



QUALITY MANAGEMENT PLAN

Prepared by: Altitude Recruitment

Last edited: July 2020

Version: 2.3



Contents

Quality Management Statement.....	3
Who are we?.....	3
Quality Management Proposition	3
Our Methodology	4
Policies & Processes	5
Candidate Acquisition Process.....	5
Candidate Assessment Process.....	5
Equal Employment Opportunity (EEO) & Anti Bullying Policy	5
Operational Standards.....	6
Client and Candidate Experience.....	7
Client Experience	7
Candidate Experience	7

Quality Management Statement

Who are we?

Altitude Recruitment was established in 2016 by two distinguished leaders in the Melbourne recruitment sphere, as a way to perform IT recruitment in a very different manner to the rest of the market by being a truly customer centred, professional recruitment and advisory consultancy. We are a team of specialist consultants pursuing a central focus of promoting both the clients' and candidates' success.

What do we do?

Our expertise is in sourcing candidates and contractors with skills in Software Development and Testing, DevOps, Project Services, Architecture, UI/UX, Data Science, IT Operations, Systems and Network Engineering.

At Altitude, we pride ourselves on and are committed to working with integrity, authenticity, honesty and respect, which extends to both our clients and candidates. Our employees continuously uphold these values and act in a way which positively represents our brand.

Why focus on Quality?

Altitude's approach to Quality Management is led by the Director and practiced by our employees. Its importance is acknowledged for **improving our ways of working**, managing risk and viewed as both essential, and **complementary to our values** and success.

Altitude's commitment to Quality Management is through:

- developing best practice policies and processes which are compliant to statutory requirements and in line with our values
- a continuous improvement mindset; seeking feedback from employees, clients and candidates to understand, measure and continuously improve policies and processes &
- exceeding client and candidate experience.

Quality Management Proposition

Our Quality Management focus is based on the use of an effective Quality Management System, one which upholds our values and meets and/or exceeds relevant statutory requirements whilst also encompassing industry best practice.

Altitude's Quality Management Systems consists of multiple policies, processes and systems with its success being measured by the compliance to documented company policies and plans. Some of these include:

- Business Continuity Plan
- Candidate Acquisition Process
- Candidate Assessment Process
- Candidate Placement Process
- Employee and Contractor Induction Process
- Equal Employment Opportunity & Anti-bullying Policy
- Candidate Management Process
- Client Reviews and Feedback Plan
- Complaints & Escalation Process
- Notifiable Data Breach Legislation.
- Risk Management Plan

Our Methodology

Altitude's robust methodology results in higher performance outcomes and assists in developing sustainable competitive advantage for our clients whilst supporting candidates in realising their personal objectives.

We engage with clients and candidates who value and utilise our insight and expertise to help them achieve better recruitment outcomes.

Being open, honest and focused on developing genuine relationships, Altitude's approach to Quality Management fundamentally precedes the following methodology:

1. making it a priority to understand in detail our clients' industries, their strategies and long-term objectives then the successful identification and alignment of job opportunities within the client, completing detailed role briefings with respective line managers or recruitment teams
2. engaging the candidate market through individually tailored and appropriate sourcing techniques, targeting fair representation and diversity within candidate markets
3. identifying suitable candidates through a rigorous screening and assessment process whilst actively working to protect and promote our clients' brand
4. managing the submission of candidate profiles through respective internal or a client requested submission process
5. arranging of interviews either onsite, via phone or cloud-based video platforms
6. completion of respective background checks as required, at all times underpinned by a *rigorous risk mitigation methodology*
7. managing opening lines of communication and transparency with clients and candidates through the offer of employment, acceptance of contract and until candidate commencement, at all times underpinned by a *rigorous risk mitigation methodology*
8. ensuring candidate commencement and relevant assistance for onboarding
9. where the candidate is a contractor, in the first week:
 - a. completion relevant onsite OH&S checks (or as provided by client)
 - b. ensure the completion by candidate of respective HR policy and procedure training (or as provided by client)
 - c. correct set up for timesheets, timesheet approval and payroll processes.
10. maintaining regular contact and obtaining feedback from the candidate and Hiring Manager to ensure the opportunity was as presented, effectively documenting all conversations to improve services and processes.

We strive to be objective and consultative in everything we do. Best practice people management requires internal and external resources to work strategically and collaboratively to optimise the most valuable resource of a business. Altitude Recruitment only acts for clients who are philosophically aligned with this thinking.

Continuous improvement

In every interaction, we strive to learn and educate. We use results and feedback from our clients and candidates to continuously review and improve our service and Quality Management Plan.

Policies & Processes

Candidate Acquisition Process

Altitude spends time understanding and defining the proposed role(s) e.g. what will success look like in 3 months, 12 months and beyond, what are the opportunities for growth and career progression, what core skills are required, what is the team structure, culture and ways of working etc.

Our experience as a specialist recruitment and search firm has shown the benefits of a thorough approach to finding great people.

