

# Equitable Hiring Decision Guide

Toolkit 1, Chapter 6 Downloadable Tool    CIIS Employer HR Resources



**Purpose:** Help employers make final hiring decisions that are fair, documented, consistent, and defensible.

**How to use:** Complete the sections that apply to your hiring process. Use the notes and action fields to document decisions, gaps, and next steps. Designed for HR, hiring managers, or leadership teams.

## 1. Final Candidate Comparison

| Candidate | Evidence of Fit | Strengths | Risks / Gaps | Recommendation |
|-----------|-----------------|-----------|--------------|----------------|
|           |                 |           |              |                |
|           |                 |           |              |                |
|           |                 |           |              |                |

## 2. Evidence-Based Decision Review

| Item                                                                | Yes                      | No                       | Notes |
|---------------------------------------------------------------------|--------------------------|--------------------------|-------|
| Final recommendation is connected to role requirements.             | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Screening and interview scores were reviewed before final decision. | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Candidates were compared using the same standards.                  | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Assumptions or preferences were challenged during discussion.       | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Decision rationale is documented clearly.                           | <input type="checkbox"/> | <input type="checkbox"/> |       |

## 3. Candidate Communication Plan

|                                           |  |
|-------------------------------------------|--|
| Selected Candidate Communication Plan     |  |
| Unsuccessful Candidate Communication Plan |  |
| Feedback Approach                         |  |
| Timing for Follow-Up                      |  |

## 4. Post-Hiring Review

| Item                                                     | Yes                      | No                       | Notes |
|----------------------------------------------------------|--------------------------|--------------------------|-------|
| Recruitment process was completed consistently.          | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Candidate pool and shortlist were reviewed for patterns. | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Hiring team identified lessons learned.                  | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Documentation is complete and stored appropriately.      | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Any process improvements have been assigned.             | <input type="checkbox"/> | <input type="checkbox"/> |       |

## 5. Hiring Documentation Checklist

| Item                                                             | Yes                      | No                       | Notes |
|------------------------------------------------------------------|--------------------------|--------------------------|-------|
| Job posting and role requirements retained.                      | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Screening criteria and notes retained.                           | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Interview questions and scorecards retained.                     | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Final decision rationale retained.                               | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Candidate communications documented.                             | <input type="checkbox"/> | <input type="checkbox"/> |       |
| Accommodation requests handled confidentially and appropriately. | <input type="checkbox"/> | <input type="checkbox"/> |       |

## 6. Final Approval

|                       |  |
|-----------------------|--|
| <b>Hiring Manager</b> |  |
| <b>HR / Reviewer</b>  |  |
| <b>Date</b>           |  |
| <b>Approval Notes</b> |  |