

CIPD Diploma in Applied Human Resources

Contributing to Resourcing and Talent Management in the organisation

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: *SL Cosker*

Date: 16.05.2021

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Evidence Matrix

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Student Number: 1905443			CIPD Membership: 53581196
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Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

SL Cosker

Date:

16.05.2021

Personal statement – Learning outcome 1

1.1 Assess how and to what extent the organisation undertakes workforce and talent planning.

1.2 Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent.

1.3 Assess the extent to which current organisational planning activities are addressing potential needs.

I have worked at Tai Tarian housing association since 2017 and within that time there has been little change in succession planning. There is no formal process, but I am aware that it does go on, especially at a higher senior management level. Within the performance management system (Taylor,2014) there is a management tool to use, called the “ 12 grid – career management framework” (EV1) , it is a matrix which gives managers a foundation for feedback, and a tool to check your observations/ratings to ensure fairness and objectivity. This can identify if a person is achieving above and beyond their role and is suitable to progress but even though this is identified there is nothing to follow this up. After speaking with managers across the organisation there seemed to be some common opinions – this tool is a bit of a waste of time and it could be perceived that progression and promotion is given based on if you are “liked” by certain influence members of the senior management team, which is causing frustration and low moral to breed within the organisation (Andriotis,2016), (EV2, EV3, EV4).

The HR team have been working closely with managers to encourage a people planning thought process, this is through one-to-one catch ups to discuss their teams and during recruitment planning. This is the main thing that has changed– managers are now considering the bigger picture of succession and talent planning. The HR team are currently working on preparing their own people plan (EV5).

Tai Tarian recruits on a “as and when needed basis”, if someone has handed their notice in or if it has been known that there will be a need for future recruitment and is generally portrayed by managers to be an urgent task. This can be frustrating for all involved, the process can take longer than a manager has considered, but if HR had been informed straight away the team could plan and get things moving quickly. This also effects the advertisement of roles, particularly in relation to promoting the roles on social media – less time, means less detail and thought to attract talent to the organisation (EV6).

During recruitment, an advert is written by the HR team based on communication with hiring managers on what the role / job entails and the ideal candidate for the role along with considering what is written in the role profile.

When considering best practice, it is key that job descriptions and person specifications are as accurate as possible to avoid “unrealistic expectations” (Taylor & Wilkinson, 2016) of both employers and employees in the future.

Within a job description, Job title, salary, location, times/days, and total hours to be worked, along with a summary of the main purpose, role duties and expectations of the job. A person specification generally provides further detailed information which relate more to the type of person that would be best suited to the role, in areas such as skills, experience, education , qualification and personal qualities and also highlighting if each mentioned is an essential or desirable criterion (Taylor, 2014). I considered Tai Tarian's role profiles – we do not have person specifications, but I could see that the role profile does include the specifics of a person specification, as mentioned, so in this case, they are in one (EV7).

When writing the advert, the HR team ensure to promote the values and behaviours (EV8) of the organisation, which are Honesty, Teamwork, Professionalism, Teamwork, and Communication, this shows potential employees the organisations expectations. These are often a focus within interviews where questions asked are based around the candidates giving example of times when they showed these competencies and how they dealt with a particular scenario (Taylor, 2014), which is considered best practice, often referred to as “competency frameworks”. The adverts also promote the recent corporate plan of Tai Tarian , showing the organisations focus on the future of a Sustainable Homes; Sustainable Communities; and Sustainable Planet (EV9,EV10,EV11).

Candidates are asked to provide a CV or within certain roles we have introduced specific questions to also be asked alongside sending in a CV. This has helped with roles that either require a specific skill set or for roles that we get

many candidates apply for, such as lower-level admin roles. All candidates are shortlisted based on the same criteria to ensure a fair and consistent approach (CIPD,2020) (EV12,EV13).

Prior to the pandemic of coronavirus all interviews were taken face to face based at the head office of Tai Tarian, during restrictions recruitment continued to take place but all interviews were completed via zoom video calling. Recently this has now reverted to face-to face interviews, with feedback from hiring managers confirming that they find this much easier due to poor interview connections and being unable to read body language from candidates (Taylor,2014).

Occasionally the hiring managers will choose to use tests, exercises, or assessments to test the skill level of candidates, along with using personality tests, such as Prevue to support decision making, although whilst these are helpful tools, from a candidate perspective they can be an in-personal experience (CIPD,2020).

Recent Exit interview data and Analytics of the workforce have showed that Tai Tarian has an aging workforce (EV14) , and the largest percentage of leavers comes from those retiring (EV15) – which is something that many organisations are facing due to the retiring of the age group of those born between 1946-1964, referred to as the “baby boomers” (CIPD,2018). This is revealing that the organisation does not have enough persons available to fill the gap left by these persons. These tend to be Trade roles such as Electricians, Plumbers and Building Surveyors. It has also been highlighted by managers and recent candidates from advertisements, that these roles within Tai Tarian cannot compete with the salaries other organisations can provide(EV16,EV17,EV18). Previously, employees had attractive benefits such as access to the Local Government Pension Scheme and 31 days annual leave per year, since 2016 the organisation no longer offers this. The pension scheme is now significantly less, along with only 25 days yearly annual leave entitlements. It seems that the past year and the effects of covid have exasperated this situation in one way or another . Those employees nearing retirement age or at retirement age have chosen to retire – whereas prior to the pandemic we found that employees would choose to stay on with the organisation. Also, construction appears to be the most un-effected sector (ONS.gov.uk,2021) with demand increasing for these roles - in turn competition has grown and the salary gap becoming increasingly evident .

Personal statement – Learning outcome 2

2.1 Make reasoned recommendations for how the organisation can maintain an appropriate number of people with the skills required by the organisation.

Recent Exit interview data shows that the organisation is losing a high proportion of talent due to pay and benefits and lack of promotion opportunities, this along with the high volume of staff retiring is placing a worrying time on the organisation (EV15). The talent loss due to pay and benefits is being highlighted by various managers and the senior management team informed but, nothing has changed, and Cappelli (2015) states *“businesses may very well wait for labour to become scarce again before looking to HR for meaningful support”*. This is evident through our recent recruitment, showing that the organisation will continue to struggle unless a plan is put in place (EV16, EV17, EV18). But the lack of promotion opportunities highlighted from the leavers exit interview data suggests that the organisation is missing something and losing talent as it is not being recognised. This is further highlighted when considering Tai Tarian’s attrition rates compared to that of the Community Housing Cymru (CHC), (EV20). The CHC provide a comparison against all Housing Association’s in Wales, so gives us a realistic benchmark for where we should be (chcymru.org.uk, 2020).

Minimum Wage and tax rates have continued to rise over the past few years, but the Welsh Government has only allowed for low increases to rent, meaning a short fall to the organisation as rent is the largest income. With increasing demand to provide quality low cost, energy efficient housing more pressure is put on the workforce, along with the inability to offer competitive salaries - as found recently be the *“Annual Community Housing Cymru report of Welsh Housing Associations”* (chcymru.org.uk, 2020). HR will need to focus on promoting employee benefits and incentives (Bingham, 2016). The organisation is not able to increase its salaries at present so considering this I looked at the following points, that I considered to be the most realistic and cost efficient:

- **Internal promotion and upskilling current employees / new recruits via development of trainee/apprenticeship programs**

Tai Tarian offer financial support with training and study (EV19) – this should be highlighted, potentially it may cost less to support an internal colleague to upskill than the cost of a new hire – who also will not know how the organisation works like an internal colleague. This could be part of a retention strategy going forward – reviewing and highlighting what the organisation can offer, in relation to study support and then promoting upskilling of current employees for potential succession planning. This could be linked in with more training and apprenticeships programmes, which Tai Tarian have done but no plan after the initial period (successful candidates are taken on with a fixed term contract in this circumstances) so people do this, get the training they need and leave (Wilkinson & Taylor, 2016) succession planning needs to be in place for this to ensure they are kept, and monies not wasted.

The use of Trainee and apprenticeship Programs could be implemented to combat the issue of high rates of retirement within the organisation, if implemented correctly those coming up to retirement could be used as mentor to these employees, utilising their experience and passing knowledge to mentees for them to develop and fill these roles when needed. The expensive may also be less as government grants are available in some circumstances for organisations who employ on this basis (through apprenticeships etc). They will also be employed at a lower rate keeping cost down once again and help with the harder to fill roles within the organisation.

- **Social media**

At present the HR team ask the communication team to highlight the roles we have available and share on Facebook. These do not promote or encourage people to apply for the roles – this is a very basic notice of the jobs (EV6). Going forward the HR team should take ownership of this as they have the detail and background to these roles from planning with the managers. using platforms such as linked inn, conserving where persons would look for certain types of jobs – for example IT specific roles may have a tailored website for their roles (Taylor, 2014).

- **Employee branding / Employee Value Proposition (EVP)**

To give an organisation the best chance at attracting and retaining talent it should aim to be an “*Employer of Choice*” (www.coachmentoring.co.uk,2020), unfortunately, Tai Tarian are not in a position to be this – although throughout the pandemic the organisation were able to top up the salaries of those on furlough to full pay, not make any redundancies and continue to recruit (www.taitarian.co.uk). This shows job security, so could be considered as an “*Employer of Values*” - cannot pay well but awards employees with job security and is also ethically sound in relation to the future by supporting a carbon neutral and eco-sustainable future going forward (Higgs,2004). This can be considered a positive when looking at Tai Tarian’s “*Employee Value Proposition*” (EVP), (Keller & Meaney,2017) in comparison to others. This can help support the case for attracting and retaining talent going forward. This is via currently being promoted via Facebook (EV23) but further development and promotion, with a drive of job advertisement linking all these things will increase the organisations branding, also highlighting its values and behaviours (Taylor & Wilkinson, 2016),(EV8).

- **Delivery of a formal “People Plan”**

As mentioned, Tai Tarian recently delivered its latest Corporate Plan (EV9) which focuses on “*Sustainable Homes; Sustainable Communities; and Sustainable Planet*”. The plan was delivered by the Chief Executive of the organisation and there was a clear link missing – the “*People Plan*”. Considering that there is informal succession planning taking place this could have been an ideal time to put a formal process to try to elevate some of the low moral caused by the appearance that this is done on an if you are “liked” basis (Andriotis,2016), (EV2,EV3,EV4). As the HR team are currently developing their own “*People Plan*”, (EV5) when completed, this could be brought the Senior Management Team with the view to launch officially across the organisation.

- **Role Profiles**

The feedback I have had from managers is that the role profiles give a very broad overview of the roles with no specifics. This was highlighted on a recent recruitment where the same role profile is used to cover various trade disciplines, I feel this is not best practice and will at some point cause frustrations in the future (Allen,2008), (EV21, EV22).

- **Preparation for planned future recruitment to attract the best candidates**

There are recent expectations set by the Welsh Government for Housing Associations to provide eco-friendly homes and become carbon neutral as an organisation. To deliver this the organisation has recently created several projects and is currently going through a lot of restructuring at higher level roles, with new roles created to support this going forward. Even though this planning has taken place at SMT level for a few months, there has been no information passed to HR to prepare, and now is considered an urgent task. Going forward careful planning and inclusion of HR at the Senior Management table (Cappelli, 2015) when planning these roles will benefit all, give time for HR to prepare suitable recruitment strategies, with detailed knowledge from being involved on what the role entails.

Personal statement – Learning outcome 3

3.1 Identify and explain the rationale for a specific resourcing activity within the organisation.

3.2 Agree roles and responsibilities with other contributors to the activity.

3.3 Identify organisational procedures and legislative requirements which underpin the activity.

3.4 Plan and prepare for agreed role, ensuring the availability of any materials or resources required.

3.5 Undertake agreed role in a timely and accurate manner, in line with organisational procedures and legislative requirements.

3.6 Reflect on the effectiveness of the resourcing activity in meeting required objectives and report back to stakeholders.

During the implementation of the current Applicant Tracking System at Tai Tarian it became evident that not only a guide of using the system was needed but basic managers guidance in relation to recruitment (EV25) and a plan to follow during recruitment planning meetings (EV26) between HR and the recruiting managers (no current tool in place to capture information resulted in many emails back and forth to clarify details about each role). The skill level of managers in relation to recruitment varied and there was a high lack of basic knowledge – especially in relation to the legal implications of not following a fair and clear practice, which undoubtedly put the organisation at risk.

To overcome this, myself, as the lead, devised a recruitment process guide (EV25), and a recruitment planning meeting template tool (EV26). Both incorporated the objectives – how to use the system, brief notes of recruitment in general and a document to capture all information for both managers and HR in relation to specific recruitment of each role (EV24).

I devised the recruitment planning meeting template (EV26) to support managers during the recruitment meeting to ensure the HR team are using the same approach and given the same message to all and to use as a basis to encourage management contribution and thought process, instead of being told what to do, highlighting expectations of hiring managers and responsibility of HR. Points are discussed to understand what the job entails and detail what expectations the manager has of those filling the role. Job profiles are looked at and amended on what is needed, encouraging managers to really think about the role and the qualities candidates need to succeed within it. At this point shortlisting criteria is discussed, highlighting that all candidates need to be scored based on the same questions and the importance of quality interview questions.

The recruitment planning meeting template has helped bring focus and encourage managers to be mindful of the fact that Tai Tarian does not have a consistent or objective way of evaluating performance and potential, encouraging an objective way to plan and structure for succession. This is also then supported by the recruitment procedure devised and then sent to managers in a follow up email with the completed recruitment planning meeting template tool and interview notes template devised to support managers (EV27, EV28). I have encouraged feedback from managers throughout this process to ensure these tools are beneficial and I can incorporate changes and suggestions as required (EV29).

The recruitment process guide sets out clear expectations for all parties within the recruitment process (EV25, page 22/23), throughout is also highlighted best practice (as per CIPD and ACSAS guidance) and highlights any legal implications from not following through the correct process. The organisation is bound by set legislation, including - The Housing Act, 1996, specifically a clause named “Schedule 1” (legislation.gov.uk,2021), this ensures that suitable provision and risk assessments are put into place when employing a tenant or those with a close relationship to employees already working at the organisation, along with any related Employment law (Daniels,2019).

The purpose of this procedure is to help the organisation recruit in the most effective, timely, cost effective and safest way possible. It highlights throughout that all recruitment within Tai Tarian should be/is:

- Evidence based, ensuring all decisions are taken on merit as measured against the criteria of the role profile
- Candidate-centric - relevant, timely and fit for purpose

- Fair, without bias, in line with all relevant legislation, with commitment to applying its equal opportunities policy at all stages of recruitment and selection
- Rigorous, systematic, and cost effective

(taitarian.co.uk,2021).

This is in line with best practice guidance from credible sources such as ACAS and the CIPD.

When planning to develop the documents I ensured to plan my diary effectively , making sure I was able to support the team with business as usual, working around other team members and if they had urgent tasks to complete. This project did not have a monetary cost to the organisation as I had all the tools I needed to hand. The main resource used was my time. Luckily, I was able to carry out he task effectively and in a timely manner for these to be ready to be delivered with the official roll out of the Applicant Tracker System, which was the goal.

During the initial stages of implementing the Applicant Tracking system , along with the tools / procedure devised it was planned that we would develop and run more advanced recruitment training for managers. Unfortunately, due to the covid pandemic hitting shortly after the release of this initial guide this was put on hold due to other priorities coming to light.

During this time as priorities changed across the organisation, including furloughing around half of the staff across the organisation, recruitment did slow down considerably. The team and I have continued to meet with managers via zoom video calling on a one to once basis and, the time spent in these sessions has been extremely valuable and we have had the opportunity to discuss advanced recruitment skills on an ad hoc basis, this has set a positive stance to now begin the delivery of formal advanced training. Managers are more interested , asking to develop their skills in this area with more advanced recruitment training and thanking the HR team to help them devise a more long-term vision for their teams in relation to succession planning (EV30). Therefore, both documents created more than met their proposed objectives, confirmed by stakeholders involved (EV29).

