



Langley Search & Selection – Quality Assurance

Overview of Langley's Quality Processes

Langley Search & Selection is committed to service excellence in the delivery of recruitment solutions for both candidates and clients alike. Similarly, the business is committed to delivering service excellence to its employees. Many of Langley Search & Selection's activities and systems have embedded within them evidence of quality assurance processes. They are evidenced across four domains, addressing quality assurance delivery to *candidates, clients, suppliers* and *employees*. The details below demonstrate our quality assurance processes across our 'customer base'.

Candidates

Langley's quality commitment to candidates is defined in a number of key deliverables:

1. an accurate assessment of the candidate's current & transferable skills across multiple disciplines and professional competencies.
2. advise on current market trends and the appropriateness of candidate's application to a specific role.
3. advice, where appropriate, on CV presentation and preparation & performance at interviews.
4. where appropriate, offer outplacement activities.
5. for senior level candidates, offer where appropriate advice on effective networking and how best to take advantage of being headhunted.
6. the professional management of all parties during the assignment process, including effective communication of all matters relating to the administration, negotiation/brokerage of role and offer details and the expectations of both candidates and clients.
7. the professional management of the databasing of candidate details, including all matters relating to data protection.
8. the professional management of a candidate's progress through Langley's application process, including CV processing, arranging and participating in the Langley Interview, the evaluation of candidate suitability for specific roles (matching skills to job profiles and business cultures), the dispatch of CVs to clients and subsequent due process (setting up of interviews etc) and the brokerage and administration of offers and start dates (along with advice to candidates on resignation and notice periods etc).



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Clients

Langley's quality commitment to clients is defined in a number of key deliverables:

1. an accurate, evidence-based assessment of the candidate's current & transferable skills across a range of competencies in discipline-specific areas (*Procurement, Supply Chain, Retail, Interim*).
2. a standard written presentation of this assessment (and bespoke, if requested) that is easy to read and evidence-based
3. a verbal report of this assessment (either face to face with the client or over the phone) which is, again, evidence based.
4. a professional opinion of the candidate in terms of his/her value-added capabilities, fit for culture, fit for role purpose and the match to the multiple expectations of client and candidate.
5. a commitment to delivering a clear, visible recruitment process (against an agreed critical path), from taking a full brief to brokering final offer stage and candidate start date. *Langley is committed to delivering open and transparent processes where candidates and clients alike can access the methodologies and rationale for how we do business.*
6. a commitment to periodic service reviews to evaluate Langley's quality of service and, where appropriate, to make adjustments to our process and/or re-negotiate the terms of our contract with the client.
7. a commitment to ensure that our consultants are trained and suitably qualified to deliver the service agreements we set with clients; Langley is committed to developing its people to maintain best recruitment industry practice, ensure high levels of skill and motivation, progress knowledge and sector-specific understanding, and enhance interpersonal and communication skills to deliver the very highest quality of service to our customers.

Employees

Langley is committed to ensuring that employees are treated with respect and professional integrity within a culture of support, learning, inspiration and purpose. These are underpinned by a set of Company values that drive all elements of our business planning and recruitment practice. (The core values of the business are defined in the Competency Framework documents: "Professionalism", "Teamwork" and "Commitment & Motivation". These are, in turn, defined within a behavioural framework that illustrates the Company's shared vision for 'benchmark' behaviours – see Appendix).



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Langley employees experience a culture where ‘experience’ is valued over ‘mistakes’ and learning and personal development drives performance improvement. This philosophy runs in concert with a set of clearly defined KPI’s across almost all roles and a set of management protocols that allow each individual to understand the core deliverables of their role.

Langley’s quality commitment to employees is defined in a number of key deliverables:

