

**Invitation to Tender**

**Attachment 1a: Framework Specification**

**Framework Reference RM6229 Permanent Recruitment Solutions 2**

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## **1.0 INTRODUCTION**

This document is to provide a description of the Services that the Supplier will be obliged to provide the Customer under a Call-Off contract.

The Crown Commercial Service (CCS), hereby known as the Authority is seeking to establish a multi–Supplier Framework Agreement for the supply of permanent and fixed term staffing recruitment solutions for clinical and non-clinical requirements.

This Framework Agreement will offer:

* A robust performance management approach, including collection and analysis of KPI metrics and quarterly performance reviews between the Authority, 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.

## **2.0 SCOPE**

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, hereby known as the Customer.
* 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). Suppliers are not required to be able to provide on a national basis but shall be able to provide recruitment Services in geographic locations in and outside of London & The South East, where Civil Service and wider Public Servants are located throughout the UK, not restricted to large cities, and adapting to changing locations for Public Bodies.
* Individual candidate placements for clinical and non-clinical roles
* Volume campaign requirements including project-based Recruitment Process Outsourcing (RPO)
* Strategy and Planning Services
* Talent Development Services
* Technology Services

## **3.0 SECTOR SPECIFIC REQUIREMENTS**

This specification outlines Services to be provided across the Public Sector and therefore Suppliers must be able to meet sector specific requirements, as detailed, prior to and during the provision of Services. All information provided is correct at time of tender. The Authority will provide regular updates with the Suppliers as part of an ongoing educational programme.

### **3.1 Central Government (Civil Service)**

### **3.1.2 - Key Customers**

### 3.1.2.1 - Departments

For the avoidance of doubt, central government Customers refers to all central government departments, their agencies and public bodies, and other organisations found here <https://www.gov.uk/government/organisations>.

Departments across the Civil Service will approach general recruitment in different ways. Some will have dedicated internal resourcing teams and run all recruitment in-house and others will entirely outsource their requirements to the [Government Recruitment Service](#_heading=h.1t3h5sf). There may also be a mixed approach using both functions.

Departments can use this framework to directly recruit Administrative Assistant (AA) through to Civil Service Grade 6

### 3.1.2.2 - Government Recruitment Service

[The Government Recruitment Service](https://www.gov.uk/government/organisations/government-recruitment-service) (GRS) is an expert service delivering recruitment campaigns for all roles up to and including Senior Civil Service (SCS) pay band 2 and is part of the Cabinet Office. It provides a range of recruitment Services available to all departments, functions and professions.

This framework complements the Services that are provided by GRS; in providing those Services GRS may also use the Services provided by this framework to ensure the recruitment needs of the Civil Service are met.

### **3.1.3 - Key Stakeholders**

The Supplier shall note that in addition to working with departmental and cross government resourcing teams, there will be a requirement to engage and work closely with wider stakeholders who have a specific interest in recruitment.

### 3.1.3.1 - The Civil Service Commission

[The Civil Service Commission](https://civilservicecommission.independent.gov.uk/) is independent of the government and of the Civil Service. It was established by statute to provide assurance that civil servants are selected on merit on the basis of fair and open competition; and to help safeguard an impartial Civil Service. The Commission comprises of up to 11 commissioners from the public, private and voluntary sectors to provide a clear and independent perspective, supported by a secretariat.

The Commission has a statutory duty to ensure that the merit requirement is upheld and is not being undermined. In upholding the merit requirement the Commission considers itself to be a guardian of principles and not of processes. The Commission also has a compliance and capability monitoring programme to provide assurance that selection for appointment to the Civil Service at other levels meets the statutory requirement.

The Commission's [Recruitment Principles](https://civilservicecommission.independent.gov.uk/recruitment/recruitment-principles/) are the key source document to which departments and agencies must refer (see paragraph [The Civil Service Recruitment Principles](#_heading=h.4i7ojhp)).

### 3.1.3.2 - Civil Service Functions and Professions

The Civil Service has [10 functional areas of expertise](https://www.gov.uk/government/organisations/civil-service/about) providing cross government professional Services and support to departments. It also has [28 recognised professions,](https://www.civil-service-careers.gov.uk/professions/) each led by a Head of Profession.

Some professions in the Civil Service have specialist resourcing teams who support departments with recruitment and others recruit centrally for roles across government. They also have a role in setting capability standards, developing career frameworks, managing talent grids for senior roles and an awareness of Civil Service talent pools.

### 3.1.3.5 - Heads of Place

Heads of Place are senior civil servants who are critical to supporting the ambition for a Civil Service that reflects the communities that it serves. They support the Government’s ambition to relocate Civil Service roles outside of London and shift power from Whitehall through the successful implementation of the [Government Estates Strategy and the modernisation of the Government locations agenda - Places for Growth](#_heading=h.3j2qqm3).

Responsible for their own geographical region, Heads of Place will work across sectors and act as a conduit between partners to support the economic growth and development of an area in support of the governments levelling up agenda building a collective understanding of the challenges faced by communities, supporting joint local engagement with the Civil Service and private and public sector in the local communities.

### 3.1.3.6 - Civil Service HR

Civil Service HR works across government and helps shape and transform the Civil Service workforce. It works with senior leaders to get the right people in the right jobs with the right skills, whilst also getting the basic people processes right. It leads on workforce transformation to support the changing needs of and challenges faced by the government.

Civil Service HR provides HR leadership and Services on a range of people issues, such as talent schemes, recruitment, HR design, capability and skills, inclusion, capacity, pay, performance, employee relations, culture and behaviours.

Civil Service HR is central to the [Government’s Reform and Modernisation](#_heading=h.2jxsxqh) agenda.

### **3.1.4 - Central Government (Civil Service) Priorities**

### 3.1.4.1 - Government Reform

On the 15th June 2021, the Government published it’s [Declaration of Government Reform](https://www.gov.uk/government/publications/declaration-on-government-reform) outlining how the Civil Service and Ministers will reform government together to deliver better for citizens.

The declaration sets our priorities for reform in three areas:

* People - ensuring that the right people are working in the right places with the right incentives
* Performance - modernising the operation of government, being clear-eyed about our priorities, and objective in our evaluation of what is and is not working; and
* Partnership - strengthening the bond between Ministers and officials, always operating as one team from policy through to delivery, and between central government and institutions outside it.

To support the Government in implementing their commitments and delivering high quality Services for the public, a key priority for the Civil Service is to build an effective and skilled leadership community that effectively harnesses cognitive diversity for effective decision making.

We need to ensure that our recruitment and selection strategies, enable us to recruit the best people with the skills, knowledge, experience and capability to lead the Civil Service now and in the future.

To support this priority, the demand for high quality recruitment Services is anticipated to continue in coming years. These Services must be dynamic and agile and focussed on meeting the needs of all government organisations and resourcing functions; with a focus on the changing locations of the Civil Service, and in particular senior leaders.

Market and sectoral expertise in attracting a wide range of diverse, highly skilled and capable candidates is critical to Customers and successful Suppliers will be required to demonstrate their ability to deliver these requirements.

The Supplier shall support Customers in achieving overarching government priorities and each Customer’s individual [departmental plan](https://www.gov.uk/government/collections/a-country-that-works-for-everyone-the-governments-plan#single-departmental-plans).

