

1. You are required to provide suggestions for the design and content of the job application, job pack and adverts. In particular how well is the identity and purpose of the organisation represented?

Hays will work with the MoJ team to design effective advertisements to attract candidates for the commercial and contract management specialist positions. For each recruitment campaign, Hays consider the following prior to writing advertisements:

- Job title
- Salary
- Target market
- How the organisation wants to be portrayed to the external market
- Key requirements and attributes for the role
- Key deliverables of the role that will appeal to Commercial specialists
- Hays understand The Department is an authorised user of the Two Ticks Scheme and participates in the Guaranteed Interview Scheme for candidates with a disability. Hays will promote the MoJ's positive attitudes towards disability.

Having placed over 8,900 online client branded adverts in 2013 alone, we have developed significant skills and expertise in writing advertisements within the client brand and tone of voice, to attract the highest calibre candidates.

This campaign will include key information including:

- Organisation brief detailing factors that are likely to attract high calibre applicants
- Profile of role, highlighting the particular challenges of the position
- Experience and personal attributes required
- The development and opportunity that a candidate can expect from the role

Our campaign and Procurement experts will work with MoJ to create and design the job packs and application to ensure that it's fit for purpose but also attractive and easy for candidates to apply. Our recent Salary Guide surveyed over 10,000 people. The results from today's market suggests the importance of brand and the increased need to highlight benefits of an organisation right from the initial advertisement is a key way to ensure that you attract the right calibre of applications. Hays utilise this information in our creation on the MoJs job packs. As discussed further in question three we will be spotlighting the MoJ brand in our targeted online advertising and on our recruitment microsite. Benefits we would highlight in many areas - the job description, the job advert and on our recruitment microsite as well as discussing these in depth with any prospective applications. We would also be ensuring every candidate is aware of the benefits package the whole way through the recruitment campaign.

Our experience supported by management data demonstrate that Procurement and commercial professional are attracted to an opportunity that has large high value projects. We would showcase this information in the Job Packs and application process to highlight why a commercial professional would want to work for the MoJ

We will work with the MoJ to create an application process that captures all of the information as required by the MoJs HR. This will be integrated with our recruitment microsite to enable easy and seamless applications –

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. How would you conduct the advertising to attract high calibre candidates from a diverse range of backgrounds and provide examples of producing appointable candidates form a diverse range of backgrounds along with details of their length of appointment.

Hays are uniquely positioned to create an attractive campaign targeting and attracting a high calibre of candidates who meet the job specification. Hays will raise the profile of the MoJ through a combination of online advertising and direct marketing to our database of selected relevant candidates. This will result in shortlists of appointable candidates from a diverse range of backgrounds along with details of their length of appointment.

We know the MoJ operate out of two locations London and Leeds, each having their own unique profile and different demographical challenges to recruitment. We are confident that our candidate attraction strategy, our extensive national database, and our dedicated procurement offices in both London and Leeds will address and overcome these challenges to secure the MoJ with the best applicants.

Hays will adopt an integrated approach to each unique campaign which consists of the following:

- Direct sourcing
- Comprehensive attraction strategy

Hays are fully committed to equality of opportunity and the promotion of diversity during our entire recruitment and selection process. We ensure all candidates are treated equally (directly or indirectly) regardless of race, sex, sexual orientation, marital status, age or disability. We strongly believe that it makes sound business sense for both Hays and our clients to draw on the skills and talent available from all sections of the community when recruiting.

Diversity – Best Practice in Advertisement Content

As a statutory body tackling national concerns, it is of prime importance that your workforce is representative of UK demographics. Hays will ensure that your attraction strategy is wide reaching and effective in attracting a diverse portfolio of candidates. Advertising style and copy will be inclusive, engaging and accessible - underpinning our approach to best practice in recruitment advertising.

[Redacted]

Inclusive selection processes

- Our commitment to diversity is not simply in widening the scope for applications from all sections of the community but in utilising inclusive selection processes.

[Redacted]

- Any selection tools we use will be validated as appropriate to the role and suitable for all candidates likely to be assessed, so that no one candidate is disadvantaged.
- Applications can be made by email, uploading to a website, fax, post and person.

[Redacted]

Providing Equal Opportunities monitoring

Hays will collate all equal opportunity and diversity data [Redacted]
[Redacted] We ensure that relevant data is captured and tracked on every recruitment

process from candidate application through to final appointment. Reports can track the Equal Opportunities data and success / failure of applicants at key stages. Fall out reports run comparisons of % candidates (BME, Gender, Age) applying, versus % candidates short-listed and subsequently appointed.

Practical steps to increase diversity

We will take a number of steps to positively increase credible applications from under-represented groups. We know from previous experience these steps will lead to greater diversity in the applicant field.

