This Q&A document is *supplemental* to our previously published Prior Information Notification, WebEx recording, market engagement slides, and further information document.

- **GiTIS Procurement Exercise**

Q) Given there was a similar procurement exercise last year:
What's the story so-far with your activity to procure the service?
A) The existing Teaching Line contract had a year to run; the previous exercise was cancelled as we recognised the need for greater emphasis on the extent to which the 'original' contract had been transformed incrementally, with numerous bolt-on additions (e.g. the increased demands on the CRM programme, re-introduction of television advertising, new offers under the STEM package, the incorporation of a Return to Teaching service and the addition of Early Engagement Advisors). Cancelling the exercise gave us scope to fully consider what we needed to get from the service, what could realistically be supplied, and greater chance to review innovative delivery mechanisms and ways of working in this current procurement exercise.

What changes have happened in the interim?
- We are working more closely with UCAS Teacher Training (UTT), to establish greater understanding of Get into Teaching and UTT registrants
- The continued use of television advertising has seen a development of clear 'peaks' in service requirements, as people respond to our messaging
- In the past year we have undertaken greater analysis of the customer journey, so we have a better idea of how we can deliver a candidate-centred service focused on the outcomes we want to realise (i.e. priority segmentation alongside good customer service)
- We have streamlined our School Experience Programme (SEP)
- There have been developments with our Get into Teaching website, including a review of the services and transactions delivered through this platform.

Q) The GiTIS service, as outlined in the presentation, covers a number of areas (call centre, CRM, data management, advisors); are these going to be divided into separate lots or do you expect one provider to deliver all these elements?
A) Our intention is that a single contractor will be *responsible* for delivering all the elements of the service as outlined in the procurement documents. This does not preclude suppliers from sub-contracting elements of the service, or working in partnership with other organisations, if this provides a more efficient delivery model. However, we would require a service integration layer that enables:

- NCTL to deal with a lead contract/account manager (a single point of contact) for the whole service, who would be responsible for programme management, finances, delivery, quality assurance etc.
- The service must be seamless from the customer's perspective as they engage with the full range of Get into Teaching services, including help lines and CRM programme

Note: Any subcontractors would be welcome to contribute to wider business-planning sessions from their perspective, however we anticipate that the point of contact would oversee GiTIS service delivery and improvement at all levels.

Q) What interest have you had in this market engagement exercise?
A) We have had responses from over 20 companies over the two online events. Following these, to date we have also had one-to-one meetings with some of the potential suppliers at their request (this Q&A document is the summarises the main questions that were asked).

Q) Have the security procedures changed from previous years?
A) The minimum standards as outlined in earlier market engagement material will remain in place. Full details will be agreed and confirmed for the invitation to bid (ITB) specification.

Q) Is there a requirement for the contact centre to be based in the UK?
A) Yes – to facilitate regular site visits from NCTL we would ideally need any call centre to be based on the UK mainland (England, Scotland, Wales).

- **Technical and Operational requirements**

Q) How many calls does the helpline receive?
Over the course of the *year** the current service receives approximately 110,000* inbound calls across all lines (Get into Teaching, Returners, SEP etc.)
***note correction from information given in the original presentation document**

Q) Can you provide more information about Get into Teaching registrant database and how this operates over the year?
A) Each year the Get into Teaching campaign registers thousands of new registrants; between September 2015 and August 2016, 145,000 new registrant profiles were created. This is made up mostly of graduates, including career changers, looking to apply in-year for initial teacher training, but includes 'early' registrants (e.g. 2nd year degree students making initial enquiries), and those who are not currently eligible to teach but who may do so at a later date in the future (i.e. once they have the necessary qualifications in place). Both domestic and international candidates use the service to register their interest. There is also a separate database of already qualified teachers who are interested in returning to the profession. Each year, eligible candidates who have not gained an in-year place are rolled-over to the following year where it is appropriate for the customer relationship to continue; any supplier will need to factor-in this roll-over as it contributes to in-year candidates with whom we wish to engage.

