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**Loreburn Group**

# **Recruitment & References Policy**

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<b>Policy</b>	<b>Recruitment &amp; References Policy</b>					
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<b>Approved by</b>	<b>MC</b>	<b>X</b>	<b>LET</b>	<b>X</b>	<b>MT</b>	
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<b>Policy champion</b>	<b>Director of Corporate Services</b>					

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## 1 Purpose of this Policy

1.1 This section applies to employees and candidates applying for roles within Loreburn.

## 2 Introduction

2.1 This Policy will ensure legislative compliance, whilst seeking innovative methods of attracting and retaining high quality candidates for each vacant post, and maximising career development and succession planning opportunities for colleagues.

## 3 Policy Statement

### **Loreburn will:**

- a. Recruit and select the best people on the basis of talent, ability and attitude, who will fit with our culture and are committed to delivering and achieving excellence. Loreburn is committed to the promotion of equal opportunities and all employment applicants and all employees applying for alternative positions or promotion within the organisation shall be assessed according to their skills, experience and suitability to do the job.
- b. Ensure that job advertisements used are non-discriminatory. Develop and maintain comprehensive recruitment and selection procedures that are consistent with current legislation and in accordance with best practice.
- c. Recruit only after the needs of the business and alternative options to meet these needs have been assessed. Recruit only after an appropriate Role Profile and Person Specification has been compiled/updated/reviewed. Recruitment decisions will be based on an assessment against the content of the Person Specification.
- d. Ensure the recruitment and selection process is efficient, consistent and cost effective and contributes to the promotion of Loreburn's positive image as an employer.

- e. Ensure that appropriate selection criteria are identified in advance of the interview and apply them consistently to all candidates.
- f. Actively support and encourage the personal and career development of existing employees through the use of secondments, regrading and other temporary and permanent opportunities for progression where appropriate, provided that it does not compromise our commitment to equal opportunities and diversity. Consideration will be given at the outset of the recruitment process as to whether to advertise a post internally and/or externally.
- g. Where appropriate, the use of consultants and/or agencies may be used to assist with the recruitment and selection of specialist roles, or any other posts as agreed by appropriate Loreburn P&C Representatives and appropriate Directors/Managers where the post will sit.
- h. Recruitment and selection will be the responsibility of managers within the organisation, supported by P&C. All managers will receive mandatory training in recruitment and selection. Every recruitment panel must have at least one manager who is trained/skilled in recruitment and selection.

## 4 Recruitment

### 4.1 Information for Recruiters

- a. It is the organisation's policy that line managers are responsible for recruitment in conjunction with the P&C department. A line manager who wishes to recruit someone must first obtain approval in line with the process outlined in the manager's handbook. This must be completed for all posts which the Manager assesses as being required to be filled. No recruitment should be undertaken without the required approvals being provided to the Head of P&C.
- b. It is the organisation's policy that line managers are responsible for recruitment in conjunction with the P&C department. A line manager who wishes to recruit someone must first obtain approval in line with the process outlined in the manager's handbook.

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- f. Where a post becomes vacant within 6 months of previously being advertised the recruiting manager in conjunction with P&C is permitted to review previous applicants without the need to re-advertise in order to meet business requirements and appoint a suitable candidate.

- g. Line managers conducting recruitment interviews will provide draft interview questions to the P&C department for review. Line Managers should complete the standard recruitment questions template for this purpose available on the P&C intranet. The interview will focus on the needs of the job and skills needed to perform it effectively. A P&C representative will attend every recruitment interview panel. The line manager should ensure that P&C is available before setting an interview date.
- h. Using the recruitment questions template, a record of every recruitment interview must be made and passed to the P&C department where it will be retained for a suitable period of time.

#### 4.2 Shortlisting Guidelines

- a. The shortlisting process is used to identify the candidates who best meet the selection criteria/role profile for the post and who are most likely to be capable of carrying out the duties of the job.
- b. Selection for the shortlist must be done by assessing applications against the essential and desirable criteria as detailed in the role profile, not against other candidates.
- c. New selection criteria should not be introduced at a later stage of the recruitment process.
- d. Those shortlisting should ensure that the process used is consistent and that the decisions made comply with legal requirements.
- e. If a group of people are shortlisting, individuals should review the applications separately before meeting with the rest of the group to agree a final shortlist.