### 3.1.4.2 - Civil Service Diversity and Inclusion

The Civil Service is a modern and diverse workplace, committed to promoting and ensuring equality and valuing diversity. We want to improve the delivery of public Services for everyone in society. Respecting and valuing differences will help to ensure that our policies and Services reflect the needs and experiences of the people we serve.

The Civil Service is committed to reflecting the diversity of the communities we serve and is taking targeted action to tackle underrepresentation, especially in the Senior Civil Service. To deliver this commitment we need a diverse workforce with the very best possible mix of existing and future talent and our progress against this is published regularly in our [workforce data dashboard](https://www.gov.uk/government/publications/civil-service-diversity-inclusion-dashboard/civil-service-diversity-and-inclusion-dashboard).

The [Declaration on Government Reform](https://www.gov.uk/government/publications/declaration-on-government-reform/declaration-on-government-reform) has committed to publishing a diversity and inclusion strategy to better promote fairness and performance. The new standard will challenge tired prejudices and champion a diversity of backgrounds and opinions, with the [merit principle](#_heading=h.4i7ojhp) front and centre.

The Supplier shall work with Customers to ensure that diversity and inclusion underpins delivery of all recruitment Services. The Supplier shall enable Customers to attract and draw on the talents of people from the widest possible range of geographical, social and career backgrounds, as well as providing opportunities to ethnic minority and disabled people to reach their full potential[[1]](#footnote-1).

### 3.1.4.3 - Government Estate Strategy & Places for Growth

The [Government Estate Strategy 2018](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/738217/Government_Strategy_Final_AW_v2.pdf) was developed to drive growth and opportunity by locating government jobs in multi-departmental [Government Hubs](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/941686/The_Government_Hub_Network_Brochure.pdf) across the regions and nations of the UK. This will enable civil servants to better deliver public Services.

The Government has made it clear that its Civil Service and Arms Length Bodies (ALBs) should have a truly national footprint in order to be connected with and representative of the communities it serves. Whilst the Civil Service has a large operational delivery presence across the country delivering front-line Services in courts, job centres, prisons and other public-facing organisations, there is a high concentration of senior civil servants, policy-makers and corporate Services based in London.

As part of the Budget in 2020, the Government made a commitment to relocate 22,000 Civil Service roles out of Central London within the next decade with the majority moving to other regions and nations of the United Kingdom. To deliver this commitment, the ‘Places for Growth’ Portfolio (PfG) was established within the Cabinet Office which aims to:

* Strengthen the Union.
* Support levelling-up of the regions and nations.
* Ensure that the Civil Service and administration of government is better connected with communities across the UK.
* Tackle the recruitment and retention challenges of a London-centric Civil Service.
* Reduce costs overall, especially estate and people costs.

This is not the first time that governments have sought to relocate civil service roles and government organisations out of London. However, the new opportunities presented by developments in technology, the devolution of a range of powers and funding to local and regional governments and the devolved administrations, and the policy ambitions of the Industrial Strategy offer a new opportunity to deliver successful relocations.

Critical to the success of this strategy is the ability for the Civil Service to recruit the best talent, from a range of backgrounds and locations, from both inside and outside the Civil Service. We want to build sustainable career pathways for all grades in the Civil Service, and critical to this is an increased senior presence outside of London.

Departments are working through what the Estates Strategy means for them and there are regular Departmental announcements stating where the new locations will be.

### **3.1.5 - Civil Service Recruitment Policy & Best Practice**

### 3.1.5.1 - The Civil Service Recruitment Principles

[The Civil Service Recruitment Principles 2018](https://civilservicecommission.independent.gov.uk/recruitment/recruitment-principles/) explain the legal requirement that selection for appointment to the Civil Service must be on merit on the basis of fair and open competition. They also set out any exceptions appropriate to the process and describe the responsibilities of departments and agencies in meeting this requirement.

The Recruitment Principles applies to general (Lot 2) recruitment..

Civil Service departments, agencies and resourcing functions are free to determine their own approach to recruitment, providing they are consistent with the Recruitment Principles. The Commission monitors compliance with the Recruitment Principles and conducts random sampling of recruitment processes.

Adherence to the Recruitment Principles is the responsibility of contracting departments and functions, however successful Suppliers are expected to support their Civil Service Customers in complying with the Principles.

### 3.1.5.2 - Success Profiles

The [Success Profile Framework](https://www.gov.uk/government/publications/success-profiles) is used by the Civil Service to attract and retain people of talent and experience from a range of sectors and all walks of life.

The framework is a flexible approach in which to assess candidates against a range of elements using a variety of selection methods including experience, ability, strengths, behaviours and technical. The Civil Service believes that this approach will give the best possible chance of finding the right person for the job, driving up performance and improving diversity and inclusivity.

Success profiles apply to Lot 2 only.

### 3.1.5.3 - Security Vetting

[Security Vetting](https://www.gov.uk/government/organisations/united-kingdom-security-vetting) of permanent workers will typically be carried out by the hiring organisation, however the Supplier may on occasion be required to carry out candidate vetting.

The [Baseline Personnel Security Standard (BPSS)](https://www.gov.uk/government/publications/united-kingdom-security-vetting-clearance-levels/national-security-vetting-clearance-levels) is the recognised standard for the pre-employment screening of individuals with access to government assets. It is not a formal security clearance but its rigorous and consistent application underpins the national security vetting process.

#### **3.1.5.4 - Civil Service Jobs & Civil Service Careers**

All Civil Service vacancies are advertised on the [Civil Service Jobs](https://www.civilservicejobs.service.gov.uk/csr/index.cgi) website. [Civil Service Careers](https://www.civil-service-careers.gov.uk/) is a useful resource for all potential candidates and should be routinely signposted to as part of the recruitment process.

### **3.2 Health & Social Care Sector**

### **3.2.1 - Key Customers**

### **3.2.1.2 - Authorities and Trusts**

For the avoidance of doubt, Authorities and Trusts refers to all NHS Trusts, Clinical Commissioning Groups, Area Teams and Special Health Authorities found [here](https://www.nhs.uk/ServiceDirectories/Pages/NHSTrustListing.aspx).

Authorities and Trusts across the NHS will approach recruitment in different ways. Most NHS Authorities and Trusts have dedicated internal resourcing teams that run all general recruitment in-house where possible and will utilise external agencies on more complex and niche requirements.

### **3.2.2 - Key Stakeholders**

The Supplier shall note that in addition to working with Authorities and Trusts resourcing teams listed above, there will be a requirement to engage and work closely with wider stakeholders who have a specific interest in recruitment.

### 3.2.2.1 - NHS England and NHS Improvement (NHSE/I)

From 1 April 2019, NHS England and NHS Improvement are working together as a new single organisation to better support the NHS to deliver improved care for patients.

As local health systems work more closely together, the same needs to happen at a national level. The new single operating model has been designed to support delivery of the [NHS Long Term Plan](https://www.longtermplan.nhs.uk/).

