

# Equity in the Hiring Process

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RESOURCE	Guide

When hiring student employees, it is important to ensure there is consistency, continuity, and equity in your process. This is not only valuable to the students going through the process, but also your department as you welcome new and diverse talent to your team. By honoring the lived experiences and skills of your working learners, you increase the likelihood of retaining your student employee during their time at the institution, you celebrate innovative and creative ideas from your team members, and foster an overall better working environment.

In order to consider all of your student candidates for the opportunity you are providing, you must first consider how you are reviewing all of their applications. This is where the consistency, continuity, and equity really come in. When objectively evaluating candidates, you're able to ensure you make the best choice while limiting bias and not falling into stereotypes, which can all negatively impact your hiring process. Thinking outside of skill alone and considering experiences to include paid experiences, volunteer opportunities, clubs and organizations, and even growth and development may be ways to consider a candidate you aren't used to, but are imperative when hiring student employees. The use of a matrix can be the key to consistency and equity in your review.

## Use of a Hiring Matrix

A hiring matrix is a standardized reporting form, of sorts, used to evaluate all of your working learner candidates through a centralized tool in order to consistently review and assess applicants objectively based on a set of criteria and the use of a rating scale. This ensures you consider the same criteria across all applicants while making it very easy to consider your 'top' candidates based on true and undeniable data points rather than gut feelings or implicit biases we may hold as hiring managers. This supports the hiring manager and/or committee in focusing on what is seen as most important for the role or the office in order to make the most informed decision on who to interview, and, ultimately hire.

In order to hire a successful student employee candidate, you must first define what success is for you and this position. This should be based on the role and can include any necessary minimum qualifications, skills, experiences, outcomes, past achievements, demonstrated ability to learn and develop, etc. It is important to consider criteria in a matrixing process that were articulated in the original job posting. For example, considering if a student submitted their resume and cover letter as a criteria, but not explicitly asking for a cover letter in the hiring process will be a disadvantage to the applicants.

When working with a matrix, consider the following:

1. Determine what the most important criteria for success are and include each as their own category. This may include technical or performance skills based on the specific role the student would be filling.
  - a. Remember to be generous in your selection of criteria and consider the vast array of skill development, articulation, and experiences of students. Try not to matrix for the 'perfect fit', but rather consider a student's entire experience, be it from previous work or not.
  - b. Review the job posting responsibilities and qualifications and organize them into general categories such as class standing, skills, major, etc.
2. Establish an assigned weight to each criteria based on overall importance in the position.  
This may look something like:

Rating & Description	
0	Does not articulate or showcase skill or qualification
1	Meets qualification or skill criteria for successful job performance
2	Generally exceeds qualification or skill for successful job performance
3	Significantly exceeds qualification or skill criteria for successful job performance

3. Review each applicant using the same criteria and assigned rating weight.
  - a. If criteria is not met, consider the use of a '0', N/A, or '?' as indication the candidate does not meet or have that criteria articulated in their materials.
4. Ensure all applicant reviewers use the same matrix with the same criteria and rating system for continuity in the process.
  - a. By screening all applicants, you are able to articulate any unqualified or under qualified applicants and can provide feedback to these students for future development in their next applications. Consider having a 'notes' section on your matrix to jot down thoughts and pull from for future communication with applicants.
5. Upon review of all applicants, use the results from the matrixing to consider your students to interview.

Though a hiring matrix can look a lot of different ways and include a lot of different criteria and assigned weighting systems, a simple sample matrix can be seen here:

## Recruitment

# Sample Short-listing Matrix

COMPETENCIES															
Candidate data from CV or Application form	Education	Qualifications	Knowledge	Work History	Reason for applying for job	Working with people	Presenting & Communicating information	Writing & Reporting	Planning & Organising	Self Motivation	Taking Decisions	IT Skills	Presentation	Comments	TOTAL
Name 1															
Name 2															
Name 3															
Name 4															
Name 5															
Name 6															
Name 7															

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The use of a matrix invites consistency in the overall process and provides equity for all candidates. When considering the use of a matrix, don't be afraid to adjust as you work through your process as you may find you were overzealous with your criteria. As long as changes are made that impact all candidates, your efforts in creating an equitable hiring process still stands.

### **Additional Resources:**

[Selection Panel or Matrix](#)

[What are Equitable Hiring Practices?](#)

[The Interview Scoring Matrix](#)

[What is an interview matrix?](#)