Standard Operating Procedure (SOP)

Engage ATS (Applicant Tracking System): Reviewing Applications and Shortlisting/ Interviewing (Conveners and Panel Members)

Version:	V3.4	Last modified:	12/10/2016 14:25	Pages in document:	14
Originator:	HR Operational Support				

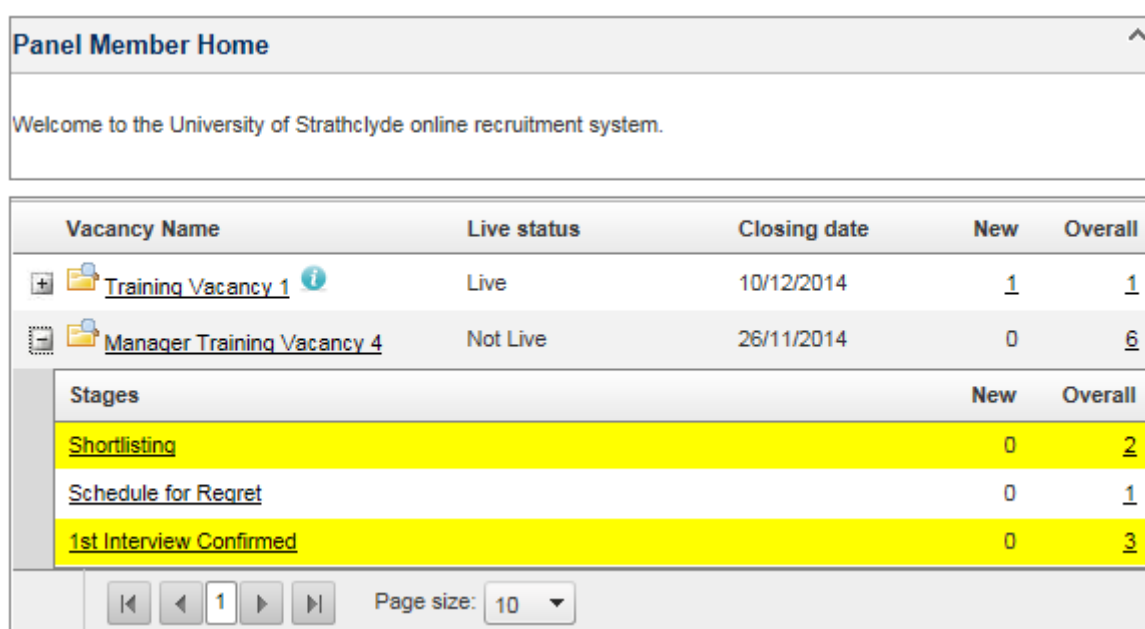|	
Who is this for?	Recruiting conveners or HR staff acting on a convener's behalf; also shortlisting/ interview panel members
What is it about?	Viewing and shortlisting candidates
Which process come before?	Engage ATS Vacancy Initiation (Managers)
Which process come after?	Engage ATS Interviewing (Recruiting Managers)
Acronyms used:	ATS (Applicant Tracking System); HR (Human Resources); SOP (Standard Operating Procedure); PDP (Positive about Disabled People); Subject Access Request (SAR)
Useful link(s):	Pegasus; Engage ATS system (internal users); Engage ATS system (non-University users)

Contents

1. Log in to Engage ATS online recruitment system

- Log in to the Engage ATS online recruitment system via the **Human Resources** tab within Pegasus (non-University users should click the link given in the 'Useful links' section on the previous page). ⓘIf you are unable to log in, please send an email to the HR Operational Support Team (operationalsupporthr@strath.ac.uk) who will arrange for access to be granted.
- Arrive at the Recruiting Manager home page. An overview of this page is given in Appendix A.

