# RECRUITMENT POLICY

This policy sets out the process to be followed when recruiting staff.

* The Company will select the successful candidate on the basis of the best person for the job.
* The Company will invest time and care in the selection process to give all candidates the initial opportunity to progress equally through the recruitment process.
* The Company will ensure that its recruitment process is free from discrimination and follows the principles and ethos of the Equality Act 2010

Identifying the VacancyThe Company may decide to recruit in a number of different circumstances:

* An employee leaves and needs to be replaced. It is best practice to have a job description and person specification for the job that has become vacant, but you may need to check the continued relevance of each.
* An employee leaves, and the employer takes the opportunity to reorganise a department so that the successful candidate for any resulting vacancy will not simply be a replacement. In that case, a job description and person specification tailored to the new role will be necessary.
* Changes to the nature of the employer's business result in requirements for particular skills, or increased work results in a requirement for more employees.

Preparing the Job Description and Personal Specification Before advertising its vacancy, the company will draw up a detailed written job description and person specification.

**Job Descriptions**

* Use an appropriate job title. Job titles should not show a predetermined bias for the recruitment of those with a particular characteristic (for example, "shop girl" suggests it has been predetermined to recruit a younger woman, and "office boy" suggests an intention to recruit a younger man).
* Accurately describe the job. The specific duties and responsibilities of the post-holder that the successful candidate would be expected to routinely carry out should be described so that applicants have a clear picture of what the job entails. There should be sufficient information to enable an applicant to make an informed decision about whether to apply. Including tasks or duties that, in the Company, are not performed may not only put off appropriately qualified people from applying but may result in a discrimination claim if such people believe they have unfairly been denied the opportunity to apply.
* Focus on outcomes. Where there are different ways of performing a task, rather than specifying how the task should be performed, the job description should state what outcome needs to be achieved.
* Avoid specifying unnecessary working patterns. If a job could be done either part-time, full-time, or through job share arrangements, this should be stated in the job description. As well as avoiding discrimination, this approach is likely to widen the pool of potential applicants.

## Advertising the Vacancy

All forms of job advertisement, including e-mails, direct mail, signs in shop windows and on company notice boards, as well as advertising to the general public in newspapers. We will not discriminate in our arrangements for advertising jobs or by not advertising a job.

When using recruitment agencies, job centres, career offices, schools or online agencies, we will not give instructions to discriminate, for example by suggesting that certain groups would or would not be preferred, or cause or induce those third parties to discriminate. Any agency being used should be made aware of our equality policy, as well as other relevant policies and should be given copies of the job descriptions and person specifications for the posts they are helping the employer to recruit.

We will ensure that advertisements are placed to ensure that a sufficiently wide range of potential candidates are reached.

We will ensure that care is taken over the wording of job advertisements. Inappropriate wording could give rise to the risk of discrimination claims or be used as evidence of a discriminatory culture. In particular:

* An advertisement should refer to the real (as opposed to the perceived) requirements of the job, including the job description and person specification if the employer has created these for the job in question. This will ensure that nobody is deterred from applying or making an unsuccessful application even though they could in fact do the job
* Care needs to be taken over the wording of the advertisement to avoid any suggestion that we may directly discriminate by asking for people with a certain protected characteristic. For example, an advertisement for a "waitress" which would suggest that the employer is discriminating against men.
* Care needs to be taken to ensure that the advertisement does not contain any wording that suggests that the employer might indirectly discriminate. The wording should not, for example, suggest criteria that would disadvantage people of a particular sex, age, or any other protected characteristic.