



NIGEL WRIGHT
GROUP
RECRUITMENT

THE NORTH EAST OF ENGLAND

HR&D

SALARIES, SKILLS AND BENEFITS REPORT 2020



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INTRODUCTION

Welcome to Nigel Wright Recruitment's 2020 HR&D Salaries, Skills and Benefits Report.

The North East is a highly attractive market for any company that needs to employ experienced HR&D professionals. 'World class' HR&D teams define the region's businesses and play a significant role in many organisation's ongoing success.

Better pay, new challenges, and promotion are all factors that HR&D influences within an organisation. And this report outlines what HR&D professionals consider important, popular and fair within the context of the HR&D discipline itself.

Salaries are dependent upon the company and the job role, together with the specific skills and experience of the employee. Market conditions and dominant employers will affect local and regional market rates, as will supply and demand.

Recruitment companies are in an ideal position to understand market rates, since their customer base covers both employers and employees. The goal for the employer is to attract good talent and pay them fairly.

Market rates set candidates' expectations and employers' salary offers and are more established in some disciplines and levels than others. Certain disciplines will command a strong market rate especially when markets are buoyant and skilled workers are essential but in short supply.

ABOUT NIGEL WRIGHT RECRUITMENT

Nigel Wright Recruitment is the leading and largest, multi-discipline regional recruitment business specialising in the North of England, with deep expertise across every discipline.

Our clients trust us to quickly attract the highest calibre and most suitable candidates first time.

1. We access candidates that others can't.
2. Our customers believe we enhance their employer brand.
3. We control the process and manage risk, allowing you to focus on your day job.
4. We deliver sustainable results that produce long term value.

We create greater value than our competitors with an open market perception survey ranking us above all competitors across relationships, service, knowledge, quality and capability.

SAMPLE BASE

Nigel Wright's annual salary survey is sent to over 30,000 professionals at all levels across the North East of England.

This Report has been compiled from the answers of people identifying themselves as having a HR&D discipline. As such it is the most comprehensive Report about what HR&D professionals in the North East are earning and what benefits they are enjoying, their opinions on what attracts and motivates them to stay with or leave their employers, and their remuneration structures.

The sample base is representative of the North East HR&D marketplace.

The majority are female (**71%**) and one in four (**24%**) are working in companies that deliver some form of professional, financial or consumer services. A fifth (**19%**) are working in the public or third sector and **9%** are working in IT / Tech / Digital.

93% of our HR&D sample are in full-time employment, and **92%** described themselves as permanent, **3%** as contract, **1%** as interim and **4%** as temporary. The results shown in this survey are based on permanent workers.

FIGURE 1: RESPONDENTS' SECTOR

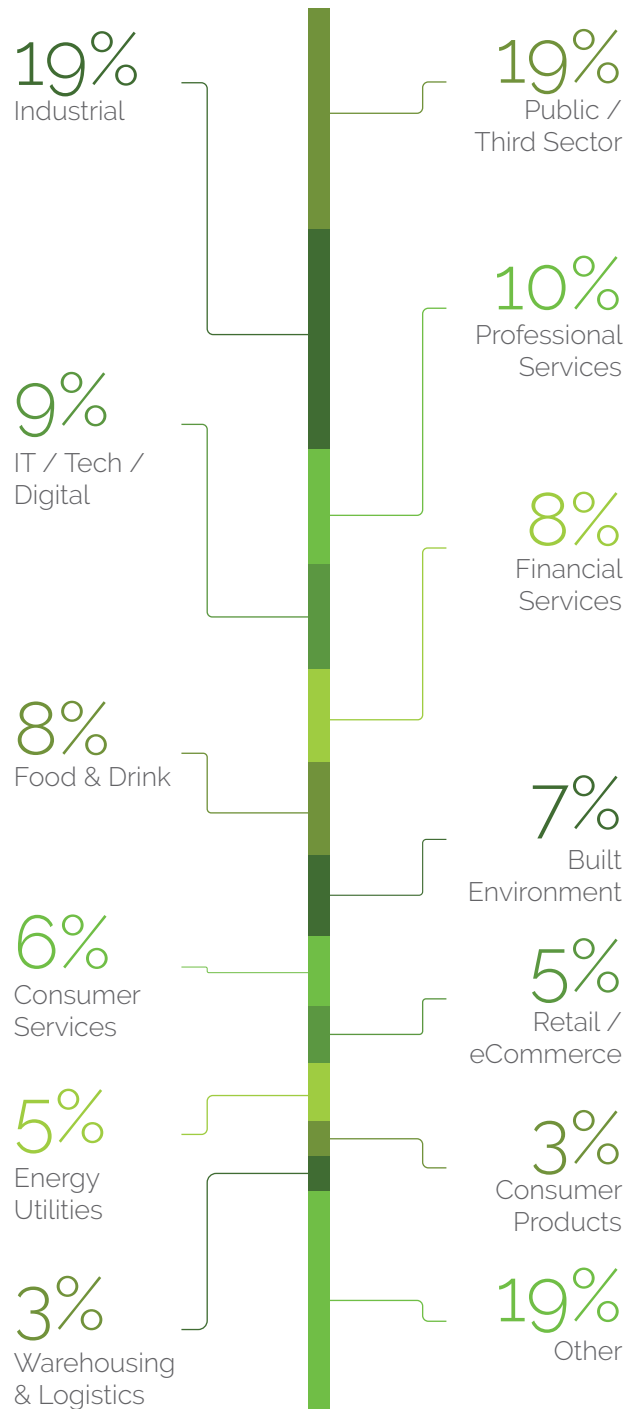
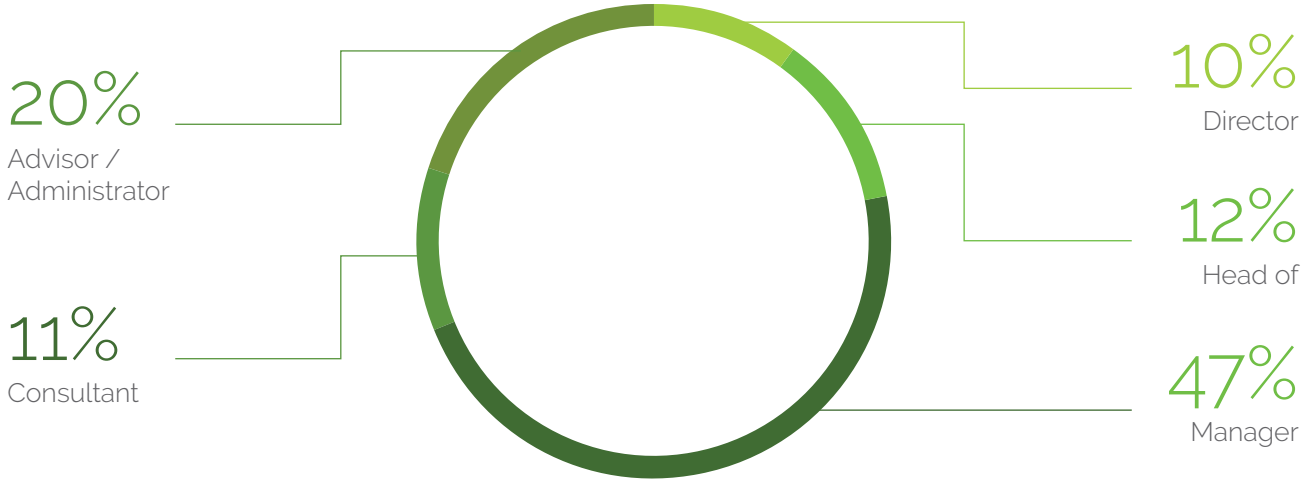


