

Making the final recruitment decision

When making a final recruitment decision, here are some things you should consider:

1. **Ensure the final decision is as objective as possible** – Sometimes it's easy to go for a candidate because they had a particular skill that stood out or a personality you really liked. Remember, that you are scoring objectively against 4-6 relevant competencies and the candidate who scores the highest for those criteria will be likely to perform the best in the role in the long-term.
2. **Also think about how well the candidate will fit into your team** – Can you picture the candidate working well with the rest of the team? Will they fit into the culture of the organisation? If a candidate's given you an indication in the recruitment process that they don't have the right attitude for your business, then don't give them the job!
3. **Conduct reference checks** – Reference checks can be both valuable and illuminating, and it's recommended that these are conducted before making a final job offer. If you are deciding between equally qualified candidates, reference checks can help you to make your final decision. Even though graduates are likely to have varying amounts of work experience, a reference check can also give you a real insight into the strong candidates' characters and who is likely to fit in well at your organisation.
4. **Ensure everyone's in agreement** – It's always best practice to make sure that the key decision makers in your business are all in agreement before making a formal job offer.
5. **Agree a second choice and third choice candidate** – When deciding on your top candidate, it's recommended that you agree on a second choice and third choice candidate just in case the first-choice candidate doesn't accept the job offer.

What to do if nobody is appointable?

In this instance, it's better to reopen the recruitment process rather than recruit a candidate who didn't meet your criteria. If you appoint the wrong person, it will be a lot worse in the long run than just extending the recruitment process to find the right person for your organisation.

Improving equality in the workplace through recruitment

Another thing you might possibly want to consider within your organisation is taking specific steps to improve equality in the workplace, otherwise known as **positive action**. These are actions that can lawfully be taken to help encourage and improve outcomes for people from under-represented groups (e.g., BAME graduates, disabled graduates, women etc.). You can read more about positive action recruitment [here](#).

Here are some examples of when positive action provision can be used:

- 1) *Your organisation is currently recruiting for a Graduate Marketing Executive role. You have completed all recruitment stages and scored all candidates objectively against the job criteria. Two candidates, a man, and a woman, have performed very strongly within the final stage, achieving the same overall score. You understand that both applicants could perform the job equally well. The female candidate disclosed early in the recruitment process that they have an invisible disability and may need some reasonable adjustments. You decide to take positive action and recruit the candidate with the disability. This is not unlawful as both candidates were equally capable of performing in the role and there is no discrimination against the other candidate in making this decision.*

- 2) *You might want to consider using positive action is when recruiting for jobs in sectors that are heavily male dominated., e.g. women only make up 28% of the total workforce in science, technology and maths (STEM) fields.*

Positive action is completely voluntary and it's up to you as an organisation if you want to consider this during the final stages of the recruitment process.

The important point to remember is you must not recruit graduate that has a protected characteristic if they are the less suitable candidate, as this will be direct discrimination. The candidates must be of equal merit, and as an employer you must have reason to believe that one of the candidates has a protected characteristic (e.g., gender, race, disability etc.) that is underrepresented in your workforce and could also have a systemic disadvantage connected to it.