

# REPORT FOR: **CABINET**

---

<b>Date of Meeting:</b>	13 February 2014
<b>Subject:</b>	Recruitment Process Contract
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Tom Whiting, Corporate Director of Resources
<b>Portfolio Holder:</b>	Councillor Paul Osborn, Portfolio Holder for Communications, Performance and Resources
<b>Exempt:</b>	No, except for Appendix 1B, which is exempt under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1A - Service Specification Appendix 1B - Pricing Schedule (Exempt)

## **Section 1 – Summary and Recommendations**

### **Recommendations:**

That the Corporate Director Resources be delegated authority to enter into a contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services, as detailed within this report, for a period of up to 18 months to co-terminate with the Pertemps Recruitment Partnership Ltd contract for agency workers, which expires in September 2015.

**Reason: (For recommendation)**

The contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services will improve the efficiency of the council's recruitment processes and reduce spend on recruitment advertising enabling delivery of the council's MTFS saving of £100k.

## **Section 2 – Report**

### **Introductory paragraph**

#### **2.1 Introduction**

The council continues to directly provide a diverse range of services to the community supported by an infrastructure of corporate and democratic services. To operate these services efficiently, the council must be able to effectively resource its workforce. This report sets out proposals for the council to enter into a contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services to support workforce resourcing.

The proposals will improve the efficiency of the council's recruitment processes by developing the systems and processes currently operated by Pertemps under our contracts with them for the supply of agency workers and recruitment response handling. It will provide greater flexibility and choice for recruiting managers, enabling reduced spend on recruitment advertising and deliver a better and more consistent experience for job applicants, improving the Harrow Council employer brand.

In addition to improving efficiency in workforce resourcing the proposals will also enable savings in recruitment advertising and deliver an estimated total saving of £100k, which has been built in to the current MTFS.

#### **2.2 Background**

##### **Current recruitment contracts**

In 2005 the council faced significant problems maintaining a stable in-house recruitment team, with associated problems in service delivery. As a consequence the council outsourced recruitment administration and this is now one of three contracts the council operates to support recruitment of employees:

- i. Recruitment response handling – currently provided by Contact 3, a member of the Pertemps group of companies, with an annual value of £63,000 in 2012/13.
- ii. Recruitment advertising – currently provided by WDAD, who also support publishing of statutory public notices, with an annual value for recruitment advertising of £126,000 in 2012/13
- iii. Council website job vacancy pages and internet job boards – currently provided by Jobs go Public, with an annual value of £27,000 in 2012/13.

The total spend with these suppliers in 2012/13 was £216,000.

### **Agency worker contract**

In 2011, the council ran a joint procurement exercise with the London Borough of Hammersmith and Fulham for the supply of agency workers. The contract was awarded to Pertemps Recruitment Partnership Ltd (Pertemps) and the current framework agreement with Pertemps for agency staff expires in September 2015. The annual spend on the Pertemps Agency worker contract in 2012/13 was £13.48m.

Following implementation of the agency worker contract officers from HRD have worked with Pertemps to develop the Pertemps Agency Worker System (PAWS), reducing the cost of agency workers and enabling greater control and improved management of the agency workforce.

Subsequently, officers from HRD entered into discussions with Pertemps to explore the further development of PAWS, linking it with the Pertemps recruitment response handling service to deliver a single system for workforce resourcing covering agency workers and employee recruitment. The proposals set out in this report are the outcome of that work.

### **Recruitment trends**

In general, the council's recruitment of employees has slowed as transformation programmes and projects to deliver the savings required in the MTFS have resulted in reductions in the workforce. This trend is expected to continue, however demand remains high in those services with recruitment and retention difficulties e.g. children's social workers.

### **Redeployment activity**

The workforce reductions required in the MTFS place increasing numbers of employees at risk of redundancy and in many services agency workers are being used to cover vacancies and minimise potential redundancies. There is a statutory requirement for employers to seek alternative employment (redeployment) for employees at risk of redundancy. The council's policy is to offer employees at risk of redundancy priority consideration for suitable

vacancies and the continuing reductions in the workforce require increasing resource to ensure redeployment is effectively managed.

### **2.3 Benefits of the Proposal**

Pertemps Recruitment Partnership Ltd is a well established company with an excellent track record of providing recruitment services to Harrow and a wide range of other public and private sector organisations. The services that Pertemps will provide under the proposed contract will streamline the processes involved in recruitment providing the following benefits:-

#### **Utilise the existing Pertemps Agency Worker System (PAWS) to:**

- Offer a single portal for all workforce resourcing (permanent, temporary and agency, redeployment, work placement, etc)
- Enable access to role profiles stored on the system
- Provide complete management information on workforce resourcing (agency, interim and directly employed workers)
- Standardise the approvals process for resourcing
- Reduce complexity and training requirements as managers are already familiar with the system
- Avoid additional licensing fees or system integration costs

**Utilise Pertemps' Webcruit system**, this is a recruitment management system which will import the vacancy information and facilitate recruitment from talent pools, the redeployee pool and from new applicants and enable the council to:

- Manage and search talent pools – previous or current applicants
- Post vacancies on the intranet, Harrow website and selected job boards including Jobs Centre Plus (a requirement if seeking to sponsor migrant workers)
- Bespoke end to end online processes using online application and assessment and candidate self management tools.
- Capture all declarations and social identity data.
- Manage the pre-employment vetting and offer process

**Reduce the time to hire and the number of interviews required**, by applying initial screening questions and online assessments and by ranking applications of suitable candidates.

**Maintain quality assurance**, by ensuring candidates have the capability and aptitude to fulfil the requirements of the role and comply with all vetting, qualification and experience requirements.

