

# Short-listing Candidates

## A Guide for Recruiting Managers

A successful recruitment campaign will produce a significant volume of applications which will need to be reviewed to obtain those potentially suitable candidates that need further assessment and consideration. This 'short-list' of applicants is then invited to an assessment event or interview.

### Making Arrangements to Short-list Applications

The best way to short-list applications is to arrange a meeting involving the entire interview panel, whereby they can discuss and review every application that has been submitted and collate the scoring by each panel member. The date of this meeting should be put in the diary at the start of the recruitment process to avoid delays later.

It is important for the shortlisting panel to agree what evidence needs to be demonstrated under each of the criteria to ensure the correct score is allocated to this. This ensures a fair and consistent approach.

The minimum number of people who can be involved in the short-listing process is two however it is good practice to have an odd number e.g. three, to ensure a majority decision can be made where appropriate. It is possible to short-list virtually (via email or over the phone), and representatives can undertake the exercise even if a panel member is not available.

### Scoring Job Application

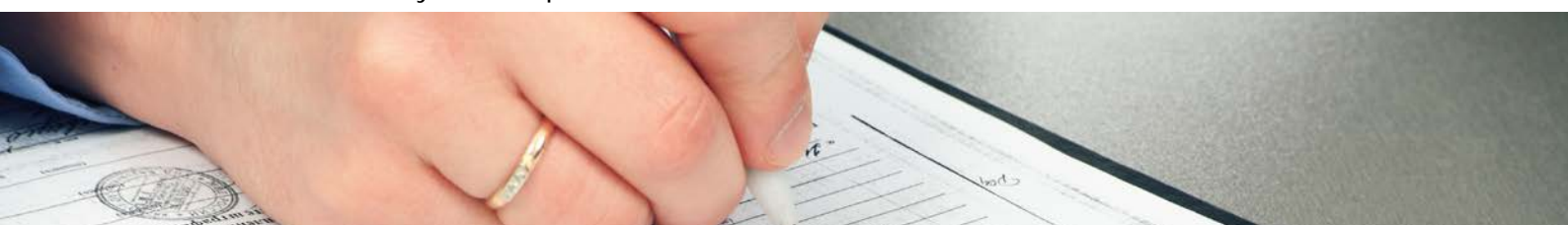
All applications should be scored against a predetermined scoring system which is normally based on the person specification or competencies of that role, and this should ideally be captured using the appropriate online or hard-copy Short-listing Notes Form. The whole of the candidate's Job Application Form should be reviewed against the scoring system in order to provide the most objective outcome.

Usually, for each of the 'essential criteria' or 'competencies' the candidate is given a score depending on whether they have fully demonstrated, partially demonstrated or not demonstrated the ability to meet the criteria. It is good practice to score candidates on how well they demonstrate the criteria using the following scale to allocate a score; **0 = Not Demonstrated, 1 = Partially Demonstrated, 2 = Fully Demonstrated**. This process can be changed if the short-listing panel agrees, but no matter what the scoring system, it must be applied consistently across all candidates.

### The Process of Short-listing

Before the short-listing meeting takes place, the chair of the panel will receive all necessary forms and the submitted applications from the Resourcing Team, normally via the online recruitment system (Talent Link). Each of the panel members should review and score the applications individually, which can be done using the online short-listing matrix or the Short-listing Notes Form. These scores should then be compared and a final short-list of candidates selected for further assessment.

If there are many applicants who meet the essential criteria, then the desirable criteria (where relevant) can be reviewed to further rank the candidates. If there remain a large number of applicants who meet the essential and desirable criteria, then the appropriate number from the top of the ranked list can be selected and taken forward to interview. Where an applicant meets all the essential criteria, and has identified themselves as disabled, then they must be short-listed for interview under the Guaranteed Interview Scheme if they have requested to be considered under the scheme.



In addition, any internal redeployee candidates are also guaranteed an interview where they meet all the essential criteria.

Once a short-list is made you should complete an online Assessment Planning form detailing your requirements for interview. The Resourcing Team will then invite shortlisted candidates to interview on your behalf. If no applications meet all the essential criteria, the panel should make a decision on whether to interview any of the candidates or contact the Resourcing Team to discuss alternative options.

