



Crown  
Commercial  
Service

# Invitation to tender

## Attachment 2 - What customers need

RM6002 Permanent Recruitment

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## 1. Introduction

### 1.1. Customer needs statement

Crown Commercial Service (the Authority) is seeking to establish a multi supplier Framework Agreement, for use by UK public sector bodies including central government departments (and their arm's length bodies and agencies) and non-departmental public bodies, as well as wider public sector organisations (Contracting Authority Customers) identified at V1.3 of the OJEU Contract Notice, for the provision of Permanent Recruitment Services.

This Framework Agreement will be managed by the Authority and Call-Off Contracts will be managed by Contracting Authority Customers. This Framework Agreement will provide Contracting Authorities with a comprehensive choice of Suppliers to provide recruitment services under the following models:

- Contingent recruitment – a non-exclusive recruitment service with payment on fulfilment.
- Retained search ('executive search') – a recruitment service involving closer engagement with customers and higher service levels. This service is expected to be used for senior and executive and/or niche and specialist roles.
- Talent mapping – a research service to create recruitment insights and competitive intelligence for customers.

This Framework Agreement will provide Contracting Authority Customers with the ability to secure recruitment services regionally and across the UK to enable the hire of quality candidates under a variety of specialisms including administrative; operational; digital, data and technology (DDaT); corporate services; (including commercial, HR, marcomms, property and legal); finance and project delivery.

### 1.2. The current situation

This Permanent Recruitment Services Framework Agreement is a new offering from Crown Commercial Service (CCS) that will assist hiring departments and hiring communities across central government and the wider public sector to gain access to recruitment services with high quality and experienced recruitment suppliers.

CCS has undertaken significant engagement with both supplier and customer markets to inform the design and delivery of this Framework Agreement, including over 50 one-to-one sessions with suppliers and two webinars delivered via the Recruitment and Employment Confederation (REC). CCS has also held multiple workshops and one-to-one sessions with stakeholders within central government as well as cross-government bodies representing commercial, DDaT, property, project delivery and property.

Key stakeholders of the framework include commercial and HR leads across central government and functional groups such as Government Digital Service (GDS) and Government Commercial Function (GCF).

Current recruitment approaches vary between departments and professions. There were 42,000 entrants to the Civil Service last year of which an estimated 10% were hired via a recruitment agency (contingent or retained search).

### 1.3. The opportunity

This Framework Agreement will allow customers to call off via direct award or further competition to provide a flexible vehicle allowing Contracting Authorities to identify, award to and develop strategic relationships with suppliers leading to: reduced time to hire; increased fill rates; improved reporting and metrics; stronger supplier relationships; and standardised compliance and performance standards.

The successful suppliers will have the ability to offer recruitment services to the full range of Contracting Authorities identified at V1.3 of the OJEU Contract Notice, including across multiple professions, according to the framework lots to which they are appointed.

The Framework Agreement will have eight (8) framework lots. The lots are:

Lot	Lot names
Lot 1	General Recruitment – Administrative and Operational roles
Lot 2	General Recruitment – Digital, Data and Technology (DDaT)
Lot 3	General Recruitment – Corporate
Lot 4	General Recruitment – Finance
Lot 5	General Recruitment – Project Delivery
Lot 6	Executive Search Digital, Data and Technology (DDaT)
Lot 7	Executive Search Senior and Executive
Lot 8	Talent Mapping

The Framework Agreement will be structured in a Preferred Supplier List (PSL) model for common professional and operational skillset needs across central government and the wider public sector. For the avoidance of doubt a Preferred Supplier List means a list of the successful suppliers who have been appointed to each lot of the Framework Agreement. Customers will have the option to choose from the list of suppliers who are awarded a place on each lot via direct award. Each framework lot will establish a separate PSL based on a specific recruitment approach (contingent, retained, talent mapping) and particular role types, as follows:

- Lots 1 to 5 will establish a total of five (5) PSLs under the contingent recruitment model, with one (1) PSL for each lot, and the lots covering the following role types: administrative and operational; DDaT; corporate; (including commercial, HR, marcomms, property and legal); project delivery; and finance.
- Lots 6 and 7 will establish a total of two (2) PSLs under the retained search model, with one (1) PSL for DDaT roles and one (1) PSL for senior and executive roles.
- Lot 8 will establish one (1) PSL for talent mapping and research services.

## Estimated value of the framework agreement

The estimated value of the RM6002 Framework Agreement as published in the OJEU Contract Notice is between £150,000,000 and £300,000,000

## 2. Specification

### 2.1. Our priorities

Demand for recruitment services is anticipated to rise in upcoming years with additional DDaT and project delivery roles required across government. There is a strong need for a permanent recruitment agreement for Contracting Authority Customers, as a compliant and value-for-money route to access experienced suppliers to service these requirements.

Recruitment is a dynamic and agile service and must meet the needs of the hiring communities. Speed, accuracy and agility is important to customers and successful suppliers will be required to demonstrate their ability to deliver these requirements.

Likewise, diversity and inclusion are key priorities for government, with a stated ambition to “become the most inclusive employer in the UK by 2020, a Civil Service that is making the best use of talent that exists in all parts of society and, therefore, one where we attract, develop and retain the most diverse talent”. These themes are expanded in the Civil Service Diversity and Inclusion Strategy and suppliers will be looked upon to support these aims:

<https://www.gov.uk/government/publications/a-brilliant-civil-service-becoming-the-uks-most-inclusive-employer>

The Framework Agreement will offer:

- A robust performance management approach, including collection and analysis of KPI metrics and regular performance reviews between CCS, Contracting Authorities and the framework suppliers to support maintenance and continuous improvement of performance levels throughout the framework lifetime.
- Data gathering route to allow collection of detailed management information and metrics to support ongoing trend analysis and service development.
- Transparency of supplier service capability/offer and pricing to support informed buying decisions by customers.
- Flexibility of call-off approach via direct award or further competition to meet recruitment timelines.