We will regularly urge our contacts and referrals to think of individuals from underrepresented groups as part of our search approach. Although a simple step, this does lead to some extra credible candidates being brought into the process.

We also look at under-represented communities at a macro or national level to determine which senior individuals would be appropriate for this post. [REDACTED]

[REDACTED] Included in this list are substantial numbers of people from a female, disability or BME background already operating at senior management or board level. Following a further refinement of the characteristics required for a particular post, we will approach these individuals, encouraging them to apply or seeking referrals as appropriate. We would look for individuals with Commercial experience in Procurement).

[REDACTED]

Delivering on diversity

[REDACTED]

In addition to the evidence demonstrated above, we have built up networks within various sectors of the diversity space through recruiting to specific roles within diversity-orientated charities, and [REDACTED]

Track record

Please see attachment for examples of roles where we have successfully appointed individuals from diverse backgrounds.

[REDACTED]

[REDACTED]

[REDACTED]



3. Provide suggested use of media to attract candidates, particularly those from diverse backgrounds.

To maximise the awareness of the roles and to attract high calibre of candidates from diverse backgrounds we would advertise the roles on a multi-channel platforms. This can include but is not limited to:

Recruitment Microsite



Among the possible features we can display on this site might be further details of the range of work, day in the life and the vision and goals for the future.

The recruitment microsite will act as the 'shop window' and we will proactively direct potential applicants here and promote the site via Hays and the external job boards. Additionally, we will promote the microsite on various different social media channels.

Job board advertising

To ensure the widest possible diverse range of candidates, we recommend the use of a syndicated online advertisement. This will generate profile for the vacancy and direct traffic to the microsite. All of the online advertisements will carry the MoJ logo and where permitted will contain details of the account management team should any applicants wish to discuss the roles. From initial enquiry we will convert the relevant applicants into firm applications by overcoming objections and selling your role and organisation to them.

Job board advertising through Hays has many benefits:



- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Social media

Given the audience we will target, social media could play a useful role in supporting our search activities. We will interrogate online networks such as LinkedIn to make direct contact with individuals, as well as using our memberships of various online media and marketing virtual groups to circulate information about the role. [Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

Trust in – A strong engagement strategy that builds trust into our relationships.

- Innovative network of global groups, forums and insight gives us a high profile as a thought leader and trusted advisor
- Established connections with members allow for regular communications
- Deep-rooted connections give us more ways to promote you to relevant talent

Tuned in – Customised, industry-leading training and support for all Hays consultants.

- [Redacted]
- [Redacted]
- [Redacted]

Search in – our search capabilities give richer real-time insights into targeted user behaviour.

- [Redacted]
- [Redacted]
- [Redacted]

Proactively target policy groups on LinkedIn

Our experts will proactively take the opportunities to relevant LinkedIn groups. Key groups which we have identified are:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

How we would market the roles to attract a diverse range of candidates

Credible candidates for these roles will be ambitious and career-focussed, and are likely to already be working in roles they find rewarding and stimulating. In order to persuade them to apply, we need to set out a “compelling narrative” – a message laying out a convincing case why they will want to forgo other opportunities and join MoJ.

4. Demonstrate how you would provide clear advice on Terms of Appointment likely to secure excellent candidates at appropriate cost. You should make reference to examples in similar recent projects where relevant.

Competition for talent in the current employment market is fierce. The Civil Service is still seen as an employer of choice however with the competition from the private sector for skilled commercial candidates, we encourage an emphasis on benefits that Civil Service offer to make the MoJ terms of Appointment as attractive as possible.

The current market place is highlighting a need to offer competitive salaries as the demand for skilled commercial and procurement professionals. It is important to ensure that the salaries the MoJ offers are in line with the expectations in the market

As our Salary Guide shows, base salary is still important but it isn't the only deciding factor when candidates are looking for a role. Pensions, flexible working and over 25 days annual leave were benefits that all ranked highly for prospective candidates and we believe these are all benefits that the MoJ can offer to candidates and we would ensure that we showcase these skills at all stages of the recruitment process

[REDACTED]

[REDACTED]

[REDACTED]

Our salary guide shows that for procurement professionals over the past 12 months the below salaries are the expectations for the candidates that MoJ will be targeting for the levels of the roles that you will be recruiting.

For the public sector candidates in London at the level of professionals for the Band B vacancies the average salary is between £35,000 - £60,000 and in Leeds the banding is £20,000 - £55,000

For the Band A vacancies our salary guide highlights salary expectations for the Public Sector in London to be between £45,000 - £90,000 and in Leeds the expectation lies at £38,000 - £85,000.

Candidates from the private sector have a higher expectation for each role, approximately £5,000 more.

