

Removing Bias from Shortlisting and Selection Process

Assess against indicators – the evidence you are looking for

Shortlisting

Decide which selection criteria can be assessed from the application form and those which you might need to test e.g. through performance.

Separate personal detail and information from application forms before shortlisting.

Ask candidate to provide evidence for each selection criteria.

Decide who will be shortlisting the candidates and ensure the shortlisting list is agreed by the whole panel.

Disregard information which is not related to the selection criteria.

Use the indicators for each selection criteria to assess those candidates that best meet the selection criteria.

Shortlist disabled applicants who meet the minimum selection criteria (decide in advance what this will be).

Remember good evidence may come from areas beyond volunteering and paid work.

Allocate enough time for shortlisting.

Interview

Beginning:

Welcome candidate and introduce yourselves. Indicate who might work with the candidate if they are appointed.

Use positive body language e.g. make eye contact, smile.

Give a clear outline and plan of the interview.

During the interview:

Ask questions related to the selection criteria.

Make sure your questions are clear and relevant.

Ask appropriate supplementary questions.

Elicit specific information.

Do not interrupt the candidate.

Follow your outlined plan.

Rephrase questions if necessary and encourage the candidate.

Score each question against the criteria.

Give the candidate opportunity to ask questions.

At the end:

Bring the interview to natural conclusion.

Let people know what will happen next.

Hiring

Agree in advance:

Your scoring

How you will record answers

Confidentiality

The process:

Each person makes up their own mind about each candidate.

Collect evidence on each candidate from the whole panel.

Eliminate candidate who do not meet the selection criteria.

Choose the candidate determined by the majority view of the panel.

Record your decision.

Feedback your decision to the candidate.

Remove factors affecting judgment:

Stereotyping

Remembering the negatives

Personal liking bias

Power difference between panel members

Reading too much into nervousness at interview

Use a diverse panel if possible

Raise awareness of unconscious bias

Example

Criteria = ability to communicate effectively with clients and local communities

Indicators = Evidence of communicating the same message to a diverse range of people. Examples of communicating effectively both in writing and verbally. Ability to assess the impact of communicated information.

Scoring

Fully met

Partly met

Not met

Indicators are descriptions of the behaviour you need – they are not the right answers but a guide.