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Performance Rating					Making a Difference Dialogue	
		Did Great	Did Well	Did OK	Should Do Better	
Career Management Level	Advancement (Ready now for promotion)	Key Asset High achievement, strong values, fast developer with clear potential beyond immediate role Action: Firm career plan, commit to personal development, recognise, mentor, provide planned experience and opportunities to support career development.	Emerging Asset Not as "rounded" but a developer, strong values, usually building experience, may be part of "development pool" with longer term potential. Action: Clarify & focus on potential, involve in development programmes, identify skills gaps, clarify career expectations, connect regularly. Provide mentoring support.	Developing Contributor Makes significant contributions but lacks key skills, sense of high potential needs confirmation Action: Clarify development needs, coach to improve consistency, explore aspirations & occupational fit.	Challenger Has evident talent that is not being fulfilled. Can be frustrating to manage, inconsistent, could be bored or in wrong role. Action: Make clear agreement to achieve acceptable performance, consider role fit, personal style, focus on engagement and clarity	Action Key Engage – Core to succession and growth Support – Core to organisation efficiency Challenge – Clarify potential and role fit Solve – Address the problem Action Plan
	Growth (Growing beyond role)	Core Asset Consistently high performing, shown potential to do more than the immediate role. Ambitious to explore opportunities. Action: Include, appreciate, develop, explore long term ambitions, provide clear perspective. Provide mentoring support.	Influential Contributor Established, with influence and wider experience. Good outcomes, positive indications and "fit". Or early career fast developer. Potential beyond immediate role. Action: Monitor, keep potential under review. Deploy to projects or improvement actions to maintain engagement.	Emerging Contributor May have a less successful track record but seen to be improving with signs of greater potential, or in very early career Action: Explore change of approach, feedback regularly, explore long term aim.	Marginal Contributor Shows potential but inconsistent in delivery, not dependable, may have poor values fit. A leader who sets a poor example while being technically competent Action: Challenge, make clear agreements, use short term tangible goals, regular feedback and review.	
	Fulfilled (Currently "At Level")	Key Contributor A bedrock employee, high performance, probably reached potential, hard to replace. Action: Likely longer serving, an internal expert. Recognise, provide variety, use as a mentor for others, seek their advice. Ensure goals support continuous improvement	Reliable Contributor Trusted, respected and a key performer, likely to be comfortable in their position with little ambition to do more as yet. A capable new appointment, or role has significantly changed and evolved with additional responsibility. Action: A source of good experience or new impetus. Use as a key team member. Involve in workplace improvement projects to maintain engagement.	Routine Contributor Achieves goals adequately, reliable, delivers required outcomes in all the core aspect of the role. Does their job. May be competent at role content but lacks leadership focus. Action: Focus on engagement, occasionally challenge & provide variety, prevent complacency. Leaders – focus on shift to leading over doing.	Low Contributor May be unreliable or lack interest, little evident potential, possible poor values fit, requires constant input to achieve modest goals, but fails in the leadership element. Action: Challenge, explore barriers, clarify clear standards of performance. Agree timeframe for immediate, sustained improvement or alternative role. Be honest & realistic about potential consequences, aim for success.	



Making a Difference Dialogue Matrix

MADD "12 Grid" - How to Use It

Introduction:

1. Firstly, it's an "Action Matrix" - a foundation for feedback, action and growth.
2. It's to help you more clearly evaluate the contribution of each team member and explore how to get the best from them.
3. It's not about labelling people or putting them in boxes and keeping them there.
4. It is a tool to check your observations/ratings to ensure fairness and objectivity.

To use it before your MADD reviews

1. Think about how you currently view your teams contribution. Try to record some examples about each person.
2. Think about why you are more positive about some team members – what is it about them that gives you that impression?
3. More importantly – what about team members that you find possibly frustrating or who you don't feel a strong or empathetic working relationship?
4. Look at the descriptions in the "12 grid" and find the rating that most aptly suits your view of where each team member is at this stage in their career.
5. Then, use this summary as a platform to prepare each review in more detail.

After your MADD reviews

1. The OD team will run "round table" calibration sessions by directorate after the process is complete to prepare action plans.
2. The key point about MADD is to generate development and improvement through action.
3. We will identify development candidates for succession following the completion of the calibration.

Remember:

Don't be abstract about career management – use the current role as a staging post but don't "label" someone – positively or negatively. Around 75% of your team should be in the fulfilled category for the purpose of career management and managing succession planning.

EV2

I asked 3 managers from different departments within the organisation some specific questions:

Summary of conversation with manager 1:

Manager 1 is an Inspector with 8 direct reports , within the trades department. They have been a manager with Tai Tarian since Feb 2020, previously employed as an Electrician with Tai Tarian since Aug 2018. Prior to this they had some experience as a supervisor and acting up manager position in a previous role elsewhere.

What are your thoughts about succession planning in the organisation?

If I am going to be very honest - I get the impression that if you are liked by the senior management team and your face fits you will get promoted.

Are you aware of a formal succession planning process in Tai Tarian ?

No I haven't come across anything – but I haven't had any formal management training since becoming a manager in Tai Tarian so maybe there is but I'm not sure .

Do you use the 12-grid career management framework tool within your performance management meetings with your team ?

Sorry – I'm not sure what that is.

Have you had any recent experience of recruitment within Tai Tarian?

yes, I recently recruited for an Electrician for my team.

If yes, how did you find the process ?

It was really easy, thank you for your support in throughout – as you are aware I didn't have any experience before this.

Do you have any ideas on how the recruitment process could be improved ?

it isn't the recruitment process that needs improving, it's the fact that Tai Tarian salaries are very low for Electricians in particular, we didn't have many suitable applications, I actually invited 5 people to interview but then 3 dropped out and they all said the same in the end – that the salary was too low.

Within you team do you have any concerns in relation to future people planning ?

I've got 2 employees coming up to recruitment age, given the last recruitment I really don't think we will be able to get more suitable people interested if we don't up our game in relation to pay.

Do you have any other comments / feedback / suggests in relation to people / succession planning ?

Only what I have already said really, in my team in particular, I think it is a cause for concern.

EV3

Summary of conversation with manager 2:

Manager 2 is a team leader of 15 staff, within the Housing department at Tai Tarian since Aug 2016. Prior to this they worked in a manager position at a different housing association.

What are your thoughts about succession planning in the organisation?

Compared to where I last worked there does not seem to be much planning really.

Are you aware of a formal succession planning process in Tai Tarian ?

no not at all.

Do you use the 12-grid career management framework tool within your performance management meetings with your team ?

Yes . its good , but would be even better if there was something in place for those who hit the top target of "Working over and beyond their current role" ... it just seems like something is missing you know ?

Have you had any recent experience of recruitment within Tai Tarian?

not recent , it was a while back now.

Do you have any ideas on how the recruitment process could be improved ?

When I did it the process was painful if I'm honest, but I know you have had a new system in and I've spoken to other managers and they have said its much better now.

If yes, how did you find the process ?

n/a.

Do you have any ideas on how the recruitment process could be improved ?

n/a.

Within you team do you have any concerns in relation to future people planning ?

Not immediately, but some of my team will be looking to retire the next few years and the skill set of the roles are specific to working in a housing association and really within Tai Tarian, so they will be difficult to replace.

Do you have any other comments / feedback / suggests in relation to people / succession planning ?

With potential retirements within my team, I have been thinking about the potential of developing a trainee programme with the view that they will then success into the roles of those retiring. With no formal plan for this type of thing in place at Tai Tarian its currently a bit of a working progress, but hopefully something will come of it.

EV4

Summary of conversation with manager 3:

Manager 3 is Senior operations manager with 12 direct reports, within the Assets department at Tai Tarian. In this role since Nov 2017, previously employed as a team leader with Tai Tarian since March 2011. Prior to this they had 10 years' experience as a supervisor in a previous role with a different organisation.

What are your thoughts about succession planning in the organisation?

It's definitely something I consider but it's not really something I do to much of because you never know what's going to happen – I'm losing loads of my inspectors in particular at the moment to the voids department – they don't have to manage so many staff or deal with customers in empty void properties do they – and they get paid the same so don't blame them.

Are you are aware of a formal succession planning process in Tai Tarian ?

no not really .. its always kind of been you see potential and try to encourage it really for employees to progress.

Do you use the 12-grid career management framework tool within your performance management meetings with your team ?

I have done but then there's no plan in place after that – for example I have had a few staff that have hit the "you're working above and beyond your role" category and that's it then , unless a job comes up, they can go for there's no other succession plan to get them there, and it's not guaranteed they get it anyway – it's a bit daft really.

Have you had any recent experience of recruitment within Tai Tarian?

Yes – loads. like I said I have lost loads of Inspectors lately, so I have had to recruit to replace them.

If yes, how did you find the process ?

It is easier to be fair – it used to be a nightmare but since this new system has come in much easier, I've got to say.

Do you have any ideas on how the recruitment process could be improved ?

No not really.

Within you team do you have any concerns in relation to future people planning ?

It is a bit of an issue of mine now, we recruit all these people , train them up - do all the hard work and then they get a job in voids and were starting again then. I do understand why but we need to do something to try and even the playing fields - so to speak. I am not sure if that is giving the Inspectors in my area more money or what, but somethings got to give.

Do you have any other comments / feedback / suggests in relation to people / succession planning ?

Only what I have said earlier – I suppose having a formal succession plan in place may eliminate some of these issues.



Our HR People Plan 2020 -21

Making a difference to our people by working together



LEADERSHIP DEVELOPMENT

- Talented Leaders
- Coaching for success
- Leadership training
- Accountability for your people



HR TEAM DEVELOPMENT

- Become great coaches
- Engaging work that adds value
- Collaboration with all teams
- Motivated for change



PEOPLE ANALYTICS

- Develop KPI's
- Suite of MI to support business outcomes
- Data to inform change
- Great reporting tools
- Evaluation of outcomes



POLICIES & PROCEDURES

- Continuous improvement
 - Simple and understandable for all
- Management accountability
- Legally compliant



WELLBEING

- Engaging wellbeing events
- Mental health focus
- Valuable support for all



RECRUITMENT

- Customer focused
- Workforce planning
- Embedding an engaging and people focused culture



ENGAGEMENT & CULTURE

- Employee voice
- Great place to work groups
- Acting on engagement survey outcomes
- Great collaboration



PERFORMANCE

- MADD 100% completion
- Meaningful reviews
- Purposeful feedback
- 12 Grid for being the best we can be
- Planning for talent and succession

[All](#)
[Posts](#)
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[Videos](#)



Tai Tarian

23 Apr · 🌐

...

Come and join our team.

We have several roles available at the moment:

- Arborist
- Inspector
- Semi –Skilled Labourer
- Project Manager
- Business Analyst
- Data Systems Analyst

Visit our website for more details and to apply - <http://orlo.uk/hD6eH>

Join our team

Arborist
Inspector
Semi-skilled Labourer
Project Manager
Business Analyst
Data Systems Analyst

www.taitarian.co.uk/vacancies





 7
 36 shares

Role Profile

Post Title: Housing Assistant (Income Former Tenants Arrears)



The Job: To manage and monitor accounts and take action that is aimed at sustaining tenancies and maximising rental income for the organisation

Disciplines, Former Tenant Arrears, Current Tenants, Universal Credit, Applicants & Allocations.

The Work:

"What" the key priorities or responsibilities are and how much time is spent focusing on each.

The standards of performance will detail the expected outcomes and "how" you undertake the role.

Monitor tenant rent accounts, ensuring that tenants know how much they need to pay, when they need to pay, and how they can pay, including taking and processing payments over the phone and in person.	40%
Work proactively with Tenants who fall into arrears to develop relationships, gain an understanding of their circumstances, identify and initiate support as required to resolve arrears issue	30%
Administration work in relation to ensuring cases are fully recorded, accurate, up to date and presentable for action as required.	20%
Work collaboratively with internal teams and external organisations in case conference style discussions and make recommendations where cases need to be escalated due to the level of debt.	10%

(The weighting is to provide you with a general feel for the role)

Is this Job for me?

To succeed in this role, I must enjoy or be very good at the following:-

Be able to engage and connect with people.	Ability to have honest and difficult conversations
Resilient and persistent in difficult situations	Be creative and able to think outside the box
Ability to think on your feet and problem solve	Empathetic and non-judgemental in your approach
Organised and systematic in your work	Flexible in your work.
Genuine Willingness to help	Accuracy and attention to detail

(These traits will be assessed during the selection process)

To be considered for this job I absolutely must have:-

High level of personal resilience and endeavour	Excellent organisational and time management skills
High level of accuracy and attention to detail	Good with numbers
Excellent IT literacy skills (e.g. Excel)	Ability to travel throughout the county borough
Relevant experience or qualification at NVQ level 2, or equivalent (4 GCSEs grade A- C/Diploma),	

Hours & Working Conditions:-

Your Terms	37 hours full time, flexible Working
Salary	Circa £21,500 pa
Working Environment	Community & Office Based /Tenants Properties / Occasional unpleasant and challenging conditions
Equipment issued	Mobile Phone/iPad
Responsible for	N/A

What else I need to know:-

- Our [Behaviour Framework](#) - demonstrate positive behaviours and outcomes for all our values.
- Health and Safety – This is not an option! You must work and behave safely at all times.
- Provide an excellent customer experience to everyone you come into contact with.
- Equality & Diversity – be committed to embracing equality and diversity in all aspects.
- Be committed to learning and development in order to grow and improve.



'Our Behaviours'



Making a Difference

Teamwork Honesty Professionalism Respect Commitment

What is the Tai Tarian Behaviour Framework?

At Tai Tarian, we recognise that our most important asset is you, our employee.

At our annual staff conference in 2012, the organisation's 'values' were set by employees. Those who attended told us that the values summarised how they wanted to be seen by others.

Our Values:



In short, this behaviour framework details how you can put the organisation's values into practice and ***make the difference!***

This framework includes those behaviours which all members of staff, regardless of their role and grade in the organisation, are expected to demonstrate in their everyday work. These are referred to as 'expected' behaviours.

The framework also includes those behaviours required by employees looking to develop and those who are in supervisory positions. These are referred to as 'leadership' behaviours.

What do we mean by behaviour?

Behaviours demonstrate the attitudes and approach we take to work and they are:

- How we do things;
- How we treat others;
- What we say and how we say it;
- How we expect to be treated.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Commitment

Working with enthusiasm and dedication to deliver high quality services.

Expected

Our required behaviours

- I see things through to completion;
- I have a positive approach to my work;
- I use all of my skills and knowledge to achieve my objectives;
- I deliver on time and as promised;
- I am flexible and work with minimal supervision after relevant training;
- I behave in line with the values of Tai Tarian;
- I look for better ways to do things and share my ideas.

Leadership

These behaviours are required by employees looking to develop and those in supervisory positions

- I work to build engagement and improve my team's behaviour;
- I act as a role model for loyalty, dedication and reliability;
- I am commercially aware and ensure value for money;
- I share vision, meaning and direction;
- I initiate and lead others through change;
- I encourage others to do the best they can;
- I make decisions based on evidence and not assumptions.

When Commitment is *not* demonstrated

- You are disinterested and have a negative approach to work;
- You are disorganised and miss deadlines;
- You are frequently late or absent from work;
- You only do the bare minimum;
- You are disrespectful to customers and colleagues and react defensively to constructive criticism;
- You are unwilling to consider change;
- You don't have pride in your work and never see things through to completion.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Honesty

Being truthful, clear and transparent.

Expected

Our required behaviours

- I tell the truth (whilst respecting confidentiality);
- I am careful not to raise expectations and am realistic about what can and can't be achieved;
- When I make a mistake I say sorry and don't try to hide it;
- I don't abuse my position or the company's resources for personal gain;
- I address inappropriate behaviour and do something about it;
- I always act within our policies, rules and regulations.

Leadership

These behaviours are required by employees looking to develop and those in supervisory positions

- I have difficult conversations and deal with situations in an open and honest way;
- I raise concerns and work to find acceptable solutions;
- I make difficult decisions and openly acknowledge errors;
- I recognise my strengths and weaknesses and always try to improve;
- I enable a blameless culture, empowering and supporting my team.