### 4.3 Interview Guideline

- a. The interview should be used to assess whether the candidate is suitable for the job. It is an opportunity to discuss the candidate's career and background and to explore if they have the ability and willingness to do the job.
- b. Loreburn's GREAT values must be incorporated into interview questions to ensure that candidates are assessed based on their fit with Loreburn's culture.
- c. The interview should be a two-way process. Candidates must also be given the opportunity to find out about the position and the organisation.
- d. Ensure that you are prepared for the interview and that the questions you have are relevant to the position applied for. Review the advert and role profile before each interview to ensure you know what you are looking for in a candidate.
- e. Consider what qualities, skills and attributes would make the perfect candidate and structure questions around those areas. Resist the temptation to simply copy questions used during previous recruitment as your team priorities or needs will have changed.
- f. It is helpful to have a final question that invites the candidate to add any further information that they would like the panel to consider. There may be an example of an initiative or a particular skill that they have but have been unable to demonstrate or discuss throughout the questions.
- g. All candidates should be asked the same questions, which should be based on the role profile. Make sure your questions are open and offer the candidate an opportunity to tell you about their experience relevant to the role.
- h. On no account should any job offer be made during or at the end of an interview.



#### 4.4 Interview Tips

- a. Remember that the candidates will likely be nervous therefore try to put them at ease when they first enter the interview room. Ask how their journey was that day or offer some refreshment.
- b. Start by explaining the purpose of the interview and outline how it will be structured. Remember to introduce all members of the interview panel.
- c. It would be good for the candidate to know whether any questions they have should be asked as they arise, or if they should wait until the end of the interview.
- d. Advise the candidate that they may go back to a question at any time and that they will have the opportunity at the end to supplement their answers with further information if they so wish.
- e. Take notes during the interview, explaining at the outset that you will be doing so. Still try to give the candidate encouraging eye contact during their responses.
- f. At the end of the interview, ensure that you outline how the rest of the process will be handled and estimate timescales for a decision being made.

## 5 Recruitment of Ex-Offenders

- 5.1 The organisation is committed to equality of opportunity for all job applicants and aims to select people for employment on the basis of their individual skills, abilities, experience, knowledge and, where appropriate, qualifications and training.
- 5.2 The organisation will therefore consider ex-offenders for employment on their individual merits. The organisation's approach towards employing ex-offenders differs, however, depending on whether the job is or is not exempt from the provisions of the Rehabilitation of Offenders Act 1974.

5.3 Please refer to Loreburn's Criminal Records Policy for more information.

## 6 Advising Candidates of Recruitment Decisions

- 6.1 Advising candidates of the outcome of the interview should not be delayed unduly.
- 6.2 All candidates should be advised by telephone by one of the interviewing panel, following approval by one of the executive team.
- 6.3 All unsuccessful candidates should be offered feedback about their application and interview. This feedback must be given by the manager involved who has undertaken recruitment and selection training. The feedback will be honest and constructive and seek to equip the candidate to develop toward their career aspirations. This feedback should be scheduled to take place swiftly following the interview – within 2 weeks at the latest. Feedback should not be given at the point of notification.

## 7 Equalities & Diversity

- 7.1 The organisation aims at all times to recruit the person who is most suited to the particular job. Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience, skills, values and behaviours will be assessed at the level that is relevant to the job.
- 7.2 The organisation is committed to applying its equal opportunities policy at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership. Interview questions will not in any way be discriminatory or unnecessarily intrusive.

- 7.3 Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability. Any applicant who discloses a disability and who demonstrates that they meet the minimum requirements of the job as set out in the job description and employee specification within their application will be guaranteed an interview.

