HR DELIVERY
Making Sure HR Delivers

THE CLIENT BROCHURE SERIES

Recruitment

Recruitment that connects the role and the person

Define the appointment you need, attract relevant interest and build a considered selection process, with practical support from the first role brief through interviews, offers and the joining handover.

EXPLORE. PLAN. PUT IT TO WORK.

Website resources · specialist support · portal tools
Practical examples and client journeys

START WITH YOUR PRIORITY

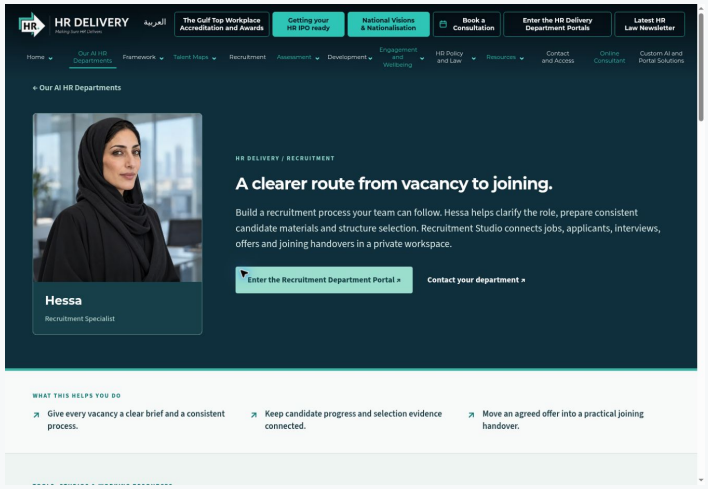
Make the next appointment a clearer decision

A recruitment requirement usually begins with an operational need: work is growing, a specialist capability is missing, or a critical position needs a successor. HR Delivery helps you turn that need into a usable brief and an organised hiring process. The starting point is the work the person must deliver, the evidence you need and the decisions your team must make.

This brochure brings the public recruitment routes and private Recruitment Studio into one service picture. Explore the resources, then discuss your mandate with Lama. Together, agree the appropriate search, interview, assessment and coordination support, the colleagues responsible, and the review points that will keep the assignment moving.

WHO THIS GUIDE IS FOR

- Hiring managers commissioning a critical appointment
- HR teams coordinating several vacancies or countries
- Recruitment partners delivering a defined client mandate



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

THE QUESTIONS TO BRING

- What must this appointment accomplish in the role?
- Which candidate evidence will help us make the decision?
- Who owns each step from vacancy approval to joining?

WHAT YOU CAN WORK TOWARDS

- An agreed hiring brief and selection approach
- A coherent candidate and interview evidence pack
- A practical offer and joining handover

A GUIDE TO YOUR GUIDE

Find the support you need

Explore the service, understand the tools and arrive at a focused conversation with HR Delivery.

01 / GET TO KNOW THE SERVICE

Introduction 002

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About HR Delivery and our five pledges 006

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The portal: tools, studios and workspaces 020

03 / BRING IT INTO YOUR ORGANISATION

Two practical client journeys 054

Service arrangements and useful links 057

Your next conversation with HR Delivery 058

USE THE PDF AS A WORKING GUIDE

The contents and page-foot links are clickable. PDF bookmarks give direct access to every tool, studio, resource and client example.

A PERSPECTIVE ON RECRUITMENT

Foreword from Dr Phillip Welsh

PROPOSED WORDING FOR DR PHILLIP'S REVIEW

> *"A strong recruitment brief explains the work, the evidence required and the decisions the hiring team needs to make."*

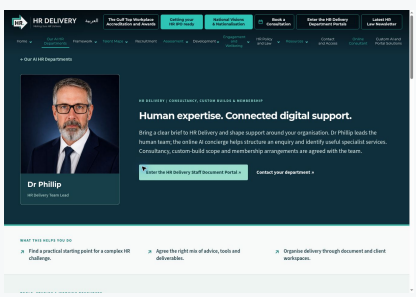
Recruitment decisions affect more than the person appointed. They influence the workload of colleagues, the confidence of customers and the organisation's ability to deliver its plans. A useful recruitment process therefore starts by understanding the contribution required. Job titles and familiar qualifications can help introduce a vacancy, but the discussion becomes more valuable when a hiring team can explain the work, its context and the evidence of effective performance.

HR Delivery's recruitment offer brings that discussion into a connected process. Role information informs candidate materials; interviews explore relevant examples; assessments add evidence where they answer a defined question. Offers and joining arrangements then carry the decision into practice. The purpose is to give clients a clearer basis for each stage, with enough structure to support consistency and enough professional judgement to recognise the circumstances of the appointment.

Use this brochure to identify the support your organisation needs and the information you already hold. You may need help with one interview, a specialist search or the coordination of a wider campaign. A focused conversation with Lama will help shape the assignment, clarify responsibilities and confirm the service arrangements before work begins.

DR PHILLIP WELSH

Human team lead, HR Delivery



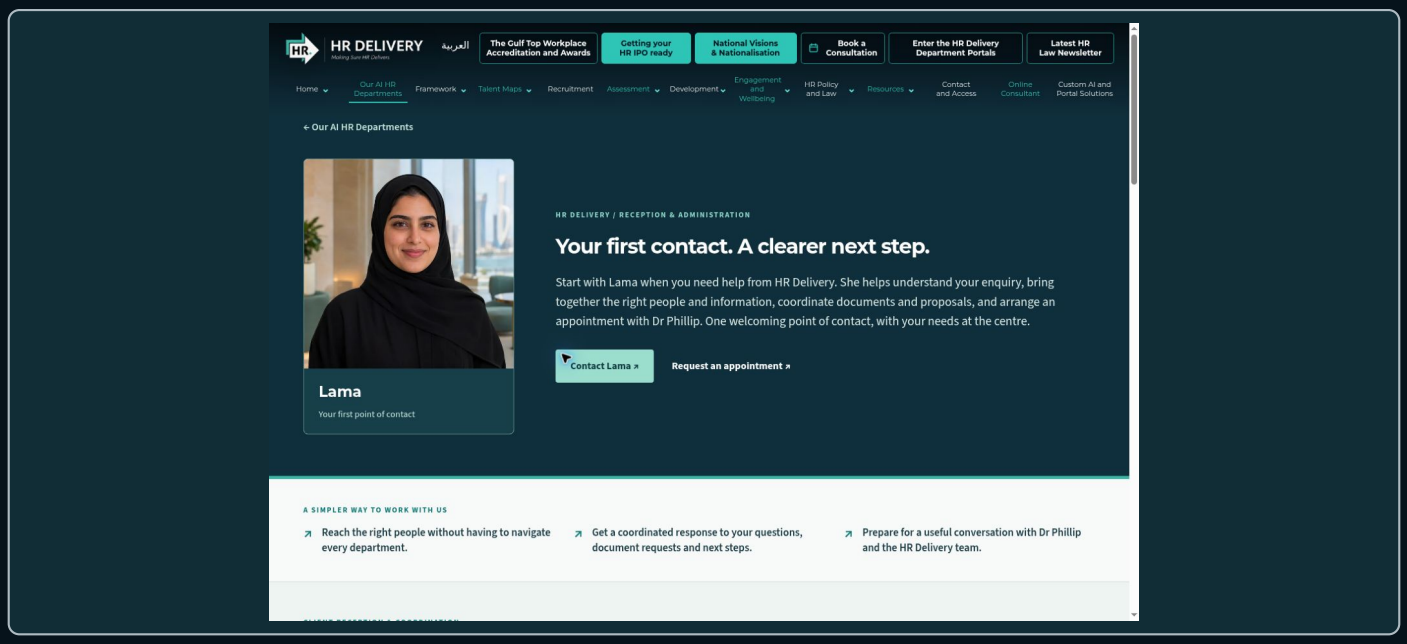
WEBSITE SCREEN / Dr Phillip Welsh: HR Delivery's human team lead.

YOUR FIRST POINT OF CONTACT

Meet Lama

Bring your business question. We will help you find the right next step.

Start with Lama when you want to discuss a vacancy, a recruitment campaign or help at a particular hiring stage. Explain the business need in everyday language; a finished specification is not essential. The reception route helps organise your enquiry, identify the relevant recruitment support and agree the next conversation with the HR Delivery team before the mandate is scoped.



WEBSITE SCREEN / Lama's public reception and administration service route.

A USEFUL FIRST BRIEF

- Role purpose, main responsibilities and reporting line
- Country, work location and proposed employment arrangement
- Expected hiring volume, target start date and budget context
- Existing job description, selection materials and unresolved hiring questions

HOW LAMA HELPS

- Identify the recruitment support relevant to your mandate
- Arrange the appropriate brief and service discussion
- Confirm access, responsibilities and enabled communication channels during setup

Bring the appointment challenge first. Lama can help organise the conversation so your team leaves with a clearer service brief and a practical next step.

ABOUT HR DELIVERY

Expertise that turns people priorities into useful work

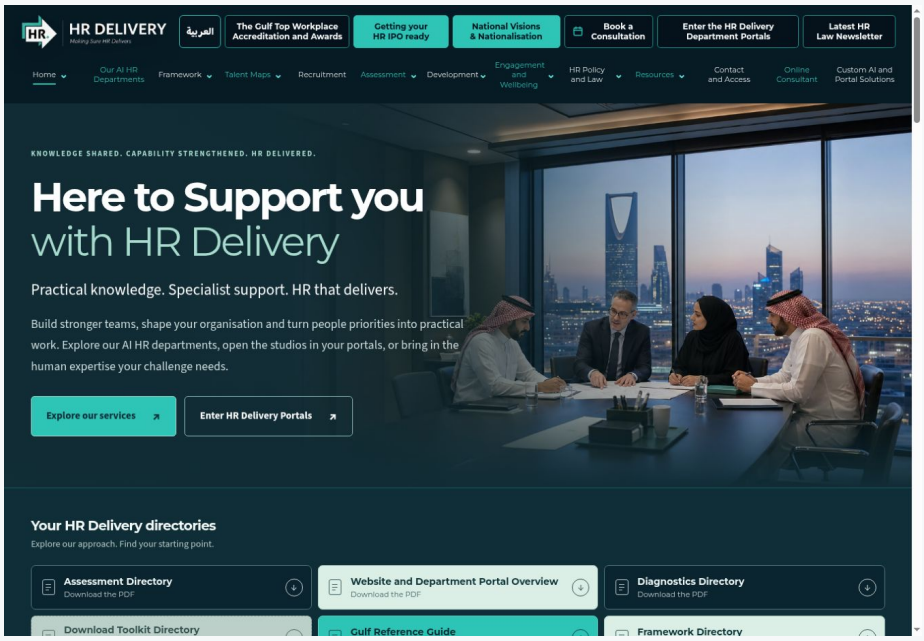
A multidisciplinary HR service led by Dr Phillip Welsh, connecting professional advice, practical resources and hands-on support.

OUR MISSION

Help organisations develop their people, strengthen HR capability and put plans into practice through expert advice, useful tools and direct delivery support.

OUR VISION

Organisations with the leadership, capability and culture to help people thrive and sustain their success.



WEBSITE SCREEN / HR Delivery: the public service directory and department routes.

THE WAY WE WORK

Your organisational context comes first. HR Delivery draws together psychometrics, organisation development, learning and development, project delivery and HR practice. Advice and resources are adapted to the assignment, its people and its operating environment.

OUR VALUES

Expertise · generosity · accountability · adaptability · respect for local context

OUR COMMITMENT TO YOU

Five pledges.
One working relationship.

What these commitments mean when you work with HR Delivery.

01 Deep expertise

Bring relevant professional knowledge to your question and combine evidence with considered judgement.

02 Always helping

Offer useful resources and a level of support that fits the challenge you are trying to resolve.

03 Delivery guaranteed

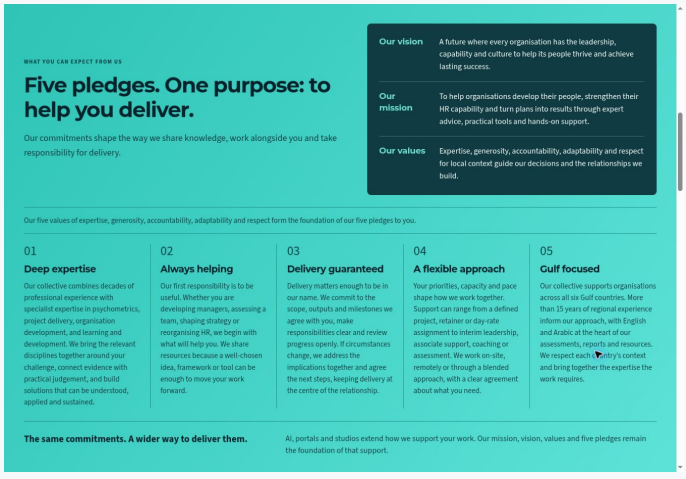
Agree the work, outputs, responsibilities and review points, with clear communication about progress.

04 A flexible approach

Shape the delivery arrangement around your requirements, whether advisory, project based, ongoing, remote or in person.

05 Gulf focused

Take account of the six Gulf countries, the local organisational context and the language needs of the assignment.



WHAT YOU CAN EXPECT FROM US

Five pledges. One purpose: to help you deliver.

Our commitments shape the way we share knowledge, work alongside you and take responsibility for delivery.

Our vision	A future where every organisation has the leadership, capability and culture to help its people thrive and achieve lasting success.
Our mission	To help organisations develop their people, strengthen their HR capability and turn plans into results through expert advice, practical tools and hands-on support.
Our values	Expertise, generosity, accountability, adaptability and respect for local context guide our decisions and the relationships we build.

Our five values of expertise, generosity, accountability, adaptability and respect form the foundation of our five pledges to you.

01	02	03	04	05
Deep expertise	**Always helping**	**Delivery guaranteed**	**A flexible approach**	**Gulf focused**
Our collective combines decades of professional experience with specialist expertise in psychometrics, project delivery, organisation development, and learning and development. We bring the relevant disciplines together around your challenge, connect evidence with practical judgement, and build solutions that can be understood, applied and sustained.	Our first responsibility is to be useful. Whether you are developing managers, assessing a team, shaping strategy or reorganising HR, we begin with what will help you. We share resources because a well-chosen idea, framework or tool can be enough to move your work forward.	Delivery matters enough to be in our name. We commit to the scope, outputs and milestones we agree with you, make responsibilities clear and review progress openly. If circumstances change, we address the implications together and agree the next steps, keeping delivery at the centre of the relationship.	Your priorities, capacity and pace shape how we work together. Support can range from a defined project, retainer or day-rate assignment to interim leadership, associate support, coaching or assessment. We work on-site, remotely or through a blended approach, with a clear agreement about what you need.	Our collective supports organisations across all six Gulf countries. More than 15 years of regional experience inform our approach, with English and Arabic at the heart of our assessments, reports and resources. We respect each country's context and bring together the expertise the work requires.

The same commitments. A wider way to deliver them. AI, portals and studios extend how we support your work. Our mission, vision, values and five pledges remain the foundation of that support.

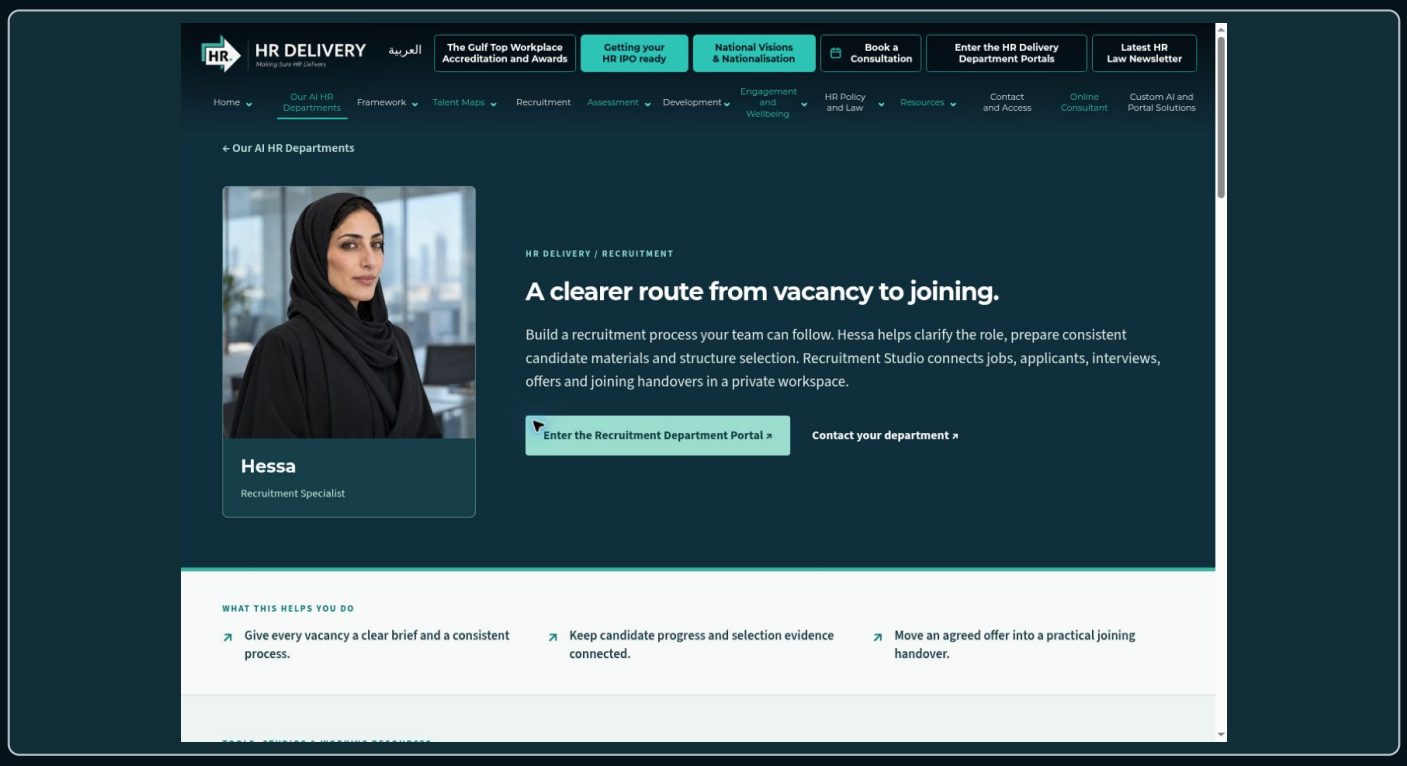
WEBSITE SCREEN / HR Delivery's published mission, vision, values and five pledges.

A / RECRUITMENT

01

Explore the website resources

Clarify the role, explore recruitment support and connect candidates with relevant opportunities.

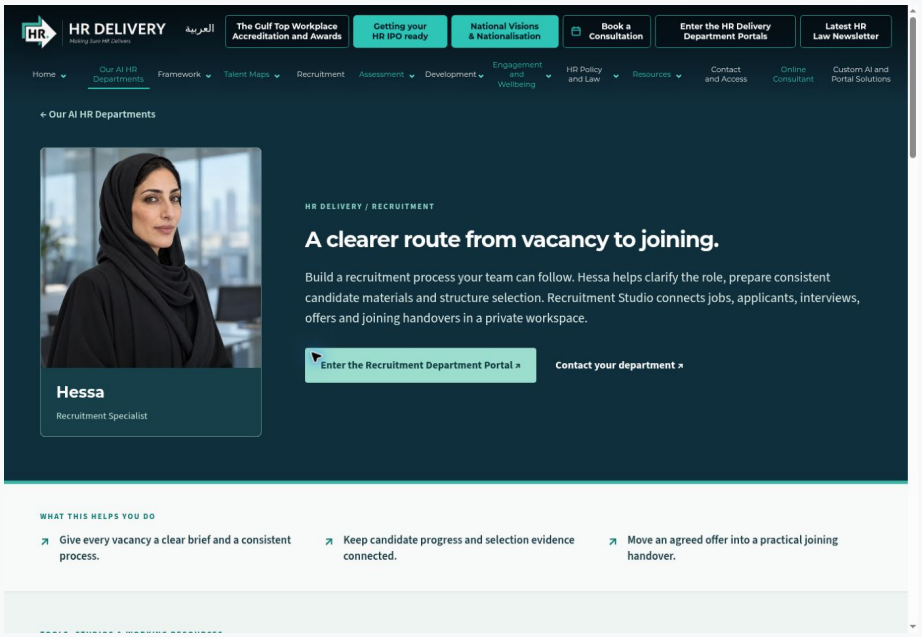


WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

WEBSITE / ORIENTATION

Explore the service and the candidate entry points

The website helps employers and candidates begin in the right place. Employers can explore recruitment, executive search and recruitment assessment resources before discussing a mandate. Candidates can browse published opportunities or register broader interests with a PDF CV. Hessa's specialist area explains the recruitment support available. Use these public routes to prepare the conversation; Lama and the team confirm the service scope, current arrangements and any digital channels required for delivery.



