Basic Steps:

- Critically evaluate each candidate's resume and response to selection criteria
  
  Does the candidate have the qualifications and experience required for the role?
  
  How closely does the candidate meet the selection criteria?

- Rate the applications as 'Yes', 'No' or 'Maybe'. On your initial cull, be reasonably lenient. You don't want to miss out on a potentially good candidate because you were too harsh at this early stage.

- Next compare your 'Yes' and 'Maybe' candidates to review who meets the criteria better than others.

- If, once you have completed your review, there are no suitable candidates to progress to interview, you need to go out to market again.

- The panel has access to all applications in PiMS and all panel members should play a part in the shortlisting process
- Chair/Hiring Manager may recommend a longlist of candidates from the group however all panel members have a valid right to provide their recommendations to the group
- Can either meet in person to shortlist or via email- in person is usually more effective
Quick Tips:

- **Consider the relevance**
  Evaluate the background and experience presented in the CV for relevance to the role and University context. Does the candidate have the required education and professional qualifications? Has the candidate worked in similar environments or performed similar duties to those required for the role?

- **Look for gaps and anomalies**
  Carefully review the CV for anything that is out of sequence or isn't clear. Consider: How long was the candidate in each role? Is there any evidence that he or she has moved between jobs frequently? Are there any gaps in employment that cannot be easily explained? Are there any incomplete (but not in progress) areas of study? Is there any evidence of decreasing responsibility? Have there been any shifts in career path? Is there any evidence that the candidate has conflicting interests?

- **Evaluate the selection criteria**
  Review the CV against the selection criteria. Has the candidate adequately addressed all of the selection criteria? Does the candidate have the relevant qualifications and skills? Is there evidence of the types of behaviours that are required for the role? For example, if high level communication skills are a key selection criteria, what evidence is there that the candidate has developed these in previous roles (e.g., the CV content itself, experience in dealing with people across all organisational levels, experience in preparing written communications and reports, experience in handing queries or experience in delivering presentations).

- **Look for evidence of motivation**
  Consider what the CV tells you about the candidate's interest in the role and the University. Has the candidate taken the time to customise their CV to reflect the role requirements? Is there any evidence of the candidate's reason for wanting the role (e.g. career objective or study in the field)? Has the candidate included examples of achievements and awards they have received?

- **Evaluate the presentation**
  Remember, the CV is the candidate's opportunity to create a positive initial impression and it should represent the best he or she has to offer. There should be no spelling or grammatical errors. The format should be clear, clean and consistent. Look for evidence of or a lack of attention to detail. At the same time, bear in mind that some candidates may have had their CVs prepared professionally, in which case the CV will not be indicative of their communication skills.

- **Evaluate the language used**
  Evaluate how candidates have described themselves and their experience. What does the way in which they express themselves tell you about their communication skills? What does their choice of language indicate about their match to the role? For example, terms like "familiarity with" and "knowledge of" can be used to mask a lack of experience.