[2.1] Resources and Recruitment

Please detail the staff resource you will need to deliver and manage your Contact Centre Service across ALL aspects of service delivery e.g. Managerial roles, Agents and Support staff across the contract term and across all delivery locations.

You should address all the areas below;

- How you will ensure there will be strong and effective leadership of the Contact Centre/s including management experienced in providing a comparable service in terms of size and complexity;
- Detail your staff resource by job role and the numbers of staff that you will have in each of those roles, their skills and experience;
- How you intend to organise staff by service lines; optimise resource across the services and contract term to deliver efficiencies, and your rationale to support your proposals;
- Your planned assumptions on how many staff are existing, how many will need to be recruited and how many will transfer with the service under TUPE;
- How you will ensure that the right personnel are recruited/employed, details of your on-going recruitment plans allowing for DBS checks;
- The processes and average timescales for undertaking any recruitment;
- Your strategy for recruiting a flexible and appropriately skilled workforce; use of temporary or agency staff if this is proposed and your recruitment partner, if any; and an estimation of 'street to seat' timeframe;
- How flexible working patterns will be used to meet business need including demand fluctuations;
- Your response should address challenges identified within the service requirements plus any additional challenges you have identified which would impact Service delivery;
- Where non advisor staff e.g. trainers, are not intended to be a dedicated resource for the Contact Centre, you must indicate the percentage of time they will spend working on the DWP Contact Centre and what their other duties would be.

Please upload as **Annex L** a Microsoft Excel or PDF organisational structure showing the ratios for each role.

Supplier Name	*G4S*	**Package**	*Package A*

Present your response**,** within these pre-set margins in Arial font size 12 up to **5** sides of A4, **excluding** Annex L organisational structure

How you ensure strong and effective leadership of the Contact Centre
The Package A lines will be added to G4S's portfolio of government contact centres, which are operated out of our Wath-upon-Dearne site. Responsibility for their successful delivery and management will lie with {Redacted} has over 23 years' experience of delivering contact centre services to government and the private sector. He has delivered multi-site multi-channel contact centres with over 1000 FTE and 75 different customers. He mobilised and manages our {Redacted} and our {Redacted} contact centres, which had 270 Agents at peak capacity. The portfolio will be managed by {Redacted} who currently manages our multi-line contact centre delivering to government customers. She has over 20 years' experience of managing contact centres of up to 250 Agents. Quality of service will be overseen by {Redacted} has been developing our Quality Framework and associated training for the DWP for the last five years. This team has successfully mobilised and managed all the services in our contact centre and has a proven record of lines going live on time and then delivering to SLAs.

The ***on-site senior management team*** will be supported by the central G4S support functions including ▪Governance ▪IT ▪HR ▪Finance ▪Compliance and Audit and ▪Information security. All of these resources are in place and are proven in their areas of expertise including mobilising and delivering large scale complex programmes with large TUPE transfer and complex systems. We therefore have a high calibre team which will deliver a low risk transition of the lines and then deliver a high quality service to DWP.

The ***day to day senior management*** of the lines will be undertaken by two additional Operations Managers, each responsible for a number of the new lines. G4S's forecasting and scheduling team will be increased to accommodate the new lines. In the event these new roles do not TUPE from the incumbent, then G4S will either promote from within or recruit additional staff.

Our staff resource by job role and the numbers of staff that you will have
Our proposed organisational structure is shown in Annex L. The structure is based on our experience of delivering contact centres of similar scale and complexity. The key resources – with the skills and experience required for each role are below: {Redacted}
Agents (Peak staff including part time) - TUPE/recruit: **Skills / Experience**: Customer service ▪ Accuracy ▪ Attention to detail ▪Empathy ▪Listening skills.
In addition central G4S Support will include: ▪IT support including {Redacted} and a local field engineer {Redacted} ▪HR including {Redacted} who will lead the TUPE transfer process, ▪Finance support from {Redacted}, and our financial shared service centre, ▪{Redacted}, and ▪Information security support from {Redacted} and {Redacted} who leads on on-site security. This team will be available as required during implementation and delivery to support the onsite team.