**Introduce an innovative pricing model in the recruitment market**, where payment will be based on outcomes, incentivising delivery of desired outcomes and encouraging a partnership approach to drive service improvements.

**Improve service flexibility**, as the systems and processes implemented by Pertemps will be flexible to adapt to meet changes in service priorities and peaks in demand.

**Improve the Harrow Council employer brand**, by enhancing the experience of the recruiting manager, applicants and candidates by automating communications at every stage of the process.

**Drive efficiencies in process and systems integration and supplier management**, by reducing the number of suppliers from four (three on recruitment and one on Agency / Interim workers) to one.

**Improve the management of redeployment**, by enabling the redeployment co-ordinator to more effectively match vacancies to candidates in the redeployment pool.

**Provide holistic management information**, which can be used to more effectively monitor and manage workforce resourcing.

**Reduce the risk of delivering the MTFs savings in recruitment**, as PAWS is already in use and the council has an excellent relationship and history of successful delivery of outcomes with Pertemps as a supplier

**Introduce a continuous improvement programme**, led by Pertemps and designed to innovate and improve services, costs and use of technology. This will enable us to consider options to phase in other recruitment processes such as offer letter and contract issue, potentially delivering further efficiencies.

**Synchronise the contract end date with the Pertemps agency worker contract**, enabling the council to further streamline our services and gather meaningful data that can be used to go out to tender for an end to end resourcing service in 2015.

### **Costs / Savings**

The costs of the current recruitment contracts is set out in 2.2 above and the pricing schedules for the proposed recruitment contract is set out in the draft service specification appended to this report.

Table 1 below compares the costs based on 2012/13 recruitment data and current recruiting manager / panel roles.

***This table is exempt from publication as it contains pricing commercials***

### **Notes**

1. Appointments include permanent, temporary and fixed term appointments but exclude internal appointments and Barnet legal staff who TUPE transferred in.
2. Current contract cost excludes spend on executive search for senior management posts
3. Proposed contract cost assumes 'highest cost' scenario i.e. all jobs advertised externally and 100% fulfilment

#### 4. Proposed contract cost assumes no advertising in publications

Based on 2012/13 recruitment activity, the proposed contract would have delivered a saving of £107,000. Full year savings of £100k p.a. have been built into the current MTFS.

#### **2.4 Recommendation:**

That the Corporate Director Resources be delegated authority to enter into a contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services as detailed within this report.

#### **2.5 Other options considered**

##### **Develop an 'in-house' option**

Recruitment administration was originally outsourced as the council was unable to deliver an efficient and cost effective service internally. Recruitment is increasingly being driven by technological developments e.g. active management of talent pools and use of social network sites. Recruitment administration and applicant management is most efficiently delivered through automation and the council does not recruit on a scale which would support the investment and maintenance of 'in house' recruitment and applicant management IT systems.

Similarly, the council does not recruit in sufficient volumes to warrant the employment of a permanent recruitment specialist, it is more cost effective to source this expertise through a contract.

This option is therefore not recommended.

##### **Go to market with a tender for recruitment process outsource**

The full benefits of this proposal cannot be realised without integrating agency worker and employee resourcing in a single 'end to end' process. This would require a supplier to integrate their systems with the Pertemps Agency Worker System until that contract expires in Sep 2015. An OJEU tender process will take an estimated 3-6 months to complete and implementation and integration with PAWS would be likely to take a further 3 months. A contract which either terminated in Sep 2015 or required the supplier to make a further change in system is considered unlikely to be attractive to the market. Nor would it deliver the savings in the timescale built into the current MTFS.

This option is therefore not recommended.

##### **Continue to deliver the service as currently provided**

This will not deliver the service improvements nor the savings built in to the MTFS

This option is therefore not recommended.

## **Procurement Advice**

The proposal has been developed by officers from HRD in conjunction with the proposed supplier. Advice received from relevant Procurement officers is set out below. (Legal advice is set out below)

In 2011, Pertemps Recruitment Partnership Ltd was awarded the Agency Worker framework contract that Harrow accesses from Hammersmith and Fulham. They scored consistently highly across all elements of both price and quality and the joint Tender Appraisal Panel recommended that they be awarded the contract as their tender submission represents value for money and is economically advantageous to LBH&F and Harrow (and any other London Council who joins the framework in the future).

Entering into a contract with Pertemps for permanent recruitment as well as for agency and interim workers will allow the opportunity to streamline our services and gather meaningful data that can be used in the next tender. Also with an 18 month agreement the council will align both the contracts to co-terminate in September 2015

## **Legal Implications**

Recruitment services are not subject to the full application of the EU public procurement rules and the Public Contracts Regulations. The value of the contract being offered is relatively low so there would be minimum cross border interest in the contract. This means that we are not subject to the EC Treaty principles of transparency, equal treatment and non discrimination in the context of opening up the opportunity to EU wide contractors.

Therefore, the council will need to comply only with its own Contract Procedure Rules (CPR). Officers have obtained a waiver from compliance with the open tender requirements of CPR to permit entering into a contract negotiated directly with Pertemps without competition

Further details of the specification and proposals and the pricing schedule are set out in the enclosed Recruitment Service Specification - This document is exempt from publication under paragraph 3 of part1 of Schedule 12A to the Local Government Act 1972 (as amended) as it contains information relating to the financial or business affairs of Pertemps and the council

Legal Services will advise on the contract terms with Pertemps

## **Financial Implications**

Through the cost and utilisation analysis of the current recruitment service, we are able to confirm that subject to the current levels of recruitment being

maintained the projected savings of £100k in the MTFs will be achieved based on award of the contract to Pertemps Recruitment Partnership Ltd.