In addition to the national team, regional teams are responsible for the quality, financial and operational performance of all NHS organisations in their region, drawing on the expertise and support of our corporate teams to improve Services for patients and support local transformation. They also support the identity and development of [sustainability and transformation partnerships](https://www.england.nhs.uk/integratedcare/stps/) and [integrated care systems.](https://www.england.nhs.uk/integratedcare/integrated-care-systems/)

NHS England and NHS Improvement’s approach to delivering the NHS Long Term Plan will balance national direction with local autonomy to secure the best outcomes for patients. Local implementation will be led by the clinicians and leaders who are directly accountable for patient care and making efficient use of public money. This will ensure local health systems have the ability and accountability for shaping how the Plan is implemented.

### 3.2.2.2 - NHS Employers

NHS Employers is the employers’ organisation for the NHS in England. NHS Employers help employers to develop a sustainable workforce, improve staff experience and be the best employers they can be.

NHS Employers practical resources and expert insights help make sense of current and emerging healthcare issues, to keep employers up to date with the latest thinking and ensure they are informed and equipped to support the NHS workforce.

NHS Employers lead the national collective relationships with trade unions on behalf of the NHS and the Secretary of State for Health and Social Care.

### 3.2.2.3 - Health Education England (HEE)

Health Education England is part of the NHS, and works with partners to plan, recruit, educate and train the health workforce.

Originally established as a Special Health Authority in 2012, HEE is now a Non-Departmental Public Body (NDPB), as of 1 April 2015, under the provisions of the Care Act 2014.

HEE believes that the most important resource the NHS has is its people. Without a skilled workforce there is no NHS. There are few careers that are as rewarding as one in the NHS, or that give you the opportunity to work with such a variety ofpeople. Each and every one can make a difference to patients.

More than 160,000 students are at this moment studying to be part of our future workforce. That includes doctors, nurses, midwives, paramedics, physiotherapists and many more roles - in fact there are over 300 different types of jobs performed by more than one million people in the NHS.

HEE’s vision is to provide the right workforce, with the right skills and values, in the right place at the right time to better meet the needs and wants of patients - now and in the future.

### 3.2.2.4 - Skills for Care

Skills for Care helps create a well-led, skilled and valued adult social care workforce.

Skills for Care is a trusted independent charity with over 18 years’ experience in workforce development, working as a delivery partner for the Department of Health and Social Care. Skills for Care also work closely with related Services such as health and housing and are the membership organisation for registered managers.

Skills for Care practical support helps leaders and managers recruit, develop and lead their staff, retaining them from entry level right through to senior leadership and management roles.

### **3.2.3 - NHS Recruitment Policy & Best Practice**

### 3.2.3.1 - NHS People Plan

[We are the NHS: People Plan 2020/21 – action for us all](https://www.england.nhs.uk/publication/we-are-the-nhs-people-plan-for-2020-21-action-for-us-all/), along with [Our People Promise](https://www.england.nhs.uk/our-nhs-people-promise), sets out what our NHS people can expect from their leaders and from each other. It builds on the creativity and drive shown by our NHS people in their response, to date, to the COVID-19 pandemic and the [interim NHS People Plan](https://www.longtermplan.nhs.uk/publication/interim-nhs-people-plan/). It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver patient care.

This plan sets out practical actions for employers and systems, as well as the actions that NHS England and NHS Improvement and Health Education England will take, over the remainder of 2020/21. It includes specific commitments around:

* Looking after our people – with quality health and wellbeing support for everyone
* Belonging in the NHS – with a particular focus on tackling the discrimination that some staff face
* New ways of working and delivering care – making effective use of the full range of our people’s skills and experience
* Growing for the future – how we recruit and keep our people, and welcome back colleagues who want to return

Find out more from the Chief People Officer, Prerana Issar and Chair of Health Education England, Sir David Behan about the People Plan 2020/21;[**https://www.england.nhs.uk/ournhspeople/**](https://www.england.nhs.uk/ournhspeople/)

### **3.2.3.2 - Values of the NHS Consortium**

There are six values that all staff – everyone from porters, physiotherapists, nurses, paramedics and gardeners to secretaries, consultants, healthcare scientists and phlebotomists – are expected to demonstrate:

* Working together for patients - Patients come first in everything we do.
* Respect and Dignity - We value every person – whether patient, their families or carers, or staff – as an individual, respect their aspirations and commitments in life, and seek to understand their priorities, needs, abilities and limits.
* Commitment to quality of care - We earn the trust placed in us by insisting on quality and striving to get the basics of quality of care – safety, effectiveness and patient experience right every time.
* Compassion - We ensure that compassion is central to the care we provide and respond with humanity and kindness to each person’s pain, distress, anxiety or need.
* Improving lives - We strive to improve health and wellbeing and people’s experiences of the NHS
* Everyone counts - We maximise our resources for the benefit of the whole community, and make sure nobody is excluded, discriminated against or left behind.

Further guidance and information can be found [here](https://www.healthcareers.nhs.uk/working-health/working-nhs/nhs-constitution).

### **3.2.3.3 Values Based Recruitment** **(VBR)**

Values based recruitment is an approach which attracts and recruit's students, trainees and employees on the basis that their individual values and behaviours align with the values of the NHS Constitution. This should take place as part of existing recruitment processes which assess aptitude and skills.

Published in October 2014 and refreshed in April 2016, the national Value Based Recruitment (VBR) framework will help ensure that all students recruited to NHS funded training programmes are recruited for the values of the NHS Constitution. The framework also encourages NHS employers to do the same when recruiting employees to help bring about a standardised approach to recruitment. Any organisation implementing VBR is required to do so with consideration to equality and diversity and HR policies and employment law.

VBR is just one of many national programmes of work and initiatives being undertaken across the health and social care system to address values. You can read more about some of these in the VBR framework, <https://www.hee.nhs.uk/our-work/values-based-recruitment> and <https://www.skillsforcare.org.uk/Recruitment-retention/Values-based-recruitment-and-retention/Values-based-recruitment-and-retention.aspx>

### **3.2.4 - Employment Check Standards**

### 3.2.4.1 - General Recruitment

If required by the Customer, the Supplier shall undertake employment checking which seeks to verify that all Workers meet the preconditions of the role they are applying for.

If required by the Customer, the Supplier shall ensure all Workers are fully compliant prior to the commencement of the role.

If required by the Customer, the Supplier shall have a dedicated compliance manager who will ensure that all checks have been undertaken correctly prior to the appointment of a Worker.

For NHS Contracting Authorities, the Supplier shall ensure that Workers supplied are compliant with the requirements specified in NHS Employers Check Standards:

* Identity checks;
* Professional Registration and Qualification checks;
* Employment History and Reference checks;
* Right to Work checks;
* Work health assessments;
* Criminal Record checks; and Appraisal and Revalidation checks

For full details of pre-employment checks for NHS Contracting Authorities, the Supplier shall refer to [NHS Employers Check Standards](https://www.nhsemployers.org/topics-networks/employment-standards-and-regulation). Records of all amendments or revisions to the pre-employment Check Standards are contained within the [Summary of Change](https://www.nhsemployers.org/articles/summary-updates-pre-employment-check-standards) document.

## **4.0 LOTTING**

The Services shall be divided into two Lots:

* **Lot 1: Clinical Recruitment**
* **Lot 2: General Recruitment**

The framework seeks to attract a number of generalist and specialist Suppliers across the range of job roles, functions and professions in all Lots. Suppliers are not expected to provide Services for all role types.

