

Better value, delivered.



# Managing Temporary and Permanent Recruitment

Lot 12 – Total Talent Management

## User Guide

Ref No: 942



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## About YPO

YPO provides procurement solutions for public sector organisations to set up or renew contracts for a wide-range of services. Established in 1974 by a group of 13 local authorities, we're the UK's largest public sector buying organisation and we're still 100% publicly-owned today. We work closely with our suppliers and collaborate with other public sector buying organisations to achieve efficiencies and value for money, returning all our profits back into the heart of the public sector. Our team of qualified procurement professionals can offer advice, guidance and expertise on procurement, as well as regular engagement and communication to make sure your objectives are achieved.

### Helping you navigate the world of your procurement

The world of procurement is complex, with competing demands and increasing pressures. Through collaboration, we provide products and services to meet your needs as individuals and collectives, through our wide range of procurement categories and frameworks. Navigating the world of procurement needs to be easy, quick and effective for both buyers and suppliers, and needs to help you make sure that every penny counts. We believe that through our procurement activity there's an opportunity to make an impact and a real difference, by delivering social value and outcomes in the communities we serve.

## Overview

Start date:	6 January 2020
Expiry date:	5 January 2023
Extension(s) (if applicable):	Option to extend for an additional 12 months
Contracting authority (CA) call-off period:	4 years
Contract notice ref. no:	2019/S 152-374956
Corrigendum (if applicable):	2019-OJS164-403586
Rebate:	<p>The rebate for lot 12 will be dependent on the services being delivered. When a CA implements a service based on transactional throughput of workers the rebate will be set at 0.01p for every hour worked by a worker for example this would come into place for a managed service provider, talent pool or VMS.</p> <p>For all other services outlined in the specification the rebate is set at 1%.</p> <p>When a CA procures any HR additional services a 0.50% rebate on all spend will apply.</p>
Geographical location(s):	National

## Framework structure

- Lot 1** – Managing Temporary Recruitment for Local Authorities
- Lot 2** – Managing Temporary Recruitment for Central Government
- Lot 3** – Managing Temporary Recruitment for Housing Associations
- Lot 4** – Managing Temporary Recruitment for Higher Education
- Lot 5** – Managing Temporary Recruitment for Emergency Services
- Lot 6** – Managing Temporary Recruitment for NHS
- Lot 7** – Managing Temporary Recruitment for Schools/MATs
- Lot 8** – Vendor Management Systems (VMS)
- Lot 9** – Talent Pool Technology
- Lot 10** – Managing Permanent Recruitment
- Lot 11** – Recruitment Process Outsourcing (RPO)
- Lot 12** – Total Talent Management

The framework was created to deliver a recruitment solution for all areas of the public sector, you pick which lot is relevant for your organisation.

## Specification and overview

The framework is divided into 12 lots aiming to include everything recruitment and HR:

- Managing temporary recruitment (master vendor, neutral vendor and hybrid)
- Managing permanent recruitment
- Technology based solutions such as vendor management systems (VMS) and talent pool technology
- Recruitment process outsourcing
- HR additional services

This user guide is for **Lot 12 – Total Talent Management**. User guides are available for all other lots if you contact [hrsolutions@ypo.co.uk](mailto:hrsolutions@ypo.co.uk)

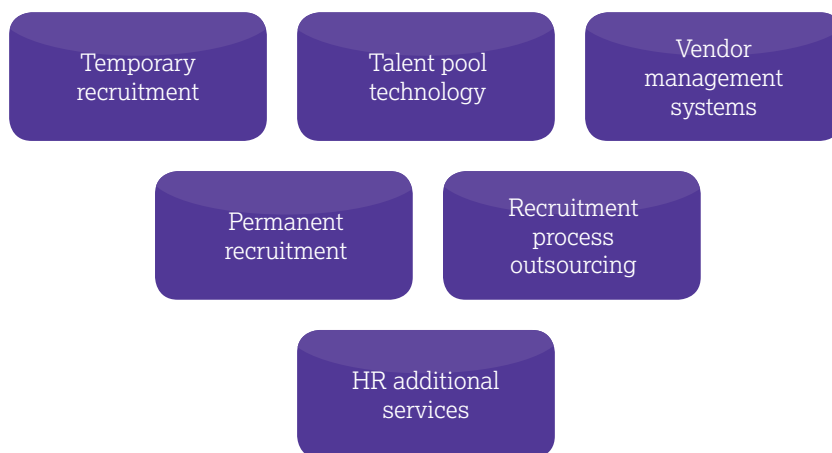
To ensure that YPO creates a solution that covers all aspects of recruitment and HR services, we have created lot 12. This is a solution where CAs can utilise all HR and recruitment services to create the perfect solution for their organisation.

