

Tool 10: Rejection (what to say to help the person who is not hired)

Inevitably, at the end of many interviews you will have to inform the candidates that they will not be recommended for hire. If you communicate the rejection in a constructive, thoughtful and tactful manner, you can minimize negative reactions. It can even be seen as a positive experience that leaves the candidate impressed and speaking well of the interviewing company.

It is important that you:

- Make notes about how the decision to select or reject was reached. Be sure to retain these notes on file, together with the applicant's resume, application form and results of their individual assessments.
- Provide an explanation of the reasons for rejection based on objective reasons, using evidence from the assessment.
- Provide feedback on how the candidate has been perceived, the good points as well as those which led to rejection (particularly important when the candidate is new to Canada and less likely to pick up non-verbal cues).
- Acknowledge the time and effort that the candidate put into their application and completion of the assessments. Express the hope that it has been useful to the candidate and has yielded useful information for them.
- Provide advice on what to do next. For example, how to achieve a regulated professional designation (if appropriate), how to tackle training needs that you have identified, or contact details of organizations that might be helpful.
- Provide suggestions for an alternative career (if appropriate).
- Give the candidate the opportunity to ask questions and respond to their questions.
- Wish the candidate well in his/her future endeavors.

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