



Partnering to Advance Human Health

# ALMAC GROUP

## Guidance Notes for Applicants



- Exceptional Vision
- Exceptional Thinking
- Exceptional Solutions
- Exceptional Partnerships
- Exceptional People

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**THE INFORMATION CONTAINED IN THIS PACK DOES NOT FORM PART OF ANY TERMS AND CONDITIONS OF EMPLOYMENT**

## FOREWARD

Thank you for your interest in career opportunities within our organisation.

The Almac Group offers a wide range of interesting and challenging positions, offering exceptional opportunity for career progression during a period of continued and rapid growth.

We hope that the detail outlined within these guidance notes meets your information needs and encourages you to apply for one of our exciting opportunities.

Should you require any additional information please contact:

[recruit@almacgroup.com](mailto:recruit@almacgroup.com)

## SECTION 1

### ALMAC GROUP

Almac is an exceptional, award winning drug development solutions provider at the forefront of the pharmaceutical industry. We are a global, privately owned organisation that has organically grown over almost 50 years and now employs 5,600 highly skilled personnel. Our Global headquarters is located in Craigavon, Northern Ireland with additional operations in England, Ireland, across the US (Pennsylvania, North Carolina and California) and in Asia (Singapore and Tokyo).

We place special emphasis on recruiting the best people from the UK, Ireland, Europe, US and beyond into the Almac family. Through continual training and development, we ensure all members of our family deliver a service that is unsurpassed in the pharmaceutical industry.

Our history dates back to 1968 when our original company, Galen Ltd, was founded with a significant proportion of our current staff, including the majority of our present senior management team, who have been with the organisation for many years prior to the formation of Almac.

Our drive and passion for the values championed by our Founder, and enshrined in the ethos of Almac, ensures that *'Partnering to Advance Human Health'* is more than just a strapline – It is our way of life.

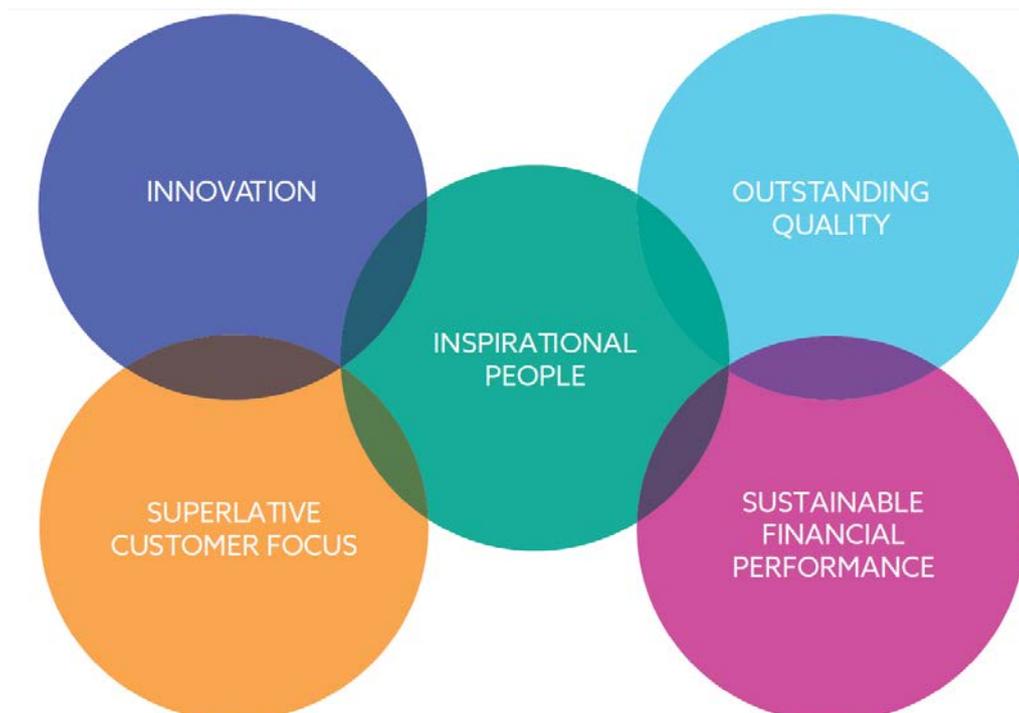
## ALMAC CORE VISION & VALUES

OUR ULTIMATE GOAL IS TO HELP ADVANCE HUMAN HEALTH GLOBALLY. WE ARE AT THE FOREFRONT OF IMPROVING EFFICIENCY IN THE DEVELOPMENT OF NEW MEDICINES.