### 2.2. Scope

The purpose of this specification is to provide a description of the services that suppliers shall be required to deliver to customers under the Lot structure of this Framework Agreement. The requirements set out in section 2 – specification will form Framework Schedule 2, Part A: Services of the Framework Agreement following award.

Customers will access this Framework Agreement in accordance with Framework Schedule 5 (Call Off Procedure) and Schedule 6 (Award Criteria).

This Framework Agreement covers the supply of but not limited to:

- Permanent Recruitment Services to UK public sector bodies including central government departments (and their arm's length bodies and agencies) and non-departmental public bodies, as well as wider public sector organisations (Contracting Authorities) identified at V1.3 of the OJEU Contract Notice.
- UK coverage of recruitment for permanent appointments, fixed term appointments and inward secondments with customers (for the avoidance of doubt this includes England, Scotland, Wales and Northern Ireland). A range of indicative role types are set out in section 2.3 below and attachment 10: job families and job role titles per lot.
- Individual candidate placements.
- Volume campaign requirements.

### **2.3. Lot Descriptions**

#### **Lot 1 – General Recruitment – Administrative and Operational roles**

This Lot 1 is for core mandatory and non-mandatory services focusing around the search, sift and placement of candidates into administrative and operational roles (covering all Civil Service pay grades and equivalent) for permanent appointments, fixed term appointments and inward secondments with customers. The supplier is required to provide candidates for all roles within one or more of the job families in respect of this lot, as described in attachment 10: job families and job role titles per lot. This lot is based on a contingent recruitment model.

The supplier has the option of making up any shortfall from their own resource pool of candidates by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 1 are detailed in paragraph 2.4 of this document.

#### **Lot 2 – General Recruitment – Digital, Data and Technology (DDaT)**

This Lot 2 is for core mandatory and non-mandatory services focusing around the search, sift and placement of candidates into Digital, Data and Technology (DDaT) roles (covering all Civil Service pay grades and equivalent), for permanent appointments, fixed term appointments and inward secondments with customers. The supplier is required to provide candidates for all roles within one or more of the job families in respect of this lot, as described in attachment 10: job families and job role titles per lot. This lot is based on a contingent recruitment model.

The supplier has the option of making up any shortfall from their own resource pool of candidates by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 2 are detailed in paragraph 2.4 of this document.

### **Lot 3 – General Recruitment – Corporate**

This Lot 3 is for core mandatory and non-mandatory services focusing around the search, sift and placement of candidates into Corporate roles (covering all Civil Service pay grades and equivalent), for permanent appointments, fixed term appointments and inward secondments with customers. The supplier is required to provide candidates for all roles within one or more job families in respect of this lot, as described in attachment 10: job families and job role titles per lot. This lot is based on a contingent recruitment model.

The supplier has the option of making up any shortfall from their own resource pool of candidates by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 3 are detailed in paragraph 2.4 of this document.

### **Lot 4 – General Recruitment – Finance**

This Lot 4 is for core mandatory and non-mandatory services focusing around the search, sift and placement of candidates into Finance roles (covering all Civil Service pay grades and equivalent), for permanent appointments, fixed term appointments and inward secondments with customers. The supplier is required to provide candidates for all roles within one or more job families in respect of this lot, as described in attachment 10: job families and job role titles per lot. This lot is based on a contingent recruitment model.

The supplier has the option of making up any shortfall from their own resource pool of candidates by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 4 are detailed in paragraph 2.4 of this document.

## **Lot 5 – General Recruitment – Project Delivery**

This Lot 5 is for core mandatory and non-mandatory services focusing around the search, sift and placement of candidates into Project Delivery roles (covering all Civil Service pay grades and equivalent), for permanent appointments, fixed term appointments and inward secondments with customers. The supplier is required to provide candidates for all roles within one or more job families in respect of this lot, as described in attachment 10: job families and job role titles per lot. This lot is based on a contingent recruitment model.

The supplier has the option of making up any shortfall from their own resource pool of candidates by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 5 are detailed in paragraph 2.4 of this document.

## **Lot 6 – Executive Search – Digital, Data and Technology (DDaT)**

This Lot 6 is for the search and selection of highly qualified candidates for senior level and executives roles (Civil Service grade 6 up to SCS3 or equivalent) for permanent appointments, fixed term appointments and inward secondments with customers. The supplier is required to identify suitable candidates to fill DDaT roles in respect of this lot as described in attachment 10: job families and job role titles per lot.

The supplier has the option of making up any shortfall from their own resource pool of candidates by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 6 are detailed in paragraph 2.4 of this document. This lot is based on a retained search model.

## **Lot 7 – Executive Search – Senior and Executive**

This Lot 7 is for the search and selection of highly qualified candidates for senior level and executives roles (Civil Service grade 6 up to SCS4 or equivalent and Non-Executive Directors) for permanent appointments, fixed term appointments and inward secondments with customers. The supplier is required to identify suitable candidates to fill all roles within one or more of the job families in respect to this lot as described in attachment 10: job families and job role titles per lot.

The supplier has the option of making up any shortfall from their own resource pool of candidates by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.



The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 7 are detailed in paragraph 2.4 of this document. This lot is based on a retained search model.

### **Lot 8 – Talent Mapping**

This Lot 8 is for the provision of research services for the targeting, identification and engagement of candidates with skills to fill both existing, newly-created and future roles within an organisation and provide insights into the employment landscape such as skill shortages, geographical demographics and competitor insights.

The supplier has the option of making up any shortfall from their own resource pool by managing supplementary supply from key sub-contractor(s) as outlined in Framework Schedule 7 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

The supplier will be responsible for compliance of any sub-contractor(s) used in accordance with the terms and conditions of the Framework Agreement.