FIGURE 2: RESPONDENTS' JOB TITLE



In terms of position, **69%** of our sample worked in management, including **10%** who identify themselves as Directors. **11%** are employed as "Consultants" and the remainder are working at levels of Advisor or Administrator.



1.0

THE WORKING ENVIRONMENT

“I would like a wider scope of role and the ability to implement change management in a timelier manner.”

1.1 SATISFACTION LEVELS & CHANGING JOBS

TABLE 1: JOB AND SALARY SATISFACTION

	Current job		Current salary	
	HR&D	All disciplines	HR&D	All disciplines
Very satisfied	11%	13%	18%	17%
Moderately satisfied	50%	46%	45%	45%
Neither satisfied nor dissatisfied	13%	16%	12%	15%
Moderately dissatisfied	21%	17%	18%	17%
Very dissatisfied	5%	7%	7%	7%

The survey found that around six out of ten permanent HR&D professionals in the North East are satisfied with their current job (11% are very satisfied, 50% moderately satisfied).

Not surprisingly, this tends to mirror how they feel about their current remuneration, but when the two statements are analysed in conjunction with each other, there is a hard core of 11% of workers who are dissatisfied with both their job and their salary.

This is eclipsed by the 45% who say they are satisfied with their job and their remuneration, and the remaining 44% fall somewhere in between these two poles.

“ I've gone as far as I can in this role; it's getting repetitive and my salary is capped. ”

“ I feel that I'm overlooked compared to others at a similar level. There appears to be no value placed on what HR brings to the business. ”

FIGURE 2: SATISFACTION MATRIX

		Salary satisfaction		
		Satisfied	Neither satisfied nor dissatisfied	Unsatisfied
Job satisfaction	Satisfied	45%	4%	11%
	Neither satisfied nor dissatisfied	5%	4%	4%
	Unsatisfied	12%	4%	11%

45% are satisfied with both their job and their remuneration.

TABLE 2: CHANGING JOBS

	HR&D	All disciplines
Changing job now (within a month or so)	9%	11%
Within the next year	36%	30%
In the next 1 - 2 years	17%	17%
In the next 2 - 3 years	8%	8%
In 3+ years	1%	3%
Not planning to change job	29%	31%

When we asked permanent HR&D professionals if they were planning to change jobs, **71%** told us they were planning to do so. **62%** of our sample base said they are planning to change jobs within the next two years. **9%** told us they were currently in process, and **36%** said they were looking to move within the next year.

These findings are also borne out by the fact that only **24%** of our sample have worked for their current employer for more than five years, with **16%** having been in their current position for more than five years. Our research finds that only when people reach the age of 50+ does the urge to change jobs start diminishing.

62% say they will be looking to change jobs in the next two years (45% within the year ahead).

9% told us they were currently in process to change jobs.

Why HR&D professionals change jobs

TABLE 3: FACTORS INFLUENCING A CHANGE OF ROLES

	HR&D	All disciplines
Feel valued / have influence / make an impact	81%	75%
Agile / flexible working	70%	61%
Company's values & culture	68%	61%
Location	66%	65%
New challenges	59%	57%
Generous holiday entitlement	57%	50%
Higher salary	56%	70%
Career progression	56%	59%
Generous employer contributory pension	46%	44%
Health insurance	26%	25%
Car allowance / loan	23%	18%
Profit share / bonus / commission levels	20%	25%
Corporate social responsibility initiatives	20%	14%
Environmental & sustainability credentials	16%	15%
Latest technologies	14%	18%

We asked permanent HR&D professionals to select from a series of factors that were important to them when looking for a new role, and also asked them to tell us their main reason for changing jobs. Overall, the top three reasons selected were to feel valued and make a difference (**81%**) and agile / flexible working benefits (**70%**), followed by a company's values and culture (**68%**).

Least likely to influence a permanent HR&D professional's decision to change roles are a company's environmental / sustainability credentials and its access to the latest technologies.

