

Recruitment and Selection - Managers Guidance

Shortlisting

Shortlisting means looking at the applications you have received to see which ones meet the essential criteria for the post and should proceed to the next stage of the selection process. Once the closing date of your advert has passed, you will be notified when all applications are ready for shortlisting and accessible to you in Recruit (both off and online). The following points will help you to shortlist effectively

- Do the shortlisting promptly so that the whole recruitment process progresses smartly. Your target is to provide the SSC (HR) with the shortlisting results within **five working days** of receiving the details of the applicants.
- All those managers involved in the recruitment for a particular post should participate in the shortlisting where possible. You can do this by working with each other or each make a list separately and subsequently agree a final list. You should share all applications confidentially with other members of the panel using Recruit.
- Consider if the applicants meet the essential criteria of the job and person profile from what they have put on the application form. Any who do not meet all essential criteria should not be shortlisted.
- If you have agreed to consider CVs and have HR approval for this, some applicants may have used a CV instead of filling in the application form. If you cannot find the information you need on the CV, you should not shortlist the applicant, in the same way that you would not shortlist an applicant who has completed an application form without demonstrating evidence of the qualities needed. If you have not explicitly stated that CVs are welcome and someone has included a CV instead of completing an application form, you should contact them to ask them to complete the form. If someone has completed an application form and also attached a CV, you can take account of any supplementary information it provides.
- Look for any gaps in a candidate's employment history or reasons not given for leaving previous posts and make a note to explore these at interview if the candidate is shortlisted.
- Treat all the applicants in a consistent manner. If you have previous knowledge of an applicant, you must not be affected by this. The criteria used to shortlist must be consistently applied to all applicants. Don't shortlist using criteria other than those in the job and person profile. It is not acceptable to

seek background information about a candidate from general internet searches or from social media including Twitter, Facebook and Instagram. You should only use information from the application form to shortlist and information from the interview process and the official pre-employment checks to select the preferred candidate.

- All those applicants who meet the essential criteria should normally be shortlisted but if there are a very large number of applicants, this may be impractical. If so you should also consider how well the applicant meets the desirable criteria of the job and person profile and shortlist accordingly until you have a manageable number of candidates for the next stage. Some criteria will be more important than others and you should make your decisions accordingly.
- All those candidates who consider that they are disabled must be shortlisted if they meet the essential criteria of the job. This is part of our commitment to the Disability Confident scheme. These applicants will be highlighted. Be aware of any disability which could affect application.
- Do not be overly influenced by the level of literacy/fluency with which the application form has been completed unless this is important for the job itself. Some applicants may not be able to complete the form without help and this is acceptable where reasonable adjustments are appropriate to enable an applicant to participate in the selection process.
- If someone applies for a job for which they are over qualified, they should be neither given priority over applicants who meet the given criteria at a lower level nor discriminated against. Do not presume either that they will make a better employee or that they will get bored and be less productive. It is their choice to apply to work at this level.
- Record your shortlisting decisions fully so that you can justify your decisions. A suggested format follows. Be prepared in case you need to provide verbal or written feedback on your reasoning.
- Employees who are covered by the Council's Redundancy, Redeployment, Protection of Earnings and Buy Out of Hours Policy (this should be included on their application form) may be entitled to a priority or guaranteed interview where they meet the essential requirements for the post or could do so with reasonable training/support. More information is available in the Redeployees and Interview sections. In these cases, the manager should contact the departmental HR team.

- If the post has initially only been advertised to at risk candidates or internally the expectation is that you would see any at risk or internal candidates who meet the essential criteria before going any further with external advertising. If you have received an application from an individually 'at risk' employee, wherever the job has been advertised, you must consider them before other applicants (giving them 'priority consideration'). If you do not want to either shortlist or appoint an at risk applicant then you should complete the Priority Candidate assessment form and send this to your Departmental HR team, who will need to approve this before you can consider any other applicants. See the Recruit System Manager guidance for more detailed information on this, and the form.
- If you need to re-advertise, prior to doing this, you should consider the original advert, job content and advertising media to see if changes should be made.
- If the applicant has given details on their application form about a close association with a councillor or employee of Derbyshire County Council, you should consider if this could cause any problems. If you are in any doubt, consult your HR advisor about the best course of action.

Once you have shortlisted candidates for the post, you will need to update all the applicants' records and workflow stages on the Recruit system, set up and allocate interview slots, and provide any details of the interview/selection arrangements. The interview date should have been included in the advert. It is good practice to provide the candidate with at least one week's notice. You will need to allocate diary slots for the shortlisted candidates on the system.

All candidates are asked to confirm their attendance at interview to you.

Shortlisting Template

Post Title and Grade.....

Key Selection Criteria (essential criteria)	1	2	3	4	5	6	Interview Y/N
Applicant 1							
Applicant 2							
Applicant 3							
Applicant 4							
Applicant 5							
Applicant 6							
Applicant 7							

Leading recruitment manager.....Date.....

Recruitment manager.....Date.....

Recruitment manager.....Date.....