The mandatory requirements for Lot 8 are detailed in paragraph 2.4 of this document.

## **2.4. Service Delivery Requirements – Mandatory for all Lots**

The core mandatory service requirements for Lots 1 – 8 of the Permanent Recruitment Framework Agreement are detailed in this section 2.4 of this document, which are in scope for the purpose of the charging structure and which suppliers will provide in order to fulfil the requirements of this Framework Agreement.

The section for non-mandatory service requirements at 2.4.17 provides information on services that suppliers may provide in addition to the mandatory services in order to fulfil the requirements of customers under this Framework Agreement.

### **2.4.1. Commitment to the Framework Agreement – Mandatory for all Lots (1-8)**

The supplier shall maintain commitment to supporting Government's Permanent Recruitment requirements and delivering services under this Framework Agreement.

The supplier shall take reasonable steps to ensure at all times during the framework period that there are sufficient resources and personnel available to support customer requirements, including during any peaks in demand.

### **2.4.2. General requirements – Mandatory for all Lots (1-8)**

The supplier shall identify and recruit experienced candidates with relevant qualifications, against a job description and person specification (or equivalent) provided by the customer, for permanent appointments, fixed term appointments and inward secondments with customers.

The supplier shall ensure compliance with Civil Service Recruitment Principles (where applicable and as up-to-date at the point of service delivery, incorporating any future changes), including demonstration of transparency at each stage of the identification and selection process. This shall include the need to demonstrate that the best and most suitable candidates, identified from a wide and diverse field, have been encouraged to apply. All processes will be required to stand up to scrutiny by the Civil Service Commissioners. Further details on the Civil Service recruitment principles can be found at:

<http://civilservicecommission.independent.gov.uk/civil-service-recruitment/>

The supplier shall ensure that knowledge acquired during the framework period is transferred to the Authority. The supplier shall provide the Authority with market insights to improve awareness of strategic approaches and share learnings with internal and external stakeholders.

The supplier shall ensure that all roles placed under Lots 1 to 7 of this Framework Agreement can be attributed to a profession detailed in attachment 10 – job families and job role titles per lot. Any additional role titles not contained within this annex A shall be within the scope of the lot descriptions as detailed in section 2.3.

For the avoidance of doubt the reporting requirements for Lot 8 may cover all job families and job roles within attachment 10. However, the customer brief may be defined by broader terms than just identification of candidates against job families and job titles (e.g. competencies, skills, industry, and location).

The supplier shall be committed to supporting the Authority and customers in complying with the Civil Service Diversity and Inclusion Strategy. Further details can be found at: <https://www.gov.uk/government/publications/a-brilliant-civil-service-becoming-the-uks-most-inclusive-employer>

In addition, the supplier shall give particular attention to diversity and inclusion targets for the flow of ethnic minorities and disabled people into the Senior Civil Service. The supplier shall support customers in achieving overarching government objectives and each customer's departmental priorities. Further details can be found at:

<https://www.gov.uk/government/collections/a-country-that-works-for-everyone-the-governments-plan#single-departmental-plans>

The supplier shall interface with Customer Applicant Tracking System(s) (ATS) where required, providing customers have an open Application Programming Interface.

### **2.4.3. Service delivery – Mandatory for all Lots 1-8**

#### **2.4.3.1. Candidate identification and attraction for Lots 1-5**

The supplier shall provide market insights and analytics to make innovative recommendations on recruitment attraction strategies including Employer Value Propositions (EVP) and the use of social media.

The supplier shall ensure that only beneficial proposals are put forward to customers guaranteeing effective and efficient recruitment activity.

The supplier shall use innovative methods to effectively promote the customer's Employer Value Proposition (EVP), the role(s) and the benefits/opportunities.

The supplier shall confirm the customer's recruitment process, timescales and any relevant UK security vetting requirements.

The supplier shall ensure an understanding of and fully support the customer's diversity and inclusion strategies and requirements for each role or campaign. This should include developing innovative strategies which succeed in contributing towards the Civil Service's diversity targets.

The supplier shall source candidates to the required standard in line with the job description and person specification (or equivalent) provided by the customer, and ensure the candidate is made aware of the recruitment timescales and any relevant security requirements.

The supplier shall encourage candidates applying for all roles to complete a form capturing personal diversity information.

The supplier shall provide the customer with updates on the progress of the recruitment activity (for example and not limited to, KPIs and strategic challenges), at intervals pre-agreed with the customer.

The supplier shall manage the candidate journey to ensure the best possible candidate experience, including but not limited to:

- keeping candidates informed and engaged throughout the recruitment process;
- promoting career opportunities within central government and the wider public sector to pools of potential candidates.

#### 2.4.3.2. Candidate identification and attraction for Lots 6-7

The supplier shall organise and lead a planning meeting with the customer for each job role to understand the key role requirements, including essential and desirable skill sets and the person specification, along with the customer's diversity and inclusion policy and target for the job role.

The supplier shall use market expertise to design, recommend and implement innovative campaigns and routes to talent, including but not limited to Employer Value Propositions (EVP) and the use of social media. All proposals are subject to customer and Commissioner (where appropriate) approval before campaign go live.

The supplier shall create an implementation plan that will include key deliverables and agreed tasks for each milestone in the pre- agreed delivery time.

The supplier shall be responsible for the commission and payment of any advertising platform approaches. Any proposed channels that are not included in the cost of the services (and which would be an exception) must be agreed with the customer recruitment team at the earliest stage of campaign planning.

The supplier shall build up pools of potential candidates across job roles and specialisms to create a talent pool, to be used for future requirements within customer departments and across Government.

The supplier shall encourage candidates applying for all roles to complete a form capturing personal diversity information.

The supplier shall manage the candidate journey to ensure the best possible candidate experience, including but not limited to:

- keeping candidates informed and engaged throughout the recruitment process;
- promoting career opportunities within central government and the wider public sector to pools of potential candidates.

