**6** Produce a **short-list** from the replies of those to interview and take up references

From the applications for the job, a shortlist will be produced of those best matching the employer’s requirements, References might be requested for those people to be interviewed (if an applicant is to be offered the job subject to suitable references, those will be sought at stage 8)

People will apply for the job by sending a letter of application and CV, or they will request an application form from the business, fill it in and send it back.

**5 Send out application forms** to the applicants or read curriculum vitaes/ résumés and letters of application

A job description outlines in detail the type of person who is required to do the job. It will include the qualifications, experience and personal qualities of the person that are essential and those that are desirable.

**3** Design a **Job Specification**

**2** Design a **Job Description**

Once the exact duties have been decided they will need to be put together to form a job description. This document outlines the duties that the job involves and states to whom the person will be responsible, i.e. who will be their boss.

**1 Analyse the exact nature of the job** and duties to be undertaken.

The requirements of the job need to be decided. Will the job be different to the old one? Is the job a new one, what will the person be required to do? Can other people do some of the duties?

Interviews will be held, these can also include other selection tasks, e.g. written tests, practical tests, delivering a presentation on a pre-determined topic.

The most suitable person for the job is chosen. A letter is sent formally offering them the job. Letters are sent to the unsuccessful applicants telling them they have not got the job but thanking them for their interest in the business.

The job can now be advertised because the exact nature of the job has been decided and the qualifications, experience etc. have been determined. Where to advertise has been chosen. If the job is a senior one requiring more qualifications, then the advert will need to be seen by people in different parts of the country or other countries. A national newspaper or specialized magazine for the industry will be chosen. If the job is a basic one requiring few qualifications or skills, then the advert could be placed in a local newspaper because many local people could have the necessary skills

**8 Select suitable applicant** and offer them the job. Reply to unsuccessful candidates

**7** Hold **Interviews and selection tasks**

**4 Advertise** the vacancy