How we will organise staff and optimise resource across the services
Agents will either be allocated to the pension lines (PCC, PCE, SEP) or the JSA lines (JSANC, JSAOL). Within these groupings, the majority of Agents will be multi-skilled and able to work on multiple lines. During Winter Fuel (Oct-Jan) a proportion of Agents from all lines will be trained on the Winter Fuel (WF), in addition to fixed term Agents recruited specifically. Cross training allows maximum utilisation of Agents as peaks and troughs of workload are smoothed across the lines. Back office and outbound work for JSAOL will be scheduled for periods of low inbound volumes. For WF we will recruit short term fixed contract staff, with Agents and managers on other services trained on WF as well as DWP Agents as above being seconded or working overtime to meet the peak month.
In real-time the telephony automated call distributor (ACD) will route inbound calls based on Agent availability and line group. Agents will get a whisper prompt as they accept the inbound

call so they know which line they are working on. The (ACD) will also route calls based on real-time PCA service levels ensuring that each lines' service level is met.
The forecasting and scheduling team will use {Redacted} Workforce Management tool to identify long term staffing and recruitment needs. Staff will be recruited and trained in line with this analysis allowing service levels to be met throughout the term.
{Redacted}. Staff will be co-located by line within the contact centre to increase efficiency and morale.
Your planned assumptions for staffing The TUPE data provided is dated December 2017 and lacks the precision that is needed to making accurate planning and pricing assumptions. For each line, we therefore have calculated the Agents (FTE and actuals) needed to service the forecast volumes. We have made the following planning assumptions: 1) That 80% of eligible staff will transfer to G4S; 2) That we will recruit the additional staff from within the local Wath-upon-Dearne area; 3) That 'Go Live' month for each line is based on our proposed transition plan; 4) That we will need to recruit or cross train (as above) 100% of the staff who will work on the Winter Fuel line as the temporary nature will mean staff will not transfer. These assumptions are based on our understanding of the incumbent's current operations, our experience of transferring staff from the incumbent to G4S, and our knowledge of the local job market. The table below shows these numbers for each line for 'Go live': {Redacted}

We have assumed that 100% of the management and support team identified as required will TUPE over. Wherever possible we will redeploy staff into similar roles within G4S e.g. {Redacted} require similar skills and experience to DSOs. We will offer the chance for staff to be seconded to G4S in advance to support the transition. Should appropriate staff not be TUPE we will recruit the additional staff required.
How you will ensure that the right personnel are recruited/employed
G4S has an experienced management team in place which have successfully recruited and trained 500+ Agents across multiple lines. We will have a dedicated on-site {Redacted} and {Redacted} responsible for managing recruitment for the new DWP lines. We will use our established recruitment and vetting processes.
It takes an average of 6 weeks to recruit new staff from identification of requirement through to readiness to accept calls. The critical path is the vetting process including obtaining a DBS check – we therefore start vetting as early as possible. We have allowed 8 weeks in our plan to recruit staff for the first phase of lines transferring to G4S, giving a 30% contingency. During implementation we will update our recruitment assumptions based on updated forecasts and TUPE information as above. In live operations, we will use our Workforce Management tool to identify medium and long term staffing needs and recruit accordingly. The forecast volumes for the highest volume lines are generally declining, and hence recruitment levels will be low, as we will not need to recruit to replace all staff who leave due to natural attrition. We will run a specific recruitment campaigns each year for the WF line.

Our process follows a four stage process of Forecast, Advertise, Recruit, Interview and Offer:
■ **Forecast** - Our forecasting and scheduling system will automatically flag staffing or skills gaps and provide trend analysis allowing us to predict gaps in advance. The {Redacted} and {Redacted} will review weekly forecasts to identify recruitment needs. ■ **Advertise** - We advertise internally and locally to identify candidates: e.g. work with JCP, work with the new Work and Health Programme provider Reed, advertise on local job boards, Facebook, leaflets, banners outside premises and a highly successful recommend a friend scheme. We also use local agency staff supporting temporary increases in demand. ■ **Recruit** - Candidates submit a CV through the G4S website which is assessed by our on-site recruitment officer who conducts a telephone screening interview. Successful candidates are invited to an

assessment centre where interpersonal and communication skills are assessed through observation and role-play. For example, for the Pensions Enquiry Line candidates will role play to observe behaviour with vulnerable callers. ■ **Interview and Offer** - A full interview takes place at which point offers are made. We ensure candidates bring vetting documentation to interview to allow us to immediately commence our vetting process to BPSS. Once initial vetting is complete candidates commence training – with full vetting and / DBS checks completed before candidates begin work. We have a central Vetting Team who vet in excess of 5,000 staff a year. DBS checks currently take an average of 7 days. We will also complete DBS checks for all TUPE staff post 'Go Live'.

