



Local Government Resourcing Partnership

Lot 2: Permanent Recruitment Specification

Overview

This lot will be for the search and selection of permanent recruitment between £30K and £70K, it is envisaged that between 5-8 providers will be awarded onto the lot.

Organisations will be able to either direct award to the framework or they can invite providers through a further competition to bid, this will be for search and selection assignments for all permanent recruitments. The aim of this lot is to allow organisations to have the flexibility to work with providers to successfully deliver all services related to the appointment of permanent recruits.

We have taken the approach to have this volume of providers to provide breadth in terms of provider experience in different areas and to help us address diversity issues. It is expected, therefore, that providers will be able to offer a range of specialisms, which will include advice and specialist headhunting on roles that could be difficult to fill such as education, social care and senior level appointments. We are looking for providers who can provide innovative solutions and ensure organisations are presented with appropriate candidates from a range of backgrounds. To this end, it is essential that each provider is an established search consultancy which, for each new campaign, is able to undertake a fresh search for candidates and source a genuinely new longlist.

Providers must be able to offer permanent recruitment for posts with salaries between £30k -£70K in the public sector. This lot will support the delivery of lot 1 services and it is anticipated that some roles for permanent recruitment will fall close to the boundaries (e.g. £69K/£73K), when this is applicable then organisations can direct award or carry out a further competition through the lot they feel is most suitable. Due to the national remit of the framework and varied salary bands across different roles/professions in the public sector there will be the flexibility to deliver permanent recruitment roles under £30K through for the framework because we expect that this will not be the main use of the framework.

This framework will be available to all the public sector organisations across London and the United Kingdom. It should be noted that this framework can guarantee no level of spend from any organisation however organisations have been involved in the engagement and development of this solution.

Due to the nature of the market it is expected that the recruitment of candidates may involve late evenings, early morning activity to ensure the delivery of the service. These meetings may be with the organisation and/or candidates and will be at no charge to the organisation.

It is envisaged that the framework may be used for the one-off recruitment of permanent workers and the potential for a long term partnership for the recruitment of permanent workers.

The providers will work in conjunction with the organisations recruitment advertising team, external recruitment advertisement agencies, and our assessment and testing provider, where cross-working is necessary.

How can this lot be procured?

Direct Award

An organisation can procure on a direct award basis. The responsibility of the direct award will lie with the organisation, the decision to carry out a direct award through the framework will be based on the most economically advantageous solution for each organisation's requirements. There will be fixed pricing agreed as part of this framework and this will be considered for all direct awards.

Further Competition

An organisation can carry out a further competition through the framework. For each individual exercise providers will be required to compete on a price and quality basis. The organisation will be required to publish the further competition to all providers on the framework, providers are not required to bid for all further competitions.

Basic provider requirements for permanent roles

a) Take particular care to undertake vetting checks as defined in the contract terms and conditions

- Minimum of two references relevant to the job
- Employment history relevant to the job
- CV relevant to the job
- DVLA check (if required)
- Check identity/nationality with agency workers in accordance with UK Border and Immigrations guidelines
- Criminal records if relevant to the job specified
- DBS checks (if required)
- Check qualifications, including proof appropriate to the job

b) Where requested, ensure the appropriate permission has been sought to allow candidate information to be shared with organisations via their e-recruitment systems

c) Not send speculative CVs at any time

d) Provide 'fresh' searches each time, not recycled ones for similar roles, unless it is with the prior approval of the organisations

e) Expenses for roles will be at the discretion of each organisation

f) Undertake a customer satisfaction survey (with candidates and organisation) at the end of each recruit and share the findings with the organisation

g) If no candidate is deemed as suitable, determine reasons and work with the organisation to amend the assignment if necessary, and continue the assignment at no extra fee until shortlist and/or appointment is made

h) Support the organisations' values by embracing and including all aspects of diversity in service delivery, and by undertaking a programme of work that challenges stereotypes and increases the proportion of candidates who are underrepresented in the workforce

Process for Permanent Appointments

All permanent appointments can be procured through a direct award or further competition. The organisation will provide the below information to allow the provider/providers to suggest appropriate candidates with via a direct award or further competition:

- Job title
- Salary
- Organisation structure appropriate to the post
- Job description/person specification/role behaviours
- Other information which will inform the process (to be agreed with the framework providers)

The provider will need to agree with the organisation a package of good quality information about the role/organisation (electronic in the form of a micro-site or hard copy) and provide this to candidates, and liaise closely with the organisation to answer candidate questions promptly and accurately.