2. Review applications for individual vacancies

- Locate the vacancy in which you are interested and click on the **+** button to reveal the stages associated with the vacancy and the applicants at those stages (the screenshot below is illustrative but unfeasible, as interviews would not be confirmed whilst shortlisting were still taking place). ⓘStages requiring convener/ panel member action are highlighted in yellow.
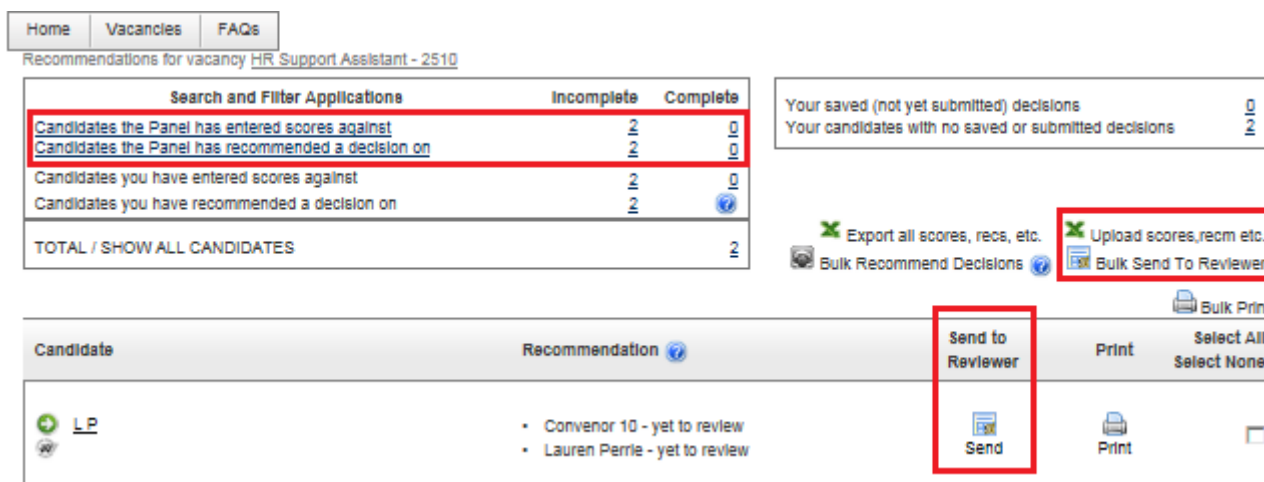
- Click on the link for the required stage (Shortlisting), to reveal a list of candidates at this stage. ⓘPlease be aware that the convener's and panel members' views are slightly different, as illustrated below. The red-bordered content is exclusive to the convener (this functionality is discussed in subsequent sections). **Seeing this additional functionality means that you are the convener**. A screen overview is given in Appendix B.

- Note that the 'Send to Reviewer' and 'Bulk Send to Reviewer' functions should not normally be used. They are intended only for circumstances in which a reviewer other than a panel member needs to have access to the candidates' applications, for the sole purpose of facilitating the recruitment exercise. An example might be sending to an external reviewer who is working as part of a collaborative project. However, a rather useful alternative application of this functionality is to make the candidates' documentation available to an administrator who may then prepare interview packs for the benefit of the panel.
- Decide whether or not to create/print pdf version(s) of the applicants' submissions (you may wish to read Section 3 before doing so). ⓘThe system-generated pdfs combine candidates' application forms, CVs and covering letters, where applicable. There are three pdf-generating options, all of which involve asking the system to 'print' (although the first step in each case is to create an electronic pdf document).
  - o Print (generate a pdf for) a **single application**: click on the 'Print' button on the row relating to the applicant. Tick the appropriate documents (⚠this is easily overlooked) and click 'Print Selected Items'.

  - o Print (generate a pdf for) **a selected set of applications**: tick the boxes on the rows relating to the specific applicants. Then click the 'Bulk Print' link at the top of this column. ⚠Note that some browsers may appear to disable the 'Bulk Print' button. This is because of the way in which they are set up to handle 'pop-ups'. If your 'Bulk Print' button doesn't work, you may need to tweak your settings as shown below (the example illustrated involves the *Chrome* browser; *Firefox* and *Internet Explorer* screens will look slightly different). Next, select the documents to be included. ⓘNote the collation option at the bottom (illustrated underneath the next bullet-point). The default setting is to churn out all candidates' applications and documents into a single pdf. This can be efficient but does mean, if subsequently printed double-sided, that one candidate's application may begin on the reverse side of another's. Conversely, ticking the box to create individual pdfs may mean a significant number of files.
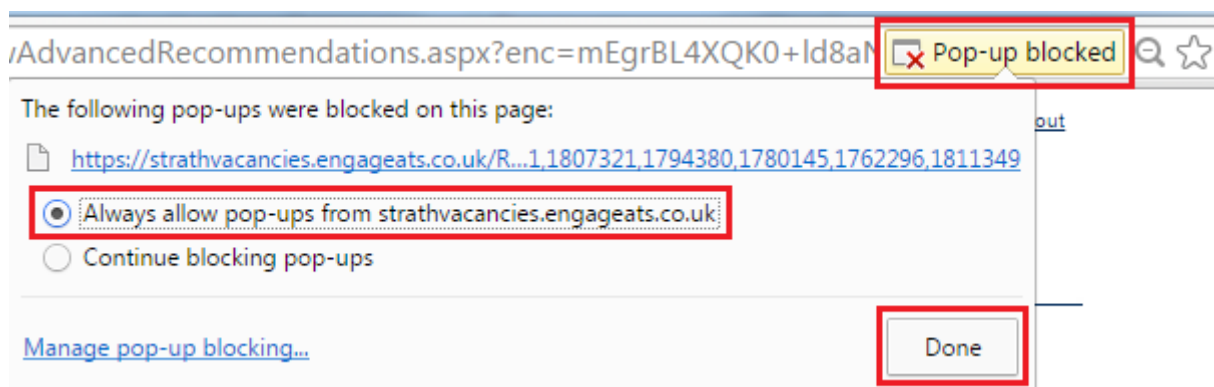
  - o Print (generate pdf output for) **all applications**: click the 'Select All' link above the tick-box column (please see section footnote). Click on the 'Bulk Print' link above that (noting the caution and screen shot above). Next, select the documents to be included. ⓘNote also the collation option at the bottom. The default setting is to churn out all candidates' applications and documents into a single pdf.