In addition to the above, the new contract will also deliver financial benefits arising from:

- Streamlining the current recruitment process.
- Reducing time and resources wasted from unsuccessful campaigns
- Encouraging more permanent recruitment which should reduce agency spend.

In their proposals Pertemps identified 'one off' implementation costs for Harrow as follows:

- Implementation and IT costs of £8,500 which include the development of a bespoke module for Harrow Council on the PAWS for permanent recruitment

With the uncertainty in the financial climate there may be recruitment freezes and reduction of recruitment activity with the council and in the spirit of the partnership and the recognition of investment and running costs required for this service, on top of the implementation fee, the council agrees to pay a fixed management fee of £5,100 for the first 4 months which will be credited against the income generated through this contract. This is subject to Pertemps delivering the full permanent recruitment service as per the specification.

## **Performance Issues**

Analysis of success rates and timescales in recruiting and selecting new employees is that there is a 68% success rate in identifying an appointable candidate who commences employment with the Council; typically the timescale from advertising to a new employee starting with the Council is four to six months. The new contract will focus on improving the success rate as well as the time to recruit.

Financial performance is covered in the previous section of the report

Supplier performance against the contract specification will be monitored through the contract management arrangements and include:

- KPIs for the supplier, which will be reported separately for each contract we have with Pertemps.
- requirements for the supplier to demonstrate value for money and continuous improvement in performance throughout the contract
- requirements for the supplier to demonstrate compliance with the Councils' safeguarding standards
- requirements for the supplier to ensure local applicants have adequate opportunities to apply for roles within the council.



- requirements for the supplier to provide social identity data against protected characteristics throughout the recruitment process to allow for equalities monitoring.

## Environmental Impact

Further development of online recruitment reduces the requirement for paper applications and document based processes, which is more environmentally friendly and will reduce waste.

## Risk Management Implications

Risk included on Directorate risk register? **No**

Separate risk register in place? **Yes**

Key risks from the risk register and the current controls to mitigate the risks are set out in the table below:

<b>Risk</b>	<b>Mitigation</b>
Legal challenge for procuring the service.	Legal and procurement advice gained and followed the council's own contract procedure rules. Waiver approved by the strategic procurement board and Corporate Director of Resources.
Delivery of the MTFs savings target of £100k	Finance BPs will work with HRD and Directorates to capture the identified savings
Savings and other identified benefits will be adversely affected if recruiting managers source outside of the contract	Senior management support has been engaged through the Internal Operations Board and DMT's. Cross council workshops have been held with recruiting managers to understand their needs and get their buy in. Implementation of the new contract will be supported by a communications plan emphasising its benefits and by monitoring off-contract spend.

## Equalities implications

Was an Equality Impact Assessment carried out? **Yes**

The Contract and the specification enable the council to comply with the monitoring and reporting requirements under the Equality Act. The key issues and actions identified from the Equality Impact Assessment are set out below:

Area of potential adverse impact e.g. Race, Disability	<b><i>Action required to mitigate</i></b>	How will you know this is achieved? E.g. Performance Measure / Target
Ability to access the Online Recruitment System	Training will be given to all managers to ensure they can access the system. They will have access to the recruitment team via phone if unable to access the system	Currently all managers have access to the PAWS system which will continue. Feedback from managers will be monitored to identify whether this is a Harrow Council or Pertemps systems issue. Action to be taken as appropriate. A Performance Measure is included in the Specification.
Disabled applicants being able to access the online application form.	The online application form will be accessible from all web enabled computers – i.e. in libraries and Access Harrow and applicants will have the option to contact the recruitment team and post the form to be loaded onto the system via the recruitment team. Research has shown that online systems are more favourable to disabled candidates as they can access it from home, adjust fonts and screen settings and can amend details before submission.	Monitoring information to be provided by Pertemps on any issues raised by disabled applicants. Action to address to be taken as appropriate.

## Corporate Priorities

This contract will help us to improve our recruitment process and enable us to become an employer of choice and attract the best talent, who in turn will support in delivering the Council's four corporate priorities of

1. Supporting and protecting people who are most in need
2. Keeping neighbourhoods clean, green and safe
3. United and involved communities
4. Supporting our town centre, our local shopping centre and businesses

## Administration's Priorities

Effective workforce resourcing is critical to the delivery of the Council's three priorities: 'Cleaner, Safer, Fairer'. The proposals will improve the efficiency of the council's recruitment processes and deliver a better and more consistent experience for job applicants, which positively contributes to the delivery of the Council's 'Fairer' priority.

### Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 20 January 2014		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 12 January 2014		

### Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 17 January 2014		

### Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 16 January 2014		

## **Section 6 - Contact Details and Background Papers**

**Contact:** Jon Turner, Divisional Director, HR, Development & Shared Services – 020 8424 1225

**Background Papers:** None

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  <i>[Call-in applies]</i>
--	---

# **Permanent Recruitment Service Specification**

## **Harrow Council**

The following document outlines Harrow Council's Specification in relation to the process of managing permanent recruitment within the Council – Nov 2013

# CONTENT

No.	Description
1	Overview
2	Scope
3	Background
4	Defined Outcomes and Outputs
5	Procedures and Processes in Support of Service Delivery
5.1 – 5.5	Risk Management, Key Perf. Indicators, Complaint Handling & Resolution, Technology Platform, Systems Maintenance, upgrades and amendments
6	Invoicing and Payment
7	Management Information
8	Equality and Diversity
9	Statutory Requirements
10	Confidentiality
11	HMG Baseline Personnel Security Standard (BPSS)
12	Challenging the Current Process
13	Pricing Schedule (Exempt from Publication)
14	Implementation and Marketing the Service
14.1– 14.2	Timescales, Implementation timetable (Exempt from Publication)
15	Other
16	Key Performance Indicators