#### 2.4.3.3. Candidate Identification for Lot 8

The supplier shall create insights and competitive intelligence for customers such as identification of competing hiring organisations and their locations.

The supplier shall provide insights into competing hiring organisations recruitment activities (hiring/ dismissals/redundancies/restructuring).

The supplier shall report on industry news and innovation.

The supplier shall provide insights on the employment landscape including skill shortages and salary benchmarking.

The supplier shall report into local demographics including commute times and barriers to recruitment.

The supplier shall strategically map all candidates both internal and external who can be benchmarked against the requirements of the success profiles for strategic objectives.

The supplier shall provide the customer with updates at a frequency to be determined by and agreed with the customer, including details of target candidates approached together with any insight and constructive feedback from research/mapping activities.

The supplier shall provide biographies on potential candidates including motivations and insights into personal aims and objectives.

#### 2.4.3.4. Candidate assessment and evaluation for Lots 1-5

The supplier shall conduct initial sift of eligible applications to produce a long list of candidates.

The supplier shall ensure all long-listed and short-listed candidates meet eligibility criteria, e.g. nationality, education, residency etc., specified by the customer.

The supplier shall ensure that long and short lists reflect the customer's diversity and inclusion policy.

The supplier shall ensure there is strong project management throughout any volume campaigns with a focus on effective communication to customer and candidates.

The supplier shall notify candidates promptly of success or failure at each stage.

The supplier shall invite successful candidates to the next stage of the recruitment process as defined by the customer (e.g. a testing session/assessment centre/interview) and ensure candidates are briefed and prepared for each stage of the recruitment process.

#### 2.4.3.5. Candidate suitability and evaluation for Lots 6-7

The supplier shall ensure that only candidates of the required standard to the requirements of the job description and person specification, with the most appropriate depth and range of experience against the customer's agreed criteria and job description, are put forward for selection.

The supplier shall ensure that both long and short lists include an initial validation of candidate skills against the essential criteria for the job role.

The supplier shall ensure that both long and short list reflect the customer's diversity and inclusion policy and aims for the role.

The supplier shall provide customers with rationale for scoring of candidates during long list and, if required, attend sessions with the customer to finalise shortlisted candidates.

The supplier shall manage the candidate journey to ensure the best possible candidate experience.

The supplier shall ensure both internal and external candidates are treated equally and receive the same standard of candidate care proportionate to the required standard and in line with the requirements of the job description and person specification

The supplier shall ensure that any potential conflicts of interest are identified and are appropriately and sensitively managed.

The supplier shall provide weekly status updates (in writing, by telephone or face to face, as requested by the customer). The supplier shall provide updates which cover progress against agreed timelines and key KPIs, including but not limited to diversity statistics, calibre of candidates and industry backgrounds of applicants.

#### 2.4.3.6. Candidate assessment and evaluation for Lot 8

The supplier shall make contact with targeted candidates to determine their current status, appetite to move organisation and perception of the customer brand.

The supplier shall benchmark talent roles, organisation structures and salaries/benefits, both internally and externally.

The supplier shall research candidate availability in industry and/or geographical areas.

#### 2.4.3.7. Offer and appointment for Lots 1-5

The supplier shall make an offer to successful candidate(s) and manage this process where required.

The supplier shall agree terms with candidate(s), where required.

The supplier shall provide feedback to unsuccessful candidates and obtain references.

The supplier shall support the onboarding process.

The supplier shall engage with the employee and hiring manager post commencement date of the role to ensure both parties are satisfied with the recruitment outcome.

The supplier shall obtain comprehensive feedback from candidates and the customer on their experiences of the recruitment process and share these back with the customer.

#### 2.4.3.8. Offer and appointment for Lots (6-7)

The supplier shall make an offer to successful candidate(s) and manage this process, where required. This may include support with salary and start date negotiations, where advised by the customer.

The supplier shall provide feedback to unsuccessful candidates at each stage of the process.

The supplier shall obtain references and support the on boarding process where required.

The supplier shall work with the customer to support successful candidate onboarding, where required.

The supplier shall provide details of industry sectors/organisations that have been targeted during the campaign.

The supplier shall provide details of potential candidates that have been approached, including feedback on the reasons why any candidates have elected not to pursue an application.

The supplier shall obtain comprehensive feedback from candidates and the customer on their experience of the recruitment process and share these back with the customer.

The supplier shall deliver an end-of-campaign report with a breakdown of the key numbers from the campaign (application numbers per stage, diversity, lessons learnt) as defined at Call-Off by the customer.

Following commencement of the role, the supplier shall engage with the employee and customer to ensure both parties are satisfied with the recruitment outcome.

#### **2.4.4. Provisions for ordering – Mandatory for all Lots 1-8**

The supplier shall have the facility for customers to place requirement orders via a variety of channels, e.g. via email, telephone, through an electronic booking system or as specified by the customer. The customer shall define the preferred method(s) or format(s) prior to the commencement of the Call-Off Contract.

The supplier shall comply with the following upon receiving requests for ordering of Permanent Recruitment Services:

- to accommodate customer locations without internet access, the supplier shall have a telephone booking system in place.
- in any instance where customers incur telephone charges, calls shall be charged at a local rate or lower (standard rate and not premium rate).

- the supplier shall have a service provision that is staffed inside service hours (between 9am and 5.30pm, Monday to Friday and excluding public holidays) and automated outside of service hours. Within service hours, the supplier's team will be staffed by personnel that are fully trained and experienced in the supplier's processes which are in line with the Customer Call-Off Contract, for the supply of Permanent Recruitment Services under this Framework Agreement.
- a list of authorised users will be agreed by each customer with the supplier prior to the commencement of a Call-Off Contract. This list must be adhered to by the supplier when processing requests for Permanent Recruitment Services. The supplier will decline to process requirements if requested by a person who is not an authorised user list. The customer will be able to add and to remove authorised users from the list during the course of the Call-Off Contract.