When Honesty is not demonstrated

- You use situations for your own personal gain;
- You can't be relied on;
- You deliberately set out to defraud;
- You pretend to be busy so you don't get asked to do things;
- You make promises that you know can't be delivered.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Professionalism

Making a positive impression through skills, behaviours and appearance.

Expected

Our required behaviours

- I am punctual, friendly and have a positive approach to work;
- I take pride in my work and that of my team;
- I treat everyone I meet with respect;
- I always behave ethically;
- I admit and learn from mistakes;
- I am keen to learn and share with others;
- I do my job well.

Leadership

These behaviours are required by employees looking to develop and those in supervisory positions

- I promote continuous improvement in the workplace;
- I lead by example, influencing positive behaviour in everyone;
- I ensure that my team and I remain focused on objectives;
- I always look for creative solutions to problems;
- I seek opportunities for feedback on my performance;
- I use my expertise to develop and coach my colleagues.

When Professionalism is *not* demonstrated

- You continually miss deadlines;
- You dress or behave inappropriately;
- You display a negative attitude towards colleagues and customers;
- You blame others when things go wrong.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Respect Treating others as you expect to be treated yourself.	
Expected <i>Our required behaviours</i> • I say thank you and acknowledge when a good job is done; • I say sorry if I have let someone down; • When someone speaks to me in confidence, I keep it to myself; • I treat peoples' properties and possessions as I would my own; • I treat everybody equally; • I work within the policies, procedures and rules of the company.	Leadership <i>These behaviours are required by employees looking to develop and those in supervisory positions</i> • I empower others to make decisions; • I give others autonomy to make mistakes and learn from them; • I value the input of others; • I am a role model for an inclusive leadership style; • I adapt my approach to people to ensure good working relationships; • I encourage and value diversity.
When Respect is <i>not</i> demonstrated • You talk inappropriately about and to customers and colleagues; • You approach work with a negative attitude; • You disregard people's property or possessions; • You make little or no effort to understand things from others' points of view.	

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

Teamwork

Working together by sharing information and supporting each other to achieve our goals.

Expected

Our required behaviours

- I listen to others' opinions and ideas and consider these in my work;
- I act sensitively to the feelings and needs of others;
- I take responsibility and deliver on my role within the team;
- I share relevant information with others where needed;
- I support colleagues when they are under pressure;
- I am flexible in my attitude and approach to my work.

Leadership

These behaviours are required by employees looking to develop and those in supervisory positions

- I consult with others outside of my team who may be affected by my decisions;
- I welcome challenge and use it to improve services for customers;
- I encourage and support others to learn and develop to continually improve in their role;
- I motivate others by inspiring enthusiasm and willingness to get involved;
- I lead by example.

When Teamwork is *not* demonstrated

- You don't allow others to get involved or voice their opinions;
- You don't listen to others;
- You are insensitive to the feelings of others;
- You sit back and let others do all the work;
- You keep things to yourself and work to your own agenda;
- You don't recognise when others need help.

Making a Difference

Teamwork Honesty Professionalism Respect Commitment

2020-2025

Our Plan



From the Chair



Created in 2011, we are one of the largest social landlords in Wales and, in less than a decade, we have made great strides in improving the quality of housing available in Wales. We have invested in our homes, our staff and our technology to create thriving communities and deliver services that exceed expectations.

Our vision by 2025 is to continue to build a better future for our communities of today and of tomorrow, recognising our role in contributing to the delivery of the Foundational Economy, we will ensure that our essential goods, services and products are sourced responsibly, efficiently and locally so that we can move ever-closer towards a circular economy for Wales.

Over the next five years, we will be focusing on three key strategic themes that we believe will improve the health, wealth and wellbeing of our tenants, communities and staff: Sustainable Homes; Sustainable Communities; and Sustainable Planet

Our plans are bold and exciting and I am pleased to set out here what our staff and stakeholders can expect from us over the next five years. Our mission is ambitious and we believe passionately in our social purpose. We look forward to working together to provide sustainable homes, build sustainable communities and drive change for a sustainable planet while continuing to deliver outstanding services.

Jonathon
Jonathon Davies



Who we are

We are more than a housing provider

We want to have a positive impact on our communities and the people who live in them. We believe we can do this by providing high quality homes, building great communities and working to preserve the planet.

We are tenant focussed

Our tenants are at the heart of what we do. By treating everyone fairly and understanding their diverse needs, we can provide services that have a positive impact on quality of life.

We are forward thinking

We search for solutions and new ways of working that overcome challenges faced by our tenants, communities and partners.

We are well governed and financially strong

We aim to maintain the highest financial viability and governance rating from the Welsh Government, meeting the standards in all matters relating to careful financial planning, including financial control and risk management.

CORPORATE PLAN 2020 - 2025



Sustainable Homes

Creating homes where people can thrive

- a. Affordable homes for our tenants
- b. Tailored services to support tenants in their homes



Sustainable Communities

Communities achieving their full potential

- a. Community partnerships delivering services that matter to our customers
- b. Tenants supported to be healthy and active within their communities through focused and targeted involvement and learning opportunities



Sustainable Planet

Changing our behaviours today for the generations of tomorrow

- a. Carbon neutral (net zero) by 2030
- b. Implement the principles of the circular economy and maximise any potential to invest and contribute to the Foundational Economy

CORPORATE PLAN 2020 - 2025

| 3



Our vision, mission and values

We provide over 9,000 homes and a range of services to tenants and their families across our local communities. Our money is reinvested so we can enhance our services and provide more homes and we are working to reduce our carbon footprint for the benefit of future generations.

Our vision

Making a Difference

Our mission

Great Homes, Great Communities

Our values

Our values underpin the work we carry out and our staff are committed to upholding them:

- **Teamwork** – working together by sharing information and supporting each other to achieve our goals.
- **Commitment** – working with enthusiasm and dedication to deliver high quality services.
- **Honesty** – being truthful, clear and transparent.
- **Professionalism** – making a positive impression through skills, behaviours and appearances.
- **Respect** – treating others as you expect to be treated yourself.

We are an ethical, responsible and accountable organisation and these values underpin everything we do.

Sustainable Homes

If it matters to our tenants, it matters to us

Our priority:

Tailored services to support tenants in their homes

We believe that information is key – both for us and for our tenants. By understanding what is important to our tenants, we can ensure that the services we deliver are supportive, accessible and fit for purpose. With digital advances, we have a real opportunity to enhance our customer relationship by providing easier access to online information and improved access to our services.



Some of the things we will do:

- Have a meaningful conversation with all of our tenants to find out what's important to them
- Develop a Personal Housing Plan for every tenant, highlighting the support and services Tai Tarian and our partners can offer.
- Develop and deliver an inclusive digital strategy that works for our tenants and connects our communities



8 | SUSTAINABLE HOMES

CORPORATE PLAN 2020 - 2025

Sustainable Homes



Creating homes where people can thrive

Our priority:

Affordable Homes for our Tenants

Helping tenants make their money go further

We believe that we can help our tenants and their families to get the most out of their money – and their homes – by making sure our homes are affordable and energy efficient from the outset. Our aim is to support tenants to maximise their income and reduce costs, to make their homes affordable and tenancies sustainable.



Some of the things we will do:

- Build up to 400 new, energy efficient homes and improve the energy efficiency of our existing homes
- Train our staff so that they can provide energy advice to our tenants to help them keep their energy bills as low as possible.
- Work with our tenants to ensure their rent is affordable

CORPORATE PLAN 2020 - 2025

SUSTAINABLE HOMES | 7

Sustainable Communities

Communities achieving their full potential

Our priority:

Community partnerships delivering services that matter to our customers

All for one... but not one for all

Tenants, community residents, service providers and partners, we're all in this together but know that all our communities are unique. We believe in different approaches for different communities and want our communities to feel valued, understood and empowered. By drawing together all of our partners we are confident that we can help communities and the individuals within them to make the most of all of the services and opportunities available to them.



Some of the things we will do:

- Work with our communities and partners to understand the issues at a community level, develop and implement plans and seek to influence change
- Develop an annual asset map containing everything from resources and equipment to spaces, places and networks to help communities make the best use of everything available to them
- Work with partners to identify funding opportunities for the delivery of services that promote the sustainability of tenancies and the wider community

Sustainable Communities

Our priority:

Tenants supported to be healthy and active within their communities through focused and targeted involvement and learning opportunities

Having a say

As well as great homes, we believe that education, health and wellbeing are fundamental to happy and healthy communities. We are confident that by taking a co-design approach to engagement we can develop and deliver services that will positively impact our communities.



Some of the things we will do:

- Work with tenants to understand their aspirations regarding involvement and create opportunities for their voices to be heard and reflected in the decisions made and services delivered
- Contribute to the 'Foundational Economy' by working with tenants and partners to maximise the learning and employment opportunities available to tenants and members of the communities in which they live.
- Work with partners who are experienced in the role of Social Prescribing as a means of improving the health and wellbeing of tenants so that they can actively contribute to their communities



Sustainable Planet



Changing our behaviours today for the generations of tomorrow

Our priority:

To be carbon neutral (net zero) by 2030

Going Green

As an organisation we have our sights firmly set on playing our part in tackling the climate crisis. By ensuring our homes are as energy efficient as possible, we will reduce our carbon footprint and help improve fuel poverty within the Borough. We will practice what we preach, ensuring staff do their bit by looking at all parts of the organisation and reduce the carbon footprint of the transport and offices we use. We know this is something we can't do alone so will work closely with partners and local communities to help us achieve this.



Some of the things we will do:

- Fully understand our carbon footprint and reduce our carbon emissions in our transport, offices and our existing homes by 2030
- All new homes to be built in line with A-Rating Energy Performance Certificate (EPC)
- Incorporate a carbon offsetting strategy to the carbon emission elements that we are unable to eliminate

Sustainable Planet

What goes around, comes around

Our priority:

Implement the principles of the circular economy and maximise any potential for the foundational economy.

We believe there is a lot we can do to help the planet by looking at the products we select and buy to ensure they are environmentally friendly and where possible are locally sourced. We want to influence those around us to do the same and are confident that, together with our supply chain and partner organisations, we can help embed the principles of the circular economy.



Some of the things we will do:

- Support waste prevention and resource efficiency by focusing on reducing, reusing and recycling and using influence with contractors and suppliers to do the same
- Develop an educational programme that engages with tenants, communities and staff on climate change and our carbon neutrality journey.
- Understand and improve Tai Tarian's ecological footprint

Circular economy

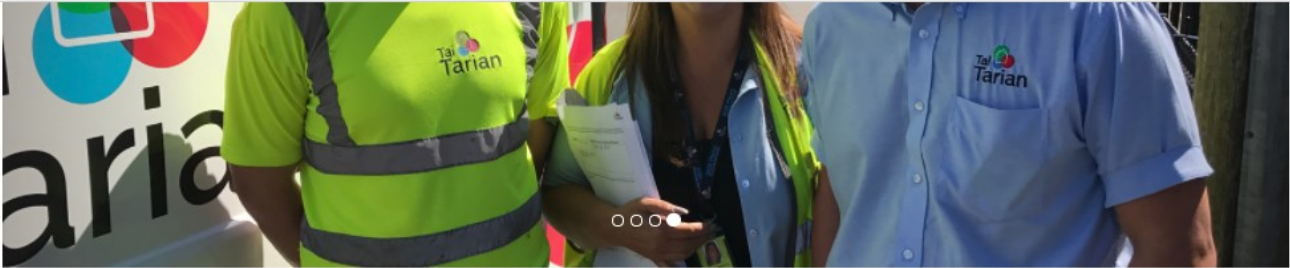




www.taitarian.co.uk

Tai Tarian, Tŷ Gwyn, Brunel Way, Baglan Energy Park, Neath Port Talbot SA11 2FP

Tai Tarian Ltd is a registered society under the Co-operative and Community Benefit Societies Act 2014 (31041R). Welsh Government registration No. L154



[Back to search](#)

Assistant Inspector - x2

Location Neath, Neath Port Talbot

Employment Permanent

Salary £24942 to £27453 Per Annum

Documents

- [Role Profile - Assistant Inspector.pdf](#)

Assistant Inspector - x2

We have an exciting opportunity for two Assistant Inspectors to join our busy Reactive Repairs department. As part of the role you will be working from home, at our head office based in Baglan and across Neath Port Talbot and the Swansea valleys visiting properties as and when required.

These are both permanent positions, working 37 hours full time over Monday – Friday, with a starting salary of £24,942.00 with the potential to rise to £27,453.00 after proven key competencies of the role are met.

About the role

Our next Assistant Inspector will support the Inspector to proactively manage a team of Labourers and skilled trades whilst inspecting all work undertaken at our properties, ensuring customer excellence and that all work is delivered to a high standard in line with safe working practices.

You will support the Inspector in developing the service, engaging with our values of Honesty, Commitment, Teamwork, Respect and Professionalism to provide a holistic service provision for all stakeholders.

About you

Our next Assistant Inspector will be/have:

- Educated to level 3 in a practical construction related qualification or equivalent experience.**
- Experience in managing people and multidisciplinary teams successfully.**
- Previous similar role experience, ideally within a domestic setting.**

For further detail of this role and its expectations please see attached role profile.

About us

Tai Tarian is one of the largest social landlords in Wales and we have responsibility for over 9,000 properties across the Neath Port Talbot region. We are aware of the rapidly evolving climate crisis and are committed to achieving carbon neutral status by 2030. Following the launch of our latest corporate plan in September 2020, our focus as an organisation is on three main areas that we believe will improve the health, wealth and wellbeing of our tenants, communities and staff. These are Sustainable Homes; Sustainable Communities; and Sustainable Planet, by joining Tai Tarian you will become a key part in helping us to deliver this exciting plan going forward.

Benefits

- Modern purpose built offices
- An easily accessible base, with links to public transport
- Flexible Working options - Flexi time, Home Working, Car Sharing
- Cycle 2 Work Scheme
- Generous stakeholder pension scheme (rising to 8% contributions)
- 25 days annual leave (plus bank holidays)
- Corporate benefits including employee discount schemes
- A 24/7 Employee Assistance Programme (EAP)

If you want to work in a vibrant environment that gives you the opportunity to make a difference to our tenants and our communities, please click apply today we'd love to hear from you!

Key Dates:

Closing date: 9am, Tuesday 11th May 2021

Expected interview dates: 19th / 20th May 2021

****Please note, the closing date is given as a guide. We occasionally close vacancies early in the event that we receive high volumes of applications. Therefore, we recommend that you apply**

https://taitarian.postingpanda.uk/job/158121

[Back to search](#)

Arborist

Location Neath, Neath Port Talbot
Employment Permanent
Salary £22871 to £24942 Per Annum

Documents

- [Assets - Neighbourhood Arborist 2021 Role Profile.docx](#)

Arborist

We have an exciting opportunity for an Arborist to join our busy Neighbourhood team working across Neath Port Talbot and the Swansea valleys.

This is a Permanent role, with a starting salary of £22,871.00 with the potential to rise to £24,942.00 after proven key competencies of the role are met.

37 hours per week: Mon – Thurs: 7:30 – 3.30, Fri - 7:30 – 3:00 (hours may be subject to change on business demand).

The successful candidates for this role will be required to have proven previous experience and qualifications within a similar Arborist role and be comfortable working at height, climbing trees in all-weather types that the UK seasons bring us. A 'can do', positive attitude is a must to succeed in this role.

About the role

You will be part of the arborist team that undertakes the general tree and ground maintenance of our geographical areas, open land, communal and customer's gardens. Maintenance includes removing, pruning and planting trees, grass cutting, shrubbery, removal of litter and fly tipping.