## **1. Overview**

Harrow Council is reviewing its current permanent recruitment process. The objectives are:

- Streamline and improve the recruitment process by introducing efficiencies through either process and / or savings
- Reduce print and advertising costs
- Improve the time to hire
- Maintain and where possible improve the candidate and hiring manager experience
- Maintain and where possible enhance Harrows employer brand through an improved career site.
- Introduce an improved audit trail of the process

## **Council spend 2012/13**

<b>Permanent Recruitment Spend</b>	<b>Costs</b>
Advertising (includes Guardian, Job Boards & WDAD)	£126,125
Pertemps	£62,988
JGP	£26,828
TOTAL	£215,941

## **2. Scope**

The supplier will provide the Council with the following service by maintaining human contact with both hiring managers and candidates and not just be system driven thus ensuring to protect and build on Harrows employer brand by applying Harrow's CREATE values into the process i.e.

- Customers First
- Respect
- Engaged Communication
- Actively 'One Council'
- Taking Responsibility
- Energise and Improve

The scope of the contract will include the following areas of the recruitment service.

<b>Title</b>	<b>Description</b>
<b>Advertisement</b>	<p>Including but not limited to:</p> <p>transactional recruitment advertisement which includes print/online/Social Media such as LinkedIn / Facebook etc. to attract the active and passive candidates,</p> <p>Creative recruitment advertising including jobfairs, employer branding, market research and advice. With the target to reduce the current print media spend by £100k</p>
<b>Applicant Tracking and Recruitment process System</b>	<p>Provision of an online applicant tracking and recruitment process system which allows the end to end recruitment process to be managed electronically including but not limited to approval to recruit, short listing, interview and assessment to appointment, this includes a candidate self management tool.</p> <p>The system should enable building talent pools, bespoke application questions relevant to the role, applying initial screening questions and assessments as part of the on-line application process, stop duplicate applications and track all applications from various job boards in one place.</p> <p>The Council doesn't expect to carry any licensing fees or annual fees and expects all costs to be included in pricing per campaign costs</p>
<b>One front facing system for all types of recruitment.</b>	<p>One online PAWS system for managers to use for all their recruitment needs including but not limited to redeployment, secondments, fixed term appointments, permanent recruitment,</p>



	apprenticeships and agency workers
<b>Campaign Management and Recruitment Support</b>	A dedicated team to advise managers in campaign design and implementation and provide the recruitment support as per a menu of services offered. This service should include talent pooling, interview management and diversity monitoring and reporting and complaints handling. This service should include the customer service and response handling elements of recruitment.
<b>Assessment and Testing</b>	The full range of assessments and tests used widely in recruitment. Managers may ask for total assessment solutions such as use of a development centre or assessment centre or a range of recommended tests to use on a 'pick and mix' basis
<b>Career Site</b>	Building and maintaining a dynamic Career Site (Harrow's Job Pages) which is fully branded, Search Engine Optimization enabled which will maximize visibility to attract the right candidates and enhance our employer brand.
<b>Offer and pre-employment Checks</b>	<p>Co-ordinating the pre-employment checks and offer process to achieve the complete lifecycle of recruitment. The exact checks will be determined by the nature of the role.</p> <ul style="list-style-type: none"> <li>• References – Requested, reminders and chased up by Pertemps, clearance / approval gained from Harrow Hiring manager and recorded and monitored by Pertemps</li> <li>• Medical Clearance and DBS – is undertaken by Harrow managers but recording and monitoring in scope</li> <li>• Right to work Documents – Checked and photocopies attested by Hiring manager (Harrow or Pertemps) and recorded and monitored by Pertemps</li> </ul>

### **3. Background**

We have all witnessed the dramatic changes to the economic landscape and Harrow Council as a part of its Medium Term Financial Strategy had identified substantive savings as part of its recruitment service. This has in turn given us a huge opportunity to undertake a full review of our current recruitment provision and how it is delivered, to enable us to re-define and re-build a solution and through this contract we want to demonstrate an increased value for money and a world class recruitment service.

The current permanent recruitment process is managed by Harrow Council, Contact 111 (Pertemps Recruitment Partnership Ltd), WDAD and Jobsgopublic (JGP).

The following represent the key tasks undertaken, currently by Harrow:

<b>POINT</b>	<b>OWNER</b>	<b>TASK</b>
1	Hiring Manager	Identify the need to hire
2	Budget Holder Corporate Director Portfolio Holder	Depending on the financial pressures and various budget cycles and other council factors there are various levels of approval to recruit and advertise.
3	Hiring Manager	Provides details of vacancy, approvals for advertising with proposed attraction method and discusses with WDAD
4	Hiring Manager	Approve advertising and design
5	Hiring Manager	Raise PO for any advertisement and supply to WDAD
6	Hiring and Panel	Shortlisting all applications received
7	Hiring Manager	Supply panel interviewing dates and times with shortlisted candidates
7	Hiring and Panel	Interview shortlisted applicants, collate right to work documentation and complete Interview

		Outcome form
9	Hiring Manager	Contact successful candidate and make verbal offer
10	Hiring Manager	Complete appointment form and sends all documentation such as successful applicants application form, proof of right to work documentation to Shared Services
11	Shared Services	Send offer letter, contract and associated health and or vetting documentation/links
12	Hiring Manager	Conduct the Medical and DBS checking process online
13	Shared Services	Request all references, send to Chair of the Panel (Harrow Hiring Manager) for signoff and collate completed health and or vetting documentation and registration numbers
14	Shared Services	Load new employee documentation onto Civica
15	Shared Services	Load new employee onto SAP