CAs may procure one or more aspects of the services covered within lot 12 or they can procure all of the services covered within lot 12.

## Specification and overview

The idea of the solution is that it is set into building blocks of recruitment and HR services, these building blocks can then be built together in any way to meet the needs of the CA.

1. Managing temporary recruitment
2. Talent pool technology
3. Vendor management solution
4. Managing permanent recruitment
5. Recruitment process outsourcing
6. HR additional services



### 1. Delivery of managing temporary recruitment

The managed service provider (MSP) will effectively work with the CA to manage their temporary recruitment requirements to ensure that all roles are fulfilled and delivered to meet the CA's strategy, this may include procuring HR additional services.

The MSP may manage temporary recruitment across different delivery models, including neutral vendor managed service, master vendor managed service and an outcome focused service. We believe that the framework should be flexible to allow CAs to not just focus on the models of temporary recruitment. However, the framework does have the ability for CAs to specify a model if they wish to.

## Specification and overview

### **2. Delivery of talent pool management**

A talent pool is a database of individuals interested in working in an organisation. The talent pool allows the CA to place candidates into a specific and relevant talent pool by tagging candidate profiles or skills. For example, this could be based on experience, job title, skill sets or attributes.

Talent pool technology allows:

- Access to all types of workers
- Visibility of workers via one platform
- Focus on key skills
- The worker to own their own data
- Ability to build own networks across the organisation or department

The talent pool technology can be tailored to meet the CA's requirements. This includes the ability to change the language throughout the system.

The branding and landing page for the talent pool technology will be agreed between the provider and CA. The provider will be responsible for creating a suitable landing page for each individual CA, unless the CA would like to deliver this independently.

#### Talent pool technology and managed services provider (MSP)

The CA may implement a talent pool technology platform independently and manage this directly within their teams or they may wish to implement the solution in partnership with an MSP or other HR specialist. The MSP may be procured via an alternative procurement method or the talent pool provider may be required to deliver the MSP services. The MSP can utilise a supply chain provider to deliver these services if required. The Provider will have the ability to work with an MSP that the CA are already using or will be using as part of the service.

### **3. Delivery of vendor management system**

A vendor management system (VMS) is an internet-based system that enables the CA to procure and manage a supply chain of providers. The purpose of this vendor management system will be to meet the requirements for temporary and permanent resourcing.

A VMS will be able to give CAs:

- Quality candidates via a quality supply chain of recruitment providers
- Compliance and vetting
- Fast and efficient fulfilment
- Effective costing that is procured in a transparent manner
- Visibility of all their recruitment requirements

The CA may wish to use the system to manage different types of recruitment, for example:

- Temporary labour
- Interim recruitment
- Permanent recruitment
- Statement of works

## Specification and overview

The CA can take the VMS technology as a standalone product from the provider or by working with an MSP in partnership. The MSP may be procured independently or as an additional service.

A VMS can also allow additional add-ons to the service where available with the provider such as payroll, vetting, additional training etc.

The CA would have the ability to create a supply chain and manage them using the VMS technology.

The VMS can be tailored to meet the CA's requirements.  
This includes the ability to change the language throughout the system.

The branding and landing page for the VMS will be agreed between the provider and CA.

The system will take the CA on the following journey:

- Request for worker
- Candidate selection
- Candidate contract
- Onboarding and off-boarding
- Timesheets and expenses
- Invoicing process

### **4. Managing permanent recruitment**

Managing a permanent recruitment solution for a CA will involve managing all their permanent recruitment needs via a managed service provision. The CA may prescribe agencies that they would like the provider to work with on their supply chain.

The CA may wish for the provider to deliver an MSP for all of their permanent recruitment requirements for individual categories of spend or particular departments.

The MSP for permanent recruitment will be the main point of contact for the customer in relation to these services. It will include understanding the supply market and ensuring the capacity is there to fulfil roles as and when they are required.

There is no particular delivery model for this lot, however the provider must work with the CA to deliver the requirements.