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

HOW TO EXPLORE

1. **Choose your starting point.** Explore the employer service guides, published vacancies or CV registration route.
2. **Bring relevant information.** Prepare a hiring brief or a candidate introduction that explains the work sought.
3. **Agree the next conversation.** Use the stated contact route to discuss scope, review and appropriate follow-up.

ILLUSTRATIVE CLIENT USE

Illustrative example: A growing services business needs a country operations manager. Its HR lead reads the recruitment and executive search guides, prepares the role's responsibilities and location, then asks Lama to arrange a discussion about sourcing, final interviews and the evidence needed before appointment decisions.

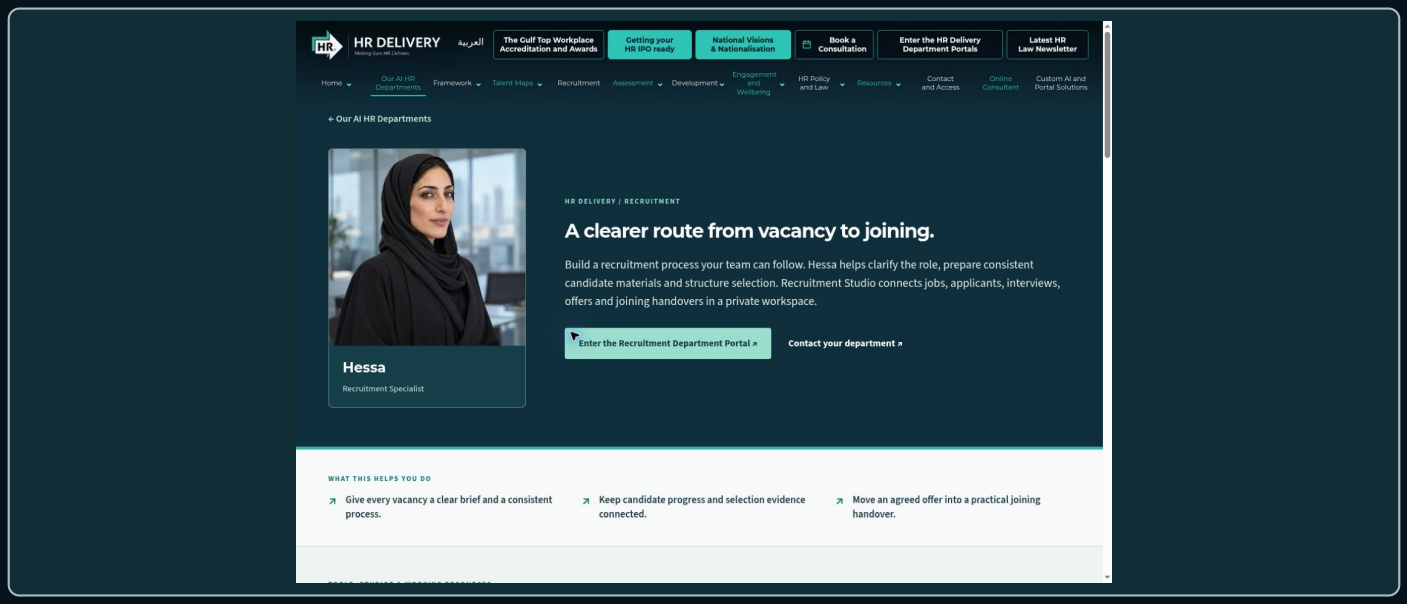
SPECIALIST SUPPORT

Meet Hessa

Use the specialist area to prepare a focused question and connect it with the service you need.

HESSA / RECRUITMENT SPECIALIST AREA

- How should we describe the contribution this vacancy must make?
- Which interview questions would explore our essential requirements?
- Where would assessment add useful evidence to the selection process?



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

ACCESS IN THREE STEPS

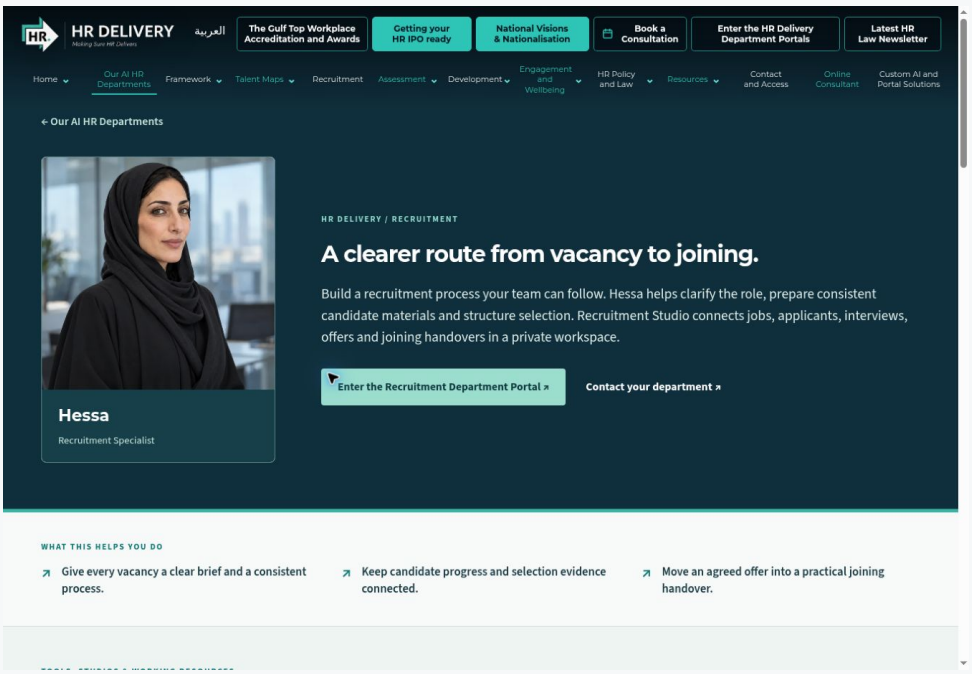
- Open Hessa’s profile to explore the recruitment support described.
- Prepare the vacancy context and the questions you want resolved.
- Ask Lama to arrange the service and confirm the enabled digital channels.

Hessa is the named AI specialist area for recruitment. Provider-backed specialist communication and AI telephone interviewing have separate setup or development requirements; confirm the available delivery route with Lama before planning around them.

A · RECRUITMENT / WEBSITE

Recruitment support from brief to joining

Connect role definition, candidate attraction, structured selection and joining through a recruitment service shaped around your hiring requirement.



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

WHAT IT GIVES YOU

HR Delivery combines recruitment advice, public vacancy and CV routes, and a private Recruitment Studio. Start with the role, location, volume and timing, then agree the support required.

YOUR OUTPUTS

- A defined recruitment brief
- An agreed selection approach
- Connected vacancy-to-joining records

HOW TO USE IT

1. **Describe the need.** Share role, location, headcount, timing and the evidence of successful performance.
2. **Agree the approach.** Choose recruitment, interview and assessment support appropriate to the mandate.
3. **Coordinate delivery.** Follow the agreed workspace and review points from vacancy to joining.

WHY THIS HELPS

Give hiring managers and recruiters shared requirements, comparable candidate evidence and an orderly transfer from selection into employment.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A distributor needs a warehouse manager before opening another site. The client brings the operating plan, reporting line and target start date to HR Delivery, then agrees which sourcing, interview and joining activities belong within the recruitment mandate. Which part of this appointment would benefit most from additional recruitment support?

SOURCE: HR.DELIVERY / RECRUITMENT

A1 · SPECIALIST SUPPORT

Meet Hessa: shape a clearer recruitment brief

Use Hessa's specialist area to clarify your hiring requirement and prepare a focused brief for the recruitment team.

WHAT IT GIVES YOU

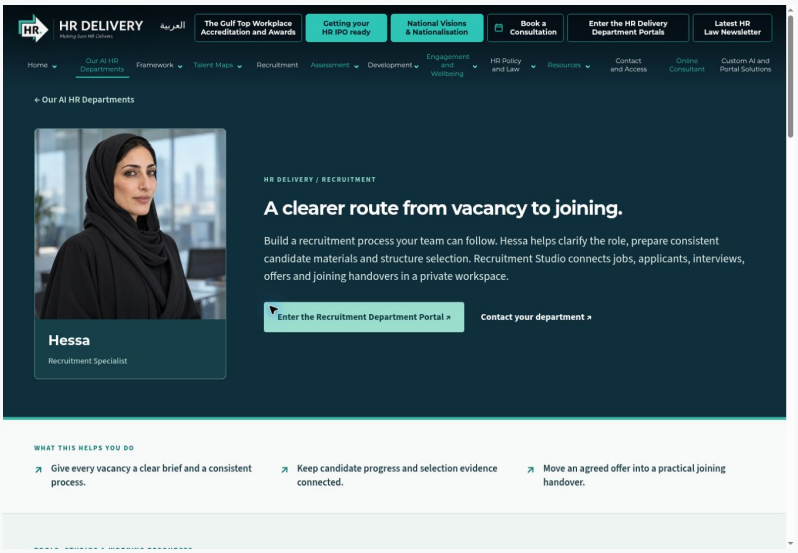
Explore support for defining requirements, preparing candidate materials and structuring interviews. Bring the job purpose, responsibilities and hiring context, then arrange the service through Lama and HR Delivery.

YOUR OUTPUTS

- Focused role brief
- Candidate materials and interview prompts
- Human-team service enquiry

HOW TO USE IT

1. **Bring context.** Outline the vacancy, working environment and recruitment questions to resolve.
2. **Shape materials.** Agree role information, interview prompts and evidence criteria for preparation.
3. **Review together.** Keep material review and selection decisions with the authorised recruitment team.



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

WHY THIS HELPS

Make the initial service conversation more productive, with clear requirements and a practical starting point for recruitment preparation.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An HR manager has a vacancy title but an unclear person specification. Hessa's specialist area helps frame the questions to discuss with Lama: essential responsibilities, relevant candidate evidence and the interview materials the human recruitment team should prepare. What does your hiring manager need clarified before candidate materials can be prepared?

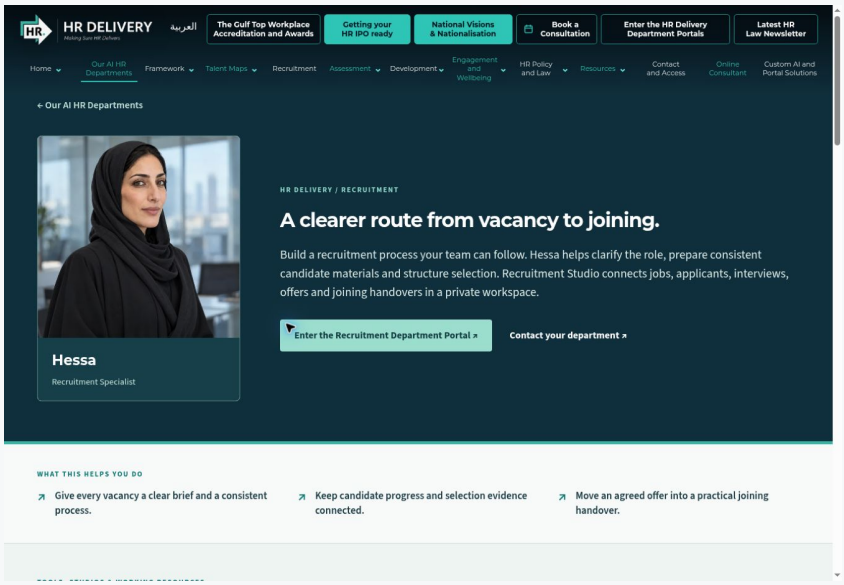
SERVICE CONTEXT / Live specialist AI connection pending

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A1 · SERVICE GUIDES

Choose the recruitment support that fits your mandate

Compare the service guides to choose recruitment, executive-search or assessment support that fits the scope of your mandate.



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

WHAT IT GIVES YOU

The public page offers Recruitment Solutions, Executive Search and Recruitment Assessments brochures. Use them to frame seniority, scale and evidence requirements before agreeing the practical delivery responsibilities with HR Delivery.

YOUR OUTPUTS

- Recruitment Solutions brochure
- Executive Search brochure
- Recruitment Assessments brochure
- Service enquiry

HOW TO USE IT

1. **Choose the lens.** Select the solutions, executive-search or assessment guide that matches the immediate hiring question.
2. **Prepare your brief.** List target roles, countries, hiring volumes and the business outcome the appointments must support.
3. **Discuss delivery.** Agree the search, assessment and coordination support your organisation wants included in the mandate.

WHY THIS HELPS

Help your organisation commission a clearer service, with shared expectations about the recruitment support and decisions involved.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A group is considering both a senior finance search and support for graduate hiring. Its HR lead compares the recruitment, executive search and assessment guides, then prepares two service briefs with different sourcing needs, selection questions and responsibilities. Does your mandate require search support, selection support or both?

SOURCE: HR.DELIVERY / RECRUITMENT

A1 · VACANCY DISCOVERY

Make published opportunities easy to find

Give candidates a public destination where they can find published opportunities and explore roles relevant to their circumstances.

WHAT IT GIVES YOU

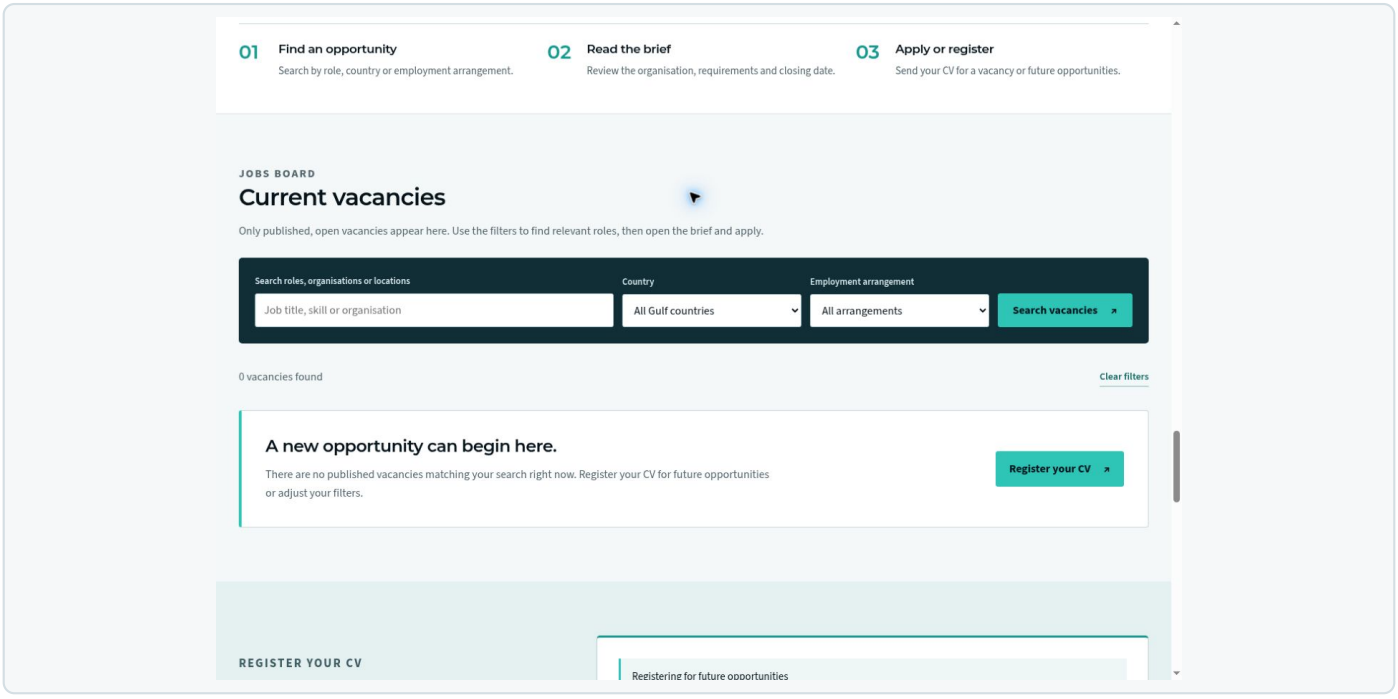
The jobs board presents approved vacancies with search by role, organisation or location, plus country and employment filters. Recruiters prepare the vacancy privately before making the opportunity public.

YOUR OUTPUTS

- Searchable published vacancies
- Country and employment filters
- A clear public vacancy destination

HOW TO USE IT

1. **Set the search.** Enter a relevant role, organisation or location to focus the vacancy list.
2. **Refine the context.** Choose the country and employment arrangement relevant to the candidate's circumstances.
3. **Review the opportunity.** Read the available vacancy information and follow the stated next step for that role.



WEBSITE SCREEN / Public vacancies: search and country or employment filters.

WHY THIS HELPS

Help interested candidates find relevant opportunities and give your recruitment campaign a clear destination for published vacancies.

IN YOUR ORGANISATION / ILLUSTRATIVE

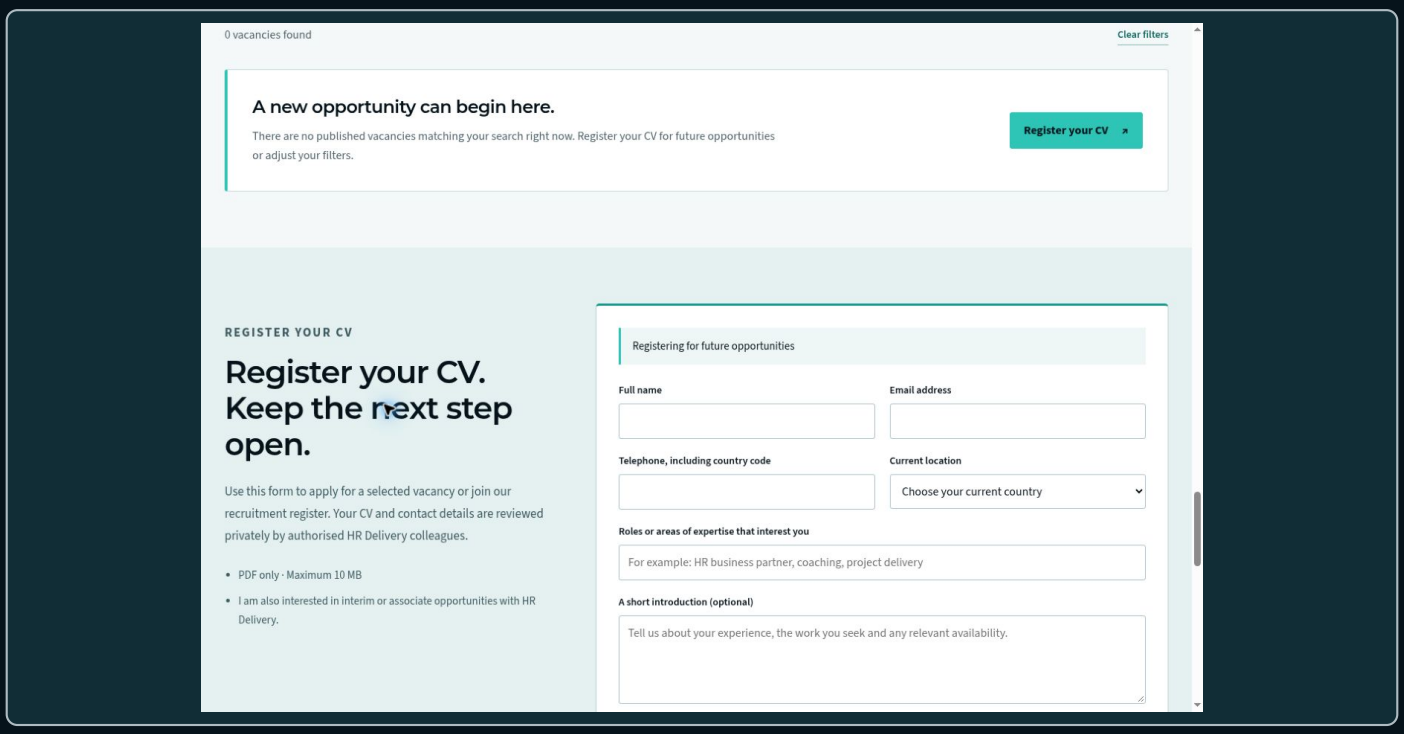
Illustrative example: A candidate interested in operational roles checks published vacancies by country and employment arrangement. The candidate reads the relevant role information before following its stated next step; the availability of a suitable vacancy depends on what has been approved and published. Can a suitable candidate recognise the location, work arrangement and purpose of your vacancy?

SOURCE: HR.DELIVERY / RECRUITMENT

A1 · CANDIDATE REGISTRATION

Register a CV and introduce your interests

Introduce your experience and interests through the website, giving HR Delivery a structured starting point for recruitment consideration.



