

Consultancy Specification Document

Title of Request:	External consultancy to deliver HR capability audit
Estimated Total Value:	£90,000
Duration of Engagement:	4 months – approximate to 22/12/17
Required Commencement Date:	11 th September 2017

1. Introduction

The contracting authority is the Ministry of Justice - <http://www.justice.gov.uk/>

The Ministry of Justice (MoJ) is one of the largest government departments, employing around 70,000 people (including those in the Probation Service), with a budget of approximately £9 billion. It is at the heart of the justice system, delivering some of the most fundamental services any state owes its citizens.

The MoJ works to protect the public and reduce reoffending, and to provide a more effective, transparent and responsive criminal justice system for victims and the public. It has responsibility for several different parts of the justice system - the courts, tribunals, prisons, legal services, youth justice, probation services, and attendance centres. Our work spans criminal, civil, family, and administrative justice and we are also responsible for making new laws and safeguarding human rights

The Department also works in partnership with other government departments and agencies to reform the criminal justice system, to serve the public and support the victims of crime. The largest Agency is Her Majesty's Prison and Probation Service (HMPPS), covering prisons and probation. Her Majesty's Courts and Tribunals Service (HMCTS), the Legal Aid Agency (LAA), the Office of the Public Guardian (OPG) and the Criminal Injuries and Compensation Authority (CICA) are also in our network. In addition, the MoJ is responsible for over 30 Arms-Length Bodies (ALBs).

MoJ Human Resources is one of eight corporate functions servicing the businesses within the MoJ and its customer base includes –

- 1) MoJ Corporate head quarters
- 2) HMPPS
- 3) HMCTS

2. Aims

The MoJ HR function is seeking to understand its current HR professional capability by mapping the needs of the business to the capability of the HR function both in current terms and to that required to deliver longer term corporate strategy.

The HR function is looking to source independent consultancy to conduct this **capability audit** to ensure both objectivity in approach and access to international world class and leading HR benchmarking research.

The intended outcome of this capability audit is to ensure the function is skilled and equipped to deliver the future organisation at a strategic and operational level.

3. Objectives

The main objective is to create a more unified MoJ HR function through the development of improved and consistent professional standards for HR.

To achieve this, HR must understand its own current capability and the organisational strategic goals.

Current HR capability must then be mapped this to what is needed to support the future organisation.

A result of mapping capability against strategic requirements will identify the gaps that the organisation must fill to meet the demands of the customer.

The objective of this programme of work is to produce:

- 1) A clear understanding of MoJ HR organisational strategic goals
- 2) A detailed analysis of the HR capability required to deliver these strategic goals
- 3) A thorough audit and analysis of current MoJ HR capability
- 4) A comparative analysis of MoJ HR against international HR excellence for professional capability and standards
- 5) A clear capability and HR development plan to address the gaps identified in meeting the strategic needs of the business and in striving to become a world class HR function

4. Background to the Requirement

In November 2016, the MoJ moved to a Functional Leadership model for delivering corporate services to its 3 main customer agencies, MoJ HQ, HMPPS and HMCTS.

Following these Functional Leadership changes the MoJ HR Director, Mervyn Thomas, has asymmetrical relationships with the HR Directors of HMPPS, HMCTS and MoJ HQ.

The aim of this change in organisational model was to create a more unified MoJ by -

- Providing strong central leadership of corporate functions
- Increased professionalism of corporate functions
- Improving efficiency
- Strengthening organisational capability

MoJ HR has a comprehensive programme of activity planned in support of delivering these aims for its customers but also for itself as a critical enabling function of the organisation.

In addition to this HMPPS and HMCTS are currently undergoing their own transformation change programmes 'Prison Reform' and 'HMCTS Reform' respectively. It is therefore essential that this work enables the analysis of HR capability both at MoJ Group HR level as well as at agency HR department level.

5. Scope

The scope of this activity is to cover the entirety of the strategic HR function across the MoJ group, including MoJ HQ, HMCTS and HMPPS HR departments.

Scope includes all HR roles except those designed to deliver HR operations, specifically those operations which are fundamental to the effective operation of prisons such as operational training and H&S.

It is anticipated that the diagnostic and design phase will involve senior stakeholder engagement depending on supplier proposed approach.

The HR populations within scope for capability audit are:

- 1) MoJ Group HR including Centres of Expertise in scope: 75
- 2) MoJ HQ HR function, all in scope: 20
- 3) HMPPS HR function in scope: 250
- 4) HMCTS HR function in scope: 65

6. Requirement

It is expected that the supplier will deliver a comprehensive HR capability audit and mapping of current skills to future organisational requirements.

This work will be delivered using a project management approach to design and delivery methodology to ensure the specified timelines and objectives are met and that the work is organised in manageable phases of activity with clear outcomes of each phase based on the objectives set as follows.

Phase 1) Consultation on requirements, diagnostic of approach and design of audit

Expected outcomes:

- 1.1.1. Proposed approach to consultation for delivery of diagnostic
- 1.1.2. Communications and engagement plan for diagnostic activity
- 1.1.3. Detailed plan for delivery approach and audit methodology
- 1.1.4. Risk and issues log

Phase 2) Delivery of capability audit

Expected outcomes:

- 1.1.5 Communications and launch plan for capability audit
- 1.1.6 Technology compatible online audit tool with suitable reporting ability
- 1.1.7 Progress report updates

Phase 3) Analysis, recommendations and capability plan

Expected outcomes:

- 1.1.8 Detailed analysis of capability audit results – key themes, comparisons to external global standards, compatibility analysis against strategic requirements
- 1.1.9 Access to raw data
- 1.1.10 Thorough recommendations for action plan to address identified gaps and issues
- 2.0 Detailed capability and development plan

To achieve the above it is expected that the supplier will provide the following in managing this programme of activity:

- 1) Dedicated resource to project manage the work
- 2) A fit for purpose project plan to deliver the proposed approach and specified timelines
- 3) Communications and engagement plan adapted to suit appropriate stakeholder audiences
- 4) Technology compatibility assessment for any technological audit interventions i.e. online surveys
- 5) Reporting mechanisms to produce delivery of planned objectives, anticipated benefits and management of cost controls

7. Timetable

We anticipate this programme of work completing no later than Friday December 22nd 2017. The intention is to phase the work across 3 project periods as follows –

- 1) Consultation on requirements, diagnostic of approach and design of audit
- 2) Delivery of capability audit
- 3) Analysis, recommendations and capability plan

Service providers will be free to demonstrate how they think timings for this work should be split in order to deliver the best outcome for MoJ.

8. Location of Assignment

The Ministry of Justice group HR function located at Petty France, London.

9. Security arrangements for Consultants

1. Personnel involved in the project will need to be covered by a minimum **Baseline Personnel Security Standards (BPSS)**.

<https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>

2. **Confidentiality Agreement**

The successful supplier will be required to complete and sign a Confidentiality Agreement with MOJ on contract award. See Appendix H of the Invitation to Tender documentation.

10. Payment

Payment shall be made on achievement of key deliverables and milestones as outlined in sections 6 and 7 of this document.

Timesheets will need to be supplied and agreed before invoices are receipted and paid.

11. Staff and Customer Service

The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the requirement. Contract in order to consistently deliver a quality service to all Parties.

Potential Provider's staff assigned to the requirement. Contract shall have the relevant qualifications and experience to deliver the Contract.

The Potential Provider shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.