This can be efficient but does mean, if subsequently printed double-sided, that one candidate's application may begin on the reverse side of another's. Conversely, ticking the box to create individual pdfs may mean a significant number of files.
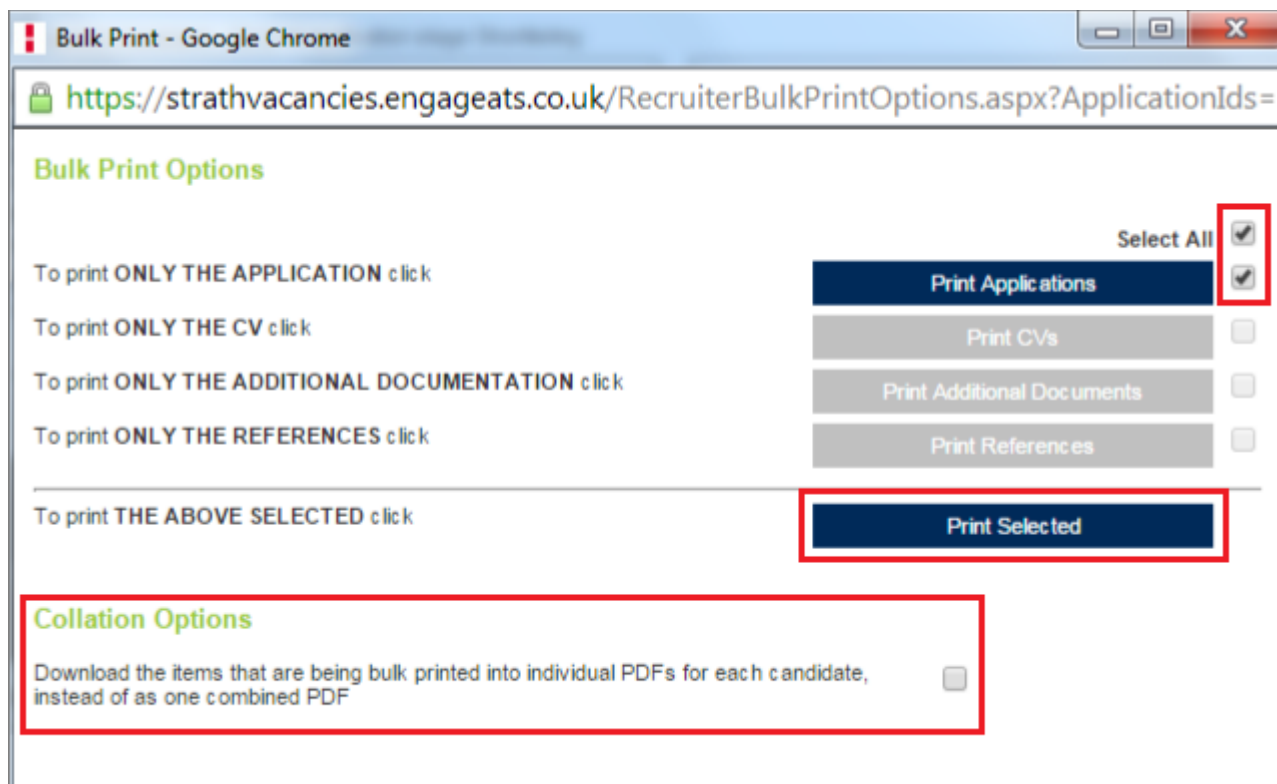
Section footnote (concerning the 'Select All' function). ⚠️In all cases, clicking 'Select All' will only select those records visible on screen, as determined by the 'page size'. If the number of candidates runs to more than one visible page, please change the 'page size' to the arbitrarily-high figure of '999' before you click 'Select All'.
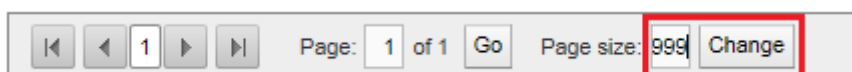
3. Assess the applications

- Note that the requirements that will allow HR to progress candidates after shortlisting are as follows:

  At shortlisting stage one set of final scores and recommendations should be uploaded by the individual undertaking the role of system convener on Engage ATS. This may be HR or the panel convener dependent on whether or not HR are represented at the shortlisting meeting. All panel members may complete their own scores on the system in preparation for the meeting if they wish; however the person undertaking the role of system convener will be responsible for ensuring that the scores and recommendations represent the overall final views of the panel.