## Specification and overview

### 5. Recruitment process outsourcing

Recruitment process outsourcing (RPO) is a process where all the temporary or permanent recruitment services are outsourced or transferred to an external provider. The provider will assume responsibility for the design and management of the CA's recruitment process. Depending on the CA's requirements the level of responsibility may vary.

The RPO will manage the recruitment strategy for the CA and support in achieving all recruitment challenges. The strategy may be for all types of recruitment or it may be for particular elements of recruitment roles such as temporary, permanent, category of worker or department specific within the CA.

The type of service will vary depending on whether the CA requires a temporary, permanent or both temporary and permanent RPO service. The RPO is expected to support on varied recruitment tasks. Please see below the key areas. It should be noted that not all the below are likely to be relevant for temporary resourcing:

#### Recruitment strategy

The provider will work with the CA to establish a long-term strategy across all recruitment. It is expected that the provider will understand your core skills, challenges and culture to create an RPO that supports the CA's goals. The strategy should differentiate between temporary and permanent resource and address how the CAs will be structured appropriately to utilise both. The provider should always be able to keep the CA informed about the realities of available talent and resources.

#### Candidate engagement

The provider will continuously ensure that appropriate candidates are available in-line with your recruitment strategies, including permanent and temporary where relevant. This may include the management of a talent pool of potential candidates. The idea is that the provider should be proactive so roles can be filled efficiently. Campaigns may be required to deliver the required outcomes; this may include developing employer branding strategies.

#### Hiring manager engagement

Hiring managers will need to be taken on a journey of embracing the new RPO model. The key to this will be communication. It will be the providers responsibility to partner with the CA to develop hiring managers knowledge of the solution and ensure their buy-in of the service. The provider will be required to create a detailed communication plan and keep in frequent contact with all hiring managers to ensure everyone is aligned to the same goals of the CA.

#### Job advertising

The provider will be responsible for all roles that need to be advertised and should utilise the most appropriate routes such as social media, phone calls, email etc. The cost of such advertising will be included in the delivery of the RPO service.

#### Identifying vacancies

The provider will continuously engage with the CA, reviewing their recruitment strategy, identifying vacancies within the CA and looking at new methods of recruitment. For example, a department may have a high volume of temporary workers and a permanent structure may be more suitable. The RPO should be prepared to present this information to the CA at the appropriate levels.

## Specification and overview

### Preparing the job description, job specification and publishing the position

The responsibility of preparing and finalising the job description will lay with the provider, but there must be engagement with the relevant individuals when delivering this task. The creation of the job description, job specification and publishing of the position will be carried out in line with an agreed process within the CA. Any amendments from the agreed process will need to be agreed with the CA.

### Screening, vetting and short listing

All screening and vetting processes will be agreed with the CA. All screening and vetting of the candidates will be carried out prior to the CA's involvement for both temporary and permanent resource. Shortlisting of candidates may vary depending on the position and whether it is temporary or permanent. This process will be agreed with the CA upon award. The full responsibility of all process will be with the provider and only suitable candidates should be placed in front of the CA to ensure efficiencies.

### Evaluating appropriate candidates including testing and assessments

The provider will evaluate appropriate candidates, this may be in partnership with the CA or independently. This should be an agreed process with the CA depending on the role and position.

### Planning and managing the interview and selection process

The interview and selection process may vary to meet the needs of the CA. The provider will be required to arrange the interview and selection process but attending and supporting the interviews may vary. This is likely to vary for each role and a process will be established with the contracting provider. The provider will be responsible for all communication with the candidates, including unsuccessful candidate debriefs.

### Technology management

It is understood that the provider may implement technology platforms to support their service delivery. Where such systems are implemented it is understood that the provider will be responsible for the management of such systems. This will include the management of the data that is held on the systems. On the completion of the call-off contract all data will be transitioned to the CA or an alternative delivery partner.

### Engaging and onboarding

The provider will be responsible for the continuous engagement with the successful candidate. The provider should embrace the candidate to ensure they are engaged with the CA; this will include regular communication until they are in post. The provider and CA will agree a process for the onboarding of all temporary and/or permanent resource, any changes to this must be agreed by both parties. The provider will be responsible for the full onboarding of each candidate.



## Specification and overview

### Employer branding

The provider will be responsible for developing the employee brand for the CA. On an annual basis it is expected that the provider will review the CA's employee brand and provide guidance and support to develop it further. Ensuring that the CA has a strong proposition for candidates will be imperative for all types of recruitment. Any changes or developments to the employee brand will be agreed and discussed with the CA.

