video-clips, animations etc.)
Work sample activities / Job simulation tests	Individual	Computer-based	Activities that simulate realistic work situations, often asking candidates to review or analyse information and give a verbal or written response. Work sample activities best suited to online delivery include: <ul style="list-style-type: none"> • Case study exercises • Case interviews • In-tray exercises • Written exercises, e.g. write a short policy document; develop insights from a series of charts and tables 	<ul style="list-style-type: none"> • Think about how you can deliver existing work sample assessments that you have designed in a different way. For example: <ul style="list-style-type: none"> ○ email candidates to complete within a set timeframe (e.g. 24 hours) ○ email candidates to complete and return in real time • Make sure any documents you provide are accessible
Work sample activities / Job simulation tests	Individual or group	Video conferencing platform or telephone conference call	Activities that simulate realistic work situations, often involving verbal discussions with a role-player or a group of other candidates. Such assessments can be delivered by teleconference or video conferencing, but are likely to be more resource intensive than written activities. Examples include: <ul style="list-style-type: none"> • Role plays • Group activities 	<ul style="list-style-type: none"> • Test before delivering to make sure they will work effectively in the remote environment • Make sure any documents you provide are accessible • Give all candidates the option to complete the assessment by phone or video