



Hiring Risk Checklist + Self-Assessment Tool

Identify your recruitment risks. Improve your hiring decisions.

This checklist helps Hiring Managers and Leaders identify **key risks across the recruitment lifecycle** and take action early.

How Scoring Works

- Tick each statement that applies to your organisation.
- Each checked item = 1 risk point
- Add up your total at the end
- Use the risk scale to interpret your results

1. Role Clarity & Planning Risks

- The role purpose is unclear or poorly defined
- No clear success profile or key competencies identified for the role
- Position Description (PD) is outdated or very generic
- Stakeholders are not aligned on "what good looks like"
- The Recruitment process not mapped end-to-end before starting

Score: ____ / 5

Risk: Hiring for the wrong role, not just the wrong person

2. Attraction & Candidate Pool Risks

- Job ad does not sell the role or organisation well (weak EVP)
- Limited or narrow sourcing channels used
- Unconscious bias influencing who is shortlisted
- Lack of diversity in the candidate pool
- Poor candidate experience during attraction and interview stages

Score: ____ / 5

Risk: Missing top talent or attracting poor-fit to role candidates

3. Compliance, legal & Process Risks

- Hiring managers are unclear on recruitment policies/process
- EEO or employment law are unknown or considerations overlooked
- Inconsistent or undocumented selection processes
- Conflicts of interest not declared
- Poor record-keeping of decisions and evaluations

Score: ____ / 5

Risk: Legal exposure and unfair bias hiring decisions



4. Interview & Assessment Risks

- No structured or competency-based interview approach
- Inconsistent questions across candidates
- Over-reliance on “gut feel” vs evidence
- Poor probing of candidate responses
- No scoring or evaluation framework used
- Interview panel not trained or aligned

Score: ____ / 6

Risk: Biased, inconsistent, and low-quality hiring decisions

5. Bias & Decision-Making Risks

- Unconscious bias influencing decisions
- Hiring for “likability” over capability
- Lack of diverse perspectives in the decision-making process
- Groupthink or dominant panel member influence
- No challenge or calibration of hiring decisions

Score: ____ / 5

Risk: Reduced diversity, poor cultural and role fit, successful candidates lack capability

6. Evaluation & Selection Risks

- No clear scoring or comparison between candidates
- Evidence not documented or aligned to criteria
- Inconsistent evaluation across panel members
- Decisions made without full data or input
- Rushed hiring decisions due to time pressure

Score: ____ / 5

Risk: Hiring the wrong candidate despite a “good process”

7. Reference Checking Risks

- Reference checks skipped or rushed
- Questions not aligned to role competencies
- Over-reliance on referee opinions without validation
- No structured reference-checking process
- Reference checks not saved in correct files

Score: ____ / 5

Risk: Missing critical verification checks and red flags

8. Offer & Onboarding Risks

- Poor candidate communication or delays in offer and onboarding process
- Offer not aligned to expectations set during process
- Weak or inconsistent onboarding process
- Hiring manager not prepared for new starter
- No structured integration into team/culture

Score: ____ / 5

Risk: Early attrition and disengagement of new employee**Total Score: ____ / 41**



Final Recruitment Risk Score

Give yourself 1 point for each checked item:



0–10 → Low Risk

Your hiring process is strong and structured.
Future Focus: Continuous improvement and refinement.



11–20 → Moderate Risk

You have some gaps that could impact hiring quality.
Future Focus: Strengthen consistency and reduce bias.



21–30 → High Risk

Significant weaknesses in your hiring approach.
Future Focus: Introduce structure, training, and clear frameworks and tools.



31–41 → Critical Risk

Your organisation is highly exposed to poor hiring decisions and decision-making process.
Future Focus: Immediate intervention required—process redesign needed and internal capability uplift.

Want to reduce your recruitment risk score?

Get in touch - We help organisations reduce their hiring risk; we do this by assisting:

- Better time to fill
- Better Hiring Manager or TA team capability
- Ensure less bias / compliance exposure
- More consistent approaches to recruitment across the organisation
- Improve workforce outcomes – candidate capability fit
- Ensure cultural and values fit

Enquire about the *Recruitment Skills for Hiring Managers* program or book an appointment to discuss a full Recruitment Health Check for your organisation.

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