



Recruitment

Job Adverts

- Use an appropriate job title - don't show a pre-determined bias (e.g. waitress)
- Avoid specifying working patterns unless necessary
- Avoid referring to specific qualifications without stating 'or equivalent'
- Avoid health requirements unless justified
- Do not include tasks or requirements that in reality are not part of the role
- As far as possible, use criteria that can be tested objectively

Short-listing

- Have a short-listing panel (independent of interview panel)
- Agree non-discriminatory selection criteria
- Agree in advance the weighting to be applied to each criterion
- Adjudge all candidates against the same criteria
- Be alive to potential indirect discrimination and how this might be justified
- Keep paperwork in support of your decisions

Interview

Do:

- Agree questions and weighting in advance
- Ask all short-listed candidates the same questions and score them consistently
- Keep a note of candidates' answers
- Keep a good paper trail throughout
- Comply with Data Protection Act/GDPR

Do not:

- Ask questions or make assumptions about:
 - Childcare arrangements
 - Relationships or sexuality
 - Plans to get married and/or have children
 - General health or sickness record
- Be influenced by such information if it is volunteered

Offers

- Offer letter will headline main terms of employment
- Include any conditions to which the offer is subject (e.g. receipt of satisfactory references; right to work documentation)
- Include a strict timescale for acceptance and satisfaction of conditions before the employment is due to start
- Allow sufficient time from receipt of the offer letter for all the conditions to be satisfied
- Accompany offer letter with a separate contract of employment or statement of terms & conditions

Paperwork

- Maintaining a good paper trail is often the difference between failure and success in discrimination claims
- Make sure you have documentary evidence around all your decision-making processes
- Ensure that personal data contained on application forms and collated during interviews is collected and processed in accordance with the GDPR and your data protection policies