

Recruitment & Retention Policy

Standage & Company Limited currently undertakes a number of standard practices for recruitment and retention of staff.

RECRUITMENT

In all our operations, from recruitment of permanent staff to the selection of sub-contractors, we are careful to match the right people to the job. For permanent staff, we do this through a staged process, which can be applied to any vacancy. This comprises the following:

1. Job Analysis

- 1.1 What needs to be done
- 1.2 How it will be done
- 1.3 What equipment/resources are available
- 1.4 How performance will be measured
- 1.5 How the job will be monitored
- 1.6 What will happen as a result of good/bad performance

2. Skills Analysis

This focuses on the skills that we consider critical for the employee to be able to carry out their various tasks effectively. It is applied equally to managerial/supervisory roles as to less senior positions.

This gives us a 'skills set', which comprises a number of individual competencies that are capable of assessment and measurement.

3. Job Design

By analysing the job and the skills necessary to perform it, we are able to design roles that offer a range of tasks to maintain the individual's interest and motivation.

4. Personal Specification

This involves deciding the 'type' of person that will not only be able to do the job well, but who will also enjoy doing so.

This 4-stage process results in a 'shopping list' of the knowledge, skills and personal characteristics that are best suited to each job:

Physical Requirements – health, strength, appearance

Attainments – education, training, experience

Intelligence – thinking and mental effort required

Aptitudes – skills needed

Interests – personal interests that may be relevant to performance

Disposition – personality traits that would suit the position

Circumstances – special circumstances that job may require of candidate

By vetting personal specifications to ensure our criteria are based solely on job requirements and ensuring interview/selection criteria are equally unbiased, we are able to offer equality of opportunity for all applicants. It also enables us to write detailed job descriptions, based on our intimate knowledge of the job on offer.

The vast majority of our recruitment is done through press advertising and by word of mouth. Advertisements are placed either locally or nationally depending on the type of role we are recruiting for. Each advert is carefully designed and worded in an attempt to attract only suitable applicants, rather than a huge volume of responses where it may be difficult to find the good amongst the indifferent ones.

Application Forms are then distributed to potential recruits and, again, these are designed to allow quick vetting, to be fair to everyone and also to ensure no time is lost in contacting the most suitable applicants, who may be looking at other opportunities at the same time.

Interviews

Before any interview is conducted, we determine what information we need to find out about candidates and which personal attributes we consider to be most important. The interview can then be structured in such a way to give us the best chance of answering these questions.

Different posts require different knowledge, skills and attitudes from candidates but by using the same carefully designed questions for each potential recruit it is possible to 'score' them against a pre-determined scale. This makes the task of selecting the best from those being interviewed much simpler.

During the interview we not only look for the skills that the job requires, we also try to establish the kind of values held by the candidate so that we can avoid any potential conflicts with those of the organisation.

Depending on the position being offered, candidates may also be asked to undertake some practical, work-related tests or tests of mental ability.

Selection

In making a final decision on which applicant to select, we refer back to our 'shopping list' and assess each one against the pre-determined criteria whilst they are still fresh in the interviewers' minds.

We use a scoring system which allows us to credit the most valuable skills most highly within the total score for each candidate. The candidate with the highest overall score should, therefore, be the most suitable person for the job.

RETENTION

There are a number of strategies we employ to ensure we retain our employees once we have selected the best people for the job.

Inductions

This process starts on the first day. By arranging for each new employee to receive a full induction to the Company on their first day we aim to set a precedent for the sort of conditions they can expect throughout their career. The induction is designed not only to inform the newcomer of Company procedures and more mundane matters, such as where the tea points are, but it also serves to put them at their ease and make them feel more relaxed in a strange environment.

The job description is reviewed within the first few days to ensure the newcomer is fully aware of what is expected in the longer term and short-term goals can be established. As each job has been designed to offer the maximum variety and interest possible, we are able to maintain high levels of staff motivation.

Staff Appraisals/Development Reviews

These are used as an opportunity for us to review our greatest asset regularly and systematically. They form part of our strategy to achieve our Company objectives and involve a great deal of two-way communication between management and staff. Employees are encouraged to discuss ideas and suggestions for improvement at any time, but development reviews are an ideal opportunity to discuss more specific issues and set down future requirements in writing, thus allowing progress to be monitored more effectively.

Staff appraisals are carried out annually, using standardised forms, to monitor each employee's performance. These provide management with an official platform for praising good performance, as well as addressing any areas that may be causing concern. They are also a time when more specific personal goals/ targets can be assessed and re-set and training and development can be planned.

Staff Surveys

A regular staff survey is conducted to assess employees' attitudes towards a number of criteria. These results are then analysed by senior management to determine areas for improvement, allowing plans to be devised and implemented as part of the annual Business Plan.

Training and Development

In conjunction with this, we are committed to a programme of staff training.

The majority of training is in Health and Safety, however, professional skills and vocational training are also actively encouraged.

Employees can request training at any time, and the request is assessed to determine whether the proposed training is beneficial both to the Company and the individual. All training is monitored and reviewed on completion.

Signed: C. Brain

Date: July 2013

Position: Managing Director