VISION STATEMENT:

*“Almac will be the leader  
in the generation of  
superior solutions for the  
advancement of human  
health”*

Our core values define Almac’s fundamental set of principles and beliefs.



### INNOVATION:

We are dedicated to solving important and challenging problems. We do this by promoting an environment where extending the boundaries of knowledge, technology, and creativity is encouraged.

### INSPIRATIONAL PEOPLE:

People are Almac's core asset. Individually and collectively people are critical to the success of our vision. We recognise excellence and acknowledge that to empower our employees, we will continue to invest in their development.

### SUPERLATIVE CUSTOMER FOCUS:

We are committed to understanding and fulfilling our customers' needs and expectations. We build relationships based on integrity, responsiveness and excellent communication.

As a client-focused, customer-service leader, we become a seamless extension of our industry partners.

### OUTSTANDING QUALITY:

We ensure exceptional and reliable quality in all aspects of our work. We recognise that quality determines the extent of our success.

Almac's commitment to quality is guaranteed through a comprehensive range of standard operating procedures and fully documented quality systems developed in accordance with global pharmaceutical guidelines.

Health, safety and environmental issues are of paramount importance and significant emphasis is placed on recycling and waste management throughout the Group.

### SUSTAINABLE FINANCIAL PERFORMANCE:

We are committed to growing our EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) and cash generation within the Group. By focusing on our Strategic Goals, Almac Group aim to achieve 1\$ billion annual revenue by 2020.

## ALMAC BUSINESS UNITS

### ALMAC DISCOVERY:



Almac Discovery is focused exclusively on the discovery and development of novel and innovative approaches to the treatment of cancer and associated conditions. Our primary objective is to establish a high value portfolio of drug discovery programmes in oncology, with the goal of developing a biomarker or diagnostic in parallel with each potential new therapeutic. Projects will generally be taken to clinical proof of concept (or earlier) before out-licensing or partnering for further development.

### ALMAC DIAGNOSTICS:



Almac Diagnostics is a personalised medicine company whose core expertise is in the provision of genomic-based solutions from our laboratories in Europe and the USA. We utilise our experience, expertise and our unique Cancer DSA™ technology to partner with customers to enable translational genomic solutions for personalised medicine.

### ALMAC SCIENCES:



Almac Sciences provides a wide range of custom synthesis services, technology and products to the pharmaceutical industry, supporting our clients from drug discovery to commercialisation of new chemical entities. We can offer a complete set of solutions aimed at accelerating entry into early stage clinical development.

### ALMAC CLINICAL SERVICES:



Almac Clinical Services is the most trusted and stable name in the clinical supply marketplace. Established since 1988, we have partnered with hundreds of pharmaceutical and biotech companies to successfully deliver their clinical supplies. We are differentiated by our exceptional client service powered by experienced and knowledge based project management.

### CLINICAL TECHNOLOGIES:



Almac Clinical Technologies believes that technology is only part of the solution to our clients' needs, and that excellent project management and customer service enables our technology to achieve the best results. We use interactive voice and web response systems for patient tracking, randomisation and clinical supplies and drug inventory management to support our customers' clinical trial needs.

**ALMAC PHARMA SERVICES:**

Almac Pharma Services is an FDA-approved and MHRA-licensed outsourcing partner to the global pharmaceutical and biotechnology industries tailoring its services to provide solutions to outsourcing needs. We have over 30 years expertise in the development and manufacture of solid, oral dose products and can support all outsourcing needs at every stage of the drug product life cycle, from product development, clinical batch production, commercial-scale manufacturing, through to packaging.

**GALEN:**

Galen promotes branded and generic prescription medicines in the United Kingdom, Ireland and the Netherlands with major brands in key therapeutic areas, particularly COPD, women's health, urology and pain management. By combining innovation in product development with competitive pricing, Galen aims to work in partnership with healthcare professionals and patients, a major factor in the company's success to date.