About you

The right candidate will have to demonstrate they have:

- Arboriculture qualifications NPTC City & Guilds or LANTRA Chain Saw, Tree Climbing, Rigging, Wood Chipper, Stump Grinder, Mowers, Brush Cutters etc.
- Professional arboriculture experience working within the industry. With proven evidence of experience in felling, dismantling, pruning and all aspects of tree work including, using chain saws, tree climbing and rigging equipment.
- A Good understanding of arboriculture health and safety regulations and standards to ensuring a safe working environment at all times.
- Full driving licence, and ability to be trained and pass the assessment to tow plant and equipment. (Towing training is provided). This post is subject to passing a driving assessment in one of our Tai Tarian vans which will be arranged

https://taitarian.postingpanda.uk/job/158121

About us

Tai Tarian is one of the largest social landlords in Wales and we have responsibility for over 9,000 properties across the Neath Port Talbot region. We are aware of the rapidly evolving climate crisis and are committed to achieving carbon neutral status by 2030. Following the launch of our latest corporate plan in September 2020, our focus as an organisation is on three main areas that we believe will improve the health, wealth and wellbeing of our tenants, communities and staff. These are Sustainable Homes; Sustainable Communities; and Sustainable Planet, by joining Tai Tarian you will become a key part in helping us to deliver this exciting plan going forward.

Every one of us who works for Tai Tarian is passionate and committed to making a difference to our customers, employees and the surrounding community, whilst living up to our values: honesty, team work, professionalism, respect, commitment.

Benefits

- Modern purpose built offices
- An easily accessible base, with links to public transport
- Flexible Working options - Flexi time, Home Working, Car Sharing
- Cycle 2 Work Scheme
- Generous stakeholder pension scheme (rising to 8% contributions)
- 25 days annual leave (plus bank holidays)
- Corporate benefits including employee discount schemes
- A 24/7 Employee Assistance Programme (EAP)

If you want to work in a vibrant environment that gives you the opportunity to make a difference to our tenants and our communities, please click apply today we'd love to hear from you!

Key Dates:

Closing date: 9am, 7th May 2021

Expected interview dates: 12th May 2021

Expected driving assessment date: 13th May 2021

****Please note, the closing date is given as a guide. We occasionally close vacancies early in the event that we receive high volumes of applications. Therefore, we recommend that you apply early**

[Apply](#)

EV12

Electrician March 2021

Scoring	EM
1. Does the candidate hold a minimum level 2 qualification in a practical electrical qualification?	10
2. Does the candidate demonstrate their knowledge of the 18th edition regulations?	10
3. Does the candidate have the City and guilds Inspection and testing 2391	0
4. Does the candidate have the minimum Health and Safety knowledge required (CSCS or equivalent?)	0
5. Does the candidate have the experience of working in a domestic setting?	5

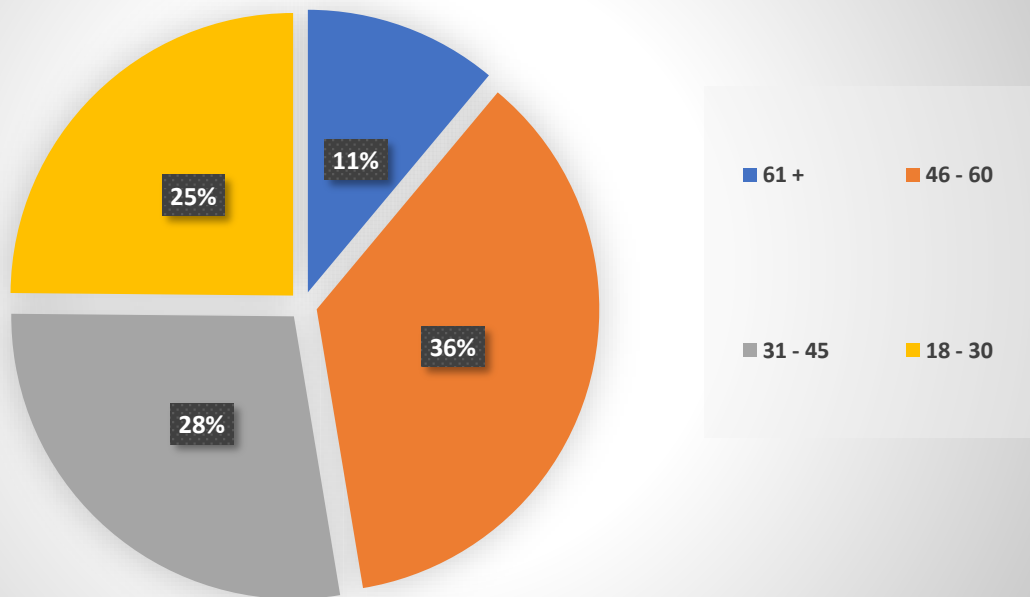
EV13

HR - Business Support Assistant April 2021

HR - BSA	CR	SH
1. Is the candidate educated to NVQ level 2 or equivalent in Numeracy and Literacy?	10	10
2. Does the candidate have experience in an administrative support role?	10	10
3. Has the candidate provided evidence to the question? Please tell us what the tasks were and how did you organise yourself to ensure they were completed within the set deadline?	10	10
4. Has the candidate provided evidence to the question? Please tell us about a time where you've had to collate data and present it in an accurate format to your line manager?	5	5

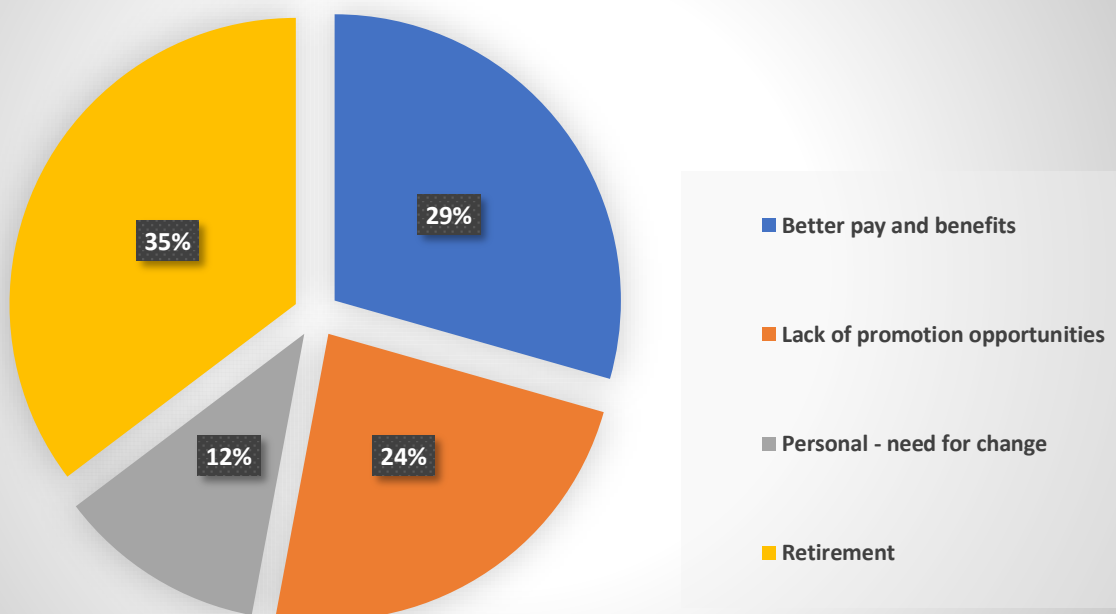
EV14

Tai Tarian - Current Employee Age



EV15

Tai Tarian - Employee Leaving Reasons Jan - April 2021



EV16

From: [REDACTED]
Date: 31 March 2021 at 13:00:31 BST
To: Sarah Cosker <Sarah.Cosker@taitarian.co.uk>
Subject: RE: outcome of interviews ...

Interviews went well, some good candidate unfortunately not suitable for the Building Surveyors role, not enough experience or knowledge in the field one would make good maintenance inspectors and one who make a good project manager. It's a shame I don't have a lower grade role to offer them.

Once again, I think this boils down to the uncompetitive salary we offer for the building surveyor role – qualified candidates are not interested as it is too low.
Kind regards

[REDACTED]
Building Surveying Manager

Tai Tarian Ltd.
Tŷ Gwyn,
Brunel Way,
Neath,
Neath Port Talbot,
SA11 2FP
General Enquiries: 0300 777 0000

Website - www.taitarian.co.uk

From: Sarah Cosker <Sarah.Cosker@taitarian.co.uk>
Sent: 31 March 2021 11:39
To: [REDACTED]
Subject: outcome of interviews ...
Importance: High

Forgot to ask earlier – what was the outcome of the interviews yesterday?
Many thanks,
Sarah

Sarah Cosker
HR Advisor

Tai Tarian Ltd.
Tŷ Gwyn,
Brunel Way,
Neath,
Neath Port Talbot,
SA11 2FP
General Enquiries: 0300 777 0000

Website - www.taitarian.co.uk

EV17

From: [REDACTED] <James.Collins@taltarian.co.uk>
Sent: 31 March 2021 12:12
To: Sarah Cosker <Sarah.Cosker@taltarian.co.uk>
Subject: [REDACTED] Interview

Hi Sarah,

Scott has pulled out due to deciding the money isn't right for him.

I have removed him from the interview stage

[REDACTED]
Tai Tarian
Area 10 works Inspector
01639 505903
07972106665

[REDACTED]

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to which they are addressed. Any views expressed in this message are those of the individual sender and may not necessarily reflect the views of Tai Tarian. If you have received this email in error, please notify the sender immediately. Please note also that there is no guarantee that this email or any attachment is virus free or has not been intercepted or amended.

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|

EV18

-----Original Message-----

From: James Collins <James.Collins@taitarian.co.uk>

Sent: 15 March 2021 14:40

To: Sarah Cosker <Sarah.Cosker@taitarian.co.uk>

Subject: RE: Carpenter

Hi Sarah,

Following conversation with the successful carpenter from my recruitment, unfortunately he is not able to start with us .

He has been offered a job with pobl for more money than what we have offered so for that reason he's going to go there.

Jaime Greig

Inspector

Tai Tarian Ltd.

Tŷ Gwyn,

Brunel Way,

Neath,

Neath Port Talbot,

SA11 2FP

General Enquiries: 0300 777 0000



Support for Qualification Based Study Procedure

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Section One – Principles

What is it for?

To outline the levels of support provided by Tai Tarian for employees studying qualifications for personal development.

Who is it for?

All individuals directly employed by Tai Tarian.

What are the guidelines?

Decision making process

Conversations between employees and their managers relating to personal development should taking place during the Making a Difference Dialogue process and subsequent one to one meetings. Managers should consider the employee's personal development in context with their performance and potential evaluation. The manager is responsible for ensuring the development activity supports the objectives of the organisation and the department.

The decision on the most appropriate course of study should be made between the manager, the employee and the Senior Learning & Development Officer.

All funding requests should be approved by the Senior Learning and Development Officer before the personal development request is agreed with the employee.

Attendance

There are a number of different routes to qualification based study including full/half day release, evening classes, vocational work based learning (NVQs) and distance/open learning. The manager and employee will make the decision together on the best route for both the employee and the department's service delivery.

Employees studying via distance/open learning will be given any time required to attend induction events, workshops and exams.

Study leave

Employees who are being supported to study are entitled to reasonable time off to study for exams and assignments. As a guideline, this would be up to 3 days per academic year.

For employees undertaking a work based learning qualification, reasonable time during a working day will be given for the employee to gather evidence for work related research/projects/assignments. As a guideline, this would be up to half a day per month.

Financial Assistance

Financial assistance will be provided to employees who are being supported to study in the form of:

- Tuition fees;
- Exam registration fees;
- Student membership fees of a professional body;
- Costs associated with printing and binding dissertations;
- Travel expenses;
- Purchase of text books and resources
- Any other resources required as part of the course of study

Return on Investment

Employees receiving support for qualification based study in relation to personal development are requested to sign a sponsorship agreement. The agreement will outline the support we have agreed to provide and the terms in which they will be asked to pay back the investment should they leave the organisation or fail to complete the course. The purpose of this agreement is to maximise the return on the investment made by the organisation.

Employees and their manager will be expected to sign the agreement, and send a copy back to the L&D Department as soon as possible, this will be kept on the employees personnel file.

Section Two – Learning & Development Sponsorship Agreement

Agreement Date: «Agreement_Date»

Name of Employee: «Name»

Employee Reference Number: «Payroll_Number»

Tai Tarian Ltd agrees to support the above named employee to enrol and study on:

«Course_Title»

at

«Provider»

The agreed level of support provided by the organisations is:

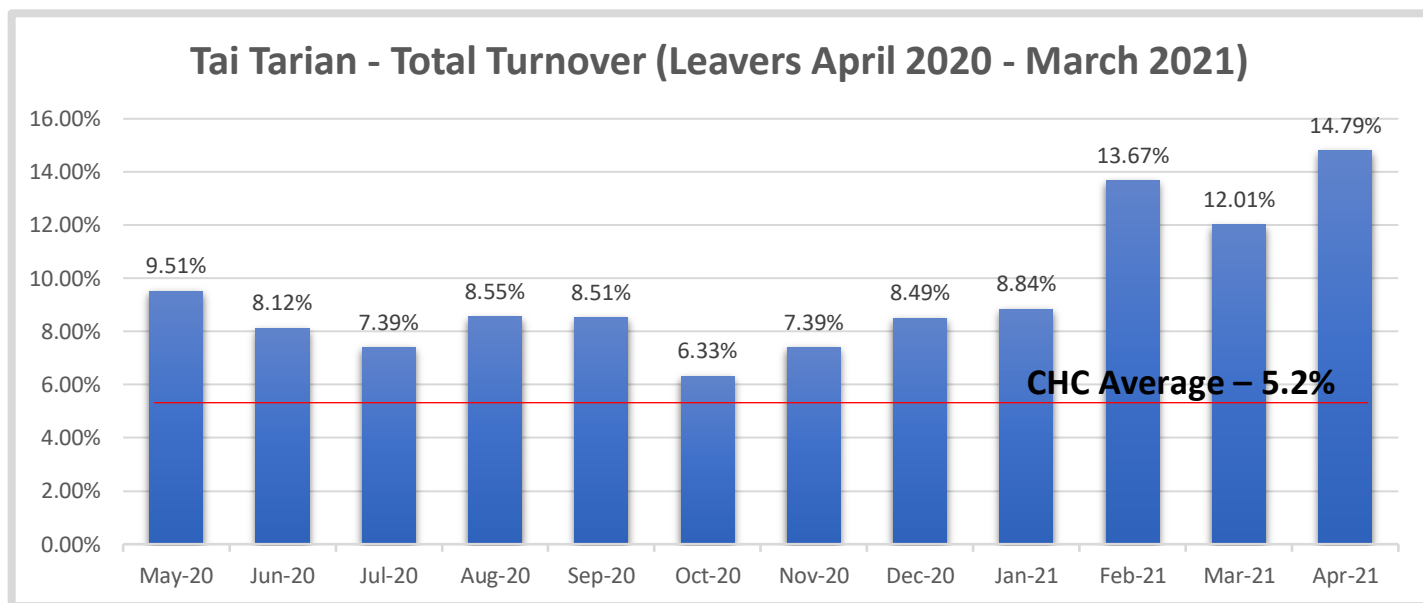
«Support»

The support is subject to your agreement to the following terms:

1. To attend regularly and successfully complete the course, complying with all related rules and regulations.
2. To permit your manager and/or representatives from the L&D Team to contact the learning provider to enquire into your progress and attendance as well as results of any examinations.
3. If you leave the employment of the Organisation within a period of two years after the completion of the course, you will be required to re-pay a sum equal to $\frac{1}{24}$ of the amount invested by the Organisation for each full calendar month remaining in the two year service period at the date of leaving.

For example:

If the candidate is six months into the two year period, the calculation will be the total amount divided by 24 (months) multiplied by 18 (months);



Role Profile



Post Title: MULTI SKILLED TRADE OPERATIVE

(Disciplines: - Carpenter, Bricklayer, Plaster, Plumber, Roofer, Painter,)

The Job: To undertake multi skilled maintenance work to our assets, within your portfolio, to ensure our properties and communities are maintained to the highest possible standard.

The Work:

“What” the key priorities or responsibilities are and how much time is spent focusing on each.

The standards of performance will detail the expected outcomes and “how” you undertake the role.

To undertake all aspects of maintenance work to our assets in your designated specialism as prescribed to the highest standards and quality possible.	65%
To ensure the efficiency and effectiveness of work undertaken by providing additional semi-skilled tasks in accordance with your ability.	10%
Ensuring the safe systems of work is undertaken in a safe environment as defined by the risk assessments or specific work instructions.	10%
Understanding and adhering to all applicable Health & Safety and Quality Assurance standards at all times	15%

(The weighting is to provide you with a general feel for the role)

Is this Job for me?