Q) What are your requirements for the Get into Teaching registrant database?
A) NCTL owns the registrant data. The incumbent supplier of the existing service hosts, updates in real-time, and interrogates this data for reporting, QA, and CRM purposes. Any supplier of the Get into Teaching Information Service must ensure secure transfer and hosting of existing data (to support candidate roll-over), and provide imports, updates and MI as required by NCTL, and deliver the CRM programme using the database (segmented as required). NCTL will also require functionality to remotely access and analyse the information held.

Q) What is your main 'sticking point' for suppliers of the service with your customer relationship management (CRM) system?
A) That any CRM system developed is capable of integrating with our existing or future website registration system(s), with secure data transfer between suppliers and any other stakeholders.

Q) What are your requirements for the new School Experience Programme (SEP) Portal?
A) The incumbent supplier built and manages the existing SEP Portal. The supplier of the Get into Teaching Information Service will be expected to build and manage a SEP portal, with functionality for host-schools to upload places and candidates to search for and book their SEP days on a single platform. NCTL also may require that schools can search for candidates looking for SEP days in their locality on this portal.

Q) By what channels can candidates engage with the service?
A) Candidates can contact a relevant helpline, or make contact via social media across a number of platforms. They can also engage via webchat, a system currently delivered by our website contractor. We are, however, open to options for webchat delivery – particularly around candidate segmentation and on-boarding options for registration via webchat. We are not looking to offer email or white-mail services.

Q) What core elements of any supporting technology would NCTL look to retain?
A) The Get into Teaching Information Service provider would host the registrant database on behalf of NCTL; this includes registrations made at local and regional events or through third parties, as well as via the website or direct with agents over the telephone. We would, however, be looking to explore new software solutions with any new provider to ensure that the registration processes meet our requirements.

The registrant database is a critical component for our main customer relationship management (CRM) process and for specific tactical pieces of work (e.g. outbound calls), so we are looking for a responsive software solution that will be:

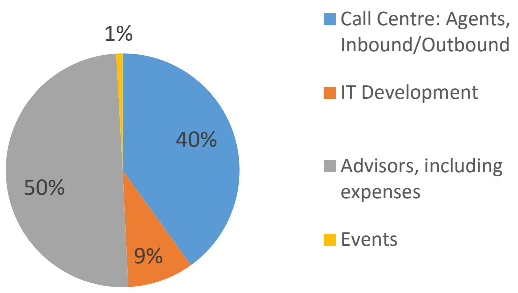
- Interactive
- Accurate reporting that enables us to analyse performance and inform future content and processes
- Capable of handling different volumes of registrations (over the year)
- Segmentable in terms of lifestage and other candidate characteristics

Note: The Get into Teaching website does not form a part of this procurement opportunity, but any provider managing GITIS would necessarily need to work closely with the relevant supplier(s) of the services and transactions through the Get into Teaching website. The current webchat technology is delivered by the current website supplier, this being something we are also open to reviewing from a value-for-money and candidate experience basis to ensure every channel is integrated and offers the best service for candidates.

❖ Finance and Costings

Q) Would you be looking for a fixed overall contract price or pay-per-call?

We require a service that is flexible enough to respond to demand and new requirements e.g. channel shifts – but this must be managed within our **existing budgetary framework** agreed at the start of the year. Indicative call volumes for previous year(s) will be shared as part of the ITB documentation.



Breakdown of GiTIS Costs by area

❖ The Service to be delivered

Q) What is the scope for which NCTL is coming to market?
A) The existing service provides the candidate support system behind the Get into Teaching Website. This currently consists of:

- Inbound, webchat and outbound contact centre (currently maximum staff levels 33 FTE inbound agents, including webchat; 12 FTE outbound agents)
- One-to-one tailored advice services (currently 29 FTE advisors) *
- CRM system including emails, SMS and social media support – the service provides the send and reporting mechanisms for email and SMS, but not the creative copy.
- Management support to administer and quality assure the services
- IT development and testing to support delivery of CRM programme and any changes to required IT services or platforms, or to candidate communications
- Reporting and quality assurance processes to enable effective monitoring and to demonstrate effectiveness of both NCTL initiatives and contracted services.

The existing service is open to all who need information and help, both for initial first contact and for enquiries from users who have already registered with us. We also request levels of differentiation between priority subject candidates, ‘in-year’ candidates (i.e. those looking to apply soon), general enquirers, and enquirers for more popular subjects.

