

Suggested process for shortlisting

Each assessor reviews applications independently in the first instance. For each application, the assessor evaluates how effectively the facts and evidence provided meet the requirements of each selection criterion, using the relevant positive indicators as a guide.

The assessor allocates each applicant with a provisional score for each selection criterion, using the scoring system which has been agreed in advance (see [Agree scoring system and decision guidelines sub-section](#) for further information). The scores for each applicant, along with reasons for the scores given, are recorded on an HR10 Assessment Record.

The assessors meet to discuss each application and the provisional scores that they have each allocated. Where any differences in the scores arise, these are discussed and a decision reached on an agreed final score. The final scores for each applicant are recorded on an HR10 Assessment Record. Where assessors initially gave a different provisional score for a criterion, the reasons for the final agreed score are also recorded on this form.

The final scores for all applicants are summarised on the [HR11 Selection Results Grid](#) to aid decision making. Decisions about which applicants are invited to proceed to the next stage of selection are based on the decision rules agreed in advance (see [Agree scoring system and decision rules sub-section](#) for further information). Any applicants who fail to meet all the essential criteria are rejected if they have not already been eliminated through a long-listing exercise. Desirable criteria are used only when there is a need to distinguish between candidates who appear equally suited to the vacancy.

The decision made for each applicant (i.e. reject or invite to take part in the next stage of selection), along with the reason for the decision, is recorded on the HR11 Selection Results Grid.