Information on the range of Civil Service roles, career pathways and salaries can be found in these links:

* [Civil Service Functions](https://www.gov.uk/government/organisations/civil-service/about)
* [Civil Service Professions](https://www.civil-service-careers.gov.uk/professions/)
* [Civil Service Careers](https://www.civil-service-careers.gov.uk/)

The Supplier shall note that the grades listed in each Lot are indicative and not exhaustive.

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| **Lot 1** | **Clinical Recruitment**  |
|  | Clinical & Social Care (Nursing & Midwifery, Medical & Dental, Social Care, Other Clinical)AfC grades 1-9 and VSM (and equivalents)Medical Bands: FY1, FY2, Registrar (ST1/2), Core Medical Training, Registrar (ST3+), Dental Core Training, Specialty Doctor/Staff Grade, Associate Specialist, Consultant (and equivalents) |
| **Lot 2** | **General Recruitment (all role types) (non-clinical)** |
|  | **Civil Service Grades**: AA (Admin Assistant), AO (Admin Officer), EO (Executive Officer), HEO (Higher Executive Officer), SEO (Senior Executive Officer), Grade 7 (and equivalents), Grade 6 (and equivalents).**NHS Grades**: AfC Bands 1 – 9, NP1 – F1, NP2 – F2, NP3 – ST1-2 **Wider Public Sector**: Local Government SCP 1- 53, Assistant Director, Senior Officers 1&2, Principal Officers 1-12 |

For the avoidance of doubt, whilst it is anticipated that most clinical roles requested under the Lot 1 of the Agreement will come from NHS organisations, with pay and grading aligned to those suggested below, any public sector hirer of clinical and social care staff may access the agreement and therefore placements may be made in accordance with any applicable pay and grading system of the hiring organisation.

### **4.1 - Mandatory Requirements (All Lots)**

### **4.1.1 - Commitment to the Framework**

The Supplier shall ensure that all Services delivered under this framework agreement comply with all reasonable Customer expectations across the Public Sector, which will need to be agreed at the Call Off stage

The Supplier shall ensure that they work with and support Customers on all elements of their recruitment needs and ensure that the Services provided can flex to meet any new and changing government priorities throughout the term of the framework.

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.

### **4.1.2 - Baseline Service Levels**

The Supplier shall agree with the Customer at the call-off stage the service levels and metrics to be applied to the Services. The baseline service levels shall include but not be limited to:

* Customer Satisfaction (Customer Satisfaction Survey) - Overall Service (Supplier responsiveness, quality of service, quality of candidates, response time, issue resolution)
* Candidate Quality - Ratio of candidates longlist to shortlist, successful placement, retention, percentage of roles filled first time, number of failed exercises (failed screening, candidate drop-out)
* Candidate Quality - Retention (percentage drop out within 12 months of placement due to failed probation, resignation, performance); and
* Diversity - Ratio of diverse (declared) to non-diverse candidates at each stage of the recruitment process.

### **4.1.3 - Customer Reporting: Management Information (MI), Data Reporting & Insights**

The Supplier shall provide comprehensive, robust and timely Management Information (MI), data reporting and insights to the Authority and to the Customer in accordance with Framework Schedule 5 of the Framework Agreement (Management Information). This shall include but is not limited to:

* ensuring that the information evidences that the Services are being delivered to the agreed standard, providing quality outcomes and providing value for money
* ensuring that the MI and insights are provided in a format which is compatible to the Customer and key stakeholders and can be used to analyse data as specified by the Customer and key stakeholders; and
* providing MI and insights on completion of each recruitment exercise or Services requested, or at intervals agreed with the Customer at call-off stage.

The Supplier shall note that Customers may request a reasonable number of ad-hoc management information reports throughout the duration of the call-off contract. The Supplier shall provide such management information reports at no additional Charge.

The Supplier shall provide information which shall include but is not limited to:

* Search insights - industries approached, potential candidates, candidate feedback, skills/professions shortages, locations feedback
* Advertising insights - proven effective routes to attract diverse talent e.g. job boards & paid advertising, evaluation feedback from previous campaigns, how the advertising approach (and success of) can be tracked to inform future plans
* Levels of candidate interest (enquiry, registration, completed application)
* Ratio of diverse candidates at each recruitment stage, including long list and short list
* Drop out rates at each recruitment stage, including long list and short list
* Application to interview rate
* Application to employment rate
* Collated candidate feedback (application, selection, interview)
* Time to hire
* Performance against agreed Customer Service Levels (SLA) and Key Performance Indicators (KPI); and
* Lessons learned

### **4.1.4 - Strategic Supplier Engagement**

The Supplier shall participate in structured engagement with the Authority, Civil Service HR, NHS Workforce Alliance and Customers, at intervals requested by the Authority. This engagement will take place virtually, by telephone or face to face, no more than once per quarter for the term of the Framework agreement. This engagement will include:

* Supplier forums roundtables
* Individual Supplier meetings
* Customer/stakeholder presentations
* Recruitment events; and
* Supplier presentations.

The Supplier shall note that the purpose of this engagement is to:

* share market insights and good practice
* share Customer insights including evaluation of campaign success and failures across Civil Service departments, professions and recruiting organisations, contributing factors behind hard to fill roles, case studies of success and good practice, diversity and locations outcomes and detailed candidate feedback
* understand and be updated on the strategic priorities of public sector organisations including policy and best practice
* ensure that Suppliers are sufficiently informed and supported to help Customers achieve their strategic priorities particularly with regards to diversity, inclusion and locations; and
* develop shared approaches to cross-cutting themes or issues across the Customer base

The Supplier shall note that individual Supplier performance or Customer relationship issues will not be discussed during this engagement.

### **4.1.5 - Account Management**

The Supplier shall appoint a designated Account Manager and Deputy Account Manager (for periods of absence) to the Authority and each Customer entering into a Call Off Contract under this Framework Agreement.

The Supplier shall ensure that the nominated Account Manager(s) have a high level of relevant and appropriate industry experience.

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.

The Supplier shall ensure that the 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; and
* 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 also ensure that:

* there is sufficient resource and flexibility to efficiently manage demands of any volume campaign
* personnel responsible for or associated with the delivery of the Services to Customers are suitably trained and understand the requirements of this Framework Agreement
* 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; and
* all Customer correspondence is acknowledged within two (2) working days Monday to Friday, excluding public holidays

The Supplier shall work with the Customer to:

* 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
* identify problems and resolve within the scope of the Services.
* constructively challenge the status quo practices with innovative suggestions to improve outcomes
* understand 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; and
* tailor Services to meet a wide range of Customer requirements such as geographical location and candidate skill set.

### **4.1.6 - Cyber Essentials**

The Supplier shall hold valid Cyber Essentials certification or equivalent (ISO 27001) by no later than the award of framework, for each relevant lot.

The Supplier shall note that some Customers may require Cyber Essentials Plus before commencement of Services; this will be confirmed by the Customer at call-off stage.

The Supplier shall note that all certification must be evidenced.

###

### **4.2 - Charges**

### 4.2.1 - Charges Lot 1 & 2

The Supplier shall note that payment for Services is due when the successful candidate commences the role on the date agreed by the Customer or as per the payment terms agreed with the Customer (see Framework Agreement Schedule 6).

Any costs that are not included in the cost of the Services agreed, for example the use of specific job boards or media shall be paid at the point the cost is incurred to the supplier and is not dependant on the placement of successful candidates.