To succeed in this role, I must enjoy or be very good at the following:-

Delivering an high standard of work	Providing a high quality service to customers
Thinking on your feet and problem solving	Flexible in your approach to work
Working alone using initiative, utilising your skills	Taking ownership of tasks, see through to end
Working as part of a team	Remaining calm under pressure.
Comfortable to drive large and varying vehicles	Working to set time scales
Approachable, friendly and presentable	Organisation and time management skills

(These traits will be assessed during the selection process)

To be considered for this job I absolutely must have:-

Adaptable towards undertaking work through balancing instructions and using initiative	Current valid driving licence and ability to safely manoeuvre a variety of large vehicles/vans
Strong customer focus	Good communication skills
A can do attitude	Good organisation skills
NVQ Level 2 or above in a designated trade with a commitment to obtain a supplementary qualification in a multi skilled discipline. One year operational experience in a domestic setting.	
CSCS Card	

Hours & Working Conditions:-

Your Terms	37 hours full time
Grade	Grade 5, Fixed Working Pattern
Working Environment	Community Based / Lone Working Frequent unpleasant and challenging conditions
Equipment issued	Mobile Phone/Pad/Appropriate Tools
Responsible for	Supporting colleagues and site safety /Apprentices/Company Vehicle

What else I need to know:-

- Our Behaviour Framework - demonstrate positive behaviours and outcomes for all our values.
- Health and Safety – This is not an option! You must work and behave safely at all times.
- Provide an excellent customer experience to everyone you come into contact with.
- Equality & Diversity – be committed to embracing equality and diversity in all aspects.
- Be committed to learning and development in order to grow and improve.

Role Profile

Post Title: MULTI SKILLED TRADE APPRENTICE (2 year fixed term contract)



The Job: To attain the relevant experience and knowledge in a variety of trade disciplines whilst studying for a NVQ Level 2 in two chosen fields. The qualification will include elements of Carpentry, Plastering, Bricklaying, Plumbing, Painting, Roofing and Labouring Work.

The Work:

“What” the key priorities or responsibilities are and how much time is spent focusing on each.

The standards of performance will detail the expected outcomes and “how” you undertake the role.

To obtain the necessary skills to become effective in multi-trade maintenance, through on the job learning and studying a formal NVQ qualification whilst ensuring works are carried out to the required specification	80%
To ensure that Quality Assurance requirements are fully adhered to	10%
To ensure that Health and Safety at Work Regulations and safe systems of work are strictly adhered to.	10%

(The weighting is to provide you with a general feel for the role)

Is this Job for me?

To succeed in this role, I must enjoy or be very good at the following:-

Delivering an high standard of work	Providing a high quality service to customers
Thinking on your feet and problem solving	Flexible in your approach to work
Working alone using initiative, utilising your skills	Taking ownership of tasks, see through to end
Working as part of a team	Remaining calm under pressure.
Comfortable to drive large and varying vehicles	Working to set time scales
Approachable, friendly and presentable	Organisation and time management skills

(These traits will be assessed during the selection process)

To be considered for this job I absolutely must have:-

Adaptable towards undertaking work through balancing instructions and using initiative	Commitment to obtain a valid driving licence
Strong customer focus	Good communication skills
A can do attitude	Good organisation skills
A commitment to achieve NVQ Level 2 or above in a designated trade with a commitment to obtain a supplementary qualification in a multi skilled discipline. Ideally you will hold a Level 1 qualification.	

Hours & Working Conditions:-

Your Terms	37 hours full time, Flexible Working
Grade	National Minimum Wage
Working Environment	Community Based / Lone Working / Occasional unpleasant and challenging conditions Regular travel required
Equipment issued	Mobile Phone/Appropriate Tools
Responsible for	N/A

What else I need to know:-

- Our Behaviour Framework - demonstrate positive behaviours and outcomes for all our values.
- Health and Safety – This is not an option! You must work and behave safely at all times.
- Provide an excellent customer experience to everyone you come into contact with.
- Equality & Diversity – be committed to embracing equality and diversity in all aspects.
- Be committed to learning and development in order to grow and improve.

EV23

All Posts People Groups Photos Videos

Tai Tarian 23 Apr · 🌐

Great progress being made by CJ Construction at our site in Melin.

20 new flats coming here early next year.



All Posts People Groups Photos Videos

Tai Tarian 15 Apr · 🌐

Exciting times!

We've been testing this new electric van ahead of us replacing our diesel fleet with more environmentally friendly vehicles later this year.

All part of our commitment to become a carbon neutral organisation by 2030.



All Posts People Groups Photos Videos

Tai Tarian 16 Apr · 🌐

We're ready to go with a major redevelopment of the county flats near Aberavon beach, where we're building 55 new flats and renovating another 72.

The project will use innovative construction techniques and the most sustainable materials, meaning the flats are set to become some of the most environmentally friendly homes in Wales.

The project will create many new jobs, traineeships and apprenticeships as well as a host of other community benefits courtesy of our partners, Hale Construction.

Read more about this exciting development on our website - <http://orio.uk/KOETM>



All Posts People Groups Photos Videos

Tai Tarian 23 Apr · 🌐

Great to hear that the residents of Llandarcy of planning on creating some nice wildlife habitats in their village.

Through our [#CommunityBenefits](#) scheme, our partners at ASW Property Maintenance have been able to lend a hand, providing them with some raised planters, soil, plants and some trees.





Tai Tarian

★ Favourites · 15 Feb ·

With lighter nights and warmer weather just around the corner, it's time to launch our Spring challenge.

We want you to grow the biggest and most colourful display of sweet peas as you can – plant your seeds, watch them grow and send us a picture

E-mail community@tairarian.co.uk to request a pack of seeds and let's fill our gardens or window boxes with colour.

Send us a picture once they bloom and you could win a £30 gift card courtesy of [Zoar's Ark Gift & Garden Centre](#). Thanks to Westward Energy Services for donating the seeds too.

For some top sweet pea growing tips visit <http://orlo.uk/vL8Lb>

Spring flower

Challenge

WIN

garden centre vouchers



Tai Tarian

15 Apr ·

...

As part of our commitment to help create a sustainable planet, we are working in partnership with the B-lines project to improve the green spaces in our communities, for the benefit of both people and wildlife.

Please fill out our short survey to have your say and give us your opinions. The survey can be found here - <http://orlo.uk/tJBwh>

You can find out more about our B-lines work on our website - <http://orlo.uk/qeOWm>



EV24

| From: **SIan Hopkins** <SIan.Hopkins@taltarian.co.uk>
Date: 19 April 2020 at 12:58:57 BST
To: Sarah Cosker <Sarah.Cosker@taltarian.co.uk>
Subject: RE: Recruitment

Hi Sarah,

Yes – sounds good to me please go ahead and arrange as planned.

SIan Hopkins
HR Manager

Tal Tarian
Ty Gwyn,
Brunel Way,
~~Swansea~~ Energy Park,
Neath
SA11 2FP
TEL: 0300 777 0000

From: Sarah Cosker <Sarah.Cosker@taltarian.co.uk>
Sent: 18 April 2020 09:21
To: **SIan Hopkins** <SIan.Hopkins@taltarian.co.uk>
Subject: Recruitment
Importance: High

Hi **SIan**,

following on from our catch up earlier this week –

As we have determined that there is a definite need for some support tools in relation to the implementation of the new recruitment system , which will include:

- A document to run through at recruitment planning meetings to confirm all information we need to advertise
- a recruitment system guide that includes basic recruitment tips / best practice points etc
- an interview questions template – to include “mandatory tal Tarian” questions

I will now start to prep these and look to send draft copy's over as soon as possible so we can catch up and discuss.

Many thanks,
Sarah

Sarah Cosker
HR Advisor

Tal Tarian Ltd.
~~Ty~~ Gwyn,
Brunel Way,
SA11 2FP
General Enquiries: 0300 777 0000



Managers Guide to Recruitment

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Preface

The following document provides step by step guidance for managers about how to approach the critical task of recruitment, in collaboration with HR colleagues. This "how to" guide will be regularly updated to reflect our evolving approach to this activity, as the technology we use to deliver our recruitment process becomes ever more effective and our selection tools and evaluations become more insightful.

The following are some basic principles about recruiting and choosing new colleagues that we believe that everyone involved in the recruitment process at Tai Tarian should share.

Recruitment & Selection is Based on Good Collaboration

Recruitment and selection works best when recruiting managers and HR colleagues work as a team, actively seeking each other's input, having proactive dialogue and creating clear plans about how each vacancy will be managed. Value the perspective that each participant brings to the process.

We Recruit Openly

We always make our opportunities as widely known as possible to attract talented people who genuinely want to work at Tai Tarian. In our selection process we seek the talent in each candidate and appoint based on merit. Creating an inclusive atmosphere for all candidates in our recruitment process matters to us. As a result, we comply with the relevant law in all respects.

We Recruit for Values & Behaviours, Train for Skills

What everyone remembers about someone is who great at their job is their behaviours – "how" they do "what" they do. It's essential that our selection processes focus on how a person works, not just what they know. We can teach skills but we can't teach values or core behaviours. It's also important to look out for candidates with transferable skills who can often be trainable in a short period. This can be preferable to appointing a candidate with the required specific technical skills or experience who is not the right "fit".

We Make Evidence-Based Selection Decisions

Each selection process impacts the course of someone's life and career for both successful and unsuccessful candidates. It follows that we should take care, making our judgements based on as much evidence as we can, limiting our subjective reactions and including the views of everyone in the process.

We Make the "Candidate Experience" Positive

We to treat every candidate with courtesy and consideration and leave everyone with a positive impression. Unsuccessful candidates should also feel that they learned from their experience with us as they will share their views with family and friends.

Recruiting new employees is time consuming, but can be one of the most exciting and rewarding things a manager can get involved in. Bringing new people to your team who fit well, add value and make a real impact is one of the best ways to maintain team balance and keep everyone in the team motivated.

Introduction

The purpose of this procedure is to help the organization recruit in the most effective, timely, cost effective and safest way possible. All recruitment within Tai Tarian should be:

- evidence based, ensuring all decisions are taken on merit as measured against the criteria of role profile for the position
- candidate-centric
- fair and without bias, in line with all relevant legislation
- rigorous and systematic
- relevant, timely and fit for purpose
- cost effective

The organisation is committed to applying its equal opportunities policy at all stages of recruitment and selection. Advertising, shortlisting, interviewing and selection will always be carried out without regard to gender, transgender status, 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.

1. Vacancy Authorisation & Recruitment Planning

Notification of Vacancy and Authorisation

If you are considering filling an existing vacancy or creating a new role whether it be temporary , fixed term, agency cover or permanent, speak with your HR Partner initially to discuss options and agree the best course of action. HR will support the Line Manager in defining and filling the vacancy.

Following initial discussions with HR, a Line Manager must first obtain appropriate approval. Where recruitment is to fill a vacancy created by a leaver, approval will normally be granted via an email from a Head of Service/Deputy Director without the need for a business case. If however the Line Manager wishes to upgrade a post, change a post, or create a new post, justification for this must be presented to the Executive Management team by way of a business case and the role profile must go through the approval process

Developing the Role Profile

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, measured against the criteria for the job as described in the role profile. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

Before embarking on the process of recruitment, the Line Manager must ensure that there is an up-to-date role profile and that this has been developed in conjunction with the OD Department. The need for an up to date role profile applies even to backfills and roles to be filled with agency workers. The job profile will briefly outline the key deliverables of the role and also describe the type of qualifications, training, knowledge, experience, skills, aptitudes and competencies required for effective performance of the job.

Once the Business case and role profile have been authorised, the two documents with the relevant authorisations should be sent to the recruitment email address.

If no business case is needed, send the role profile to the recruitment email address and advise if the role is to be filled on a permanent , agency or fixed term basis.

Once this information has been received a recruitment planning meeting will be set up with the hiring manager and a member of the HR team to plan and agree the recruitment process.

In order to ensure the recruitment process is as efficient and clear as possible, the HR department will require appropriate, documented approval and an up to date role profile before moving the vacancy to the next stage of the recruitment process.

Recruitment Planning Meeting

The Recruitment Planning meeting will be set up with the hiring manager and cover areas such as the best place to advertise, what the key requirements for the role are that can be used in the advert and also which criteria can be used as shortlisting and assessment criteria. The type of assessment methods will also be agreed to ensure that we get the best person for the role. Also other information that is vital to progress the recruitment process and to ensure that there are no delays in appointing the successful person at the end of the process. A member of the HR team will also advise you on the responsibilities and timescales for each part of the recruitment process so that the role is filled as efficiently as possible.

2. Advertising and Vacancy Management

Once the HR Team and Hiring Manager have held their recruitment planning meeting and all of the information needed to support the recruitment process is available, they are then able to advertise the vacancy on the relevant job boards.

All applications must be submitted through the applicant tracking system, no CV's will be accepted by any other route. If applicants from agencies are to be allowed there is an agency portal through which they can submit CV's. This will be discussed at the recruitment planning meeting and HR will set up this access for the agency.

If any internal applicants are having difficulty submitting their CV please contact the HR team who will be able to provide guidance.

The hiring manager will receive access to the Applicant Tracking System as soon as their job advert has gone live so that they will be able to choose to monitor applications as they come in or wait until the closing date.

The advert will be open for 2 weeks as standard. However, the hiring manager will also be able to ask for the advert to be closed early if they have received a suitable number of quality applications, this is particularly helpful for jobs that attract high volumes of applications eg over 30 per role.

Viewing Applicants CV's

The hiring manager will be sent an email from the HR team with a link to the applicant tracking system, their username and a one time use password.

If there are any questions please email - email_recruitment@taitarian.co.uk

The email will contain the following details:

Click on the below link to enter your log in page:

<https://taitarian.postingpanda.com/Vacancies>

Log in details will be as follows:

Username: Email address

Password: xxxxxx(will be sent on email)

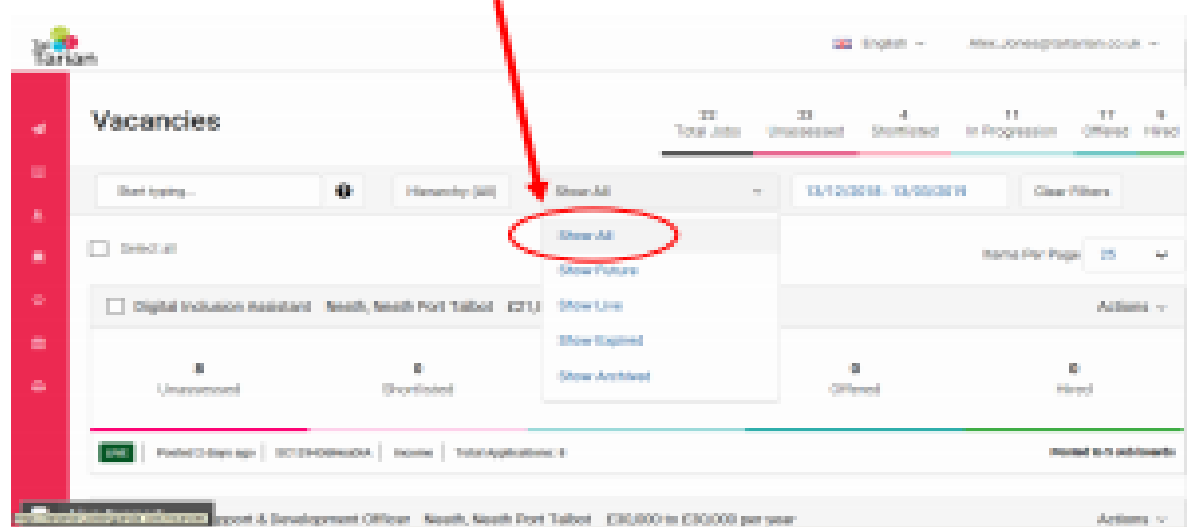
Note: The password is case sensitive so please ensure you enter the password exactly how it is provided.

Click **Sign In** once you have entered your details.

