**CIVIL SERVICE RESOURCING**

**Executive Search, Selection and Executive Assessment Dynamic Purchasing System**

**USER guide**

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1. **INTRODUCTION**
2. This Briefing Pack has been prepared by HM Revenue & Customs (HMRC) on behalf of Civil Service Resourcing (CS Resourcing) to be used by CLIENTS who are interested in using the Dynamic Purchasing System (DPS) and includes the following :
   1. Information relating to the procurement process;
   2. Key features of the DPS
   3. Actions the CLIENT needs to undertake to place Orders for the provision of the Services.
3. The Briefing Pack will be used to inform SERVICE PROVIDERS of the various processes that the CLIENT will follow to obtain the Services under the DPS.
4. This document provides important information to CLIENTS who are considering using the new DPS for the provision of Executive Search, Selection and Executive Assessment Services.
5. The DPS provides government departments, executive agencies, non-ministerial departments, Crown NDPB’s and the devolved administrations with access to Executive Search and Assessment Services. The new DPS has been advertised in accordance with The Public Contracts Regulations 2015 (2015 No. 102) and is fully compliant with these Regulations.
6. The Briefing pack should be read in conjunction with the **Call-Off and Award Procedures**, Annex D and the **Lot** **Specifications** Annex E (which details the minimum level of service that SERVICE PROVIDERS should deliver against during the various stages of the Executive Search/Assessment Service for each of the Lots).
7. If you have any queries regarding any of the information in this pack please contact Civil Service Resourcing:

[csr.resourcingservicesframework@hmrc.gsi.gov.uk](mailto:csr.resourcingservicesframework@hmrc.gsi.gov.uk)

g) The DPS will be hosted on the Crown Commercial Service (CCS) e-sourcing system. CCS has brought together Government’s central commercial capability into a single organisation, amalgamating Government Procurement Service with other commercial teams from the Cabinet Office and central government departments.

1. **Key terms**

Key terms referred to in the pack which have a contractual interpretation within the DPS and associated Call-Off Contracts are as follows.

|  |  |
| --- | --- |
| **Authority** | HMRC – on behalf of Civil Service Resourcing |
| **Call-Off Contract** | The Contract signed between the SERVICE PROVIDER and the CLIENT. |
| **CCS** | Crown Commercial Service |
| **Charges** | Charges payable by the CLIENT for the performance of the Services by the SERVICE PROVIDER |
| **CLIENT** | Those government departments, executive agencies, non-ministerial departments, Crown NDPBs and devolved administrations which sign a Call-Off Contract with a SERVICE PROVIDER |
| **CLIENT’S Representative/Contract Manager** | The person appointed by the CLIENT to represent the CLIENT in all matters related to the Call-Off Contract. |
| **Confidential Information** | Any information, however it is conveyed, that relates to the business, affairs, developments, trade secrets, know-how, personnel and SERVICE PROVIDERS of either party, including Intellectual Property Rights, together with all information derived from the above, and any other information clearly designated as being confidential (whether or not it is marked as “confidential”) or which ought reasonably to be considered to be confidential. |
| **Contracting Authority** | A contracting authority as defined in Regulation 3 of the Public Contract The Public Contracts Regulations 2015 (2015 No. 102). |
| **Client’s Authorised Requisitioner** | The person appointed by the CLIENT to place authorised Purchase Orders with the SERVICE PROVIDER |
| **Dynamic Purchasing System (DPS)** | A Dynamic Purchasing System (DPS) is a completely electronic system established by a contracting authority to purchase commonly used goods, works or services. |
| **Industry Regulator** | Any statutory or non-statutory body with responsibility for regulating (or promoting self-regulation) of the provision on the type of services being provided by the SERVICE PROVIDER. |
| **Invoicing Procedure** | The procedure by which the SERVICE PROVIDER invoices the CLIENT |
| **Lead Organisation** | Civil Service Resourcing (CS Resourcing) |
| **Call-Off** | The procedure by which the SERVICE PROVIDER is selected as best value for money and a Call-Off Contract is awarded for delivery of the service to the CLIENT |
| **Month** | A calendar month and “Monthly” shall be similarly construed. |
| **Order** | A requirement for Services served by the CLIENT on the SERVICE PROVIDER in accordance with the DPS. |
| **Personal Data** | Shall have the same meaning as set out in the Data Protection Act 1998. |
| **Purchasers** | Any members of a procurement and commercial team authorised to run a formal tender for goods or services on behalf of their CLIENT. |
| **Regulatory Body** | Those government departments and regulatory, statutory and other entities, committees and bodies which, whether under statute, rules, The Public Contracts Regulations 2015 (2015 No. 102), codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in this Contract or any other affairs of the CLIENT and “Regulatory Body” shall be construed accordingly. |
| **Reports** | Reports submitted by the SERVICE PROVIDER to the CLIENT. |
| **Requests for Information** | A request for information or an apparent request under the Code of Practice on Access to Government Information, FOIA or the Environmental Information The Public Contracts Regulations 2015 (2015 No. 102). |
| **Service Commencement Date** | The date of commencement of the provision of the Services by the SERVICE PROVIDER in accordance with the Order. |
| **SERVICE PROVIDER’S Manager** | The member of the SERVICE PROVIDER’S staff with the lead responsibility for the SERVICE PROVIDER’S responsibilities under the Contract. |
| **Services** | The services which the SERVICE PROVIDER has agreed to provide under the DPS and which the CLIENT has instructed the SERVICE PROVIDER to carry out in an Order. |
| **Special Terms** | Additional CLIENT specific terms, to which the SERVICE PROVIDER has agreed in accordance with the Ordering Procedure in accordance with Schedule 7 of the DPS. |
| **Staff** | Employees, agents and contractors of the SERVICE PROVIDER |
| **Statement of Requirements** | A statement issued by the AUTHORITY or any Other CLIENT detailing its Services Requirement issued in accordance with the Ordering Procedure |
| **Sub-Contractor** | Any sub-contractor engaged by the SERVICE PROVIDER in connection with the provision of the Services in accordance with the Order. |
| **Working Days** | “Working Day” means a day (other than a Saturday or Sunday) on which banks are open for general business in the City of London. |
| **Year** | A calendar year. |

1. **WHAT IS A DYNAMIC PURCHASING SYSTEM?**
2. A Dynamic Purchasing System (DPS) is a completely electronic system established by a contracting authority to purchase commonly used goods, works or services.
3. A DPS does not operate in the same way as a contract/framework in that it is an ‘open market’ product designed to provide access to a pool of SERVICE PROVIDERS which can be constantly refreshed. SERVICE PROVIDERS join the system by providing an ‘Indicative Tender (bid)’.
4. Indicative Tenders (bid)s are evaluated to establish the SERVICE PROVIDERS general capability for provision of the required service. The evaluation works on a Pass/Fail basis and therefore weightings are not applied. The evaluation reviews aspects of the SERVICE PROVIDER’s financial, technical, strategic and security provision and, based on this evaluation, the SERVICE PROVIDER is either accepted onto the DPS or rejected and provided with feedback in order to enable them to re-apply at a later date should they wish to do so.
5. In establishing this DPS, CS Resourcing has complied with the provisions of the EU Procurement Directives and UK Public Contracts Regulations 2015 (2015 No. 102). The evaluation criteria is designed to ensure that access to the DPS is awarded to SERVICE PROVIDERS who submit an Indicative Tender (bid) which fully meets the Client’s specification.
6. Using the DPS will provide Clients with access to a refreshable market of SERVICE PROVIDERS and should encourage competition, allowing SERVICE PROVIDERS to join at any time and choose whether to compete for all or any of the campaigns/ assignments under the DPS.