- Choose from the two means by which scores and recommendations may be recorded:
  1. **On-line, directly into Engage ATS** (typically for vacancies with lower numbers of applicants). This is the 'default' option and is described in subsequent steps.
  2. **Into an Excel-based scoring grid prepared by HR** (which is particularly useful if the number of applicants exceeds expectations). Conveners: please note that if you have already entered some scores online,

prior to the vacancy closing, those scores will have pulled through into the grid provided. ⚠️**In order to capture all applicants, the grid can only be produced once, this being after the vacancy has closed.** To download the grid, click on the folder icon to the left of the vacancy name then click the link to the file:

Vacancy Name	Live status
⊞ 📁 Research Associate (29999)	Not live

File name
Shortlisting 29999.xls
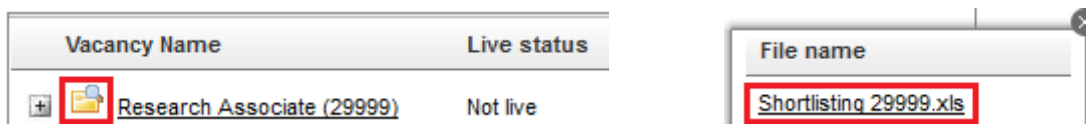
ℹ️For a preview of the format of the grid that will be made available to you, please refer to Appendix C. The steps for the convener to work through after completing the grid are detailed in Section 4. The steps that follow in the remainder of this section relate to the direct input of scores (option 1 above).

- Navigate to the list of candidates, unless you're there already.
- Click on a candidate's name (or the green arrow alongside the name) to enter the individual candidate assessment screen. ⚠️Conveners should note that applicants who wish to be considered under the University's 'Disability Confident' accreditation (formerly 'Two Ticks' scheme) **must** be recommended for interview if they meet the essential criteria for the post. Conveners (only) will see a 'Two Ticks' icon against each such candidate. Further information on the scheme is available on the University website.

- Note the layout and functionality of the candidate assessment page, as detailed in Appendix D.
- Scroll through the application form and CV (where applicable), which is visible in the main portion of the screen. This collated document can be expanded to 'full' screen by clicking on the large arrow pointing up/right. ℹ️ Please note that there is a limit on the file size of this collated document. Consequently, supporting documentation – including covering letters – is held separately and may be viewed by using the 'Print' function, which generates pdf(s) as detailed in Section 2.
- Record scores against each essential and desirable criteria. ⚠️Please take care to note that the *interview* criteria, although not relevant to this stage, are also visible and editable, further down the pane. ℹ️Note also the following:
  - o You do not need to complete scoring if any of the essential criteria are not met.
  - o Initial, informal scoring for the Convener and the Panel may be done offline and does not need to be recorded on the system at all.
  - o The scoring range is given below.
    - ▪ **0 = does not meet** criterion
    - ▪ **1 = partially meets** criterion
    - ▪ **2 = meets** criterion
    - ▪ **3 = exceeds** the basic requirement
- Identify the appropriate recommendation, towards the lower-right of the screen. ℹ️Panel member scores and recommendations are indicative assessments, 'for information only'. They will be visible to Conveners prior to final shortlisting (and to HR) but will not be considered definitive. Possible recommendations at shortlisting stage are:
  - o 'Schedule for Interview'
  - o 'Schedule for Regret'
  - o 'Schedule for Reserve'
- Record any comments that may be pertinent to the process. ⚠️**Please bear in mind that applicants have the right to access this information by submitting Subject Access requests. The University is obliged to fulfil such**

requests, without exception. It is a criminal offence to withhold or destroy records that would otherwise be released.

- **Save** the scores and recommendation for the candidate **but please do not submit at this stage**. ⚠**Conveners should only submit recommendations when final decisions have been made by the Shortlisting Committee because other panel members will be 'locked out' once the convener's final recommendations have been submitted.** Please see Section 4 for guidance on making final submissions.

- Proceeed to the next candidate by clicking the downwards green arrow in the top-right corner:

- Complete scoring for all candidates. ℹ️You may wish to print scores and recommendations for reference at the shortlisting meeting; this can be achieved by using the 'Export all scores, rec[ommendation]s, etc.' button on the list of applicants page. Remember to click 'Select All' first (see also footnote to section 2). Choose the 'Excel' format option and click 'Download'. Conveners will see their own and panel members' scores and recommendations. ⚠️Note that this data-export version of the scoring grid is not print-friendly and cannot subsequently be used for uploading scores back into the system. Conveners: please use the HR version of the scoring grid for this purpose (please see Section 3, bullet 2).
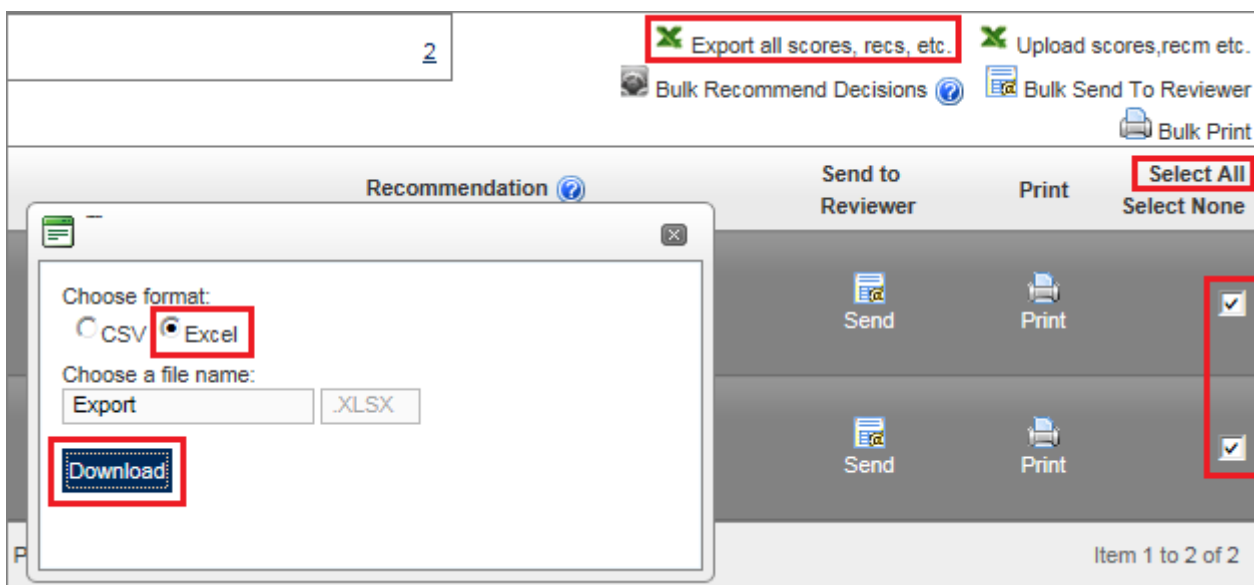
- Discuss scores and recommendations, at the shortlisting meeting.

