

GUIDELINES FOR CANDIDATE DEBRIEFS

After interviewing multiple candidates for a position, a hiring manager needs to decide who should receive an offer. Receiving a job offer can be a life-changing moment, so it's important to reach a decision with thought and care.

To make fair decisions that incorporate the feedback of all interviewers, here are some best practices to mitigate bias with structured hiring:

Require all interviewers to document feedback. Not only is documenting feedback helpful for the hiring manager, but it also prevents the interviewer from forgetting or misremembering the important details. This is especially important if they're busy.

Discourage interviewers from discussing candidates. Interviewers should document their feedback in a place that is inaccessible to other interviewers. Additionally, interviewers shouldn't discuss candidates until the debrief to avoid biasing one another.

Bring all stakeholders together. While the final decision often sits with the hiring manager, it's important to ensure all voices are heard so everyone feels a sense of ownership in the process. A meeting also allows the hiring manager to ask questions.

Set the agenda. Remind all meeting attendees of the purpose and structure of the conversation. Ask interviewers to avoid interrupting or invalidating one another, which can lead to a skewed picture of the candidate's performance.

Take turns, ending with the hiring manager. Hiring managers' opinions tend to sway interviewers, who may shift their opinion to avoid looking misaligned. Give each person time to share (and stick to) their feedback and have the hiring manager go last.

Stay focused on the core attributes. Bias creeps into decision-making when the discussion takes a turn toward nebulous things like "culture fit," "vibe," "energy," or personality traits. When discussing candidate performance, ensure the decision-making remains carefully focused on how well they embodied the desired attributes.

Adopt a system. Use a numerical rating system, a matrix, or another tool that enables you to compare candidates objectively and make data-driven decisions. Avoid using one candidate as the benchmark against which you compare others.

Communicate reasons for decisions. Ensure all interviewers understand why a candidate received (or didn't receive) an offer based on the structured hiring process.

NORWEST

Source: www.hello-collective.com | team@hello-collective.com