There is no commitment from CLIENTS to purchase from the DPS until an Order is raised.

1. **Benefits of using the Dynamic Purchasing System (DPS)**
2. The key benefits of the DPS are as follows.
   * 1. Wide choice of SERVICE PROVIDERS offering a quality service;
     2. Refreshable pool of SERVICE PROVIDERS;
     3. Competitive Charges obtained through applying the leverage of consolidated government purchasing power;
     4. Agreements which are fully compliant with the Public Contracts The Public Contracts Regulations 2015 (2015 No. 102) ;
     5. Robust terms and conditions that provide the right level of contractual protection to CLIENTS; and
     6. Client savings in resource and cost of not running full procurement exercises.
3. **Dynamic Purchasing System term**
4. The DPS opened with effect from 24/02/2016 and is scheduled to expire on 25/03/2020, however the use and continued operation of the DPS will be dependent on it achieving the commercial and technical aims of the customer.
5. Call-Off Contracts will run to the same term as, or shorter than, the overarching DPS, although any Orders placed during the extant term of the Call-Off Contract term will remain valid until completion of the assignment.
6. **Who can use the DPS?**
7. CS Resourcing has entered into this DPS with the expectation that any UK Contracting Authority can use it to order the Services. Government departments, executive agencies, non-ministerial government departments, Crown NDPBs and devolved administrations that wish to take advantage of this DPS, will be expected to abide by this guidance, be familiar with the terms of the DPS, and order Services in accordance with the Ordering Procedures referred to in the DPS.
8. Operation of the DPS is illustrated by flowcharts in Annex F.
9. A Contracting Authority wishing to use the DPS should initially request access to the CCS e-sourcing system by completing the Supplier eSourcing Registration Template at <https://gpsesourcing.cabinetoffice.gov.uk/sso/jsp/login.jsp>

Crown Commercial Service will set up your profile and you will receive two emails - one containing your username and the other containing your password.

1. **Roles and responsibilities**
2. CS Resourcing has established this DPS via a fully EU compliant competition.
3. The DPS is the overarching procurement vehicle which exists between the SERVICE PROVIDERS and CS Resourcing.
4. The Call-Off Contract is the bespoke specification signed between SERVICE PROVIDERS and CLIENTS wishing to engage the services of selected SERVICE PROVIDERS. It should be tailored to contain the Terms and Conditions of the CLIENT, but should not contradict, replace or substantially alter anything within the overarching DPS.
5. The User Guide (this document) contains instructions for the use of the DPS and signing up the services of selected SERVICE PROVIDERS.
6. The Order is the method employed by the CLIENT to place requirements with a SERVICE PROVIDER. It forms the contractual agreement.
7. The role of CS Resourcing in the relationship is as follows.
8. Establish the DPS;
9. Provide guidance to CLIENTS;
10. Contract and performance manage the overall DPS; and
11. Log and report spend and savings achieved through the DPS.
12. Management of the Call-Off Contracts is the responsibility of the respective CLIENT. The management of Orders placed under the Call-Off Contract is the responsibility of the CLIENT’s Authorised requisitioner placing the Order.
13. The DPS has adequate insurance provision to cover all users of the arrangement. No attempt should be made to negotiate further insurance provision as part of your Call-Off Contract.
14. **Types of serviceS**
15. The types of services offered by SERVICE PROVIDERS fall into the following distinct ’Lots’,:
16. LOT 1; Executive Search for Senior Appointments
17. LOT 2; One to One Personality Assessments at Senior Executive Level, Informed by Online Testing
18. LOT 3; Online Personality & Ability Assessments for Senior Executives
19. LOT 4 An end-to-end service provision including elements of the services from Lot 1, Lot 2.and LOT 3 as required
20. Detailed specifications are available at Annex E.
21. If you require specialist advice or expert assistance with regards to Executive Search, Selection & Executive Assessment Services, CS Resourcing can advise you. Please email your query marking the email subject field with the Lot number your query is in relation to (see bullet ‘a’ of this paragraph 9) and CS Resourcing will contact you to talk through your service needs.

[csr.resourcingservicesframework@hmrc.gsi.gov.uk](mailto:csr.resourcingservicesframework@hmrc.gsi.gov.uk)

1. Further information on the services offered by Civil Service Resourcing can be viewed here: <https://www.gov.uk/government/organisations/civil-service-resourcing>
2. Using Providers for search and assessment – ensuring objective assessment:
3. If you require both search and assessment services to be delivered by one organisation, you should remain alert to the possibility of there being a difference between the respective aims of search and assessment. This is a particular risk where your payment arrangements give an incentive to the search provider for achieving a successful placement. An unanticipated result might be that the objectivity of assessment judgement is impacted, such as through a softening of the criticality of the reporting about a candidate.

Possible solutions:

1. Where you intend to use one provider for both search and assessment, one approach you could take is to make it an explicit requirement that the provider gives detailed assurance, as part of their tender, about how they will maintain objectivity of their assessment judgement.
2. Retain separate providers for search and assessment. Using specialist assessment providers in this DPS, the Occupational Psychology and Assessment Services (OPAS) Team in CS Resourcing provides a full end to end leadership assessment service for Senior Civil Service (SCS) recruitment, known as the Individual Leadership Assessment. This includes the provision of intelligent customer advice where needed. The availability of this service removes the need for Civil Service Departments to procure assessment separately. All Civil Service Departments can access this service. You can use the link provided above to discuss your assessment requirements, or by making contact with the OPAS team in CS Resourcing.