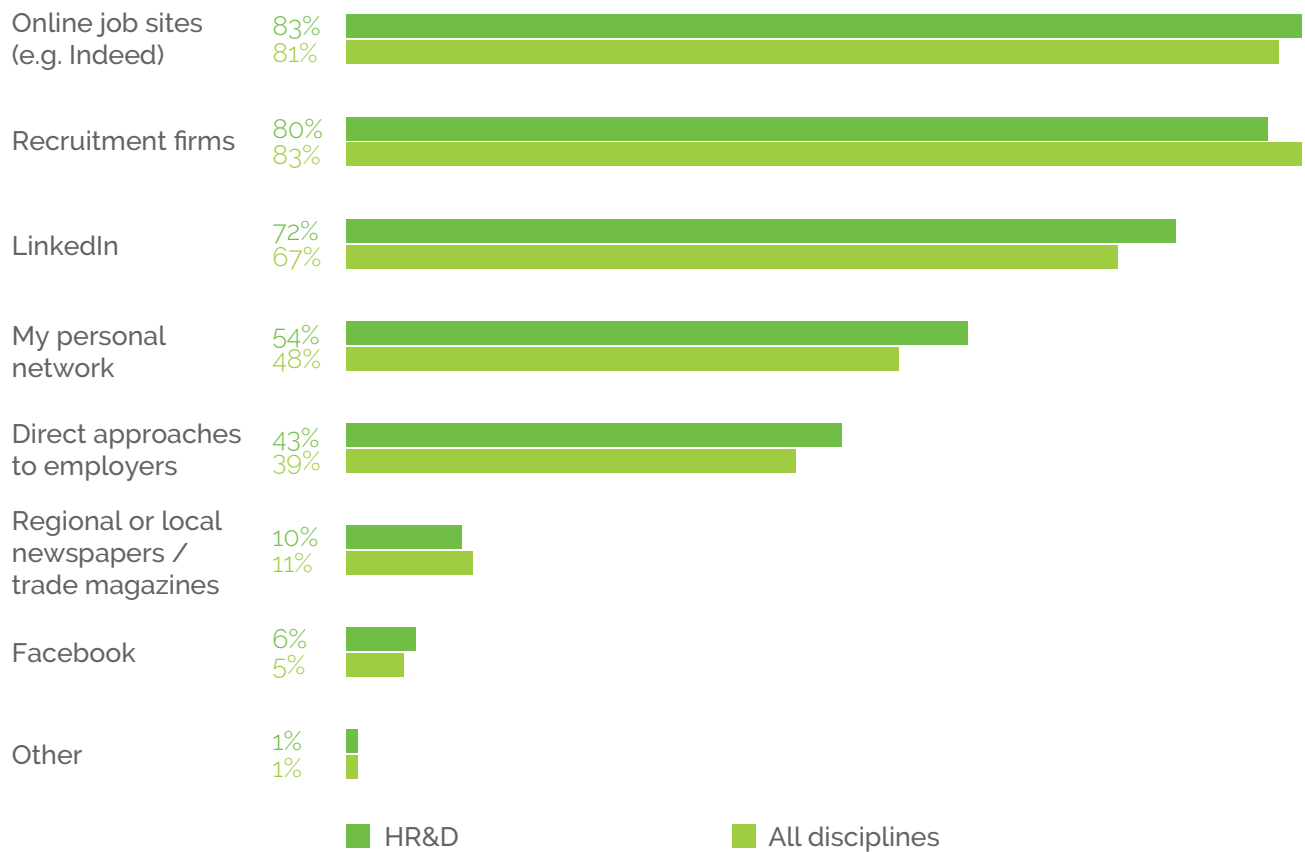
The main reasons that HR&D professionals change jobs is to feel valued, have influence or make an impact, as well as to benefit from agile / flexible working practices.

“Commuting is an issue and my employer won't approve part-time hours. Therefore I've no work-life balance since completing my maternity leave.”

“I'm seeking meaningful employment in a role where I can make a difference. Less travel would be good too.”

How HR&D professionals look for jobs

FIGURE 3: METHODS USED TO SEARCH FOR A NEW ROLE



Once seeking new employment, the first ports of call are online job sites (83%) and recruitment firms (80%) followed by LinkedIn (72%). Permanent HR&D professionals are more likely to approach their personal network (54%) than make direct approaches to employers (43%).

“ There's limited variety in learning opportunities to expand my knowledge and experience. I also want to change parts of the business. ”

1.2 SALARY INCREASES, BONUSES & BENEFITS

Basic salaries

TABLE 4: AVERAGE SALARY INCREASE RECEIVED AND EXPECTED

	Last salary review		Next salary review	
	HR&D	All disciplines	HR&D	All disciplines
Zero	23%	24%	16%	16%
Up to 1%	12%	8%	11%	8%
Between 1 - 2%	23%	24%	22%	21%
Between 2 - 3%	23%	21%	25%	24%
Between 3 - 4%	6%	6%	7%	7%
Between 4 - 5%	2%	5%	6%	4%
Between 5 - 10%	6%	6%	3%	6%
Between 10 - 15%	4%	3%	0%	1%
Between 15 - 20%	1%	1%	1%	1%
20%+	0%	2%	0%	0%
Don't know	-	-	10%	11%

A quarter (**23%**) of permanent HR&D professionals told us they received no increase at their last pay review and a further third (**35%**) received an increase of 2% or less. With the UK annual inflation rate averaging 1.81% in 2019, this means that **58%** had an effective decrease in the value of their basic salary. Our sample were hopeful that they would receive a more generous pay increase at their next salary review, but still **49%** are anticipating less than 2%.

23% received no increase to their basic salary at their last pay review.