Please change this password when you first log in, by clicking on your username in the top right hand corner of the screen.

Once you have signed in you will be presented with a screen displaying your job vacancies, as follows.

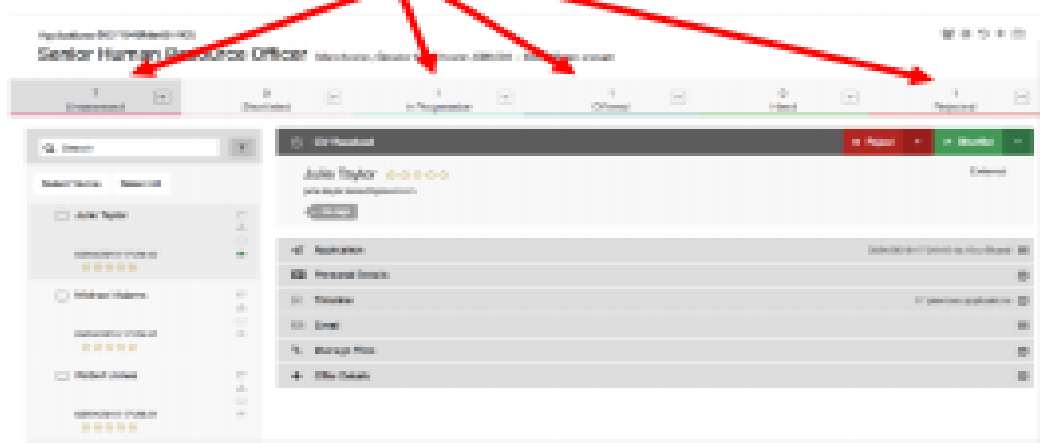
Please make sure that you select **"Show All"** otherwise you may not find your vacancy



You should now see your vacancies and can look through the applicants CV's

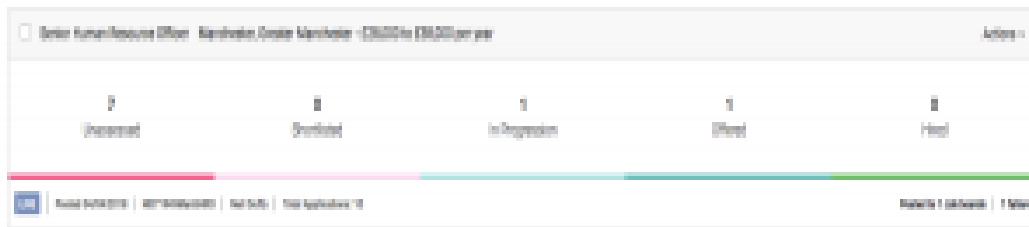
- ✓ When you click into one of the progression pots on a vacancy you are then able to view candidate details and manage these candidates through the recruitment journey.
- ✓ You are able to click on the progression pots at the top of the screen to navigate to the candidates who are at this stage. Above the name of the pot the system displays the amount of candidates at this stage.

- ✓ On the left hand side of this screen you can see a list of candidates who are at this specific stage. As you progress through the stages the candidate list will always remain on the left.



Open up each section of the application to find out further information e.g. application (CV), personal details etc. the **"Offer Details"** section is for HR use only.

Each post in the system is split into five different progression pots:
Unassessed, Shortlisted, In Progression, Offered & Hired



- On the main vacancies screen your rejected candidates cannot be seen. These are only visible when you click into the vacancy. This means that your total applications may be greater than the sum of the five visible pots.
- When you click into one of the progression pots on a vacancy you are then able to view candidate details and manage these candidates through the recruitment journey.
- You are able to click on the progression pots at the top of the screen to navigate to the candidates who are at this stage. Above the name of the pot the system displays the amount of candidates at this stage.
- On the left hand side of this screen you can see a list of candidates who are at this specific stage. As you progress through the stages the candidate list will always remain on the left.

The screenshot shows the 'Applications' screen for a 'Senior Human Resource Officer' vacancy. The top navigation bar shows the progression stages: Unselected (7), Shortlisted (0), In Progression (1), Offered (1), Held (0), and Rejected (1). A red arrow points from the 'Unselected' pot to the candidate list on the left. The candidate list on the left shows three candidates: Julie Taylor, Michael Adams, and Robert Jones. The main content area shows the details for Julie Taylor, including her application status, personal details, timeline, communication, manage files, and offer details.

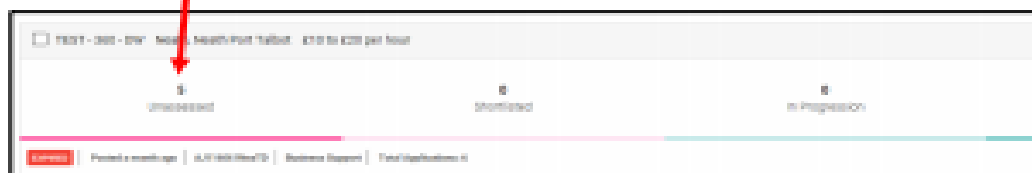
3. Shortlisting

This is a key stage in the process, which demands focus and attention from the hiring manager to ensure that they make objective assessments. It's important that shortlisting is undertaken by 2 individuals (the hiring manager and the individual who will be undertaking the interview) to ensure that fair and consistent decisions are made.

Summary

- A minimum of 4 essential criteria from the Role Profile to shortlist each applicant must be used.
- 2 individuals must be involved in the shortlisting process.
- Ensure that the same criteria is used for each applicant.
- Capture the relevant evidence.
- Ensure that the decision whether the applicant has met, partially met or not met each criteria is recorded on the ATS in the scorecard and recruiter scoring sections before deciding whether to reject or take forward for interview.

Click on **Unassessed** for the vacancy you are shortlisting for. This will open up records of those who have applied for the role.



You will then be able to see the information of the first applicant for the role:

The screenshot shows the details of the first applicant, Julie Taylor, for the role of Senior Human Resource Officer. The system is titled 'Applications (62/1601/014-1601)'. The applicant's name, email, and phone number are displayed. A red arrow points to the 'Application' section. The 'Application' section shows the applicant's application status, application date, and application type. The 'Personal Details' section shows the applicant's name, email, and phone number. The 'Timeline' section shows the applicant's application history. The 'Email' section shows the applicant's email address. The 'Manage Files' section shows the applicant's application files. The 'Other Details' section shows the applicant's other details.

📄 Application

★ Recruiter Scoring

✍ Data Capture

📄 Personal Details

📅 Timeline

💬 Communicate

📁 Manage Files

🔒 GDPR Compliance

There are a number of sections for each applicant:

- **Application -> CV Preview** button - Click on the application button to access their CV.
- **Application -> Application Form** - Depending on which job board the applicant applied through, you can also see the reasons they are interested in applying for the role. Some of the job boards do not have this facility so this section will be blank, through no fault of the applicant.
- **Recruiter Scoring** – This will give you the candidates overall score from the shortlisting process.
- **Data Capture** – these are additional forms or applications that you can ask candidates to complete during the recruitment process.
- **Timeline** - you can see the timeline of how their application is progressing with a record of all the actions taken and by whom in this section.

- **Communicate** - You can send emails to the applicant from here. You should only correspond with applicants via the system.
- **Manage files** - this section allows you to upload their interview assessment notes and any other files that have been used in the recruitment process, so that an accurate record is kept of the recruitment process.
- **GDPR Compliance** - this section is for HR use only.

When reviewing each applicants CV you need to determine whether the applicant meets the essential shortlisting requirements that you decided on at the recruitment planning meeting. This can be found in the **scoring** section of the screen, adding the appropriate response against each requirement.

- Met
- Not Met
- Partially Met

For each applicant you will need to confirm if the criteria is met, not met or partially met.

Then click **Complete Scorecard** in order to save the responses.

📝 Notes

📝 Scoring

☐ Not Met

☐ Partially Met

Hold CSCS card or equivalent Health and Safety certificates

☐ Met

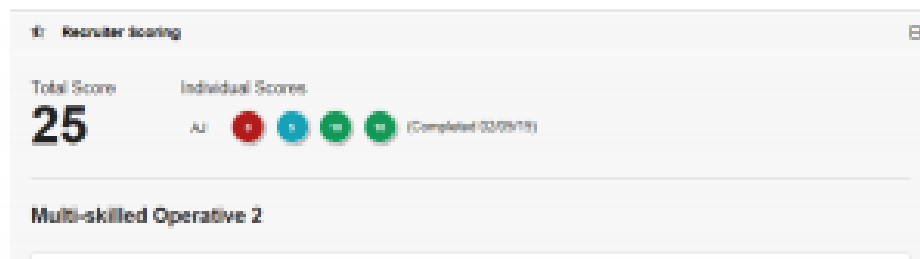
☐ Not Met

☐ Partially Met

It is important that scores on whether the applicant met, not met or partially met each of the essential shortlisting requirements of the role are recorded for each and every applicant before progressing to the next stage.

Without this, your HR colleague won't be able to move the recruitment process forward any further and will not be able to issue a contract to the successful applicant at the end of the recruitment process.

When all the appointed shortlisting managers have completed their scoring, the candidate will be given an overall score in the **Recruiter Scoring** section which can be used to process them onto interview stage.



On deciding an overall score for progression to interview stage, it is essential consistency is applied fairly and transparently, i.e. candidates with the same scores should be equally rejected or progressed.

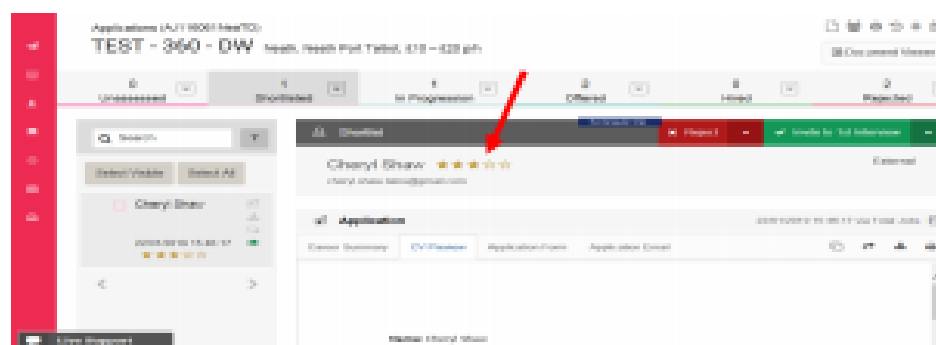
Star Ratings for applicants - to help with shortlisting

The ATS has a useful star rating facility which you can use to rate applicants in your shortlisting process. These stars can be used to create a longlist of those that you would like to interview and those you would not like to take through to interview.

For example, once you complete the scorecard and you have agreed the overall recruiter score you would like take forward to interview you can then add 5 stars for those you wish to take forward to interview and 1 star for those you do not wish to progress.

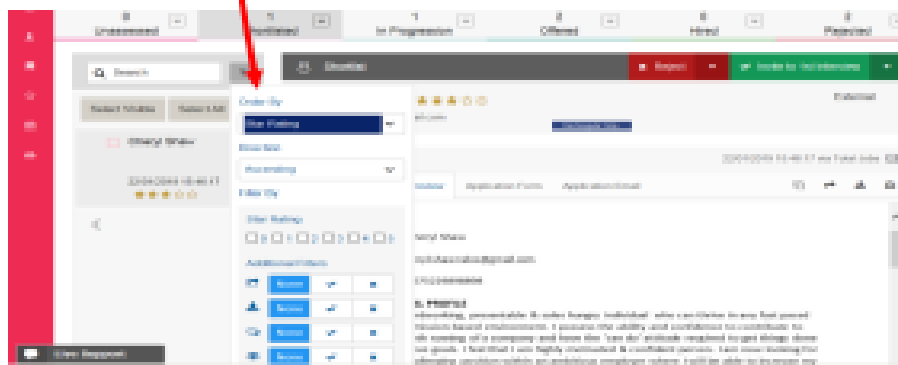
This means that when you have completed the shortlisting you can then filter the applicants and bulk invite to interview and bulk reject applicants. This is the most efficient option rather than having to invite each applicant separately and reject each applicant separately.

Remember to save your scorecard by pressing the complete scorecard button to evidence how the applicant did, or did not, meet the critical requirements of the role before you can progress star rating, rejecting applicants or inviting them to interview.



Filtering by star ratings

To filter the applicants go to the filter button on the left hand side and choose which filter you would like to apply



Bulk Rejection of applicants

Please check that you have added the shortlisting criteria for every applicant and added star ratings for each applicants. Once you have used the filter to find all of the applicants with one star rating, select the candidates that you want to reject by putting a tick in the box next to their name and then you can then bulk reject them as shown below. Please select the **"Reject at Shortlist Stage Button"** which will send the applicants an automatic email.



You will be asked **"Are you sure?"** just in case you have accidentally pressed the wrong button. If you still wish to reject the applicants, click again to send the rejection email template to the applicant.

The ATS has standard rejection templates for rejecting applicants at the shortlisting stage and the applicants will receive the email 24 hours after you have sent it thanking them for their application, notifying them that they have been unsuccessful and advising that we are unable to offer feedback at shortlisting stage.

4. Arranging Your Interviews

Bulk inviting applicants to Interview

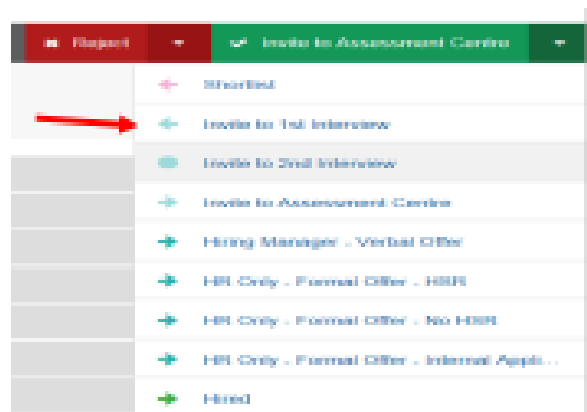
Before inviting any applicants to interview please book your interview rooms and please make sure to invite recruitment@talentwin.co.uk (This will ensure reception are aware of your visitors).

This functionality allows you to invite all of the applicants to interview in one go by setting the date and start time of the interview and the duration of each interview. The system then sets up time slots that the applicants can book themselves onto so that they can choose a time that suits them. The system will then notify you each time an applicant has confirmed their attendance time slot and send you a calendar invite which you can open and save in your outlook calendar with the applicants CV attached. Please note if you are interviewing all day, you will need to set up two interview sections otherwise the system will populate slots the whole way through the day without giving you any breaks.

To set up bulk interviews, filter all the applicants so that you have all the applicants that you would like to invite to interview i.e. those with a five star rating.

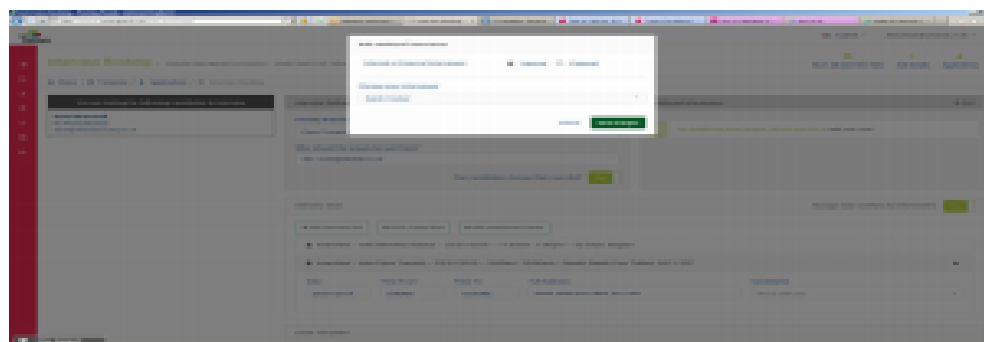
Ensure that you have completed the shortlisting criteria on whether they have met each of them on the scorecard section before inviting to interview.

Choose the interview stage that you are inviting them to i.e. **Invite to First interview** or **Invite to 2nd interview**.



The first options you have when booking interviews are to see the applicant(s) who are being interviewed and who is conducting the interview.