## **2.4.5. Customer and Candidate Information – Mandatory for all Lots 1-8**

### **2.4.5.1. Customer and Candidate Information for Lots 1-7**

The supplier shall on receipt of an order, take proactive steps (in a manner that is proportionate to the size and nature of the order) to plan and agree with the customer the Permanent Recruitment Services to be provided to the customer. The supplier is required to clarify and document sufficient information required to identify and recruit suitable candidate(s) for the role(s) to be filled.

This shall include but may not be limited to:

- the identity of the customer including the nature and individual needs of the customer's business;
- the customer's diversity and inclusion ambition for the role(s);
- the intended duties of the candidate and comprehensive details of supporting the recruitment services required;
- the location(s) of the role(s);
- any volume campaign requirements;
- essential criteria for the role, including the necessary or required experience, specialist skills, training, qualifications and any authorisation(s) which the customer considers necessary, or which are required by Law, or by any relevant Professional and Regulatory Body, for a candidate to possess in order to work in the position;
- terms and conditions for the role;
- which types of previous convictions(s) would not be acceptable to the customer for the position which the customer seeks to fill;
- supplier's resources to be mobilised in the timescale required by the customer;
- names of key supplier personnel working on the order;
- key customer contacts that can authorise work and preferred communication methods;

- the number of CVs to be submitted.

The supplier shall maintain communication with the customer throughout the duration of a call-off with the objective of forming the basis of a strategic relationship

The supplier shall work with customers if requested, to forward plan for future workforce requirements.

#### 2.4.5.2. Customer and Candidate Information for Lot 8 (Engagement)

The supplier shall meet with the customer to confirm key requirements of the research activity, including but not limited to confirmation of: customer's EVP, priorities, talent gaps and focused specialisms, geography, detailed market insight and whether the requirement is for a single customer or a broader government context.

The supplier shall define what talent may be required based on business strategy, expansion and or current hiring demands.

The supplier shall define what the current and future capability needs of the customer will be.

The supplier shall identify key critical roles.

The supplier shall present the approach that will be taken to offer a solution to the customer requirements.

The supplier shall be transparent on who will deliver what work and specifically being clear at the start of any assignment on where elements may be sub-contracted or delivered by a third party. The customer must agree to this at the start of any assignment.

#### **2.4.6. Customer Reporting Requirements – Mandatory for all Lots 1-8**

The supplier shall deliver regular, tailored reports to the customer providing updates on the recruitment services being carried out. Reporting content will be determined by the customer which may include: updates on progress against agreed timelines, KPIs, challenges to the service and diversity and inclusion statistics.

The supplier shall provide electronic ad hoc reports and accurate data to customers within agreed timescales, as detailed in customer Call Off requirements.

The supplier shall gather and make available relevant market intelligence and trend information that will offer value to the customer including emerging good industry practice and innovative ways to meet diversity and inclusion objectives.

The supplier shall provide feedback reports measuring the success of recruitment process and insights into overall experience to drive Continuous Improvement (section 2.4.10) requirements.

##### 2.4.6.1. Baseline Service Levels for all Lots 1-8

The Supplier and Contracting Authorities shall agree Service Levels and Performance Monitoring at the Call Off stage.



Annex 1 (Service Levels) of this Framework Schedule 2 which is for information only, provides baseline Service Levels that Contracting Authorities may implement at the Call Off stage.

Where this Annex 1 applies, the relevant Call-Off Contract Clauses and Call Off Contract Schedule 6: Service Levels and Performance Monitoring Part A: Service Levels shall be amended in accordance with this Annex 3 'Guidance Note to this Part A: Service Levels.

#### **2.4.7. Framework Account Management - Mandatory for all Lots 1-8**

The Authority will operate a Framework management process as detailed in Schedule 8, Framework Management of the Framework Agreement.

#### **2.4.8. Customer Call Off Account Management - Mandatory for all Lots 1-8**

The supplier shall appoint a designated Account Manager to each customer entering into a Call Off Contract under this Framework Agreement. The nominated Account Manager shall have a strong level of relevant and appropriate industry experience.

The supplier shall provide a Deputy Account Manager to cover periods of unavailability and absence.

The supplier's Account Manager will:

- Work closely with customers to implement their respective Call Off Contracts.
- Attend and hold operational service review meetings with customers as detailed by the customer at the Call Off Contract stage.
- Attend customer recruitment events and advise customer recruitment advisory boards where reasonably required.
- Project manage any volume recruitment campaigns.
- Ensure appropriate extra resources are committed promptly at no extra cost to the customer, where service or performance by the supplier falls below the required level.

The supplier shall ensure that there is sufficient resource and flexibility to efficiently manage demands of any volume campaign.

The supplier shall ensure that all of its own personnel responsible for or associated with the delivery of the services to customers are suitably trained and understand the requirements of this Framework Agreement.

The supplier shall ensure there are resources in place with sufficient knowledge and flexibility to deal with varied customer demands, including, but not be limited to, geographical requirements and skill set expertise.

The supplier shall acknowledge all customer correspondence within two (2) working days Monday to Friday, excluding public holidays.

The supplier shall support customers with their recruitment strategies which may include, but not be limited to, advice and adherence to the customer's and/or Government's diversity and inclusion strategies.

The supplier shall provide market insights to inform and support decision making.

The supplier shall promote and facilitate the transfer of knowledge and skills between the supplier and the customer and the sharing of information to create industry best practice. This may include the provision of guidance and training for incumbent customer HR teams to help them identify talent and improve their long term strategic hiring processes.

The supplier shall identify problems and resolve within the scope of the services.