## INFORMATION FOR INTERNAL CANDIDATES

Almac supports and encourages staff to develop and reach their full potential. Vacancies across the group are usually open to our current employees and all those who are on a contract of service with the company through a recruitment agency, with the exception of certain restrictions.

Applications will only be accepted from internal candidates who meet the following criteria:

- Successful completion of probationary period
- Minimum of 6 months\* service within current role if applying for a vacancy within the same Business Unit
- Minimum of 12 months\* service within current role if applying for a vacancy within a different Business Unit
- If employed on a fixed term contract individuals must be within two months of completion of said contract
- No 'live' disciplinary warnings on record
- No Performance Improvement Plan in place or any PMP rating of 'Does Not Meet Expectations' within most recent review (if applying for a position of equal or higher level to current position)

**\*The company reserves the right to reduce or extend the time periods outlined on an individual basis where business need dictates.**

As participation in a recruitment and selection exercise forms part of the professional development of employees, internal applicants will be provided with feedback following interview. If the employee has applied for a position within the same departmental team as the current position held, verbal feedback will be provided by the relevant manager immediately following conclusion of the recruitment and selection process. If the employee has applied for a position outside the departmental team of the current position held, verbal feedback will be provided by the relevant Recruiting Manager upon request provided that the request is received no later than one month following candidate notification.

***PLEASE NOTE: All internal applicants must inform their current line manager of their intention to apply for alternative positions within the Almac Group prior to submitting an application.***

## SECTION 3

### SELECTION CRITERIA

#### ESSENTIAL CRITERIA:

Candidates possessing all of the essential criteria as outlined in the relevant job description/person specification will be deemed eligible to apply for the position. It is therefore essential that applicants provide sufficient details, clearly demonstrating by way of example, how and to what extent they meet these requirements.

Applications will also be considered from applicants with relevant formal qualifications considered by the selection panel to be of an equivalent or higher standard to those required for the relevant role. If putting forward an equivalent qualification, please clearly detail the type of qualification and how an equivalency has been justified.

If a candidate believes a qualification to be equivalent to the one required, the onus is on the candidate to provide the panel with the details of modules studied etc, so that a well-informed decision can be made. All claimed equivalencies will, where possible, be verified in conjunction with the appropriate framework.

#### DESIRABLE CRITERIA:

In addition applicants should be aware that following the essential criteria based eligibility sift, should it be necessary to further shortlist candidates to progress to the next stage of the selection process, desirable shortlisting criteria will be used as defined within the person specification.

It is therefore essential that applicants provide sufficient details, clearly demonstrating by way of example, how and to what extent they meet these requirements.

**IMPORTANT INFORMATION:**

All applicants must ensure that all relevant qualifications, experience and key skills, both essential and desirable, are clearly detailed by way of example within the application submitted. The selection panel will not make assumptions from the title of the applicants post or the nature of the organisation as to the skills and experience gained. Consequently it is not sufficient to simply list your duties and responsibilities.

If sufficient detail regarding how both the essential and desirable criteria is met is not provided within the submitted application, the application may be rejected by the selection panel.

Please note that the details provided in a submitted application form (qualifications, experience, key skills) are the only basis from which the selection panel will determine eligibility for the post.

Only those applicants who appear from the information available at the closing date, to have met the essential and, if appropriate, desirable criteria will be progressed to the next stage of the selection process.

## SECTION 4

### SALARY AND BENEFITS

#### SALARY:

##### *Role Dependent*

Almac offers generous and flexible industry competitive salaries and benefits packages. We regularly benchmark such packages against those of other relevant companies in order to ensure that they remain competitive.

#### RELOCATION ASSISTANCE:

##### *Where Applicable*

Attracting talented appointees to Almac enables us to meet our continuously evolving global business needs. Where applicable, relocations are seen as a business necessity vital to the achievement of business aims, whilst providing valuable career enhancement opportunities for high calibre appointees.

#### ANNUAL LEAVE ENTITLEMENT:

The holiday year runs from 01 January to 31 December each year. All employees, unless otherwise advised, are entitled to receive a total of 6.8 weeks paid leave per annum.

#### PENSION SCHEME:

Almac believes in assisting employees in making adequate financial preparation for their future. Consequently we offer all employees the opportunity to plan for their retirement through flexible pension plan options.

