

# 8. How to Review Candidates and Make a Hiring Decision

## 1 OVERVIEW

---

Interviews are an important stage in any recruitment process. An interview is a valuable opportunity to ask specific questions to candidates in order to assess their suitability for the job.

Employers must be vigilant to avoid discrimination during the recruitment process. In the course of discussion, judgments could be made, consciously or unconsciously, that are based on certain personal characteristics.

Employers should avoid asking discriminatory questions or taking account of information that is not relevant to the job but could potentially have a discriminatory effect if it were applied in the recruitment process.

## 2 REVIEWING CANDIDATES - CONSIDERATIONS

---

- The interview panel must take care that decisions are not made on personal characteristics of the candidates.
- The interviewing panel should focus on the requirements of the job and make decisions based on a person's ability to perform the job.
- If one of the interviewers is showing bias (conscious or unconscious), the other interviewers must be able to challenge this.
- The interview panel can guide each other in making good hiring decisions, and this might include looking beyond a candidate's ability to interview so they can accurately assess their ability to do the job.

Interviewers are also concerned with trying to avoid 'false positives' as hiring a candidate who doesn't work out can be problematic.

Therefore, it is important to have processes in place to increase the likelihood of making a good, balanced hiring decision.

## 3 KEY POINTS

---

- Employers must not discriminate at interview or in the arrangements relating to interviews.
- Planning a consistent approach to interviewing and selection can help employers focus on relevant job-related information and reduce discrimination or bias.
- All staff involved in interviewing and selection should receive equality training and training on interview and selection techniques.
- Clear records of the interview and selection processes should be kept as evidence to help reduce the risk of a discrimination claim.
- This isn't always necessary, but don't be afraid to interview a candidate more than once. That way, you will understand them better and how they might fill the requirements of the role.
- Remember to take account of all the recruiting and selecting tools and methods you have used throughout the process. Consider the candidate's application, skills, education, test results (if applicable) as well as the interview. These are the elements that may inform you better about actual job performance.

## 4 NEXT STEPS

---

- When reviewing candidates, selection criteria and scoring methods should be based on objective criteria which tests skills that are relevant and necessary for the job.
- Ensure that selection criteria are identified in advance.
- Notes from the interview process should be kept securely for the appropriate amount of time.

## 5 FACTSHEETS & TEMPLATES TO HELP

---

- How to Create a Job Description and Person Specification
- How to Invite a Candidate to an Interview
- How to Conduct a Telephone Interview
- How to Conduct a Face to Face Interview
- How to Make an Offer of Employment
- Promoting an Equal Opportunities Workplace and Avoiding Discrimination
- Interview Assessment Form

## 6 FOR MORE ADVICE AND INFORMATION

---

**ACAS** - (Advisory, Conciliation and Arbitration Service) free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. [www.acas.org.uk](http://www.acas.org.uk)

**Achieve in Bath & North East Somerset** - free recruitment support, advice and help. Matching job seekers, employers and course providers to help employers recruit, train and retain employees. [www.achieveinbathnes.co.uk](http://www.achieveinbathnes.co.uk)

**Future Bright** - free help & support for businesses and employees to realise their full potential. Provide access to training and development, workshops and networking. HR support to promote career progression and best practice to attract and retain staff. [www.futurebright.org.uk](http://www.futurebright.org.uk)

***Bibliography** - this fact sheet was produced by Rathbone HR Solutions in association with Cool Ventures Ltd in December 2018 with content sourced from; HR Inform ([www.hr-inform.co.uk](http://www.hr-inform.co.uk)), ACAS ([www.acas.org.uk](http://www.acas.org.uk)), CIPD ([www.cipd.co.uk](http://www.cipd.co.uk)), the pensions regulator ([www.thepensionsregulator.gov.uk/en/employers](http://www.thepensionsregulator.gov.uk/en/employers)), HMRC ([www.gov.uk/government/organisations/hm-revenue-customs](http://www.gov.uk/government/organisations/hm-revenue-customs)), the Information Commissioner's Officer website ([www.ico.org.uk](http://www.ico.org.uk))*



Created for Future Bright by Cool Ventures - Business Support in Bath, Bristol, Wiltshire, Gloucestershire, South Gloucestershire and throughout South West England [www.coolventures.co.uk](http://www.coolventures.co.uk)