## **Unsuccessful Applications**

All unsuccessful candidates will be informed of the outcome of the short-listing stage through the online recruitment system (Talent Link). In addition, for those disabled candidates who have invoked the Guaranteed Interview Scheme and who are not short-listed for interview, the manager must give feedback on the application, including the reason(s) why the application was not successful. Correspondence with the recruiting manager's telephone number on will normally be sent to the applicant.

## **Guaranteed Interview Scheme (Two Ticks Scheme)**

The Equality Act (2010) provides protection for disabled people in relation to employment and access to employment. It falls in two parts; firstly it is unlawful to treat a disabled person less favourably than a non-disabled person where such treatment cannot be justified, and secondly, there is a duty to make reasonable adjustment to accommodate a disabled person within employment.

Such adjustments must be with the clear consent of the landlord where the property in which the disabled person will work is not owned by the employer. A disability is defined as 'a physical or mental impairment, which has a substantial and long term adverse effect on his or her ability to carry out normal day to day activities'. A long-term impairment is one, which has lasted, or can reasonably be expected to last, at least 12 months. There is also an expectation within the performance indicators laid down by the Audit Commission that within local government, the percentage of disabled people within our employment should be proportionate to those resident in the community.

An interview is guaranteed to those people who meet the definition of disability under the Equality Act (2010) in order to encourage them to apply for our jobs. It will apply to those who meet the definition and wish to take advantage of it and who meet the essential criteria for doing the job. Not all disabled people will choose to exercise this right, or to be identified by their disability, as it is a personal decision.

Where those drawing up the short-list believe the candidate does not meet the essential criteria, the individual will be entitled to a detailed account of those criteria that they do not meet.

## **Disabled Candidates at a Disadvantage Through Stereotyping**

Without such a scheme it can be difficult for some disabled job applicants to get equal consideration with able-bodied applicants. This arises at short-listing stage when recruiters with perhaps little experience of the capabilities of disabled people, or people with particular disabilities, wrongly assume that the job would be beyond their physical capacity.



Without the opportunity to meet the recruiter face to face, the disabled person has no opportunity to dispel the stereotype, or if necessary to indicate how very minor adjustments to the job would release desirable skills and attributes that others on the short-list may not offer.

## The Importance of Getting it Right

If the scheme is to work to the advantage of the disabled person and to the employer, it is vital that those who are called for interview are capable of doing the job and that those appointed can meet the essential requirements of the job. Recruiting managers must pay particular attention to both the job description and to the person specification to ensure that they distinguish between the essential criteria and desirable criteria within the person specification.

## Reasonable Adjustments for Assessment

When inviting a candidate with a disability to an assessment event or interview, it will be necessary to consider the suitability of the venue and any special requirements or services that may be required. This can best be addressed, and is normally performed, through the invitation notice sent to the candidate, where they are asked to inform the recruiting manager if they have any temporary or permanent incapacity (broken limbs, sensory handicap, physical disability, etc) which they would like to be considered when making arrangements for the assessment or interview. When notification are provided by the candidate, then these should be addressed to the best of the ability of the recruiting manager.

Sign language interpreter services, to enable deaf people to be interviewed, are available free of charge by contacting SASU at Coventry Technical College on 02476 526700 ext.6947.

## Help Employing People with Disabilities

There are a range of facilities available to help disabled employees to do the job:

- Adaptations to premises and equipment – grants up to £6,000 to meet the needs of specific disabled employees (NB: The Disability Discrimination Act requires that reasonable adjustment should be made to accommodate those people with a disability)
- Fares to work – up to 75% of fares for severely disabled employees with travelling difficulties
- Personal Reader Service – financial assistance towards cost of part-time reader to blind or partially sighted employee
- Special aids and equipment – on free permanent loan to enable the disabled employee to cope with the job

### **We are here to help**

Further information and assistance can be obtained by contacting us;  
Resourcing Team, Shire Hall, Market Place, Warwick, CV34 4RL. Email:  
[recruitment@warwickshire.gov.uk](mailto:recruitment@warwickshire.gov.uk) or Tel.: 01926 418125