4. Submit final scores and recommendations (Convener)

- Record and submit final scores and recommendations (Convener only). ℹ️There are different options for processing scores and recommendations following the shortlisting meeting; these are described below – and the first two will also be relevant to the *interview* scoring process.
  - o For recruitment involving an expected number of applicants, conveners can record or edit scores for candidates, as detailed in Section 3, then save them and finally 'Submit' each recommendation **individually**, following the shortlisting meeting. ℹ️As convener, if you forget to select a recommended

stage, you will see the popup below (left). Otherwise, you will be warned that no further changes can be made (right).
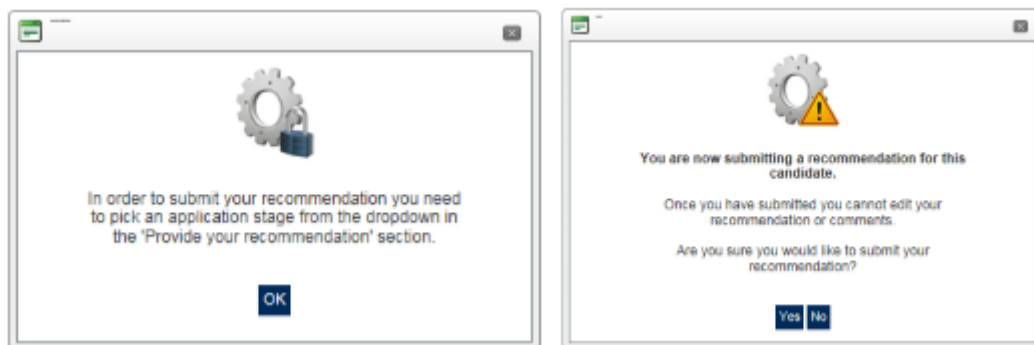
o For a more efficient approach following the shortlisting meeting, the option to '**Bulk Recommend Decisions**' will be useful. If, as convener, you have recorded scores and recommendations but have rightly refrained from clicking 'Submit' (to avoid 'locking out' other panel members from scoring), the 'Bulk Recommend Decisions' function will allow candidates to be progressed collectively to the correct stage(s). ⓘ Please note that it is only possible to bulk progress to a single stage so, for example, one group may be progressed to 'Schedule for Interview', whilst another group may be progressed separately to 'Schedule for Regret'. To achieve this, individually tick the boxes against the candidates to be interviewed, then click 'Bulk Recommend Decisions' and choose 'Schedule for Interview' then 'Submit'. Repeat in a similar fashion for any candidates to be moved to 'Schedule for Reserve'. Next, click 'Select All' (see also footnote to section 2) and **de-select** those whom you have just recommended for interview or reserve. Finally, use 'Bulk Recommend Decisions', choose 'Schedule for Regret' and click 'Submit'.
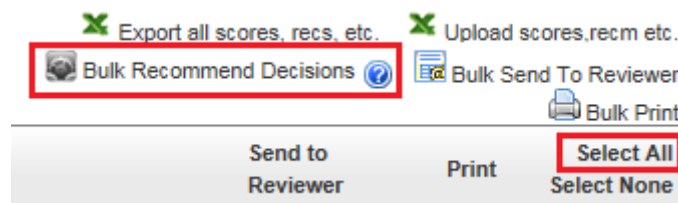
o If, as convener or 'system convener', you have used the HR-prepared, Excel-based shortlisting grid (please see Section 3, bullet 2), you will be able to use the 'Upload scores, rec[ommendation]s etc.' functionality (shown top-right in the screen shot above). By using this very-specifically formatted spreadsheet, the convener* can enter scores and recommendations, before uploading this spreadsheet back into the system. The upload process commits the scores and recommendations to the database, as if they had been entered manually into the system. The prescriptive steps to be followed are detailed below. [*Note that panel members may also wish to make use of the grid for their scoring and to take to the shortlisting meeting – but **only conveners are able to upload the panel's definitive scores and recommendations back into the system**.]