WEBSITE SCREEN / Public CV registration form, shown without candidate information.

WHAT IT GIVES YOU

The form collects contact details, current country, interests and an introduction alongside a PDF CV. Candidates can indicate associate interest and review consent information before submitting their registration.

YOUR OUTPUTS

- Candidate introduction
- PDF CV registration
- Recorded interests and consent

HOW TO USE IT

1. **Prepare the introduction.** Summarise relevant experience, current location and the roles or work that interest you.
2. **Attach the CV.** Use a PDF CV that presents the experience relevant to your stated interests.
3. **Review and submit.** Check the details and consent statement before sending the registration to HR Delivery.

WHY THIS HELPS

Give recruiters relevant background for an initial review and help candidates express the work they want to explore.

IN YOUR ORGANISATION / ILLUSTRATIVE

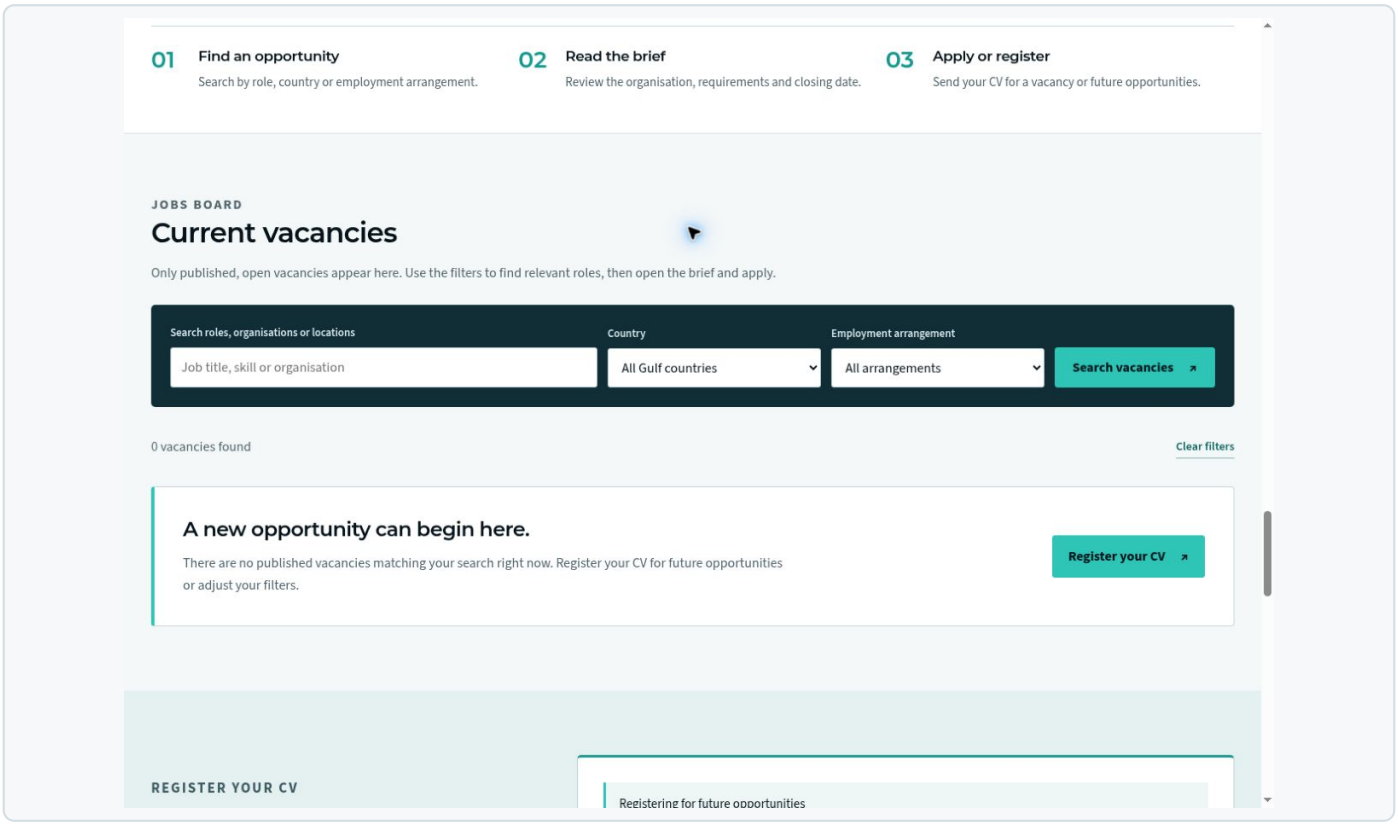
Illustrative example: A learning specialist wants to introduce an interest in consultancy and associate work. The specialist prepares a current PDF CV, states relevant experience and location, then reviews the registration details and consent information before submitting through the website route. What should your introduction tell the recruiter that is not obvious from the CV?

SOURCE: HR.DELIVERY / RECRUITMENT

A1 · CANDIDATE JOURNEY

A candidate’s route from discovery to consideration

Connect the candidate’s public entry point with a considered private review and a clear next step in recruitment.



WEBSITE SCREEN / Public vacancies: search and country or employment filters.

WHAT IT GIVES YOU

Candidates can explore published opportunities or register broader interests with a CV. Recruiters review the material, compare relevant requirements and decide the appropriate next conversation or assessment within their private process.

YOUR OUTPUTS

- Informed candidate entry point
- Material for recruiter review
- Defined next step

HOW TO USE IT

1. **Discover.** Search published vacancies or explore the website’s wider recruitment routes.
2. **Introduce.** Register relevant interests and experience with a current PDF CV.
3. **Review.** Compare the received information with vacancy requirements and candidate preferences.
4. **Continue.** Agree the next conversation and retain evidence with the application.

WHY THIS HELPS

Make the candidate journey easier to explain, from the first expression of interest to a reasoned recruitment conversation.

SOURCE: HR.DELIVERY / RECRUITMENT

CLIENT APPLICATION

A candidate's route from discovery to consideration

A practical way to bring the tool into an organisational conversation.

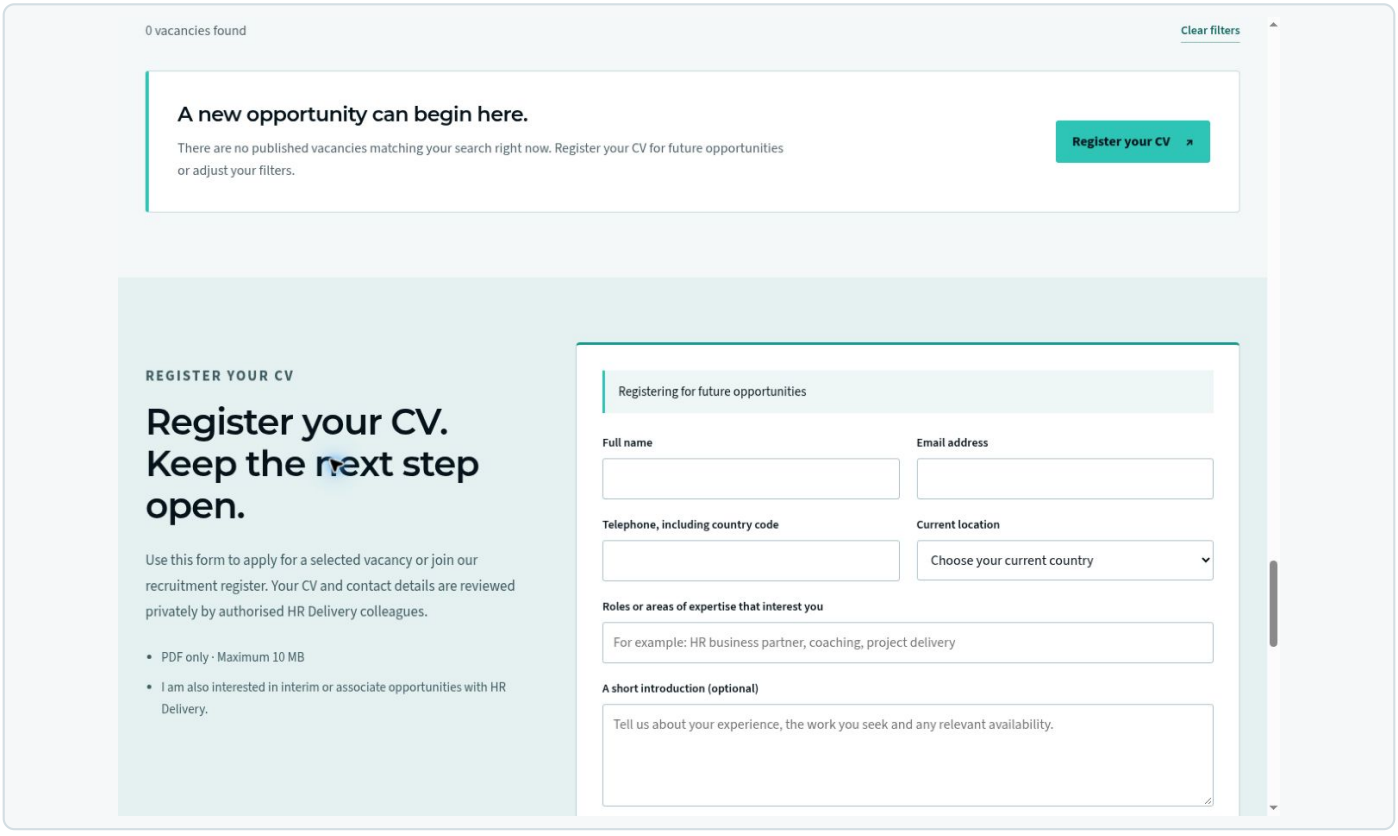
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: A growing Gulf business invites candidates to view vacancies and register interests, then reviews suitable submissions against an agreed role brief.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A candidate discovers the recruitment page without finding a suitable published role. They register broader interests with a CV. The recruiting team reviews the background, available opportunities and contact permissions before deciding whether a further conversation is appropriate.

What should happen when a relevant candidate registers without applying for a specific vacancy?



WEBSITE SCREEN / Public CV registration form, shown without candidate information.

A1 · INTERVIEW SERVICE AVAILABILITY

Plan interviews around the available service

Agree a current interview approach with clear stages, evidence criteria and human review points for your recruitment mandate.

WHAT IT GIVES YOU

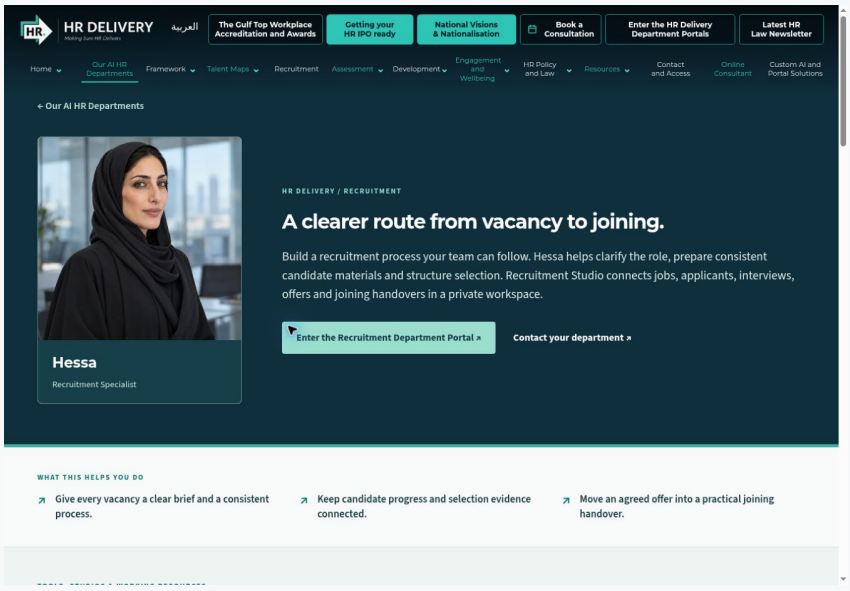
AI telephone interviewing is identified as in development. For current delivery, agree human interview stages and assessment support; discuss future telephone requirements before including that capability in service commitments.

YOUR OUTPUTS

- Current interview plan
- Role-based interview materials
- Future telephone-service brief

HOW TO USE IT

1. **Agree stages.** Define current interview stages, assessors and the evidence the mandate requires.
2. **Prepare materials.** Organise role-based questions, scorecards and complementary assessments for the interview team.
3. **Discuss future needs.** Clarify telephone requirements before commissioning a service dependent on that capability.



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

WHY THIS HELPS

Give hiring teams a usable interview plan and a clear basis for discussing any future telephone support.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client wants telephone screening for a new campaign. Because AI telephone interviewing remains in development, the brief specifies human screening, role-based prompts and review criteria, while any future automated telephone requirement is discussed separately with the team. Which interview stages must be delivered under the arrangements confirmed for this mandate?

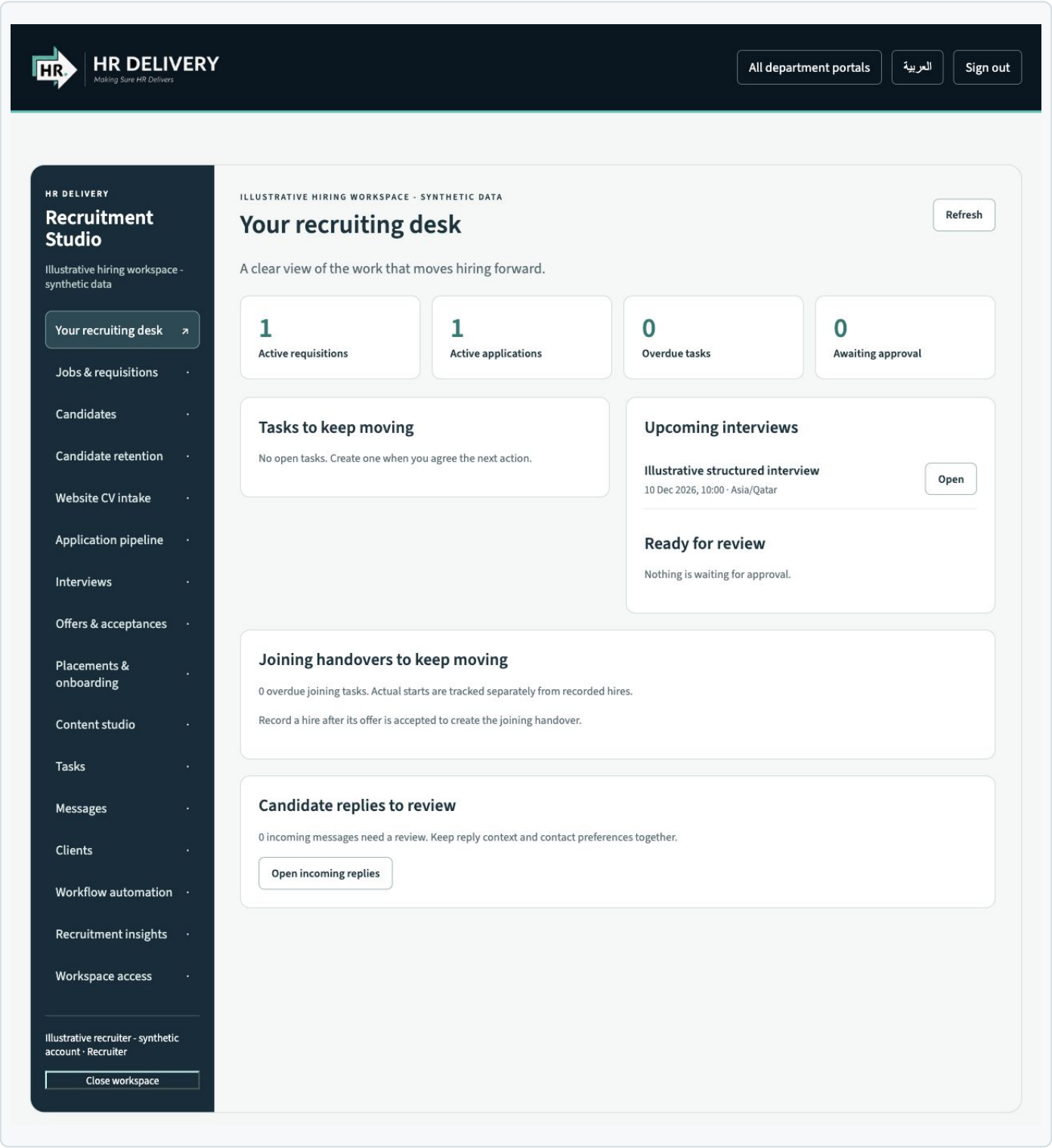
SERVICE CONTEXT / AI telephone interviewing in development

SOURCE: HR.DELIVERY / RECRUITMENT

THE SERVICE ON SCREEN

Recruitment support from brief to joining / screen view

A complete captured view of the related resource, with its original proportions preserved.



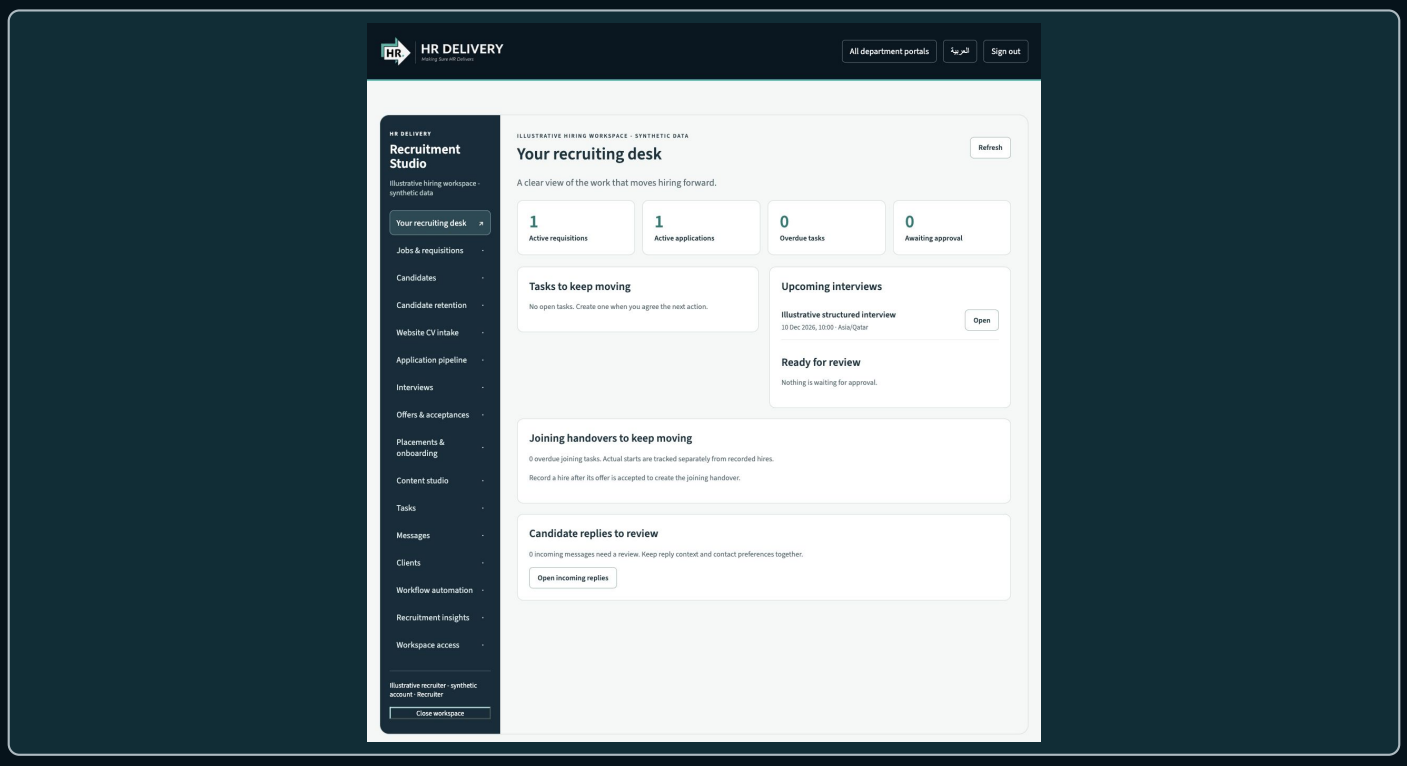
PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

A / RECRUITMENT

02

Put the portal to work

Coordinate vacancy records, candidates, interview evidence, offers and joining handovers.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

PORTAL / THE WORKING SEQUENCE

Keep the mandate, candidate evidence and handovers connected

Recruitment Studio provides the organising structure for an agreed hiring mandate: client and vacancy context, candidate records, applications, interviews, offers and joining activity. Begin with the responsible workspace and the requirements your hiring team has approved. Use the relevant areas to prepare materials, retain evidence and coordinate follow-up. Confirm access, workflow rules, messaging connections and responsibilities during setup. Your authorised recruitment team remains responsible for reviewing information, making selection decisions and agreeing what happens next.