[Redacted content]

[Redacted content]

[Redacted content]

6. Section 2 of the specification highlights difficulties the Ministry of Justice and Her Majesty's Government have had in attracting and retaining commercial specialists . Please explain how you propose to address these difficulties

The current marketplace for Procurement professionals is very competitive and we recognise the challenges that employers face in attracting the best commercial talent for one post let alone 50 within tight timelines. To ensure that we can deliver this recruitment campaign in line with the MoJ's timescales, we will utilise our expert account management team to ensure that each candidate has one point of contact through the entire process. At the start of the recruitment process we will obtain from all of the candidates motivators for looking for a new role to enable us to manage any risk factors and to be able to highlight these should we need to. During the recruitment process we will regularly engage with the candidates and ensure that they are still engaged with the roles from interview to offer . Post offer, we operate a robust aftercare process to ensure that we can highlight any issues post appointment to mitigate any risks to the MoJ.

Onboarding

Onboarding is the process of integrating new employees into their new work environment before they officially start. [REDACTED]

Onboarding allows organisations to effectively introduce new employees to their organisation from the point when they accept the offer of employment. Online onboarding allows the client to communicate with all new employees in a consistent manner and to ensure that many of the queries that arise during this period are answered in a proactive manner. This limits the risk of the individual not engaging properly with the role and the potential for them to fall out of the recruitment process. The online portal can be tailored specifically to client requirements and removes the administrative burden of communicating with multiple new recruits.

- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

[REDACTED]

We understand that in the previous round of recruitment the MoJ faced significant challenges in retaining candidates during the clearing process.

[REDACTED]

1. How will you ensure the recruitment process is open, fair and transparent?

Throughout the campaign, we will work with MoJ to ensure that all of our activities are fair, open and transparent. Our work across Civil Service employers means that we understand fully and apply the relevant aspects of the Civil Service Commissioners' Code on Recruitment, and apply the Regulated by logo and escalation procedure text to any Civil Service advertisement or recruitment literature produced. Ensuring that opportunities are known about and published to a broad audience, not just on one day in one publication; carefully planning the selection process based on the qualifications, skills and competencies required for the job so that it is fair and objective at each stage; and selecting the best candidate for the job all underpin our approach to permanent recruitment exercises. Taking this approach further to make sure that all applicants know in advance when the likely interview dates are, and ensuring that up to date relevant information is available to all candidates adds to the candidate journey and belief that they are both informed and fairly treated.

FAIR

Selection Criteria

We will work with MoJ to produce selection criteria for band A and band B roles that is fair and focuses on the competencies required to perform well within each of the roles. [REDACTED]

Consistency of service

We will provide a consistent level of service with to all applicants regardless of their race, colour, and ethnic or national origin, religion, gender, sexuality, disability, appearance, age or any other criteria. Our aim is to provide relevant opportunities for all applicants.

Communication

We ensure that all applicants are kept fully informed during each step of the recruitment process from the outset to conclusion. We will also ensure that all applicants understand the actions that will be required at each step ensuring that the process is accessible to all interested parties.

OPEN

Job Boards and Print Advertising

As highlighted in the answers to questions 2 and 3 in the Design and Attraction Strategy, our ability to open a campaign to the widest possible audience is unparalleled. We will use all of the resources at our disposal to ensure that the campaign for MoJ is open. We will use a wide range of mediums that are generalist and specialist to advertise the MoJ campaigns to a wide audience. The language used will be clear and concise and will include a commitment to promoting diversity throughout the campaign.

Reasonable Adjustments

As part of the applications process we will ask every applicant if they will require any reasonable adjustments if they are invited to interview and or appointed. Where the answer is yes, this will be communicated to MoJ at the appropriate times and where appropriate, we will work with you to ensure that reasonable adjustments are implemented.

If MoJ operate a guaranteed interview scheme, we will also ensure that this is clearly communicated during sourcing and selection.

Candidate Feedback

We will ensure that all candidates will be provided with clear and constructive feedback detailing the reasons for their success or failure at each stage of the campaign. For those who are unsuccessful, we will provide any appropriate advice and guidance in order to improve their performance in the future.

TRANSPARENT

Management Information: As highlighted in the answer to question 4 below, we will deliver a campaign that is completely transparent at every stage. We will provide you with wide range of management information (MI) throughout the campaign (we recommend bi weekly) and at it conclusion. [REDACTED]

[REDACTED] We ensure that relevant data is captured and tracked on every campaign from candidate application through to final appointment. Reports can track diversity data and the success/failure rate of applicants at key stages. Fall out reports run comparisons of % candidates (BME, gender, age) applying versus % of candidates short-listed and subsequently appointed.

