

City Early Years and Childcare

Shortlisting

Shortlisting is a crucial part of the recruitment process and can begin once the deadline for applications has passed.

Shortlisting is a process that enables organisations, through the application forms received, to match the applicants as closely as possible to the job and person specification and to produce a list of people to invite to interview.

Remember to seek quality not quantity - four or five candidates should be a sufficient number from which to choose the right person. If it is not, reviewing the person specification or the short listing process may be necessary.

The first step is to identify people to shortlist. In order to demonstrate a fair process the applications should be checked by at least two people, preferably the same people that will be interviewing. They should meet and undertake the task together.

The next step is to scrutinise / carefully check the completed application forms, this is to ensure:

- The application has been fully and properly completed
- That the information provided is consistent and does not contain any discrepancies
- To identify any gaps in the person's employment history
- To identify any details regarding motivation and attitude that may need to be clarified at interview
- To ensure that appropriate references have been provided

Any incomplete applications should not be accepted or shortlisted.

Any applications that contain discrepancies or anomalies as listed above must be taken into consideration when deciding to shortlist – some gaps can be further explored at interview if shortlisted.

Any criminal record disclosed by the applicant should not be taken into account at this stage.

If an applicant makes a confidential disclosure, it should be put to one side and not opened until after the interviews are complete, and then only if the applicant has been selected.

Once the above checks have been made, it is important to refer to the person specification to see if applicants meet and give examples of how they meet the essential and desired criteria. Only the applicants that match all of the key / essential criteria should be invited to interview.

It is essential that all applications are assessed equally against the same criteria. The most effective way of doing this is to have a scoring or rating system in place - keep a written record of this. Using a system that scores/rates each applicant against each of the criteria on the person specification will help to demonstrate the decisions were objective and without prejudice. This will assist if an applicant who has not been short listed calls for feedback.

It is always good to keep copies of all application forms received during and after the recruitment process is completed.

Once shortlisting is complete

The applicants that best match the criteria (essential and desired) should then be invited to interview. This should be done in writing, in the format of an 'invitation to interview letter'

It is important to allow at least one week's notice when inviting the candidate to interview. The 'invitation to interview letter' should:

- Ask the candidate to contact the organisation to confirm their attendance
- Tell the candidate where the interview will be held, what time, who will be interviewing them (and their role in the setting), how long the interview should take and what will be expected of them during the interview.
- Ask the candidate to advise the organisation if particular arrangements need to be made to accommodate them on arrival or during the interview; for example ramp access, lighting levels.
- Tell the candidate if the organisation will pay for any travel expenses etc
- Ask the candidate to bring any required documentation with them. For example; identification, qualification certificates, etc
- Include directions or a map of the location, as well as some information on the organisation.

If obtaining references before the interview process begins, ensure sufficient time has been allowed to request them and receive them back before the interview takes place.

To demonstrate good practice, it is courteous to write to the applications that were not successful to advise them of this and to wish them all the best.



Example Templates

[Example Short-listing grid template \[WORD 49KB\]](#)

Useful Organisations

Acas Independent advice, guidance and training for employers and employees
www.acas.org.uk National Helpline 08457 47 47 47

Childcare Workforce Development Team Guide to Recruiting and Managing Childcare Staff

All information contained within this guide is current on 01/04/2013.
However, for all statutory and legal requirements, it is recommended further advice is sought from the appropriate organisation.



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