

Schedule of Requirements (SOR)

Recruitment of Permanent Programme / Project Management and PMO positions

Ref: HS2/291

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1 Introduction

- 1.1 High Speed 2 (HS2) Ltd ("The Employer") is the company responsible for developing and promoting the UK's new high speed rail network and is wholly owned by the Department for Transport (DfT). The HS2 programme is one of the largest rail projects in Europe. More details are available from the HS2 website <http://www.hs2.gov.uk.uk/>
- 1.2 In delivering the HS2 programme, the Employer will procure a wide range of goods, services and works including but not limited to the following:
 - development and delivery partners;
 - advisors and professional consultancy services;
 - supply of materials;
 - ground investigation works;
 - environmental impact assessments and land referencing; and
 - construction works and allied services.
- 1.3 As a rapidly growing organisation HS2 Ltd will need to be smart, lean, ambitious and innovative in its delivery.

2 Background

- 2.1 HS2 Ltd was established in 2009 in order to research and recommend on potential options for a high speed railway in the UK. In early 2011, the scheme was approved by Government and work commenced to engage local communities along the line of route. Following an intensive stakeholder engagement period, a Hybrid Bill was deposited in Parliament to give HS2 Ltd the powers required to build Phase 1 between London and Birmingham. HS2 Ltd rapidly grew during this period against a flat organisational structure, with a development partner, CH2M Hill, integrated in to the Phase 1 directorate and providing staff for a set number of roles. Aside from the staff provided by CH2M Hill, the majority of all recruitment was handled by the in house Resourcing team.
- 2.2 It is expected that the Hybrid Bill will receive Royal Assent in late 2016 which will allow HS2 Ltd to commence construction of Phase 1. In order to do this, the company changed to a matrix organisational structure and appointed a number of senior staff members to ensure that it will be ready to start construction on time. The Human Resource team led on a workforce planning exercise and engaged the Executive Committee to capture each business area's resource requirements in order meet programme deliverables and populate the new organisational structure.
- 2.3 The outcome of this workforce planning exercise indicates that HS2 Ltd will need to appoint into over 400 new permanent roles by March 2016 across all business areas. Whilst the in-house Resourcing team will continue to lead on all activity, it is the intention to utilise third party recruitment agencies to supplement demanding growth requirements through the provision of shortlists of high calibre qualified suitable candidates.
- 2.4 The Resourcing team have grouped together roles into specific work packages for each related discipline. Each work package contains a list of related roles. We intend to appoint one supplier to deliver candidates on an exclusive basis for all roles in each work package.
- 2.5 Once selected, the Supplier will be expected to provide a suitable shortlist of appointable candidates for each vacancy included in each work package.

- 2.6 Candidates who apply to HS2 directly, prior to submission from the Supplier will be considered as direct applications by the HS2 Resourcing team and processed as such.
- 2.7 For the sake of clarity, these vacancies will not be released to other suppliers within the period detailed in the Timetable below, however we reserve the right to review this after receipt and review of shortlist.
- 2.8 There are 5 vacancies in the Programme / Project Management and PMO work package that the successful Supplier will be required to provide shortlists for:
 - 2 x PMO Governance Manager
 - 1 x Project Manager
 - 2 x Project Manager (Phase 2)
 - 1 x PPM Manager
 - 1 x Benefits Strategy Manager
 - 2 x Benefits Analyst

A full briefing and Job Descriptions are included in Annex 1.

3 Requirements

- 3.1 The requirement is comprised of two distinct deliverables:

Output 1 – An extensive search of the candidate market relevant to the appointed job category.

Output 2 – Provision of a shortlist of candidates for each role.

- 3.2 **Output 1** – An extensive search of the candidate market relevant to the appointed job category

- 3.2.1 The Supplier must conduct an extensive search of the job market relevant to the IT work package in order to access the best talent, including passive candidates.
 - Contact a diverse range of candidates with a cross section of experiences gained in a variety of different industries, who were not necessarily scanning mainstream media for such opportunities;
 - Evidence a range of appropriate candidate sourcing channels and how specific channels are selected, to include Research and Social Media;
 - The candidate marketplace will vary. However, as HS2 is aware that some demographics are under-represented in the construction, infrastructure and transportation professions, the supplier must ensure that all groups are included within the search activities;
 - The Supplier should endeavour to identify a broad range of candidates from diverse backgrounds, including those from under-represented communities; and
 - The Supplier should ensure that they search broadly across industries and should not restrict themselves to candidates working only in the Rail or Construction sectors. Candidates identified should demonstrate the ability to apply experience gained in those sectors to contribute to HS2's objectives / strategic goals.
- 3.2.2 The Supplier will convey to all candidates that HS2 Ltd is a dynamic employer offering career opportunities across multiple job categories. The Supplier will need to effectively communicate the company culture and role profile to attract and engage suitably qualified candidates.

- Communicate HS2 values, vision and mission to engage candidates. This approach must reflect:-

- **Our Vision** - To be a catalyst for growth across Britain.
- **Our Mission** - We are building a new high speed railway to better connect people across Britain. As a high performing, innovative organisation, we will deliver value for money by applying the best in worldwide design and construction techniques. We will achieve new standards in infrastructure delivery, resilient operations and passenger experience. We will do this by:
 - Adding capacity and connectivity that's integrated with other forms of transport;
 - Maximising opportunities for regeneration and growth;
 - Leading an agile, inclusive and safe operation with a diverse workforce;
 - Forging partnerships based on fairness and openness with all;
 - Being an exemplar project in our approach to engagement with communities, sustainability and respecting the environment; and
 - Making Britain proud of HS2 by being proud of what HS2 does for Britain
- **Our Values** - Our four core values express our shared understanding of who we are, how we aim to behave and what we aspire to be as an organisation: Leadership, Integrity, Respect and Safety.

