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Call-Off Schedule 20 (Call-Off Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Call-Off Contract

Crown
Commercial
Service

Bid Pack

Attachment 3 – Statement of Requirements

Contract Reference: (CCS Ref: itt_51368) DWP Ref: proj_26134

DWP Senior Recruitment – Lot 1 – Digital, Data and Technology (DDaT) and Lot 2 – Non-Digital (Core) Roles (SCS1 – 3)

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1. PURPOSE

1.1 This document sets out the Services the Department for Work and Pensions – DWP (the Authority) requires to call off from the Crown Commercial Service (CCS) Executive & Non-Executive Recruitment Services framework (RM6290), using Lot 1 – Executive Search – Grade 6, SCS1 & SCS2 (and equivalents) and Lot 2 - Executive Search - SCS3 & SCS4 (and equivalents).

1.2 The requirement is for a strategic solution to our executive search contracts for each of 2 separate Lots:

- Lot 1: Digital, Data and Technology (DDaT) roles; and
- Lot 2: Non-Digital (Core) roles;

to deliver executive search Services for the Authority's Senior Civil Service (SCS) Recruitment Team. The Authority is seeking to commission the support of a number of recruitment agencies/consultancies to support them in attracting and hiring technical/leadership talent to a portion of our vacancies. There should be a diverse mix of high calibre candidates who will be shortlisted to fill the range of SCS roles.

1.3 The contract for Lot 1 will be awarded to 1 Supplier with a Back Up Supplier.

1.4 The contract for Lot 2 will be awarded to up to 3 Suppliers on a taxi-rank basis.

BACKGROUND TO THE CONTRACTING AUTHORITY

2.1 DWP is a major Government Department responsible for customer delivery and policy formation on all aspects of the Government's welfare to work strategy and social security provision.

2.2 This includes the provision of welfare to work and social security benefits to individuals with health conditions and disabilities and those over working age. The Department has over 85,000 staff to deliver £170bn of payments annually, comprising of pensions, welfare to work and social security benefits.

2.3 The table below provides a high-level overview of the directorates within DWP:

Directorate	Description
Service Excellence	Counter Fraud, compliance and debt Service transformation and service delivery planning Customer Experience Child Maintenance Retirement services

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Work and Health Services	Disability services Universal Credit Working-age operations
Change and Resilience	Leadership and delivery of the DWPs Major Change Portfolio
Policy	In-work progression and poverty strategy Supporting DWPs partnership with arms-length bodies Labour market policy Health Transformation Programme Improving outcomes for disabled people, people with health conditions, pensioners and savers Social security coordination and welfare policy, including Universal Credit
Finance	Commercial procurement and contract management Security Financial management and control Allocation of resources Business strategy and departmental planning
Digital	Strategy, maintenance, integrity, value for money and continuous improvement of IT services and systems
People and Capability	Core HR functions
Corporate Transformation	Estates strategy Estates contract management Workplace Transformation strategy Synergy Programme – shared services across Government (Major Project)

2.4 For more information on the work and overall objectives of the Department, please view our Outcome Delivery Plan, published at:

Department for Work and Pensions Outcome Delivery Plan: 2021 to 2022 - GOV.UK (www.gov.uk)

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3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

3.1 The Department for Work and Pensions is the UK Government's largest public sector provider, with circa 350 leaders in the Senior Civil Service cadre. We launch approximately 50 Senior Civil Service (SCS) roles for external recruitment per year. Due to the challenging and niche nature of the roles, approximately half are hired using the support of Executive Search agencies. The roles advertised cover both non-digital (core) and digital (DDaT) directorates.

3.2 DWP have a number of requirements for Executive Search for SCS campaigns. The roles that this tender seeks to support include both existing and new roles. These roles which sit within and our Digital and Non-Digital functional areas across 900 sites and are critical for the delivery of the Benefits, Pensions and Child Maintenance Services which will impact most people in the UK at some point in their lives. Where Executive Search is deemed the most appropriate recruitment solution to increase attraction; secure the right skills, and ensure quality candidates in the right location, we need to be in a position to draw on services that provide tailored search to attract and secure the most diverse pool of candidates.

3.3 Securing a diverse candidate pool for SCS roles in DWP is difficult due to the scale, complexity and leadership requirements to undertake challenging roles across Digital and Non-Digital areas. Using a Supplier for this sourcing activity enables DWP to utilise the Supplier's expertise and networks to search the market to attract candidates through the robust selection process, bringing candidates with diverse skills as well as breadth and depth of experience.