1. **SERVICE PROVIDERS available**
2. A full list of all the SERVICE PROVIDERS will be included within the CCS e-Sourcing system templates used to create the Call-Off (see Annex D).
3. The DPS is an open market product and as such it would not be feasible to maintain and provide an up to date supplier list as potential SERVICE PROVIDERS can apply to be admitted at any time.
4. CLIENTS who would like particular suppliers to be included should inform them of the existence of the DPS, the supplier can then apply to the DPS by completing an Indicative Tender (bid) for the opportunity to compete for Call-Off Contracts.
5. **Discounts**
6. CLIENTS should include a request for the SERVICE PROVIDER to provide details of discounts applicable to their requirements as part of their initial specification. This includes discounts for volume delivery, or offering services in the public sector.
7. **Payment Methods**
8. The DPS allows for departments to agree the preferred payment method with their chosen SERVICE PROVIDER ranging from electronic invoicing and BACS payment to manual invoicing and payment.
9. Where the Lead Organisation is purchasing on behalf of a client organisation, the Lead Organisation will issue the purchase order to the SERVICE PROVIDER and re-charge the invoice costs to the client. The client shall ensure all payments are made within 30 days receipt of a valid invoice.
10. **Process for using the DPS**
11. The CLIENT, as a minimum, must invite all of the SERVICE PROVIDERS included in the relevant Lot as set out in the User Guidance at Annex D 1.5 to participate in the Call-Off if they choose to use the DPS. **The Client CAN NOT only invite the SERVICE PROVIDERS they prefer to submit a bid. Similarly SERVICE PROVIDERS outside of the DPS cannot be invited to tender as part of Call-Offs.** Annexes A,B,C & D, provide templates and instructions for undertaking Call-Offs in line with the DPS.
12. **WHAT ARE Call-Off Contracts?**
    1. Call-Off Contracts are agreements between CLIENTS and SERVICE PROVIDERS describing in detail how the chosen SERVICE PROVIDERS will provide the service requirement.
    2. Call-Off Contracts are designed to include a number of ‘Special Terms’, identifying how the Services will be provided. Examples of Special Terms are as follows.
       1. Terms & Conditions
       2. Security;
       3. Audit and review arrangements;
       4. Termination of engagement;
       5. Regular monitoring and review arrangements agreed between CLIENT and SERVICE PROVIDER;
       6. Any reporting requirements and periodicity ;
       7. Any meetings and periodicity;
       8. Key Performance Indicators (KPIs) that will be reported upon;
       9. Management Information requirements;
       10. Policies on Diversity, Equality and Sustainability; and
       11. Invoicing procedure.
    3. Both the CLIENT and the SERVICE PROVIDER are obliged to comply with the requirements laid down in the Call-Off Contract.
13. **WHAT ARE Orders?**
14. Orders are made each time a Service is required by the CLIENT. It is at this point that a Contract is formed under the Call-Off Contracts.
15. The SERVICE PROVIDER can acknowledge the Order in any suitable written format. Once an Order is accepted a binding contract is formed between the SERVICE PROVIDER and the CLIENT as per the terms and conditions outlined in the Call-Off Contract.

**16. AMENDMENTS TO THE DPS AND CALL OFF CONTRACTS**

a. Amendments to the DPS can only be agreed and implemented

by Civil Service Resourcing and SERVICE PROVIDERS.

b. CLIENTS can amend their Call-Off Contracts by agreement with their SERVICE

PROVIDER. Where any doubt exists, advice must be obtained from Civil Service Resourcing.

# Annex A: Sample letter to successful SERVICE PROVIDER(S) for Call-Offs (NB: this letter should be issued to the successful SERVICE PROVIDER as an attachment to a message via the CCS e-Sourcing system)

# 

Insert Client Organisation,

Address Line,

Town/County,

Post Code,

Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dear \_\_\_\_\_\_\_\_\_\_\_\_\_\_

**RE: (Insert Call-Off name and any Client reference)**

As a result of the Call-Off Procedure under the Executive Search, Selection and Executive Assessment Services DPS, I am pleased to inform you that **(insert organisation)** has chosen you **[and insert details of other SERVICE PROVIDERS)** to provide the required services.

Please could you contact **(insert contact details)** at the **(insert organisation)** on **(insert Phone No)** to finalise the Call-Off Contract and arrange an implementation meeting. We would like the Contract to commence from **(insert start date)**.

Please do not hesitate to contact me if you require any further information regarding the implementation of the Call-Off Contract.

Yours sincerely

# Annex B: Sample letter to unsuccessful SERVICE PROVIDER (NB: this letter should be issued to the unsuccessful SERVICE PROVIDER as an attachment to a message via the CCS e-Sourcing system)

Insert Client Organisation,

Address Line,

Town/County,

Post Code,

Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dear \_\_\_\_\_\_\_\_\_\_\_\_\_\_

**RE: (Insert Call-Off name and any Client reference)**

As a result of the Call-Off Procedure including the presentation (if appropriate) under the Executive Search, Selection and Executive Assessment Services DPS I regret to inform you that (insert organisation) has not chosen to use your services under LOT [ insert Lot ].

If you require feedback on your submission please do not hesitate to contact me further.

Thank you for the time and effort invested during the Call-Off Procedure.

Yours sincerely

# (Insert Client representative name)

# Annex C: Frequently Asked Questions

**1. *Q*. The SERVICE PROVIDER I want to use is not included in the DPS. What do I do?**

***A****. New SERVICE PROVIDERS can be apply to be accepted onto the DPS at anytime by completing an Indicative Tender (bid) using the CCS e-Sourcing system, full details of how to register with CCS are contained within the Contract Notice a copy of which is provided at Appendix I*

**2. *Q*. Can we invite preferred SERVICE PROVIDERS to the Mini Competition Procedure just within specified Lots or do we have to invite all SERVICE PROVIDERS?**

***A.*** *To ensure a fair and transparent selection process all SERVICE PROVIDERS within the appropriate Lot for the service you require should be invited to the selection process via Mini Competition.*

**3. *Q.* Can our department run a mini competition with the intention of selecting say 5 SERVICE PROVIDERS who between them for a year could cover the range of needs our department is likely to have, rather than run a separate mini competition each time we have a requirement?**

***A***. *If a department has a genuine requirement which covers a specific period of time or volume of roles, which by necessity will need to be carried out over an extended period of time, the Department could undertake a Mini Competition to cover this extended period/volume. A department cannot award several Call-Off contracts to various SERVICE PROVIDERS for a single requirement specifically with the intention of using any supplier as a need arises. This would be deemed to be a ‘framework within a framework’ and under EU Regulations is illegal.*

**4. *Q.* What is the difference between a Call off Contract and an Order?**

***A.*** *Call off Contract is made up of terms and conditions which govern how the Order will operate. The Order sets out what Services are to be delivered (for the CLIENT) and by whom and any deadlines when such Services are to be completed by, including payment mechanisms any special discounts, milestones, any Performance indicators and any special terms and conditions e.g. security which are not contained in the Call of Contract. A Call of Contract is the contract that the CLIENT has with the SERVICE PROVIDER and whenever the CLIENT wants to use the SERVICE PROVIDER’S services they issue an Order, specifying the services they require.*

**5. *Q.* If I have any problems or I am dissatisfied with the quality of Service provided by the SERVICE PROVIDER what do I do?**

***A.*** *Maintaining a good Supplier relationship is very important and if you are unhappy with the Service then you need to speak to your SERVICE PROVIDER. If you are unable to do so then speak to your organisations Commercial or Procurement team who should be able to offer advice especially if you wish to escalate the problem because issues remain unsolved. In the event the issue has not been resolved within a reasonable timescale, or if you have any complaints regarding the service delivered by a supplier on the DPS, please notify Civil Service Resourcing:*

[*csr.resourcingservicesframework@hmrc.gsi.gov.uk*](mailto:csr.resourcingservicesframework@hmrc.gsi.gov.uk)

**6. *Q.* What Services does the DPS provide?**

**A.** *Details of the services available can be viewed at Annex H of the DPS User Guidance.*

**7. *Q*. How long does the DPS run for?**

***A.*** *There is no maximum period that a DPS can operate for, however this Executive Search, Selection and Assessment Services DPS is scheduled to run for 4 years.*

**8. *Q.* Can I directly appoint a service provider on one of the Lots without undergoing a Mini Competition?**

1. *No, a mini-competition will be required in all cases*.