The following represent the key tasks undertaken, currently by WDAD:

POINT	OWNER	TASK
1	WDAD	First point of contact for recruitment ensuring relevant approvals are given for recruitment and advertisement.  Put together the draft advert for the relevant attraction method/s and send for approval
2	WDAD	Send copy of approved advertisement to Contact III (Pertemps)
3	WDAD	Load all jobs (Redeployment, internal, external) including Schools jobs on the Harrow Job Pages through the JGP (jobs go public) Hosting site
4	WDAD	Attraction placed e.g. papers, job boards etc. keeping control of the corporate branding, legal requirements and proof checking of adverts
5.	WDAD	Liaise with Contact III to get the job reference number and pass on the vacancy details

The following represent the key tasks undertaken, currently by JGP:

POINT	OWNER	TASK
1	JGP	Maintain website (host) including loading things to the website if changes have occurred i.e. application forms, guidance booklets etc.
2	JGP	Auto load vacancies to Harrow website, JGP's own and partner websites
3	JGP	Tribunals - Search for jobs in the past for evidence if a certain type of role was advertised or not at a certain time

The following represent the key tasks undertaken, currently by Pertemps:

POINT	OWNER	TASK
1	Pertemps	Register vacancy and supply unique job reference number
2	Pertemps	Make up application packs and documents to send to applicants and chair of the panel
3	Pertemps	Manage telephone enquiries from applicants, managers etc.
4	Pertemps	Manage the closing of the job by consolidating all applications
5	Pertemps	Review each applications supporting statement and remove any reference to gender and or ethnicity
6	Pertemps	Electronically send all applications and shortlisting summary to hiring manager
7	Pertemps	Request interviewing dates and times from Harrow hiring manager
8	Pertemps	Arrange all interviews which includes confirmation e mail and a re-confirmation call 24 hours before the interview
9	Pertemps	Send regret email to those applicants that fail to meet the shortlisting criteria
10	Pertemps	Send shortlisted applications and Interview Outcome form to hiring manager

11	Pertemps	Chase for interview outcomes
12	Pertemps	Send regret email to those applicants that fail to meet the interview criteria
13	Pertemps	Maintain information and records on system
14	Pertemps	Produce management information on an monthly basis

#### **4. Defined Outcomes and Outputs**

There are a number of key outcomes and outputs of this contract which have to be delivered alongside with the Key Performance Indicators agreed as a part of this contract including but not limited to the following:

1. Work with the Council in addressing its Equal Opportunity targets and challenges and improve performance in its representative workforce.
2. Deal with requests as part of a Freedom of Information enquiry within defined timescales, in a defined format and at no charge
3. Ensure that Harrow Council retains Intellectual Property Rights to their data
4. Provide a dedicated account manager and delivery team for Harrow Council
5. Agree a clearly defined escalation procedure with the Harrow Council's contract manager
6. Attend (or host, where required) quarterly review meetings, including providing data on service delivery against performance indicators at no cost to the Harrow Council
7. Not subcontract the service without prior agreement of Harrow Council
8. Act in a professional manner at all times when representing Harrow Council, including and especially in relation to policies/codes of practice around Equal Opportunities and Diversity
9. Proactively ensure that all users of the services provided have equal access
10. Project manage the implementation of the new service including delivering briefings (in person or by electronic means) to managers and users as part of the implementation process at no extra cost
11. Work with other suppliers where required by the Council

12. Review prices in line with market forces (downwards as well as upwards), and to negotiate and communicate any intended changes to pricing with the Harrow Council's Contract Manager in line with the contract terms before implementation and with reasonable notice.
13. Capture equal opportunities data on all applications and or other declarations
14. All elements of the process being auditable and transparent based on access levels
15. Take ownership and responsibility for checking the redeployment pool (internal as well as London wide redeployment pool) as part of the process
16. Offering Hiring manager a menu driven service e.g. the ability to outsource the entire process or key elements
17. Delivery on this contract should not affect the delivery of the Agency Worker contract and Pertemps need to ensure that appropriate resources, expertise and quality monitoring process are invested.

## ***5. Procedures and Processes in Support of Service Delivery***

### ***5.1 Risk Management***

Pertemps will have comprehensive risk management procedures in place, including a published and regularly reviewed disaster recovery and contingency plan to ensure continuity of service. A risks and issues log must be maintained and be available in the weekly report, at operational meetings and at any other time as requested by Harrow Council.

### ***5.2 Key Performance Indicators***

The agreed Key Performance Indicators and SLA's will be communicated by Pertemps to all managers and service users as part of the training process as well as supplying this information via Customer's intranet.

### ***5.3 Complaint Handling and Resolution***

Pertemps will act as the first point of contact for all recruitment related complaints. They will ensure a complaint/enquiry log is maintained and response times met. All initial queries or complaints must be responded to within 24 hours.

If the complaint relates to the recruitment service provision by Pertemps then Pertemps must ensure a clear escalation process exists in order to ensure any dissatisfaction with the service provision is highlighted, dealt with and reported. All escalated contact must be acknowledged to Harrow's Authorised Officer within a further 24 hours. Complaints must be resolved by the Provider within 3 days. If the escalation process does not resolve the issue the Provider's Relationship Manager will be required to attend a meeting to discuss the issues with the Customer's line manager and a HR representative.

If the complaint is related to the Council's recruitment and selection policy or procedure then the Council's complaints procedure should be followed.