TABLE 5: BONUS AND COMMISSION PAYMENTS

	Guaranteed	Personal performance	Company performance
Payment type received	2%	24%	35%
0 - 1 %	50%	15%	30%
1 - 5%	0%	39%	32%
5 - 10%	0%	15%	19%
10 - 15%	50%	23%	8%
15 - 20%	0%	4%	5%
20 - 40%	0%	4%	5%
40%+	0%	0%	0%

Base: All permanent HR&D staff receiving some form of bonus / commission

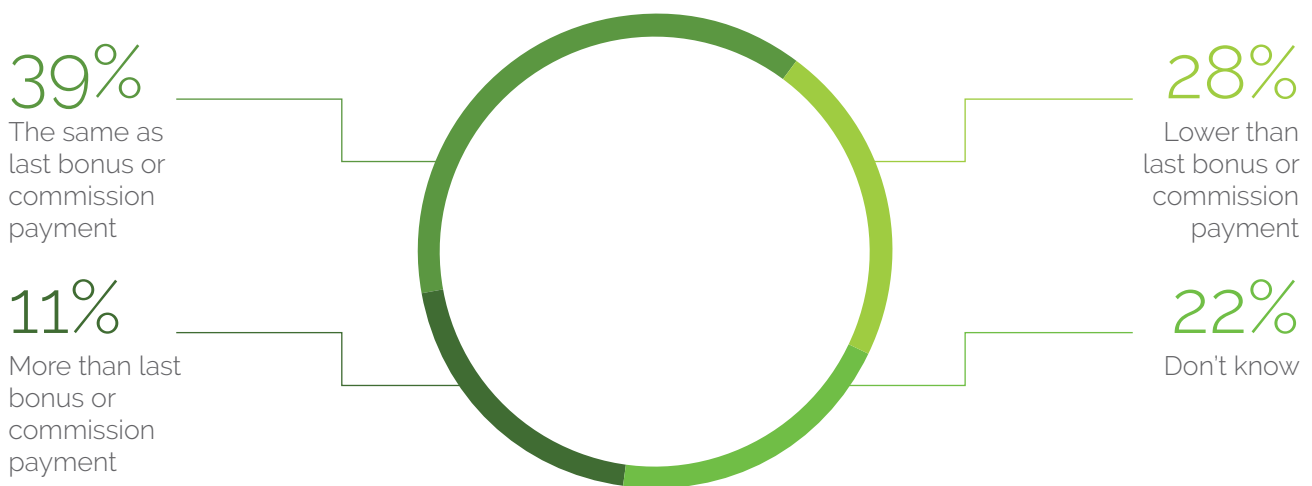
49% of permanent HR&D professionals told us they get some form of financial bonus or commission payment on top of their basic salary.

49% receive a bonus or commission.

We looked specifically at company performance, personal bonus and guaranteed bonus payments, and the one that was most commonly received was company performance bonus payments which was received by **35%** of our sample.

For most permanent HR&D professionals who receive a company performance bonus (**81%**) it will represent less than 10% of their salary. For those receiving a personal bonus payment, **31%** are receiving over 10%.

FIGURE 5: NEXT EXPECTED BONUS / COMMISSION



Base: All receiving some form of bonus / commission

In order to get an understanding of what overall level bonus / commission payments represent, we asked what the overall level received would be compared to basic salary (Table 6). **43%** said it would represent less than 10%, and **2%** said it would be over 50%. Only **11%** said they expected to achieve more bonus / commission next year (Figure 5).

71% who receive a bonus find it's worth up to 20% of their salary.

TABLE 6: MAXIMUM LEVEL OF TOTAL BONUS OR COMMISSION PAID

	HR&D	All disciplines
Under 10% of basic salary	43%	42%
Between 10 - 20% of basic salary	28%	27%
Between 20 - 30% of basic salary	9%	9%
Between 30 - 50% of basic salary	7%	5%
Between 50 - 75% of basic salary	0%	2%
Between 75 - 100% of basic salary	0%	1%
Over 100% of basic salary	2%	3%
Not certain / don't know	11%	12%

Base: All receiving some form of bonus / commission payment

Benefits received

TABLE 7: BENEFITS CURRENTLY RECEIVED

	HR&D	All disciplines
Death / injury in service benefits	74%	61%
Car parking (free parking / reimbursement of daily parking)	60%	44%
Help with career development costs (e.g. professional qualifications)	44%	28%
Buy / sell holidays	36%	30%
Private healthcare insurance (self only)	22%	22%
Company car / car allowance	18%	19%
Private healthcare (self & family)	18%	17%
Help with commuting costs	9%	6%
Mutual pay (profit share scheme)	4%	5%
Interest free loans	4%	3%
Travel insurance	3%	5%
Other	16%	17%

74% receive death / injury in service benefits.

We asked permanent HR&D professionals to tell us which benefits they received. Death / injury in service benefit is the most frequent one received. Healthcare (either for themselves or family) is received by **40%** of our sample and help with the costs of career development is received by **44%**. **36%** told us they were able to buy or sell holidays.

22% get healthcare just for themselves
and 18% have healthcare for themselves
and family.

