

## Shortlisting recommendations and best practices

Summary	Best Practice Examples	Gaps / Barriers and opportunities identified in your organisation.
a) Are you carrying out anonymous shortlisting (hide personal information such as age, race, and gender to remove unconscious biases)? If not, explore this option.	Although not commonly used, consider removing names and using reference numbers as visible names can also lead to bias.	
b) Have a minimum of 2 people to shortlist, 1 person shortlisting isn't good practice. (Roker Kline recommends at least 3 people)		
c) Shortlisting panel should only include those who had training in the last 12 months on bias specifically in recruitment and should include someone with an understanding of Disability and reasonable adjustments.		
Following recommendations are obtained from Roger Kline: No More Tick Boxes report.		
d) Shortlisting panel should include at least one person "independent" from outside the recruiting department.	Shortlisting for leadership/senior roles should be put on hold if that seemed likely to improve the diversity of applicants.	
e) Employer should, if they wish to, flex their recruitment processes to increase the numbers of under-represented groups who are shortlisted with a mean to minimise disadvantage in employment— such as the		

Rooney Rule, as long as candidates meet the job specification and short list criteria (as a <b>positive action</b> under the Equality Act 2010).	
f) Wherever possible, assessment should include more than one means of assessing and multiple raters are preferable to relying on a single interview. Apart from work sampling, situational judgment tests provide the best balance of improving diversity, reliability and predictability.	