**9. *Q.* Can I limit the number of suppliers invited to take part in a mini-competition?**

***A.*** *No, when holding a mini competition for a requirement all of the suppliers pre-populated into the Lot relevant call-off template on the CCS e-Sourcing system must be invited to take part in the tender.*

*It is likely that a number of the SERVICE PROVIDERS will decline to take part in any given tender exercise on the basis that they may not have the expertise or resource available in the timeframe, however in order to ensure that evaluation of the responses can be achieved with the minimum expenditure of resource and in a reasonable time, it is advised to keep the Technical Questions to a minimum (10-12 should be the maximum required to establish the best proposal) ensuring that any ‘showstopper’ questions are asked early to eliminate any SERVICE PROVIDERS who are demonstrably incapable of providing an essential part of the service requirement*

**10. *Q*. What are the recommended turnaround times to run a procurement exercise through the DPS?**

***A****. In line with the* *Public Contracts Regulations 2015 (2015 No. 102) the minimum time limit for receipt of tenders shall be at least 10 days from the date on which the invitation to tender is sent, however, Sub-central contracting authorities may set the time limit for the receipt of tender by mutual agreement between the contracting authority and all selected candidates, provided that all selected candidates have the same time to prepare and submit their tenders.*

**Annex D: Call-Off Contract Award Procedures**

1. **Call-Off Procedure**
   1. The CLIENT shall develop a specification clearly setting out their requirements.
   2. The CLIENT shall use the Call-Off Terms & Conditions, supplemented only as permitted by the Public Contracts Regulations 2015 (2015 No. 102) (2015 No. 102) and DPS User Guidance
   3. All Services procured through the DPS will be conducted by the CLIENT via the Call-Off Procedure using the CCS e-Sourcing system and in accordance with the following :-
      1. develop a Statement of Requirements setting out its requirements for the Services;
      2. refine the Call-Off Terms and Award criteria to reflect its Service Requirements only to the extent permitted by and in accordance with The Public Contracts Regulations 2015 (2015 No. 102) and related Guidance;
      3. invite tenders by conducting a Call-Off for its Service Requirements in accordance with the Public Contracts Regulations 2015 (2015 No. 102) and related Guidance and in particular the CLIENT shall:
         1. invite the DPS SERVICE PROVIDERS associated with the relevant Lot to develop a proposed solution setting out their respective proposals in response to the CLIENT's Statement of Requirements ("Solution") and invite the DPS SERVICE PROVIDERS to submit a tender;
         2. set a time limit for the receipt of the tenders which takes into account factors such as the complexity of the subject matter of the contract and the time needed to submit tenders;
      4. apply the Call-Off Award Criteria to the DPS SERVICE PROVIDERS' compliant tenders submitted through the Call-Off as the basis of its decision to award a Call-Off Contract for its Services Requirements;
      5. on the basis set out above, award its Services Requirements by placing an Order with the successful DPS SERVICE PROVIDER in accordance with paragraph 2.4 which:
         1. states the Services Requirements;
         2. states the Solution submitted by the successful DPS SERVICE PROVIDER;
         3. states the charges payable for the Services Requirements in accordance with the tender submitted by the successful DPS SERVICE PROVIDER; and
         4. incorporates the Call-Off Terms applicable to the Services,
      6. provide unsuccessful DPS SERVICE PROVIDERS with feedback in relation to the reasons why their tenders were unsuccessful.
   4. **Invitation to Tender**
      1. The service provision under the DPS is divided into 4 ‘Lots’ as follows;
         1. Lot 1 - Executive Search for Senior Appointments
         2. Lot 2 - One to One Personality Assessments at Senior Executive Level, Informed by Online Testing
         3. Lot 3 – Online Personality & Ability Assessments for Senior Executives
         4. Lot 4 - An end-to-end provision including services from Lot 1, Lot 2 and Lot 3
      2. SERVICE PROVIDERS accepted onto the DPS will be allocated to a Lot based on the type of service provision offered, in accordance with the Lot descriptions detailed at 1.4.1
      3. If the service provision identified in accordance with the specification of requirements is proper to Lot 1, all SERVICE PROVIDERS included in Lot 1 should be invited to tender.
      4. If the service provision identified in accordance with the specification of requirements is proper to Lot 2, all SERVICE PROVIDERS included in Lot 2 should be invited to tender.
      5. If the service provision identified in accordance with the specification of requirements is proper to Lot 3, all SERVICE PROVIDERS included in Lot 3 should be invited to tender.
      6. If the service provision identified in accordance with the specification of requirements is for an all-encompassing, end-to-end provision incorporating services from Lot 1, Lot 2 and Lot 3 all SERVICE PROVIDERS included in Lot 4 only should be invited to tender.
      7. The Client shall invite all SERVICE PROVIDERS included in the Lot appropriate to their specific requirement to submit a tender within a time limit specified by the Client.
      8. The Client’s invitation to tender shall be made using the CCS e-Sourcing system. Details of how to access and use the system can be obtained using the following link to the CCS site

<https://www.gov.uk/government/publications/esourcing-suite-guidance-for-customers>

Please note that the guidance is intended for use with CCS framework agreements and sections 6,16,17,18 and 19 do not apply to the DPS.

A simplified version of the e-Sourcing Suite Customers Guidance can be found at Appendix 2 of this Annex D.