01

Define the mandate

Agree the client context, vacancy brief, workspace membership and selection responsibilities.

02

Prepare and review

Connect candidate materials, intake reviews and applications with the agreed role requirements.

03

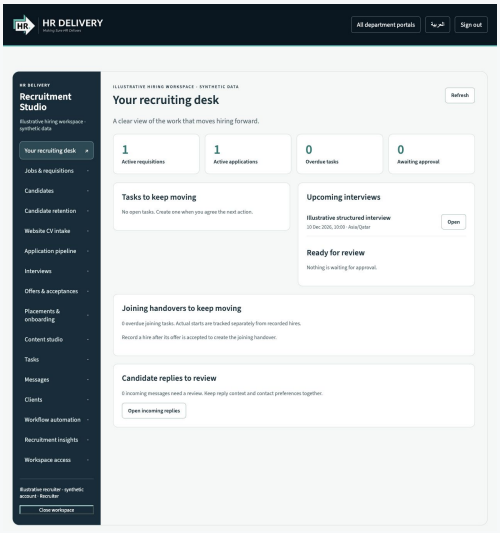
Gather the evidence

Organise interviews, scorecards and appropriate assessments before the selection discussion.

04

Conclude and hand over

Confirm the offer response, joining arrangements and actions for the receiving team.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

BRING TO THE WORKSPACE

- Approved vacancy and person specification
- Candidate information held for the agreed recruitment purpose
- Interview criteria and decision responsibilities
- Offer approval and joining requirements

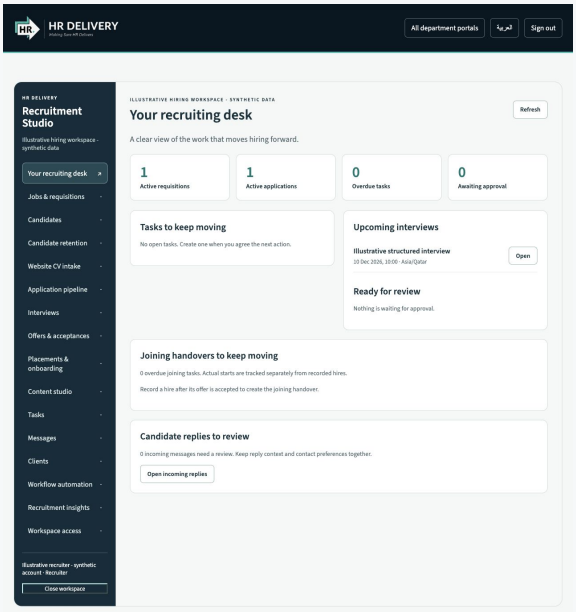
WORK TOWARDS THESE OUTPUTS

- Connected vacancy and application history
- Interview and assessment evidence pack
- Offer response and placement record
- Recruitment actions and service-review agenda

A2 · RECRUITMENT STUDIO

Your recruitment portal: one hiring journey

Coordinate vacancies, candidates, selection and joining through a shared recruitment journey, with decisions retained by the authorised team.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Recruitment Studio groups the desk, vacancies, candidates, applications, interviews, offers and joining activity. Establish the workspace and client context, then use each area as the vacancy progresses.

YOUR OUTPUTS

- A coherent vacancy record
- Connected selection and offer activity
- A prepared joining handover

HOW TO USE IT

1. **Define.** Establish the workspace, client requirement and vacancy brief before recruitment activity.
2. **Assess.** Organise interviews and bring relevant candidate evidence together for evaluation.
3. **Conclude.** Record the offer response and prepare the placement or onboarding handover.
4. **Review.** Use tasks and insights to coordinate outstanding work and service improvement.

WHY THIS HELPS

Help recruiters and hiring colleagues coordinate the full mandate, with clearer handovers and visibility of outstanding recruitment work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A branch manager vacancy moves from an agreed requisition into candidate review, final interviews and an offer discussion. The recruiting team uses the relevant Studio areas to keep context together and prepares a joining handover once the appointment is accepted. Where does information currently get lost between your recruitment stages?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · ACCESS AND ORGANISATION

Keep each recruitment mandate in its own workspace

Give HR Delivery and partner teams an appropriate private workspace for the recruitment mandates they are responsible for.

WHAT IT GIVES YOU

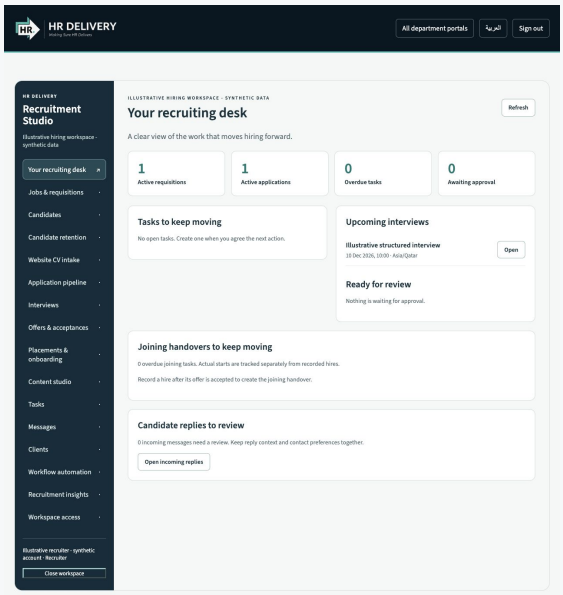
Private workspaces separate HR Delivery and partner activity. Select the agreed space before working with vacancies, candidates or applications, and align membership with the colleagues delivering that service.

YOUR OUTPUTS

- A defined private workspace
- Separated recruitment records
- An accountable access arrangement

HOW TO USE IT

1. **Identify the mandate.** Confirm which organisation or partner team owns the recruitment work and related records.
2. **Use the right workspace.** Open the agreed private space before creating or reviewing recruitment activity.
3. **Review membership.** Keep access responsibilities aligned with the colleagues who need to deliver the mandate.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHY THIS HELPS

Keep recruitment activity organised around the responsible team and make access responsibilities clearer as mandates and membership change.

IN YOUR ORGANISATION / ILLUSTRATIVE

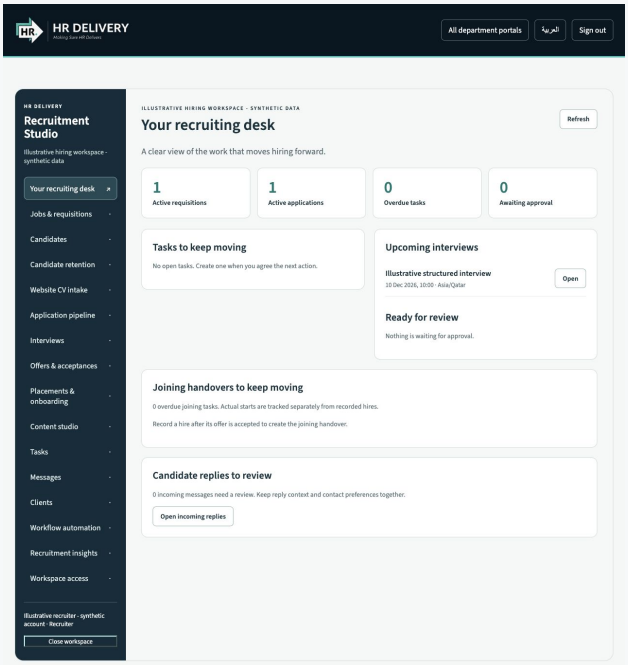
Illustrative example: A recruitment partner supports one client while HR Delivery manages another mandate. The teams confirm the appropriate private workspaces and membership before handling vacancies or candidate records, then review access when colleagues join or leave the assignment. Which colleagues need access to this mandate, and who will review their membership?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · CLIENT RELATIONSHIP

Keep client context beside the hiring work

Keep the client's recruitment priorities and service context close to the vacancies and decisions that depend on them.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Client records hold the organisation's recruitment context alongside vacancies and service discussions. Use the shared understanding of the mandate to prepare reviews and connect progress with agreed priorities.

YOUR OUTPUTS

- Client recruitment context
- A clearer service-review brief
- Actions linked to the mandate

HOW TO USE IT

1. **Establish context.** Capture the organisation, mandate and key expectations relevant to the recruitment service.
2. **Connect the work.** Review the client's vacancies and recruitment activity with those expectations in mind.
3. **Prepare the review.** Bring progress, decisions needed and next actions into a focused client conversation.

WHY THIS HELPS

Give recruiters a consistent client context and help service conversations focus on the decisions and actions that matter.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client has several vacancies but considers one operational appointment particularly urgent. The recruiter retains that priority and the service expectations with the client context, so review discussions address the organisation's actual needs alongside the individual vacancy records. What client priority should influence the order in which recruitment actions are discussed?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · VACANCY DEFINITION

Start with a clear job and requisition

Define the vacancy clearly before preparing candidate materials, so the recruitment team gathers evidence against the same requirements.

WHAT IT GIVES YOU

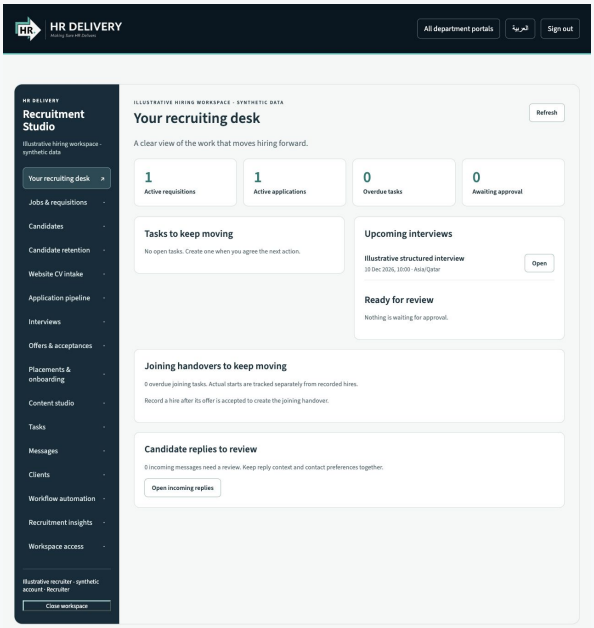
Jobs and requisitions establish the role's purpose, responsibilities, location and required capability. Use this agreed foundation to prepare the advertisement, person specification, interviews and wider recruitment activity.

YOUR OUTPUTS

- An agreed vacancy brief
- Role requirements for selection
- A foundation for adverts and interviews

HOW TO USE IT

1. **Define the work.** Clarify why the role exists and the responsibilities the appointment must fulfil.
2. **Specify relevant capability.** Identify the experience, behavioural requirements and technical skills that warrant evidence during selection.
3. **Align the team.** Agree the brief with the appropriate hiring colleagues before preparing the recruitment materials.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHY THIS HELPS

Reduce ambiguity at the start of hiring and give the team a consistent basis for evaluating relevant evidence.

IN YOUR ORGANISATION / ILLUSTRATIVE

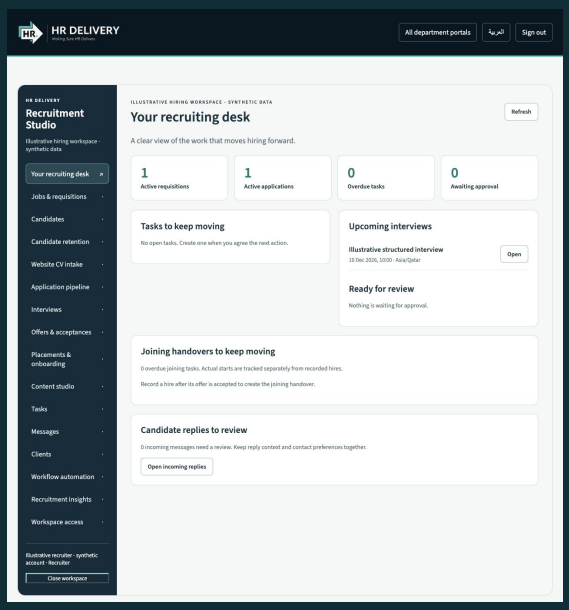
Illustrative example: A team requests a project coordinator. Before attracting candidates, HR clarifies the projects supported, decision authority, location and required technical capability. Those agreed responsibilities become the basis for the requisition, candidate specification and later interview evidence questions. Which responsibilities distinguish this vacancy from other roles with the same title?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · CONTENT STUDIO

Build a consistent candidate and interview pack

Translate the agreed role requirements into consistent candidate-facing materials and an interview kit the hiring team can use.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Content Studio supports person specifications, job advertisements and interview kits. Prepare each document from the same responsibilities and capability requirements, then review the wording with the hiring team.

YOUR OUTPUTS

- Person specification
- Job advertisement
- Role-linked interview kit

HOW TO USE IT

1. **Describe the candidate.** Turn relevant role requirements into a person specification that guides evidence gathering.
2. **Explain the opportunity.** Prepare an advertisement that communicates the role, context and candidate proposition clearly.
3. **Structure the interview.** Develop prompts and criteria that help interviewers explore the agreed requirements consistently.

WHY THIS HELPS

Keep the opportunity presented to candidates aligned with the requirements that interviewers later explore and evaluate in selection.

IN YOUR ORGANISATION / ILLUSTRATIVE

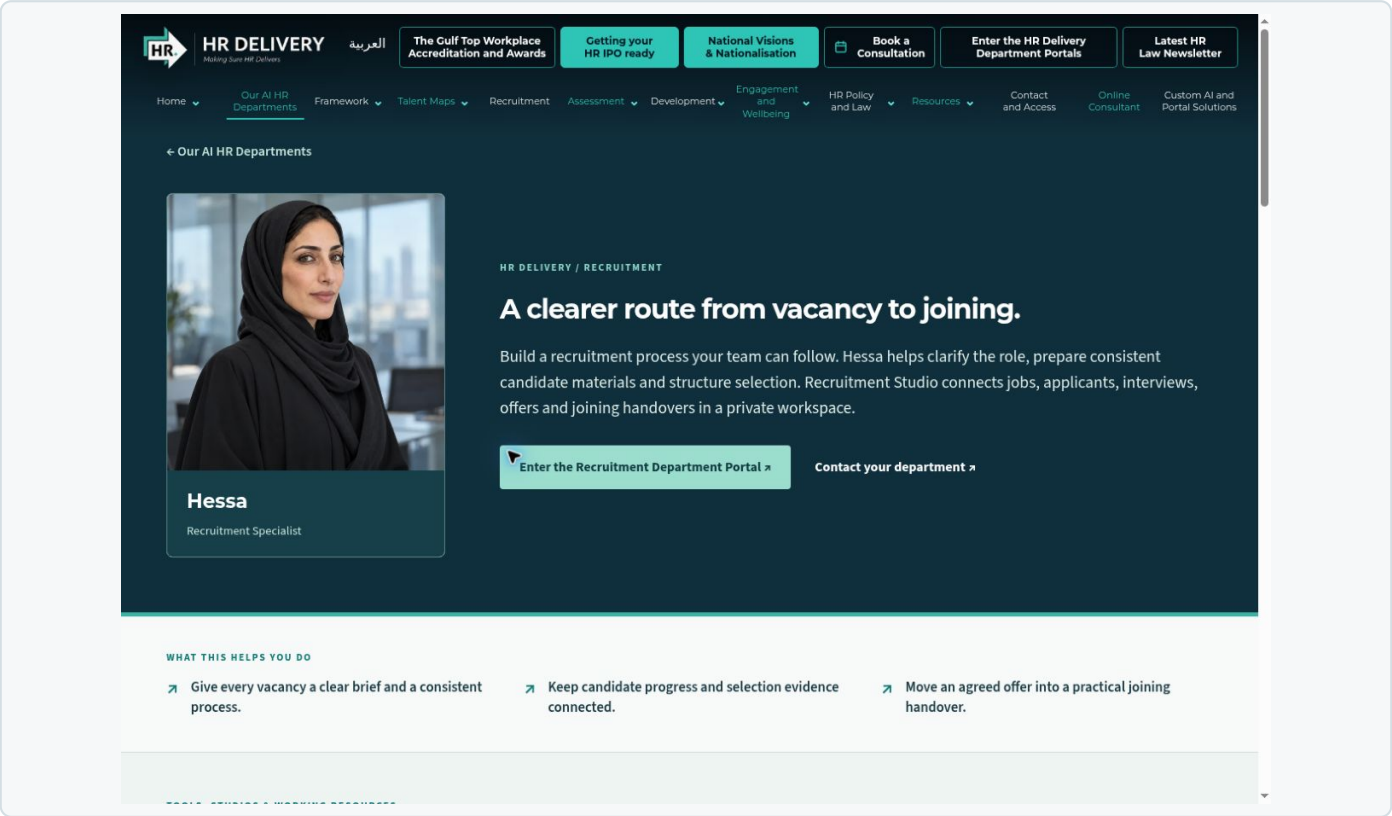
Illustrative example: A customer service supervisor role requires complaint handling and coaching. Content preparation draws the person specification, advertisement and interview kit from those same requirements, allowing the hiring manager to check that candidates are invited and assessed against a consistent brief. Do the advertisement and interview kit describe the same essential requirements?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · HIRING BRIEF WORKFLOW

From a vacancy request to a coherent campaign

Turn one agreed vacancy brief into a coherent campaign, from the person specification through advertising and interview preparation.



WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

WHAT IT GIVES YOU

Start with the business requirement and role definition. Build the person specification, advertisement and interview kit around the same priorities, then complete review before publishing the vacancy through the agreed route.

YOUR OUTPUTS

- Vacancy brief and person specification
- Advertisement and interview kit
- Campaign review point

HOW TO USE IT

1. **Brief.** Agree the role purpose, location, headcount and expected contribution before preparation.
2. **Translate.** Create the person specification and relevant evidence criteria for selection.
3. **Prepare.** Develop candidate information and an interview kit from the same priorities.
4. **Release.** Complete review and publish through the organisation's agreed recruitment route.

WHY THIS HELPS

Keep recruitment materials consistent and help the team explain how the campaign supports the appointment the organisation needs.

SOURCE: HR.DELIVERY / RECRUITMENT

CLIENT APPLICATION

From a vacancy request to a coherent campaign

A practical way to bring the tool into an organisational conversation.

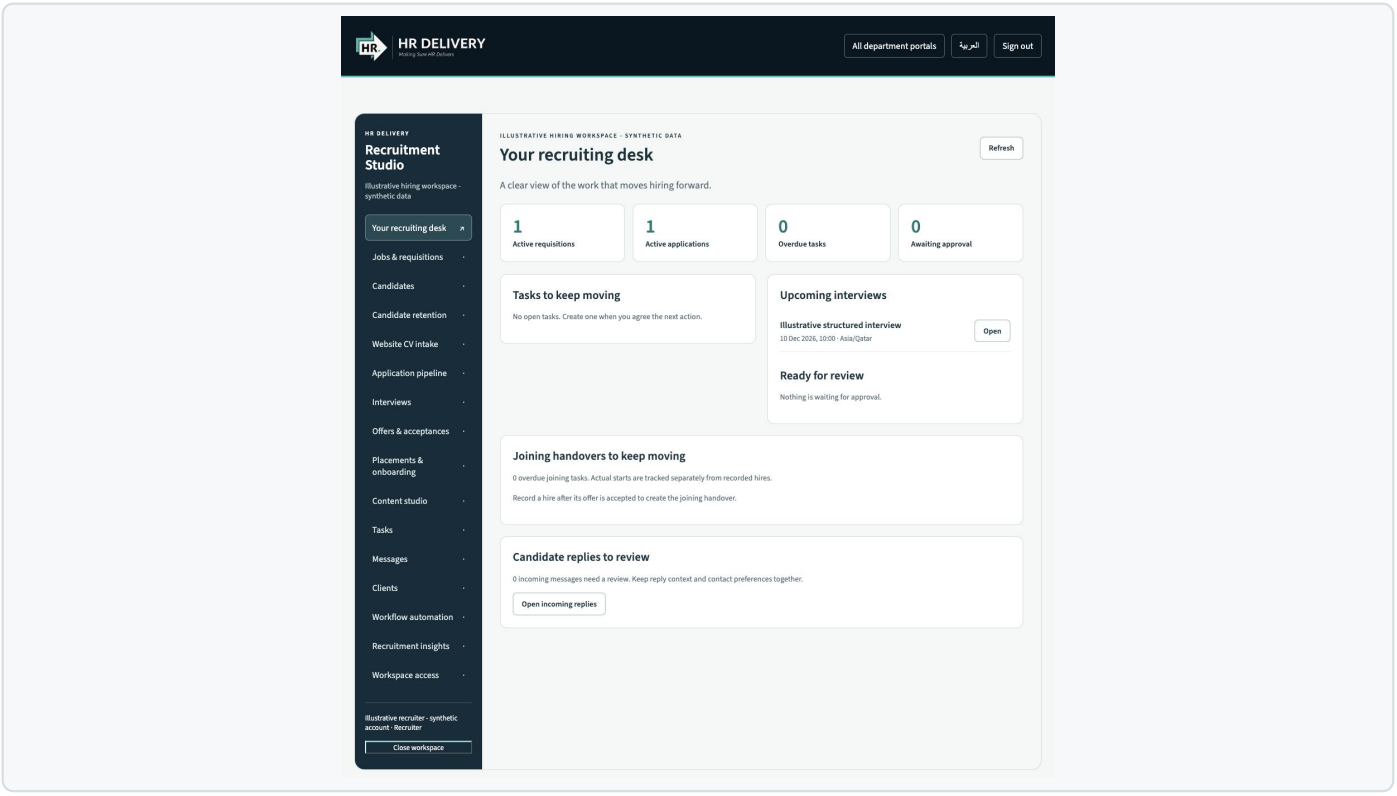
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: A client opening a new team uses one approved role brief to align the advert, screening discussion and final interview criteria.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A department requests urgent recruitment after approving a new service. HR first confirms the work and selection priorities, prepares the candidate documents and interview approach, then obtains the agreed review before the vacancy is made public through the chosen route.