## 8 References

### 8.1 Taking up Employment References

- a. Loreburn will normally take up two employment references as standard as part of its recruitment procedure. One of these should normally be from the applicant's current or most recent employer. All job offers are conditional on receipt of two references satisfactory to Loreburn.
- b. Each reference should come from a separate source and should provide, or contribute towards providing, a chronological career history for the candidate for at least the previous two years, where possible.
- c. References from relatives of candidates cannot be accepted.
- d. Employment references will not be taken up for internal applicants where the original references remain on file. Where required, the Interview Panel may seek further information from the internal applicant's current Line Manager or P&C Representative.
- e. It is the organisations practice to undertake any necessary background checks relevant to the post being recruited. This may include but is not limited to criminal convictions, financial credit checks, and Disclosure Scotland.
- f. Loreburn's Privacy Policy and Recruitment Privacy Notice will be followed in such cases

## 8.2 Provision

8.2.1 Referees have a duty of care in law to the employee or ex-employee and the prospective new employer. References written in Loreburn's name must be approved by the designated HR Representative.

8.2.2 Copies of references provided will be retained on the employee's personnel file as appropriate.

8.2.3 The principles of this Policy will be applied regardless of the nature of the request.

## 8.3 Financial References (e.g. Mortgage / Flat Hunting Purposes)

Only factual information will be provided e.g. current salary information, length of service, details of temporary contract etc. No speculation regarding security of employment will be entered into.

## 8.4 Contractor and Consultant References

References will need to be provided by any contractor or consultant before they carry out any work on behalf of Loreburn. At least two references must be provided; one must be from a most recent job they have carried out.

Where a contractor or consultant requests that Loreburn provides a reference on their behalf; this must be completed on the standard format in place at that time. Colleagues should refer to the Development Team for further information.

# 9 Manager Responsibilities

9.1 Prior to a new colleague joining the organisation it is the managers responsibility to ensure the following:

- Notify ICT of new colleagues joining the organisation by completing new starters form.
- Ensure employee has required office equipment if working from home. Please refer to the table below in relation to costings.
- Preparing an appropriate induction plan. Please refer to induction guidance.

## 9.2 Standard Office Equipment Allowance

	<b>Max Allowance</b>
Desk including 1 lockable drawer (where someone may have a desk but needs lockable storage, an allowance of max. £40)	£150
Chair	£150
Footrest	£20
Laptop riser	£16
Desk top lamp	£14

9.3 Any costs incurred buying office equipment should be reclaimed through expenses on the PeopleHR app and should include copies of your receipts. Please note you can only reclaim the amounts listed in the table above.

9.4 Allowances will be paid to newly appointed staff on permanent contracts. Staff on temporary contracts of 6 months or less will not be eligible for this allowance (temporary staff can be issued with any office equipment from our available stock). If a temporary contract exceeds six months or has been extended past this period, the allowance can be granted at Loreburn's discretion, this would be agreed by the Head of Service taking into account the long-term plans of the post. No office equipment will be supplied to agency staff.

#### 9.5 Notional life span of supplied equipment:

- Desk – 10 years
- Chair and other office equipment – 5 years

Equipment will only be replaced if it is deemed to be faulty or unusable. After the notional life span staff will be eligible for a further contribution (in line with the rates at that time) to replace equipment that has reached the end of life. Disposal of equipment is the employee's responsibility.

9.6 Staff who may need specialist equipment or adaptations and any reasonable adjustments made in accordance with Equality Act requirements would be considered as part of an employee's DSE assessment, with Loreburn giving the required support and assistance.

9.7 When an employee leaves Loreburn they will not be required to return the equipment if they have been employed for over six months for temporary or twelve months for permanent staff. If they leave within the first six/twelve months of employment, Loreburn will recoup the cost of the equipment from their final salary. If the employee has received any specialist equipment

#### 9.8 SIT-STAND DESKS Specification

**Size of Desk** - As with standard desks, the recommended minimum size of the desktop is 1200mm long x 600mm deep to provide sufficient space to work comfortably. The height range of the desk can be from 700mm to 1200mm.

**Motors** - dual motors are recommended for more reliable use.

**Anti-Collision** - moving parts introduce the possibility of physical harm - particularly to fingers - so it is essential to have an 'anti-collision' mechanism, sometimes referred to as 'safety stop'. This is an electronic protection system that is capable of detecting when a moving top hits resistance of any sort. The desk should then reverse the direction of travel so that the top moves away from the obstruction.

