

## Final Selection

Based on all information gathered during the recruitment and selection process, including résumés, interviews, test results, applicant ratings, reference checks, and the advice of the selection team, decide which candidate best satisfies the pre-established requirements of the vacancy.

Wise employment decisions advance the University's objectives and those of individual departments while poor ones have costly and far-reaching consequences. If there are specific concerns about any of the candidates considered to this point, [consult your HR Consultant](#) [1] who will advise on how to proceed. If appropriate, this may involve second interviews or possibly reposting or re-advertising the vacancy.

Documenting the selection process and final hiring decision should be completed **prior to any offer of employment**, (verbal or written). In the event of a grievance or other action resulting from the hiring process, comparisons of applicants developed and noted after an offer are generally not admissible in supporting the final decision.

**Source URL:** <https://www.uoguelph.ca/hr/managers-recruitment-selection-orientation/final-selection>

### Links

[1] <https://www.uoguelph.ca/hr/hr-services-about-human-resources/human-resources-consultants>