

## **Hiring Philosophy**

At Flavor we are committed to building a positive workplace for the modern day workforce. This is built into the culture of the agency, and is at the centre of how we approach all business decisions - including recruitment.

Summarised by the title 'Ambitious + Flexible', Flavor's culture is based around four key values.

### **TRUST**

### **FLEXIBILITY**

### **AMBITION**

### **SUPPORT**

To find out more about Flavor's culture, you can read our full 'Culture Manifesto' [here](#).

### **TRUST**

We believe that people inherently want to do great work, and that our job is to create the best environment for them to flourish.

With that in mind, our trust starts in our recruitment, and belief in ourselves that we are bringing the best people into the business.

For this to work, we look at each hire individually and ensure that the best people internally are involved in the recruitment process. For each hire there are at least two touch points with the business, one for culture + chemistry and then a more structured and challenging activity to ascertain suitability for a specific role.

Whilst relevant experience is bound to help in these tasks, and are a good thing to see on an initial application, we value who a person is rather than what they have done to date.

Characteristics that we look for include being **independent, responsible, proactive, self disciplined, strategic, ambitious + honest.**

### **FLEXIBILITY**

Flavor is 100% Remote Working - and has been since day one. Alongside our other flexible working policies, this means that any of our team can work from anywhere in the world.

We are very proud of this as it offers an array of opportunities - particularly around Travelling + Family - but understand that it means that our agency isn't for everyone. If a candidate feels they want/need a regular office space and everything that this brings, then Flavor probably isn't the right fit unfortunately.

We are very transparent about this fundamental element of how we work throughout the recruitment process (job posting, initial contact, chemistry interview, follow up tasks + interviews) and if this isn't the way a candidate would prefer to work, then the job role ultimately won't be a good fit either.

All interviews are held via video call to allow as much flexibility and inclusivity for candidates, and also to replicate the regular working environment. On occasion a face to face meeting may occur - but only if the geographical planets align... we don't insist on having to travel anywhere to meet us.

### **AMBITION**

We are an ambitious agency with clear objectives, and goals that we are determined to reach and exceed.

We encourage and expect our team to embody the same level of ambition - both for the company and for their own careers, and look for candidates that mirror these characteristics.

### **SUPPORT**

We believe in supporting our team, and helping them work through any mistakes just as much as celebrating the successes.

Everyone has bad days, and so we try to design our recruiting process to see the underlying characteristics, and potential of candidates, rather than judge them on a one off meeting.

### **Hiring Procedure**

- We aim for the total Hiring procedure to be **no more than 4 calendar weeks**, from writing a job description to confirming a new recruit.
- The first stage is to highlight the resource need (the aim is for this to be highlighted at least 2 months prior to needing the resource) - this is done during a weekly Directors' meeting.
- Once the need for resource has been identified, the job role, timeline, required skills, experience + salary range is agreed between the Directors.
- One person leads the recruitment process for each role. The Recruitment Lead (RL) would either be the direct line manager for the role in question, or one of the Senior Management team.
- A job description is drafted using Flavor's templates, updating any relevant information for the role, experience + skills.
- The job description is posted on the most suitable channels including LinkedIn, social media, forums + job boards (if required) selected on relevance and to promote diversity and inclusion
- The role is also sent onto contacts of existing Flavor employees that might be suitable for the role - we trust our team and recommendations go a long way!
- On occasion it will be required to involve third party recruiters (for specific roles, needs outside of our understanding, or because of failing to get a suitable candidate previously), however managing the entire recruitment process internally should always be the preferred option.

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- We aim for between 1-2 weeks as the set time to gather enough candidates to go through to interview stages, although this may differ depending on the competitiveness of the market.
- A table will be created on Google sheets (saved on Flavor's server) summarising top line details of each candidate (availability, salary expectations, experience).
- Once a suitable number of relevant candidates have been gathered (qualified by the person leading the RL) initial chemistry interviews will be scheduled. This will most likely be by the RL, however could be any member of the team qualified to judge suitability for the role.
- A standardised email to all unsuccessful candidates will be sent to let them know they have not been successful in their application this time.
- The initial chemistry interview will be semi-structured, with a set of predetermined questions available for the interviewer to use as a guide - but the interview should be held in a conversational tone.
- All notes and feedback on suitability will be made by the interviewer on the table to refer back to at a later stage.
- Once all first round interviews have taken place, the RL will discuss the candidates with another suitable member of the Senior Management Team.
- From this discussion a shortlist will be compiled for candidates for the second round interviews.
- RL will confirm with the shortlist if they wish to proceed with the process (usually by email) and book in a meeting time based on the candidates and the relevant Flavor team members' availability.
- At this stage we must double check that there is a suitable number of candidates still available - if the number is below the desired quota, the job ad may be reopened through existing or alternative channels whilst initial interviews continue.
- Once all shortlist candidates have confirmed, a personalised email will be sent to all unsuccessful candidates offering email feedback, and stating that we would like to keep their details on file for future opportunities. A disclaimer asking them to let us know if they would not like us to keep their details will also be included in the email.
- Second round interviews will be focussed around a set task that relates to the specific role and designed to illustrate the candidates understanding of the required responsibilities. As we are a fairly specific type of agency, it is likely that candidates won't have the knowledge to complete tasks thoroughly - the most important thing we are looking for is to understand their thought process for tackling the task and how they decide to present this.
- The task will be sent at least 2 days (48 hours) before the scheduled meeting.
- The second round meeting will be attended by at least two members of Flavor, and following the task each will ask questions designed to determine the candidate's

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The logo consists of the word "Flavor." in a white, sans-serif font, centered within a solid teal square.

character + competence.

- Both will complete feedback on the recruitment table, and it will be double checked that all required information (salary expectation, notice period etc.) is included in the table at this point.
- The RL will then report back to the MD and any other relevant team members to discuss all candidates, and put forward their preferred candidate/s.
- If it is too close to decide between multiple candidates, then a further round of interviews may take place to dive deeper into who would be most suitable.
- An offer will be designed by the RL, MD + Director of Operations and discussed with the candidate.
- If the candidate rejects the offer or no candidate is deemed suitable for the role at this stage, the process will start again - broadening the channels for job ads.
- All hires will be signed off by the MD before a contract is sent to the candidate, but the decision will be collaborative between the RL and relevant members of the team.
- Once the employment contract has been signed by the successful candidate, the RL will email any unsuccessful candidates with specific feedback. A disclaimer asking them to let us know if they would not like us to keep their details will also be included in the email.