#### ***5.4 Technology Platform***

Harrow Council currently does not have a specific technology platform for Permanent Recruitment. Therefore the Provider will install an end to end technology platform for the whole lifecycle of recruitment including (but not exhaustive) requests for recruitment, authorisation and invoicing process. This technological system will be an added permanent recruitment module on PAWS which is a secure on-line (web-based) technology system with full integration with Webcruit a candidate facing applicant tracking system. Pertemps will be responsible for obtaining the licence(s) where necessary, and be informed on all matters relating to the system such as upgrades, fixes, recovery, back up systems and response times.

Pertemps will manage the complete recruitment life cycle online using the PAWS system and the Webcruit system, including the following as a minimum:

- Ordering / requisition/visibility of all roles and building a catalogue of roles within the Council
- Electronic on-line approval of recruitment (internal and external), Approval of costs depending on the options selected in the menu of services offered including assessments and development packages (with e-mail notification)
- The system shall provide a minimum of 3 levels of authorisation but also allow for only one level if so desired. i.e. allow automated authorisation to be

passed through 3 levels or less of management to gain approval and gives an option to notify the budget holder if different from the authoriser.

- Short-listing of candidates (As applicable)
- Interview processes outcome records
- All safeguarding and pre-engagement check outcome and records
- Communication with Candidates throughout the process including arranging engagement start dates
- Setting up of Harrow users, cost codes, locations etc and password resets
- Manager / User feedback throughout the process
- E-billing will be based on an authorised menu of options selected and Purchase Order created in the Harrow's e-procurement/ financial system.
- Provide a mechanism for collating information and real time reporting on all types of recruitment and Agency Worker activity with the ability to drill down at individual unit level;
- Reporting functionality with joined up reports for both direct recruitment that the Council undertakes and Agency workers activity.
- Automated candidate filtering as per the requirements of the role.
- System's ability to host Harrow's Career Site (Harrow's Job Pages) and upload vacancies on the Council's website and other job boards

The above requirements may be amended as requested by Harrow Council from time to time.

Pertemps will ensure regular updates are applied to the system in line with market developments and that the latest version is available to Harrow Council throughout the Contract period. The system will be fully auditable and fully compliant with Data Protection Legislation.

Harrow Council will own the data related to engagements during the Contract period and Pertemps will, at no additional cost, ensure transfer of necessary data to the Harrow's nominated contact/ third party at the end of the Contract (in line with the agreed Exit Plan).

Pertemps shall meet all Systems related costs including licensing and system updating.

Pertemps will be responsible for user training throughout the Contract period, including training for Harrow Council's new users and version update sessions for Harrow Council's existing users. Updated user manuals and training documentation must be provided by Pertemps.



Robust disaster recovery procedures must protect the data and ensure continuity of service. As a minimum, data should be backed up off-site on a daily basis and full disaster recovery available within 48 hours.

During all system 'down time' Pertemps shall supply, at no additional cost, a telephone service able to administer a full recruitment service to ensure continuity of service.

### ***5.5 Systems maintenance, upgrades and amendments***

Pertemps is solely responsible for system maintenance and regular scheduled upgrades to ensure the system is always fit for (the agreed) purpose and security, capacity and efficiency of use issues are constantly met.

Any costs of any substantive amendments or developments to the system that are "in addition" to the agreed specification that may incur additional charges to the Council should be discussed and agreed in advance with the Council.

## ***6. Invoicing and Payment***

Pertemps shall provide a consolidated invoice in electronic format (and if requested hard copy) and invoice individually to Schools and other organisations that Harrow acts as a host for recruitment in a format to be agreed with each partner and always after the service has been provided and partner satisfaction agreed. Invoices must be itemized and allow them to define its own invoicing requirements, for example payment terms and whether they require an electronic interface with payment system

Invoices shall be accompanied by full breakdown detailing the following as a minimum:

- Purchase Order numbers
- Vacancy Job Title
- Recruiting Manager (Chair)
- Approvers
- Type of package (From the Menu of services)
- Additional services and Media type
- Cost codes
- Pricing breakdown
- Directorate

- Departments
- Division
- Any other information that may be deemed necessary

## ***7. Management Information***

In addition to any ad hoc reports and those prepared for review meetings, Pertemps will prepare specific monthly management reports in an electronic format. It is envisaged that Harrow's Contract Manager and other designated Harrow's Officers will have password protected, on-line access to the whole system for management information and be able to interrogate data and run standard reports.

On a monthly basis (on agreed set dates) Pertemps will make available a series of standard reports, the style and content of which will be agreed prior to the commencement of the Contract.

In addition Harrow Council has a requirement for management information relating to equal opportunities which Pertemps must be able to provide for all recruitment activity with the Council.

## ***8. Equality and Diversity***

Pertemps will support Harrow Council in their aspiration to be at the forefront of promoting equality of opportunity as an employer of choice. Pertemps will support the council in maintaining its Disability Two Tick Symbol status by fulfilling its 5 commitments to disabled applicants as identified in the Government's scheme. We aim to tackle all forms of discrimination and achieve equality irrespective of an individual's:

- Age
- Sex
- Gender reassignment
- Marriage and civil partnership
- Ethnic Group
- Disability
- Pregnancy and Maternity
- Religion or Belief
- Sexual Orientation

This information must not be disclosed to Managers within Harrow Council or the Pertemps recruitment team who may conduct the selection process on behalf of the Council, except where reasonable adjustments for disability are required.

Pertemps will, prior to any interview or at the earliest opportunity, provide full details of any reasonable adjustments required to facilitate the interview. If the interview is conducted by Pertemps they will discuss the requirements and the adjustments needed with the recruiting manager and agree if it is reasonable before confirming outcome and record the discussion and agreement and cross check with the Councils HR team before any action is taken.