The Supplier shall note that in the event:

* that the Customer cancels the recruitment requirement before the start date, no fee will be payable to the Supplier; and
* that the Supplier cancels the recruitment before the start date there will be no payment by the Customer.

The Supplier shall note that 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.

The Supplier shall note that the same fees apply for any inward secondments or fixed term positions of less than a year. Customers will be charged at a pro-rata rate of a twelve (12) month salary

The Supplier shall note that no rebates are defined at Framework level but can be priced separately at Call-Off level.

### 4.2.3 Charging Discounts - All Lots

The Supplier shall note a percentage discount applies to the charging structure for:

* Volume campaigns
* Briefing for more than one broadly similar requirement in a similar campaign
* Subsequent appointments from the same single campaign
* Subsequent appointments from a reserve or merit list

Discounts can only be applied once per campaign and they are not accumulative with other discounts.

### 4.2.4 - Modular charging structure - Lots 1 and 2

The Supplier shall note that Customers may require you to provide one or more of the modules of the core Services and/or non-core additional Services detailed within the above sections at Call Off stage.

The Supplier shall not be mandated to provide non-core Services, however capability to do so may be considered essential by Customers when awarding Call Off Contracts to Suppliers. Provision of non-mandatory modular 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.

For any core / non-core additional services whereby success is not measured by the placement of a candidate, payment milestones will need to be agreed between both supplier / customer at call – off.

### **4.3 - Complaint & Escalation**

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.

### **4.4 - Whistleblowing**

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

### **4.5 - Social Value**

The Supplier shall deliver Social Value through Customer Call-Off Contracts awarded under this Framework Agreement.

The Supplier shall note that Customers using the Framework Agreement can adopt any of the following approaches as part of the Call-Off Procedure:

a) They may provide Suppliers with the Social Value priority statement set out in Framework Schedule 1 Specification and ask the Suppliers to outline what they can deliver to help meet these priorities, including a commitment to targets;

b) They may set specific targets based on the Social Value priority statement within Framework Schedule 1 Specification and ask Suppliers to deliver these targets through their Call-Off Contract;

c) They may include new Social Value measures based on the specific priorities of their organisation which are aligned to the policy areas set out in Framework Schedule 1 Specification, and then adopt the approach a) or b) above.

### 4.5.1 - COVID-19 Recovery

The Supplier shall, in agreeing to this Framework Agreement, seek to help local communities to manage and recover from the impact of COVID 19.

The Supplier shall note the ways in which they may be able to support this recovery, including but are not limited to:

* Create employment, re-training and other return to work opportunities for those left unemployed by COVID-19, particularly new opportunities in high growth sectors.
* Support people and communities to manage and recover from the impacts of COVID-19, including those worst affected or who are shielding.
* Support organisations and businesses to manage and recover from the impacts of COVID-19, including where new ways of working are needed to deliver Services.
* Support the physical and mental health of people affected by COVID-19, including reducing the demand on health and care Services.
* Improve workplace conditions that support the COVID-19 recovery effort including effective social distancing, remote working, and sustainable travel solutions.

### 4.5.2 - Fair, Inclusive and Ethical Employment Practices & Skills Development

The Supplier shall note that the Authority considers the delivery of high quality public Services to be critically dependent on a workforce that is inclusive, well-motivated, well-led and has appropriate opportunities for training and skills development.

The Supplier shall note that by law, all organisations with 250 or more employees must publish and report specific figures about their gender pay gap, and the Authority expect our Suppliers to progress towards equalising this.

The Supplier shall note that the Authority expects Suppliers and Supplier Supply Chains to support and encourage employment and skills development opportunities through the performance of this Framework Agreement, with a specific focus on opportunities for priority groups, including but not limited to:

* people with disabilities
* ex-offenders
* BAME; and
* long-term unemployed.

 This support may include but is not limited to:

* apprenticeship and work experience placements
* part-time and full-time employment and flexible working opportunities
* providing stable employment and hours of work, and avoiding exploitative employment practices including, for example, inappropriate use of zero hour contracts or other forms of demand driven contracts
* supporting individuals to fulfil their potential with further education, employment or training e.g. coaching, mentoring, CV and interview skills
* providing funded training and professional development opportunities for existing employees
* providing funded training opportunities (for individuals not employed by Supplier)
* fair and equal pay policy; and
* offering a range of employee assistance schemes.

### **4.5.3 - Other Social Value Considerations**

The Supplier shall note other Social Value considerations which may be considered by the Customer at Call Off stage. These include but are not limited to:

* delivering a diverse Supply Chain
* safe & Secure Supply Chains: Addressing Modern Slavery and exploitation in our Supply Chain
* environmental Sustainability: Promoting sustainable production and consumption and an improvement in environmental quality in support of the 25 Year Environment Plan
* ethical behaviour standards
* wellbeing & Community Benefits

### 4.5.4 - Measurement and reporting

The Supplier shall develop and maintain a plan throughout the life of the Framework Agreement detailing how the Supplier will contribute to the overall achievement of our Social Value priorities. For the avoidance of doubt:

* The Social Value commitments and targets made during the Call-Off Procedure will form part of the contractual agreement between the Buyer and the Supplier, therefore bidders should only commit to activities that are within their capacity and capability to deliver.
* Social value forms part of the quality criteria and will be evaluated independently of price. Suppliers are therefore strongly advised not to include any additional costs related to social value as part of the price submission as this may negatively impact the competitiveness of Supplier overall tender submission.
* The Supplier must provide an implementation plan to the Buyer detailing how the required Social Value commitments will be delivered through the Call-Off Contract.
* Buyers and Suppliers will jointly agree the timeline for delivering the targets and measures that were committed to by the Supplier during the Call Off Procedure.
* The Buyer can identify specific social value priorities at call-off.

The Supplier shall note that in delivering Social Value, the following measures may be used:

* The Supplier must manage, measure and report on the delivery of Social Value throughout the life of all Call-Off Contracts under this Framework Agreement.
* The Supplier must provide an annual Social Value Delivery Statement to the Authority detailing the Social Value that has been delivered through Call-Off Contracts under this Framework.
* As part of the Civil Society Strategy implementation the Authority reserves the right to publish information on the delivery of Social Value through this Framework and may contact Suppliers requesting case studies for the purpose of increasing awareness and sharing knowledge.

### **4.6 - Continuous Improvement**

The Supplier shall 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 Call Off Schedule 3.

### **4.7 - Subcontracting**

The Supplier may use Subcontractors in the delivery and execution of the Call-Off Contract.

The Supplier shall ensure that it puts in place and maintains throughout the Framework Period and the duration of all Call-Off Agreements, robust systems and procedures for the management of Subcontractors utilised by the Supplier in relation to the Framework Contract. Such management systems shall include effective monitoring of service delivery and price management approaches.

The Supplier shall have carried out, and on a quarterly basis thereafter will carry out, an audit and any additional spot checks (as and when specified by the Authority or Customer) of the Subcontractor’s compliance with relevant policy and Law, the Call-Off Agreement and the Order Form and price management.

The Supplier shall report to the Authority any anomalies/non-compliance in the form of an Assurance Issues Exception Report. Where an anomaly/non-compliance is sufficiently serious to cause suspension of the Subcontractor from the provision of the Services then the Customer shall be notified immediately.