#### WORK/LIFE BALANCE:

Almac have a number of policies in place to assist employees in maintaining and improving their work life balance and general wellbeing:

- Westfield Healthcare
- Cycle to Work Scheme
- Time to Read
- Occupational Sick Pay

- Flexible Working Policy
- Maternity/Paternity Leave
- Parental Leave
- Emergency Leave
- Adoptive Leave
- Childcare Vouchers
- Charity Policy
- Employee Discount Scheme

#### LEARNING AND DEVELOPMENT OPPORTUNITIES:

At Almac there is a culture of development. Almac views people development as a partnership that ensures employees contribute to their learning and career management, while Almac helps to identify and support development activities. Annual performance reviews link people development to the growth of our people and their effectiveness in achieving the needs of the business.

#### TALENT MANAGEMENT PROGRAMME:

Almac provides a culture and work environment that is committed to nurturing and developing its talent pool, to support business objectives alongside the career and development aspirations of individual employees. We actively recognise employee contribution, expertise, and excellence through continuous development, career planning, performance management, and appropriate reward and recognition programmes.

## SECTION 5

### RECRUITMENT AND SELECTION PROCESS

#### APPLICATION:

To apply, please complete an online application form at [www.almacgroup.com/careers](http://www.almacgroup.com/careers)

All applications must be received via successful online submission by 5.00pm on the relevant closing date. Please note that the onus is placed upon the applicant to ensure that the completed application is submitted successfully on or before the closing date. Almac will not take into consideration the failure of external IT/IS services to deliver completed application forms by the closing date.

Applicants with a disability who require assistance will be facilitated upon request. Applicants who wish to receive an information pack in accessible formats are requested to advise Human Resources of their requirements as promptly as possible allowing for the fact that the closing date for receipt remains the same for all applicants as noted above.

#### APPLICATION FORM:

The application form is designed to ensure that applicants provide the necessary information to determine how they meet the eligibility requirements as defined by the relevant essential and desirable criteria.

Applicants must clearly and fully demonstrate, by way of example, on the application form how they meet the required criteria. For example, if GCSE English Language Grade A to C or equivalent is required and only English is recorded or the grade of the qualification is not recorded, the application may not be progressed. The selection panel will not assume that English means English Language or that a GCSE Grade C pass has been attained if this is not clearly recorded within the application form.

We will shortlist solely on the information provided by the applicant on the application form. Members of the selection panel will not make assumptions or, in the case of internal applicants, take into consideration information known to them personally about any applicant.

### CHANGES IN PERSONAL CIRCUMSTANCES:

Please ensure that Almac Human Resources are informed immediately of any changes in personal circumstances (i.e. amendments to contact details).

### SHORTLISTING:

After the closing date, the first stage in the selection process will be to conduct a shortlist of completed application forms against the essential and, where applicable, desirable criteria. Applicants who have not fully demonstrated on their application form how they meet each of the criteria will not be progressed to the next stage of the process.

### INTERVIEW:

Following the shortlisting exercise, it is intended that the selection process will involve a competency based interview in accordance with the Almac core competencies and job specific criteria for the role.

At Almac all our staff are required to demonstrate certain core skills, which we refer to as our 'core competencies'. These are assessed throughout the selection process. Candidates should make themselves aware of these, and how their own experiences may demonstrate each competency.

Each of the topics discussed at your interview/s will relate to one of the Almac Core Competencies (ACCs). These competencies reflect our priorities in terms of how we work to meet the needs of our customers and ensure success. Our selection assessments are designed to establish candidates' suitability for not only the role for which they have applied but also the company as a whole. This enables us to offer candidates not simply jobs but satisfying careers.

When reading through the ACCs consider your personal experience in each of the areas. In your interview you should provide recent and relevant examples, which will give the interview panel an insight into your experience, skills and abilities in each competency area.

Where possible, interviews will be rescheduled to accommodate applicants who are unable to attend on the scheduled date and time. If you are unable to attend and wish to request an alternative appointment, please advise the Almac recruitment team as soon as possible.

If an applicant fails to present him or herself for interview, it will be deemed that they have withdrawn from the selection process.