* + 1. There are 4 standard invitation to tender templates hosted on the CCS e-Sourcing system;
       1. Template 1 entitled ‘HMRC 2016 Executive Search and Assessment DPS Lot 1’ – For services included in the specification for Lot 1.
       2. Template 2 entitled ‘HMRC 2016 Executive Search and Assessment DPS Lot 2’ – For services included in the specification for Lot 2
       3. Template 3 entitled ‘HMRC 2016 Executive Search and Assessment DPS Lot 3’ – For services included in the specification for Lot 3
       4. Template 4 entitled ‘HMRC 2016 Executive Search and Assessment DPS Lot 4’ – For an end-to-end provision incorporating services from Lot 1, Lot 2 and Lot 3.
    2. The Client will require the following information to enable the standard Template to be adapted to the specific Call-Off requirement;
  1. A unique name for the further competition
  2. A specification of requirement, assessment/evaluation criteria and any other documents the supplier needs to complete their bid.
  3. An opening and closing time/date for the event.
     1. The assessment criteria will consist of a Technical Merit/Quality Questionnaire (including a limited number of questions specific to the service requirement) and a Cost Schedule, examples of the type of questions which may be included in the Technical Merit Questionnaire are included at Appendix 3, however the questions relevant to the specific requirement should be developed by the Customer Organisation.
     2. The suggested Weighting ratio for the Technical Merit and Cost Questionnaires is 70:30, however the actual ratio used for a specific call-off is flexible between 60:40 and 80:20.
     3. Details of how to access the e-Sourcing system and set up a Call-Off can be found in the [‘e-Sourcing Suite – Customer Guidance’](http://ccs.cabinetoffice.gov.uk/sites/default/files/files/eSourcing/eSourcing%20Suite%20Further%20Competition%20User%20Guidance%20v1.9%2004.02.2014.pdf).
     4. All communications regarding the DPS must be carried out using the e-Sourcing system messaging tool.
     5. The templates have already been pre-populated with the SERVICE PROVIDERS’ email addresses so when the Call-Off event opens, the SERVICE PROVIDERS within the chosen Lot will receive an automatic notification through the e-Sourcing system inviting them to tender for the services specified.
     6. SERVICE PROVIDER clarification questions received via the e-Sourcing system messaging tool will generate an email notification for members of the host team, responses should, where possible, be anonymised and issued to all bidders.
     7. The Close Time, date and remaining time are all shown within the e-Sourcing Event in the form of a clock, which provides a live count down facility in days, hours and minutes, to the Close Time. The e-Sourcing Portal closes down the event automatically when the Close Time is reached and prevents any further updates to the Applicant’s/Tenderer’s Tender.
     8. When the closing date has passed, SERVICE PROVIDER bids will become viewable to the host team automatically.
     9. Details of how to retrieve the tender responses and the evaluation process are provided in the <https://www.gov.uk/government/publications/esourcing-suite-guidance-for-customers> at sections 13 and 14.
  4. **Award procedure**
     1. When the evaluation is complete and the results have been recorded onto the CCS e-Sourcing system the Client will, on the basis set out above, place an Order in the form of the Call-off Contract (see Appendix 4) with the successful SERVICE PROVIDER, incorporating Call-Off Terms applicable and providing unsuccessful SERVICE PROVIDERS with feedback in relation to the reasons their tenders were unsuccessful.
  5. **The SERVICE PROVIDER's Obligations**
     1. The SERVICE PROVIDER will in writing, by the time and date specified by the CLIENT in accordance with paragraph 1.3.3(b) provide the CLIENT with either:
        1. a statement to the effect that it does not wish to tender in relation to the relevant Service Requirements; or
        2. the Solution (Tender Response) and full details of its tender made in respect of the relevant Solution in the format requested by the CLIENT.
        3. The SERVICE PROVIDER shall ensure that any prices submitted in relation to a Call-Off held pursuant to this Section 3 shall be discounted, where appropriate, to take into account the volumetric in the Statement of Requirements.
     2. The SERVICE PROVIDER agrees that:
        1. all tenders submitted by the SERVICE PROVIDER in relation to a Call-Off held pursuant to this paragraph shall remain open for acceptance by the CLIENT for ninety (90) Working Days (or such other period specified in the invitation to tender issued by the relevant CLIENT in accordance with the Call-Off Procedure); and
        2. all tenders submitted by the SERVICE PROVIDER are made and will be made in good faith and that the SERVICE PROVIDER has not and will not fix(ed) or adjust(ed) the amount of the offer by or in accordance with any agreement or arrangement with any other person. The SERVICE PROVIDER certifies that it has not and undertakes that it will not:
           1. communicate to any person other than the person inviting these offers the amount or approximate amount of the offer, except where the disclosure, in confidence, of the approximate amount of the offer was necessary to obtain quotations required for the preparation of the offer; and
           2. enter into any arrangement or agreement with any other person that he or the other person(s) ) that either party shall refrain from making an offer, or influence the amount of any offer to be submitted.

1. **NO AWARD**
   1. Notwithstanding the fact that the CLIENT has followed a procedure as set out above, the CLIENT shall be entitled at all times to decline to make an award for its Service Requirements. Nothing in this DPS shall oblige any CLIENT to place any Order for the Services.
2. **RESPONSIBILITY FOR AWARDS**
   1. The SERVICE PROVIDER acknowledges that each CLIENT is independently responsible for the conduct its award of Call-Off Agreements under this DPS and that the Authority is not responsible or accountable for and shall have no liability whatsoever in relation to:
      1. the conduct of CLIENT in relation to this DPS; or
      2. the performance or non-performance of any Call-Off Agreements between the SERVICE PROVIDER and the CLIENT entered into pursuant to this DPS.
3. **FORM OF ORDER**
   1. Subject to paragraphs 1 to 3 above, each CLIENT may enter into an agreement with the SERVICE PROVIDER by completing a Call-Off Contract, in writing, in substantially the form set out in the Call-Off Contract template at Appendix B of this Annex G or similar document.
   2. The CLIENT in sending an acknowledgement following receipt of the signed Call-Off Contract from the SERVICE PROVIDER shall form a binding Call-Off Agreement.
4. **Accepting and Declining Orders**
   1. Following receipt of an Order, the SERVICE PROVIDER shall promptly and in any event within a reasonable period (taking into account all relevant circumstances in relation to the subject matter and nature of an Order) determined by the relevant CLIENT and notified to the SERVICE PROVIDER in writing at the same time as the submission of the Order (which in any event shall not exceed two (2) Working Days) acknowledge receipt of the Order and either:-
      1. notify the CLIENT that it declines to accept the Order; or
      2. notify the relevant CLIENT that it accepts the Order by signing and returning one copy of the Order Form.

**Appendix 1 Simplified Further Competition Guide**

**Appendix 2 Example Questions for SERVICE PROVIDERS**

**The following example questions (which in this case relate to Executive Assessment services) are for guidance purposes only and are intended to provide CLIENTS with assistance on the type of question which may be used to form their evaluation criteria at Call-Off stage. In addition to these Technical/Quality type questions a Cost Schedule would also be required.**

**The actual questions used as part of the Call-Off must be tailored to the individual service requirement, it is envisaged that as a general rule a maximum of 10 questions should be sufficient to test the service providers proposal.**

|  |  |
| --- | --- |
| 1 | Please provide evidence of the professional qualifications of each of the proposed assessors. The provider must provide evidence for x number of assessors as a minimum, and x number of assessors as a maximum.  All proposed assessors must hold each of the following criteria:   * Hold one or both of the following: British Psychological Society Chartered Psychologist status, or Health and Care Professions Council Practitioner Psychologist status. * Hold both Test User Occupational Ability and Test User Occupational Personality status in the Register of Qualifications in Test Use (RQTU) * Qualification registered with a credible test publisher as a test user in each of the following types of personality instruments: two five factor personality instruments, a leadership derailer personality instrument, a work effectiveness scale/occupational personality instrument |
| 2 | Please describe the depth and breadth of the experience and expertise in psychometric test interpretation of each proposed assessor, separately, giving specific evidence about each of the following. All evidence must relate directly to the context of senior executive assessment for a recruitment or job selection purpose:   1. Provision of one to one, face to face profile interpretation, feedback and structured behavioural and leadership interviewing 2. Provision of written reports for the purposes of integration into an interview panel’s operations. For each proposed assessor, you must provide an appropriately anonymised copy of a report written for this purpose (failure to do so will exclude that assessor and all evidence presented about them from the tender) 3. Provision of oral briefings to interview panels. Each assessor must in addition provide a short outline of the key considerations to be taken account of when giving an oral briefing to an interview panel, with examples illustrating how they have done this previously 4. Where specific psychological theories or models have been used, please state what these were and how they were used |
| 3 | Please describe how well your organisation, and each of the proposed assessors, understands the leadership capability requirements of senior executives working in policy delivery roles. The provider should give evidence of breadth and depth of their experience and that of each of their proposed assessors in the aforementioned context. |
| 4 | Please describe how well your organisation understands the context and requirements of public sector assessment at senior executive level, and its experience in this sector – appreciation and experience of the Civil Service context at the senior executive level will be given a higher weighting in the evaluation. This evidence will include the organisation’s reflections on the current key drivers for change in the senior leadership skill-set. Include evidence of the breadth and depth of that understanding, across talent profiling and assessment for selection and development. |
| 5 | Please describe how your organisation has acted to promote diversity and assure fair assessment practices, reinforcing the requirements of equality legislation and advice provided in good practice guides, including its stated commitment to fair assessment practice. As part of this please describe the key aspects of senior executive assessment that need specific, careful attention to ensure fair assessment is the outcome. |
| 6 | Please describe how you will ensure quality and consistency of work and maintenance of professional standards. |
| 7 | Please describe how you will take responsibility for making individual contact with assessees to arrange booking for assessments, including provision of joining instructions and supporting background information and how you will provide testing, including meeting the alternative assessment needs of those requesting reasonable adjustment. |
| 8 | Please describe and provide demonstrable evidence that you will provide comprehensive and timely reports relating to all MI specified. Specific examples of how you aim to manage and monitor assessors’ performance and timely delivery of feedback sessions to meet the client organisation and assesses timescales will be a key evaluation point. Supplier will provide ad hoc reports to answer any concerns raised by candidates or client organisation within a minimum of 48 hours of request. |
| 9 | Please describe how you will be able to accommodate a fluctuation in demand for the services to be provided. |