### Orientation

The provider will be responsible for orientation throughout the recruitment process. This will include the onboarding and induction process and will be agreed with each CA.

### **RPO delivery models**

The provider will deliver an RPO service based on the following solutions, this is not indicative but the below will be delivered as a minimum:

#### A full RPO service

The RPO provider would deliver all the services involved in temporary and/or permanent recruitment, including technology. This could include on or off-site resources liaise with hiring managers, process requisitions, source and screen candidates, schedule interviews, prepare and present offers, and conduct onboarding activities.

#### RPO hybrid

The RPO hybrid solution is whereby a CA may wish to outsource elements of their service based on type of recruitment e.g. temporary or permanent, category of worker or any other factor. The provider and CA will establish which areas of the recruitment process they wish to deliver in partnership via an RPO delivery model. It may be that a CA appoints different RPO providers depending on the specialism.

#### One-off or project based RPO

This would be very similar to the full RPO service but based on a one-off or project-based situation. This is an effective solution if the CA wants to maintain its internal recruitment capabilities for day-to-day hiring but requires the RPO for an on-off or project-based recruitment.

#### RPO on-demand

RPO hybrid is a model used to supplement the CA when they may only want to outsource part of the recruitment or enables the CA to hire several employees within a restricted amount of time. This could support when there is spikes in hiring or new business initiatives.

## Specification and overview

### 6. HR additional services

HR additional services are supplementary to the other building blocks of recruitment and may be utilised to supplement one or more of the other building blocks. The HR additional services can also be procured independently from the other building blocks. A mixture of the HR additional services may be procured together to create the CA's solution.

The aim of adding HR additional services is to allow CAs to create a bespoke HR solution if they wish. This allows a CA to procure all their HR requirements from a single provider, including any other HR additional services. These additional services may be outlined in the initial call off request by the CA and be added at any point during the life of the call-off.

YPO has established a list of high-level categories to structure the HR additional services. We are aware that HR departments are likely to have unique titles for different types of services.

- Recruitment
- Corporate HR services
- Payroll and benefits
- Talent management
- People and HR management
- Outcome focused solutions

#### HR department aims and outcomes

Due to the nature of the HR market, it is understood that new methods of working can be implemented within public sector HR departments. However, the aims and outcomes required by those departments are well established and are unlikely to change. We have created an overarching approach to support the key aims and outcomes for any HR department within the outcome focused category, to allow for the procurement of such services. This allows CAs to think about the aims and outcomes of a project instead of the actual task required to deliver the solution.

We have created a document to establish the aims and outcomes of a HR function, this document gives an overview of the key strategic aims of a HR function.

CAs can procure any service that aims to deliver any of these key outcomes, and they can be procured as an additional service. This model was created to ensure that future innovation can be procured as HR additional services.

For a list of HR additional services and the providers able to deliver these, please contact [\*\*hrsolutions@ypo.co.uk\*\*](mailto:hrsolutions@ypo.co.uk)

## Benefits of using the framework agreement

- Support from YPO in understanding your requirements
- Support from YPO to help you find the right solution based on your recruitment strategy. This includes help to create specifications, pricing documents and all other procurement documents. We can help as much or as little as you like
- Free benchmarking based on your current usage
- We can provide market sector updates and support through conference calls, 1-2-1 meetings, emails etc
- YPO can fully manage your further competition (call-off) process if required
- All providers on the framework have been 'pre-qualified' to deliver a vendor management system
- Reduced timescales – you do not need to run a full OJEU procurement if procuring via the framework agreement
- Aggregation of spend – you will receive the benefits of the aggregated spend volume and increased leverage in the market
- Pre-defined terms and conditions

## Providers

Below is a list of the providers awarded to the framework for this lot. For more information including contact details please contact YPO at [hrsolutions@ypo.co.uk](mailto:hrsolutions@ypo.co.uk)

- Hays Specialist Recruitment Limited
- Reed Specialist Recruitment Ltd

## Ways to award/call-off

To access the framework agreement, customers should complete and return the Non-Disclosure Agreement.

The CA can direct award or carry out a further competition for a provider to deliver the total talent solution.

The CA can specify the different building blocks they require to create a solution, this can be detailed for a direct award or in their further competition.

The level of service required may develop throughout the duration of the call-off contract, but any potential developments should be included in the call-off contract. This includes HR additional services, where relevant these should be prescribed as a likely additional service in the call-off agreement.

