TALENT ENGINEERING ACADEMY

# Bias, Consistency and Decision Documentation

## PRACTICE WORKBOOK

Recognise judgement traps, preserve independent evidence and write decisions that can be explained.

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| PATHWAY | Assessment and Hiring Decisions |
| LEVEL | Practitioner |
| EDITION | 2026.09 |
| UPDATED | 2026-09-24 |

Free learning. Practical work. Better recruitment.

An education initiative by Vitae.

WORKBOOK GUIDE

# Build something useful as you learn.

This workbook turns the course into a practical piece of work you can review, refine and adapt. Print it, annotate it digitally, or use the prompts in your preferred notes tool.

YOUR COURSE DELIVERABLE

**A decision log and calibration protocol with bias checks.**

## How to use this workbook

01 Work through the course lessons in order, then complete the matching workbook prompts.

02 Use fictional or properly authorised information. Do not add candidate or client confidential data.

03 Compare your decisions with the self-review guidance. Revise assumptions, gaps and unclear ownership.

04 Keep the finished workbook as evidence of your learning and as a starting point for real work.

BEFORE YOU START

Talent Engineering Fundamentals, or equivalent recruitment experience.

Course page: https://talentengineering.org/courses/bias-decision-documentation

PART 1

# Plan your course deliverable.

Use these planning pages to define what you are producing before you work through the lesson exercises. Return to them as your thinking develops.

WORKSHEET 01

## Criteria fixed before evaluation

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 02

# Evidence and source

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 03

# Independent interpretation

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 04

# Contradictions and missing evidence

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 05

# Decision rationale and authority

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 06

# Review, challenge and correction

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

PART 2

# Apply each lesson.

Each exercise is designed to turn the lesson into evidence of practice. Complete the task, then use the guidance to challenge your first answer.

LESSON 01 / 04

## Recognise how judgement drifts

YOUR PRACTICE TASK

**Identify three judgement traps in a fictional shortlist discussion and propose a process control for each.**

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A panel treats a famous employer as proof of leadership. Reviewing the actual evidence reveals that one candidate’s role was narrow while an applicant from a smaller firm owned the relevant decisions.

SELF-REVIEW GUIDANCE

Link each control to the mechanism of error. For prestige effects, require evidence of responsibility. For early impressions, score criteria before an overall recommendation. Avoid relying only on a reminder to be fair.

LESSON 02 / 04

# Keep evidence, interpretation and decisions separate

YOUR PRACTICE TASK

**Rewrite four vague decision notes into observation, interpretation and action.**

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

Observation: the candidate asked for missing demand data before estimating staffing. Interpretation: this supports careful problem framing. Decision: the planning criterion meets the agreed anchor. These are recorded separately rather than writing seems smart.

SELF-REVIEW GUIDANCE

Each interpretation should point to an observation and criterion. Where the observation is absent, identify the gap. Do not manufacture supporting detail after a decision has already been made.

LESSON 03 / 04

# Challenge decisions consistently

YOUR PRACTICE TASK

**Design a challenge route and a review plan for a criterion applied incorrectly to six candidates.**

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A candidate challenges a screening rejection based on an incorrect licence assumption. The team verifies the evidence, revisits the decision and checks other rejections made under the same interpretation.

SELF-REVIEW GUIDANCE

Include acknowledgement, independent review where practical, correction and communication. The remedy should address the process defect and all affected cases, not just the visible complaint.

LESSON 04 / 04

# Evaluate consistency without claiming neutrality

YOUR PRACTICE TASK

**Write a consistency audit that examines both scoring agreement and criterion relevance.**

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

All assessors agree on rejecting candidates without a particular university background. High agreement does not justify the criterion. The review asks whether the requirement has a defensible relationship to the work.

SELF-REVIEW GUIDANCE

Include a case where everyone agrees for the wrong reason. Explain how the audit tests the rule itself and what evidence would support changing it. Consistency is one quality dimension, not a complete fairness guarantee.

FINAL REVIEW

# Strengthen the work before you use it.

Review the completed workbook as one connected piece of work. The strongest deliverables are internally consistent, explicit about limitations and clear about who decides what happens next.

- ☐ The work distinguishes facts, evidence, assumptions and open questions.
- ☐ Decisions have named owners, dates and review points.
- ☐ Measures connect to the outcome rather than activity alone.
- ☐ Risks, accessibility needs, privacy considerations and limitations are visible.
- ☐ The next action is specific enough for another person to follow.
- ☐ The finished deliverable can be explained in plain language.

FINAL CHANGES AND NEXT ACTIONS

FURTHER READING

# Continue with trusted sources.

These sources support further study. A reference does not imply endorsement. Check the current official rules and obtain appropriate professional advice for real legal, financial or regulated decisions.

### CIPD: Selection methods

Professional context for selection methods and their limitations.

https://www.cipd.org/uk/knowledge/factsheets/selection-factsheet/

### GOV.UK: Discrimination in recruitment

UK legal context. Obtain advice for your jurisdiction and circumstances.

https://www.gov.uk/employer-preventing-discrimination/recruitment

**ABOUT THIS WORKBOOK**

Original educational scenarios. Practical work is self-directed and is not independently assessed. Adapt any method to your context with appropriate review.

Talent Engineering Academy is an education initiative by Vitae.