  ▪ Open the Shortlisting Grid. This should be available by clicking on the folder icon next to the Navigate to the list of applicants for the vacancy; otherwise it will have been emailed by HR.
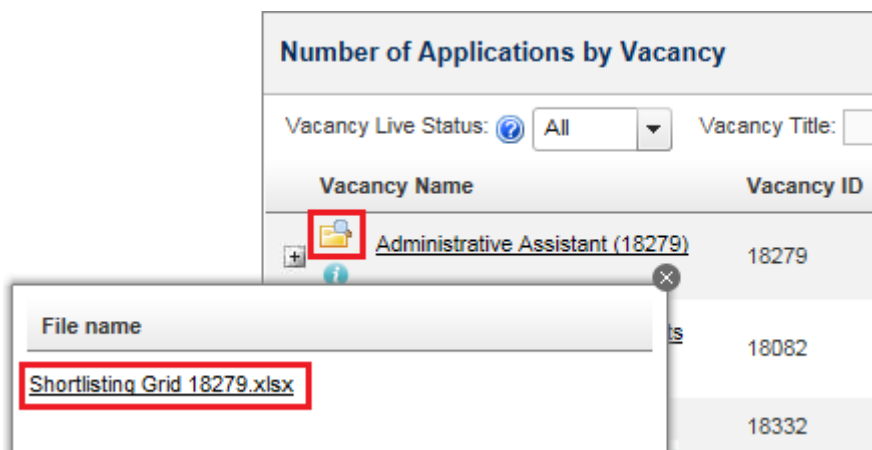
- Refer to Appendix C for an overview of the Shortlisting Grid. Please note the following key points:
  - ⓘ In order for the file to upload successfully back into the system, it is very important to maintain its integrity. For this reason, many of the cells are necessarily locked against editing and you won't be able to insert or delete columns or rows.
  - ⓘ Where candidates have the same surname, these will be highlighted in amber. This is simply to flag that extra caution is needed to ensure that the correct candidate is being scored.
  - ⓘ The cells in the 'Recommendation' column will be shaded pink until a recommendation is selected for each candidate; this is to warn you that the file will not upload into the system until every candidate has a recommendation.
  - ⓘ If a 'Disability Confident' candidate has been scored as meeting all essential criteria (2s or 3s) and has been marked 'Schedule for Regret', this will be highlighted in amber. Candidates who apply under the 'Disability Confident', Positive about Disabled People scheme **must** be scheduled for interview if they meet all of the essential criteria for the post. Further information is available online.
  - ⓘ The grid displays total scores (in terms of the sum of all individual criterion scores), as well as subtotals for essential (E) and desirable (D) criteria.
  - ⓘ If you (as convener) had previously entered scores directly into the system, these will be shown in the grid. You are free to leave or change these scores but please don't just delete any that have been entered previously, without replacing with an alternative score.
- Complete the scoring and recommendations for all candidates, remembering that no more scores need to be entered against an individual who has a zero recorded against any essential criterion. ⓘScores can be entered directly into cells or chosen from the drop-down options. Only values 0, 1, 2 or 3 are permitted.
- Save the file to an appropriate location.
- Return to the Engage ATS system and navigate to the relevant vacancy and applicant list.
- Click on the 'Shortlisting' stage link.
- Click on 'Upload scores, rec[ommendation]s etc.' button.

- Browse for the file, select it, then 'Update'. ⓘFor support, please contact your HR team.

To upload information for the selected candidates, browse for the file to upload and select the correct file. Please ensure you are uploading the file that you have previously exported from this page and that you have not changed any of the column heading names or deleted/hidden any columns.

Please upload a csv or xlsx file.   [   ] Browse...

Update

File Name	# Candidates	Upload Date	By Whom
No records to display.			

- Return to the list of candidates and observe that their statuses have been updated.

Administrative Assistant (18279)

Stages

Schedule for Regret

Schedule for Reserve

Schedule for Interview
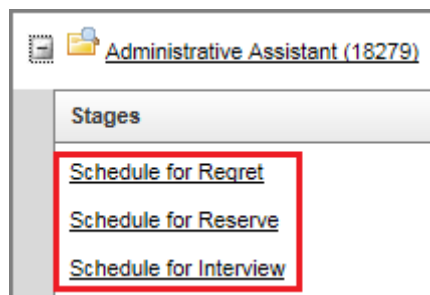
- Note that the completed shortlisting scoring and recommendations will be quality assured by an HR Manager or HR Adviser who will contact you with any queries. HR will then process the applications to the required stage, i.e. issuing invitations to interview and presentations, as well requesting references and issuing regret emails. ℹ️You will be able to see when candidates have reached the 'Invited to interview' stage, via the candidate list against the relevant vacancy. In most cases, candidates will be invited to select the interview slot that best suits them (via the applicant part of the Engage ATS system); in other circumstances where timing is particularly important, they will be asked to attend at a specific time.