Pension

FIGURE 6: YEARS IN PENSION POT

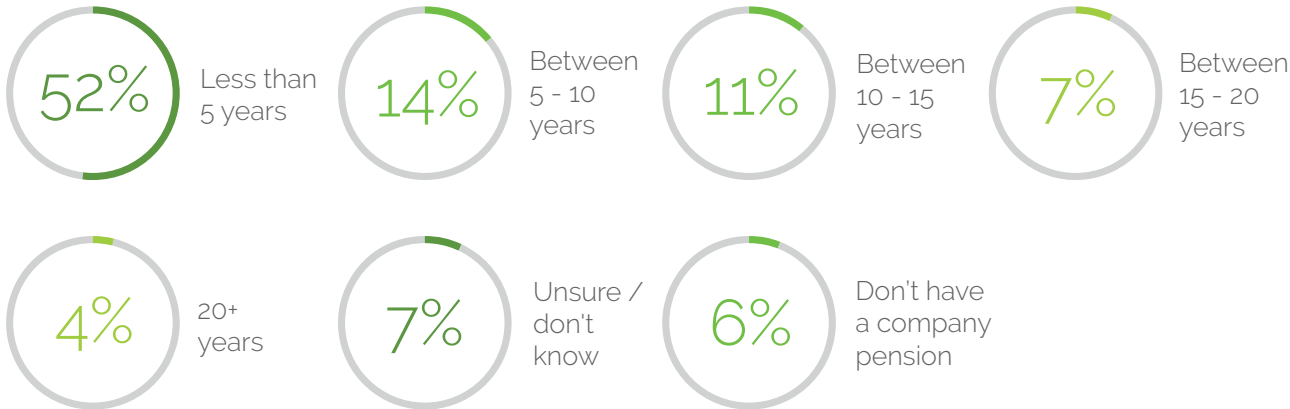
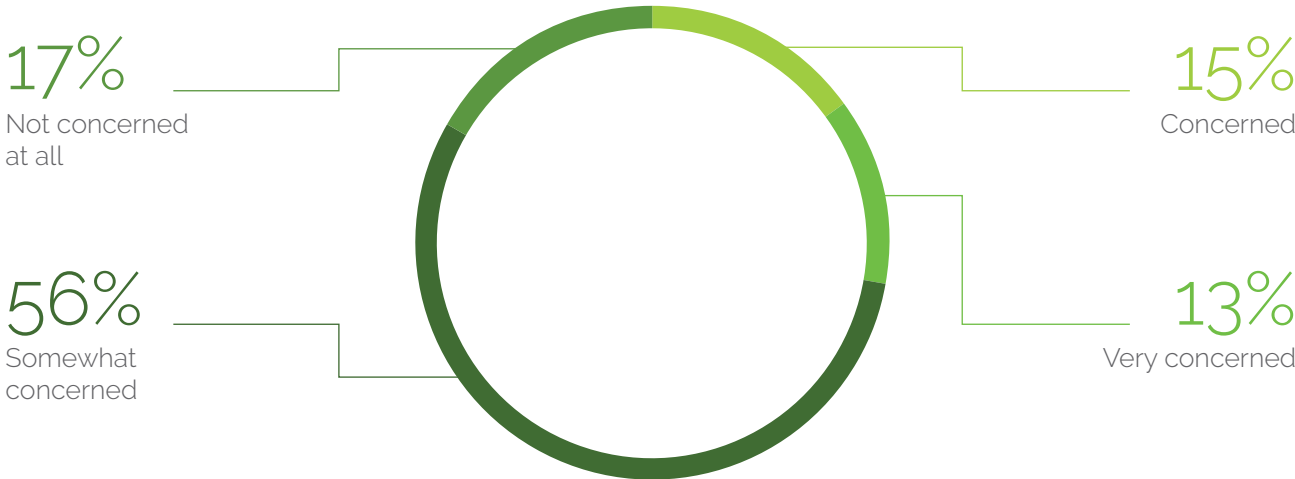


FIGURE 7: PENSION CONCERNS



83% are concerned about the size of their final pension pot.

TABLE 8: PERCENTAGE CONTRIBUTION TO PENSION

	Employers' contribution		Personal contribution	
	HR&D	All disciplines	HR&D	All disciplines
Up to 3%	15%	17%	11%	13%
Between 3 - 5%	27%	31%	41%	38%
Between 5 - 7%	23%	18%	19%	21%
Between 7 - 10%	19%	14%	15%	14%
Between 10 - 15%	8%	7%	7%	4%
Between 15 - 20%	2%	3%	0%	2%
Over 20%	2%	2%	1%	1%
N/A / Don't know	4%	8%	6%	7%

Base: All permanent employees

Only **17%** of our sample say they have no concerns about their pension, although over half of respondents (**56%**) say they are "somewhat concerned." **13%** are "very concerned" about their final pension pot. Only **12%** are working for companies who contribute 10% or more into a pension, and **52%** say their personal contribution is less than 5%.

Holidays

TABLE 9: STANDARD HOLIDAY ENTITLEMENT

	HR&D
20 days or less	7%
21 - 24 days	16%
25 days	41%
26 - 30 days	26%
31+ days	9%

Base: Standard holidays excluding bank holidays

In terms of holidays, **76%** of permanent HR&D professionals were getting at least 25 days. Unsurprisingly, the larger the company, the more generous the holiday entitlement.

35% have 26+ days holiday per year.

1.3 FLEXIBLE WORKING

FIGURE 8: FLEXIBLE WORKING OPTIONS

	On offer		Ideal scenario	
	HR&D	All disciplines	HR&D	All disciplines
Agile working (work where, when and how you choose)	27%	18%	55%	47%
Flexi-time that includes a 'core' period of the day during which you are required to be at work	26%	27%	48%	47%
Compressed hours (same hours over fewer days)	12%	8%	33%	26%
Working from home occasionally	44%	42%	31%	37%
Informal permission to start late / leave work early	51%	47%	30%	33%
Working from home regularly	25%	18%	30%	33%
Part-time working	19%	10%	16%	7%
Term-time working	6%	3%	6%	5%
Annual hours	4%	2%	6%	4%
Job sharing	11%	5%	6%	2%
Other	2%	1%	3%	1%
None	16%	19%	2%	1%
Not possible with my role	5%	6%	0%	3%

In this year's survey, we asked permanent HR&D professionals to tell us what flexible working options they are offered through their employer and which would represent an ideal working scenario. We already know through earlier questioning that **70%** say that flexible working is important to them when seeking a new role (reference Table 3).

Not everyone can work flexibly: **16%** said their company offered no options to do so and **5%** said that it wasn't possible with their job role. **44%** said their company lets them work from home occasionally, **25%** said they can work this way regularly, and **51%** say their employer provides informal permission to start late / leave work early.

However, these do not represent permanent HR&D professionals' ideal working scenario. Agile working and flexi-time are the most popular options – and **83%** of the sample chose at least one of these as representing their ideal working options.

84% work for a company that offers some form of flexible working.

83% consider agile working or flexi-time to be an ideal form of working.

21% are unable to enjoy any form of flexible working options.