The supplier shall constructively challenge the status quo practices with innovative suggestions to improve outcomes.

The supplier shall advise on best value for money approaches to achieve efficiency and cost savings such as rate benchmarking, the use of digital platforms and solutions, training and events.

The supplier shall tailor services to meet a wide range of customer requirements such as geographical location and candidate skill set.

The supplier shall ensure that the Account Manager develops and maintains a strategic relationship with the customer with the intention to offer solutions to ongoing and future recruitment requirements.

#### **2.4.9. Complaint and Escalation Procedure – Mandatory for all Lots 1-8**

The supplier shall, in the event of a complaint or issue that cannot be resolved at the first-line Account Management level, provide escalation mechanisms to ensure effective resolution for the customer.

The supplier shall ensure its staff resolve any complaints and issues as quickly and as close to the source of the problem as possible.

The key principle underlying the process is to ensure quality and timely resolution of all complaints and issues raised.

The supplier shall track any issue escalations to ensure that a resolution is provided within agreed timescales and report on a monthly basis.

The supplier shall identify trends, create action plans for service improvement and share outcomes through performance service review meetings.

#### **2.4.10. Continuous Improvement – Mandatory for all Lots 1-8**

The supplier will design, implement and review services, ensuring that potential improvements to efficiency and effectiveness are considered at all times. Further continuous improvement requirements of the framework are outlined in Schedule 12 of the Framework Agreement.

#### **2.4.11. Whistle-Blowing Policy – Mandatory for all Lots 1-8**

The supplier shall have a policy which demonstrates its commitment to creating a climate of openness within its organisation by creating a positive environment in

which employees and related third parties can raise concerns about wrongdoing and without fear of reprisal.

The supplier shall enable the Authority and/or customers where they reserve the right to review a suppliers Whistle Blowing Policy.

The supplier shall operate in line with The Public Interest Disclosure Act 1998 (the Act) which states that in general, workers should be able to make disclosures about wrongdoing to their employer, so that problems can be identified and resolved quickly within organisations. The Act gives legal protection to those who make certain types of disclosures.

The supplier shall familiarise themselves with the guide to the Act which can be found on the Public Concern at Work (whistleblowing charity) external website at the link below: <http://www.pcaw.org.uk/guide-to-pida>

The supplier shall ensure that the relevant policy is incorporated into their staff handbook.

#### **2.4.12. Equality and Diversity - Mandatory for all Lots 1-8**

The supplier shall have an equality and diversity policy which addresses the prevention of unlawful discrimination and promotes equality and diversity within their own workforce and candidate pool.

The supplier shall commit to the highest ethical and professional standards in all of its activities and maintain high standards in relation to compliance with all current equality legislation.

The supplier shall commit to focusing its employment procedures and practices on maximising the potential of each of its employees.

#### **2.4.13. Management Information- Mandatory for all Lots 1-8**

The supplier shall provide timely and accurate Management Information and data reporting to the Authority and to the Customer in accordance with Schedule 9 of the Framework Agreement (Management Information).

The supplier may be required to provide further Management Information, at no extra charge, to the customer, the content of which will be agreed at the Call Off Contract stage.

#### **2.4.14. Social Value Mandatory for all Lots 1-8**

The supplier shall complete annual Corporate Social Responsibility (CSR) assessments upon request from customers.

The supplier shall identify [Social Value](#) options which are appropriate to customers at Call-off Contract award. Any Social Value options selected by Customers at the point of contract award, shall be in accordance with the Government's Social Values which are current at that point in time.

#### **2.4.15. Charges – Mandatory for all Lots 1-8**

The supplier shall be aware that the customer will only pay contract charges relating to the services delivered by the supplier which are the subject of a valid Order. For

the avoidance of doubt, the supplier shall decline to provide the services where the Order has not been received from an authorised user.

The supplier shall be aware that there is no minimum order fee that may be applied to the contract charges.

The supplier shall ensure all invoices to customers shall be clear, accurate and transparent.

#### 2.4.15.1. General Recruitment Charges for Lots 1-5

The supplier shall reduce or cancel the contract charges if the candidate contract is terminated in accordance with any of the following instances, where the candidate:

- rejects the role(s);
- is found to not have the defined requirements for the role i.e. in terms of the relevant vetting requirements or does not have the necessary or required experience or
- is found to not have the correct and valid credentials that would allow them to legally work and undertake the role (s); or
- is identified by the customer as unfit to work or not being capable of carrying out the majority /most/or all of the specified tasks or activities pursuant to the role(s) safely and to the customer's necessary standards

Payment to the supplier will be made on the successful appointment of the candidate (for the avoidance of doubt this is when an offer is made to the candidate and accepted) or as per the payment terms agreed with the customer (see Framework Agreement Schedule 2: Part A: Services).

In the event that the customer cancels the recruitment requirement before the start date, no fee will be payable to the supplier.

In the event that the supplier cancels the recruitment before the start date there will be no payment by the customer.

If a customer wishes to employ a fixed term candidate on a permanent basis, then the supplier will charge a fee, in accordance with Framework Schedule 3 (Framework Prices and Charging Structure), equal to the difference between the agreed fee payable for the fixed term candidate and the fee which would have been payable had the candidate worked for a period of 12 months for the customer, for example:

- after 8 months of fixed term appointment, the customer wishes to take the candidate permanently then the supplier will charge a fee equal to the difference due compared to twelve (12) months (i.e. 4 months).

If the fixed term candidate has been in place for over twelve (12) months then no fee will be charged to employ the candidate on a permanent basis.

#### 2.4.15.2. Executive Search Charges for Lots 6 -7

The supplier will receive payment in three (3) stages within the Executive Search process with a percentage of the total fixed fee being charged at each successful stage.