(NB - Please also refer to Competency Based Interview Guidance Notes in Section 6 of this guide)

#### PSYCHOMETRIC ASSESSMENT:

Our assessment tools vary widely and the nature of assessments used will be defined by the specific role to which the recruitment and selection process relates. Candidates may be required to sit one or more of the following:

- Ability/aptitude tests
- Management scenario exercises
- Personality profile questionnaires

Assessment tools used by Almac provide additional information regarding particular areas of ability which cannot be assessed objectively from other parts of the selection procedure, such as numerical reasoning ability or the quality of report writing skills.

All candidates within each specific recruitment exercise will be required to complete the same assessment exercises, affording all candidates the opportunity to be assessed on a fair and objective basis.

Test results will have an impact upon the recruitment decision but they are not used in isolation. Instead they are considered along with the other information gathered during the selection process so that an overall view of role suitability can be formed.

*(NB - Please also refer to Assessment Guidance Notes in Section 6 of this guide)*

### ORDER OF MERIT:

All applications for employment are considered strictly on the basis of merit. The selection panel will assess candidates against the relevant criteria. Those candidates who meet the required standards will be deemed suitable for appointment in order of merit with the highest scoring applicant ranked first. Almac will allocate a candidate (or candidates) to a vacancy (or vacancies) in the order listed. Any order of merit based reserve register will be valid for 6 months.

### FEEDBACK:

Due to the volume of applications continuously received, we are unable to provide external candidates with individual feedback following interview. Each candidate will however be advised of the overall outcome of each stage of the selection process.

### NOTIFICATION OF SUCCESSFUL APPLICANTS:

It should be noted that selection panels, recommend applicants for appointment. Applicants are advised that a recommendation for appointment is not an offer of employment and it must not be treated as such. An applicant is deemed to have been offered a post only upon receipt of a formal written offer of employment from the Human Resources Department, Almac Group.

### APPOINTMENT VERIFICATION:

A formal written offer of employment from Almac Group is conditional upon the following:

- A satisfactory outcome to all elements of Almac Group's reference verifying process (including necessary debarment checks)
- Validation of qualifications where required (original certificates)
- Validation of eligibility to work in the UK
- Pre-employment medical

Failure to satisfy any of the above may result in an offer of employment being withdrawn.

### KEEPING OF RECORDS:

All applicant records are kept in accordance with the Data Protection Act. Applicant records are kept for a period of 12 months to carry out statutory review of applicants as required on an annual basis by the Fair Employment and

Treatment Order (NI) 1998. Once applicant records have been used for the relevant review they are destroyed.

### DISABILITY REQUIREMENTS:

Once an application is progressed, applicants will be asked if any reasonable adjustments, due to disability, are required to enable attendance of any part of the selection process. Details of any disability are only used for this purpose and do not form any part of the selection process. If you have indicated that you have a disability, are successful in the selection process and are being considered for appointment, you may be required to outline any adjustments you consider necessary in order for you to take up an appointment. If you wish to discuss your disability requirements further, please contact Almac Human Resources.

### EQUALITY AND DIVERSITY:

Almac Group is committed to the promotion and principle of equality of opportunity and as such it is Company policy to provide employment equality to all irrespective of:

- Gender, including gender reassignment
- Marital or civil partnership status
- Having or not having dependants
- Religious belief or political opinion
- Race, including colour, nationality, ethnic or national origins, being an Irish Traveller
- Disability
- Sexual orientation
- Age

We are opposed to all forms of unlawful and unfair discrimination. All job applicants, employees and others who work for us will be treated fairly and will not be discriminated against on any of the above grounds. Any decisions regarding recruitment and selection, promotion, the provision of training or any other benefit will be based on merit and without discrimination.

Almac Group monitors applications for employment in terms of community background, sex, marital status, racial group, disability, sexual orientation and dependent/caring responsibilities. Monitoring such information demonstrates our commitment to promoting equality of opportunity in employment and enables us to measure the effectiveness of our equal opportunity policies. You are not

obliged to answer all of the questions on this form and you will not suffer any penalty if you choose not to answer these questions.

Any answers provided will however be treated in the strictest confidence, will not be provided to the shortlisting/interview panels and will not be used to make any unlawful decisions affecting this recruitment exercise or during the course of any employment with us. The use and confidentiality of community background information is protected by the Fair Employment and Treatment (Northern Ireland) Order 1998. It will be used only for monitoring, investigations or proceedings under the requirements of the above legislation.