**Appendix 3**

**Executive Search, Selection and Executive Assessment Services**

**Example SERVICE ORDER**

|  |
| --- |
| **SERVICE ORDER** |

|  |  |  |
| --- | --- | --- |
| **1.** | **Client Information**  Purchase Order to be issued under separate cover | |
| Reference: | |  |
| Purchase / Limit Order No: | |  |
| Commercial Contact | | |
| Name: | |  |
| Contact Tel No: | |  |
| Email: | |  |
| Work Manager | | |
| Name: | |  |
| Contact Tel. No: | |  |
| Contact Address: | |  |
| Email: | |  |
| Authorised Officer:  (Sponsor/Budget Approver/Invoicing & timesheets) | |  |

|  |  |  |
| --- | --- | --- |
| **2.** | **Contractor Information** | |
| Vendor (Supplier): | |  |
| Contact: | |  |
| Contact Tel No: | |  |
| Contact Address: | |  |
| Email: | |  |
| Consultant / Key Personnel: | |  |

|  |  |  |
| --- | --- | --- |
| **3.** | **Contractual Detail** | |
| Contract Ref:  Incl. Framework name and relevant section. . | |  |
| Special Terms and Conditions:  e.g. overtime, expenses, travel & subsistence, notice period. | |  |

|  |  |  |
| --- | --- | --- |
| **4.** | **Project Information** | |
| Project Title: | |  |
| Primary Location:  (including full address) | |  |
| Start Date: | |  |
| End Date: | |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **5.** | **Commercial Detail** | | | |
|  | | Maximum No.  of Days | Day Rate  (£) | Total charge  (£) |
|  | |  |  |  |
|  | |  |  |  |
| **Grand Total (£)**  **exclusive of VAT:** | | | |  |

|  |
| --- |
| Monthly Invoices (unless states otherwise) relating to this Service Order should be sent to the Client Work Manager (provided at 1. above) by email in pdf format, unless otherwise indicated. The invoice should quote the Purchase Order Number (and CD Reference).  Invoices received without a Purchase Order number may be rejected.  Please note that Limit Orders should not span financial years and where necessary requisitioners should take the appropriate steps to ensure that separate Limit Orders are created. |

|  |  |  |  |
| --- | --- | --- | --- |
| For and on behalf of: |  | For and on behalf of: |  |
| Signature: |  | Signature: |  |
| Name: |  | Name: |  |
| Capacity: |  | Capacity: |  |
| Date: |  | Date: |  |

|  |
| --- |
| **Specification of Requirements / Role Description / Deliverables** |
| The section below should be used to provide clear details relating to the requirements for delivery of the project/assignment. It should include, where appropriate, milestones / key deliverables with dates, and proposals for skills transfer. |
|  |

# 

**ANNEX E: LOT SPECIFICATIONS**

**Clients may adapt the Lot Specifications to suit their individual requirements.**

**Lot 1 – Executive Search for Senior Appointments**

1. **Introduction**
   1. The Executive Search (ES) solution is to provide candidate search, assessment and selection services to support public sector organisations to recruit executives and specialist senior managers.
   2. It should be noted that as the ES solution is to support appointments to senior roles under specific employer terms and conditions, it is expected that successful organisations would be those commonly referred to as executive “head hunters”.
   3. It is not anticipated that organisations who operate as providers of interim or consultancy personnel would have the necessary skills, experience and candidate networks to fully satisfy specific requirements.
   4. The types of roles that could be covered by the ES solution are varied but may include:
      1. Permanent Secretaries and Directors General,
      2. Public appointment of non-executive board members,
      3. Senior Civil Servants and equivalent to the wider public sector – e.g. director-level roles,
      4. Other senior specialist roles.
   5. Scope of Use: The ES solution is to be available for use by public sector organisations, including but not limited to: Central Government Departments and their Agencies, non departmental public bodies (NDPBs), National Health bodies and Local Authorities.

**Service Provision**

* 1. **Overview**
     1. Through the procurement of high quality ES services, customer organisations will be looking for suppliers to help them to identify and recruit key personnel who will be able to provide the necessary skills, experience, and potential to drive organisations forward and deliver on a range of challenging objectives – for example supporting the Civil Service to become a more skilled, digital and unified organisation through the implementation of the Civil Service Reform and capability plans.
     2. Any potential supplier must be able to demonstrate a sufficient level of experience and competence for all of the following ‘General’ and ‘Specific’ requirements in order to be considered suitable to deliver a quality Executive Search.
  2. **General Requirements**
     1. To become a part of this specific ES supplier market, organisations will need to demonstrate the following:

1. They are an executive search recruitment organisation with the necessary skills, experience, and a demonstrable track record of successfully delivering high potential candidates for senior positions.
2. An appreciation and understanding of the potential difficulties of recruitment at a senior level within the public sector, and the potential challenges faced by candidates.
3. An understanding of the benefits and opportunities of working within the public sector at a senior level.
4. The ability to attract candidates from a variety of backgrounds and satisfy specific requirements around transparency, equality and diversity throughout the process.