PROMOTING DIVERSITY IN OUR WORKFORCE

For Hays, ensuring that recruitment processes are open, fair and transparent is not only considered on campaign by campaign basis but also at the very core of our business. People are at the core of what we do and therefore to us diversity means understanding and reflecting the community in which we operate, building loyalty with our colleagues, candidates and clients. Age, gender, ethnicity, physical appearance, religion, education and beliefs are all valued and everyone has the opportunity to contribute to our success as a business and fulfil their potential. Our aim is to create an open, honest and vibrant working environment and to ensure that all our colleagues feel part of Hays and are respected as individuals. [REDACTED]

PROMOTING DIVERSITY THROUGH CORPORATE STRATEGY

We also believe it is our responsibility to proactively encourage diversity throughout the world of work and we lead a number of strategies to help achieve this. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. What is your company's complaint handling procedure?

Our internal processes and procedures, quality of staff and company values all help to ensure that we deliver top quality services that meet or exceed the expectations within all campaigns. Throughout the campaign, the delivery team will be liaising with MoJ stakeholders and will actively seek out feedback on the campaign and resolve any issue swiftly.

The culture at Hays focuses around learning and development. Whenever we complete a campaign or any other recruitment exercise, we always host wash up sessions with corresponding lessons learnt. Where appropriate, the results of lessons learnt are communicated across Hays.

In spite of our processes and culture, we understand that there may be instances where services fall below the levels agreed. Where this happens, these issues must be identified and resolved within the best possible time scale.

In the first instance, we ask for issues to be raised with [REDACTED] who will work with the relevant MoJ stakeholders to agree an action plan to resolve the situation.

If [REDACTED] is unable to rectify the complaint, you can contact the independent Hays customer service team in the following ways:

- 1) Contact Hays Customer Service Helpline to speak with a Customer Service Advisor. The telephone number is [REDACTED] and is open [REDACTED]
- 2) Complete the email form by clicking on the appropriate link below. This form will be sent directly to the Customer Service Team.

- 3) Write to the Customer Service Team:

[REDACTED]

When they receive details of your problem they undertake to:

- Deal with your problem fairly, confidentially and effectively;
- Acknowledge your problem within 2 working days and provide a likely timescale for resolution;
- Fully investigate your comments and keep you regularly informed of the actions we are taking.

3. How you will address diversity and equality issues throughout the executive search and selection process?

RECRUITING CANDIDATES WITH DIVERSE BACKGROUNDS

We believe it is vital for public bodies to represent the society they serve.

We take the recruitment of individuals from under-represented groups very seriously, and propose to utilise a number of different approaches to this recruitment campaign in order to maximise the number of credible applications from under-represented groups. On one level we will regularly urge our contacts and referrals to think of individuals from under-represented groups as part of our search strategy.

We also look at under-represented communities at a macro, national level to determine which senior individuals would be appropriate for this post. [REDACTED]

Following a further refinement of the characteristics required for the posts, we will approach these individuals, encouraging them to apply or seeking referrals as appropriate. Through a process of recommendation and referrals, as well as publicising examples of valued advisory contributions to Government policy from minority candidates, we will be able to extract the strongest response from a diverse field of candidates.

DELIVERING ON DIVERSITY

[REDACTED]

OUR NETWORKS

In addition to the evidence demonstrated above, we have built up networks within various sectors of the diversity space through recruiting to specific roles within diversity-orientated charities, [REDACTED]

Hays is committed to equal opportunities and aims to ensure that all candidates/employees are treated equally (directly or indirectly) regardless of race, sex, sexual orientation, marital status, age or disability. We believe it makes sound business sense to draw on the skills and talent available from all sections of the community. We ensure equal opportunities policies are adhered to during the entire recruitment and selection process through to offer and employment stage.

INCLUSIVE ADVERTISING

Effective attraction of underrepresented groups is often as much about the imagery and wording of your advertising as where it appears. We will work with you to ensure that the copy and style of your advertisement is both engaging and inclusive. Use of language and logos reflect your commitments and give jobseekers confidence in their application being managed fairly. We would recommend using the two ticks logo.

Diversity Micro-site

Hays is consistently approached to enhance the diversity of an organisation's workforce by attracting job applications from under-represented groups through advertising. This can include targeted advertising in equality specific organisations, publications and websites. However, it must be said that most people will look for vacancies in the most productive places for their profession and job type, not for a protected characteristic.

