



Disability
Confidence

Debriefing Evaluations and Collecting Feedback on the Hiring Process

Who is this tool for?

High Priority:

- Interviewers

Useful to Know:

- Hiring Managers
- Hiring Committee Members



What guidance does this tool provide?

- How to debrief evaluations across the hiring process in an inclusive manner
- How to enhance the accessibility of the hiring process through feedback



Debriefing After Evaluations

After a candidate completes any evaluation (e.g., interviews, assessments, etc.), debriefing and consistent follow-up practices will help you make the best, and most inclusive hiring decision.¹

The first step is to gather the hiring committee and collectively recap the interview. If the interview was conducted with only one or two committee members, engage with the wider hiring committee, and plan a separate meeting to debrief together. This creates an opportunity to openly discuss a candidate's interview responses and establish a unified summary of candidate:²

- Review the candidate's responses to each interview question
- Compare your notes and recollection of each response to ensure no details are missed
- Engage in open dialogue about how well their responses address your evaluation criteria, and if you disagree, respectfully challenge one another
- Come to a shared consensus about each candidate's interview performance



Tapping Into Your Additional Resources

Making hiring decisions must not hinge upon an interview performance alone. Circle back to the other sources of information you have to assess candidates and ensure your decision-making process is well-rounded and comprehensive.

- Review a candidate’s cover letter and résumé in conjunction with their interview performance
- For additional tips and guidance on screening job applications, please visit [Evaluation Tool 3 - Evaluating Candidates Throughout the Hiring Process](#)
- Reach out to references, who can provide nuanced insights about candidates with disabilities that may not be identified in their application or interview
- When contacting a reference, consider asking questions face to face or over the phone. While useful, letters of reference can sometimes reflect unconscious biases against candidates with from equity-seeking groups.³ Engaging in conversation allows you to probe further and create a fuller understanding of a candidate’s qualifications
- Any reference from a respected disability organization should carry weight in your decision

Additional Tips for Assessment

- Avoid making hiring decisions based on gut feel or intuition, as these feelings are likely based upon unconscious biases
- If accommodations were not discussed, consider how the availability of flexible working conditions, remote work, or other workplace adjustments might support the candidate if they were hired

Gathering Feedback on Your Hiring Practices ★★★★★

To continue building your capacity to welcome and support workers with disabilities, consider gathering feedback on your hiring practices.^{1,4}

Many employers do not know they are being discriminatory until it is directly brought up with them.

There are a number of ways you can learn with and from people with disabilities. Remember that while you may benefit from learning how to improve, an employment relationship operates as a two-way street. What can you do to recognize and show appreciation for candidate feedback?





Surveying Applicants and New Hires



For Each Applicant:

For each job posting you release, consider monitoring the types of applicants you attract. While an applicant cannot be legally asked if they have a disability, organizations can collect this information through specific means. For instance, a business can distribute an anonymous survey as a part of the post-application process and ask applicants to anonymously self-identify with equity-seeking groups.⁵

Survey responses would be completely private, confidential, and separate from the job application. Questions could invite participants to identify areas where the company falls short and provide suggestions for a more inclusive hiring process. Before asking for a candidate's feedback, think about how you can make this proposition valuable for them:

- Consider providing feedback to unhired candidates – by doing so, you can support their future employment opportunities. After providing them with feedback, ask if they are willing to do the same for your hiring processes. Be sure to offer alternative ways for the candidate to convey feedback (e.g., over the phone, email, a survey, etc.)
- Build a working relationship with the candidate and offer to keep them abreast of any relevant job openings at your company
- Should you have the capacity, provide compensation to recognize their feedback

Be mindful that while you may ask in good faith, it is not the responsibility of a person with a disability to educate you or your company about how to be more accessible.



For Each New Hire:

As a part of the onboarding process, invite all workers to voluntarily provide anonymous feedback on the recruitment and hiring process. Be sure to make it clear that their feedback will not impact their job.

- Ask them questions such as:
 - Tell us about your experience during the recruitment process.
 - Tell us about your experience during the interview process.
 - What suggestions do you have to enhance the inclusivity of the hiring process?

Hiring an external company to evaluate and present a summary of the survey results has unique benefits:

- The privacy and anonymity of your staff are better protected
- A more objective third party can provide feedback to you about the inclusivity of your hiring process
- Staff will be able to focus on other aspects of their jobs

Other Promising Avenues for Feedback

- Consult directly with people with disabilities or employment service providers who can pilot test your hiring practices and provide valuable feedback to ensure you are being inclusive
- Reach out to employee resource groups focused on diversity, equity, and inclusion, disability confidence, or accessibility, and seek their input on the hiring process
- Develop an accessibility audit of your recruitment and hiring processes in partnership with people with lived experience to identify where or how you may be unintentionally excluding people with disabilities



Monitoring Key Inclusivity Performance Indicators

Internally, you can also develop key performance indicators to track how well you are doing with disability inclusion. For each indicator, determine what your organization's goals are and how often you will review your progress. Plan out routine conversations where inclusivity performance indicators are discussed with an executive or senior manager who has been tasked with overseeing disability confidence at your company.

If your business distributes an anonymous survey as a part of the post-application process to all applicants, consider collecting data on:¹

- How many applicants anonymously self-identified with equity-seeking groups?
- How many applicants requested accommodations?
- What type of accommodations were requested?
- How many requests for accommodations were denied?
- How many applicants had an interview?
- How many applicants were hired?
- How many applicants were rejected?

For staff who have disclosed their disability in the workplace:

- How many new joiners had the adjustments they needed when on-boarding, and at what cost?
- Which roles/teams/salary levels do workers occupy?
- What are the turnover rates?



When reviewing indicators, take the time necessary to reflect upon your progress. Monitoring inclusivity performance indicators should never be completed for the sole purpose of ‘ticking a box.’

- Where you succeeded, what helped you achieve your inclusivity goals?
- Where you fell short, what prevented you from meeting your selected disability performance indicators?

Using this data, as well as any feedback that you have gathered, determine a plan for how to best move forward so that you can achieve your inclusivity goals.

Take home messages

- After every evaluation period, a debrief is necessary. The first step is to gather the hiring committee and collectively recap the interview.
- Gathering feedback is a crucial part of the debrief process. Consult directly with applicants with disabilities, employment service providers, employee resource groups. Utilize methods such as survey and accessibility audits to ensure feedback processes are inclusive.

