

Introduction

Shortlisting is an essential part of selecting the best candidate for your role and provides a method to looking at the applications you have received, to see which ones meet the essential criteria or competencies for the post and should proceed to the next stage of the selection process.

With care and effort at this stage you will find the high-quality applicants you want for final selection. Scoring and assessment at the shortlisting stage should continue to hold importance right up to the final selection of the successful candidate.

Shortlisting

This stage in the recruitment and selection process is essential and the rest of the process relies on an application assessment that puts forward the best candidates.

Points to consider

Do consider the following when conducting your assessment:

- Agree with your panel, the criteria or competencies being measured. These should be taken from the Job Profile and based on essential criteria.
- Be consistent in your approach and do not introduce new criteria that do not feature in the Job Profile,
- Look for evidence that the applicant meets the criteria. Consider the examples that candidates provide to demonstrate that they meet the criteria and evaluate whether they meet your requirements.
- Only shortlist those who meet all the essential criteria. If there are a large number that are suitable, use the desirable criteria to help narrow down the number to a final shortlist.
- Where possible, ensure that all panel members input into the final candidate list and that there is majority agreement on the decision.
- Ensure that candidate scores, and any comments relating to the shortlisting process, are captured on Oleeo Application Tracking System.
- Ensure that enough time is allocated for shortlisting at the start of the campaign. You may find that you have a large volume of applications, and it is important to give time and fair consideration to all of them.

Shortlisting Feedback Form

Within the Oleeo ATS system, you have three shortlisting forms to choose from:

Competency based shortlisting

All questions within the application form (and subsequent shortlisting form) will be designed to assess suitability against competencies associated with the vacancy. Within the application form, candidates should then provide specific examples to demonstrate how they have met the competencies required.

Criteria based shortlisting

All questions within the application form (and subsequent shortlisting form) will be designed to assess suitability based on the knowledge, skills and understanding of the candidate

in relation to the requirements of the role. Within the application form, candidates should then provide specific examples to demonstrate how they meet the essential criteria.

Shortlisting only	Decision
	In instances of high volume, hard-to-fill vacancies, when it may be time-consuming to complete the more detailed competency or criteria based shortlisting form, recruiting managers are able to speed up the shortlisting decision-making process by capturing the shortlisting decision, giving specific reasons why a candidate may not have been shortlisted.

Whichever method of shortlisting you are undertaking always remember:



A candidate can make a subject access request under the General Data Protection Regulations (GDPR) to see any notes written about this during the selection process. Please ensure any comments and feedback captured on the shortlisting matrix can be justified in accordance with the requirements of the role.

Questions and helpful tips

Why complete a shortlisting matrix?

The shortlisting matrix provides you, as the recruiting manager, with an easy way of recording your reasons for either shortlisting or not shortlisting an application.

A shortlisting matrix supports you in providing evidence that all candidates have been assessed fairly, and that your decision is based on evidence provided by the candidate and job-related reasons.

Not only does a matrix save time during the shortlisting process, but it also makes it easier to head off a potential challenge, should one occur.

Does each panel member have to complete their own matrix?

It is recommended that all panel members consider the applications and come up with their own shortlist before discussing them with others. This helps to clarify each member's initial thoughts, before making a final decision together. As a minimum, there needs to be one shortlisting matrix that is fully completed and agreed by the entire panel, and the appropriate shortlisting matrix completed on Oleo.

How do I complete the shortlisting matrix?

Treat all the applicants in a consistent manner and the criteria used to shortlist must be consistently applied to all applicants. Don't shortlist using criteria other than those in the job profile.

The shortlisting matrix must be completed online within the Oleo ATS as this will move the candidate to the next stage in the recruitment process. Detailed instructions on undertaking shortlisting can be found in the Oleo Application Tracking System Guidance notes.

Can I shortlist as I go along?

Yes, and we would recommend that you do consider applications as you receive them. The Oleeo ATS system gives you access to the submitted applications before the closing date so that you can review them and record your initial comments and place applicants in a “holding” status. You must however wait until the post closes before submitting your final shortlisting decisions online, and you may wish to review your previous shortlisting decision before making a final decision.

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 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.

Are there any groups of people I must prioritise when shortlisting?

Yes, any internal applicants whose employment is “at risk” and, as a result, they have been placed on the Redeployment Register, must be given prior consideration.

Where an “at risk” applicant’s skills, experience and qualifications have been assessed and match the essential criteria of the job profile, or could do so with reasonable training/support, the recruiting manager will be obliged to offer a trial period of at least four weeks to the employee.

Where there is more than one ‘at risk’ employee expressing an interest in the vacancy suitability will be determined using agreed selection techniques, usually interviews and additional selection tests where applicable.

If you do not want to either shortlist or appoint an “at risk” applicant, then you must discuss this with your HR Advisor before you can consider any other applicants.

For further guidance: [redeployment-policy-may-2022.pdf](#)

Candidates who consider that they are disabled, or a veteran, *must be shortlisted if they meet the essential criteria* of the job profile. This is part of our commitment to the Disability Confident scheme and the Veteran Guaranteed Interview Scheme. Be aware of any disability which could affect application and any reasonable adjustments required at interview.

You can identify any applicants who should be given prior consideration or guaranteed interview as they will be “flagged” in the Applicant Search Results section in Oleeo.

