

Selection Process

Guidance for Managers

In order to select the right candidate for your vacancy, you must decide which key criteria will be assessed as part of the short-listing process and also as part of the interview process itself.



Methods of Selection

As a panel, you must decide on the methods of selection to be used to fill the vacancy to ensure you hire the best candidate for the post. The interview can be complemented by other carefully selected techniques which may include presentations, psychometric assessments, group exercises, assessment centres, telephone or video call interviews, case studies or in-tray exercises.

Shortleeting

The form is split into two sections – one for the essential criteria and one for the desirable criteria and each panel member should list the criteria on the form using the employee specification.

Each panel member should assess each applicant against each requirement and record his or her individual view on the form. Initially, each applicant will be assessed against the essential criteria and only if too many applicants meet the essential criteria, then the desirable criteria will also be used. However, applicants who apply under the 'Guaranteed Job Interview Scheme' by indicating they have a disability must be invited to attend for interview if they meet all the essential criteria. The panel should then compare notes, discuss and agree on the criteria each application meets. The decision to interview or not interview should be recorded on each panel member's short-listing form.

Applicants who are not invited to interview are entitled to request feedback from the Chair of the recruitment panel.

Interviewing

Interviewers should individually score each applicant at the end of each interview. Following the interviews, the recruitment panel must assess, based on the evidence provided, which of the applicants is the best match, and who was most able to demonstrate the required behaviours, skills and experience for the vacant post. The panel should try to reach a collective decision on the basis of the evidence presented by each applicant.

Where more than one applicant meets all the essential criteria you can consider a second stage to the process, such as a second interview or another method of assessment.

If no applicants meet the job criteria, the post should not be filled at this stage. Instruction should then be given to the Recruitment Team on whether or not the post should be re-advertised.

Unsuccessful candidates will be notified of the outcome electronically via recruitment portal and are entitled to request feedback from the Chair of the recruitment panel.

Shortleeting

Interviewing

Contract Offer

Feedback

Feedback can help applicants identify development areas to improve their suitability in the future. It may also reassure the applicant that your decision was fair. The purpose of the feedback is not to debate the recruitment decision made. Where you are asked for feedback you should take time to carefully consider the key points and ensure that these are related to the role profile.

Complaints

Giving feedback may help you to avoid any recruitment complaints.

The Council has in place a Complaints Procedure available to any applicant at any stage of the recruitment process to pursue a complaint related to the recruitment process. Information on the Complaints Procedure is available by clicking [here](#).