The breakdown will be part of the management information and the annual equality report that is available to the Council's Contract Manager. Pertemps will work along with the council in improving their performance in their representative workforce.

## ***9. Statutory Requirements***

Pertemps are responsible for ensuring any that they meet the standards of pre-engagement and safeguarding guidelines of the council. This list is not exhaustive but would include the following

- Employment Law legislation
- DBS requirements
- CQC registration as applicable
- UKBA Guidance on: Eligibility to work in the UK & Migrant Workers
- Equality Act 2010 compliance
- Data Protection and Freedom of Information Act
- HMR&C Requirements
- Agency Worker Directive (relevant to permanent recruitment)
- Health and Safety Legislation

Pertemps head office must put into place robust audits for their Harrow delivery team to ensure these standards are in operation and maintained. This must be evidenced for Harrow Council's inspection. In the event of challenge or legal action taken then Pertemps will be liable for their contribution to the recruitment process.

Pertemps will facilitate any required investigation into any compliance issues with regards to the above

Harrow Council will conduct its own Contract Monitoring and Review visits. Pertemps must permit access to their business premises, for these visits which may be announced or unannounced. While it is not possible to limit the number of visits, Harrow acknowledges that unplanned visits are stressful, and undertakes to keep them to the necessary minimum.

The outcomes of these visits will be discussed at the Review Meeting (usually one of the quarterly Contract monitoring meetings) and actions and sanction will be agreed.

## ***10. Confidentiality***

Pertemps must ensure that:

- All Pertemps employees/workers working on the contract must respect information given to them by the service or their representatives in confidence and handle information in accordance with the Data Protection Act 1998 and Harrow's written policies and procedures.
- The principles of confidentiality must be observed in discussion with Harrow Council managers and applicants.
- Pertemps must ensure that suitable provision is made for the safe and confidential storage of Recruitment documents including personal information and records, including the provision of lockable filing cabinets and the shielding of computer screens from general view when displaying personal data.
- Pertemps must ensure that neither its own staff , other sub-contractor staff or the Agency Workers working for Pertemps shall communicate to the media about the Provider and/or the Customer or the provisions of this contract.

## **11. HMG Baseline Personnel Security Standard**

The HMG Baseline Personnel Security Standard (or BPSS) describes the pre-employment controls for all civil servants, members of the Armed Forces, temporary staff and government contractors generally. Its rigorous and consistent application also underpins national security vetting.

The personnel security controls must be applied to any individual who, in the course of their work, has access to government assets. Every effort must be made to complete the BPSS, but where it cannot be applied this must be escalated to Harrow Contract Manager to be risk-managed and the details must be recorded for audit purposes.

While applying the BPSS, there are a number of factors which may, separately or in combination, raise concerns. In these circumstances Pertemps should always raise this with the Harrow Contract Manager through whom the Divisional Director of HRD and Shared Services will consider the risks involved in an offer of employment and make the final decision along with the Corporate Director of that service.

- Verification of identity
- National Insurance Number (NINO) Record Check
- Verification of Nationality and Immigration Status including and entitlement to undertake the work in question.
- The Immigration, Asylum and Nationality Act 2006
- Civil Service Nationality Rules
- Immigration employment enquiry (via UKBA)
- Verification of Immigration and Nationality
- Verification of employment history
- HMRC Record Check
- Verification of Criminal Record (Unspent Convictions only)
- Basic disclosure certificate via Disclosure Scotland
- Criminal record declaration
- Consideration of unspent convictions
- Additional Checks
- Internet Checks

- Overseas Check -Where it is not possible to carry out meaningful checks in the UK because of a lack of UK residence, prospective employees are required, as part of the BPSS, to give a reasonable account of any significant periods (6 months or more in the past 3 years) of time living abroad.
- Overseas Criminal Record Checks (Disclosure and Barring Service)

## **Post Verification Process**

Pertemps must complete and retain a BPSS Verification Record; this document is the official record of the successful completion of the core checks and when they were conducted.

1. BPSS checks carried out must be recorded on a Verification Record. The record should also clearly indicate the immigration status of the employee and whether the immigration status needs to be rechecked as described in Part II of this guidance.
2. The completed verification record must be passed on to Harrow to be retained on the individual's personal file. If necessary, to ensure that all necessary checks have been undertaken, the form should be signed by a the Chair of the Panel, so ensuring a sense of ownership and accountability. The contract requires the delivery of the recruitment service with the use of PAWS and Webcruit, the use of interactive forms, the electronic recording of checks, results and audit trails are acceptable.
3. Given the potential nature of the information to be recorded, some of which could be sensitive personal data under the Data Protection Act 1998, it is important that access to such information is restricted to those with a true need to know the information held on such forms.

## ***12. Challenging the current process***

In order to drive continuous improvements and efficiencies into the permanent recruitment process, Pertemps should identify, discuss and offer alternative solutions to the Harrow Contract Manager to key tasks or processes that cause delay in the time to hire. The Council will endeavour to make those changes if it is legally, financially and culturally viable depending on other priorities within the organisation and will try to timetable it in to its list of projects.

### ***13. Pricing Schedule (Exempt from Publication)***

### ***14. Implementation and Marketing the Service***

Pertemps will be required to promote the Contract to the internal Customers. They will need to be convinced of the benefits of using the Service and reassured that all quality and service issues have been given paramount consideration.

Pertemps must develop a full implementation and communication plan to deliver transition to the new Service which must be agreed with Harrow's Contract Manager before the commencement of the Contract.

Pertemps, in conjunction with the Council's Contract Manager, will be responsible for arranging and running on-site training sessions at no extra cost with Customers to introduce the service and ensure they are aware of the processes and systems.