APPLICATION ID	FIRST NAME	LAST NAME	EMAIL	VACANCY TITLE	APPLICATION STATUS	CV / RESUME	APPLICATION SOURCE	DISABILITY CONFIDENT - DO YOU WISH TO BE CONSIDERED?	ARE YOU REGISTERED AS A REDEPLOYEE	ADDITIONAL INFORMATION - REASONABLE ADJUSTMENTS?	I AM AN ARMED FORCES VETERAN AND WOULD LIKE TO BE CONSIDERED FOR THIS SCHEME
84	Linda	Thomas	lindajthomas86@gmail.com	Supervised Contact Worker	Offer - Preview Offer Letter		Our Roles	Yes		No	Yes

I have received an application from a previous applicant for the same job. Do I have to consider them again?

Yes. It is good practice to consider all applications equally for a role, regardless of whether they have applied previously. With anonymised applications it may be difficult to see whether a candidate has applied previously, however if this appears to be the case you must still consider their application fairly and assess it against the essential criteria.

A candidate has not followed the instructions on how to apply; how should I treat their application?

This may occur, for example, if a candidate fails to complete a supporting statement to evidence how they meet the criteria for the role. If the candidate has not followed the instructions, you do not have to consider their application. Please make a note of this against their candidate number on the shortlisting matrix so that there is a record of what happened.

Do I have to give feedback to unsuccessful applicants?

You are not required to give feedback to those who were not shortlisted, although this is encouraged for internal candidates. At the interview stage, it is good practice to give verbal feedback on request. Feedback should always be based on the criteria for the job. You should try to give some positive feedback on the areas that they performed well in and your reasons for not offering them the role should be based on the criteria in the job profile.

Feedback must be:

Factual	Refer to the evidence that the candidate provided during the selection process rather than any assumptions or biases you may have.
Fair	Make your decision in accordance with the requirements of the job and explain how the applicant did not demonstrate what you were looking for.
Professional	Think about how you would like to receive feedback. Treat the person with respect and ensure that they get a positive experience of the Authority, even if they are unsuccessful for the role

If you would like to discuss giving feedback to any of your candidates, please contact your HR Advisor.

What happens if I am unable to shortlist any candidates?

If you are unable to shortlist any candidates you should review why this is the case and ask the following questions:

- Is the job description clear, accurate and a realistic representation of the role I am looking to recruit to?
- Have I been clear in the advert and job profile what I am looking for in a candidate and the skills and experience required?

- Considering the skills and experience required to carry out the role, have I advertised on appropriate and relevant platforms?

Your Recruitment Team or HR Advisor will be able to help you review the recruitment paperwork and discuss what options you have next.

How to complete the Shortlisting Feedback Form

As part of the 'Create Vacancy' process within Oleo, you will be asked to identify how you will be "scoring" your applications against the competencies or essential/desirable criteria in the job profile.

Once the candidate has submitted their application, their Application Status on Oleo will be shown as 'New Application'. When you open the candidate's application you will be prompted to 'Complete Shortlisting Form'. A pre-populated Shortlisting Feedback Form will appear, and you must complete the feedback form, including shortlisting decision, for all applicants.

You should assess what level of evidence the applicant has provided to demonstrate how they have met the competencies/criteria for the post and assign a rating against each one.

Score	Descriptor
5	Meets all the competency/criterion definition
4	Meets more than half the competency/criterion definition
3	Meets half the competency/criterion definition
2	Meets less than half the competency/criterion definition
1	Meets almost none of the competency/criterion definition

Once you have assessed and rated each competency/criterion, a total score will be generated for each applicant.

At this stage in the process, you will need to assign a shortlisting decision:

Progress	Move applicant to 'Invite to Interview' stage. This status should only be selected for applicants you are sure you want to invite to interview.
On Hold	Applications will be kept in a holding position until you are able to make a final shortlisting decision. This can be useful if you are shortlisting as applications are received. You can review all shortlisting scores once the closing date has passed. You can then review your scores and decide whether you want to Progress or Reject the application.
Reject	This status should only be selected for applicant you are sure you do not want to invite to interview.

You will then be able to review the score for each applicant and decide which applicants you want to progress to interview or decline.

What next

Once you have shortlisted candidates for the post, you will need to update **all** the applicants' shortlisting decisions and workflow stages on the Oleeo ATS System. The reasons for not shortlisting candidates must be recorded on the Oleeo ATS system.

If you haven't already, you need to set up and allocate interview slots, and provide any details of the interview/selection arrangements to the applicant and interview panel. Candidates who have been selected for interview will be invited to attend interview (in person or via video link) through the Oleeo ATS system.

It is good practice to provide the candidate with at least one week's notice.

For applicants who are moved to **Invite to Interview** status, the recruiting manager will be prompted? to send the Invite to Interview email notification to the applicant with details of their pre-allocated interview slot or self-selecting interview slots.

Example of Invite to Interview email:

Dear Linda,

We are pleased to invite you to interview for the **PEC Test LJT** opportunity.

Please sign up for one of the available interview slots by logging into your **Application Centre**.

Kind Regards,

The interview system can also be set up to send reminder emails to applicants.

For applicants who are moved to the **reject** status, an automatic email notification will be sent to the applicant.

Example of Application Unsuccessful email:

Application **Teaching Assistant**

Status: Application Unsuccessful

Thank you for your interest in Carmarthenshire County Council.

On this occasion, we have decided not to move forward with your application for this position.

We wish you the best for the future.