Payment stages as follows:

- 25% Placement of advert
- 25% Shortlist signed off by Customer (i.e. Customer has signed off candidates for final stage of recruitment)
- 50% Appointment and acceptance of candidate

In the event that the customer cancels the recruitment requirement, the customer will be responsible for the payment of the fee up to the point in the process at which the recruitment has been cancelled.

In the event that the Supplier cancels the recruitment at any point after the placement of advert, the Customer will make only the first 25% payment.

If the appointed candidate leaves for any reason within 6 months of the appointment contract start date, the supplier shall refund 50% of the total fee or provide a free of charge replacement search (the latter subject to the Hiring Manager's vacancy holder's sole discretion).

The supplier shall not undertake proactive headhunting of civil servants they have previously discovered for the customer, on behalf of non-Civil Service customers, for a minimum period of six (6) months after Call-off Contract commencement.

There will be no additional fee charged if the customer wishes to employ a fixed term candidate supplied under Lot 6 or 7 on a permanent basis.

#### 2.4.15.3. Talent Mapping Charges for Lot 8

Payment will be made to the supplier against an invoice for each day or half day of services that the supplier provides as agreed with the customer.

### **2.4.16. Provision of Permanent Recruitment Services: Non-Mandatory**

#### Non-Mandatory Additional Services for Lots 1-7

The customers may require you to provide one or more of the following non-mandatory additional services detailed within this section at the Call Off stage.

The supplier shall not be mandated to provide these services, however capability to do so may be considered by customers when awarding Call Off Contracts to suppliers. Provision of non-mandatory additional services are to be priced at call off. Pricing is therefore not determined in the Framework pricing schedule, but shall be priced separately at Call off Contract stage.

#### 2.4.16.1. Testing

The supplier shall be able to provide advice and guidance on appropriate Testing services including any reasonable adjustments needed to support diversity and inclusion aims.

The supplier shall keep customers informed on the availability of innovative new Testing services in the market.

The supplier shall help customers source bespoke Testing services where required.

The supplier shall procure appropriate Testing services on the customer's behalf.

The supplier shall support the Customer with any associated Testing services and requirements.

The supplier shall provide candidate contact information to any third party supplier used for sift or Testing services.

#### 2.4.16.2. Assessment centres

The supplier shall, where requested, be responsible for the hiring and booking of customer approved venues to hold the relevant number of candidates.

The supplier shall provide facilitators, assessors, assessment material in consultation with the customer.

The supplier shall undertake the booking of customer approved accommodation for candidates attending assessment centres if requested.

The supplier shall undertake administrative tasks related to the booking and the running of the assessment centres, including but not limited to: the creation of supporting documents and communications with the candidates.

The supplier shall ensure accessibility to assessment centres and ensure workplace adjustments are in place, as required. The supplier shall also demonstrate an appreciation for the geographical location of assessment centres to ensure accessibility for candidates.

#### 2.4.16.3. Interview management/support

The Supplier shall provide experienced personnel to facilitate the interview process or support the customer with this activity.

Where requested by the customer, the supplier shall be responsible for the hiring and booking of suitable interview venues.

#### **2.4.17. Compliance - Mandatory for all Lots 1-8**

The supplier shall provide relevant employment and vetting checks to be determined by the customer at Call Off and in line with current legislation.

The supplier shall provide evidence to the customer to show that the relevant checks have been conducted if required.

The supplier shall make their personnel aware that the objective of validating and verifying the information provided by the candidate is to ensure that the information relates to that candidate, confirms that the candidate's identity is genuine and relates to a real and living person, and establishes that the candidate owns and is rightfully using that information.

#### **2.4.18. Call off agreement**

How a call off agreement is structured

If a customer decides to buy from you, you and the customer will form a call off agreement. The terms of the call off agreement are set out in Framework Schedule 5 (Call off Procedure).

The framework will allow the customer to call off via two routes, Direct Award or Further Competition. The Contracting Authority will be sharing information from the Tender in order to inform decisions about the most appropriate call off route.

### **Direct Award**

Customers can award a call-off contract directly where the terms (meaning the information on award of call-off contained in the framework agreement and the call-off terms and conditions) are sufficiently precise and complete to allow a customer to identify the most economically advantageous offer. This will be where the commercial and technical specifications and all the other contract documents define the services, the supply of services and the application of the prices with sufficient precision and completeness.

### **Further Competition**

Alternatively customers may award call-off contracts by conducting a further competition where the terms laid down in the framework agreement are not sufficiently precise or complete to cover the service requirements. This will be where the commercial and technical specifications and all the other contract documents do not define the services, the supply of services and the application of the prices with sufficient precision and completeness to meet your requirements of the particular supply contract.

The basic terms cannot be renegotiated nor can the specification be substantively changed. Basic terms can be refined or supplemented where the particular service requirements were not and could not be foreseen when the framework agreement was established. The weightings against commercials and technical used in the Framework Tender can be varied at further competition.

## ANNEX 1: BASELINE SERVICE LEVELS

### PART A: SERVICE LEVELS

#### GENERAL PROVISIONS

The Supplier shall provide a proactive Call Off Contract manager to ensure that all Service Levels in this Call-Off Contract and Key Performance Indicators in the Framework Agreement are achieved to the highest standard throughout, respectively, the Call Off Contract Period and the Framework Period.

