

# “Congratulations” or “I’m sorry”

Making and communicating a decision

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# Learning Objectives

- Pitfalls to avoid in decision-making
- How to make a decision
- How to offer a post to the successful candidate
- How to give positive feedback to the unsuccessful candidates

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# Pitfalls in decision-making

- First impressions – usually last
- Anticipation
- Hear what you want to hear
- Overweight negative information
- Overweight academic qualifications
- Mental or physical distractions
- Attitudinal, gender and race similarity
- Stereotypes
- Halo vs Horns

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# Making a decision (1)

- Compare the information received from application form, interview and references to the person spec
- How closely do they match the criteria?
- Can rate competencies and use a rating system. Useful where there are lots of applicants.
- All interviewers must share their comments, based on the evidence, and agree

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# Making a decision (2)

- Beware of settling for the best of a bad lot. If in doubt, don't!
- Don't allow the pressure to appoint to make you appoint whoever applies
- Whatever is decided, keep notes on the basis on which the decision was made for at least 6 months

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# Making a Decision (3)

- Where is God in the process?
- Throughout the process you will have been praying for wisdom and guidance so trust Him with the decision making
- If someone feels 'called' to this role, but you feel that they do not meet the criteria, do not appoint, especially if you are agreed with the other interviewer. They may have misheard God! Offer to pray with them for the future or point them towards CV or their pastor

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# References

- Where possible, do not offer a post until references have been received
- Be aware of the law around references e.g. an employer refusing to give a reference could see a discrimination claim.

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# Congratulations

- A formal offer must be made to the successful candidate in writing
- Offer letter must include: title and offer of the job; any conditions which apply; terms of offer; start date and any probationary period, action candidate needs to take.
- Keep in touch and prepare induction

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# I'm sorry

- Unsuccessful candidates must be notified asap
- Feedback should be given, or at least offered

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# Feedback (1)

- Ask the candidate how they felt they performed
- Say what went well and what they did not do so well. Try and end positively
- Be prepared to cite actual examples
- Explain what you were looking for and why they did not meet the standard

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# Feedback (2)

- Do not be judgmental about personality data or give impression that the decision was made solely on personality or test data
- Stress that whilst they are not right for this role they have valuable strengths in other areas!
- Try to leave a good impression
- Don't get drawn into detailed debate

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