For example, in the Civil Service the recruitment process is robustly regulated. To comply with Civil Service recruitment principles all ES suppliers will be expected to demonstrate transparency at each stage of the identification and selection process. This will include the need to demonstrate that the best and most suitable candidates identified for a campaign, from a wide and diverse field, have been encouraged to apply. All processes will be required to stand up to scrutiny by the Civil Service Commissioners. Further details on the Civil Service recruitment principles for senior appointments can be found at; <http://civilservicecommission.independent.gov.uk/>

* 1. **Specific Requirements**
     1. Paragraphs 3.3.4 to 3.3.7 provide a summary of the key activities potential ES suppliers may be required to undertake, full details of which will be specified for each service call-off.
     2. Any potential supplier must be able to demonstrate a sufficient level of experience and competence to be considered suitable to deliver a quality and comprehensive public sector Executive Search service.
     3. It should be noted that the majority of senior opportunities within the public sector are subject to a high degree of scrutiny and approval before positions can be filled, which is especially relevant for external recruitment campaigns. It should also be noted that where possible, particularly for central government opportunities, there is a trend towards aggregating similar recruitment needs across departments and/or professions. ES organisations need to be aware of these issues and the potential impact on the recruitment process.
     4. Campaign Management

Throughout any campaign an ES supplier could expect to be responsible for any of the following:

1. Work in partnership with customers and stakeholders to fully understand detailed requirements and needs, and provide advice and guidance on how best requirements might be achieved.
2. Provide effective campaign management and support services, with clear lines of communications and identified points of contact.
3. Provide a thorough response handling and feedback service as required – e.g. notification of successful/unsuccessful applications, providing candidate feedback, campaign debrief and lessons learned. This could be for campaigns with multiple roles.
4. Ensuring a full audit trail to support actions, decisions, etc.
   * 1. Candidate Search and Attraction – including Advertising, Marketing
5. Effective representation of Customer Organisation(s) – including recognising the pros and cons associated with working within the public sector and highlighting any particular benefits associated with an individual organisation.
6. Sourcing of Candidates – i.e. the tools and techniques employed to identify and engage with potential candidates.
7. Advertising and Marketing;

* Providing advice and guidance on the drafting and placement of adverts
* Working with customer partner organisations where required – e.g. advertising/publication suppliers.

1. Managing candidate expectations – understand individuals’ expectations and ensure full awareness of the scope and benefits associated with the roles on offer.
   * 1. Candidate Assessment and Evaluation
2. Assess the potential suitability of candidates
3. Provision of long and short lists, supported by bespoke candidate appraisals
4. Interview process – if specifically required, provide interview advice, guidance and support
   * 1. Offer and Appointment
5. Provide support and advice in securing the preferred candidate(s)
6. Negotiating (or providing advice and guidance for) remuneration packages
7. To agree up front for specific exercises the provision of remedial actions where it has not been possible to; identify suitable candidates, secure the services of selected candidates, retain an appointee for a specified period following take-up of role – e.g. the partial reimbursement of fees or re-running of a campaign when a candidate accepts but fails to take up a role.
   1. **Management Information (MI)**
      1. MI is required to evaluate the effectiveness and support the management of the DPS. Detailed below is a summary of required MI, although this is subject to change where either the owner and central contracting authority of the DPS, or individual customers, identify a specific need:
8. Equality and diversity data of applicants at each stage of the process for continuous monitoring purposes
9. Methods and costs of any advertising used, with success criteria
10. Research methods with success criteria
11. Organisations targeted to source individuals
12. Details of potential candidates approached and outcomes at each stage of the process
13. Details of reasons for candidates not pursuing the opportunity, withdrawing from the application process, or turning down a job offer.
14. **Volumes**
    1. It is difficult to predict service demand so the following should be taken as a high level guide only. Also, the volumes provided are estimates of possible total vacancies that could be subject to external recruitment and do not necessarily represent campaign volumes – i.e. the number of campaigns is likely to be less that the number of vacancies through the application of aggregation.
    2. **Civil Service**
       1. It is anticipated that ES suppliers will be required to support up to 100 campaigns per annum for the Civil Service. Some of these campaigns will be required to fill more than one job vacancy.
    3. **Public Appointments (PA)**
       1. There are approximately 4,000 PA roles spread across circa 15 primary organisations. From this it is estimated that annual PA appointments could reach 1,000 to 1,500 although this is very much an estimated figure. There is no information available on the proportion of PA roles to use the ES DPS or the anticipated number of recruitment campaigns.
    4. **Wider Public Sector**

Unfortunately no central data is available on the volume of WPS executive-level recruitment. It is estimated that approximately 20-30% of the overall activity will be from the Civil Service with the remainder being delivered for PA and WPS requests

**Lot 2 – One to One Personality Assessment at Senior Level, Informed by Online Testing**

1. **Introduction** 
   1. This requirement is for the provision of assessment at senior executive level.
   2. Assessment may be in, but is not restricted to, the form of one or more of the following:
2. online personality testing
3. online ability testing
4. one-to-one interviews, potentially informed by a) and/or b) above
5. staff engagement exercises.
   1. The assessment activity relates to:
6. recruitment selection,
7. development and
8. talent profiling.
   1. The level of engagement is at middle manager level, director level and above, with assessment activity being concerned with the assessment needs of aspirants to, and substantive members already at, director level.
   2. The Contractor will supply specified online tests, suitable for assessment of senior staff at Board and sub-Board level. These tests will be used to inform a one-to-one assessment, usually undertaken face-to-face.

* 1. The final outcome will be a detailed report, written to an agreed format. The Contractor may be asked to assist with the development or improvement of reports arising from assessments.
  2. There may be a requirement for presenting the report to senior staff at Board or sub-Board level.
  3. There may be a requirement to create or deliver other forms of assessment.

1. **Expertise**
   1. The Contractor should understand the requirements of assessment at senior level in the public sector and be able to create bespoke executive assessment events. The level of expertise that we require of assessors operating at executive level is of a higher order than for assessors operating at other organisational levels.
   2. The Contractor will also be able to understand and be able to provide expert advice around the provision of fair assessment processes across diverse populations in the context of executive level assessment.
   3. The Contractor must ensure that those involved in the assessment and selection processes have a full understanding of the task they are performing and are fully competent (i.e. by experience and/or training and/or professional qualification) to perform that role.
   4. The Contractor will provide assessors with a proven track record in liaising with and developing excellent working relationships with Board or sub-Board level customers and can provide suitable written and oral debriefing at this level.
   5. The Contractor will provide assessors with appropriate professional qualifications, and a proven track record, in administering and interpreting a range of psychometric instruments (including ability, personality, values/motives/interests, 360 degree feedback) and assessment exercises to a high degree of quality, in the context of 1-2-1 executive assessment.
2. **Delivery** 
   1. The Contractor may be asked to make individual contact with participants to arrange booking of assessments, including provision of joining instructions and supporting background information.
   2. The Contractor must source and provide testing for participants in specified tests under appropriate conditions. It is anticipated that tests will be taken online in the majority of cases.
   3. The Contractor may be asked to offer alternative assessments to accommodate reasonable adjustments (including agreeing the adjustment).
   4. Should online personality or ability testing be provided by an alternative supplier, the Contractor may be asked to provide a panel briefing on the outcome of the assessments.
   5. The Contractor may be asked to provide full management of selection and assessment events for individual assessments or multiple participants to assess a range of skills using a variety of products, tools and approaches, depending on the specification.
   6. The Contractor will be responsible singularly for providing and managing assessors ensuring that contingency plans are in place.
   7. The Contractor must undertake test administration, scoring of tests and provision of profiles (if applicable).
3. **Management Information Reporting**
   1. The Contractor will provide to the Client reports on an assignment basis. The type of MI required will be detailed in the Call Off contract and may include but not be exclusive to the following:
      1. number and type of assessments and tests undertaken
      2. test and assessment scores, broken down by participants, individual participant scores, individual assessor scores, item responses (for Client bespoke tests), diversity data of participants and assessors
      3. Customer complaints log broken down by type, with summary of corrective actions and progress status.
   2. The Contractor will also be required to capture and provide a full range of historic and real-time Management Information for all service at the end of a recruitment campaigns. The type of MI required will be detailed in the Call Off contract and may include but not be exclusive to the following:
      1. Diversity & Equality data
      2. Reasonable adjustment records
   3. The Client reserves the right to use the MI provided by the Contractor to assist measurement of contract performance for discussion at contract review meetings.
4. **Volumes** 
   1. The Client guarantees no level of work to the Contractor in respect of use of this contract and the placement of orders for Executive Assessors is likely to be made at irregular intervals.