**Cable Beams/Trays** - two cable beams/trays are the best option for each working position. The lower cable beam is fixed in height relative to the floor, thus avoiding stress on cables from floor to desk. The upper cable tray is attached under the moving worktop, avoiding stress on cables from desktop equipment. The two beams must be linked by a flexible cable carrier which ensures that the cables travelling between the two beams cannot be stressed or trapped over the full range of travel. It is important that cables are not trailing or at risk of getting trapped in the desk, so some form of cable tidy is required. Users must carry out regular visual inspections of the cabling and plugs to the desk to ensure they are not damaged or deteriorating, as is required for all electrical work equipment.

**Weight Loading** – a minimum of 80kg weight limit is required.

**Electrical Supply** – ensure you have adequate power supply available and that the cord is long enough, with enough length when raised or lowered, to reach the power supply.

### **Safety Information**

**Electrical Safety** – ensure you have adequate power supply available and unplug the desk when it is not in use. As with any other piece of electrical equipment, carry out a visual inspection of the desk, cables and plug to check for any damage or deterioration before use. As the desk is powered by electricity, the requirements for portable electrical appliances detailed in the Electrical Safety Policy and Procedures must be followed.

**Pinch Points** - when moving the desk from the lowest position to the highest position make sure there is plenty of room around the desk. The rule of thumb is at least 50mm of space all the way around the desk. BIFMA has a standard for pinch points that might be helpful for you if you have concerns.

**Tripping Hazards** – ensure there are no trailing cables which could be a trip hazard.

**Exposed Moving Components** – keep your person and materials clear of any moving components.

**Children** – do not let children operate the desk.

**Weight Loading** – do not overload the desk. Adhere to manufacturer’s recommended weight limits.

**Falling Objects** – ensure anything on the desk is secure before adjusting height. Remove anything that could fall during adjustment of height.

### **Using a Sit-Stand Desk**

A standing desk should be designed and set up with ergonomics in mind, i.e. it should fit the individual who is using it, and must be suitable for the DSE and the environment it will be used in. These factors should be considered when carrying out a DSE Assessment.

Introduce standing gradually into your daily working routine. Going from sitting all day to standing all day is likely to cause discomfort and pain. It may also result in longer-term health issues, so a balance is important. There is no consensus on how long you should stand when using a standing desk. It is suggested that for every one hour sitting there should be 20 minutes standing.

### **Standing Correctly at a Sit-Stand Desk**

When standing at a sit-stand desk, you must stand correctly and have a good posture to gain the benefits. Individual circumstances should be taken into account, but the following can be used as a guide:

- ▶ The desk should be at the height of your elbows. If it is an adjustable desk, it may have to be adjusted first.
- ▶ Wear comfortable supportive shoes.
- ▶ Stand with your feet flat on the floor, hip-width apart with your weight evenly balanced between your feet. You can use a footrest on the floor to alternate your stance if required.
- ▶ Your body should be in a neutral upright position and in line with the DSE. It is important not to slouch.
- ▶ Your knees should be slightly bent, but not locked.
- ▶ Keep your neck tall and your shoulders in a relaxed neutral position. Your shoulders should be in line with your hips.



- ▶ Your wrists should be straight and parallel with the surface of the desk. Your elbows should be bent at 90 degrees.
- ▶ Your keyboard and computer screen should be separate. When using a laptop, a docking station and separate keyboard should be used.
- ▶ When you have your arms loose at your sides, the keyboard should be slightly below the level of your elbows.
- ▶ Your keyboard should be in a position that is in front of you.
- ▶ The 'H' key on the keyboard should be in line with the centre of your body.
- ▶ Use a mouse mat if you find your mouse's movements to be slippery or stiff
- ▶ Use a mouse that you find comfortable, which is of a suitable size so that it fits your hand
- ▶ Ensure that the mouse is close to the keyboard and on the same level on the desk.
- ▶ Your monitor should be set at a height that is at the same level as your eye line.
- ▶ Your eyes should be approximately a couple of inches below the level of the top of the monitor.
- ▶ Your monitor should be directly in front of you and in the centre of the platform it is situated upon.
- ▶ Your monitor should be approximately at an arm's length away from you when you are standing at your desk.
- ▶ Ensure that your monitor is tilted back slightly at an angle of approximately 10-20 degrees.