We utilise specialised search techniques, latest social media, networking platforms and more to thoroughly acquire every prospective candidate for the proposed role(s). We tailor a robust research-based search process to map and locate the right people and have developed and maintained long term relationships with a large network of candidates for referrals.

At all times we are fair and honest in presentation of the job opportunity (salary, role location, opportunities for growth), the client, skills required and recruitment process.

Candidate Assessment Process

Altitude employs advanced techniques to obtain deeper understanding of the core drivers, alignment of candidates' skills and to understand whether their goals, aspirations, values and culture will match the prospective employer.

Our employees engage in multiple rounds of screening to ensure a candidate's suitability against the recruitment criteria and our specialist industry knowledge enables us to provide deeper insight, intelligence, strategic and competitive advice.

The option for Psychometric and Behavioural Assessments also forms a key part of our risk mitigation methodology.

Candidate Placement Process

Altitude completes comprehensive Reference Checking for the preferred candidate(s) using either a phone based, online or a face-to-face format (for senior engagements); as requested by the client. Our Quality Management extends to validating references as required to ensure accurate representation of candidates.

Additionally, we may complete additional background checks as required e.g. Work Rights, Verification of qualifications, Police Checks, Behavioural and Psychometric Assessments etc.

Altitude will endeavour to complete these checks in a timely manner in order to present an offer of employment, or within required client specified service levels.

Equal Employment Opportunity (EEO) & Anti Bullying Policy

This policy applies to all staff including contractors and covers all work-related functions and activities including external training courses sponsored by the Altitude. It also applies for all recruitment, selection and promotion decisions.

The objective of Altitude's Equal Employment Opportunity Policy is to improve business success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way.

Discrimination, Sexual Harassment and Bullying

Altitude is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

Altitude provides equal opportunity in employment to people without discrimination based on a personal characteristic protected under state and federal equal opportunity legislation.

Under State legislation they include:

- age
- Breastfeeding
- Carer status
- disability
- employment activity
- Gender identity
- Industrial activity
- lawful sexual activity
- marital status
- parental status
- sex
- religious activity/belief
- pregnancy
- race
- political activity/belief
- physical features
- sexual orientation
- personal association with someone having any of these characteristics.

Any employee or Contractor found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the respective Complaints & Escalation Process.

Employees and Contractors must report any behaviour that constitutes sexual harassment, bullying or discrimination to their Manager/Supervisor. They will not be victimised or treated unfairly for raising an issue or making a complaint.

Operational Standards

Altitude's Quality Management Systems offer strict operating standards for the benefit of our employees, candidate and clients. As a minimum requirement, Altitude will operate to the following principles and standards:

- All employees will be duly trained on systems, internal processes and policies
- Role briefs will be completed by a trained Recruitment Consultant
- Our Terms of Business will be provided (if not using Client Terms) with fees being agreed prior to commencing on any engagement
- Roles will be fairly represented and advertised
- All roles advertised are active roles (unless stated as an Expression of Interest)
- Candidates submitted will be accurately and fairly represented for skills, level of experience and salary expectations
- Candidates submitted will have provided consent with authority to be represented

- Reference checking will be completed for the preferred candidates with a minimum of two (02) reference checks completed
- Candidates submitted will be at agreed rates/fees
- Employment contracts will be processed in an urgent timeframe
- New Contractors will complete HR and OH&S (WHS) Induction within 5 business days of commencing (unless specified otherwise by client)
- Contractors will be paid in line with Altitude's Terms of Business and relevant legislation
- Regular contact will be maintained with Candidates and Contractors
- All data will be securely stored in line with Notifiable Data Breach Legislation
- Service levels will be regularly monitored
- Any complaints from clients or contractors will be duly handled with responses in a timely manner
- Regular contact will be maintained with clients for service improvement.

Client and Candidate Experience

Client Experience

Client experience and satisfaction, and respective service levels provided are constantly reviewed and monitored by our employees and the Director.

We invest time understanding the client's business and their context, e.g. how will a particular role help them achieve their objectives? Is it the right type of candidate and level? Is this the way it has always been done in the past? Could another approach deliver a better outcome?

As advocates for our clients, we strive to convey their story: who they are, what they represent and what makes them unique. We need to know this not only to ensure the candidates are hired, but to ensure that their message is replicated throughout the relevant communities.

Our Quality Management plan extends to exhaust as many options to present clients with the right profile of candidates, being open and fair in our Terms of Business and transparency in our engagement and communication. Altitude are always open to feedback from clients with a view to improve our processes and ways of working.

Candidate Experience

Altitude has the utmost focus on candidate experience and the delivery of a high-quality Candidate Management process.

We have enabled systems that make the application process seamless, maintain regular and open communication with candidates and our Quality Management focus ensures candidates are presented with:

- a realistic understanding of the role including office hours, dress code, flexibility
- technical and interpersonal skills required to be succeed
- respective team structure and size
- opportunities for growth.

Our employees also ensure that unsuccessful candidates are treated fairly, compassionately and respectfully.