1.4 THE DAILY COMMUTE

TABLE 10: LENGTH OF COMMUTE TO WORK

	Current journey	Maximum acceptable
Up to 30 minutes	41%	13%
Up to 45 minutes	30%	37%
Up to 1 hour	18%	34%
Up to 1 hour 15 minutes	2%	6%
Up to 1 hour 30 minutes	6%	6%
Up to 2 hours	2%	4%
Over 2 hours	1%	2%

This year we asked about the length and cost of people's daily journey to work, and we also asked about the maximum time they would consider commuting.

Four out of ten people in our sample told us that door to door, their journey is less than 30 minutes, and **43%** said their weekly travel costs were less than £20. Only **11%** travel for more than an hour each way and **26%** say they spend over £40 per week.

52% of our sample said they would consider a commute of over 45 minutes, but not many (**18%**) are prepared to have a journey time of over an hour, and only **10%** would consider travel costs in excess of £60 a week. **77%** of our sample told us that they drive to work each day, with only **15%** using public transport.

TABLE 11: WEEKLY COMMUTING COSTS

	Current journey	Maximum acceptable
Less than £10	21%	6%
Between £10 - £20 per week	22%	21%
Between £20 - £30 per week	16%	25%
Between £30 - £40 per week	16%	20%
Between £40 - £60 per week	16%	20%
Between £60 - £80 per week	3%	5%
Between £80 - £100 per week	3%	3%
Over £100 per week	4%	2%

71% of HR&D professionals commute for up to 45 minutes to work.

59% of HR&D professionals incur weekly commuting costs of up to £30.

FIGURE 9: MAIN TYPE OF TRANSPORT TO WORK



77% of HR&D professionals drive to work.

1.5 LEARNING & DEVELOPMENT OPPORTUNITIES

TABLE 12: LEARNING & DEVELOPMENT OPPORTUNITIES

	HR&D	All disciplines
Those working at companies offering L&D opportunities	73%	64%
Online learning platform	67%	63%
Professional memberships	67%	48%
Leadership programme	62%	44%
Professional development programmes	49%	44%
Personal development programmes	31%	37%
Leadership training for those who don't want to manage people	17%	15%
Enable employees to pursue their passions (e.g. learn a new language)	9%	8%
Ability to retrain	3%	7%

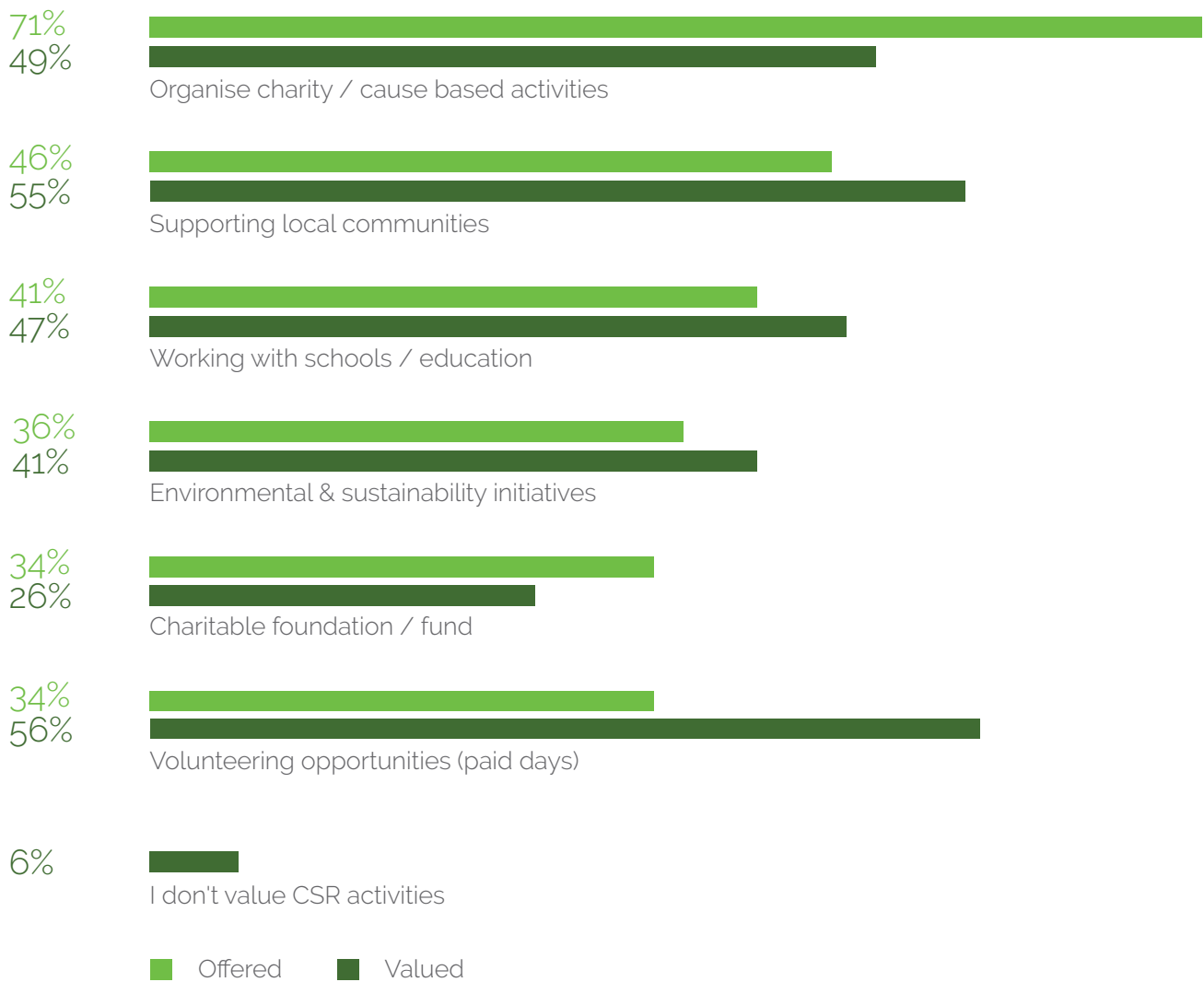
Base: All permanent HR&D employees at companies providing L&D

Within companies offering L&D, the most common opportunity offered to HR&D professionals was an online learning platform (67%) as well as access to professional memberships (67%) such as the Chartered Institute of Personnel and Development. The least likely was the ability to retrain.