The main interviewer needs to be selected from the drop-down menu.



The screenshot shows a dropdown menu titled "Primary Interviewer". The selected option is "None selected". The dropdown list is open, showing a search bar with "CL" entered. Below the search bar, there are several options: "Helen Brown", "James Brown", "John Brown", "Tom Coulter", "Tom Coulter", "John Brown", and "John Brown".

You can then add additional Interviewers using the drop down. If you cannot find them please contact your HR colleague. Additional Interviewers can either be users of the system or external people. To add external interviewers, select the option and complete the required details.

The screenshot shows a form titled "Add additional interviewer". It has a section "Internal or External Interviewer:" with two radio buttons: "Internal" (selected) and "External". Below this is a section "Choose your interviewer:" with a dropdown menu. At the bottom, there are two buttons: "Cancel" and "Save changes".

The next stage is to choose the slot allocation for the interview and change "can the candidate choose their own slot" to **YES**

The screenshot shows a form titled "Interview Settings". It has a section "Primary Interviewer" with a dropdown menu showing "None selected". Below this is a section "Who should the emails be sent from?" with a text input field containing "Alex.Jones@tattarian.co.uk". At the bottom, there is a section "Can candidates choose their own slot?" with a green "Yes" button and a white "No" button.

From here you need to enter the interview times using **"Quick Create Slots"**

As standard the system will create a new template based on the next working day between 9am and 10am.

You can edit the details when this is added or remove this slot completely by clicking the cross at the top right of the slot

Interview Slots Manage diary conflicts for interviewers Yes

[+ Add Interview Slot](#)
[+ Quick Create Slots](#)
[+ Add Assessment Centre](#)

Interview – with Holly Bonser – 16/09/2018 – 9:00am – 10:00am – Manchester, Greater Manchester, M1 1AA

Date	Time From	Time To	Full Address	Candidates
16/09/18	9:00AM	10:00AM	Manchester, Greater Manchester, M1	None selected

Creating an interview slot

- There are four variables to select when creating an interview slot.
 - The Interview Date,
 - Interview Start Time,
 - Interview End Time,
 - Location of Interview.

The location is pre-loaded based on the location where the job advert was posted. Please do not modify this otherwise applicants could be sent to the incorrect location.

Interview Slots Manage diary conflicts for interviewers Yes

[+ Add Interview Slot](#)
[+ Quick Create Slots](#)
[+ Add Assessment Centre](#)

▼

[Create Slot](#)

Interviewer – with – 20/03/2019 – 9:00am – 10:00am – Health, Health Post Talbot, SA11 2PP

Date	Time From	Time To	Full Address	Candidates
20/03/2019	9:00AM	10:00AM	Health, Health Post Talbot, SA11 2PP	None selected

Once you have created the slots for your interviews you can then send out the invite to the candidates. ****Do not forget to change or delete the systems pre-populated time slot beforehand.**

You have two options when selecting an email template to send the candidates.

'Edit Assigned Slot Template' and 'Edit Selectable Slot Template'.

Please select the **Edit Selectable Slot Template** as this option is where you are allowing candidates to choose their own slot.

Email Templates

[+ Edit Assigned Slot Template](#)
[+ Edit Selectable Slot Template](#)

Subject Line:

Interview invitation (companyname) - Please select your interview time

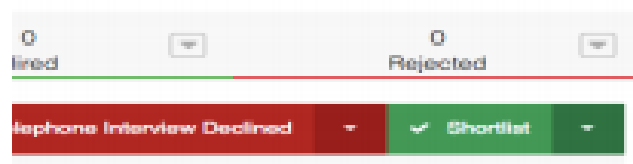
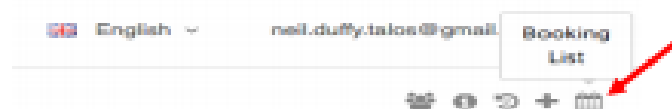
Once you have completed all the required information and checked over the email template, scroll right to the bottom of the page, on the right hand side you can select **"Send"** to invite all candidates to interview.

All applicants selected, along with the primary interviewer and any additional interviewers will be automatically emailed about the interview booking.

Interviewers will be able to open a calendar attachment and add it to their digital diaries. They will also receive the candidates CV in the email.

Candidates will receive a branded email from the system with a unique link for them to click. This link will take them to the Candidate Portal. Here the candidate can Accept or Decline the slot.

Once you have sent Interview Invites out to candidates, you will be taken to the Interview Booking Page List. You can also access this page through the main vacancies page through the drop down on an advert post or from the candidate list at the top right. Please see below:



The first section of the Interview Booking List is the Accepted Invites. This is a list of any invites that you have sent out, that have been accepted by the candidates. It will give you a complete overview of the Interview.

You are able to reschedule any slots on this page. Clicking **Reschedule** will take you back to the interview booking page and will effectively allow you to create a new slot.

Accepted (1 candidate)

Jane Doe	Isabella Telephone Interview	Cancel/Out Reschedule
17th (2019) 10:00AM - 10:30AM	Manchester, Greater Manchester, M1	Lilly Wilson
		Accepted

5. Assessment

Pre interview

Before the interview make sure that you and the other interviewer(s) have read through all of the CV's and identified areas that you would like to explore more at interview.

Please make sure that you have designed questions that are going to assess the knowledge, skills and experience that you require for the role and that you have agreed which questions you are both asking.

Also ensure that you have all the interview questions and any other material printed out (interview question templates are available on request from HR).

During the interview

Ask all mandatory questions e.g. Schedule 1, right to work in the UK, What is their notice period, do they have any long holidays booked over the next 6 months.

Each member of the selection team must complete an interview assessment form for each candidate

If the role requires a qualification – check if the candidate has it and record as necessary.

Explain the next stage and the timescales to the applicant; also explain that you will be getting in touch with them via telephone to explain the outcome. They will then receive an email from the ATS once you have made the phone call and changed their status in the ATS.

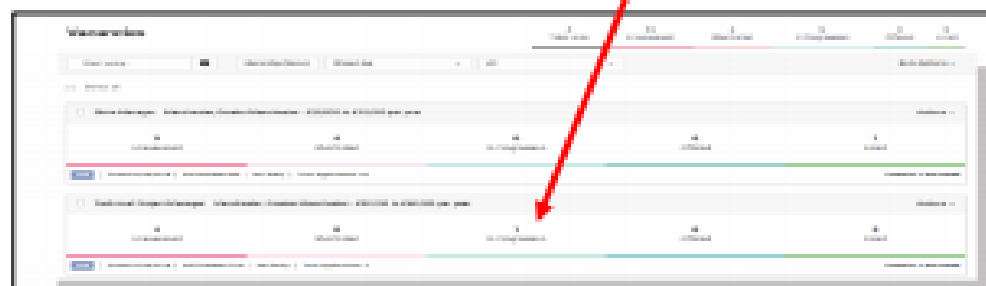
The hiring manager is responsible for ensuring that the interviews are conducted in a fair and consistent manner in accordance with relevant employment legislation. It is their responsibility to ensure that all interviewers complete the interview assessment sheets and that they are scanned and uploaded into the ATS.

NB: The interview assessment sheets and any notes taken during the course of the interview must be stored to comply with our legal duties. All recruitment information is held on the ATS for 12 months after the date of interview for unsuccessful applicants.

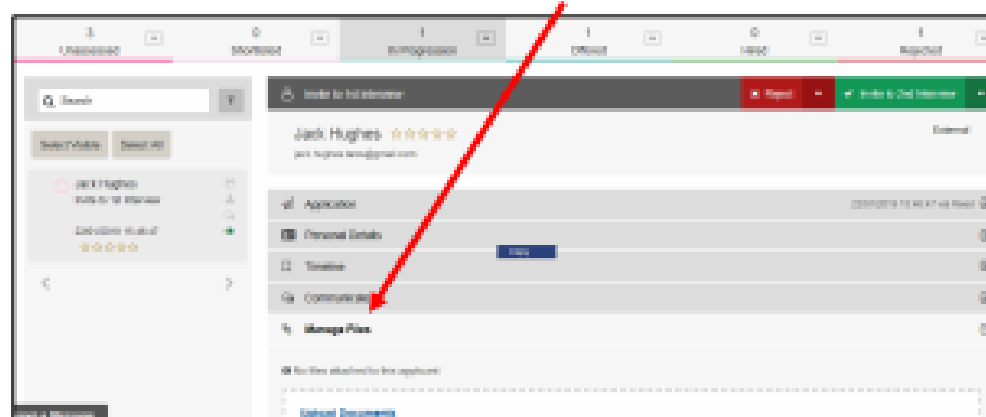
Post first Interview

You have held your first interviews. Now you must sense check your First Interview notes to ensure that you have recorded everything you wish to record, including feedback as to why you are or are not progressing the application any further. Once this is complete you must then upload your interview notes to the ATS.

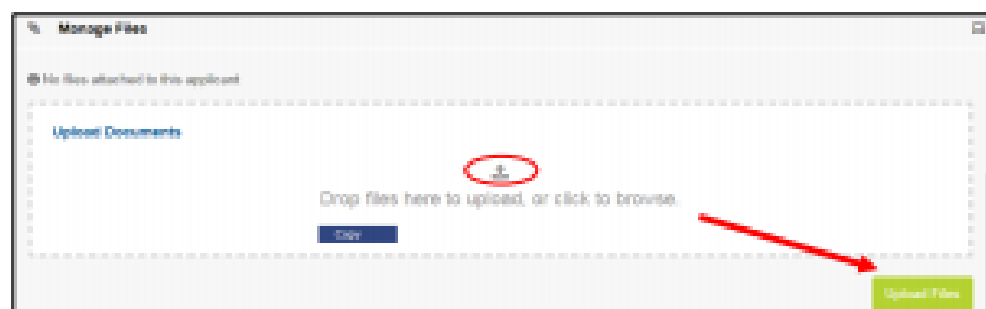
Firstly find the relevant vacancy and click on **In Progression** here you will find those applicants that you previously invited to Interview.



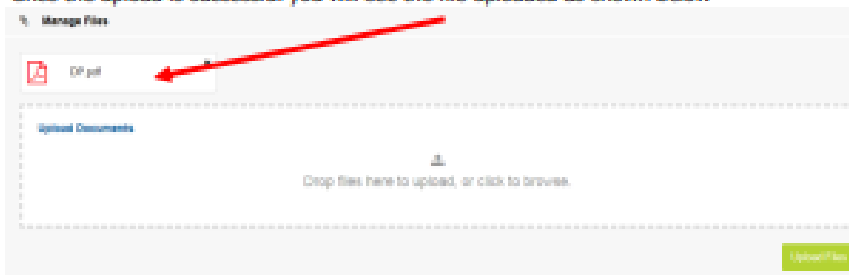
Find the relevant applicant and open up the Manage Files section



Click the arrow in order to browse for your document button and then click the **Upload Files** button to upload the First interview notes. There is a maximum of **3MB** per document that can be uploaded to the system.



Once the upload is successful you will see the file uploaded as shown below



Please note that first interview notes must be uploaded for each and every applicant interviewed. Without this, your HR colleague won't be able to move the recruitment process forward any further and will not be able to issue a contract to the successful applicant.

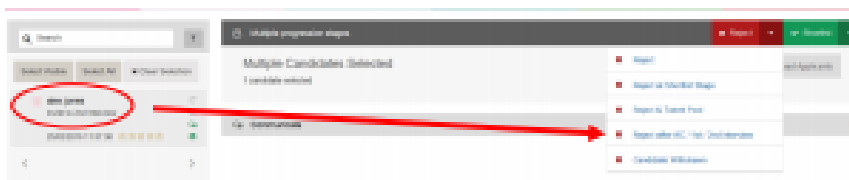
6. Making Your Decision

This is often the challenging stage for hiring managers. Always feel free to talk this through with your HR colleague or another colleague involved in the process.

Rejecting Applicants after First interview

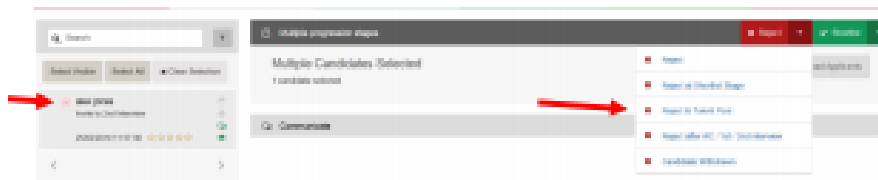
Call all unsuccessful applicants and advise them that they have not been successful on this occasion and offer them verbal feedback at a time convenient for them.

After you have contacted the unsuccessful applicants - Select the applicants on the left hand side of the screen and you can then bulk change their status to **"Reject after AC/1st/2nd Interview"**



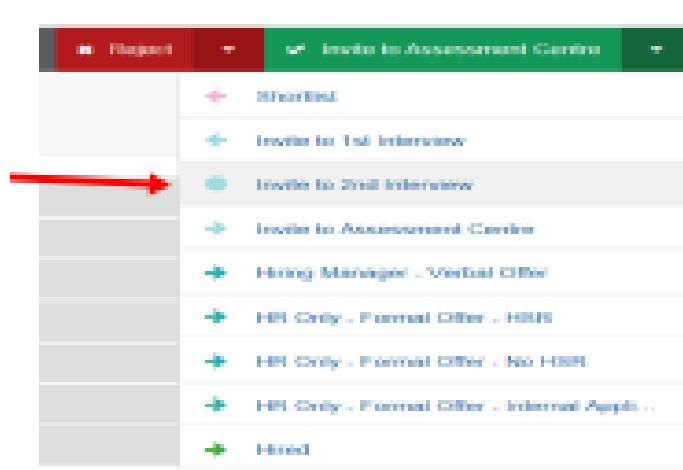
Rejecting Applicants and moving them to the Talent Pool

Select the applicants that you are not taking forward to the second interview on the left hand side of the screen and you can bulk change their status to **"Reject and Talent Pool"**



Inviting applicants to Second Interview

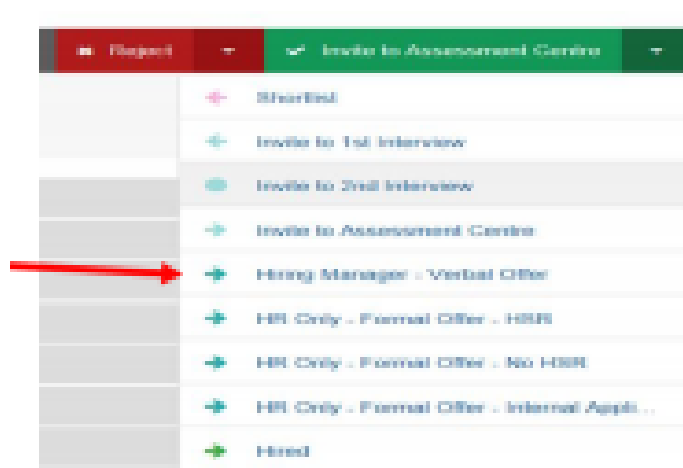
To invite applicants to the Second Interview, please follow the same process as inviting to the first interview except for changing the status to **"Invite to 2nd Interview"**



Post Second Interview

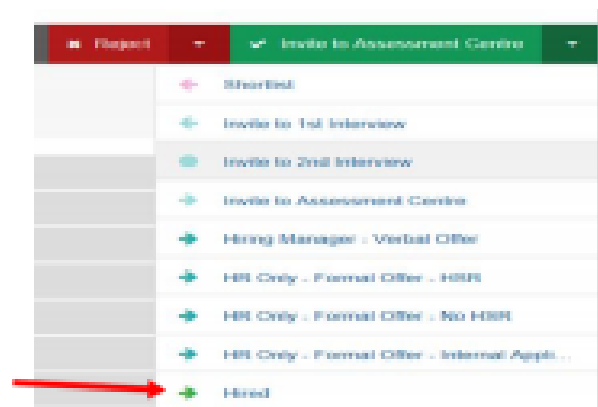
Congratulations! You've reached the stage where you can tell everyone their outcome, and can especially enjoy informing the candidate you want to appoint.