Because of the relative ineffectiveness of diversity specific job boards, Hays have developed a special diversity product, [REDACTED]

[REDACTED]

4. How will you assess your own performance, and what standards will you have in place?

AGREEING PERFORMANCE STANDARDS

Almost all of our campaigns are governed by service level agreements (SLAs) and key performance indicators (KPIs) meaning that we have extensive experience of controlling these processes thereby ensuring that performance standards are maintained. It is vital that service levels are clearly defined and measurable. At implementation and during service reviews, the account manager Linda Todd will work with you to investigate any KPIs that could be incorporated into a service level agreement in order to build an effective performance management framework . Please see attached for a sample SLA.

Campaign Management

Key performance indicators details in the SLA will form part of the Campaign Management Information sent to MoJ after the campaign, and will also form part of quarterly reviews to show any trends apparent.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

ADHERING TO PERFORMANCE STANDARDS

[REDACTED] will take overall responsibility for ensuring that the SLA is adhered to and the KPIs are achieved. In order to do this, they will:

- Ensure that we have a clear project plan before go-live that will confirm all elements of the SLA and KPIs
- Review the project plan and get sign off from MoJ
- Allocate appropriate resources to ensure that the project plan can be adhered to and completed
- Identify any additional resources that may be required to flex the project should there be any changes to demand that will impact the ability to adhere to the SLA such as an unexpected surge in applications
- Regularly measure and review our performance

MEASURING PERFORMANCE STANDARDS

Management Information

Management information (MI) will be critical to measuring the success of the campaign. We will provide MoJ with comprehensive reports and MI on all elements of our service offering, at regular intervals throughout the campaign. We suggest providing update reports twice per week (mid- week and end of week) and provide a full campaign report at the end of the project. Reports can be delivered to you via email, teleconferencing or face to face.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



At close of the campaign, our team will produce a complete campaign report including copies all adverts, sift criteria, scoring mechanisms used for sifting and selection, campaigns summary report, statistics and feedback from the candidate satisfaction surveys.

5. Who are the key individuals who will support this work and what are their roles and responsibilities? (Biographical material demonstrating their suitability to deliver the quality needed is requested).

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

6. How do you plan to add value throughout the executive search and selection process? Demonstrate how your methods of working and use of technology will allow MoJ to make high quality Commercial appointments whilst incurring limited costs.

Hays do not simply rely on applications to come via our advertising methods. Instead, we will proactively source candidates.

Networks

Being active in the procurement community, we bring an established network of passive jobseekers to every piece of recruitment. [Redacted]

In the past year, our Procurement experts have placed over [Redacted]. Our network is extensive and our track record within procurement is vast. [Redacted] that enable us to target individuals working in any UK location and our knowledge of both the public and private sector means that we can target organisations on job type and organisations from both of these sectors

Technology

[Redacted] The system is fully-integrated, supporting seamless candidate data transparency across both our internal website, and all supported job boards. [Redacted] allows our consultants to search instantaneously for relevant candidates throughout the system on the most unique of skill sets , using Boolean search techniques in order to effectively filter candidates for each unique search conducted.

[Redacted]

Utilising our database, we will proactively source and liaise with relevant candidates who meet the specification set out in the MoJs recruitment packs. [Redacted]

[Redacted]

[Redacted]

We have continually positioned ourselves at the forefront of the digital evolution of recruitment and are now using these technologies to lead the development of deeper, longer-lasting relationships with our clients and candidates. [Redacted]

[Redacted]



7. Please summarise your previous experience in recruiting Government Commercial roles to the numbers outlined in the specification document.

Our work across Civil Service employers means that we understand fully and apply the relevant aspects of the Civil Service Commissioners' Code on Recruitment, and apply the 'Regulated by' logo and escalation procedure text to any Civil Service advertisement or recruitment literature produced. Ensuring that opportunities are known about and published to a broad audience, not just on one day in one publication; carefully planning the selection process based on the qualifications, skills and competencies required for the job so that it is fair and objective at each stage; and selecting the best candidate for the job, all underpin our approach to permanent recruitment exercises. Taking this approach further to make sure that all applicants know in advance when the likely interview dates are, and ensuring that up to date relevant information is available to all candidates adds to the 'candidate journey' and belief that they are both informed and fairly treated.

The table attached outlines a selection of examples of experience and track record in the successful delivery of high profile recruitment campaigns into the public sector. All public sector campaigns are run in accordance with Civil Service Recruitment Principles.

1. Demonstrate how you would identify the quickest ways to proceed with a competition, successfully achieving milestones the earliest possible date. Refer to section 6 of the specification (timeframe) for details of the milestones.

We have robust processes and dedicated resource team which means that we can flex our solution up and down to incorporate tight timelines. [REDACTED]

Hays understand and appreciate the need to proceed with urgency. Following the award we will immediately book studio time for the creation of the recruitment microsite as well as scheduling a briefing meeting with the key decision makers at the MoJ to ensure that we are clear on the role requirements so that we can create the adverts ready to go live three weeks later. We will confirm SLAs and agree timelines

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. How would you handle the administration of the recruitment competition process?