73% of our sample told us their employer offered them L&D opportunities.

1.6 CORPORATE SOCIAL RESPONSIBILITY

FIGURE 10: CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES (OFFERED & PERSONALLY VALUED)



The most common CSR activities encouraged are charity-based activities. But, according to our survey, HR&D professionals prefer paid volunteering opportunities and supporting their local communities.

It is assumed that one of the benefits of CSR is increased employee engagement and satisfaction. It is also assumed that employees want to work for a company involved in positive initiatives and with a strong public image, and that CSR initiatives will attract valuable and engaged employees.

However, our earlier questions about what is important to HR&D professionals when they are looking for a new role does imply that CSR is one of the least likely factors to influence a change of job (reference Table 3). Nevertheless, it is positive to note that only **6%** say they don't value CSR activities.

90% say their company offers CSR activities.

6% say they don't value CSR activities.

Volunteering and supporting local communities are highly valued by HR&D professionals.

1.7 SKILL SHORTAGES

TABLE 13: ACTIONS TAKEN BY EMPLOYERS TO ADDRESS SKILL SHORTAGES.

	HR&D	All disciplines
Those working for companies with skill shortages	44%	26%
Recruited apprentices / graduates	72%	39%
Increased external hiring	64%	50%
Reskilled our current workforce	55%	34%
Recruited from other industries or professions	42%	22%
Recruited from further afield in the UK	38%	15%
Recruited workers from other countries	25%	15%
Utilising AI / automation	16%	14%
Other	6%	19%

Base: All working for companies with skill shortages

Nearly half (**44%**) of HR&D professionals reported that the companies they work for are experiencing skill shortages. This perception is well ahead of all other disciplines as you would expect. HR&D professionals are more exposed to skills that are lacking across all departments within their organisations and would typically be the ones developing and driving strategies to overcome this.

Companies were seen to have taken various actions to address those skill shortages – the most common being recruiting apprentices / graduates (**72%**), increased external hiring (**64%**) and reskilling the current workforce (**55%**).

When we asked for more details about skill shortages, the issue mentioned most often related to the ageing workforce and associated current and future skills gaps.

44% say their company is experiencing skill shortages.

“ There's an aging workforce and a reduction in the required skills within the employment marketplace. ”

“ Our management capability is extremely poor and there's no investment to support improvement. ”

“ We don't offer development skills training, only task training. ”

1.8 RECRUITMENT

TABLE 14: HOW WILL THE NUMBER OF PEOPLE RECRUITED BY YOUR COMPANY CHANGE COMPARED TO LAST YEAR?

	HR&D	All disciplines
Recruit more	47%	41%
No change	28%	24%
Recruit less	13%	11%
Don't know	12%	24%

We asked respondents whether they thought their organisation would be recruiting more people in the next 12 months and whilst **12%** admitted they didn't know, **47%** said they expected to see an increase on current recruitment levels, and only **13%** said there would be less recruitment.

“ There aren't enough skilled professionals for the demand in the market. ”

75% say their companies will recruit at least the same or more people during 2020

“ There's a shortage of experienced support staff. ”

TABLE 15: WHAT CHALLENGES DO YOU THINK YOUR COMPANY EXPECTS TO ENCOUNTER WHEN RECRUITING STAFF?

	HR&D	All disciplines
Shortage of suitable candidates	64%	54%
Competition from other employers	52%	37%
Applicants with unrealistic salary requirements	34%	22%
Issues relating to Brexit	20%	17%
Immigration restrictions	11%	5%
Don't know	8%	19%
Not planning to recruit	13%	11%

64% think the companies they work for will have problems finding suitable candidates.

Whilst HR&D professionals believe that most of their organisations will recruit staff during the year ahead, the majority expect a shortage of suitable candidates. This is compounded by competition from other employers and applicants with unrealistic salary requirements.

2.0

ANALYSIS OF SALARIES IN RELATION TO DISCIPLINE

HUMAN RESOURCES

JOB TITLE	AVERAGE	MINIMUM	MAXIMUM
Chief People Officer	£115,000	£90,000	£160,000
European HR Director	£106,000	£85,000	£150,000
HR Director	£88,000	£68,000	£160,000
Assistant Director of HR	£69,000	£55,000	£95,000
Head of HR Europe	£84,000	£62,000	£105,000
Head of HR	£73,000	£55,000	£90,000
HR Manager	£48,000	£30,000	£65,000
Senior HR Business Partner	£55,000	£38,000	£85,000
HR Business Partner	£48,000	£32,000	£70,000
HR Team Leader	£36,000	£26,000	£45,000
HR Advisor / HR Officer	£34,000	£28,000	£38,000
HR Coordinator	£26,000	£24,000	£28,000
HR Assistant / Administrator	£22,500	£19,000	£25,000
Head of Learning & Development	£66,000	£43,000	£85,000
Learning & Development Manager	£45,000	£32,000	£62,000
Learning & Development Partner / Advisor	£35,000	£28,000	£45,000
Recruitment / Talent Acquisition Manager	£45,000	£31,000	£70,000
Recruitment Advisor / Partner	£30,000	£22,000	£40,000
Reward Partner	£45,000	£35,000	£62,000
HR Systems Analyst	£32,000	£25,000	£36,000

HR CAREER PYRAMID

TYPICAL SALARY

KEY STAKEHOLDERS

£70k +

HR Director
 People Strategy, Transformation, Organisational Development, Organisational Design, Board Level Restructuring

C-Suite
 Executive & Non Exec Directors
 Private Equity Owners

£50k - £75k

Head of HR
 People Strategy / Settlement Agreements / Leading Union Negotiations / Organisational Development / Workforce Planning / Complex Employee Relations / Leadership Capability Development / Change Management

