

Client Charter

What to Expect from Heyman Woodworth

Recruitment can be a complex process that requires a substantial investment of your time and resources. The more you know about working with us, the better your chances of achieving a successful outcome - all recruitment firms are different, even if they appear to be offering approximately the same levels of expertise and service. Our approach is to work with our clients as involved business partners. In the interests of developing better and closer relationships with our clients we have developed our Client Charter, described in the following paragraphs.

Heyman Woodworth (HW) will provide you with an assessment of its ability and suitability to carry out the assignments and projects you are considering.

Before agreeing to undertake any project, we will ensure that we have the resources, knowledge and expertise to handle your assignments successfully. We only undertake assignments where we consider we are competent to deliver an excellent service and a successful outcome. In situations where this is not the case, we will seek to suggest an appropriate alternative course of action. We ask that you provide a full description of your organisation, placed in the context of business needs and objectives, as well as a description of the position(s) to be filled and the characteristics of the ideal candidate.

We will disclose relationships or circumstances that might create actual or potential conflicts of interest. We will also disclose limitations arising through our obligations to other clients that may have a bearing on our ability to perform the assignment. This will include discussion and confirmation of our joint understanding of the duration and scope of an 'off limits' agreement, including particular definitions and limitations that may only apply to certain assignments.

We will also define the scope and character of the services to be provided, together with the fees and expenses to be charged for the services rendered.

HW will establish with you the most appropriate team to advise you and work on your requirements.

We operate as an integrated team. In addition to the consultant who is your main point of contact in the firm, you will almost certainly have some contact with other members of the team. We will always aim to make full use of specialist capability on appropriate and relevant assignments, co-ordinating contribution and resources to deliver the most effective service to our clients.

We encourage you to explore the breadth and depth of expertise and knowledge available to you from various members of the HW team, as we are confident that this will enhance our ability to add value to your business on a range of recruitment and resourcing-related issues.

We provide a specialised form of management consulting, so as well as providing you with high quality candidates we also provide additional information that can be of value to you in running your business. This can include research projects, benchmarking against the market and against specific competitors, as well as advice on emerging trends in particular areas of the employment market.

HW will regard the commercial and personal information you provide as confidential.

By its nature, our work requires you to provide us with highly sensitive information about your organisation. We must treat any and all information you give us as confidential. At the same time, we cannot work effectively without making some information available to potential candidates. Naturally, we are used to working on projects requiring us and all candidates to sign non-disclosure agreements. As a general rule, we confirm:

- That we will use confidential client information only for the purposes of conducting the assignment.
- That we will disclose client information only to others within the firm or potential candidates who have a need to know the information.
- That we will never use confidential information for personal gain or provide that information to third parties for their personal gain.

Similarly, we will require you not to divulge any personal information on candidates to any third party without the express agreement of the candidate concerned and ourselves.

HW will demonstrate, for each assignment that is carried out for you, a clear understanding of the objectives of the assignment and the context in which it is being conducted.

Our purpose is to assist you in defining specific leadership and managerial roles, identifying well-qualified and motivated candidates, and selecting those best suited to the roles. In order to conduct a successful assignment, we must have a well-developed understanding of the position to be filled, the requirements of the role and the overall context surrounding the appointment.

We will expect to work with you to develop, modify and refine our joint understanding of the requirement. This may well require access to colleagues who will also participate in the selection process, encouraging them to provide added perspective on the position to be filled. Because the agreed role description represents the bedrock of a successful assignment, you **MUST** inform us of changes in situation or circumstance that result in a change to the requirement. Situations evolve as an assignment progresses and change can be incorporated, but if we are not kept abreast of developments then we are likely to find ourselves working to an out-of-date script.

HW will provide you with regular status and update reports throughout an assignment.

A successful assignment can take anywhere between a few days and several months to complete, depending on numerous different factors and considerations. Throughout the duration of a project, we will expect to provide you with regular, timely progress reports. We usually expect to agree with clients, at the outset of an assignment, the nature and frequency of reports and how they are to be communicated.

HW will present qualified candidates who fit the position and the culture of your organisation.

We will present you with qualified potential candidates, each of whom has been assessed and interviewed by us. We will expect to discuss with you each candidate's career to date as well as their suitability for the role and your organisation. We appreciate that our candidates will often have spent some of their previous career in environments and organisations that are not immediately comparable to a range of commercial businesses. We will highlight relevant similarities and differences, particularly in terms of transferable skills and generic capabilities as well as gaps in experience, to enable you to reach informed decisions.

We will arrange interviews with shortlisted candidates and will solicit feedback from all parties after each interview has taken place. We will help you conduct comparative candidate assessment and analysis. We will also agree with you the process for the verification of credentials and how reference checks are to be conducted.

HW will assist you in your negotiations with the preferred candidate, acting as 'honest broker' between both parties with integrity and professionalism.

Once you have selected a preferred candidate, our role changes to that of negotiator and communicator. Our primary function is to help you bring the candidate into your organisation in a manner that facilitates a sustained, successful and mutually rewarding contribution. If we are to achieve this, we must remain sensitive to the needs and concerns of the candidate. To do otherwise significantly reduces the chances of a successful hire.

By representing both parties with integrity and professionalism we help to ensure that the candidate joins you feeling that he or she has been treated fairly and that any concerns have been properly considered and addressed.

HW will continue to be involved after the successful candidate has been appointed.

Our responsibility does not end when the candidate accepts the offer. We will expect to monitor progress of recently appointed candidates during their initial year in their new organisation. We recognise that despite the best intentions of all parties, the transition into a different business and a new role can sometimes run into difficulty. We will stay

in contact with the new hire as long as necessary to ensure a successful transition into the new role and organisation. We will also make sure that you are fully satisfied with the progress being made by the appointee.

We will also encourage you to stay in regular contact with us once an assignment has been completed to everyone's satisfaction.

HW will agree with you, at the outset, its replacement and cancellation policies.

We will agree with you policies to be implemented in the unlikely event of an unsuccessful appointment or another unusual situation that may arise during and after an assignment.

We cannot guarantee to fill any and every vacancy, nor can we guarantee that, once placed, an individual introduced by us will stay with your firm for an indefinite period of time, whatever happens. However, we strongly believe in what we do and how we do it, so we are happy to provide reasonable reassurances relating to the outcomes of our assignments.

In Conclusion

Our approach is to work with our clients as involved business partners. Effective recruitment is done *with* you, not *to* you, and one cannot overstate the value of regular open dialogue during the course of an assignment. We are always happy to discuss means of improving our services and we welcome all such suggestions from clients. If there are any aspects that you wish to explore, please get in touch without delay.

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