5. Proceed to interview

- Note that the requirements that will allow HR to progress candidates after interviewing are as follows:
  At interview stage one set of final scores and recommendations should be uploaded by the individual undertaking the role of system convener on Engage ATS. This may be HR or the panel convener dependent on whether or not HR are represented at the interviews. All panel members are encouraged to complete their own scores on the system, or pass these to the convener in paper format if preferred, however the person undertaking the role of system convener will be responsible for ensuring that the master scores and recommendations uploaded represent the overall final views of the panel.
- Receive the email confirmation of the interview schedule; this will be issued once candidates have selected their interview slots.
- Note that you can select and print candidates' applications, as detailed in Section 2.
- Decide in advance how you wish to record the interview scoring. Similar to shortlisting, there are two options:
  - **On-line, directly into Engage ATS** (if you are planning to take a mobile device into the interviews).
  - **Into an Excel-based scoring grid and assessment sheet, prepared in advance by HR** (which allows you to record handwritten scores and notes during interview). Please contact your HR team if you wish to use

this option. The Excel workbook with which you will be provided will feature two tabs, the first being an *Interview Scoring Grid* that will allow you to record scores and recommendations for all interviewees (please refer to the first paragraph in Section 5 for minimum requirements for the final submission to HR). The second tab combines an *Interview Assessment Form* with and an *Interview Decision form*. This sheet allows individual comments to be recorded against each criterion, for each candidate. Consequently, one sheet per candidate, per panel member should be printed in advance. However, the only one of these that will require to be returned to HR will be the one belonging to the candidate who is recommended for offer stage.

- Conduct the interviews.
- Record final scores (convener only), using one of the approaches described above.   Following completion, please remember to return to HR both the *Interview Scoring Grid* and the offered candidate's *Interview Assessment/ Decision Form*.   Ideally, a pdf of the completed, scanned sheets should be emailed to the appropriate HR team mailbox:
    - hr-engineering@strath.ac.uk
    - hr-hass-sbs@strath.ac.uk
    - hr-professional-services@strath.ac.uk
    - hr-science@strath.ac.uk
- Submit final recommendations to HR (convener only). Please note that, whether you have entered scores directly into Engage ATS or have handwritten them on the grid, **you will still need to select and submit your recommendations within Engage ATS**.   This is because the submission of recommendations results in notification to HR that this stage has been completed. If you have already sent to HR a pdf scan of manually-recorded scores, you will only need to submit the **recommendations** via Engage ATS.

<SOP ends. Return to top>

Appendix A: overview of recruiter home page

Appendix B: overview of list of applicants page

The image shows a screenshot of the Engage ATS "list of applicants" page for the University of Strathclyde, annotated with red callout text.

Logged in as convenor10@strath.ac.uk | Logout

Annotations (left side):

Summary information on review progress made by other panel members (visible only to convenor).

Convenors: please be aware of Positive about Disabled People responsibilities; the 'two-ticks' icon indicates a 'Disability Confident' application

Click on either the arrow or name to review application.

Annotations (top):

Option to export all scores and recommendations in .xlsx or .csv format. Useful for shortlisting meetings and for recording interview scores for subsequent upload back in to Engage ATS.

Option to upload scores for selected candidates ('Select All' first). Requires very specific format and should be used in conjunction with 'Export all scores' control.

Infrequently-used functionality to send all applications to a 3rd-party reviewer. Note Data Protection responsibilities.

Control to recommend selected candidates to be moved to a selected stage.

Prepare combined or individual pdfs, comprised of candidates' application forms, CVs, covering letters and any other supporting documentation.

Prepare pdf of individual's application form, CV, covering letter, etc.

Recommendations proposed by convenor and panel member(s).

Email application to nominated 3rd-party reviewer.

Screen content:

Recommendations for vacancy HR Support Assistant - 2510 at application stage 1st Interview Confirmed

Search and Filter Applications	Incomplete	Complete
Candidates the Panel has entered scores against	0	2
Candidates the Panel has recommended a decision on	2	0
Candidates you have entered scores against	1	1
Candidates you have recommended a decision on	2	(?)
TOTAL / SHOW ALL CANDIDATES		2

Your saved (not yet submitted) decisions — 1
Your candidates with no saved or submitted decisions — 1

Export all scores, recs, etc. Upload scores, recm etc.
Bulk Recommend Decisions (?) Bulk Send To Reviewer
Bulk Print

Candidate	Recommendation (?)	Send to Reviewer	Print	Select All / Select None
L P	• Convenor 10 - Schedule for Interview • Lauren Perrie - Schedule for Interview • Convenor 10 - yet to review • Lauren Perrie - yet to review	Send	Print	☐
v v	• Convenor 10 - Schedule for Interview • Lauren Perrie - Schedule for Regret • Convenor 10 - yet to review • Lauren Perrie - yet to review	Send	Print	☐

Page: 1 of 1 Go Page size: 2 Change Item 1 to 2 of 2

Contact Us - Recruitment query
Contact Us - Technical query
Change Password | Accessibility

Font size: A A A   Contrast: C C C C   Font face: Default

Appendix C: overview of Excel-based Shortlisting Grid

Amber highlight indicates the same surname from one row to next; this is because sort order may differ from that on-screen in Engage.