3.2.3 Output 1 shall be in the form of an Excel spreadsheet – candidate tracker, listing all the candidates that have been contacted and any relevant notes on their suitability, current industry sector and background. (Please see Annex 2).

3.3 Output 2 – Provision of a shortlist of candidates for each role.

3.3.1 The Supplier must provide a shortlist of a minimum of three candidates for each vacancy in the work package. This will be further clarified to the successful supplier in the briefing meeting post contract award. The Resourcing team at HS2 Ltd will work closely with the Supplier to finalise the shortlist from the list of candidates provided by the Supplier.

- The shortlist of candidates should represent a cross section of experiences gained in a variety of different industries, with the candidates able to apply experience gained in those sectors to contribute to HS2's objectives / strategic goals; and
- The Supplier should send CVs of suitable candidates immediately following the screening process to prevent delays as defined in Section 4.3.

3.3.2 Each candidate must be telephone interviewed as a minimum by the Supplier and must have confirmed their interest in the relevant role in writing, which we will require to see with the CV when submitted (as a supporting document). Other criteria includes:-

- The Supplier will establish that candidates are fully suitable to perform the roles based on the requirements outlined in the Job Descriptions;
- The Supplier will establish eligibility to work in the UK (with proof kept on file by the Supplier for review by HS2 on request), and complete other checks as specified by HS2;
- The Supplier will submit all shortlisted candidates via the Success Factors Applicant Tracking System (ATS) Supplier portal and include:-
 - Relative strengths and weaknesses of each candidate; and
 - CV, salary data, and employment benefits;
- For clarity, candidate ownership is only awarded to the Supplier if the candidate has specifically expressed their interest in the role for which they have been presented for,

- clearly identified by the HS2 job reference number, and evidenced via a date stamped letter / email of representation;
- In the event that the candidate applies directly to HS2 Ltd for the same role prior to them being spoken to by the Supplier, candidate ownership belongs to HS2 Ltd; and
 - HS2 reserves the right to remove or alter the scope of any or all of the roles at any time and will not be liable for incurred costs.
- 3.3.3 HS2 will work with the Supplier to arrange interviews. Please note that HS2 does not reimburse interview expenses.
- 3.3.4 The Supplier will inform and provide feedback to unsuccessful candidates. If no suitable candidate is found HS2 reserves the right to pursue alternative sourcing channels.
- 3.3.5 Within 10 Working Days of being informed of the Employer's selection decision, the Supplier to attend a 'lessons learnt' meeting at HS2's offices if requested.
- 3.3.6 Throughout the duration of the Contract, the Supplier is expected to:-
- maintain a consistent approach, including the use of templates if requested by the Employer;
 - ensure that HS2's Equalities, Diversity and Inclusion policy is reflected in all activities connected with the services; (Please see Annex 2).
 - Take into account public sector requirements including but not limited to use of the Civil Service Commission Recruitment Code and commissioner's requirements for open and fair competition. (Please see Annex 4)

4 Reporting and Governance

- 4.1. The Supplier shall provide a weekly report to the relevant contact in the Resourcing team in the form of the Excel spreadsheet provided by HS2 Ltd and should be prepared to meet at HS2 Ltd.'s offices to discuss progress as required.
- 4.2. The Supplier shall be located at their offices but will be expected to meet with the Employer's staff in 18th Floor, One Canada Square, Canary Wharf, E14 5AB and 5th Floor, Sanctuary Buildings, Great Smith Street, London, SW1P 3BT and 2 Snow Hill, Birmingham, B4 6GA at no additional cost
- 4.3. Key Performance Indicators are:-
- Quality and accuracy of CVs submitted to Resourcing team – measured by a maximum of 3 CVs per 1 interview, and of a minimum of three candidates interviewed per 1 placement;
 - Time taken to submit CVs of qualified candidates to HS2 Resourcing team. Initial CVs should be sent no later than 5 days following release of role and all CVs should be received by HS2 Resourcing team before contract end date;
 - 100% of offers accepted. 100% acceptances start;
 - Compliance with HS2's recruitment process and procedures e.g. Each CV must be accompanied by written approval from the candidate that they have been briefed on the role they are applying for by the Supplier;
 - Reporting
 - 100% accuracy of all reports and MI submitted; and
 - Provide reports on all activity within 24 hours within being requested by HS2 Resourcing team.

5 Timetable

- 5.1. The Services of the Supplier shall commence immediately on award of the contract and should be completed within 8 weeks of the Contract Commencement Date. The key dates for the delivery of the contract summarise are as follows:

Indicative procurement timetable

Contract milestone	Date
Contract commencement date	10 th July 2015
Contract Initiation meeting	11 th July 2015
Delivery of Output 1 – An extensive search of the candidate market	Weekly submissions
Delivery of Output 2 – Provision of a shortlist of candidates for each role	Weekly submissions
End date of Deliverables	31 st August 2015
Contract End Date	31 st December 2015