

Statom Group Recruitment Process & Interview SOP

1. Purpose

This SOP sets a consistent, fair, and legally compliant recruitment process for Statom Group. It supports good hiring decisions, reduces discrimination risk, and ensures complete records for audit, payroll, and UK GDPR.

2. Scope

This SOP applies to all vacancies across all Statom Group businesses and associated companies, including replacements and new headcount. It covers requisition to onboarding handover for PAYE, CIS and LTD engagements. Agency and direct hires follow the same controls.

3. Principles and minimum controls

- Use objective criteria linked to the Role Profile (JD/R&R) and Person Specification.
- Run structured interviews with consistent core questions per vacancy.
- Score evidence, not confidence, presentation style, or personal preference.
- Offer reasonable adjustments for candidates who request them.
- Keep complete recruitment records in Workable and handle candidate data lawfully (UK GDPR).
- Do not confirm any start date until right to work is completed and evidenced.

4. Roles and responsibilities

Role	Key responsibilities
Hiring Manager (HM)	Defines need, completes Vacancy Request Form, supports job requirements with HR, participates in shortlisting, leads interviews, selects candidate, and owns onboarding plan.
HR / People Team	Controls process and Workable audit trail, supports adverts/agency brief, screening support, interview packs, legal compliance, offer/engagement documentation, right-to-work process, record keeping and retention.
Interview panel	Uses structured questions, takes factual notes, scores against criteria, and supports consistent decision-making.
Authorising Director / Finance	Approves headcount, budget, salary band, and any exception to policy.

5. End-to-end process

5.1 Requisition and approval

- HM completes the Vacancy Request Form (business case, route, costs).
- HR/Finance confirm salary band, contract/engagement route and any role risks (site requirements, H&S tickets, regulated work).
- Authorising Director approves budget/headcount before advertising.

5.2 Role definition and advert

- Create or update the Role Profile (JD/R&R) and Person Specification. Separate essential and desirable criteria.
- Agree how each essential criterion will be assessed (interview question, test, qualification check, evidence).
- Publish advert in Workable using Group wording (location, travel, site attendance, working pattern).

5.3 Shortlisting

Shortlist using a scoring matrix and evidence from the application. Record reasons for progress/decline in Workable.

Minimum approach:

- Score essentials first. If essentials are not met, do not progress.
- Apply the same threshold to all candidates for the vacancy.
- Keep notes factual and role-related.

5.4 Pre-screen call (recommended)

- Confirm availability/notice period and potential start date window.
- Confirm salary expectations are within approved range/band.
- Confirm right to work in the UK (do not ask nationality).
- Confirm travel/site expectations and working pattern.
- Ask one high-level experience question linked to a key essential criterion.
- Record outcome in Workable: progress / decline with objective reason.

5.5 Interview stages

- Stage 1: Structured interview (45–60 minutes). Panel: HM + second interviewer (HR for senior roles where appropriate).
- Stage 2: Task-based or technical assessment (30–90 minutes) where capability must be demonstrated.
- Stage 3: Final interview (where applicable) for senior roles, focusing on values, judgement, leadership and commercial awareness.

5.6 Practical interview rules

Before

- Agree who asks what and what 'good' evidence looks like for each question.

- Use the same core question set for all candidates for the vacancy.
- Confirm scoring definitions and apply them consistently.

During

- Probe consistently for evidence using STAR (Situation, Task, Action, Result).
- Take factual notes. Do not note appearance or protected characteristics.
- Avoid prohibited topics (health, pregnancy/family plans, age, religion, etc.).

After

- Score independently first, then discuss as a panel.
- Record decision rationale against criteria and evidence.
- HR issues outcomes consistently and promptly via Workable.

5.7 Selection decision

- Make decisions using evidence and scores. Do not rely on 'gut feel'.
- Confirm the candidate meets all essential criteria. If not, do not appoint.
- Record objective reasons for non-selection for each interviewed candidate.
- Where two candidates are appointable, record a reserve candidate (and obtain consent where needed).

5.8 Offer / engagement and pre-start checks

- All offers/engagements are conditional until checks are complete.
- Right to work must be completed before start (PAYE/CIS/LTD).
- References (where used), qualification/ticket checks, and any proportionate role-specific screening must be documented.
- Issue the correct contract/engagement pack based on confirmed route (PAYE/CIS/LTD).

5.9 Onboarding handover

- HM provides a first-week plan, objectives/deliverables, and key contacts.
- HR schedules induction, payroll/supplier setup, policy signposts, and mandatory training.
- IT/equipment, site access and PPE are arranged before Day 1.
- Use the Step-by-Step Onboarding Checklist and file evidence appropriately.

6. Record keeping and UK GDPR

- HR keeps a recruitment file for each vacancy in Workable (applications, scoring sheets, interview notes, assessment results, offer documentation).
- Restrict access to those involved in the hiring decision.
- Retain data only as long as necessary and in line with the Group retention schedule and privacy notice.

Appendix A: Interview scorecard (template)

Criterion (from Person Spec)	Question asked	Candidate evidence (notes)	Score (1–5)	Interviewer comments / risks
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Scoring guide: 1 = no evidence; 3 = meets requirement with clear example; 5 = exceeds requirement with measurable impact.

Appendix B: Core question bank (adapt per role)

- Project delivery: Describe a project with tight deadlines and changing priorities. What did you do and what was the result?
- Stakeholders: Tell us about a time you handled a difficult client or stakeholder. What did you do and what changed?
- Safety and risk: Give an example where you identified a risk and acted on it. How did you decide and what happened next?
- Quality: Describe a time you improved a process or prevented rework. What was the impact?
- Problem solving: Walk us through a complex problem you solved. How did you structure your approach?
- Teamwork: Tell us about a time you had to influence without authority. How did you do it?
- Resilience: Describe a setback at work. What did you learn and what did you change?
- Values/judgement: When have you had to choose between speed and doing the right thing? What did you do and why?

Appendix C: Assessment menu (choose what fits the role)

- Site/engineering roles: review a method statement and identify missing hazards and controls.
- Planning roles: produce a two-week lookahead plan from a scenario brief.
- Commercial/admin roles: prioritisation exercise using emails/tasks, then explain reasoning.
- Leadership roles: case study on a performance issue, including a compliant approach and documentation plan.