### INTERVIEW EXPENSES:

Certain roles may be eligible for reimbursement of interview expenses. If invited to interview, candidates are required to check with the recruitment team to confirm eligibility for the specific role that they have applied for.

If a role is eligible for reimbursement, certain restrictions and thresholds apply. A candidate is resident within the same country as the site to which they are travelling for interview, no expenses will be reimbursed i.e. travel to the Craigavon or Belfast sites by candidates resident in Northern Ireland, or travel to the Edinburgh Technopole site by candidates living within Scotland.

Should a candidate travel to interview from a different country to that in which they are attending interview but within the UK and Republic of Ireland, expenses will be reimbursed to a maximum of £150.00. This includes, for example, travel to the Craigavon site from the Republic of Ireland or England, or travel to the Edinburgh Technopole site from England.

Interview expenses for candidates travelling from outside the UK and Republic of Ireland to any of the Almac UK sites will be reimbursed to a maximum of £250.00.

The following expenses will normally be reimbursed within the figures detailed above:

- Public transport and taxi fares
- Private car travel at 45p per mile, plus parking costs
- Car hire
- Standard fare flights
- Accommodation in cases where an overnight stay is necessary

The figures stated above may only be exceeded in exceptional circumstances and with prior authorisation from the relevant Business Unit Head.

We can assist with the booking of flights and accommodation and can arrange for travel to and from Belfast and Dublin airports to our Craigavon headquarters. If the role for which you have applied is eligible for interview expenses reimbursement and you wish to avail of this service, please contact a member of the recruitment team for further information.

### OUR COMMITMENT TO CONTINUOUS IMPROVEMENT:

An exceptional vision requires exceptional people, which is why we continuously strive to attract and secure the best talent.

We are committed to ensuring that all applicants enjoy an exceptional candidate experience and regular monitoring and review of our processes and the overall candidate journey is vital to enable continuous improvement in this regard.

As a valued candidate, we rely upon your feedback which is both critical and invaluable to informing the candidate experience that we provide. As a result, our internal market insights team may make contact with you following the conclusion of the selection process to garner feedback on your individual experience. This feedback may be sought irrespective of whether you accept or decline an offer of employment with us.

The information you provide will be treated in the strictest confidence and will be used solely for the purpose of improving the Almac candidate experience. We encourage you to be open and honest with your comments and suggestions and thank you in advance for your cooperation.

*Let's be exceptional together™*

## SECTION 6

### GUIDANCE NOTES FOR SELECTION PROCESS

#### APPLICATION FORM COMPLETION AND SUBMISSION:

- The space and limitations on the application form are the same for all applicants and cannot be altered.
- We will not accept CVs, letters, additional pages or any other supplementary material in place of fully completed application forms.
- Applicants must submit their application online, in full, at [www.almacgroup.com/careers](http://www.almacgroup.com/careers). We will not accept application forms submitted by any means other than online submission.
- Applicants must not attempt to reformat application forms.
- Applications submitted after 1700 hours on the date of closing will not be accepted.
- Almac will not examine submitted application forms until after 1700 hours on the date of closing.
- Avoid the use of acronyms, complex technical detail etc. Write for the reader who may not know your employer, your industry or your role.
- Details of how candidates meet all of the relevant criteria, both essential and desirable, should be detailed clearly by way of example within the application form.
- Clearly demonstrate your personal involvement in any experience you quote, i.e. write 'I' rather than 'we' statements, e.g. 'I organised training', 'I managed a budget' etc. It is how you actually carried out a piece of work that the panel will be interested in.
- Examples provided should be concise and relevant to the criteria. This is very important as the examples which you provide may be verified at interview and you may need to be prepared to talk about these in detail if you are invited to interview. It is your unique role the panel are interested in, not that of your team or department.

## COMPETENCY BASED INTERVIEW

### PREPARATION:

- Know who to ask for on arrival
- Know the exact location of the Almac site you are visiting
- Allow plenty of time to get to the interview location
- Dress in appropriate attire
- Familiarise yourself with the content of your application
- Consider the criteria that will be used to assess you, detailed below within the Almac Core Competencies

Each of the topics discussed at interview will relate to one of our core competencies, which reflect our priorities in terms of how we work in order to meet the needs of customers and ensure success.

