

## Giving feedback

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*This guidance should be read in conjunction with the Recruitment and Selection Policy – see section on ‘Feedback’.*

It is the university’s policy that all applicants and candidates may seek constructive feedback on their application or their performance during any selection process.

### 1 How to give feedback

- 1.1 Providing feedback to unsuccessful candidates can seem daunting but if handled well, the candidate may find the feedback valuable and be left with a positive impression of the university.
- 1.2 Feedback should be objective, fair and balanced, focusing on the areas where the candidate performed well and identifying any areas for development.
- 1.3 Feedback should be clear, concise, and relate to the suitability of the candidate when measured against the person specification requirements. Feedback should focus on factual information and observations eg test scores, interview assessment scores based on the evidence collated during the selection process, and should avoid subjective 'opinion'.
- 1.4 Wherever possible, provide examples in order to ‘back up’ the feedback being given, such as:  
  
*“The panel felt that you would require greater levels of support from your supervisor in order to perform well in this job than would normally be expected at this level. **For example**, in answer to the question on working independently, you said that you would always seek the view of your manager before responding to a student query.”*
- 1.5 Feedback should be honest and accurate; it is wrong to tell a candidate that they were the second choice if this is not true. Similarly, avoid vague or generic statements such as ‘you were just pipped at the post’ as this is unlikely to help the individual understand the reason why they were not the preferred candidate.
- 1.6 Feedback must not give the impression that the selection decision was based on any factor other than the candidate's performance as measured against the person specification requirements. In particular, feedback must not include discriminatory judgments or opinions.
- 1.7 Candidates are often self-critical and the feedback provided might be more positive than they were expecting to receive. It can be a useful technique to start the feedback by asking the candidate how they felt it went. On occasions; however, a candidate might react negatively to the feedback because they disagree with the panel’s assessment. In this situation, the candidate’s disagreement should be acknowledged but it should be reiterated that the decision was based on panel consensus following a fair and objective assessment of all candidates against the person specification criteria. It is important to remain calm and



professional and if the candidate is insistent that the panel has made a wrong decision, ultimately they can be directed to the recruitment complaints process in the Recruitment and Selection Policy.