

Recruitment

Effective Shortlisting

Purpose

Effective Shortlisting is an important step in the recruitment process to make sure suitable candidates are identified efficiently and fairly. The shortlisting process should be a fair and equal process that enables candidates who meet the criteria be invited to interview with Cumberland Council.

Manager Responsibilities

The hiring manager is responsible for shortlisting and this needs to be done in a methodical and professional way. It is important that shortlisting is done without prejudice and judgment and candidates are measured based on their suitability for the role (*see Avoiding Bias during Shortlisting and Interviewing Guidance*).

Some key strategies and guidance of how to shortlist candidates to ensure a streamlined and unbiased selection can be found below:

- **Time:** Always set enough time aside to carry out shortlisting so you avoid missing out on candidates due to time constraints. Review the closing date and set time in your diary to go through it with the help of other panel members.
- **Define Clear Criteria:** Use the job description and post specification to identify essential and desirable qualification skills and experience. Analyse the candidate's application form or CV to see if they can demonstrate evidence of this criteria.
- **Collaborate with Panel Members:** To ensure the shortlisting process is fair and the scores are discussed to ensure there is consistency and agreement throughout the process.
- **Guaranteed Interview Scheme** – ensure that you've noted the applicants that meet the guaranteed interview scheme criteria (*see Guaranteed Interview Schemes Guidance*) as they should be shortlisted for an interview if they meet the essential criteria for the role.

- **Note Queries:** Look for any gaps in a candidate's employment history or reasons not given for leaving previous jobs and make a note to explore these if the candidate is shortlisted.
- **Scoring Records:** Keep records of scoring and reasons for decisions to ensure compliance with anti-discrimination laws and to provide feedback if required. It's best to list the essential and desirable criteria and log a note to say whether the candidate meets each one or not.
- **Maintain Communication:** Let candidates know if there has been a change or a delay in the shortlisting process. This can really make a difference and can build credibility for the future.
- **Notify Candidates Promptly:** Inform candidates of the next stage quickly and professionally.
- **Update HR Portal Ticket:** Once you have completed the shortlisting process you will need to record notes and upload your shortlisting records to the recruitment ticket on the HR Portal.
- **Unsuccessful Candidates:** You will need to notify the Recruitment Admin team of any unsuccessful candidates that you don't want to take forward to interview. You would note their names on the recruitment ticket so they can be contacted. Recruitment Admin will inform them they've not been successful.
- **Interviews:** You will need to arrange interviews for the successful candidates. It is good practice to send correspondence out via email and give candidates at least 5 days' notice.

If you need any support or advice on the shortlisting process, please contact the resourcing team (resourcing@cumberland.gov.uk) who will be happy to help.