If you are using a sit-stand desk, it is important to ensure that the DSE and workstation are correctly set up when adjusting the desk from the standing to the sitting position (and vice versa). It may take a bit of time to ensure that the workstation is ergonomically sound, but it is worth it so that you are gaining the maximum benefit from your standing desk. If it isn't, it may cause health implications for you later on.

### Incorrect Posture



- ⊗ Neck Pain
- ⊗ Shoulder Pain
- ⊗ Back Pain

- Elbows Below Hands
- Slouching Over Keyboard
- Monitor Too Low
- Feet Out of Place

### Correct Desk Posture



- ✓ Reduced Neck Pain
- ✓ Reduced Shoulder Pain
- ✓ Reduced Back Pain

- Arms at 90 Degrees
- Monitor Straight Ahead
- Sitting Straight Up
- Feet Flat on the Floor



- ✓ Muscle Pain Eliminated
- ✓ Improved Productivity
- ✓ Improved Metabolism

- Arms at 90 Degrees
- Monitor Straight Ahead
- Standing Straight Up
- Feet Flat on the Floor

## 10 Responsibilities chart

10.1 The chart below illustrates the responsibilities of all staff pertaining to this Policy:

Responsibilities	Management Committee	CEO	LET	Head of Service	Team Managers	All Staff
Approve Policy	X					
Lead by example in application of the Policy	X	X	X	X	X	
Take proactive steps to resolve issues	X	X	X	X	X	X
Take ownership of issues that are impacting on you and seek to redress at an early stage						X
To co-operate in the application of the policy						X

## 11 Policy review

11.1 The Policy Champion is the Director of Corporate Services.

11.2 This Policy will be reviewed every three years or sooner as required due to legislative or substantive change.

## **Appendix 1**

### **Office Equipment Guidance**

#### **DSE Workstations**

The following information should be referred to when setting up or evaluating your workspace for DSE use.

All of this will also be covered in your DSE and Homeworking Risk Assessments and it is important to use these to implement safe working conditions.

#### **Workstations**

##### **Desk Size**

A minimum size of 1200mm long x 600mm deep is recommended to provide sufficient space to allow the user to work comfortably. Usually, the height of the desk will be around 750mm however this will depend on the user requirements.

Work surface thickness should be the minimum necessary to provide adequate strength. A typical maximum is 30 mm. Surfaces thicker than this tend not provide sufficient clearance for the thighs while allowing the hands to be at around elbow height.

The following should be considered when setting up a workstation (based on HSE guidance document HSG57 Seating at Work):

- A well-designed workstation allows the worker to be seated at a comfortable height and position in relation to their work.
- Space in front of keyboard to support hands/wrists during pauses in keying

- Work and equipment that is used frequently needs to be placed within easy reach to prevent awkward stretching and twisting which could lead to back pain or injury.
- The height of the workstation and seat should ensure that work can normally be done at elbow level or below to prevent tiredness from constantly raising of the forearm.
- The workstation also needs to be sufficiently sized to allow the work equipment to be used safely. For instance, there should be enough space to place equipment such as monitors at the appropriate distance, whilst still allowing room for using hands.
- The work surface shall have a sufficiently large, low reflectance surface and allow a flexible arrangement of the screen, keyboard, documents and related equipment.
- There shall be adequate space to find a comfortable position. Space for postural change, with no obstacles under the desk.
- The workstation shall be dimensioned and designed so as to provide sufficient space to change position and vary movements.

### Display Screen

The characters on the screen should be well-defined and clearly formed, of adequate size and with adequate spacing between the characters and lines.

The image on the screen should be stable, with no flickering or other forms of instability.

The brightness and the contrast between the characters and the background shall be easily adjustable by the user, and also be easily adjustable to ambient conditions.

The screen must swivel and tilt easily and freely to suit the needs of the user.

The screen should be free of reflective glare and reflections liable to cause discomfort to the user.

## Keyboard

The keyboard shall be tiltable and separate from the screen to allow the user to find a comfortable working position avoiding fatigue in the arms or hands.

The space in front of the keyboard shall be sufficient to provide support for the hands and arms of the user.

The keyboard shall have a matt surface to avoid reflective glare.

The arrangement of the keyboard and the characteristics of the keys shall be such as to facilitate the use of the keyboard.