What must be approved before this recruitment campaign is ready to launch?



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

A2 · RECRUITING DESK

See the work that needs attention today

Start the day with the recruitment work that needs attention, then open the relevant case to coordinate action.

WHAT IT GIVES YOU

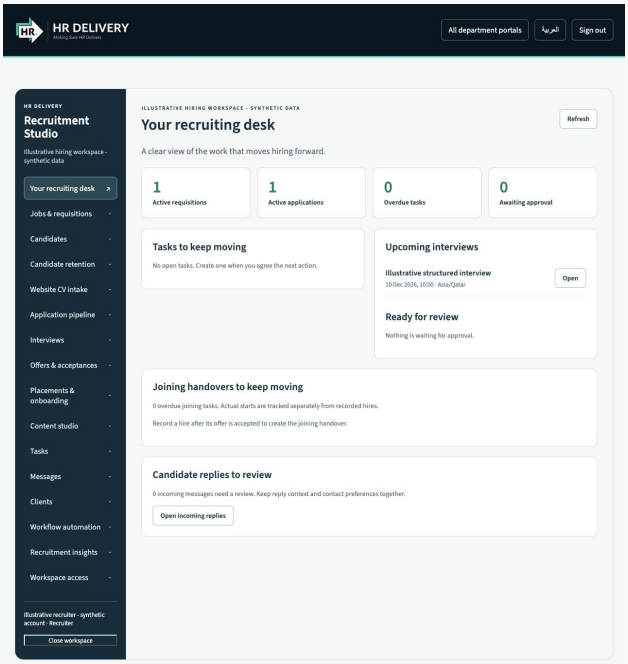
The desk brings together requisitions, applications, overdue tasks, approvals, interviews, joining handovers and replies. Review priorities, open the relevant record and agree the next action with its responsible colleague.

YOUR OUTPUTS

- A daily recruitment overview
- Visible upcoming commitments
- A prioritised follow-up list

HOW TO USE IT

1. **Scan priorities.** Review the visible hiring activity, upcoming commitments and overdue work at the start of the day.
2. **Open the case.** Move to the relevant vacancy, application or joining activity that needs attention.
3. **Coordinate action.** Agree the next step and use tasks to keep outstanding recruitment work visible.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHY THIS HELPS

Help recruiters focus daily effort and reduce missed commitments across the vacancies, candidates and joining activity they manage.

IN YOUR ORGANISATION / ILLUSTRATIVE

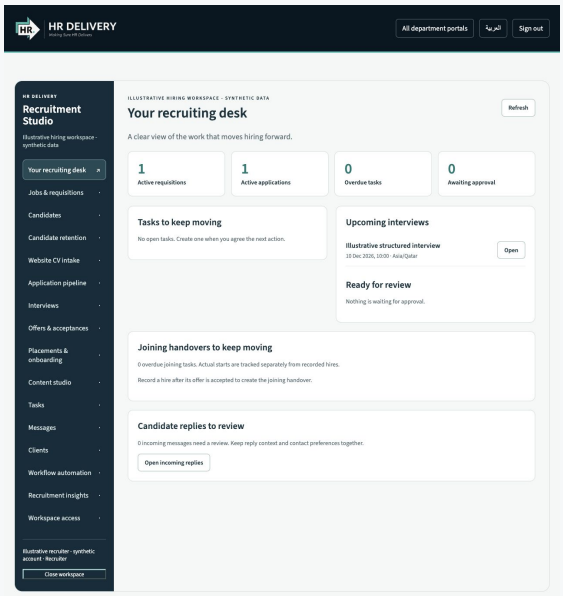
Illustrative example: A recruiter begins the week with interviews awaiting confirmation, an overdue panel response and a planned joining date. The desk provides the starting overview; the recruiter opens each relevant record and agrees follow-up with the colleague responsible. Which pending commitment needs attention before it affects a candidate or hiring manager?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · CANDIDATE MANAGEMENT

Build a useful candidate record and talent pool

Organise candidate background and supporting material so recruiters can prepare a more informed conversation about relevant opportunities.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Candidate records and the talent pool bring together CVs, supporting attachments and recruitment context. Compare this information with stated interests and vacancy requirements, identifying what further evidence the conversation needs.

YOUR OUTPUTS

- Organised candidate profile
- CV and attachments
- Next-stage evidence questions

HOW TO USE IT

1. **Review the background.** Read the CV, supporting material and stated interests before forming an initial view.
2. **Match the context.** Compare the available information with the vacancy's responsibilities and relevant capability requirements.
3. **Prepare the conversation.** Identify what is clear and what still needs evidence through interview or assessment.

WHY THIS HELPS

Give the team a useful starting point for candidate discussions and avoid treating an initial CV as complete evidence.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An engineer's CV describes several project types, but a vacancy requires a particular operating environment. The recruiter reviews the candidate record and attachments, checks the stated interests and prepares focused questions to establish the relevance of that experience. What additional evidence would help you understand this candidate's suitability for the actual work?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · INTAKE REVIEW

Turn website registrations into a considered next step

Review website registrations in context and decide the most appropriate next recruitment action for the candidate's stated interests.

WHAT IT GIVES YOU

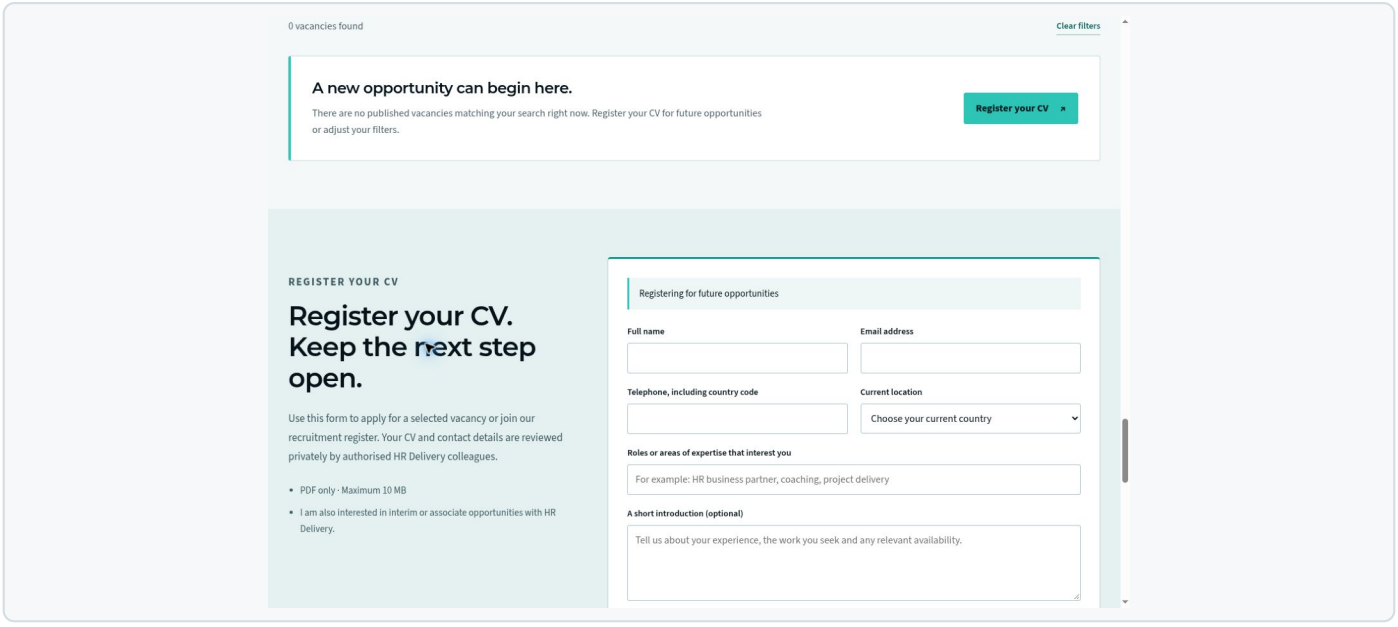
Public registrations provide an introduction and PDF CV for private recruiter review. Consider relevance, current opportunities and communication permissions before choosing a next step or wider talent-pool consideration.

YOUR OUTPUTS

- A reviewed intake submission
- A reasoned next recruitment action
- Relevant context for candidate follow-up

HOW TO USE IT

1. **Read the submission.** Review the introduction, location, interests and CV as a connected candidate account.
2. **Consider relevance.** Compare the submission with current vacancy requirements and the candidate's stated preferences.
3. **Choose the next step.** Decide the appropriate recruiter action and keep the context with the relevant recruitment work.



WEBSITE SCREEN / Public CV registration form, shown without candidate information.

WHY THIS HELPS

Help recruiters turn incoming information into a considered response, keeping candidate preferences and the relevant hiring context together.

IN YOUR ORGANISATION / ILLUSTRATIVE

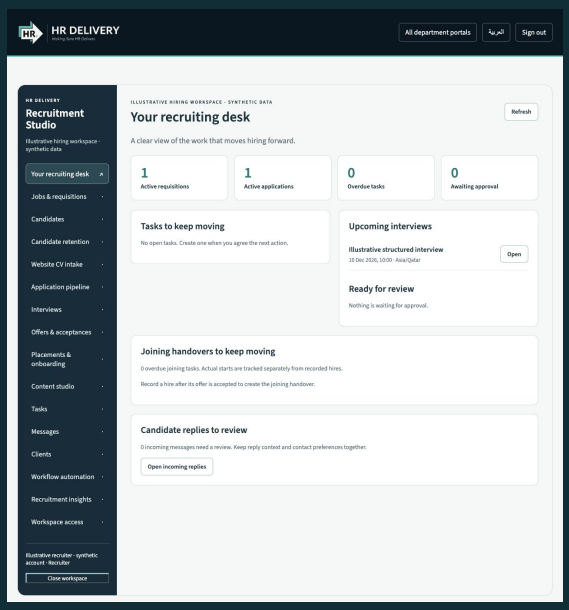
Illustrative example: A website registration introduces an experienced HR adviser interested in part-time work. The intake review considers the introduction, CV, current opportunities and communication permissions before deciding whether a vacancy discussion or broader talent-pool consideration is the appropriate next step. What is the reasoned next action for this registration?

SOURCE: HR.DELIVERY / RECRUITMENT

A2 · APPLICATION PIPELINE

Follow each application through the hiring process

See where each application stands and use its recruitment history to prepare the next stage and responsible handover.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The application pipeline connects candidate progress with a specific vacancy. Review the current stage and supporting history before coordinating interviews, additional evidence or the next recruitment decision with colleagues.

YOUR OUTPUTS

- A visible application stage
- Recruitment activity history
- A clearer next-stage handover

HOW TO USE IT

1. **Locate the application.** Identify the candidate, vacancy and current point in the recruitment process.
2. **Review the history.** Consider the recorded activity and evidence before deciding the next stage.
3. **Coordinate progress.** Keep the relevant colleagues aligned on what needs completing before the application moves forward.

WHY THIS HELPS

Keep the team aligned on progress and reduce repeated questions or unclear handovers as applications move through selection.

IN YOUR ORGANISATION / ILLUSTRATIVE

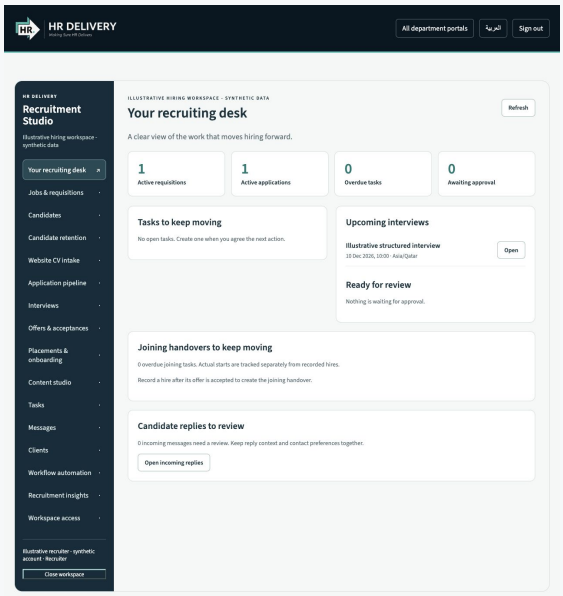
Illustrative example: A candidate has completed screening for one vacancy while being considered for another. The recruiter reviews the application attached to the relevant role and its history before arranging further evidence, keeping the two selection contexts distinct during discussion. Can the next reviewer understand this application's stage and the evidence already gathered?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · INITIAL INTERVIEW

Make the first interview a focused evidence conversation

Use the first interview to explore essential requirements and identify the evidence that needs deeper discussion or assessment.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Initial interview resources organise a conversation around the role brief and candidate background. Gather concrete examples, clarify experience and motivation, then summarise what should inform the next recruitment stage.

YOUR OUTPUTS

- A structured screening conversation
- Relevant experience and motivation notes
- Questions for deeper assessment

HOW TO USE IT

1. **Prepare the focus.** Select the essential requirements and any gaps in the candidate's initial information.
2. **Explore relevant examples.** Ask the candidate to explain experience and choices that relate to the role.
3. **Summarise the evidence.** Separate what is established from questions that need further interview or assessment.

WHY THIS HELPS

Give screening a clear purpose and help later interviewers focus on the questions that still need stronger evidence.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A first interview explores why a sales candidate wants to change sector and which past achievements are relevant. The interviewer records concrete examples and uncertainties, giving the final panel specific subjects to examine instead of repeating the introductory conversation. Which uncertainty should the first interview resolve before a candidate progresses?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · FINAL-STAGE INTERVIEW

Tailor the final interview to the work

Focus the final interview on the work the candidate will perform and the requirements that still need evidence.

WHAT IT GIVES YOU

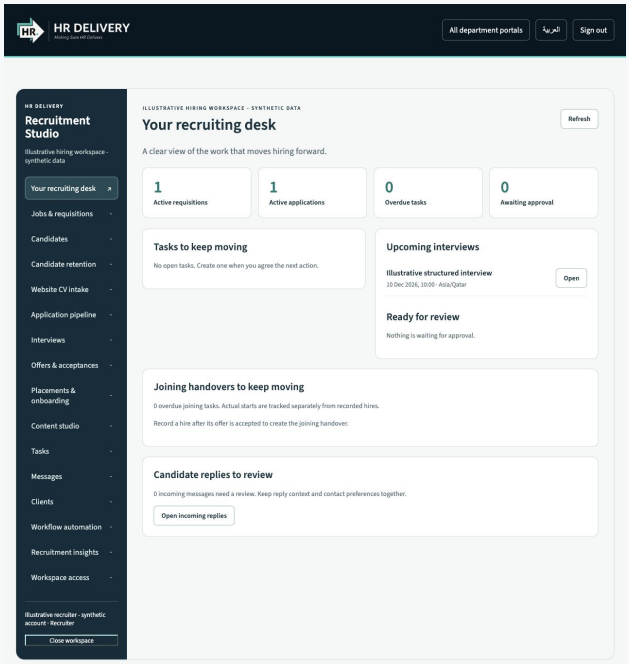
Role-tailored interview preparation converts requirements into focused questions and criteria. Probe relevant examples after screening, examine uncertainties and compare findings against the same expectations across the interview team.

YOUR OUTPUTS

- Role-tailored interview prompts
- Comparable evidence against requirements
- A documented decision discussion

HOW TO USE IT

1. **Select the priorities.** Choose the behavioural and technical requirements that most need evidence for this role.
2. **Probe the examples.** Explore what the candidate did, why they acted and what resulted in comparable work.
3. **Compare the evidence.** Discuss the findings against agreed criteria and identify any remaining uncertainty before deciding.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHY THIS HELPS

Support a better informed panel discussion with comparable role evidence and explicit questions to resolve before a decision.

IN YOUR ORGANISATION / ILLUSTRATIVE

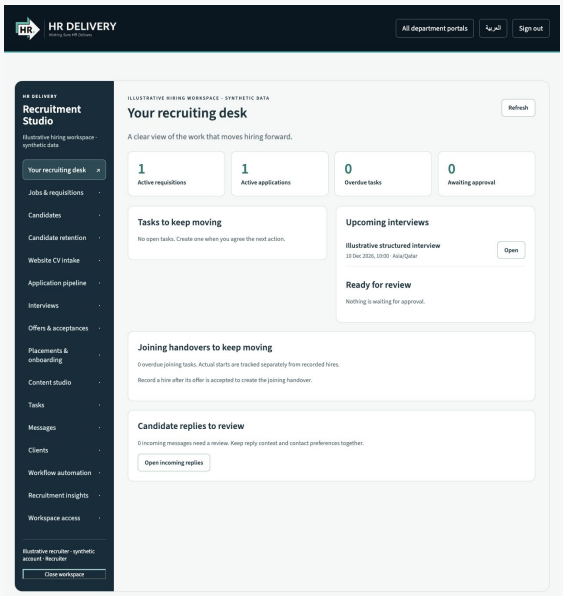
Illustrative example: A finance manager candidate reaches the final stage. The panel uses the role's decision responsibilities to probe judgement, stakeholder influence and technical examples, then discusses the evidence against agreed criteria rather than relying on a general impression of seniority. Which role-specific decisions should the final interview explore in depth?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · INTERVIEW ADMINISTRATION

Coordinate interviews and retain structured scorecards

Bring interview timing, assessment criteria and feedback records together so the panel can prepare and contribute comparable evidence.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The interview workspace supports scheduling, scorecards and calendar exports. Arrange the appointment, prepare prompts and criteria, then retain structured feedback for the selection discussion and scheduling handoff.

YOUR OUTPUTS

- Interview appointment details
- Structured interviewer scorecards
- Calendar export for scheduling handoff

HOW TO USE IT

1. **Arrange the appointment.** Confirm participants, timing and the interview purpose through the agreed scheduling process.
2. **Prepare the criteria.** Give interviewers the relevant prompts and scorecard expectations before the conversation.
3. **Retain the feedback.** Record evidence against the criteria and bring it into the selection discussion.

WHY THIS HELPS

Help interviewers arrive prepared and give the hiring team a clearer record of the evidence each conversation provides.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A panel includes colleagues working in different locations. The recruiter agrees the appointment details, prepares the interview prompts and scorecards, and uses the calendar export for scheduling handoff. Panel members retain structured feedback for the subsequent selection discussion. Are the interview arrangements and assessment criteria clear to every panel member?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · SELECTION EVIDENCE

Add behavioural and technical assessment evidence

Explore behavioural or technical requirements that need additional evidence, using assessments chosen for the role and recruitment purpose.