The CA will have the ability to carry out their call-off for total talent solutions. The CA has the ability to choose their provider for their provision either by direct award or further competition, and the provider can deliver HR additional services (either themselves or via a supply chain as per the specification).

## Ways to award/call-off

The CA can add in supporting additional services but these should be clearly listed in the call-off contract.

There are two ways in which a CA can procure through the framework:

### **Direct award**

Direct award is available to be carried out with the provider they believe is the most appropriate for the services they require.

To direct award, a CA can review all pricing and quality aspects to make an objective decision for the basis of the direct award. HR additional services can also be taking in consideration as part of the objective analysis.

The pricing provided in the tender submission for this framework will then be the pricing that the provider and CA adhere to. YPO will not be responsible or liable in any way for the award in relation to any direct call-off contract.

The CA where possible should list any potentially relevant HR additional services within the call-off contract.

It will be the CA's responsibility to carry out their own due diligence within this framework to ensure they have procured in compliance with the regulations.

### **Further competition**

A further competition can be carried out in numerous ways based on building your own requirements based on a mix from any of the below building blocks:

- Total talent management (all building block services)
- One building block service
- Two or more building block services
- Independent HR additional services
- Several HR additional services

This framework will allow CAs to carry out a further competition with all providers. All providers on this lot will have the opportunity to bid for each further competition.

CAs can carry out a further competition based on price and quality, the scoring criteria will be provided in each further competition.

The CA can carry out a further competition on their requirements only or include HR additional services as part of their further competition and call-off contract. HR additional services may be implemented at any point of the call-off contract.

The CA where possible should list any potentially relevant HR additional services within the call-off contract.

Your further competition can be out to the market for as little or as long as you require, we haven't specified timescales but we would advise that for this service at least a month is given to ensure the responses received meet your requirements.

## Ways to award/call-off

To carry out a further competition please see the criteria below:

CRITERION	PERCENTAGE WEIGHTINGS
Price	20 - 60%
Quality	40 - 80%

This will allow for authorities to carry out further competitions with weightings of between 40% to 80% for price and weightings of between 20% to 60% for quality, the total percentage must add up to 100%.

**Example 1** – 40% Price / 60% Quality

**Example 2** – 50% Price / 50% Quality

**Example 3** – 60% Price / 40% Quality

The weightings for cost and quality can be re-opened for evaluation within the further competition. You can also set any appropriate KPIs and/or service levels within the quality award criteria.

YPO will not be responsible or liable in any way for the award in relation to any call-off contract – it will be the CA's responsibility to carry out their own due diligence within this framework to ensure they have procured in compliance with the regulations.

**STAGE 1**Initial Customer  
Enquiry

- Customer contacts YPO for information
- YPO will send customer a copy of the user guide and NDA
- Customer completes and returns NDA
- YPO can arrange an initial call or meeting to provide an update on the recruitment sector and provide support/guidance

**STAGE 2**NDA Returned  
to YPO

- Following receipt of a signed NDA, YPO will send the customer the pricing information, specification and framework agreement with call-off terms and conditions
- CA can then make contact with the provider(s) to start pre-engagement or discuss the requirements in more detail
- If a call or meeting is required to discuss the requirements, YPO or the MSP are able to provide support

**STAGE 3**Direct Award or  
Further Competition

- The CA will decide whether to go ahead with a further competition or direct award
- A direct award can be made to the MSP who will understand the requirements and provide the relevant approach to the service required. The CA will complete the direct award template and submit to the provider
- A further competition can be submitted to all providers on the lot, YPO can support you on this if required. The further competition templates are available from YPO

**STAGE 4**

Contract Award

- Once the CA has completed the direct award or further competition process, the order form will be completed with all details of the requirement. This will be submitted to the awarded provider along with the call-off terms and conditions and signed by both parties to formulate the call-off agreement

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## Terms and conditions

Providers awarded to the framework agreement have agreed to and signed YPO's framework terms and conditions. The terms and conditions are between YPO and the provider and cannot be amended.

Providers have also agreed and reviewed the call-off terms and conditions however, it is understood that some specific terms need amending to meet the needs of the provider and awarding CA. These can be amended by the CA and the provider by mutual agreement to include additional terms to supplement the standard call off terms and conditions. A variation form is included within the order form and call off terms and conditions document to allow customers and providers to amend any terms if required.

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## Contact information

For further information or to discuss individual requirements, please use the contact details below:

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