

Appendix E: Shortlisting Guidelines

Shortlisting is a very important part of the recruitment process and the first step to finding the right candidate, the process should be undertaken with careful consideration.

Shortlisting must be completed in a fair and objective way, using the same set of selection criteria and competencies for each applicant. The criteria/competencies used should relate to the position, based on the agreed job description, relevant to the post and free from bias, personnel opinion and discrimination.

The following stages and points should form part of the shortlisting process:

- The shortlisting process must be completed by a minimum of two managers/supervisors with the essential criteria/ competencies agreed, by both, before shortlisting begins, so that the decisions made are based only on the skills, abilities and information provided by the applicant.
- Each managers/supervisors should assess applications individually to help prevent bias. Then after the initial sift they may meet to agree the final shortlist. A third person can be asked to review the shortlisting to check that no bias has influenced the short listing.
- Once the shortlisting exercise is completed and a finalised list of applicants has been agreed, all shortlisting notes should be completed and returned to HR. The list of candidates to invite for interview may be limited, even interviewing six people for any one job can be very time consuming
- Applications are reviewed against the criteria using the requirements of the person specification to judge applicants and identifying a suitable pool of candidates for interview, testing or further assessment.
- Be aware of any gaps on the application form and note any concerns. Breaks in employment may be due to unemployment because of the economic environment, but they may also be an indication of a more serious concern like dismissals, incarcerations etc
- It may not be clear from a disabled person's application whether reasonable adjustments would enable them to perform the role effectively. If a disabled applicant appears suitably qualified, the employer should offer them an interview and expressly clarify the question of reasonable adjustments.
- Applicants must not be discriminated against on the basis of race, sex, age or disability. You should avoid making assumptions e.g. that a women who may have children will be inflexible about working hours or that a persons disability may prevent them from fulfilling the requirements of the job. We are required to consider reasonable adjustments which could be made to the job design/ working arrangements to encourage disabled applicants to apply. Disabled applicants should receive an interview where they meet the essential requirements of the job. The age of applicants must be disregarded for

shortlisting purposes. Any person who believes they have been discriminated against on the grounds of race, sex, disability, Trade Union membership etc. may apply directly to an Employment Tribunal. There is no upper limit given from compensation for the majority of the above cases. This means that decisions must be fair and consistent and also open to scrutiny by a third party. If a complaint is taken to an Employment Tribunal, the Tribunal will wish to satisfy itself that the selection decision was made fairly on the basis of lawful, fair and relevant criteria for selection.

- Applicants who have declared a criminal conviction or spent convictions, should initially be processed the same way as any other applicant. The applicant should be considered based on skills, qualifications and ability to do the job. In line with the Rehabilitation of Offenders Act 1974 (ROA). Employers may not ask prospective employees if they have 'spent' convictions at any stage during the recruitment process. If an individual's conviction becomes spent, then it is as if they had never been convicted (subject to exceptions below):
 - a) Doctors, dentists, midwives and nurses
 - b) Lawyers
 - c) Police Officers
 - d) School-based jobs
 - e) Jobs for those who provide elderly, sick, disabled people with health or social care services
 - f) Accountants
 - g) Jobs that involve the supervision or training of people under the age of 18

There is a simple scoring system, with a shortlisting grid (excel based) using five key areas in line with the both the job description and job evaluation process (see table below). The job description must be used as a basis for shortlisting candidates, this way there will be a auditable, justifiable reason shown for the select of candidates or not. Please remember that a decision to not shortlist a candidate may be taken before an employment tribunal

All applicants must be given fair scores, weighting according to how they and their experience matches the essential/ desirable criteria and selected competences. Notes to support your decision and reasons for selected position competencies may be helpful should you be required to justify.

Knowledge

- Knowledge relates to all technical, specialist, procedural and organisational knowledge required for a position.
- Has the applicant evidenced or given examples of how they meet the essential and desirable knowledge identified in the job description, this can include items from the education/training, work experience and personal statement?

Interpersonal Skills

- Interpersonal skills relate to the interpersonal and communication skills required as identified in the job description, this includes oral, linguistic, sign and written communication.
- What evidence and examples has the candidate given to show how they meet the essential and desirable criteria requested?

Mental Skills

- Mental skills relate to the requirements for concentration, alertness and attention as identified by the job description.
- Has the applicant demonstrated that they have knowledge and experience of the mental skills needed for the position e.g. attention to detail? How well is the application written/ formatted?
- Do they have previous work experience that required them to focus for long periods of time?

Experience

- Does the candidate have previous work experience in a similar role or related area of work?
- Have they been in further education or an apprenticeship in a relevant area of work?
- Has the applicant used the personal statement to demonstrate that they have transferrable skills, knowledge or training that applies to the position?

Position Competencies

- Competencies are measurable behaviours or attitudes, such as decision making, customer service, team work, leadership, attention to detail, numerical analysis. While most roles will need a certain level of competence, each role will require a different mix at varying levels. For example, an Administrator requires a high level of attention to detail and must be able to demonstrate that they can work to deadlines.
- Has the candidate demonstrated, experience, knowledge and understanding of these areas?

