



# MAKING THE RIGHT HIRING DECISION

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## THE DEBRIEF

The purpose of the debrief is for all those who took part in assessing candidates; meet and share their respective scores. Keep in mind that in any group, it's only natural for some people to be more assertive, opinionated, and louder than the others. You must ensure that no single voice dominates the conversation.

Two key things to keep in mind:

1

Make sure the debrief is **focused on the key skills and experience**, NOT on how we generally feel about the candidate.

2

Remember that **consensus is not required**. While you value all input, in the end it is your decision as the hiring managers on which candidate is the right choice.

And make sure to :

- Plan the next steps for each unsuccessful candidate and determine who and how feedback will be provided.
- You should also identify if you have any "silver medalist". Your favorite candidate may not accept your offer and you may want to keep some candidates warm until you have a signed offer.
- You also want to nail down the offer details that will be included in the offer: all compensation, start dates, etc.

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## DEBRIEF FORM - EXAMPLE

Date of Debrief Session		Attendees	1.
Position Title		2.	3.
Hiring Manager		4.	5.
<b>Debrief Objectives</b>			
<ol style="list-style-type: none"> <li>First, we will review the feedback from each interviewer for each candidate. This should be a brief summary of your recommendation of who (if any) should be offered this role and reasons why.</li> <li>Once we have heard from everyone, the HM will determine if a hiring decision can be made.</li> <li>If yes, then the HM will discuss the offer details with HR.</li> <li>If not, we must determine next steps (i.e., were there any other "maybe" candidates to be considered OR determine next steps)</li> <li>We must also agree on who provides feedback to the candidates (non-selected) and what are the key talking points to ensure consistency in key messaging to be communicated to all candidates</li> <li>If the selected candidate does not accept this position, do we have a #2 candidate? If not, we need to determine next steps.</li> </ol>			
<b>If candidate is identified – indicate hiring decision here</b>			
Candidate Name			
*Target Start Date	NOTE: Take into account candidate's availability (how much notice they would like to give, do they want to take any vacation prior to starting or have any planned vacation that would impact the desired start date, is the HM and key team members available for onboarding, etc.		
Who is extending the offer	NOTE: It is best practice for the Hiring Manager to contact the candidate to share their decision. However, this does not need to include the offer details which can be done by the HR representative.		
<b>If no candidates are retained – indicate next steps here</b>			
NOTE: Here are some items to consider: Do we need to re-evaluate the job profile, have we explored all sourcing channels, do we feel we have swept the market, what factors are most affecting our search, are there any previous candidates that we screened out that should be reconsidered, should we modify our selection steps/order?			
<b>Non-Selected Candidates</b>			
Candidate Name	Feedback Provider	Key Reasons	
		NOTE: if you have a silver medalist, identify them here but do not provide them feedback until the top candidate has signed the offer.	

# DEBRIEF FORM - TEMPLATE

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