The Supplier shall note that the Customer reserves the right to add, keep or remove Subcontractors from a Supplier’s Supply Chain and to specify the number of Subcontractors required.

The Supplier shall be responsible for the provision of regular updates and feedback on the Customer to the Subcontractors within the Supply Chain, so that they can understand and meet the needs of the Customer.

The Supplier shall ensure that it puts in place and maintains throughout the Framework Period and the duration of all Call-Off Contracts, robust systems and procedures for the management of Subcontractors utilised by the Supplier in relation to the Framework Contract.

### **4.8 - Call-Off Agreement**

The Supplier shall note that 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 7 (Call off Procedure).

The Supplier shall note that the framework will allow the Customer to call off via two routes, Direct Award or Further Competition. The Customer will be sharing information from the Tender in order to inform decisions about the most appropriate call off route.

### Direct Award

The Supplier shall note that 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

The Supplier shall note that Customers may also 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 Supplier shall note that 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.

### **4.9 – Framework Performance Management**

Throughout the life of this framework, the Framework Agreement Manager will review performance of suppliers in line with the Framework Management Structure under Framework Schedule 4 (Framework Management).

Regular Supplier Review meetings will take place where the Framework Agreement Manager will review Supplier performance in relation to the Key Performance Indicators stated in section 4 of Framework Schedule 4.

In addition to this, and as part of these meetings, the Framework Agreement Manager will review how successful suppliers have worked, and are able to work, with customers at the planning stages to understand specific needs and deliver outcomes which maximise customer benefits and meets their service expectations.

For Lot 2 only, the case study submitted under Attachment 2c will be used as a basis for these discussions and an opportunity will be given to suppliers to remedy any shortfalls as part of the supplier action plan.

## **5.0 Lot Specific Services**

The Services for each Lot are contained in paragraphs 5.1 and are not an exhaustive list.

## **5.1 - Lot 1 Clinical Recruitment and Lot 2 - General Recruitment (Non-Clinical)**

The Services under Lot 1 and 2 can be provided modularly, allowing for the Customer to determine which Services they require. For the avoidance of doubt, a Customer may contract with a Supplier for a single service provision, for the full end to end recruitment process or create their own bespoke menu of Services under this agreement.

The Services under Lot 1 and 2 are deemed as **Core Modular** or **Non Core Modular**. Suppliers must provide Core Modular Services if requested by the Customer but can indicate whether they are able to provide Non-Core Modular Services at framework tender. Customers should refer to the Capabilities Matrix to identify which Suppliers can provide Non-Core Modular Services.

**Core** **Modular** Services include:

* Customer Planning
* Candidate Identification and Attraction
* Candidate Assessment and Evaluation
* Offer and Appointment

**Non Core Modular** Services include:

* Strategy and Planning
* Talent Development Services
* Technology Services
* International Recruitment
* Project RPO

### **5.1.1 - Core Modular Services**

### **5.1.1.1 - Customer Planning**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in section 3.0 unless otherwise agreed by the Customer.

The Supplier shall engage with the Customer ahead of commencement of Services.

The Supplier shall deliver for each call off contract and/or campaign (as requested by the Customer) a bespoke planning (kick-off) meeting with the Customer. The Supplier shall ensure that this meeting includes, but is not limited to:

* the allocation of a named account manager who shall act as a single point of contact
* an implementation plan including an agreement of the Services requested, key deliverables, agreed delivery times or pipelines and any agreed SLA’s
* full explanation of how activity will be project managed and the key touchpoints and escalation routes
* management information and the provision of data, in a format and frequency to be agreed by the Customer
* identification and agreement of any costs that are not included in the cost of the Services agreed, for example the use of specific job boards or media
* names of key Supplier personnel working on the order
* key Customer contacts that can authorise work and preferred communication methods; and
* details of the complaints and escalation process.

The Supplier shall capture and document sufficient information required to identify and recruit suitable candidate(s) for the role(s) or to fulfill wider recruitment Services, including but not limited to:

* full understanding of the Customer: their business and culture & how the requested Services will meet their business needs
* agreement of the key role requirements, person specification and location requirements
* essential and desirable criteria for the role(s), including the necessary experience, specialist skills, training and qualifications
* agree with the Customer, the pay and benefits for the role and how best to market the employer value proposition including professional development and career pathways
* evidence of membership of a relevant Professional and Regulatory Body, for a candidate to possess in order to work in the position
* any authorisation(s) which the Customer considers necessary, or which are required by Law including:
	+ [Nationality Rules](https://www.gov.uk/government/publications/nationality-rules)
	+ [Security Vetting](https://www.gov.uk/government/organisations/united-kingdom-security-vetting)
	+ [Disclosure and Barring](https://www.gov.uk/government/organisations/disclosure-and-barring-service)
* the Customer’s diversity and inclusion ambition for the role(s)
* any volume campaign requirements; and
* the number of CVs to be submitted.

The Supplier shall agree with the Customer the service requirements upfront, with full transparency of costs calculated and agreed before commencement of Services.

Payment of costs not included within

The Supplier shall maintain communication with the Customer throughout the duration of a call-off with the objective of forming a strategic relationship for future service requirements.

### 5.1.1.2 - Reasonable Adjustments

The Supplier shall ensure that all recruitment Services delivered on behalf of the Customer comply with the Equality Act 2010 and the Gender Recognition Act 2004.

### The Supplier shall ensure Supplier Personnel are trained in such legislation as necessary for the provision of the Services and ensure that diversity and inclusion is embedded and promoted within all Services.

### The Supplier shall ensure that potential candidates are aware and able, throughout the different stages of the recruitment process, to request adjustments and ensure there is a level playing field.

### The Supplier shall ensure that the delivery of Services on behalf of the Customer is accessible to all potential candidates and shall include as a minimum:

* websites or online information which is in fully accessible format and compatible with adaptive technologies
* provision of written information in alternative formats where required or upon request of the Customer
* telephone Services which are accessible by potential candidates with hearing or speech difficulties
* access to premises used by the Supplier in delivery of Services on behalf of the Customer for face-to-face appointments, shall be disability friendly, where required to be so. Where this is not possible alternative arrangements shall be made in advance of any appointments; and
* provision/signposting of disabled parking at premises used by the Supplier in delivery of Services on behalf of the Customer, where required.

### 5.1.1.3 - Diversity and Inclusion

The Supplier shall support the Customer to build an inclusive workplace through the effective delivery of recruitment Services.

The Supplier shall take a holistic view of diversity and inclusion and develop a bespoke approach to attracting diverse and capable candidates, which is unique to the Customer’s specific needs. This specifically means considering diversity and inclusion in the widest sense including protected characteristics, social mobility, cognitive diversity and diversity of thought.