In order to prepare for your interview, read through the Almac core competencies below and consider your personal experience in each of the competency areas. At interview you will be required to provide recent and relevant examples which will give the interview panel an insight into your particular abilities and/or achievements in each of these areas:

|                        |                  |                     |
|------------------------|------------------|---------------------|
| JOB SPECIFIC KNOWLEDGE | COMMUNICATION    | LEADS BY EXAMPLE    |
| CUSTOMER FOCUS         | RESULTS DELIVERY | PROACTIVE SOLUTIONS |

### RESULTS DELIVERY:

Delivers results on time, within constraints and in line with company policy and procedure and organisational strategy. Demonstrates a continuous drive for quality and a commitment to excellence.

- Plans and organises work to achieve results that are aligned with business objectives and meet key performance indicators
- Prioritises own workload to deliver results that are of a high standard and meet quality specifications
- Anticipates problems and plans how to deal with them
- Monitors the progress of work against deadlines to ensure they are met
- Manages resources efficiently
- Delivers results on time and within constraints
- Continuously strives to add value and identifies where they can improve the results delivered
- Works with others across teams, departments and business units to deliver results
- Takes responsibility for commitments and performance

### PROACTIVE SOLUTIONS:

Analyses and uses experience and logical methods to make sound decisions which solve difficult problems. Seeks practical/workable and innovative methods to deliver solutions.

- Uses their knowledge and experience to proactively review and analyse current working practices to identify areas for improvement
- Continually evaluates and seeks feedback on work to identify areas for improvement
- Constructively challenges existing systems and processes
- Encourages others to make improvements
- Gathers all appropriate information about a problem or area for improvement to build up a clear picture of the issue or problem
- Seeks advice where appropriate
- Involves appropriate people across departments and business units and works with them to solve problems
- Is willing to take ownership and accountability for problems and the generation of solutions

- Suggests and implements workable and practical solutions
- Proposed improvements and changes have a clear link to improving the business results delivered and meet quality standards
- Follows up and ensures new ideas and processes are implemented and applied

#### JOB SPECIFIC KNOWLEDGE:

Demonstrates required job knowledge and understanding to successfully and completely fulfil or exceed the requirements of the post. Follows correct procedures and guidelines (SOPs). Proactively demonstrates a desire to enhance and develop job knowledge.

- Has the necessary functional and technical knowledge and skills to do the job to a good standard
- Does not overly depend on their technical and functional knowledge to the detriment of their interpersonal and communication skills
- Follows and adheres to the relevant policies and procedures in completing their work as laid out by department, organisation and legislation/regulation (SOPs)
- Proactively shares their job knowledge with others to promote learning
- Understands and uses appropriate computer systems and programmes
- Demonstrates a willingness to learn and implement new skills and knowledge
- Takes personal responsibility for identifying areas of skill and knowledge development
- Continues to develop functional and technical skills and knowledge through active involvement in training and development activities

#### LEADS BY EXAMPLE:

Promotes a clear vision and mission. Acts as a positive role model for the organisation, fostering a climate of teamwork and development.

- Leads by example and is a positive role model to others demonstrating commitment and dedication
- Is decisive in making critical decisions and recognises when it is important to do so rather than escalating a problem

- Has a clear sense of vision and direction and provides this for others where applicable
- Shares knowledge and understanding with others to foster a climate of learning and development
- Coaches and mentors others to help them realise their potential
- Takes clear responsibility and ownership for a task remaining accountable even when delegating
- Is open and approachable involving others in decision making
- Recognises the contribution of others and celebrates achievements
- Works effectively with others, recognises their contributions
- Is aware of others needs within a team and is prepared to support and share resources to achieve business objectives

### COMMUNICATION:

- Communicates clearly and effectively. Promotes the exchange of ideas and information across the organisation. Fosters dialogue to ensure everyone understands what is going on.
- Communicates regularly and consistently to keep everyone informed of what is going on
- Communicates in a timely manner
- Has appropriate level of knowledge and understanding of issues to communicate information correctly and confidently
- Recognises communication is a two way process and demonstrates effective questioning and active listening skills to achieve this
- Communication style is open and approachable
- Tailors the message to the audiences needs to ensure information is clear and understood
- Chooses the most appropriate method/technique to communicate message, bears in mind purpose and audience
- Is open to giving and receiving feedback in order to highlight areas of improvement and lessons learnt
- Cascades information and decisions to all appropriate people across business units and departments
- Written communication is clear and easy to understand, keeps jargon to a minimum and is structured to aid understanding
- Manages or contributes to meetings appropriately in order to achieve meeting objectives in a timely manner

### CUSTOMER FOCUS:

Strives to exceed the expectations and requirements of internal and external customers; acts with customers in mind and values the importance of providing high-quality customer service.