1. Pre-Induction screening of employees’ learning and communication preferences (questionnaires).
2. Financial & activity targets are agreed in a meeting prior to formal start date to ensure individuals’ commitment and understanding of core deliverables.
3. The delivery of a robust and comprehensive Induction programme, including significant orientation of systems, processes and routines alongside formal and informal mentor/buddy ‘shadowing’ experiences.
4. The development of early objectives within a CPD Plan and the subsequent planning of training provision.
5. Ensuring that all aspects of the employee’s Contract with Langley, and the commensurate protocols and behavioural expectations, are fully explained and understood.
6. Langley is compliant with all relevant employment legislation in connection with data protection, access to services, discrimination and equal opportunities in connection with all its employees.
7. Through Langley’s ongoing commitment to people development (in line with the principles and guidance of Investors in People standard), all employees have equal access to personal development through training, mentoring and coaching, delivered through professional and qualified personnel both in-house and through the use of appropriate, vetted external providers.
8. Langley will evidence this commitment to training and development within individualised CPD Plans that effectively suite together the aspirations of the individual with the objectives of the Company. Career advice, training, succession planning and talent management are all addressed within this system.
9. Langley is committed to ensuring that its excellent working conditions including SSP, SMP/SPP etc, are compliant with relevant legislation; Langley also maintains high quality working conditions to employees through appropriate risk assessments, health & safety requirements and attention to their physical environment.
10. Langley is committed to the care of its employees: the CPD planning process allows a degree of addressing personal development areas (that are perceived to be relevant to the delivery of their role) for each employee; this is facilitated by the P&D Manager who exercises his role across the business without any line management responsibilities. Langley believes that maximum benefit can be accrued through addressing a broad definition of performance improvement for each



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individual. Fundamentally, development is addressed in the context of knowledge, skills and aptitudes. Where personal development falls outside the remit, skills and protocols of Langley's systems, Langley is committed to guiding colleagues to find solutions to problems outside of the business.

Suppliers

Langley has a small number of suppliers. They fall into two categories: those that supply services to directly support our recruitment processes and those that support our broader business processes. In the first category, services are supplied by recruitment organisations and advertising agencies and above & below the line marketing agencies. These services are supplied on both a regular and an ad hoc basis. In the second category, services are supplied to support everyday transactions and longer-term planning of our financial and legal requirements.

Langley's quality commitment to its suppliers is defined in a number of key deliverables:

1. quick response times to queries and communications
2. delivering comprehensive, relevant and timely briefs to suppliers to ensure that our requirements are understood; this includes an open and transparent communication of our values, processes, protocols and procedures to ensure a realistic service delivery agreement is reached
3. regular service reviews to address problems, re-negotiate contracts/agreements or develop the relationship
4. pre-qualification of new suppliers
5. regular informal feedback to major suppliers (e.g. Voyager and IT provision)

Quality Assurance Processes

The measures above are all **quality assured** through three elements of our practice: those relating to our *knowledge*, those relating to our *skills* and those relating to our *systems/processes*.

Knowledge base

1. 50% of Langley's staff are ex-practitioners, transferring from established careers within the Supply Chain; most of these are from blue chip FTSE listed companies, mimicking Langley's own client base. As our recruitment is exclusively in the domains of supply chain, procurement



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and retail buying/merchandising, it is a quality measure that we recruit individuals into our teams that bring personal experience of many of the roles we take on as permanent or interim assignments.

2. the ex-practitioners in the business are expected to cascade their knowledge to those who do not have the experience of working within the supply chain. This is managed through both informal and formal ways; the formal management of this knowledge transfer is through:
 - Planned Induction (delivery of training modules that relate to discipline/category-specific knowledge).
 - The evaluation and interpretation of performance outcomes as they relate to targets and KPI's (providing guidance and feedback on a one2one or team basis).
 - Ex-practitioners acting as mentors (working closely with colleagues at each stage of the assignment process wherein subject-specific knowledge is critical, such as when a brief is taken from a client or when candidate's skills & experience are matched to vacancy specifications).
 - When ex-practitioners are Managing Consultants, their knowledge proves invaluable in informing the strategic direction and operational planning of their particular area of the business.
 - Informally, knowledge is transferred via:
 - 'buddy'systems (where individuals are supported informally both proactively and in response to requests for help).
 - Leadership: ex-practitioners are often cascading their knowledge through ad hoc conversations and advisory & leadership opportunities (e.g. discussing market trends, advancing networked contacts to colleagues' advantage etc).
 - In the context of both informal and formal knowledge transfer, ex-practitioners and 'pure' recruiters alike are urged to keep up to date with the latest methodologies and trends in both their own disciplines and in recruitment methodologies themselves. The business facilitates this in a number of different ways:
 - Encouraging & sponsoring consultants to become REC qualified.
 - Encouraging & sponsoring consultants to attend training and other learning opportunities, some of which result in relevant qualifications, to keep knowledge, skills and understanding cutting edge and 'best practice'.
 - Encouraging & sponsoring consultants to become members of relevant professional bodies (CILT, CIPS etc).
 - Access to relevant periodicals, websites and memberships of other bodies.
 - Encouraging consultants to become involved (either as delegates or presenters) in formal and informal events, including networking opportunities that are sponsored by professional bodies and associations.