WHAT IT GIVES YOU

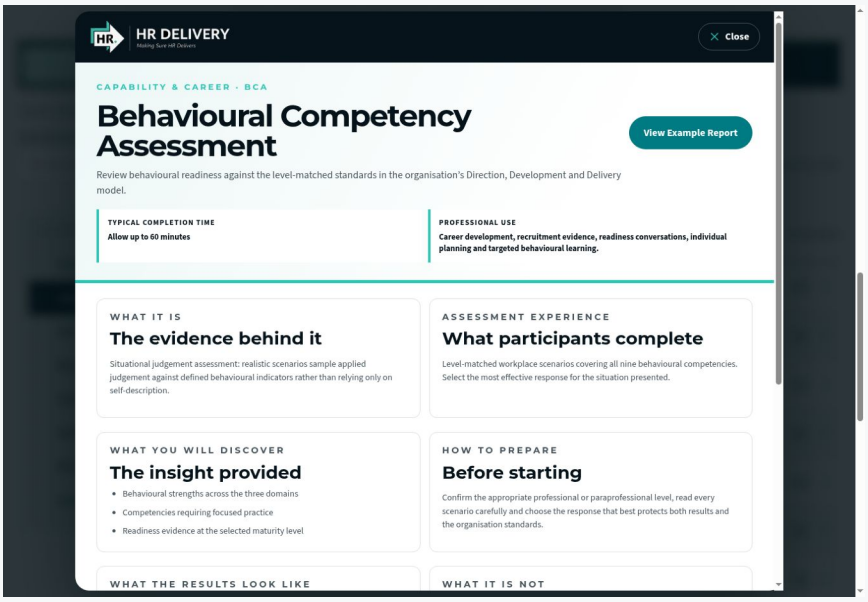
Recruitment assessments complement interview and experience evidence. Identify the unresolved capability question, select a relevant instrument and level, explain the purpose to candidates, and interpret findings alongside other information.

YOUR OUTPUTS

- Role-linked competency evidence
- Complementary assessment profile
- Focused feedback discussion

HOW TO USE IT

1. **Define the question.** Identify the capability requirement that interviews and existing information have not fully addressed.
2. **Choose relevant assessment.** Match the instrument and maturity level to the role and agreed assessment purpose.
3. **Integrate the findings.** Compare results with interview and experience evidence before the authorised team reaches a decision.



WEBSITE SCREEN / Behavioural Competency Assessment: public factsheet.

WHY THIS HELPS

Help the authorised team explore capability questions more systematically and prepare a more focused evidence and feedback discussion.

IN YOUR ORGANISATION / ILLUSTRATIVE

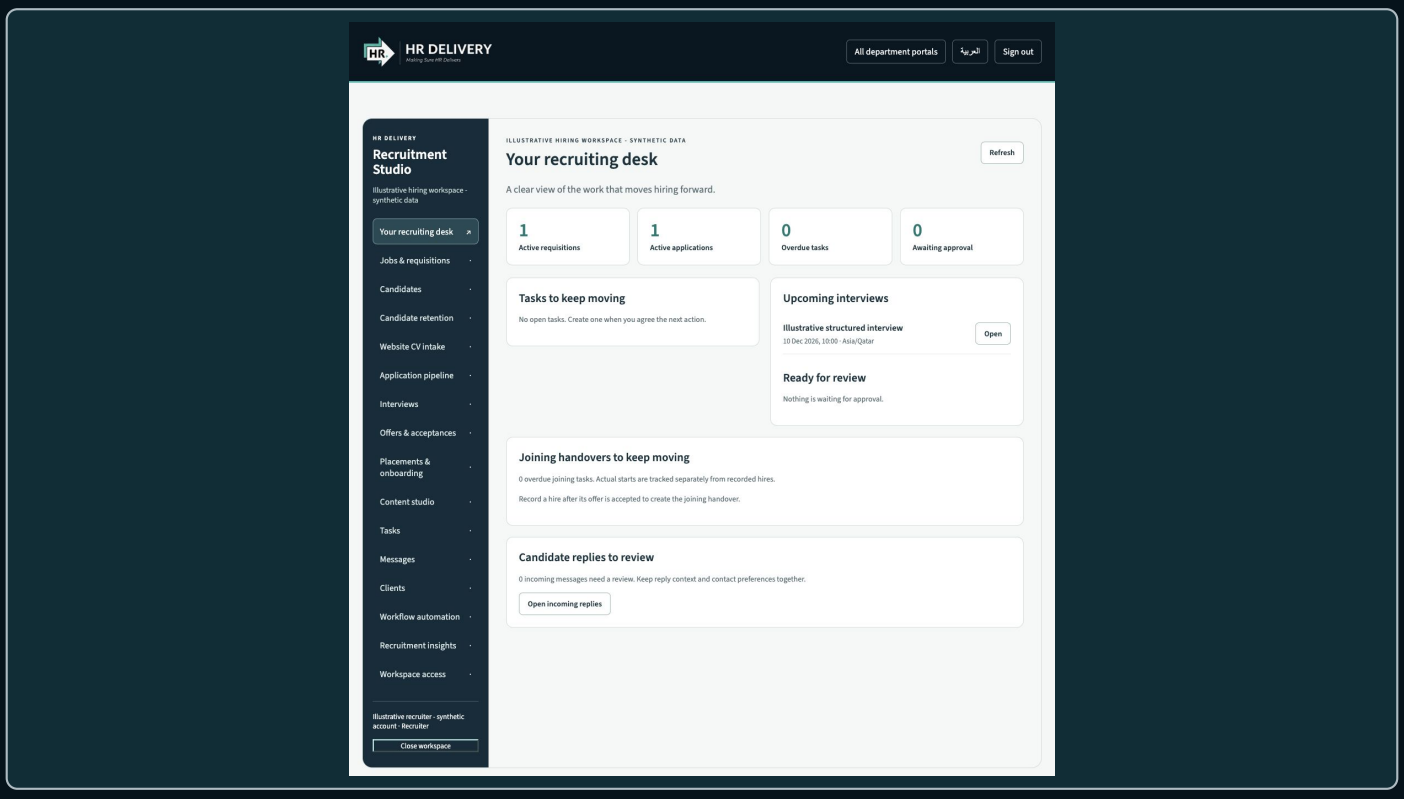
Illustrative example: Interviews suggest a candidate has relevant experience, but the team wants more evidence about role-level behavioural judgement. HR discusses an appropriate assessment, explains its purpose to the candidate and considers its profile alongside interview examples and technical evidence. What unresolved capability question would justify adding this assessment?

SOURCE: HR.DELIVERY / RECRUITMENT

A2 · SELECTION DOCUMENT WORKFLOW

Build an interview evidence pack your panel can use

Give the interview panel one coherent preparation pack, linking the role criteria with questions, scorecards and relevant assessment context.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Assemble the person specification, candidate background, interview prompts and scorecard. Where assessment is appropriate, include its purpose and interpretation boundaries, then organise discussion around evidence and unresolved questions.

YOUR OUTPUTS

- Role criteria and prompts
- Interviewer scorecard
- Panel discussion agenda

HOW TO USE IT

1. **Set criteria.** Identify the role requirements the panel needs to explore through interview.
2. **Prepare prompts.** Create questions that invite relevant examples, explanation and evidence from candidates.
3. **Organise records.** Use scorecards to distinguish observed evidence from the interviewer's interpretation.
4. **Review together.** Compare findings and retain the questions that still need clarification.

WHY THIS HELPS

Help the panel prepare consistently and distinguish established evidence from interpretation or issues that need further clarification.

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

CLIENT APPLICATION

Build an interview evidence pack your panel can use

A practical way to bring the tool into an organisational conversation.

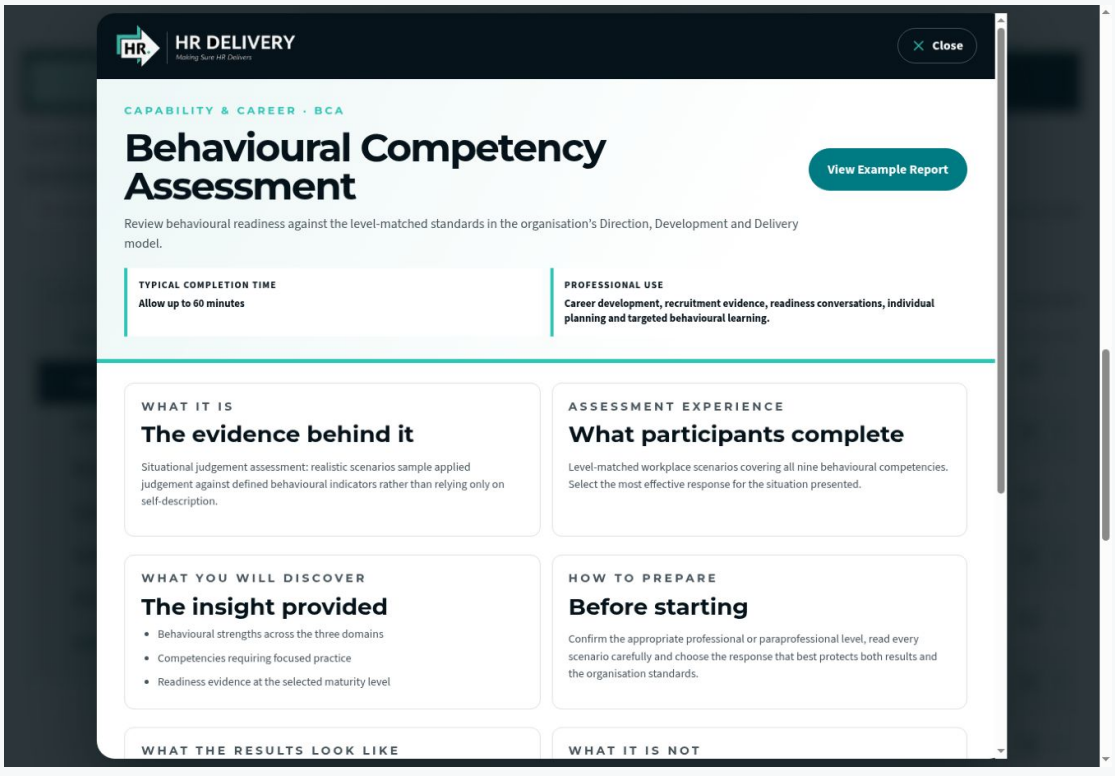
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: A client recruiting supervisors asks each interviewer to examine the same priority capabilities, then compares examples and assessment findings in one panel discussion.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A hiring panel receives the person specification, candidate background, role-based prompts and scorecard before meeting. Where an assessment is included, the pack states its purpose and interpretation boundaries, allowing the discussion to concentrate on relevant evidence and remaining questions.

What does your panel need in one place to make a considered decision?

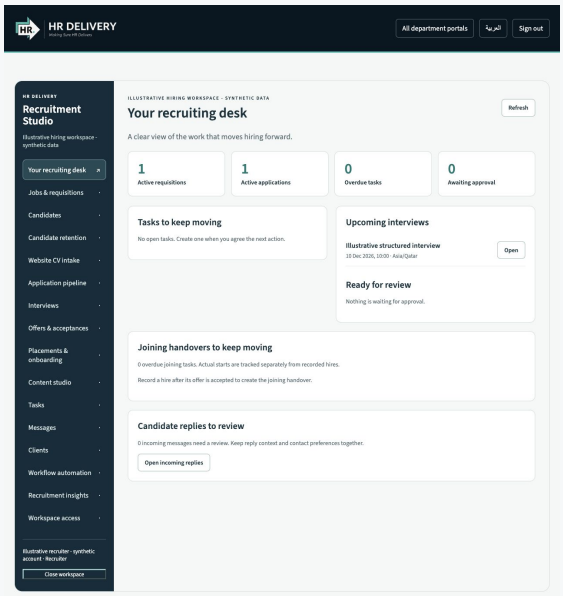


WEBSITE SCREEN / Behavioural Competency Assessment: public factsheet.

A2 · OFFERS AND ACCEPTANCE

Keep the offer and candidate response connected

Prepare the offer from approved appointment details and keep the candidate's response connected with the next recruitment action.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The offer workspace supports documents and response tracking. Confirm authorised details, review the wording and terms, then use the acceptance record to inform placement and joining preparation.

YOUR OUTPUTS

- Offer record and documents
- Candidate response status
- Information for the joining handover

HOW TO USE IT

1. **Confirm the proposal.** Check the authorised appointment details with the colleagues responsible for the offer.
2. **Prepare the documents.** Review the proposed wording and relevant terms before using the agreed issue process.
3. **Follow the response.** Keep acceptance or other candidate responses connected with the next recruitment action.

WHY THIS HELPS

Give the recruitment and receiving teams a clearer transition from a proposed appointment to agreed joining arrangements.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A preferred candidate is ready for an offer discussion. The recruiter confirms authorised terms and reviews the document wording, then keeps the response status with the offer record so the joining team can distinguish an accepted appointment from an unresolved proposal. Which offer details require approval before the document reaches the candidate?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · CONTRACTS, LETTERS AND LAW

Use the shared country legal-document route

Access the relevant Gulf country resources when an appointment requires contract, correspondence or employment-law reference material for review.

WHAT IT GIVES YOU

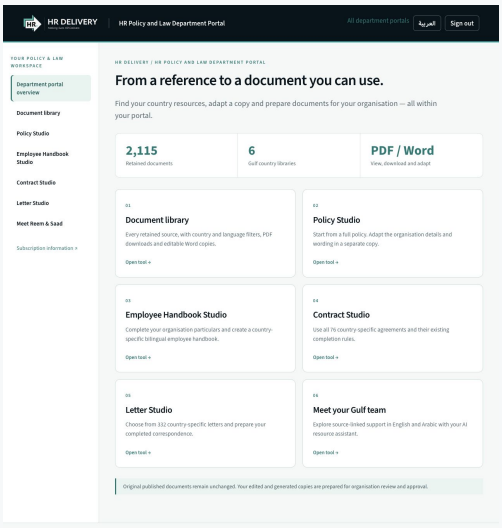
The shared HR Policy and Law portal provides six-country legal resources. Select the jurisdiction and document purpose, prepare the appointment context, and arrange suitable professional review before use.

YOUR OUTPUTS

- Six-country resource route
- Contract or correspondence starting material
- Professional-review questions

HOW TO USE IT

1. **Select the country.** Identify the jurisdiction and the employment-document purpose relevant to the proposed appointment.
2. **Use the legal workspace.** Find the appropriate country contract, letter or reference material within HR Policy and Law.
3. **Review before use.** Confirm the organisation's circumstances and obtain the professional review required for the document.



PUBLISHED WORKSPACE DEMONSTRATION / HR Policy and Law: official demonstration of the shared legal workspace.

WHY THIS HELPS

Give recruitment colleagues a clear legal-document route and a more focused brief for the people reviewing employment arrangements.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An appointment in Oman needs suitable contract and correspondence starting material. The recruiter uses the shared HR Policy and Law route, selects the jurisdiction and document purpose, and arranges appropriate professional review before any document is used for the appointment. Which jurisdiction and document purpose should govern the appointment paperwork?

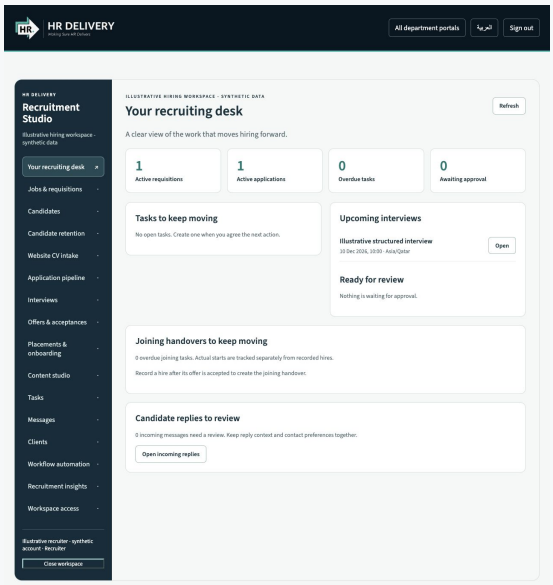
SERVICE CONTEXT / Shared HR Policy and Law workspace

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · PLACEMENT AND ONBOARDING

Turn acceptance into an organised joining handover

Use the accepted appointment to organise the information and practical actions the receiving team needs for a prepared start.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Placement and onboarding handovers connect recruitment with joining. Confirm start arrangements, prepare relevant information for the receiving team, then follow outstanding preparations and the actual start outcome within the process.

YOUR OUTPUTS

- Placement and joining record
- Onboarding handover
- Planned and actual starts

HOW TO USE IT

1. **Confirm the start.** Check the accepted appointment and the joining arrangements agreed with the candidate.
2. **Prepare the handover.** Share the relevant recruitment context and practical actions with the colleagues preparing employment.
3. **Follow the preparation.** Review outstanding joining work and keep the actual start outcome associated with the placement.

WHY THIS HELPS

Help the organisation carry recruitment decisions into employment preparation with clearer responsibilities and visibility of the joining outcome.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A candidate accepts an operations role with a future start date. Recruitment prepares the placement information for HR and the receiving manager, identifies outstanding joining arrangements and follows the planned start through to the recorded outcome of the handover. What must the receiving team know before this person's first day?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · JOINING JOURNEY

From an accepted offer to a prepared first day

Turn offer acceptance into a prepared first day by coordinating the appointment context, receiving team and outstanding practical actions.

WHAT IT GIVES YOU

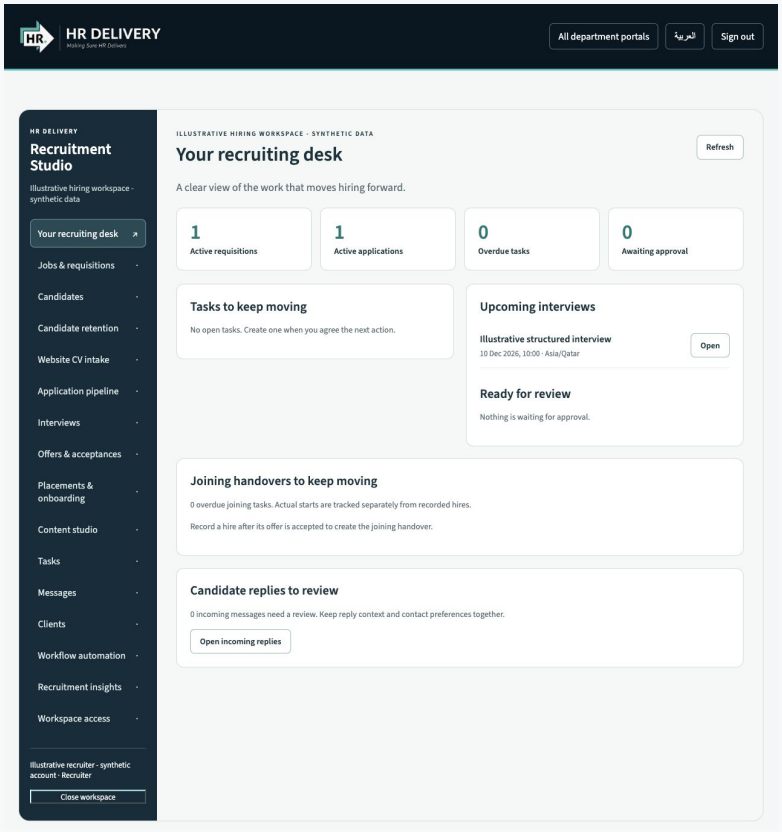
Confirm the accepted appointment and planned start. Use the placement handover to organise preparations, follow outstanding actions through the task process, and record the outcome of the joining stage.

YOUR OUTPUTS

- Confirmed joining plan
- Practical handover actions
- Retained placement outcome

HOW TO USE IT

1. **Confirm.** Check the accepted offer and agree the intended joining arrangements.
2. **Hand over.** Give the receiving team the context and actions needed for preparation.
3. **Follow up.** Use tasks to keep unresolved preparations visible to responsible colleagues.
4. **Close.** Confirm the start outcome and retain the recruitment-to-joining record for review.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHY THIS HELPS

Help recruiters and receiving colleagues close the gap between an accepted offer and a well-coordinated start to employment.

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

CLIENT APPLICATION

From an accepted offer to a prepared first day

A practical way to bring the tool into an organisational conversation.

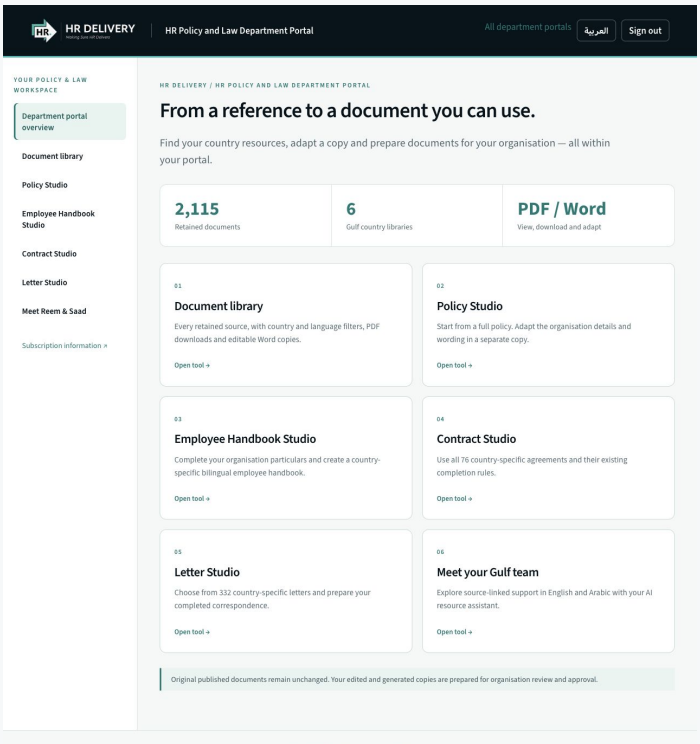
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: A partner recruiter hands an accepted appointment to the client's HR team, which reviews document and start-date actions before the employee arrives.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: An accepted offer requires coordination between recruitment, HR and a line manager. The team confirms the intended start, assigns outstanding preparation actions and agrees how changes will be communicated, so the joining handover has clear owners and a retained outcome.