The symbols on the keys shall be adequately contrasted and legible.

## Lighting

Any room lighting or task lighting provided shall ensure satisfactory lighting conditions and an appropriate contrast between the screen and the background environment, taking into account the type of work and the vision requirements of the user.

Possible disturbing glare and reflections on the screen or other equipment shall be prevented by co-ordinating workplace and workstation layout with the positioning and technical characteristics of the artificial light sources.

Lighting in the workplace also needs to be suitably positioned and sufficient for the task to prevent workers from taking up awkward postures in order to see properly.

## Reflections and Glare

Workstations shall be so designed that sources of light, such as windows and other openings, transparent or translucent walls, and brightly coloured fixtures or walls cause no direct glare and no distracting reflections on the screen.

## **Links**

HSE Guidance Document [HSG57 Seating at Work](#)

HSE Guidance on Regulations Document [L26 Work with Display Screen Equipment](#)

The following British standards are also relevant:

- BS EN ISO 9241-5:1999 Ergonomic requirements for office work with visual display terminals (VDTs). Workstation layout and postural requirements
- BS 3044:1990 Guide to ergonomics principles in the design and selection of office furniture
- BS EN ISO 9241-6:1999 Ergonomic requirements for office work with visual display terminals (VDTs) – Part 6: Guidance on the work environment o BS EN 527-1:2011 Office furniture — Worktables and desks

## **Chairs for DSE Use**

The following information should be referred to when setting up or evaluating your workspace for DSE use.

All of this will also be covered in your DSE and Homeworking Risk Assessments and it is important to use these risk assessments to implement safe working conditions and they should be reviewed regularly or when something happens or changes.

When selecting or assessing a chair for DSE use, consider the following:

- Is the chair comfortable for the intended period of use?
- Is the size of the seat suited to the size of the user?
- Is the upholstery sufficiently supportive and comfortable?
- Are edges sufficiently padded and shaped to prevent uncomfortable pressure on the thighs?
- Is the seat height adjustable to allow work to be carried out at or below elbow height?

- Is the backrest providing enough support to the lower and the middle part of the back?
- Does the backrest adjust sufficiently in height and depth to allow the user to gain support?
- Are armrests suitable for the task and workstation?
- Do the armrests allow the user to bring the chair far enough forward?
- Do the armrests allow adequate arm movement?
- Are footrests required and, if so, are they suitable?
- Does the chair swivel and glide to allow user to move easily in chair?
- Are there special user requirements?
- Are there special task requirements?
- Does the seating meet BS 5852: 1990 to ensure that upholstery does not present an unacceptable fire risk?

### **Use of Chairs**

Chairs must be maintained so they are adequately clean, the upholstery is in good condition and the adjustment mechanisms work properly.

The chair must not be misused.

If the seat wobbles suddenly, or tips, do not examine it or try to fix it. The supplier or manufacturer should be contacted to ensure that the chair receives expert attention.

Do not put undue pressure on the armrests by sitting on them or leaning too heavily over them. This could also cause the chair to tip over.

Rocking backwards and forwards may cause damage or cause the seat to become unsafe.

Never stand on the chair.



## **Individuals with Special Needs**

The Workplace (Health, Safety and Welfare) Regulations 1992 require employers to take into account those employees with special needs. The aim should be to avoid employee discomfort and to promote well-being. For example, pregnant workers may require seating that can be adjusted without requiring awkward, bent postures. Workers with back problems or other mobility difficulties may have similar needs.

The Disability Discrimination Act 1995 places a duty on employers to make reasonable adjustments to the workplace or employment arrangements so that a disabled person is not at any substantial disadvantage compared with a nondisabled person. This might include considering appropriate seating provision for disabled employees where necessary. Further guidance is given in the DfEE Disability Discrimination Act 1995 Code of Practice for the elimination of discrimination in the field of employment against disabled persons or persons who have had a disability.

Some people will have particular difficulties in getting out of a chair, they may need a higher than normal seat, which may result in the work surface needing to be raised. Armrests and a forward tilting seat can also make rising easier.

Workers using wheelchairs may need to have the workstation access widened and the height of their workstation modified.

Workers who suffer from back, shoulder or neck pain may need a high supportive backrest.

## **Links**

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