



平等機會委員會
EQUAL OPPORTUNITIES COMMISSION

 www.eoc.org.hk  (852) 2511 8211

 6972566616538 (For people with hearing/speech challenges)

 16/F, 41 Heung Yip Road, Wong Chuk Hang, Hong Kong

**Good Management
Practice Series:**

**The Sex Discrimination
Ordinance**

Recruitment Planning

Shortlisting and selection

In shortlisting and considering applicants or employees for a job position, employers are advised to adopt consistent selection criteria (CSC). These criteria should be applied consistently to all applicants and employees in recruitment, promotion, transfer, training, dismissal or redundancy. The use of CSC helps promote fairness and avoids unconscious bias and discrimination.

To develop CSC, employers may start by drawing up a list of job-related requirements and identifying the range of relevant and essential personal attributes. Generally speaking, CSC should relate to education, experience, knowledge, skills and abilities. The CSC should be objective, clearly defined, and ranked in order of priority. Furthermore, the CSC should be kept under periodic review and up-to-date, and made known to employees or job applicants upon request.



What the law says

Employers should guard against applying non-essential requirements or conditions for a job as this may result in unlawful indirect discrimination against candidates of a certain group with or without the attributes protected by the SDO. Where the CSC stipulates a particular sex, employers must ensure that such a requirement is a genuine occupational qualification of the job under the SDO.

Consistent selection criteria:

Education – formal educational qualifications essential for the performance of the job

Experience – type and years of experience required

Knowledge – the information that one needs to have for doing the job e.g. knowing the laws and regulations, knowing how the industry operates, etc.

Skills/Abilities – the essential hard and soft skills and the capacity to perform.

Examples: what do you think?

A company is recruiting a sales manager. The position is open to application by both existing employees of the company and external applicants. An incumbent sales executive who is pregnant has filed an application. Even though she possesses the requirements of the position, the sales director does not shortlist her because he is concerned about manpower shortage during her maternity leave.

The act of excluding the sales executive from the shortlist may be discriminatory because she is denied the opportunity of being further assessed in the recruitment process on the grounds of her pregnancy.



Good practices

- ✓ Treat all applications in a consistent manner.
- ✓ Involve more than one person in shortlisting to avoid individual bias.
- ✓ Agree on the assessment method/standard before shortlisting.
- ✓ Assess each applicant against all the requirements set out in the job descriptions and personal specifications.
- ✓ Avoid making stereotypical assumptions when making a selection decision.

Selection tests

Selection tests should be based on the job requirements, and should objectively measure a job applicant's ability to do or to be trained for the job. Selection tests given to applicants for the same job should be identical. An objective marking scheme should be designed before the tests, and all test papers should be marked in a consistent and objective manner.

To avoid unconscious bias, employers may assign a candidate number to each job applicant so that the assessors are unaware of the identity of the applicants. The employer may train all assessors on how to use the selection test objectively, and review the selection test paper to make sure it is relevant to the job.

