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right person!



A Step by Step Guide to Short Listing Applicants for Interview

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1 INTRODUCTION

This guide has been developed to assist managers make fair and reasoned decisions during the short-listing process.

This guide should be used in conjunction with the [Right Job, Right Person! Recruitment and Selection Framework](#), in particular [Stage 3 – Select](#).

Key Stakeholders

- Selection panel chairperson
- Selection panel members
- Applicants

2 GENERAL INFORMATION

The selection panel members are responsible for short listing all applications received for an advertised role. The selection panel members will assess the applications to determine who will be invited to continue further through the selection process (e.g. called for interview).

3 THINGS THE SELECTION PANEL MEMBERS SHOULD CONSIDER OR DO PRIOR TO SHORT LISTING

- The chairperson should forward to the selection panel members, all of the appropriate information for short listing, e.g. applications, statement of duties, selection options, a copy of the advertisement and the agreed short listing and ranking system.
- The selection panel has developed a fair system for short listing applicants based on the selection criteria.
- The selection panel has developed an agreed ranking system.
- Short listing should not commence until after the closing date of the advertisement.
- All members of the selection panel should be involved in the short-listing process.

4 THINGS THE SELECTION PANEL SHOULD CONSIDER WHEN SHORT LISTING

- All applications should be considered by the selection team and the same short-listing system should be applied to all.

- Applicants should not be assessed on the grounds of sex, race, age, disability, sexual orientation, religion or belief. The selection panel should prevent discrimination and value diversity.
- All short-listed applicants must meet the essential requirements or other statutory/legislative requirements of the role, if applicable (e.g. registration or licensing). The essential qualifications for individual jobs are detailed in the pre-employment conditions section of the statement of duties and in the advertisement for the role. Where a qualification is an essential requirement of a role, the qualification must be verified (see [A Step by Step Guide to Undertaking Pre-employment Condition Checks](#)).
- Internal and external applicants should be assessed using the same criteria.
- If, based on the written application, the applicant meets some but not all of the selection criteria it is at the discretion of the selection panel as to whether they are short listed and invited to continue further through the selection process.
- If there is a strong field of applicants for the vacancy who meet the selection criteria, it is not necessary to interview applicants who only meet some of the criteria or meet the criteria to a lesser extent (determined using the agreed ranking system). If further information is required then the use of referees can assist in determining whether it is worthwhile inviting a particular applicant to continue in the selection process.
- Not all applicants (whether internal or external) need to be interviewed.
- Short-listing decisions need to be fair and reasonable.
- All short-listing decisions should be documented. It is also important to document why applicants were not short listed. This information can be used for providing feedback to applicants who request post-selection feedback.

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THE SHORT-LISTING PROCESS

1. The selection panel will develop an agreed short-listing system and ranking system as part of the Right Job, Right Person – Selection Panel Check List. This is usually done at Stage 1 - Define.
2. When the advertisement closes, the relevant manager/selection panel chairperson will access their online applications via the PageUp system (see [Recruitment Handbook – Section 8: Selection Processes](#))

[and Checks](#)). Human Resources will ensure that any hard copy applications are forwarded to the appropriate person.

3. The selection panel chairperson will forward to the selection panel members, the applications, statement of duties, selection options, a copy of the advertisement and the agreed short listing and ranking system.
4. Prior to meeting, the selection panel members should consider the applications independently, using the agreed short listing and ranking systems.
5. The selection panel should then meet to discuss its decisions and agree on the final short list. The short list should not be finalised until all members of the team are satisfied that the most suitable applicants have been short listed.
6. The selection panel chairperson will then complete the short-listing grid (Appendix A).
7. The selection panel chairperson may now contact the short-listed applicants by telephone and invite them to interview. An email may be sent to all short-listed applicants to confirm the telephone conversation if desired. The chairperson should provide all short-listed applicants with the following information:
 - interview time and location and length of interview (you may wish to provide directions or a map to assist applicants);
 - who the applicant should ask for on arrival;
 - names and titles of the selection panel members;
 - what documents the applicant should bring to interview; and
 - the interview format, including information about work sample tests etc, if applicable.

Remember that this is also the time to find out if the short-listed applicant requires anything to assist them through the interview process. Remember that all contact with applicants and potential applicants will help build on the notion of the agency as an employer of choice.

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RESOURCES

- [Right Job, Right Person! Recruitment and Selection Framework](#)
- [A Step by Step Guide to Undertaking Pre-employment Condition Checks](#)
- [Recruitment Handbook – Section 8: Selection Processes and Checks](#)

SHORT LISTING GRID:

Appendix A

JOB TITLE: _____

Note: Selection Panel should develop its own rating system e.g. tick or scale 1 (low) to 5 (high).

NAMES:	SELECTION CRITERIA						ESSENTIAL QUALIFICATIONS VERIFIED:	
	1	2	3	4	5	6	1	2
Applicant 1 Name:								
Meets Criteria/ Rating								
Comments for discussion								
Applicant 2 Name:								
Meets Criteria/ Rating								
Comments for discussion								
Applicant 3 Name:								
Meets Criteria/ Rating								
Comments for discussion								
Applicant 4 Name:								
Meets Criteria/ Rating								
Comments for discussion								

Appendix B

SAMPLE SHORT LISTING RATING SCALE:

You may find it helpful using a rating scale to rate the extent to which each applicant meets each of the selection criterion. Each selection panel should develop and agree on the ranking system that they will use during the short listing process.

Remember that all essential qualifications **must be** met by the applicants to be considered for short listing.

SAMPLE RATING SCALE

Remember each criterion should be assessed according to the quality or behaviour required.

5	Outstanding	Significantly exceeds the criterion required for successful job performance.
4	Excellent	More than exceeds the criterion.
3	Good	Exceeds the criterion.
2	Adequate	Meets the criterion.
1	Inadequate	Does not meet the criterion.
0		Cannot be assessed on the evidence provided.

NOTE: Remember to keep all documentation as evidence of fairness and natural justice during the recruitment and selection process.