Amber highlight shows Disability Confident candidate who meets all essential criteria (scores 2 or 3) but is not recommended for interview.

Recommendations must be made to allow upload; this is why blanks are shaded in pink.

The total shortlisting scores are supplemented with subtotals for each of essential (E) and desirable (D) criteria; this helps facilitate more meaningful comparisons.

Vacancy: Administrative Assistant (18279)

Surname	Forename	CandidateID	Requires Sponsorship	Disability Confident Candidate	Recommendation	Notes	Reviewer	Score Total (Shortlisting)	Shortlisting.E.1 Quals to SCE Higher grade or equivalent	Shortlisting.E.2 Relevant office experience
Cullen	Amanda	2691887	No	No	Schedule for Regret	Lacks relevant experience	Colin Venor	14 (E=6; D=8)	1	1
Davis	Bill	2691359	No	Yes	*Schedule for Regret*		Colin Venor	15 (E=9; D=6)	2	3
Farrell	Mary	2691404	No	No	Schedule for Regret		Colin Venor	13 (E=5; D=8)	2	1
Holmes	Steven	2692080	No	No	Schedule for Interview		Colin Venor	20 (E=11; D=9)	2	3
James	Karen	2690374	No	No			Colin Venor	15 (E=7; D=8)	2	2
Kennedy	Andrew	2648319	No	Yes	Schedule for Interview / Schedule for Regret / Schedule for Reserve		Colin Venor	0 (E=0; D=0)	0	
Kennedy	Harry	2691329	No	No			Colin Venor	16 (E=7; D=9)	1	3
Murray	Iain	2692035	No	No			Colin Venor	20 (E=10; D=10)	2	3
Saunders	Bob	2309961	No	Yes			Colin Venor	19 (E=11; D=8)	3	3
Taunton	Claire	2692103	No	No			Colin Venor	0 (E=0; D=0)	0	
Whitby	Sally	2689896	No	No			Colin Venor	17 (E=10; D=7)	3	3

White and grey shaded cells are all locked to protect the integrity of the spreadsheet so it can later be uploaded back into Engage ATS.

Recommendation options are selected from a drop-down list.

Only the convener's scores (agreed after the shortlisting meeting) are recorded and count towards the uploaded version.

The scoring cells will most likely be blank when the grid is prepared. However, if the convener has started scoring then decides to use the grid instead, the convener's scores entered to date will pull through.

Appendix D: overview of candidate assessment page

Button to return to list of candidates

Icon indicating a Positve about Disabled People (PDP) application. Convenors require to be aware of their responsibilities in such cases. (Please note that the 'Two-Ticks' scheme was replaced in 2016 by the 'Disability Confident' accreditation.)

Control to zoom in/out of the application form and supporting documentation.

Button to proceed to the next candidate who is at the same stage.

List-box control allowing selection of appropriate scores. Please select from the drop-down options; values cannot be keyed.

Collapse/expand control. It may be helpful to collapse the 'Interview' section during shortlisting and vice versa, to avoid scoring the wrong section in error.

Control to select a suitable recommendation (from options valid to the current stage). Note that panel members' recommendations are for information only.

Collated pdf, comprising:
- Application form,
- CV
- Covering letter
- Any other supporting documents

Please be aware that candidates can ask to see any comments, by submitting a Subject Access Request (SAR).

Candidate | **Vacancy** | **Recommendation**

L P

HR Support Assistant - 2510

- Convenor 10 - yet to review
- Lauren Perrie - yet to review

Review the application

Find

1 / 5   61.3%

19/11/2014 11:01:43

Vacancy Name: HR Support Assistant - 2510
Candidate Name: L P
Vacancy ID: 451427

HR Support Assistant - 2510

Faculty: Office of the Chief Financial Officer
Department/School: Human Resources
Staff Group: Professional Services
Staff Category: Administrative and Professional Services
Type of Employment: Open-ended
Working Hours: Part-time

Personal Details

Title: Miss
First Name: L
Middle Name(s):
Surname: P
Address Line 1: 16 Richmond Street
Address Line 2:
Town/City: Glasgow
County: Lanarkshire
Post Code: G1 1XQ
Country: United Kingdom
Home Tel. (inc area code): 0141 5484541
Work Tel.: 0141 5484541
Mobile Tel. Dialling Code: 0086
Mobile Tel.: 07930484564
Preferred contact number(s): Work

By providing your mobile telephone number you are authorising the University to send text message(s) to this number, relating to:

Key: 3.00= Exceeds, 2.00= Meets, 1.00= Partially meets, 0.00= Does not meet

Shortlisting   Score: 8.00

Essential Criteria

PhD   3.00

Sector experience   3.00

Desirable Criteria

Organisational skills   2.00

Interview

Essential Criteria

Provide your recommendation

Recommended stage
Schedule for Interview
Additional comments