Your strategy for recruiting a flexible and appropriately skilled workforce including flexible working patterns to meet business needs and demand fluctuations

Staff that TUPE into G4S will have their current terms and conditions honoured – including their shift patterns and notice period for rostering. New recruits will be on our standard contracts which include the ability to move shifts. We will also have annualised hours Agents who have guaranteed minimum hours averaged over 12 weeks and (approximately 10%) of Agents {redacted} on highly flexible contracts which allow us to roster staff on very short notice. This approach allows us to manage changes in demand, both planned and unplanned. This allows us to reduce any redundancy costs as we match staff levels with volumes. It also provides us with contingency resource to accommodate either higher volumes or additional lines from DWP. {Redacted}.

Shift patterns optimised to cover known peaks – The majority of staff will work standard shift patterns based on predicted weekly peaks. {Redacted}. **Maximising Productivity** – {Redacted}.

Street to Seat Timeframe: The table below shows the street to seat timeframe for each line – this is approximate and depends on the speed of the recruitment process {Redacted}.

Your response should address challenges identified within the requirements

The key recruitment and resourcing challenge is ensuring the quantity and quality of Agents. To meet this challenge G4S will use the proven processes that have allowed us to recruit over 500 Agents in Wath-upon-Dearne and meet a 50% increase in call volumes while achieving our SLAs on previous DWP contracts.

To ensure we have sufficient Agents we will: ▪TUPE Agents over to a known local provider – G4S has excellent experience of delivering successful TUPE transfer including the TUPE of staff from Capita on {Redacted}. For Package A TUPE consultations will be completed by ex-Capita staff who successfully TUPE'd to G4S to increase take up. ▪Over-recruit during both transition and throughout the contract – we routinely recruit 5% more than forecast requires allowing for drop out or candidates to fail training. This will increase to 10% during transition. G4S's onsite recruitment team has recruited 500 Agents. We recently had 100 applicants for 15 FTE posts. Following the closure of the EON site (300 metres from G4S premises) in Spring 2018 over 250 experience call centre Agents will be available. ▪Manage shrinkage on peak days e.g. we will limit holiday on Mondays and Tuesdays, schedule quality and back office work outside of peak times. We will recruit {Redacted} – to meet short term planned or unplanned increases. ▪ Manage attrition – All aspects of our delivery are designed to balance efficiency with maintaining staff morale e.g. staff will be in smaller wings with staff they know, core staff will have desks allowing them to customise their environment and make reasonable adjustments. Each wing will have a morale team who help staff build relationships, increase wellbeing. {Redacted}.

In Package A there is a specific to challenge to provide sufficient staff to deliver Winter Fuel. We will complete a recruitment campaign for winter fuel each year – recruiting staff on fixed term contracts (at a higher pay rate to ensure take up) – this will provide 50% of the required

staff. The remaining 30 FTE will come from crossed trained staff. The WF peak coincides with the quietest time on all our current lines (December) and many of the Package Lines. For example, we are currently overstaffed by 20FTE on {Redacted} with Agents required for January - cross training these staff (two days training) and offering overtime will allow us to provide sufficient staff without impacting delivery on any of our existing services.

To ensure the quality of all Agents G4S will operate a Quality Framework which is aligned to the DWP quality framework. We were the first commercial organisation to adopt this outside of DWP. The Quality Framework identifies the minimum activity we need to complete with every Agent to recruit, train and continuously improve quality. To support the recruitment the Quality and Training Team are involved in assessment days to ensure candidates have the right attributes. LDOs will deliver our modular training programme that includes DWP train the trainer content and G4S quality activity. Agents have to pass test related to each aspect of this content to complete training. Agents then move into Development Centre where Team Manager provide intensive support before Agents are signed off as fully competent embedding learning and ensuring that high quality becomes habitual. During delivery our quality framework set the quality process which will ensure continuous improvement using ISO9001 principles. Agent call monitoring will be input into our IT system allowing analysis and review and consideration of any trend and training needs. Trends will be reviewed at quality forum held jointly with the DWP where quality actions are identified to improve customer experience and ensure more first time resolutions.

The percentage of time non Agent will work on the DWP Contact Centre

The table below shows the utilisation of non-dedicated staff:

Role	**Other Duties**	**% Dedicated to Package A**
{Redacted}	{Redacted}	25%
{Redacted}	{Redacted}	70%
{Redacted}	{Redacted}	70%
{Redacted}	{Redacted}	70%