Directors
 VP Level

£35k - £65k

HR Manager / Partner
 Talent Attraction / Pay & Benefits / Organisational Development / Union Negotiations / Succession Planning / Driving Strategy / Performance Management / Health & Wellbeing / Employee Engagement / Policy Development / Change Management

Heads of Department
 Regional Directors

£28k - £40k

HR Advisor / Officer
 Learning & Development / Advice & Guidance / Coaching Managers / Managing Performance / Local Relationships with Trade Unions / Absence Management / Health & Wellbeing / Policy Development / Exit Interviews

Heads of Department
 Managers

Up to £28k

HR Administrator / Assistant
 Administration / Data Entry / Contracts / Policies & Procedures / Absence Management / Temp Agency Recruitment / HR Systems / Advice & Guidance / Reporting / Inductions / Training Coordination / Benefits Administration

Managers
 Employees



For further information on your recruitment needs or on a particular role within HR, please contact:

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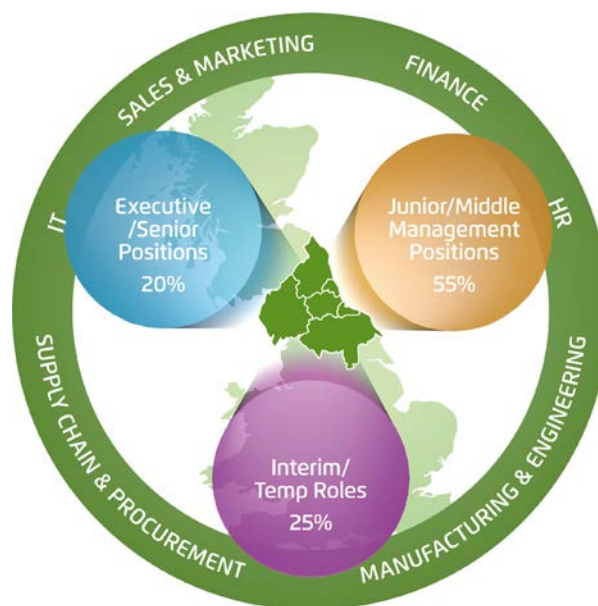
M: +44 (0) 784 332 9390

NIGEL WRIGHT: OUR PROPOSITION

Nigel Wright Group has 2 specialist recruitment divisions:

1. The leading and largest, multi-discipline recruitment business specialising in the North of England, with deep expertise across every discipline.
2. We are Europe's number one consumer sector recruitment specialist.

OUR REGIONAL PROPOSITION



Nigel Wright has been the preferred talent partner for the last 30 years.

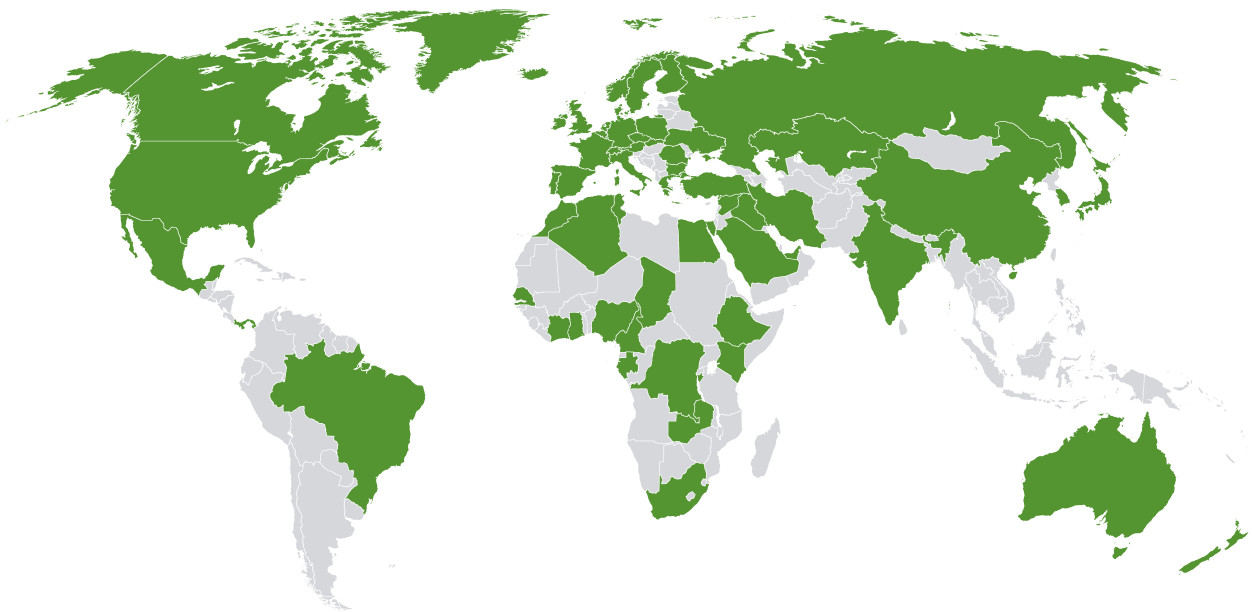
1. We have significant experience in bringing together high-calibre candidates and local/global organisations for individual assignments and as part of a long-term account.
2. Our depth and breadth of experience for handling large scale, transformational recruitment projects is extensive and we have the capacity and capabilities required to provide clients with excellent service levels whilst helping achieve their objectives.

Our clients trust us to quickly attract the highest calibre and most suitable candidates first time.

1. We access candidates that others can't
2. Our customers believe we enhance their employer brand
3. We control the process and manage risk, allowing you to focus on your day job
4. We deliver sustainable results that produce long term value

GLOBAL REACH

We operate across five global territories: Europe, Central Eastern Europe & Russia, The Americas, Middle East & Africa and Asia Pacific. We work with multinational as well as domestic companies, supporting their recruitment assignments. We can provide our clients with invaluable market research that informs strategic decisions beyond the hiring process.



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