The Supplier shall demonstrate an evidence based and data driven approach to diversity and inclusion practice, in both the provision of Services and within their own organisation. This shall include but is not limited to:

* advertising and search activity which targets under-represented groups
* researching effective forms of inclusive language and ensuring this is used in job adverts and person specifications
* ensuring that essential and desirable criteria (including qualifications and membership of a relevant professional organisations) are clear and reflect the skills and competencies needed to do the job
* using “blank” processes to eliminate personal information from the selection process, for example name blank sifting
* identifying potential areas for bias and using Artificial Intelligence (AI)/software recruitment tools to remove bias from products and/or processes
* ensuring Supplier personnel are aware of system bias and the opportunities to minimise it, including the continuous use of learning and development; and
* actively promoting and implementing reasonable adjustments and flexible working

The Supplier shall work with the Customer to:

* understand the organisation’s and/or profession’s diversity ambitions and targets
* demonstrate an evidence based search approach which will effect the best diversity outcomes for the Services required
* develop innovative and bespoke solutions for inclusive recruitment practice; and
* develop a creative approach to identifying diverse and talented candidates who have not already been targeted by the Supplier and the Supplier’s competitor organisations

The Supplier shall encourage candidates applying for all roles to complete a candidate declaration form capturing diversity information. The Supplier shall ensure that:

* candidates are aware of why the information is gathered and how it will be used to minimise the potential for opt-out
* the format of the declaration is aligned to Customer reporting requirements is agreed with the Customer at call-off stage
* agree with the Customer at what stage of the recruitment process the information should be captured; and
* the declaration data is analysed to provide Customer insights and MI on candidate diversity and drop out at each stage of the process.

### 5.1.1.4 - Sector Specific: The Civil Service Recruitment Principles

The Supplier shall ensure that all recruitment Services comply with the [Civil Service Recruitment Principles](https://civilservicecommission.independent.gov.uk/recruitment/recruitment-principles/) and that the selection for appointment to the Civil Service must be on merit on the basis of fair and open competition.This shall include but is not limited to:

* maintaining full and complete records of all selection processes and make available to Civil Service Commissioners via Customers, as requested
* highlighting where candidates are internal or external to the Civil Service, to enable Customers to include the information in standard reporting to the Civil Service Commissioners; and
* supporting Civil Service Customers to ensure that all appointments to the Civil Service are made on merit on the basis of fair and open competition through applying scrutiny to the process applied.

The Supplier shall where requested by either the Authority or Customer attend any ad hoc information and training sessions relating to the Recruitment Principles.

### 5.1.1.5 - Sector Specific: Civil Service Success Profiles

The Supplier shall work with Customers to fully understand and apply the [Success Profiles](https://www.gov.uk/government/publications/success-profiles) approach, this shall include but is not limited to ensuring:

* the Success Profiles requirements are fully stated within the job description;
* potential candidates understand the approach and signpost them to further sources of information; and
* candidates are assessed against the criteria detailed in the job description.

### 5.1.1.6 - Sector Specific: Civil Service Location Requirements

The Supplier shall work with Customers, as locations are announced, to understand the area demographics and seek out new outreach and network opportunities to ensure a pipeline of appropriate skills and diverse talent in those areas.

The Supplier shall as part of the call off process, demonstrate to the Customer how the location requirements of the role(s) or service(s) are to be met. This shall include but is not limited to:

* assigning Supplier personnel to the call-off who has specific knowledge of the locations associated with the delivery of Services or who can quickly gain that knowledge to ensure successful delivery of the Services
* providing evidence of appropriate outreach activity, including target network groups and organisations in the locations associated with the delivery of Services
* providing market insights and demographics for the specific location(s) including sector insights, competitor/specialist employers, graduate opportunities, skills strengths and shortages, regional diversity data, future trends for the region; and
* providing insights and outcomes from similar recruitment activity across Customers in a specific location - levels of candidate interest, ratio of diverse candidates at key stages, outcomes against key service requirements.

### 5.1.1.7 - Sector Specific: Civil Service Professions

The Supplier shall, where required, engage directly with functional leads and/or Heads of Profession to support cross cutting recruitment campaigns. This shall include, but is not limited to:

* providing market insights into specific professional areas including networks and successful placement of comparable roles
* identifying and understanding skills gaps in the candidate market
* identifying and understanding any location issues/restrictions that may impact recruitment across the professions; and
* working with Customers to build and maintain talent pools, pipelines and reserve lists within professional areas that may be utilised across the Civil Service.

The Supplier shall, where requested by either the Customer or the Profession, engage a supply chain of expert Supplier(s) to fill niche, specialist and complex roles.

### **5.1.2 - Candidate Identification and Attraction**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in section 3.0 unless otherwise agreed by the Customer.

Services which fall under this requirement include but are not limited to:

### 5.1.2.1 - Market Insights and Recruitment Approach

The Supplier shall provide Customers with market insights, innovations and analytics to maximise candidate interest in the recruitment opportunity which shall include but is not limited to:

* insight into the candidate market - any skills shortages, location and employer landscape, active and passive candidates in specific professions, diversity of candidates, comparative recruitment across sectors, any risks that could result in a failed campaign or recruitment
* building the employer brand - increasing awareness of and promoting the employer and the profession, supporting the Customer to develop their Employee Value Proposition (EVP), outreach and network opportunities, bespoke application packs aligned to organisational recruitment best practice and standards; and
* advertising approach - bespoke job adverts developed in partnership with the Customer, media options including print, social media, digital campaigns, job boards, campaign recruitment.

The Supplier shall advise the Customer at the earliest opportunity where there is risk of not filling a role, due to factors such as size and availability of the talent pool and previous experience of trying to fill a comparable role, thus enabling the Customer sufficient time and scope to explore an alternative approach to the recruitment.

### 5.1.2.2 - Candidate Suitability

The Supplier shall provide Services aligned to the identification and attraction of high quality candidates aligned to the requirements set out by the Customer, which shall include but is not limited to ensuring that:

* search techniques identify alternative candidates to those that the Customer can identify through internal processes, for example those already employed in the organisation
* candidate CVs align to the job description and person specification; and
* all long and shortlisted candidates meet the required standard as detailed in the job description and person specification

### **5.1.3 - Candidate Assessment and Evaluation**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in Section 3.0 unless otherwise agreed by the Customer.

The Supplier shall provide Services that will support the evaluation of potential candidates against key criteria set out by the Customer.

Services that fall under this requirement include, but are not limited to:

### 5.1.3.1 - Maximising the Candidate Journey

The Supplier shall manage the candidate journey to ensure the best possible candidate experience, which shall include but is not limited to:

* ensuring the candidate fully understands of the application process including testing, assessment, vetting and security requirements and recruitment timescales
* ensuring candidates are briefed and prepared for each stage of the recruitment process (e.g. a testing session/assessment centre/interview)
* keeping candidates informed and engaged throughout the recruitment process and signposting sources of further information such as the [Civil Service Careers](https://www.civil-service-careers.gov.uk/) or [NHS Careers](https://www.healthcareers.nhs.uk/) website
* promoting other career opportunities within central government and the wider public sector to candidates who have applied for the role and pools of potential candidates
* notifying candidates promptly of success or failure at each stage
* ensuring that any potential conflicts of interest are identified and are appropriately and sensitively managed
* ensuring all candidates are kept warm throughout the process to minimise any risk of drop out
* ensuring both internal and external candidates are treated equally and receive the same standard of candidate care; and
* capturing candidate feedback about each stage of the process, from both successful and unsuccessful candidates.

### 5.1.3.2 - Sift (longlist & shortlist)

The Supplier shall create a long-list and short-list of candidates, ensuring that they meet eligibility criteria, for example, nationality, education and residency or as specified by the Customer. At all times, lists should observe the principle of merit, and candidates selected for subsequent stages in merit order.

