



Making a Selection Decision

Evaluate Candidates

When you receive your candidate certificate, the first thing to note is any certificate expiration date. Annotate this date on your calendar and plan your candidate evaluation strategy accordingly.

Candidate evaluation is accomplished by reviewing resumes, interviewing, and checking references. These are critical to a quality hire but should not be lengthy or cumbersome.

Review resumes

When reviewing the resumes against your job requirements, you may find it helpful to arrange them into three categories labeled:

Yes – Best job fit

No – Not a fit

Maybe – Need more details

If you end up with too many in the “Yes” and “Maybe” categories, re-sort these groups again to determine which applicants will be interviewed.

Interview candidates

Unless otherwise specified in your command instructions, whether to interview or not is your decision. Interviewing is strongly urged as it helps:

- Clarify the candidates’ credentials or some other essential job requirements.
- Determine the candidates’ “soft skills” (e.g., oral communication) that are not readily measured from resumes.
- Enable your candidates to ask questions about your job vacancy/organization to determine their fit/continued interest.

For interviewing tips, refer to the **Interviewing Process Quick Reference Guide** located on the CHR Portal.

Check references

References help you to get the full picture of the candidate’s skills, work habits and their potential fit for your organization. This is a critical candidate evaluation step and should not be bypassed.

For reference checking tips, including reference check sheet, refer to the **Conducting a Reference Check job aid** located on the CHR Portal.

Consider Candidates’ Perspective

As you move through your evaluation process, be mindful that while you are evaluating your candidates, they are also evaluating you and your organization. Ensure that the candidates’ experience is a good one.



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Decide On Who You Will Hire

Make your selection decision based on candidates' potential, motivation and fit:

- To what extent do the individual's skills and interests align with the daily activities and expectations of your job?
- Does the candidate possess key characteristics and work behaviors that fit your organizational environment and culture?

After deciding on whom to hire, consider your next best candidate. Would you be willing to hire this person if your first selectee declines your job/is unable to meet the pre-employment requirements? Making such determination now will better prepare you to move forward if your first selectee doesn't work out.

Inform Your Selectee of the Contingent Job Selection

Once you make the selection decision, review **Contingent Job Selection job aid** located on the CHR Portal.

After reviewing the job aid, contact your selectee and inform them of the contingent job selection. At this point, it is contingent because there are certain legal and regulatory employment requirements that your HR consultants must first check.

If your selectee declines the contingent job selection, either move on to your next selection or return the certificate to your HRSC consultant and request to be contacted to discuss your next recruitment options.

If your selectee accepts the contingent job selection, send your selection certificate along with a copy of the selectee's pay information to your HRSC consultant. In addition, if your selectee already works for you or your department and the new position does not have any additional pre-employment requirements (e.g., physical, clearance, etc.), determine/negotiate the new position start date and send this information to your HRSC and HRO consultants.

Notify Applicants Who Were Not Selected

Inform those non-selected applicants (whom you have contacted) of your selection decision.

This may be accomplished via short telephone call or email. If any applicants ask why they were not chosen, simply state that you found an applicant whose skills and abilities you determined will best fit the position.

Notifying applicants sends a positive message about your professionalism. In addition, these applicants could very well be your future hire (or future customer or even future supervisor), so end the process on a professional, friendly note.