Who owns each outstanding preparation after the offer is accepted?

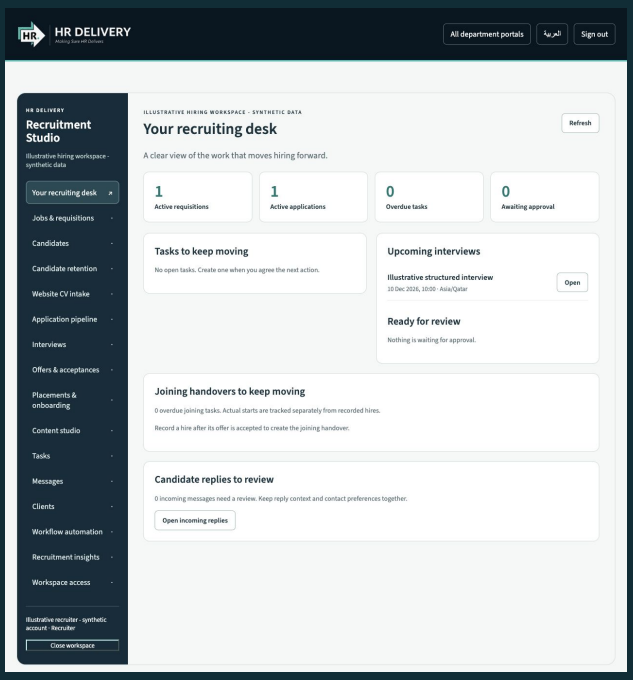


PUBLISHED WORKSPACE DEMONSTRATION / HR Policy and Law: official demonstration of the shared legal workspace.

A2 · RECRUITMENT COORDINATION

Keep follow-ups and workflow rules visible

Make recruitment follow-ups explicit and organise repeatable activity around clear responsibilities, conditions and review points for the team.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Tasks and workflow automation support recurring recruitment activity. Identify the action and responsible colleague, review outstanding commitments, and agree the intended sequence before relying on saved workflow rules.

YOUR OUTPUTS

- A visible recruitment task list
- Clear next actions
- Saved rules for agreed recurring work

HOW TO USE IT

1. **Define the action.** Specify the recruitment follow-up needed and the colleague responsible for progressing it.
2. **Review outstanding work.** Use the task view to identify commitments that need attention or coordination.
3. **Agree repeatable rules.** Set the intended conditions and human review points before relying on recurring workflow behaviour.

WHY THIS HELPS

Help the team follow through on commitments and apply consistent routines to recruitment work that recurs across mandates.

IN YOUR ORGANISATION / ILLUSTRATIVE

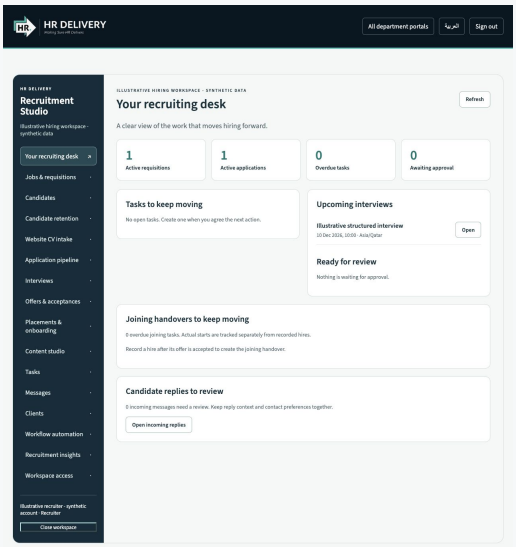
Illustrative example: A recruiter repeatedly needs hiring managers to review shortlisted profiles. The team defines the responsible colleague and expected follow-up, examines the recurring sequence and agrees any workflow rule before relying on it to support future recruitment activity. Which recurring recruitment action needs an explicit owner and agreed sequence?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · CANDIDATE COMMUNICATION

Prepare candidate messages and keep replies in context

Prepare candidate messages with the relevant application context and keep incoming replies connected to the recruitment conversation that follows.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The messaging area supports drafts and reply handling. Review context, communication permissions, wording and recipient before contact; use connected provider services where outbound email or SMS delivery is required.

YOUR OUTPUTS

- Email or SMS drafts
- Incoming-reply context
- Communication linked to recruitment work

HOW TO USE IT

1. **Prepare the message.** Use the relevant vacancy or application context and the candidate's communication preferences.
2. **Review before sending.** Check the wording, intended recipient and purpose through the organisation's agreed process.
3. **Continue the conversation.** Review incoming replies with the recruitment context and agree the appropriate next action.

WHY THIS HELPS

Give recruiters clearer communication context and help candidate conversations progress through a reviewed, purposeful follow-up process with colleagues.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A recruiter prepares an interview update for a candidate. Before contact, the team checks the application context, recipient, permissions and wording. It confirms the enabled provider route for outbound delivery and retains relevant incoming-reply context with the recruitment work. Is the delivery channel connected and appropriate for this candidate communication?

SERVICE CONTEXT / Outbound delivery requires a connected provider

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · COMMUNICATION PREFERENCES

Respect the candidate's contact choices

Use the candidate's contact permissions and preferences to guide the purpose, channel and timing of your recruitment follow-up.

WHAT IT GIVES YOU

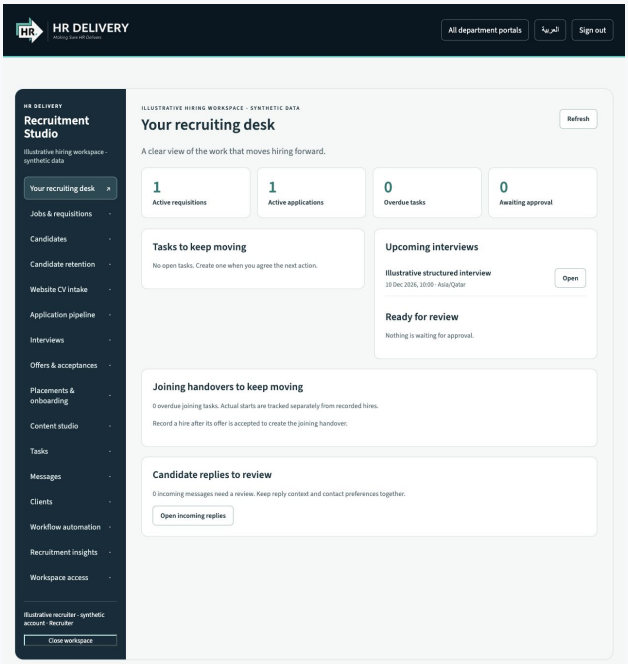
Communication preferences sit alongside candidate and reply handling. Review the permitted purpose and channel before contact, and consider updated preferences when planning later recruitment conversations or reviewing responses.

YOUR OUTPUTS

- Visible contact permissions
- Candidate communication preferences
- A clearer basis for follow-up

HOW TO USE IT

1. **Review permissions.** Check the candidate's available contact permissions before deciding how to approach them.
2. **Match the purpose.** Use a communication channel and reason consistent with the recorded preferences.
3. **Keep context current.** Consider any updated preference information when reviewing replies and planning subsequent contact.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHY THIS HELPS

Help the team make contact decisions that reflect the candidate's choices and keep those choices visible during follow-up.

IN YOUR ORGANISATION / ILLUSTRATIVE

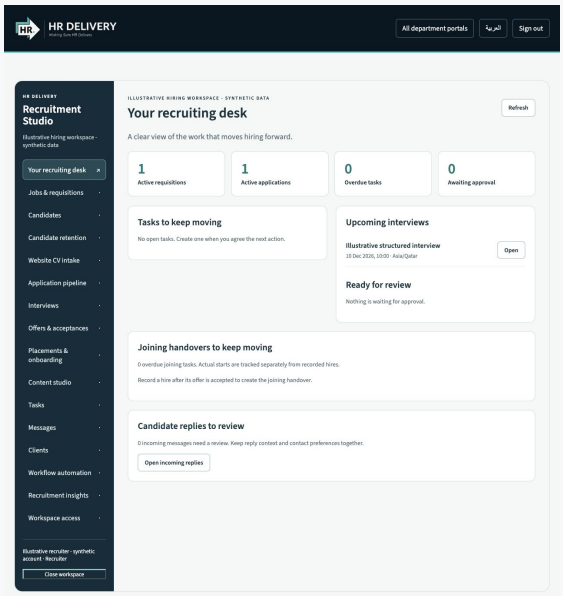
Illustrative example: A candidate previously welcomed vacancy updates but now requests contact only about an active application. The recruiter considers the updated preference when planning follow-up and checking replies, keeping the communication purpose consistent with the candidate's recorded choices. What does this candidate currently permit you to contact them about?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · RECRUITMENT ANALYTICS

Use recruitment insights to focus the service conversation

Use recruitment insights to focus service discussions on progress, delays and practical changes that could improve the hiring process.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Reporting provides views of recruitment activity and outcomes. Compare patterns with vacancy and application context, explore possible explanations, and agree practical improvements with the colleagues responsible for delivery.

YOUR OUTPUTS

- Activity and outcome views
- Progress and delay questions
- Improvement agenda

HOW TO USE IT

1. **Review the picture.** Examine the available recruitment activity and outcome views for the work being discussed.
2. **Explore the context.** Compare the reported pattern with the relevant vacancies, applications and operational circumstances.
3. **Agree improvements.** Choose the practical follow-ups that address the issue and review progress in the next conversation.

WHY THIS HELPS

Give service reviews a stronger factual starting point and connect discussion of recruitment performance with actions the team can take.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client review identifies several applications waiting at the same stage. The team examines the activity view alongside vacancy context, asks whether interview availability or missing evidence explains the pattern, and agrees a practical improvement without assuming the chart establishes causation. Which recruitment pattern deserves a closer look at the underlying records?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · CLIENT SERVICE RHYTHM

Run a focused weekly recruitment service review

Bring current mandates, decisions and outstanding actions into a short service review focused on what the client needs next.

WHAT IT GIVES YOU

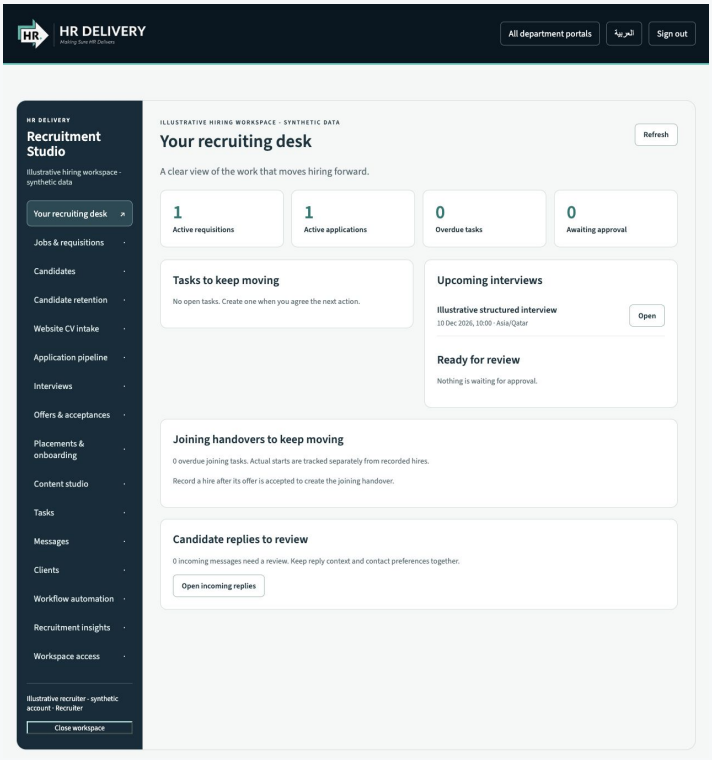
Prepare around active vacancies and client priorities. Review upcoming interviews, offer responses, joining activity and overdue work, then agree the actions and responsible colleagues needed to move the mandate forward.

YOUR OUTPUTS

- Client review agenda
- Decisions and actions
- Weekly follow-up list

HOW TO USE IT

1. **Prepare.** Review the desk and current client vacancies before the service meeting.
2. **Discuss.** Focus on progress, unresolved evidence and decisions needed to advance applications.
3. **Agree.** Identify next actions and the colleagues responsible for the agreed priorities.
4. **Follow through.** Revisit outstanding commitments and outcomes through tasks and the next review.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHY THIS HELPS

Keep client conversations focused on delivery and give recruiters clear commitments to revisit through the next service review.

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

CLIENT APPLICATION

Run a focused weekly recruitment service review

A practical way to bring the tool into an organisational conversation.

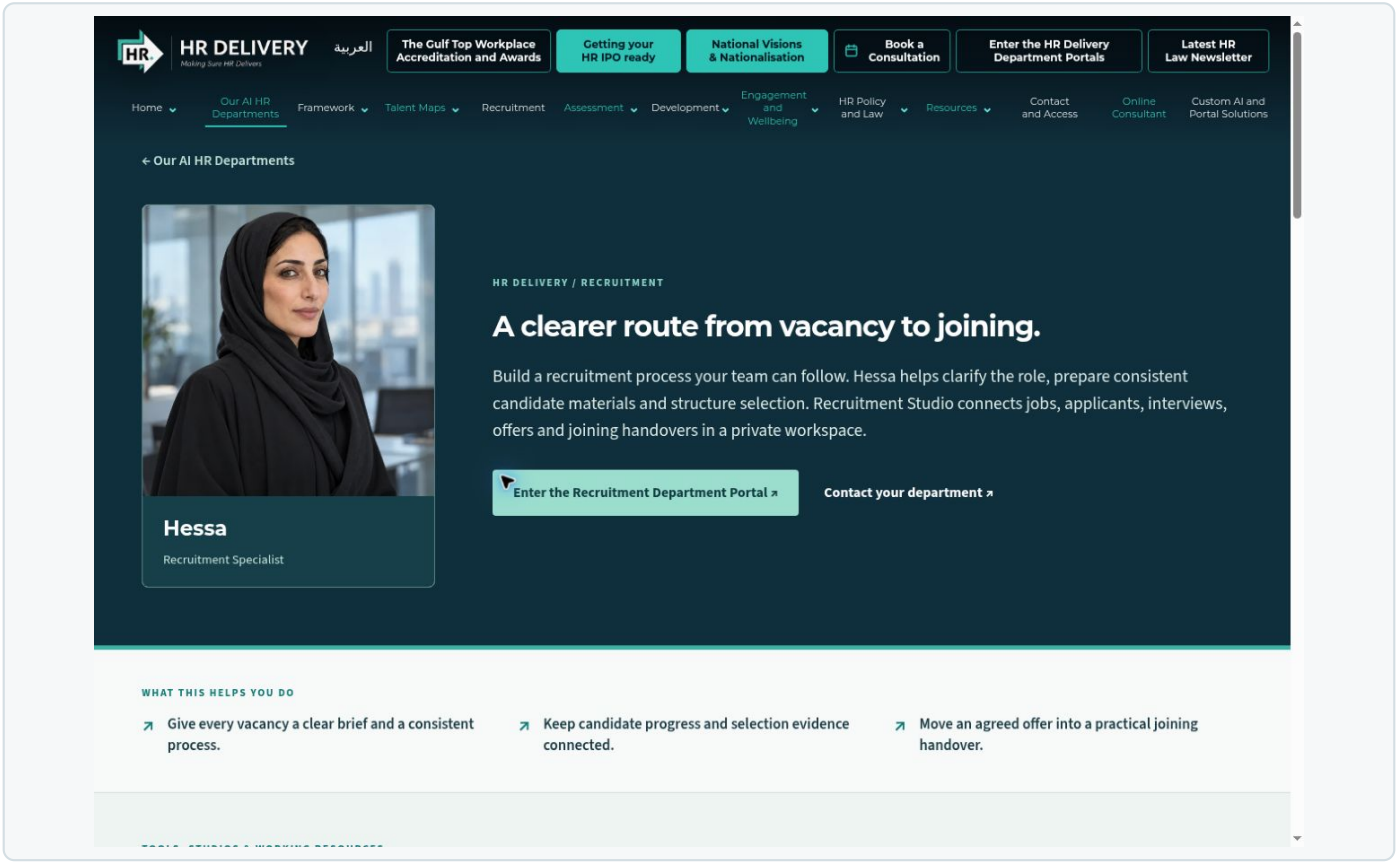
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: A recruitment partner reviews five active vacancies with the client, concentrating on upcoming interviews, pending offer responses and the actions needed before the following week.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A weekly client meeting covers imminent interviews, an unanswered offer and a joining handover. The recruiter prepares the decisions needed, assigns actions during discussion and retains a follow-up list that colleagues can use before the next service review.

What decisions must this week's recruitment review produce?

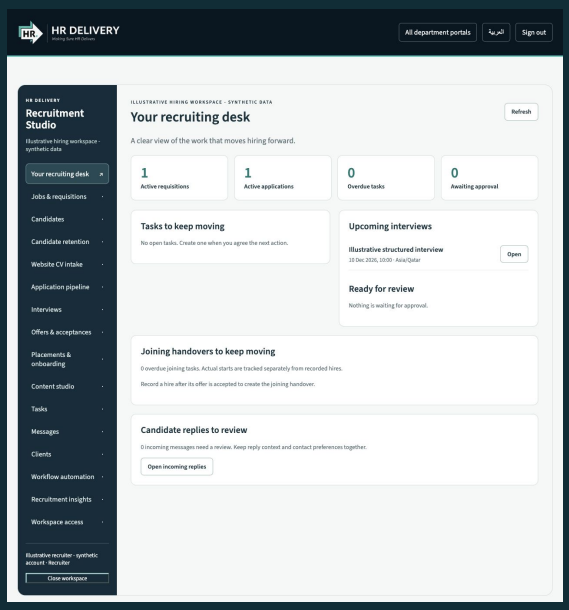


WEBSITE SCREEN / Hessa and the public Recruitment department service overview.

A2 · CANDIDATE-RETENTION REVIEW

Review whether candidate information is still needed

Review the continuing recruitment purpose for candidate information and decide whether further contact or another authorised record action is appropriate.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The retention area supports review of held candidate information. Consider original purpose, current opportunities and preferences, then follow the organisation's approved retention process for any action identified.

YOUR OUTPUTS

- A candidate-record review point
- A reasoned retention or follow-up decision
- Clearer recruitment information practices

HOW TO USE IT

1. **Review the purpose.** Consider why the information was retained and whether that recruitment purpose remains relevant.
2. **Consider the context.** Check active opportunities and the candidate's available preferences before deciding on follow-up.
3. **Apply the process.** Use the organisation's approved retention practices for the action the review identifies.

WHY THIS HELPS

Help the team keep candidate information purposeful and make retention or follow-up decisions with relevant recruitment context.

IN YOUR ORGANISATION / ILLUSTRATIVE

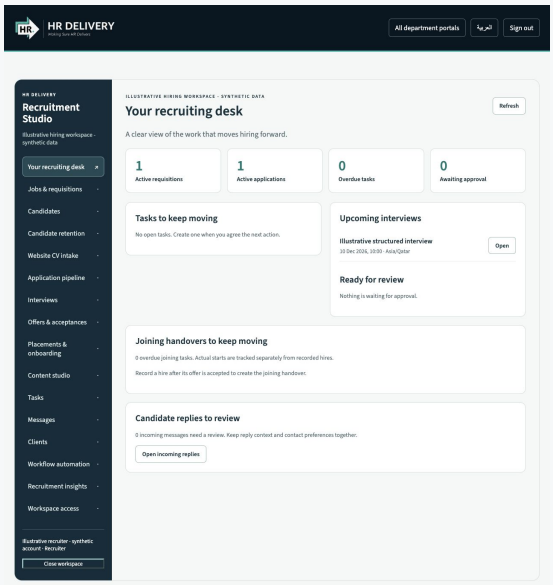
Illustrative example: A talent-pool record has not supported a recent recruitment discussion. The responsible team reviews its original purpose, current relevance and communication preferences, then follows the organisation's approved retention process rather than retaining information indefinitely because it might become useful. What current purpose justifies retaining this candidate information?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

A2 · WORKSPACE ADMINISTRATION

Administer workspace access and recovery arrangements

Keep workspace membership appropriate to the mandate and prepare an agreed approach to recovery of recruitment work when needed.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Workspace administration supports access and team membership; recovery tools provide copies of recruitment work. Assign responsibility for membership reviews and understand the recovery arrangements before undertaking any restoration activity.