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Skills

1. at the point of selection (recruitment into Langley), all applicants are screened as to their current capabilities following a competency-based interview model. Assuming a minimum standard is achieved during the interview phase, Training Needs Analysis (TNA) is carried out and the T&D Department subsequently engages the relevant people in the business in the design and delivery of Induction (and, later, a personalised CPD Plan). As part of the quality measurement (that evaluates the effectiveness of Induction and initial training), all new starters carry out a Pre & Post training Questionnaire, a written test and a practical test. The results of these additional assessments are then cascaded to managers and the relevant individual; further training and next steps to deeper understanding and competence are then agreed and placed as Objectives with a CPD Plan. This rigorous process ensures that a minimum standard of competency is brought into the business; it allows for early assessment of developing competencies and knowledge; it also informs ongoing training to increase capability and, therefore, the delivery of a high quality service to our customers.
2. by extension, the Training & Development function in Langley addresses a wide range of performance improvement areas. These are addressed through a number of systems and processes (see below) and essentially allows for ongoing improvements in overall competence and performance. A list of stand alone training modules is attached. In respect of skills in this space, the Performance & Development Manager is committed to his own learning in order to keep apprised of best practice and industry developments in the areas of *training & coaching*. A significant quality measurement in this regard is the P&D Manager's experience and qualifications in the domains of people development and performance improvement.
3. Accreditation to the REC also presents an opportunity develop our consultants' skills to (at the very least) industry standards and the REC's recommendation of "best practice".

Systems/Processes

1. Accreditation to the REC and the recruitment industry's standards (including the REC Code of Conduct and compliance with related legal requirements around data protection, discrimination, equal opportunities etc).
2. Accreditation to liP (Investors in People) and the commensurate quality measurements of that standard.
3. Adherence to the principles and guide structures of ISO 9001 standard, including ongoing work with a qualified and accredited Consultant to advise us on progress towards the standard.¹

¹ Langley has been active in preparation for being accredited to the new ISO 9001 standard. We have engaged The Quality Team (www.thequalityteam.co.uk) and BSI Management Systems (www.bsigroup.com) to advise and assess respectively. We anticipate accreditation to ISO9001 standard by the end of 2011





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4. All new employees are issued with the Staff Handbook on entry to the business. This document outlines all the essential policies and processes that are adhered to as a standard within Langley. This is embedded in Induction, where new starters can interpret and calibrate to Langley's definitions and standards.
5. Training & Coaching programmes are informed by industry best practice; these are open to scrutiny, advice and professional supervision by qualified, external consultants where appropriate.
6. Langley's internal quality processes, including:
 - Feedback questionnaires to candidates and clients.
 - Pre and post training questionnaires; explicit links to CPD/further learning & improvement initiatives (in line with liP standard).
 - Monthly and quarterly evaluations of individual and team performance against KPI's (financial and activity targets).
 - Formal and ad hoc audits of administrative, operational and databasing processes.
 - Performance & Development reviews against Langley's Competency Framework.
 - A number of automated measures within our recruitment software (Voyager) to ensure compliance and due process.
 - Periodic review and planning meetings with clients (particularly during and after a major campaign); these can arise from within a formal contractual agreement or ad hoc (where review meetings are proactively requested by our candidates, clients or suppliers).
 - A number of standard formats within the recruitment process that are adhered to and monitored for quality through the Management structure: client briefing standard (perm & interim), candidate de-brief standard, client visit report standard, interim referencing standard, interim contracts standard, Interim Induction process.
 - Database administrator role ensures a regular, planned contact with candidates either via email or telephone, to maintain appropriate levels of communication with candidates (weekly, monthly, quarterly or half-yearly – automated and diarised with Voyager software).
 - The Financial Controller role also maintains a quality service through accurate and prompt invoicing, credit control and supporting the Interim Induction process. All financial activity is audited, in line with best practice and legal compliance.



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