You will need to change the status of the successful Applicant to **'Hiring Manager – Verbal Offer'**



Call the successful applicant and let them know that you would like to offer them the role and that the HR team will be in contact to discuss the details. Please do not discuss salary or any other terms and conditions with them.

Once you have offered the role to the applicant, you need to go into the ATS and change the applicant status to **'Hired'**



Rejecting the unsuccessful applicants

Call all unsuccessful applicants and advise them that they have not been successful on this occasion and offer them verbal feedback at a time convenient for them. You may have some applicants that are unsuccessful but you may like to keep them for consideration for other roles should they arise. In these circumstances you can let the applicants know that you will keep them in the talent pool in case any further vacancies arise that they can be considered for.

Rejecting and talent pool the unsuccessful applicants

Reject after Interview

Candidate does not attend



7. Formal Job Offer and Pre – employment checks

Once the manager has called all applicants and advised them if they were successful or not and then changed their status on the ATS to either offer or reject, your HR colleague will then call the successful applicant and discuss the details of the job offer with them and the pre-employment checks.

All applicants will start on a Monday unless there is a bank holiday and they will start on the Tuesday. The minimum length of time between a job offer and the applicant starting would be 2 weeks to ensure all the relevant pre – employment checks are completed. Applicants

may have 4 weeks to 3 months' notice period with their current employer which will affect their start date.

Before an applicant can start the following must be successfully completed

- Schedule 1 authorisation if appropriate
- OH clearance
- HAVS clearance if appropriate
- DBS check or risk assessment if appropriate

The following checks will be completed/arranged by HR either on their first day or in their first week of employment

- Audio surveillance if appropriate
- Right to Work documentation check (First day)
- References

8. Induction

First day induction

All new starters are met on their first day by HR and given a brief overview of the main points they need to know in their first week.

Corporate Induction

Corporate Induction is run once a month for all new starters it is mandatory that all new starters attend this induction. The induction includes a welcome session with the Chief Executive and sessions from OD and Corporate Governance.

Departmental Induction

Line managers should ensure that they deliver a departmental induction starting on the first day to the new employee, please use the "Getting Started Pack" to help supplement the departmental induction. The line manager should also ensure that they take the new employee through the Action Plan for Success Process and set goals that they need to achieve in their first 6 months of being with Tai Tarian and ensure that the new starter is aware of the training that they will need to complete in their first few weeks.

Appendix 1: Recruitment Process - RACI Matrix

Activity	Documents Required	Responsible	Accountable	Consulted	Informed
Notification to Recruit	Role Profile Business Case (if appropriate)	Hiring Manager	Hiring Manager	HR Team	
Recruitment Planning	Role profile Recruitment Planning Document	HR Team	HR Team	Hiring Manager	
Advertising	Advert	HR Team	HR Team	Hiring Manager	Applicant
Candidate Management	Role Profile CV	Hiring Manager	Hiring Manager	HR Team	Applicant
Shortlisting	Role Profile CV	Hiring Manager	Hiring Manager	HR Team	Applicant
Invite to Interview		Hiring Manager	Hiring Manager	HR Team	Applicant
Reject at shortlisting stage		Hiring Manager	Hiring Manager	HR Team	Applicant
Interview	CV Interview Questions	Hiring Manager	Hiring Manager	HR Team	Applicant
Reject after interview	Interview Assessment notes	Hiring Manager	Hiring Manager	HR Team	Applicant
Notify applicant that they are successful	Interview Assessment notes	Hiring Manager	Hiring Manager	HR Team	Applicant
Formal offer of role	Principal Statement of employment OH pre employment checks New starter form Monitoring Form	HR Team	HR Team	Hiring Manager	Applicant
Pre-employment checks (pre start date)	Schedule 1 authorisation (if appropriate)	Hiring Manager	Hiring Manager	Corporate Governance	HR Team
	OH clearance	HR Team	HR Team	Applicant	Hiring Manager

	HAVS clearance (if appropriate)	HR Team	HR Team	Applicant	Hiring Manager
	DBS check or risk assessment (if appropriate)	HR Team	Hiring Manager	Applicant	HR Team
Pre - employment Checks (on or by start date)	Audio surveillance (if appropriate)	HR Team	HR Team	Applicant	Hiring Manager
	Right to Work documentation check (First day)	HR Team	HR Team	Applicant	Hiring Manager
	References	HR Team	HR Team	Applicant	Hiring Manager

RECRUITMENT PLANNING MEETING WITH MANAGER

Role title:	
Manager name:	
HR Representative:	
<u>QUESTION</u>	<u>ANSWER</u>
Why has this vacancy become available? If replacement, who for?	
Is the job title appropriate for external candidates (i.e. will external candidates know what the job is)?	
Is this role permanent, fixed term* (if so, how long) or temp (temp is less than six weeks)?	
If the role is fixed term, advise Manager that the following will be included in the advert: <i>*Please note that should the post be made permanent in the future, any existing post holder who has passed their Action Plan for Success will be offered the permanent role. No selection process will take place.</i>	
Is the role part time, job share or full time? If part time or job share, how many hours/days worked per week?	
Location/Base – where will the majority of time be spent working? <i>Please note that we can add both Ty Gwyn and homeworking to the advert as location should this be required</i>	
What cost centre should the role go against?	
Does this role manage people? If so, which roles?	
Does this role have budget on P2P?	
Who will be the Hiring Manager? Who will be the Line Manager? <i>(should be one and the same as Hiring Manager)?</i> Who will involved in shortlisting? *Check if they have access right to the ATS or not. Who will be involved in first interviews? Who will be involved in Assessment/second interview?	
Has the relevant Director given their approval to recruit? Is approval on email or business case? <i>(need a copy)</i> : New hires only. (For backfills, ensure Deputy Director or HOS is cc'd in on initial emails).	
Is there an up to date role profile? <i>(cant proceed without one)</i>	
What is the grade of the position? Has the role been through an IPE process? <i>The starting salary for the role should always be the 2nd scp point from the bottom of the relevant grade, ensure the Manager is aware of this.</i>	

Following successful completion of an Action Plan for Success, the salary for the role will increase to the penultimate scp in the relevant grade, ensure the Manager is aware of this.	
Is a DBS check required for this role (seek guidance from HR if unsure, IHM, UC and FIT currently DBS'd)?	
Is Health Surveillance required for this role? (i.e. HAVS, Audio, Skin and lung)	
Is this role a White Fleet driver* (see guidance below)? This needs to be added to the role profile, advert and a pre employment driving assessment must be undertaken.	
Is this role a Grey Fleet driver? This needs to be added to the role profile, advert and business use insurance will be required before the person is allowed to drive.	
What are the start and finish times for this role (this should be reflected in the role profile and should be consistent with other position across the organisation?)	
Does the role fall under the flexi scheme?	
Method of application will be CV and possibly covering letter.	
Closing date :	
Should be advertised externally as well as internally?	
Where should this role be advertised externally (i.e. websites, publications, notice boards etc.)? AND/OR Where would candidates from this industry, profession or with these types of skills/background look for this type of role?	
Discuss potential involvement of recruitment agencies (justification is required, this will be subject to HR approval and only for Senior or "hard to fill" roles)	
What date will shortlisting take place? (see timeline)	
List 4-5 key shortlisting criteria for shortlisting stage	
What dates can be agreed for first interview? (see timeline)	
List 4-5 key competencies for first interview stage	
What date can be agreed for second interview (Assessment Centre)? (see timeline)	
List 4-5 key competencies for second interview (Assessment Centre) stage	
What initial ideas for the second stage Assessment Centre of the recruitment process does the Manager have (<i>link back to role profile</i>)? i.e. Competency based interview (mandatory) Group event Psychometric assessment?	

* Drivers Guidance:

“Is it permissible for an employer to state in a job advert that applicants must hold a full driving licence?”

Provided that driving is an essential part of the job being advertised, there should be no problem for an employer in stating in a job advert that applicants must hold a full driving licence. However, such a provision will discriminate against people with certain disabilities, for example epilepsy, that mean that they cannot hold a driving licence. Section 20 of the Equality Act 2010 imposes a duty on all employers to make "reasonable adjustments" to any provision, criterion or practice that places a disabled person at a substantial disadvantage in comparison with people who are not disabled.

An employer that is considering imposing a requirement that job applicants must hold a driving licence should, therefore, consider first whether or not it is necessary for the job-holder to drive. If it is not necessary, for example if the job-holder could adequately perform the key duties of the job without driving, then the provision should not be included in the job advert. Even if driving is considered necessary for the job, if a disabled person who does not hold a driving licence, but who is otherwise suitable for the job, applies for it, the employer should at that point consider whether or not it would be reasonable for it to waive the requirement for a driving licence. It might be possible, for example, to arrange for the employee to travel on business by some other means or to transfer the driving duties to another employee. If an otherwise suitable job applicant is rejected for the job because he or she cannot drive, and if such alternative arrangements would have been reasonably practicable, then the rejected applicant would be able to succeed in a claim of disability discrimination.”

Source: <https://www.xperthr.co.uk/faq/is-it-permissible-for-an-employer-to-state-in-a-job-advert-that-applicants-must-hold-a-full-driving-licence/61457/>

REMINDERS:

- Ensure Manager is made aware that without appropriate information being input into the ATA at relevant stages of the recruitment process (see below), HR will be unable to progress vacancy any further.

Job design stage: Up to date role profile with confirmation of IPE approval must be returned to recruitment@taiarian.co.uk. Without this the vacancy will not be advertised.

Job design stage: Manager must make time to meet with HR to complete Recruitment Planning form recruitment@taiarian.co.uk. Without this this vacancy will not be advertised.

Shortlisting stage: Manager must shortlist with consistent criteria for each candidate and input the criteria in the notes section for each applicant on the ATS. HR will sense check and contact Manager for clarification if not appropriately filled in. Without the shortlisting criteria being appropriately completed and returned, interviews will not be organised.

1st Interview stage: First Interviews notes (See First Interview Document) must be completed for all candidates and candidate and input the criteria in the notes section for each applicant on the ATS. HR will sense check and contact Manager for clarification if not appropriately filled in. Without these interview assessment notes being appropriately completed and uploaded onto the ATS, 2nd interviews/Assessment Centres cannot be organised.

2nd interview/Assessment Centre stage: Second Interview notes (See Second Interview Document) must be completed for all candidates and returned along with completed Assessment Outcome sheet to recruitment@taiarian.co.uk. HR will sense check and email back to Manager for clarification if not appropriately filled in. Without these documents being appropriately completed and returned, an offer of employment will not be made and no paperwork will be issued to the successful candidate.

- Remind Manager of schedule 1 requirements (i.e. may delay offer if schedule 1 clearance is required)
- New starters only to start work on Mon or Tues (if bank holiday), no other day
- Remind Manager of HAVS surveillance if their role requires it (will need to have HAVS clearance in order to start)
- Remind Manager of Audio surveillance if their role requires it (will have Audio surveillance shortly after they start)
- Ask Manager to begin developing First Interview Questions (to add to first interview template)
- Develop Recruitment Timeline as per dates recorded above and book rooms with Manager invited

EV27

From: Sarah Cosker <Sarah.Cosker@taitarian.co.uk>
Sent: 01 April 2021 14:42
To: [REDACTED]
Subject: Recruitment system information
Importance: High

Hi [REDACTED]

lovely to catch up with you early this morning, please see attached information as promised which includes:

- a copy of the recruitment planning meeting document
- the recruitment process guide
- the interview notes template

To confirm you advert is now live, please keep an eye on your applications and shortlist as you go along , we will close as soon as you confirm you have enough suitable candidates to take through to interview.

If you have any questions please do not hesitate to get in touch,

Have a lovely bank holiday weekend,

Many thanks,
Sarah

Sarah Cosker
HR Advisor
Tai Tarian Ltd.
Tŷ Gwyn,
Brunel Way,
Neath,
Neath Port Talbot,
SA11 2FP
Tel: 01639 506650
General Enquiries: 0300 777 0000
Website - www.taitarian.co.uk



First Interview Assessment Form



Candidate Name:	Position interviewed for:
Interviewer/s:	Date of interview:

Interview Format

- 1) Introductions (make candidate feel at ease)
- 2) Explanation of role (Manager)
- 3) Ask candidate to go through the relevant aspects of their application/experience to date (make notes on CV)
- 4) Questions – See below
- 5) Give candidate opportunity to ask questions
- 6) Close and explain next steps/time scales and that you will provide feedback if unsuccessful.

Suggested General Questions (please amend if necessary)

What do you know about Tai Tarian?
Why are you interested in this role and working in Tai Tarian? – Current circumstances/why you are looking for a change?
Why do you think people choose to live in social housing?
What are your career aspirations:
What is your current motivation in life/what drives you or gets you of bed in the morning?

Role specific questions - based on Experience, Knowledge, Qualifications, Behaviours, Competencies

Criteria - eg customer service
Question

Answer
Question
Answer

Criteria -
Question
Answer
Question
Answer

Criteria -
Question
Answer

Question
Answer
Criteria - Qualifications/Equivalent relevant experience – Yes/No /N.A.
Please provide details

Mandatory questions:

Does the candidate have the right to work in the UK? – Yes /No
Where did the candidate hear about this job?
Current Salary/Salary expectations:
If applicable, do they have the ability to travel to undertake the role?
What is their notice period?
Do they have any long holidays booked over the next 6 months?
Schedule 1 – is this candidate related to or in a relationship with any current or former member of staff, Board member or contractor/consultant of Tai Tarian?
Yes / No
If Yes, record who and nature of relationship:
Give candidate chance to ask questions (record questions candidate asked):

Summary for decision making

Criteria for the role	Evidence	Score

Scoring Criteria			
0	No evidence, doesn't meet requirement for the role	2	Good evidence, meets requirement for the role
1	Minor evidence, nearly meets the requirement for the role	3	Strong evidence. Exceeds requirement for the role

Overall Suitability for the role

Please confirm decision

Take forward to 2nd Stage	
Reject	

Please upload this document to the Applicant Tracking System against the candidate and change them to the relevant status]

EV29

From: [REDACTED] <Ross.Jenkins@taltarian.co.uk>
Date: 29 April 2021 at 16:58:57 BST
To: Sarah Cosker <Sarah.Cosker@taltarian.co.uk>
Subject: RE: Recruitment system information

Hi Sarah,

I have had a look through the guide and a look at the system and everything is easy to follow and straight forward.

Thank for all your help throughout this process – much appreciated !

[REDACTED]
Facilities Officer

Tal Tarian
Ty Gwyn,
Brunel Way,
~~Neath~~ Energy Park,
Neath
SA11 2FP
TEL: 0300 777 0000

From: Sarah Cosker <Sarah.Cosker@taltarian.co.uk>
Sent: 29 April 2021 14:42
To: [REDACTED]
Subject: Recruitment system information
Importance: High

Hi [REDACTED]

Please see link below to access the recruitment system, along with username and temporary password.

<https://postingpanda.com/Vacancies>

Username/email: [REDACTED]

Password [REDACTED]

I have also attached the recruitment process guide for you which will show you how to use the system , along with the interview questions template.

Many thanks,
Sarah

Sarah Cosker

HR Advisor

Tal Tarian Ltd.
Ty Gwyn,
Brunel Way,
Neath,
Neath Port Talbot, SA11 2FP
General Enquiries: 0300 777 0000 |

EV30

From: [REDACTED]
Date: 09 Feb 2021 at 14:58:57 BST
To: Sarah Cosker <Sarah.Cosker@taitarian.co.uk>
Subject: Recruitment

Hi Sarah,

following on from our recruitment meeting catch up, I just wanted to thank you for all your help, some of the things raised within the meeting really made me think about the future of my team and the planning I need to make.

You mentioned that the HR team were looking at developing some advanced recruitment training for managers, please can you let me know as soon as this is available as I am keen to develop my skills and to make sure I hire the right candidate in the future (as you aware there have been some poor choices made previously).

Once again thank you for all your help !

Enjoy your time off,

Kind Regards

[REDACTED]
Operations Manager

*Tai Tarian
Ty Gwyn,
Brunel Way,
Baglan Energy Park,
Neath
SA11 2FP
TEL: 0300 777 0000*