When an organisation either direct awards a contract to a provider or carries out a further competition to the framework of providers they will require the below:

Direct Award

The organisation will be able to direct award through the framework via 2 methods to ensure they achieve the correct outcomes for their campaigns, these are:

- A full campaign with a set percentage mark-up fee that will include the below:

- Review of role profile, role title
- Drafting and placement of online advertising including placements on: MJ, Jobs Go Public, LG Jobs, Guardian, Arts Jobs, Leisure Opportunities
- Identification and approaches to targeted individuals in relevant sectors
- Response management
- Provision of pre-qualified longlist (including due diligence through initial telephone screen, Google searching and social media profiling)

- An option to choose from a range of services to create a package:

- Review of role profile, role title
- Drafting and placement of online advertising including placements on: MJ, Jobs Go Public, LG Jobs, Guardian, Arts Jobs, Leisure Opportunities
- Identification and approaches to targeted individuals in relevant sectors
- Response management
- Provision of pre-qualified longlist (including due diligence through initial telephone screen, Google searching and social media profiling)
- Provision of first interview service

When a full campaign is required or the package created is relevant then the provider will be asked to meet the below requirements:

- A breakdown of the pricing they have pre-agreed on the framework, organisations will still need to understand how the price is broken down
- Whether the provider will be delivering each element themselves or outsourcing the work (and if so, which elements and to whom)
- Agreed approach for the methodology for sourcing candidates
- Agreed methodology for selection, including but not limited to assessment centres, technical interviews and personality profiling. Providers should indicate whether they have in-house exercises ready or whether a new exercise will need to be designed, provide approximate associated costs and indicate resources required from organisations
- Relevant experience of managing similar campaigns in the last 2 years
- Agreed nominated consultants leading on the exercise
- Suggested timetable made available to the customer upon direct award
- Salary benchmarking to be discussed upon direct award
- Indication of market conditions and likely ease/difficulty of filling the post given salary, location etc. at the point of direct award
- Whether the provider has in the last 2 months or is about to recruit to similar posts in other organisations. This should include an indication of any market intelligence in terms of other organisation's recruitment activity for similar job roles which are out to market
- An outline diversity attraction strategy for this role to be provided at the point of direct award

Further Competition

When an organisation carries out a further competition they will utilise their own documentation or the generic template provided by the London Borough of Waltham Forest and YPO. Organisations will prescribe in their further competition on the type of service they require, this will include an approach to the search and selection strategy for the campaign, costs and indicative timetables.

As mentioned each organisation will have the flexibility to advise providers of their requirements through the further competition but as guidance the providers may be required to:

- a) Return proposals in the format in which they are published, within 72 hours or a timescale that is advised in the organisation's documents (the timescales are from the time of it being sent to each provider via a further competition). The proposals should be returned by email and will need to outline:
 - Costs for each element of the exercise will need to be broken down in the proposal, this should include:
 - Actual costs for work involved
 - Percentage rate
 - Total costs
 - Expenses rate if applicable
 - Whether the provider will be delivering each element themselves or outsourcing the work (and if so, which elements and to whom)
 - Methodology for sourcing candidates including, if advertising is recommended, a rationale for why the provider believes search alone will not be sufficient and recommendations for online media / publications
 - Methodology for selection, including but not limited to assessment centres, technical interviews and personality profiling. Providers should indicate whether they have in-house exercises ready or whether a new exercise will need to be designed, provide approximate associated costs and indicate resources required from organisations

- Recent relevant experience of managing similar campaigns in the last 2 years
- The nominated consultants leading on the exercise
- Suggested timetable
- Salary benchmarking, taking into account local and national issues
- Indication of market conditions and likely ease/difficulty of filling the post given salary, location etc.
- Whether the provider has in the last 2 months or is about to recruit to this post in other organisations. This should include an indication of any market intelligence in terms of other organisations recruitment activity for similar job roles which are out to market or about to go out
- An outline diversity attraction strategy for this role

Delivery of service once the provider is appointed

Once a further competition or direct award is complete then the provider will be required to discuss with the organisation to confirm their requirements, firm up the timetable, take a detailed brief and plan the next steps. This should be managed by the named consultant(s) and account manager, communication may be through email, meetings or phone.