OVERVIEW

[REDACTED]

DEDICATED RESOURCE

Having a dedicated team of resource who would be solely working on the MoJ campaign we would set clear expectations at the commencement of the campaign in line with our SLAs and project plan to ensure that the administration is clearly set out. We have the ability to be able to flex up and down our resource support should we need to. With an account management team we would be clear on who is the point of contact for the MoJ as well as for all applications.

We will expect commitment on a timeline from commencement until advert close, shortlisting and interview dates which will be published on our recruitment microsite allowing us to manage the administration of candidates around those dates right from the start.

We are confident that we can deliver against your key milestone. Our administration is handled from one central point, including uploading the jobs in the format required. Our central customer support team act as your ambassador, providing high quality administrative and query handling support adept with all aspects of the Microsoft Office, Google optimised database and our applicant tracking system, our central customer service team work alongside the recruitment experts in procurement to continually review and improve the practice and processes used to deliver a seamless customer experience.

ONLINE APPLICATION SYSTEM

Providing an easy to use, accessible system simultaneously maximises the capture and conversion of potential applicants whilst offering additional efficiencies to recruitment processes. Our experience in the development, implementation and maintenance of online applicant systems to central and local government bodies dates back to 2001 and includes high profile organisations such as [REDACTED]

[REDACTED]. The system is ideal for all recruitment requirements – from spot recruiting through to volume campaigns because it features:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

The benefits include:

- Enhanced “jobseeker journey” improving conversion ratio of interested applicants
- Efficient and standardised recruitment process
- Transparent management information on applicants
- Speeds up the recruitment process with online efficiency
- Replaces manual, labour intensive administrative functions with automated processes

[REDACTED]
[REDACTED] to complete online or if appropriate we could recommend they can visit a local library, job centre or internet cafés. If these options are not possible, packs could be sent by post within 24 hours of the candidate enquiry with the aim of completed applications being returned to the response handling team for inclusion within the campaign process.

The Candidate Journey

Our system provides candidates with a quick and easy method of applying for vacancies online. The data captured is comprehensive without candidates spending excessive time online.

- Once they have entered basic personal details, candidates can use the “save for later” function enabling to return at any time to complete applications
- Applications are step-by-step with the position in the overall process clearly shown onscreen

It is essential that any online system and response handling process you implement handles’ users professionally leaving them with a positive impression and experience regardless of whether or not they are successful. In order to facilitate this:

- All information received is automatically acknowledged
- Where data is missing requests for information are automatically generated
- Personalised email communication can be sent automatically or manually at any stage

To encourage timely completion of applications and maximise the conversion ratio responses the system can generate automated prompt emails:

- Application Chasers – encouraging submission of incomplete applications
- Closing date reminders

Hays will confirm receipt of every application received and a response to any email, telephone or candidate drop in queries on the spot. Hays will also confirm receipt of postal applications and applications received by hand with a compliment slip.

Replacing a cumbersome paper based form with a straightforward online application process generates significant improvements in candidate conversion rates [REDACTED]
[REDACTED]

COMMUNICATION THROUGHOUT THE PROCESS

Your dedicated account management team will remain engaged with applicants throughout the entire recruitment process to ensure MoJ is seen as an employer of choice. Providing a dedicated account management team means that we act as your ambassadors by promoting the MoJ brand. The Campaign team have a record of accomplishment showing how we enhance the “jobseeker journey” - answering job specific applicant questions, giving the applicant direction and guidance therefore improving the conversion ratio of initial interest to actual application.

CANDIDATE SIFTING SERVICES

Hays provides one of the most intensive and supportive training programmes in the industry, geared towards making consultants high performers whose standards of excellence and results are way above the industry average. Our training programme is endorsed by Institute of Consulting.

Hays has extensive experience sifting applications against standard competency frameworks – our consistency and quality of assessment is maintained by the following elements of our approach:

- [REDACTED]
- [REDACTED]
- At the outset of a campaign, we discuss the competencies being assessed by the sift team – allowing us to understand what a good/satisfactory/unsatisfactory response might look like. By doing this, we are more thoroughly prepared to accurately sift the response
- Good sifting requires clear articulation of the role requirements and application process. Our consultants are experienced at developing job adverts and application packs that clearly explain what is being sought from each applicant, allowing them to more thoroughly demonstrate their suitability to the role in question

Initial Screening Undertaken by Campaign Management Team

Our specialist experts will undertake an initial sift of applications. This will include the following:

- Review completed applications
- Check that the application has stated that they are eligible to work in the UK. This will be verified at the pre-appointment checks
- Review the application meets the minimum criteria as agreed at briefing meeting
- Telephone screen all relevant applicants to determine the following:
 - commitment and interest in a vacancy, assess a CV history
 - confirmation of all CV details, gaps, reasons for leaving
 - introductory questioning on why they have applied and why they feel this role is right for them
 - confirmation of notice period, current salary, salary requirements, current qualification/exams taken, any other interviews in progress and their availability for the final stage interview

All of which will be recorded against an agreed scoring matrix.