YOUR OUTPUTS

- Workspace membership administration
- Access responsibilities
- Recovery copies and agreed process

HOW TO USE IT

1. **Assign responsibility.** Identify who administers the workspace and who should have access to its recruitment work.
2. **Review membership.** Check that access remains appropriate as the recruitment team or partner mandate changes.
3. **Plan recovery.** Understand the available recovery copies and follow an agreed process before attempting restoration.

WHY THIS HELPS

Give the recruitment team clearer access responsibilities and an organised basis for handling changes in membership or recovery needs.

IN YOUR ORGANISATION / ILLUSTRATIVE

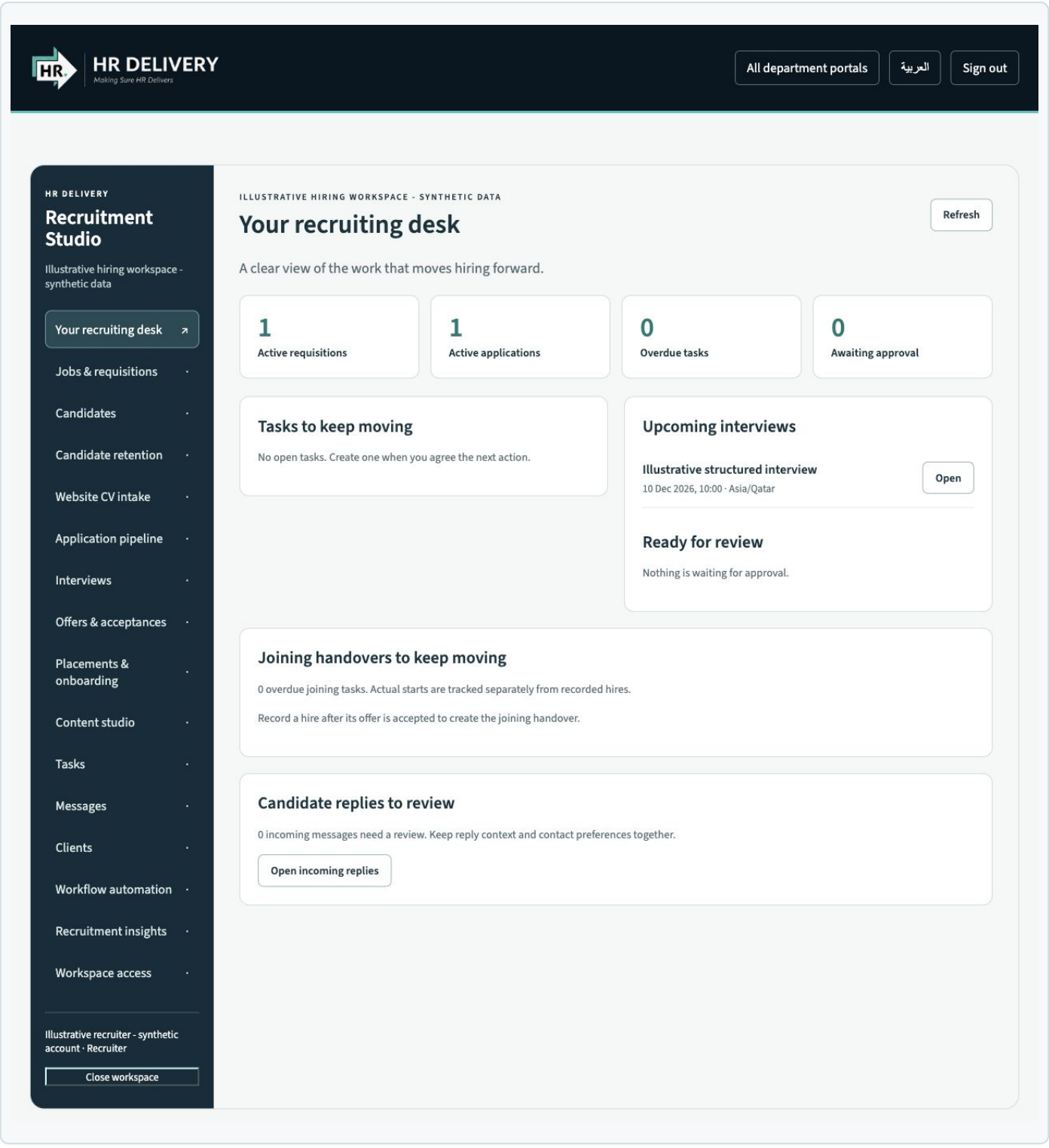
Illustrative example: A partner recruiter leaves a mandate while another colleague takes responsibility. The workspace administrator reviews membership, confirms the new access responsibilities and checks the agreed recovery arrangements, so any future restoration activity has a defined owner and process. Who is responsible for access reviews and recovery decisions in this workspace?

SOURCE: HR.DELIVERY / DEPARTMENT RECRUITMENT

THE SERVICE ON SCREEN

A closer look at the workspace

The complete published demonstration is shown at a larger scale. Use the feature pages to connect this view with your own service requirements.

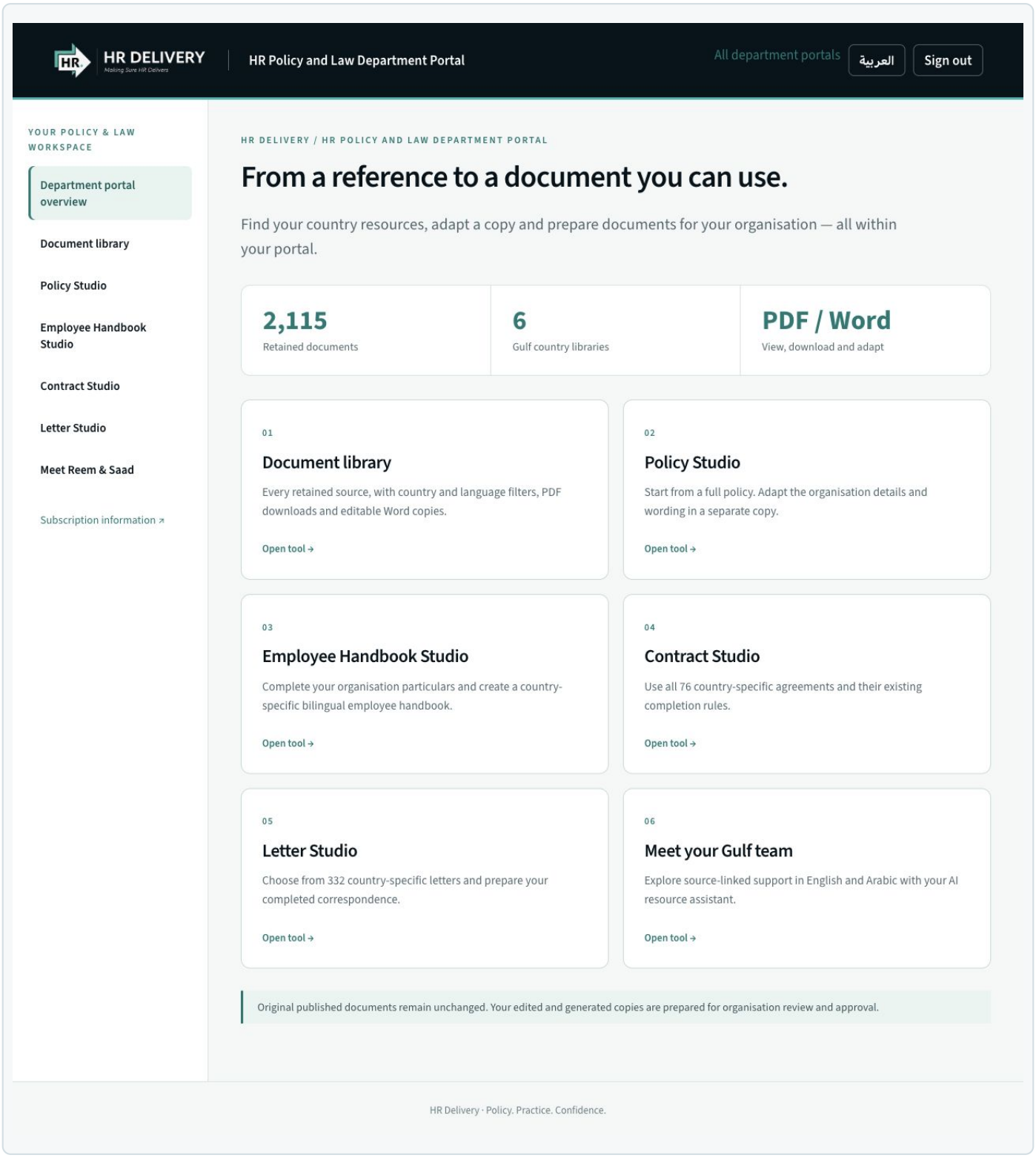


PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

THE SERVICE ON SCREEN

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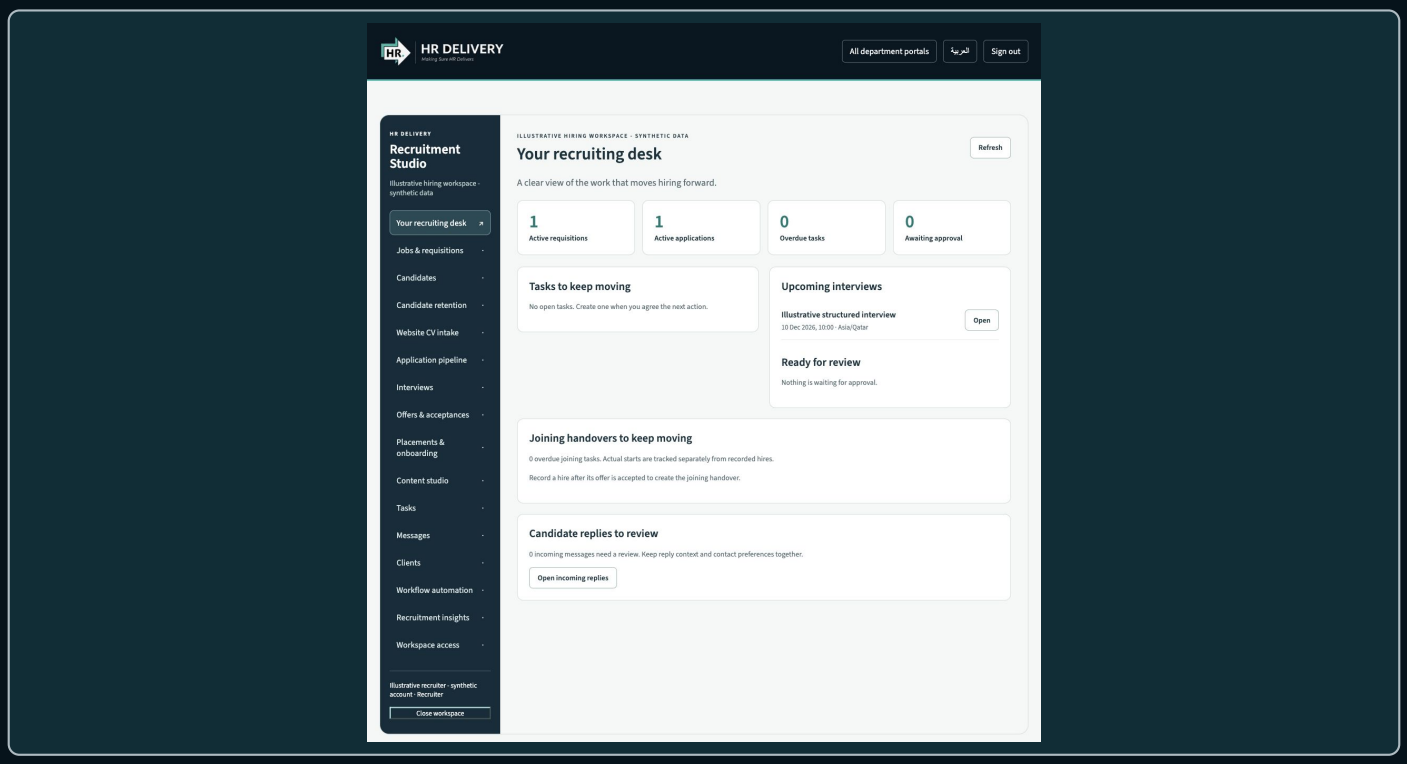
PUBLISHED WORKSPACE DEMONSTRATION / HR Policy and Law: official demonstration of the shared legal workspace.

A / RECRUITMENT

03

See the service in practice

Two illustrative client journeys connect the tools with a business need, a working sequence and useful outputs.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

CLIENT JOURNEY / 01

Commission a specialist appointment

Illustrative client journey: A professional services firm needs a specialist practice lead. The hiring manager has a broad job description but wants a clearer way to distinguish relevant expertise, leadership judgement and client experience. HR prepares the mandate with HR Delivery before approaching potential candidates.

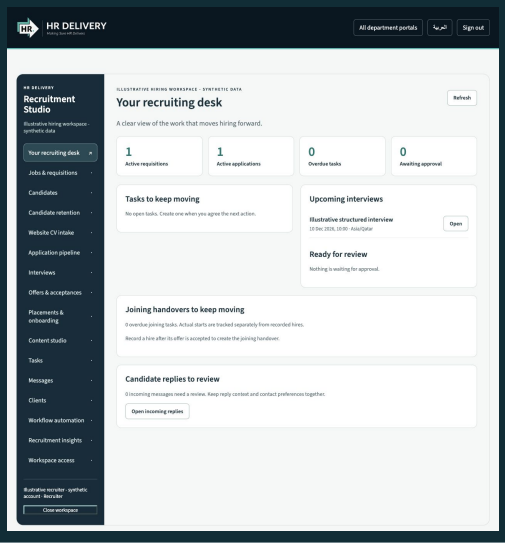
1. **Explain the contribution.** Describe the practice priorities, client responsibilities and decisions the role will own.
2. **Prepare the campaign.** Build a person specification, advertisement and interview kit from the same brief.
3. **Explore relevant evidence.** Use structured interviews and suitable assessments to examine the agreed capability questions.
4. **Prepare the appointment.** Bring panel evidence, authorised offer details and joining responsibilities into the decision process.

WHAT THE WORK PRODUCES

- Approved recruitment brief
- Role-based interview evidence pack
- Offer and joining handover

THE VALUE FOR YOUR TEAM

The hiring team can explain its requirements, examine comparable evidence and coordinate the appointment with clearer responsibilities from the first brief through the joining stage.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

EXPLORE NEXT / Start with a clear job and requisition (p025) · Build a consistent candidate and interview pack (p026) · Tailor the final interview to the work (p034)

CLIENT JOURNEY / 02

Coordinate a recruitment campaign across several teams

Illustrative client journey: A business is recruiting for several departments while existing managers continue their day jobs. Applications, interview availability and offer decisions need regular coordination. HR agrees a shared review rhythm so each vacancy has a responsible owner and a visible next action throughout.

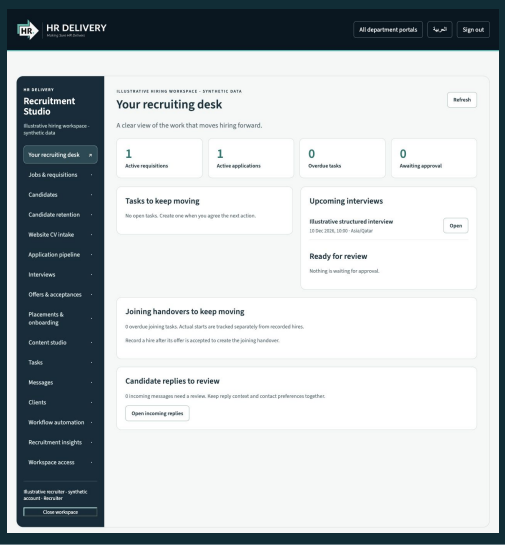
1. **Separate the mandates.** Confirm the relevant workspaces, client context and vacancy owners before handling candidate information.
2. **Review the pipeline.** Check application stages and identify the evidence or decision holding each vacancy back.
3. **Coordinate commitments.** Arrange interviews, review overdue actions and confirm the appropriate communication route.
4. **Close the handovers.** Review accepted offers, joining preparations and any unresolved actions with the receiving teams.

WHAT THE WORK PRODUCES

- Vacancy-by-vacancy review agenda
- Responsible owners and follow-up actions
- Confirmed joining preparations

THE VALUE FOR YOUR TEAM

A shared review rhythm helps busy managers focus their attention on pending decisions while recruiters retain the context needed to coordinate candidates and joining arrangements.



PUBLISHED WORKSPACE DEMONSTRATION / Recruitment Studio: official HR Delivery demonstration workspace.

EXPLORE NEXT / Keep each recruitment mandate in its own workspace (p023) · Follow each application through the hiring process (p032) · Coordinate interviews and retain structured scorecards (p035)

SERVICE ARRANGEMENTS

A clear handover helps your team start well

Agree the people, workspaces, outputs and service connections required for your assignment.

SCOPE AND RESPONSIBILITY

Confirm the business question, participating colleagues, outputs and the decisions that remain with your authorised team.

ACCESS AND COMMUNICATION

Lama can coordinate the relevant portal route and service setup. Specialist AI profiles are virtual characters; enabled chat, call, email and Telegram channels depend on the agreed provider connections.

SCREENS AND EXAMPLES

Screens show the public website, published workspace demonstrations or related service views, as labelled. Examples in this brochure are illustrative; they do not report client results or completed private transactions.

REVIEW AND RELEASE

Adapt models and documents to the assignment. Agree professional review, approval, release and record-handling arrangements before organisational use.

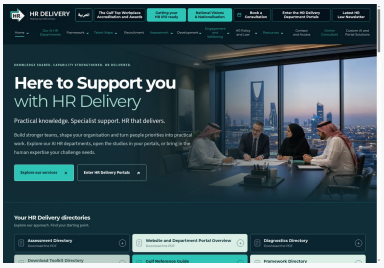
USEFUL DIRECT ROUTES

Speak with Lama

Explore the portal directory

Request a conversation with Dr Phillip

Contact HR Delivery



Source basis: the approved HR Delivery Client Guide and its linked site review, expanded with client applications. Mission, vision and pledges were checked against HR Delivery's public site in November 2026. Catalogue counts refer to the stated inventory, not a promise of future totals.

YOUR NEXT STEP

Start with the appointment you need to make

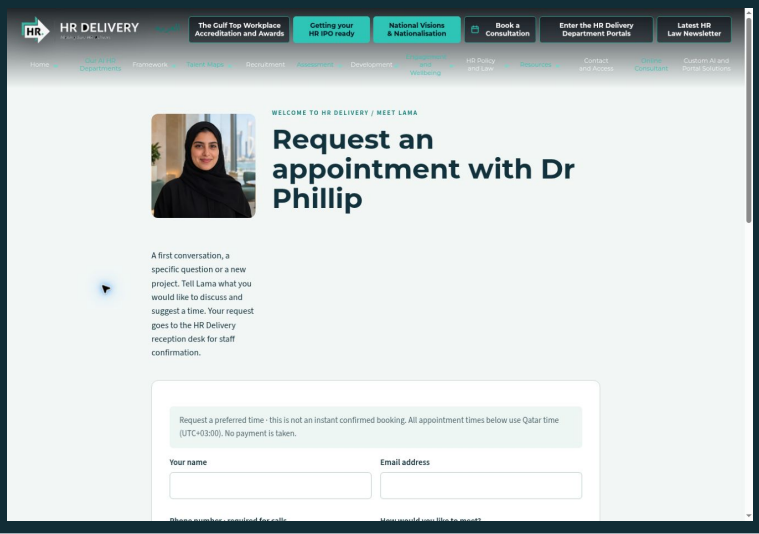
You can begin with a single vacancy, a difficult interview question or a campaign that needs more coordination. Share the role context and the stage you have reached with Lama. HR Delivery can then help shape the recruitment assignment, identify the appropriate resources and agree responsibilities. Confirm the required workspace, communication arrangements and review points as part of that discussion, so everyone understands the next practical step before delivery begins.

A PRACTICAL START

- Choose the vacancy or campaign to discuss first.
- Gather the role information and current selection materials.
- Arrange a service discussion with Lama and the recruitment team.

A STARTING BRIEF YOU CAN ADAPT

We need support recruiting [role] in [location]. The appointment must deliver [contribution]. We have reached [stage] and would like help with [activity]. Our target timing is [date], and the hiring decision will involve [people]. Please help us shape the mandate.



WEBSITE SCREEN / Public appointment-request route: requests are reviewed by the team.

Start with Lama

www.hr.delivery | drphillip@hr.delivery