**The current service provides a specialist team of dedicated former teachers/subject leaders who provide additional one-to-one support to eligible registrants who are interested in training to teach a priority subject. Advisors are home-based, located across the country, and so require off-site access to the candidate database and with caseload management and co-ordination/support from the centre.*

Q) You say in the presentation slides that you are keen to 'convert interest in teaching' to applications – how effective are your current arrangements at delivering on this?
A) Prospective ITT applicants do not need to register with Get into Teaching before they register with UCAS to make an application. Our current data-sharing agreements with UCAS limit the extent to which we can cross-match Get into Teaching registrants with UCAS registrants and applicants, although this is an area which is continually being reviewed. The existing 1:1 advisor service does report their applicant and successful applicant figures against annually agreed targets, with raw data suggesting that this service is a valuable addition to the fill rate in the eligible subjects.

Q) How do you currently monitor the quality of the service agents/Premier Plus Advisors (PPAs) deliver
A) The existing contract specifies dedicated quality assurance resource to monitor the services delivered. Due to their being no IVR system in place, all staff must be comprehensively trained to allow them to fully respond to all enquiries. Regular briefings are supplied and updated by NCTL, on new initiatives or where there are policy changes. Currently, NCTL undertake remote call monitoring and mystery shopping, and have previously engaged a third party to also undertake the latter and provide a report. Current contract requirements include SLAs for call and webchat answering times and abandonment rates; it also stipulates that all calls/webchats are recorded to monitor service and to allow NCTL to respond to any concerns or Parliamentary Questions. The current service also utilises Opinion8 telephone customer satisfaction ratings following phone calls. NCTL agree PPA application and successful application targets at the start of each recruitment cycle, and performance against these KPIs is reviewed monthly; along with the percentage of eligible candidates contacted about the PPA service, and the percentage uptake. We also undertake surveys, and request feedback from events. Any future KPIs and SLAs are to be reviewed and agreed, with a string focus on conversion and customer outcomes.

- **Customer Journey & Personalisation**

Q) When does the customer journey start from NCTL's perspective?
A) While we expect a good customer service for all enquirers to the phone or webchat services, our programmed messaging and specialist 1:1 support (if applicable) only begins when candidates register with Get into Teaching and enter the registrant database (hosted by the current supplier; hosting this database will form part of the requirements for any new contract). Candidates who register their interest 'early' (i.e. they plan to apply in a future year), or candidates who do not go on to apply in-year/are not successful in-year, also need to be carried over to the next year.

***Q)* What do you mean by *personalised* service?**
A) The current CRM system utilises dynamic content to tailor messaging by subject, life-stage, length of registration etc., based on details held in the database. This helps to make communications personal to the registrant, although this is an area we would like to expand on. The advisor support is personalised in that they offer 1:1

tailored advice on a ‘caseload’ basis, supporting each candidate in line with their individual circumstances and requirements.

- **Staffing Issues**

Q) How many agents do you currently have in place?
A) We currently pay for 33 full-time equivalent (FTE) Inbound agents and 12 FTE Outbound agents. The current supplier having the flexibility to transfer agents between various business accounts with their other call-centre customers to manage spikes in demand and ensure staffing continuity.

Q) What is the position of the current helpline Staff?
A) Current helpline staff are employed by the incumbent supplier and work flexibly on Teaching Line services; they are based in Bristol.

Q) What is the position of the current Advisors?
A) The current advisor team is made up of specialist advisors who are recruited due for their professional knowledge and experience; the current team consists of former teachers, headteachers and heads of department, often with knowledge of ITT recruitment and processes. They have the right level of credibility to advise and reassure candidates about application requirements, teacher training and life as a teacher.

Q) What is your main ‘sticking point’ around staffing levels?
A) That suppliers can manage spikes in operations and have flexible staffing to keep expertise whilst responding to changing call demand and up- or down-scaling if necessary.

Q) Will you be requiring existing agents/advisors to be TUPE’d across?
A) All relevant TUPE information will be included in the ITB documentation. It is the bidder’s responsibility to seek their own advice on TUPE, and NCTL are open to suggestions from bidders about how resource requirements may be managed.