Sifting of Applications against Specifications

[REDACTED]

Long List Produced and Agreed

Once the paper sift is completed and scores ratified, the individual applications and sift matrix form the discussion documents at long list stage. This can be done via email, telephone or in person. Hays will recommend all those deemed to have passed the sift to be invited to the first stage competency based interview at Hays, and all those that fail be sent a regret letter. The

long list stage will also focus on any 'borderline' applicants, allowing MoJ key stakeholders the chance to agree on those that are strong enough to pass and those that are not.

Long List Meeting

We would advise having a long list meeting where representatives from MoJ and the campaign management team will attend to review all findings from the initial long list sift. Your Hays team will be able to answer more questions on the applicants and give a greater insight into their suitability than their CV or their application alone in order for MoJ to undertake an effective sifting process.

Invites and Reject Letters

After MoJ have informed Hays on whom has been successful and who will not be progressing through to the next stage, Hays can distribute the reject letters and can invite and arrange successful candidates to interview.

MoJ Interviews

Hays will schedule all of your interviews into your timetable and prepare all the applicants for the day. Any preparatory work, such as a presentation or any online tests will be forwarded to the applicants along with information on how best to prepare for competency based interviews. Feedback will be collected and collated from each person after the interview in order to facilitate prompt offer management.

Feedback can be offered to all interviewees, whether successful or not to ensure that they experience a positive and worthwhile process, particularly important should you find that you would like some of them to apply again in the future.

Offer Management

Hays can manage verbal and written candidate offers on behalf of MoJ including:

- Hays to secure verbal acceptance/decline
- Issue conditional offer letter/congratulations on selection pending employment checks and references
- Manage all queries (linking to MoJ for confirmation)

Pre-Appointment Checks

We have a rigid compliance structure in place that adheres to all governments frameworks under which we supply. All candidates are fully compliant before starting a position in a central government agency, the conditions of which are dependent under which framework they are supplied under. Typically, this will be to a minimum Baseline Personnel Security Standard which includes:

- Verification of Identity (Passport, Proof of Address and Proof of National Insurance)
- Verification of Employment History (typically 3 years)
- Verification of Right to Work in the UK
- Self-declaration of background
- Relevant BPSS forms to be completed

This will be collected at the London Victoria Hays office or the Leeds Hays office and confirmed (documents viewed, photocopied and signed by our consultants) with copies provided.

Hays currently undertake baseline checks for various governmental clients.

For the criminal record element of the Enhanced Baseline Standard (EBPSS) a Basic level Criminal Record Check is required from Disclosure Scotland (DS). [REDACTED]

At all stages of the process, from the adverts themselves to the conversations with applicants responding and the information packs that they are sent, the key essential criteria are clearly represented. This can range from eligibility to work in the UK to qualifications or particular

areas of expertise. By making the essential minimum criteria visible this reduces wasted time on the behalf of the applicant or the recruiter.

TRACK RECORD

Please see attached for our track record.

3. Demonstrate how you plan to address challenging timescales without compromising the quality of the end result.

We are used to working within challenging timescales and the majority of the campaigns we work on have set timelines that can often be a challenge at the offset. With the timeline set out in the MoJ specification we understand that there is an 8 week timeframe from award to shortlisting. We would ensure that our SLAs and project plans mirror this.

To ensure quality we have dedicated resource to the MoJ team who would be engaging with Commercial specialist's right from the day of the award to ensure we engage quality applications. We have outlined our processes to ensure that candidates have a seamless journey through the recruitment campaign meaning that no aspect of the campaign allows for any part to be rushed. Weekly conference calls with the MoJ will keep the MoJ up to date on application numbers.

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

4. How would you handle prospective candidates, and those awaiting the results of sifts and interviews?

We publish timelines on all adverts and the Recruitment Microsite so that candidates will know exactly when they should expect to hear from us at all stages of the process. Contact details would be published and candidates will have one point of contact through the process.

All prospective candidates will be guided through to one of our procurement experts who will advise them of the process of application as well as explaining the key requirements of the role. As soon as a candidate commences an application we will see them on our system so we will also monitor the applications to ensure that we make contact with anyone who doesn't complete an application. If a candidate commences an application but does not wish to complete it we will investigate the reason why.