The Supplier shall ensure that they brief the Customer at the earliest opportunity if there appears to be a lack of diversity in long and short lists.

### 5.1.3.3 - Assessment and Testing

The Supplier shall help Customers source and deliver bespoke assessment and testing Services where required or procure appropriate assessment and testing Services on the Customer’s behalf.

### 5.1.3.4 - Assessment and Testing - Sector Specific: Central Government

The Supplier shall use only Civil Service approved tests and assessments for central government recruitment unless specifically instructed to use an alternative approach by the Customer. The Civil Service uses [psychometric tests](https://www.gov.uk/guidance/civil-service-online-tests?mc_cid=1dbeab662a&mc_eid=b0ce8b70d1#preparing-for-our-tests) alongside other assessment methods (such as application forms, evidence of technical skills and interviews) to assess aptitude, potential and whether a person meets the requirements of a particular role.

### 5.1.3.5 - Assessment Centres

The Supplier shall, where requested, arrange, support and facilitate the Customer to hold in person and virtual Assessment Centres. This shall include but is not limited to:

* providing facilitators, assessors, assessment material in consultation with the Customer
* undertaking administrative tasks related to the booking and the running of the assessment centres; and

## creating supporting documents and communications for candidates.

### 5.1.3.6 - Interview Support

The Supplier shall, where requested arrange, support and facilitate the interview process. This shall include but is not limited to:

* ensuring the composition of a panel is as diverse as possible on the basis of ethnicity and/or disability, as well as gender
* providing experienced personnel to facilitate the interview process or support the Customer with this activity
* undertaking administrative tasks related to the booking and the running of interview locations; and
* creating supporting documents and communications for candidates.

### **5.1.4 - Offer, Appointment and Closure**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in Section 3.0 unless otherwise agreed by the Customer.

Services that fall under this requirement include, but are not limited to:

### 5.1.4.1 - Offer and Appointment

The Supplier shall provide Services that will support the offer and appointment of successful candidates. This shall include but is not limited to:

* making an offer to successful candidate(s) on behalf of the Customer and managing the end to end process
* working with the Customer to negotiate and agree terms with the candidate(s). For the avoidance of doubt this does not include salary negotiations outside the salary limits imposed for the role by the Customer
* completing candidate compliance and vetting checks where requested by the Customer
* collating candidate references
* providing of candidate feedback
* keeping the successful candidate warm throughout the process, to minimise the risk of candidate drop out; and
* maintaining communication with Customer and candidate until successful placement of the candidate to ensure the desired outcomes have been met.

### 5.1.4.2 - Reserve & Merit Lists

The Supplier shall manage a reserve or merit list of candidates meeting the expectations for the role, following completion of the selection exercise and only where requested by the Customer. The Supplier shall make the list available to the Customer upon request.

### 5.1.4.3 - Unsuccessful Candidates

The Supplier shall provide verbal and/or written feedback to all unsuccessful candidates in a format agreed by the Customer. The feedback shall include but not limited to:

* information that will support the candidate’s future job search
* balance the candidate’s strengths and weaknesses; and
* signpost future opportunities and sources of information such as [Civil Service Careers](https://www.civil-service-careers.gov.uk/) or [NHS Careers](https://www.healthcareers.nhs.uk/) website.

The Supplier shall ensure that any near miss candidates (those that met the minimum requirements) are kept suitably briefed about upcoming opportunities with the Customer.

### 5.1.4.4 - Candidate Feedback

The Supplier shall seek to obtain comprehensive feedback from all candidates on their experiences of the recruitment process. The Supplier shall collate and evaluate the feedback and provide insights and recommendations to the Customer and key stakeholders to improve future service requirements.

### **5.1.5 - Non Core Modular Services**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in section 3.0 unless otherwise agreed by the Customer.

Services that fall under this may include, but not be limited to:

### **5.1.5.1 - Strategy and Planning**

The Supplier shall, where requested, provide strategy and planning Services; the scope and requirement of these Services will be agreed with the Customer at call-off stage. Services may include but are not limited to:

* Attraction and Brand Development
* Employer Value Proposition (advice and development)
* Diversity and Inclusion Recruitment Best Practice (industry insights and evaluation)
* Workforce Planning (pipelines, skills gap analysis)
* Data and Market Insights (market innovations, industry trends and good practice)
* Recruitment Benchmarking (salaries, recruitment practice, performance metrics); and
* Recruitment Advisory Services ( recruitment approach and process advice).

### **5.1.5.2 - Talent Development Services**

The Supplier shall where requested, provide talent development Services; the scope and requirement of these Services will be agreed with the Customer at call-off stage.

The Supplier shall ensure that all talent development Services are aligned to public sector requirements in particular regional or skills gap needs. The Supplier shall provide insights into the employment landscape such as skill shortages, geographical demographics and competitor insights.

The Supplier shall work to identify and warm up the candidate market for engagement on future public sector requirements. Pools and pipelines may be created for individual organisations or aggregated across multiple organisations or professions.

The Supplier shall ensure that the diversity make-up of talent pools is regularly monitored.

Services may include but are not limited to:

* Talent Pools
* Reserve Lists
* Talent Pipelines
* Talent Mapping; and
* Candidate Coaching

### **5.1.5.3 - Technology Services**

The Supplier shall where requested, provide technology Services; the scope and requirement of these Services will be agreed with the Customer at call-off stage. The Services may be offered in-house or via key subcontractors. All technology Services must meet Customer security requirements prior to implementation. Any technology provisions are provided as a value add at no additional cost to the Customer.

Services may include but are not limited to:

* Applicant Tracking Systems (ATS)
* Process Automation
* Video Interviews
* Artificial Intelligence
* Analytical Tools and Software
* Digital Onboarding; and
* Microsite Development (linked to Supplier and or Customer ATS)

### **5.1.5.4 - International Recruitment**

The Supplier shall provide international/overseas recruitment Services, where requested by the Customer. The scope of the Services shall be agreed between the Supplier and Customer at the Call-Off stage. This Non-Core modular service is only available under Lot 2. Non-Clinical General Recruitment and is not available as a service offering under Lot 1. Clinical General Recruitment.

### **5.1.5.5 - Project Recruitment Process Outsourcing (RPO)**

The Supplier shall indicate at tender if they are able to provide Project RPO for volume requirements.

The Supplier shall note that the key to this requirement is a project to project basis volume recruitment and should not be used as a solution to outsource the whole or part of the recruitment service as would be the case in a pure Recruitment Process Outsourcing (RPO) arrangement.

The Supplier shall note that the introduction of Project RPO (sometimes referred to as Volume Recruitment Services) is where a Customer may outsource (in part or full) the recruitment process on a project basis for volume requirements. This is designed to act as an extension of the internal recruitment team and will support the Customer on a short-term basis where the current capacity is unable to manage the demand and/or requirement.

The Supplier shall note that as with the traditional RPO programme the requirements will be specific to the Customer. The Customer will provide further detail at the call off stage which will advise where the service is required to be delivered, together with what the process for recruitment, shortlisting and interview will be.

The Supplier shall support the Customer 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 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 (key sub-contractor(s)), and in accordance with all legislative and regulatory requirements.

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

1. Policy Paper:Declaration on Government Reform, paragraph 6, page 5 [↑](#footnote-ref-1)