Service Level Performance Measure			
<b>Customer Satisfaction</b>	End user satisfaction at end of assignment: quality of service; quality of candidates; response time; issue resolution; ease of use, etc.	TBC	Survey responses received
<b>Candidate Quality</b>	Number of candidate submittals to interviews	TBC	Ratio of the number of candidates CVs submitted to a job posting and the number of candidates selected for interview.
<b>Candidate Quality</b>	Number of candidates submitted at interview to hire	TBC	Ratio of the number of candidates submitted to an interview and the number of candidates selected for hire.
<b>Candidate Quality</b>	Number of candidates selected for hire that start in post	Track reasons for non-start (e.g. security clearance, candidate change of mind), but not scored	Ratio of number of candidates selected for hire that actually start in post. Failure to start may be due to failed background screening, candidate change



			of mind
<b>Candidate Quality</b>	Percent of roles filled first time	TBC	A percentage based on the number of roles that the supplier successfully fills first time
<b>Worker Quality</b>	Percent of Negative Attrition (unplanned turnover)	TBC	A percentage based on the number of workers supplied that leave their post within [12] months for negative reasons. This can include worker leaving for another job; worker failure of probation; worker termination for poor performance/breach of policy. Reasons should be tracked
<b>Diversity</b>	Percentage of diverse candidates put forward	TBC	Supplier to put forward a minimum of [X]% candidates per requirement

## 2.4.19. Definitions

Defined Term	Meaning
Account Manager and Deputy Account Manager	means an individual designated as such by the supplier from time to time as notified in writing to the customer to act as the duly authorised representative of the supplier for all purposes connected with the Framework Agreement, including any authorised representative of such individual; A deputy should be appointed to cover periods of absence.
Applicant Pool	means the group of people that have put themselves forward for a role via an application process
Application Programming Interface (API)	means an interface that allows two different software's or applications to interact with each other
Applicant Tracking System (ATS)	means a piece of software that allows electronic management of recruitment requirements
Assessment Centre	means part of the recruitment process in which candidates are assessed to determine their suitability for certain job roles.
Authorised User List	means a current list of authorised users of the Framework Agreement within an organisation, provided to the supplier by the customer.
Authorised Users	means a person at the customer's organisation who can use the Framework Agreement.
Authority	means THE MINISTER FOR THE CABINET OFFICE ("Cabinet Office") as represented by Crown Commercial Service, a trading fund of the Cabinet Office, whose offices are located at 9th Floor, The Capital, Old Hall Street, Liverpool L3 9PP
Candidates	means the individual who is introduced to the customer by the supplier to potentially provide services to the customer either on a permanent, fixed term basis
Charges	means the charges raised under or in connection with a Call Off Contract from time to time, which charges shall be calculated in a manner which is consistent with the Charging Structure;
Commissioner	means appointed Civil Service Commissioners who ensure that recruitment and appointments within the Civil Service remain fair and open

Contingent Recruitment	means a non-exclusive Permanent Recruitment Service with payment on fulfilment.
Contracting Authorities (Customers)	means any customer ) identified at V1.3 of the OJEU Contract Notice, calling off services from the supplier through the Framework Agreement.
Employer Value Proposition (EVP)	means the unique set of values, benefits and offerings that can be used to attract potential candidates to an organisation
Executive Search	means a specialised Permanent Recruitment Service which customers pay to seek out and recruit highly qualified candidates for senior-level and executive jobs
Fixed Term Appointment	means a worker introduced by the supplier who will be employed directly by a customer for a fixed period of time
Framework Manager	means the representative appointed by the Authority from time to time in relation to this Framework Agreement;
Framework Agreement	mean this Framework Agreement consisting of the clauses together with the Framework Schedules and any appendices and annexes to the same;
Framework Period	means the period from the Framework Commencement Date until the expiry or earlier termination of this Framework Agreement;
Hiring Manager	means an officer of the customer with the responsibility for hiring permanent and fixed term workers
Inward Secondment	means temporary movement of an employee of an external company to a role within the customer
Job Description	means the document that is provided by a customer determining the key requirement and competencies of candidates against a job role
Job Families	means the grouped job roles as found within Annex A
Job Roles	means the individual job titles found within Annex A
Key Subcontractors	means any Sub-Contractor which is listed in Framework Schedule 7 (Key Sub-Contractors), that in the opinion of the Authority, performs (or would perform if appointed) a critical role in the provision of all or any part of the services;

Lots	means the number of Lots specified in Section 2 of What customers need which will form the Framework Schedule 2:part A ( Services and Key Performance [A1] Indicators) and "Lots" shall be construed accordingly;
Order	means an order for the provision of the services placed by a Contracting Authority with the supplier under a Call Off Contract;
Permanent Appointment	means a candidate has been offered and accepted a position with the customer, to directly engage with them on a permanent basis.
Permanent Recruitment Services	means the services set out in this Schedule associated with the identification, sifting and assessment of candidates for Permanent Appointments, Fixed Term Appointments, Inward Secondments and Talent Mapping.
Person Specification	means the description provided by the customer of the qualifications, skills, experience, knowledge and other attributes which a candidate must possess to perform the job duties.
Retained Search	means a Permanent Recruitment Service involving closer engagement with customers and higher service levels. This service is expected to be used for senior and executive and/or niche and specialist roles. Also known as Executive Search
Specialism	means roles that fall under a classified field of work with workers usually being highly skilled in this area.
Supplier Personnel	means all directors, officers, employees, agents, consultants and contractors of the supplier and/or of any Sub-Contractor engaged in the performance of its obligations under this Framework Agreement or any Call Off Contracts; Call Off Contract
Supplier(s)	means the person, firm or company stated in the preamble to this Framework Agreement;
Talent Mapping	means a Permanent Recruitment Service involving the research of candidates against a customer's talent requirements
Talent Pool	means a database of potential candidates matched to future roles in order to identify quality candidates, reduce costs and time to hire

Testing	means tests used as part of the recruitment process to screen candidates on their skills, knowledge and personality traits.
UK Security Vetting	means levels of security clearance required for defines job roles as set out in this guidance <a href="https://www.gov.uk/guidance/security-vetting-and-clearance">https://www.gov.uk/guidance/security-vetting-and-clearance</a>
Validated	means the process of ensuring that the documents presented by the candidate are genuine and the holder is the rightful owner.
Volume Campaign	means the provision of Permanent Recruitment Services against a requirement for candidates to be sourced for multiple job vacancies.