All candidates will have a clear timeframe of when to expect results from any stage of the process. All candidates will receive regular email notifications at all stage of the process as well as phone calls when required to explain processes

[Redacted]

[Redacted]

5. How do you propose to manage your portfolio of executive search and selection campaigns for commercial staff to ensure delivery to time with a strong field of candidates for the MoJ?

As a FTSE 250 company we have the benefit of having over [REDACTED] which means that we can dedicate resource to solely work on the MoJs recruitment campaign for the duration of the project which will mean we will not have to compromise on time or quality. [REDACTED]

Hays are in the unique position to be able to meet all the objectives for this contract, delivered by a dedicated team. We have the in-house expertise and resources that come with being a global plc, while still delivering a truly bespoke service, tailored to MoJ's unique requirements. We have a demonstrable track record of providing a combination of temporary and permanent recruitment services, advertising and onboarding, successfully under one contract, [REDACTED]

Recruitment is at the heart of everything we do at Hays. From single placements to campaign volume recruitment, we power the world of work.

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

6. Demonstrate how you would provide clear project plans with key milestones for delivery, making reference to examples utilised on similar recent projects.

Hays have breadth and depth of experience in implementing large projects. We use tried and tested delivery models that incorporate formal techniques for planning and risk minimisation. Our standard framework plans are modular for each service offering and can be customised according to individual clients' requirements.

Specific deliverables are agreed at the outset of the project, broken down into key tasks through needs and gap analysis, and then assigned the appropriate resources. It is crucial to involve additional resource from the account management team to ensure that deliverables are managed effectively during the implementation period.

Upon commencement of each project, we would recommend having an initial briefing meeting to establish a clear project plan and key milestones for delivery.



7. Provide a clear statement of expectations/requirements for input from the Client.

Briefing Meeting

Upon award we would expect a full briefing meeting to set out clear expectations for the recruitment campaign. During this meeting we would expect further clarification on the roles and this would allow us a time to discuss the person spec for each role in much more detail. At the initial briefing meeting we would look to have commitment on a further meeting to shortlist and confirmation on interview dates for the position to enable us to manage candidate expectations right from the start. We would also set out a communicate schedule between the MoJ and Hays although this can be flexed up or down as required.

Content / Advertising approval

Following the briefing meeting we would book our studio to create a digital microsite immediately to work within the timelines set out in the MoJ specification. We will require MoJ sign off before this can go to the external marketplace.

Weekly conference call

We will require a weekly conference call with the MoJ to discuss the applications, progress and to clarify any questions that may have arrived. The benefit of the weekly conference call is to mitigate any risk or issues which may arise through the duration of the campaign. An example of this



Shortlist meeting

At the shortlist meeting we would expect representatives from the MoJs decision making panel as well as the Hays MoJ account management team. The shortlist meeting is a key part of the process and we would always request that this is done in person to enable Hays Procurement to present the shortlist of candidates and the detail behind why each one is relevant for the role. Our experience shows that booking a shortlist meeting leads to a much more time effective shortlisting process as it allows us to stick to the recruitment timetable efficiently.

Interviews

We will liaise with the MoJ to arrange the shortlisted candidate's interviews and will require a full briefing on the interview requirements to enable us to relay this to the shortlist. It is imperative that Hays Procurement receive a full briefing on the interview process to enable us to fully prepare the candidates to ensure that the interview days are as successful as possible for the MoJ.

Feedback

Following the interviews we will require MoJ feedback on all the applicants to enable us to provide detailed feedback as set out in our pre agreed SLAs. It is imperative that we receive feedback to enable us to assist the candidates that are not successful as part of our duty of care. This is a vital part of the process to maintain the positive employer of choice brand for the MoJ

Offer

Hays Procurement would handle the offer management process with all of the successful applicants. At this stage we would request clear lines of communication with the MoJ to enable

to us to gain quick answers to any queries successful applicants may have as offer management is a critical part of recruitment process

Pre start / Aftercare

Hays Procurement has a robust process of aftercare both before and once the applicants have started within the roles at the MoJ this is a two way process and involved contact with both the applicants and the MoJ to ensure both parties are happy and to mitigate any issues that may occur

Campaign De brief

Upon successful completion of the campaign we would require a follow up meeting with the MoJ to review the campaign and discuss any lessons learnt for both parties.

Hays prides itself on Customer service which we constantly review so if any concerns appeared during the duration of the campaign the MoJ have clear lines of communication to the Hays Procurement MoJ account management team to enable these to be addressed.

1. Please complete the attached pricing schedule as a minimum.

Should you have any additional pricing mechanisms, please included these as an attachment uploaded with your response.

We believe that we can offer the MoJ a quality service at a competitive price without compromising on quality and we would propose the below costing model.

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]