



Quick Reference Guide The Selection Decision

Recruiting and Selection – Decision Factors

Several factors come into play when making the final decision on a candidate. These include:

- Education – Is the candidate's education right for the position?
- Work experience – Has the candidate's career path and level of responsibility or complexity grown, stayed the same, or shrunk? Is there evidence of career progression? Has the candidate satisfactorily explained gaps in employment? Is there Higher Ed experience?
- Was the candidate prepared for the interview?
- Did the candidate ask thoughtful questions?
- Does the candidate contribute to the mission to appreciate differences?
- Would the candidate enhance the organizational culture?
- Does the candidate bring any special or unique skills or experience to the role?
- Does the candidate present him/herself well?
- What is the assessment of the candidate by the other members of the team?

Common Rater Errors

- Jumping to conclusions too soon; stuck on first impression
- Not seeing the substance beyond the skilled interviewer
- Making evaluation based on appearance
- Allowing evaluation of one candidate to influence another
- Providing average ratings for all candidates
- Allowing candidate's strength in one area to positively influence overall rating
- Allowing candidate's weakness in one area to negatively influence overall rating
- The tendency to allow non-job-related attitudes about cultural stereotypes, lifestyles, personality types, appearances, or other irrelevant perceptions to affect rating
- Giving higher than deserved ratings to candidates who appear similar to you, or who have similar backgrounds or interests