For illustrative purposes only, there were 700 assessments used for recruitment purposes for senior staff during the first half of 2015/16

**Lot 3 – Online Personality & Ability Assessments for Senior Executives**

1. **Introduction** 
   1. This requirement is for the provision of online assessment at senior executive level.
   2. Assessment may be in, but is not restricted to, the form of one or more of the following:
2. online personality testing
3. online ability testing
   1. The assessment activity relates to:
4. recruitment selection,
5. development and
6. talent profiling.
   1. Assessment activity is concerned with the assessment needs of aspirants to, and substantive members already at, director level.
   2. The Contractor will supply a range of online tests, suitable for assessment of senior staff at Board and sub-Board level. Tests should be recognised as industry best practice and have strong face-validity for participants at this level.
   3. Tests should assess personality and/or ability and generate a report suitable, as specified, for recruitment selection, development or talent profiling. Results should be normed against an appropriate group.
   4. There should be capacity for the resulting report to be tailored to the Civil Service values, competencies and leadership characteristics. Where used for recruitment selection, reports should highlight key personality and behavioural features, possible concerns and areas to probe, along with interview questions.
   5. Interpretation and presentation of reports by a suitable assessor may be required. This could be provided under this section of the lot or through an alternative supplier contracted through the ‘Executive Assessor’ section of the lot.
   6. Where an assessor is provided, they will have a proven track-record in provision of written and oral debriefing at Board or sub-Board level.
7. **Delivery** 
   1. The Contractor will provide an efficient method of administering online assessments, including the provision of candidate instructions and practice materials.
   2. Online assessments must be reliable and operate effectively through a range of internet access technology and platforms. Technical support must be available on a 24/7 basis.
   3. The Contractor may be asked to offer alternative assessments, or moderations to the assessment, to accommodate reasonable adjustments (including agreeing the adjustment).
   4. Appropriate outcome reports must be made available with 24 hours to the commissioner and within a specified timeframe to the candidate.
8. **Management Information Reporting**
   1. The Contractor will provide to the Client reports on an assignment basis. The type of MI required will be detailed in the Call Off contract and may include but not be exclusive to the following:
      1. number and type of assessments and tests undertaken
      2. test and assessment scores, broken down by participants, individual participant scores, individual assessor scores, item responses (for Client bespoke tests), diversity data of participants and assessors
      3. Customer complaints log broken down by type, with summary of corrective actions and progress status.
   2. The Contractor will also be required to capture and provide a full range of historic and real-time Management Information for all service at the end of a recruitment campaigns. The type of MI required will be detailed in the Call Off contract and may include but not be exclusive to the following:
      1. Diversity & Equality data
      2. Reasonable adjustment records
   3. The Client reserves the right to use the MI provided by the Contractor to assist measurement of contract performance for discussion at contract review meetings.
9. **Volumes** 
   1. The Client guarantees no level of work to the Contractor in respect of use of this contract and the placement of orders for Online Executive Assessment is likely to be made at irregular intervals.

For illustrative purposes only, there were 700 assessments used for recruitment purposes for senior staff during the first half of 2015/16. This assessment was carried out through assessment interviews with occupational psychologists. We are now expanding the menu of tests on offer to departments, largely for recruitment purposes, but cannot estimate the take-up of this offer

**Lot 4 An end-to-end service provision including elements of the services from Lot 1, Lot 2 and LOT 3 as required**

**Illustrative examples of the types of requirement that might be anticipated for Lot 2**

Example 1: Individual Leadership Assessment – Senior Civil Service resourcing

Individual Leadership Assessment (ILA) is a one-to-one psychological assessment of leadership strengths which is used to support both organisational and individual decision-making about entry into and within the Senior Civil Service (SCS). It is used as a supporting process in both recruitment and selection and in the provision of development advice and support.

Applicants who are invited to a panel interview for Senior Civil Service roles in a range of Departments may be required, as a part of the selection process, to take part in an ILA. The ILA occurs in a short window between the date of short-list and panel interview, typically around 10 working days. The ILA constitutes the applicant’s completion of a range of online personality and ability tests followed by an in-depth feedback and assessment interview with a suitably qualified and experienced assessor. This interview lasts approximately 1.5 hours, and is a behavioural interview which employs the use of a psychological and leadership assessment framework.

The output is an assessment report on all shortlisted candidates which may be presented in person to the interviewing panel at a panel briefing. The briefing would compare and contrast candidates, advise on potential areas to explore further and suggest appropriate questions.

Example 2: Assessment for development for Directors General in the Civil Service

Directors General (DGs) would be offered an assessment of competencies against the SCS leadership model and core skills required at Board level and then, based on this, establish an appropriate development action plan. 360 degree feedback assessment is a central component of this approach. The process will be used for newly appointed DGs, six months into the role, and will be used to understand which DGs have the potential to reach the most senior levels in the Civil Service.

This service might incorporate the following elements:

1. Initial briefing with an assessor, the DG and their line manager

2. 360 degree feedback surveying

3. Testing and a 1:1 assessment profile and feedback meeting (includes feedback of tests and questionnaires and 360 degree feedback), with the aim of discussing the DG’s view of their key strengths, development issues and priorities

4. Development report completed by the assessor

5. Assessor/DG meeting to hand over/discuss the Development report and prepare for the 3-way meeting

6. 3-way development planning meeting with the Permanent Secretary.

Example 3: Talent profiling assessment for middle managers

Individuals who are identified as possessing talent and potential to reach the SCS will be invited, as part of talent offer arrangements in Departments, to attend an assessment customised around their specific talent/potential needs. The talent assessment constitutes the individual’s completion of a range of ability and personality instruments followed by an in-depth feedback and assessment interview with a suitably qualified and experienced assessor. This interview lasts approximately 1.5 – 2 hours, and is a semi-structured interview which employs the use of a psychological and leadership assessment framework which focuses on the assessment of talent and potential for senior leadership roles. The purpose of the assessment will be to assist talented middle managers to prepare themselves developmentally for applying for SCS roles. The talent assessment may include pre- and post- assessment liaison and briefing, and the talent assessment itself, leading to production of a usable development-focused assessment report

**Annex F: DPS User flowcharts**

**First flowchart illustrates Self Service on the following page**

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**Second flowchart illustrates Managed Service for CS Resourcing customers**

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