This is particularly important prior to commencement of the Contract but there will be an ongoing requirement for on-site training throughout the life time of the Contract.

Pertemps will work in partnerships with all key stake holders – the council, recruitment media, Webcruit and current and future agencies ensuring an effective service delivery.

#### ***14.1 Implementation Fee: (Exempt from Publication)***

#### ***14.2 Timescales/ Implementation timetable***

The implementation date for this contract will be from 1st April 2014 for a 18 month period to tie in with the Neutral Vendor Framework Contract for the supply of agency Workers

### ***15. Other***

Harrow Council reserves the right to amend this specification, in line with changing legislation throughout the Contract period.

## 16. Key Performance Indicators

The following KPIs will be reviewed throughout the life of the contract and will be amended in line with any of the following:

- The Council's evolving business requirements.
- Enhancements / changes within the temporary resource market place
- Enhancement / changes in the method by which the service is delivered

Ref	Objective	Source of Evidence
KPI.1	<b>System Availability:</b> The Recruitment system must be operational (excluding maintenance) for 99% of the time	Reported within Monthly Management Information Statistics
KPI.2	<b>Telephone Response:</b> All calls answered within 20 seconds	Reported within Monthly Management Information Statistics
KPI.3	<b>Use of PAW (Recruitment System):</b> 100% set up and authorisation by managers	Pertemps to maintain statistics on % usage of Recruitment system, identify reasons for non usage
KPI.4	<b>Equality Monitoring and Reporting</b> 100 % All equality information is captured, monitored and reported	Reported within Monthly Management Information Statistics and on an annual basis to support the council's annual equality reporting cycle
KPI.5	<b>Reporting on numbers attracted/recruited from Local Area</b> 100% of Local are candidate information captured and reported	Reported within Monthly Management Information Statistics and on an annual basis to support the council's annual equality reporting cycle
KPI. 6	<b>Candidate vetting (Candidates to be tested and checked in line with Council requirements):</b> 100%, threshold action	Monthly report
KPI.7	<b>Interview Attendance:</b> 90% of candidates with confirmed interviews must attend, and on time	Reported within Monthly Management Information Statistics
KPI.8	<b>Application Detail transfer to PAWS:</b> 100% of applicants transferred to PAWS by 48 hours after the closing date	Reported within Monthly Management Information Statistics
KPI.9	<b>Complaints</b> 100% Log any complaints from service users and record action taken to resolve the complaint	Reported within Monthly Management Information Statistics
KPI.10	<b>Complaints Resolution:</b> To be acknowledged within 24 hours, escalated complaints should be responded to within a further 24 hours and investigated within three working days, 100% compliance required. The escalation process must be adhered to	Reported within Quarterly Management Information Statistics Complaints log to be maintained by Pertemps, summary of complaints to be submitted to Harrow, along with details of corrective action taken



KPI.11	<p align="center"><b>Recruitment Team Performance</b></p> <p>100% of Recruitment team must be rated as Satisfactory, or better, 95%+ Recruitment Team rated good or above, 90% Excellent/Good ratings</p>	<p>Customer Feedback Report Quarterly</p> <p>All survey responses below satisfactory to be investigated, and reported to customer,</p>
KPI.12	<p align="center"><b>Invoices:</b></p> <p>Must be administered in line with the specification with 100% accuracy</p>	<p>Reported within Monthly Management Information Statistics</p> <p>All pricing / invoicing queries to be acknowledged within a maximum of one working week, any queries which cannot be resolved within the above timescales to be escalated to a Director of the Contractor, and the Harrow's Contract Manager for resolution.</p>
KPI.13	<p align="center"><b>Audits:</b></p> <p>100% of audit compliance on the recruitment requirements as outlined in the specification</p>	<p>Reported within Quarterly Management Information Statistics</p>
KPI.14	<p align="center"><b>Account Management:</b></p> <p>The Account Manager must attend site within 24 hours of being requested</p>	<p>Reported within Monthly Management Information Statistics</p>
KPI.15	<p align="center"><b>Reporting :</b></p> <p>100% of MI must be produced in line with the specification</p>	<p>Reported within Monthly Management Information Statistics</p>
KPI.16	<p align="center"><b>Savings:</b></p> <p>100% support the council in Achievement and Identification of savings as contained in tender,</p>	<p>Pertemps to report on savings as part of regular management reports</p>
KPI.17	<p align="center"><b>Communication (Weekly operational meeting):</b></p> <p>Weekly operational meeting, Issues log and resolution agreed</p>	<p>Weekly report</p>
KPI.18	<p align="center"><b>Communication(Consultancy meetings with End Users):</b></p> <p>1<sup>st</sup> meeting (face-to-face or over the phone) with recruiting manager within 48 hours of placing the order. Adhoc meetings Every 6 weeks in larger departments dependent on utilisation, and quarterly for smaller departments, Increase customer satisfaction ratings</p>	<p>Monthly visit report</p>
KPI.19	<p align="center"><b>Communication (Review with Council's authorised officer):</b></p> <p>Monthly review meeting, Issues Log, KPI reports</p>	<p>Minutes of monthly review</p>
KPI.20	<p align="center"><b>Communication (Quarterly Contract review and continuous improvement review):</b></p> <p>Quarterly meeting with improvement plan defined, Plan, monitor and action</p>	<p>Minutes of quarterly review</p>
KPI.21	<p align="center"><b>Communication (Annual Service Review between Council and Pertemps to review performance versus KPIs):</b></p> <p>Annual meeting supported by annual review document incorporating consolidated reporting. Recruitment benchmarking and cost reduction initiatives and benefit enablement</p>	<p>Presentation and review document produced annually</p>