- Builds a positive working relationship with both the internal and external customer that fosters open and honest communication and feedback
- Understands and manages the customer expectations and different individual needs
- Identifies problems and issues and works with the customer to provide the most appropriate solutions
- Handles difficult and challenging customers – delivers the difficult message whilst maintaining relationships
- Strives to add value and continuously identifies ways to improve the service offered
- Acts with the customer in mind and is flexible to their needs
- Delivers a high quality product and service at all times
- Offers same level of respect and consideration of both external and internal customers
- Networks and develops relationships internally across departments and business units to deliver the best service to external customers

## INTERVIEW:

If this is your first experience of a competence-based interview, bear in mind that it does not require you to:

- Talk through previous jobs or appointment from start to finish
- Provide generalised information as to your background and experience; or
- Provide information that is not specifically relevant to the competence the question is designed to test

A competence-based interview does however require you to:

- Focus exclusively, in your responses, on your ability to fulfil the competences required for effective performance in the role; and
- Provide specific examples of your experience in relation to the required competence areas.

In preparation for the interview you may wish to think about having a clear structure for each of your examples, such as:

- Situation – briefly outline the situation
- Task – what was your objective, what were you trying to achieve
- Action – what did you actually do, what was your unique contribution
- Result – what happened, what was the outcome, what did you learn

The panel will ask you to provide specific examples from your past experience in relation to each of the competences. You should therefore come to the interview prepared to discuss in detail a range of examples which best illustrate your skills and abilities in each competence area. You may draw examples from any area of your work/life experiences.

### PSYCHOMETRIC ASSESSMENT:

Our assessment tools vary widely and the nature of assessments used will be defined by the specific role to which the recruitment and selection process relates. Candidates may be required to sit one or more of the following:

- Ability/aptitude tests
- Management scenario exercises
- Personality profile questionnaires

Psychometrics tests assist with the measurement of aspects of behaviour that are deemed important for strong performance in the role and are considered a good practice aspect of a robust selection process. The results of the test session are held in confidence and are only viewed by the relevant personnel such as appropriate HR staff and the recruiting managers, for the purposes of this specific role.

If invited to attend an assessment session, the location, duration, date and time of assessment will be communicated to you. Dependent upon the assessment tool applied, you may be assessed on your own or with a group of candidates.

#### Ability/Aptitude Tests:

Ability tests are usually presented in a multiple-choice question and answer format with all questions having a correct answer and various incorrect alternatives. Performance is measured upon the number of correct answers provided within the time allocated.

Candidates applying for roles that require numerical reasoning skills (i.e. the ability to extract and understand numerical information provided in a range of formats, such as graphs and tables) may be required to undertake a numerical reasoning exercise.

Candidates applying for roles that require an ability to understand written information in reports or briefs may be required to undertake a verbal reasoning exercise. Such exercises typically consider a candidate's ability to extract relevant information from written text.

#### Management Scenario Exercises:

Management scenario exercises are a test of managerial judgement, measuring an individual's ability to weigh up real life managerial situations and decide on

appropriate and effective ways of handling them. The test places candidates in a number of situations where a range of responses are possible and assesses an overall level of managerial judgement, which is broken down into the key components of, managing objectives, people management and reputation management.

#### Personality Profile Questionnaires:

Personality profile questionnaires measure a candidate's preferences for certain types of behaviour. Candidates are required to describe themselves, their preferences in communicating and interacting with others and their typical working style, by rating the extent to which a number of statements apply to themselves.

The output is a report which describes the candidate's likely working style, interpersonal approach and preferences overall. Personality profile questionnaires are not used to shortlist or sift candidates out of a selection process but are instead used to add richness to the information gathered in other parts of the assessment process. There are no correct or incorrect responses in a personality profile questionnaire; the right answer is to provide an honest response.

Practice tests are available to complete online at [http://www.shldirect.com/practice\\_tests.html](http://www.shldirect.com/practice_tests.html)