On appointment of the provider from a further competition or direct award the provider will be expected to work closely with the organisation, HR, senior managers and elected members to tailor the process and to provide advice and guidance throughout. This will also involve working closely with recruitment advertising/marketing agencies and in house teams where necessary.

Providers should maintain and re-use organisation micro-sites (for that organisation) for the duration of the contract at a reduced cost where relevant.

The provider will agree with the organisation the authorisation/approval process for permanent recruitment and not deviate from this without prior agreement from the organisation.

The successful provider will:

- Provide a 'keep warm' service for candidates where possible.
- Undertake a fresh and thorough search exercise, tailored to the brief and carried out in a professional and ethical manner, to source a long list of high calibre candidates. This may include where relevant a targeted headhunt as well as a database search, unless explicitly agreed with the organisation.
- Provide the organisation with a weekly recruitment activity report detailing at what stage the recruitment campaign is, to include but not be limited to:
 - Job title
 - Campaign/advert live date
 - Advert closing date (where applicable)
 - Search undertaken
 - Applications received
 - Candidate feedback which could affect the process/salary considered etc.

- Liaise with both client and candidates on interview/assessment dates to ensure a seamless service.
- Be available to take part in long listing, short listing, stakeholder and final panels with the organisation. These panels should be attended by the named consultant(s) and account manager where relevant.
- Undertake briefings with the organisation where they require support with the recruitment process. These briefings should be attended by the named consultant(s) and account manager.
- At long listing stage, provide panel members with hard-copy papers (or in a format agreed with the organisation) within a deadline before the long listing meeting to be agreed with the organisation (typically 3 days), including a short overview of each candidate, with recommendations (for example 'marginal', 'not recommended' or 'recommended') as well as a CV and a brief synopsis of how well the candidate meets the criteria. This may be required via written or verbal communication.
- Where necessary arrange technical interviews and assessment centres including recommending appropriate tests (online and paper) and providing qualified administrators and/or assessors to administer, score and provide feedback to candidates and panels. Agreement from the participating organisation will be required on which technical assessors/administrators to use. If an organisation declines to use a recommended administrator/assessor the provider should provide alternatives. This will be specific to each organisations' requirements and will vary from each role required and is likely to be required for higher level roles.
- Provide suggested interview questions and presentation topics for use at interviews.
- Provide detailed management information at the end of each campaign.

If a candidate leaves employment within six months of date of commencement or does not start after committing to, providing this is not the result of restructuring or a change in responsibilities or reporting lines, the provider must either, at the organisations discretion:

- undertake to do the work again, charging for advertising and assessment costs and expenses only **OR**
- refund the organisation on a sliding scale

Each organisation may decide to make amendments in the processes mentioned throughout the specification, this will be discussed and agreed when they carry out a direct award or a further competition.

Organisation Management Information

Each organisation will require management information for each project, this will be agreed by each organisation and the successful provider for each campaign.

As a minimum, each organisation will require:

- A report for each campaign that should include a full cost breakdown, candidate information, diversity statistics, attendance at interviews etc.
- Information on an annual basis of all campaigns for the organisation

On appointment onto the framework, the MI will be agreed with each provider for the organisation.

Organisations can request custom made reports specific to campaigns.

Reports to organisations will be required 14 days after the completion of the campaign.

Framework Management Information

Providers will be required to attend a quarterly meeting with the framework provider.

Providers will be required to provide a monthly and annual reports to the framework manager highlighting all campaigns including information on spend. The framework provider can agree and amend the reports throughout the duration of the framework.

Monthly reports must be submitted by the 15th of each month for the previous month, the annual report must be submitted by the 15th January for the previous year.

Framework Marketing and Partnership

The framework is available for all the public sector and it is anticipated that the framework manager and the successful providers will work in partnership to help market the framework on a national basis.

The marketing will include user guides, email campaigns, 1-2-1 meetings, events etc. Providers will be required to attend meetings and/or events etc. throughout the duration of the framework.

The first phase of marketing will be aimed at the London Boroughs, this will include a launch day at the London borough of Waltham Forest in May 2017, providers will be required to attend at these.

The second phase of marketing will be aimed at the wider public sector and events will be planned for June/July 2017, providers will be required to attend at these.

Marketing for the framework will be consistent throughout the duration of the framework and the provider will support the London Borough of Waltham Forest and YPO on all aspects of marketing. This will be discussed and agreed with each provider at review meetings.