3.4 DWP intend to put in place 2 contracts:

- The contract for Lot 1 will be awarded to 1 Supplier with a Back Up Supplier.
- The contract for Lot 2 will be awarded to up to 3 Suppliers on a taxi-rank basis.

3.5 The Supplier should demonstrate alignment to Government policy on Social Value. Tackling Economic Inequality by ensuring that opportunities under the contract will create employment and training opportunities particularly for those who face barriers to employment and/or who are located in deprived areas.

This should include the how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcomes of creating new jobs and new skills (e.g. through engagement, co-design/creation, training and education, partnering/collaborating, volunteering).

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4. DEFINITIONS

Expression or Acronym	Definition
Authority	Department for Work and Pensions (DWP)
Back Up Supplier	The second placed Bidder for Lot 1.
BPSS	Baseline Personal Security Standard
Closing Date	The date after which applications are no longer accepted for a role.
DDaT	Digital, Data and Technology
Diverse	The search is critical to providing a Diverse candidate pool. The search for our future SCS will be targeted to include underrepresented groups, and the longlist of candidates should bring a diverse range of experience, skills, background and protected characteristics.
Diverse Longlist	Diverse Longlist is categorised as a list of candidates with representation from a variety of marginalised groups. The goal of which is to provide a candidate pool representative of the profession the role sits within.
KPI	Key Performance Indicator
Longlist	Longlisting scores candidates against the minimum and preferred requirements listed in the job description. It's purpose is to eliminate candidates that don't fit the job specification and identify those to progress onto the next stage of selection.
MI	Management Information
P2P	Purchase to Pay
Primary Supplier	The winning Bidder for Lot 1
SCS	Senior Civil Service
Services	Means the services to be supplied as specified in the Statement of Requirements
Shortlist	Is the list of candidates who have been selected from a longlist. These are the strongest performing candidates from the longlist as judged against the criteria for the role. The vacancy holder may also opt to progress candidates straight from application stage to shortlist dependent on volumes and calibre of candidates expected.
SLA	Service Level Agreement

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Taxi Rank	This refers to the rotating Supplier operating model for the allocation of requirements in Lot 2 as described within the Statement of Requirements.

5. SCOPE OF REQUIREMENT

5.1 The Contracting Authority is to divide their requirement into 2 Lots with 2 different contracting approaches:

- Lot 1: Digital (DDaT); and
- Lot 2: Non-Digital (Core).

5.2 **Lot 1 contracting** – Back Up Supplier. The Contracting Authority will utilise a Primary and Back Up Supplier approach. All requirements identified through the contract for this Lot/Group will be allocated to the Primary Supplier.

In the following circumstances, all requirements will be transferred to the Back Up Supplier:

- Where the Contracting Authority ends the Contract with the Primary Supplier for any of the reasons as listed in paragraph 10.4.1 of the Core Terms; and
- Where the Contracting Authority ends the Contract with the Primary Supplier for any of the reasons as listed in paragraph 10.4.3 of the Core Terms.

In the following circumstances, a campaign requirement will be transferred to the Back Up Supplier:

- In the event that the Primary Supplier does not provide a Longlist and/or Shortlist of candidates who meet the essential criteria and in line with Departmental Policy, or if the Primary Supplier does not provide a gender mix (at least one female candidate) within the Longlist and/or Shortlist of candidates who meet the essential criteria, of the role/s advertised by the Closing Date of the campaign for the role/s; or
- In the event that the interview process concludes and there is no appointable candidate(s) for the role requirement, DWP reserve the right to pass the campaign requirement to the Back Up Supplier for a re-launch.

5.3 **Lot 2 contracting** – the Contracting Authority will utilise a Taxi Rank approach. The Taxi Rank uses a rotating Supplier operating model which

orders each successful Bidder in a position by highest scoring successful Bidder ranking.

For example, in the case of 3 Suppliers there will be the highest scoring Supplier starting in position 1, the second highest scoring Supplier starting in position 2 and the third highest scoring Supplier starting in position 3. Each Supplier will then rotate in order through the Taxi Rank as a requirement is identified by the Contracting Authority.

In the following circumstances, requirements will be transferred to the next Supplier on the Taxi Rank:

- In the event that the Initial Supplier does not provide a Longlist and/or Shortlist of candidates who meet the essential criteria and in line with Departmental Policy, if the Primary Supplier does not provide a gender mix (at least one female candidate) within the Longlist and/or Shortlist of candidates who meet the essential criteria, this campaign by the Closing Date of the campaign for the role/s, this campaign requirement will be passed on to the next supplier in The Taxi Rank ; and
- In the event that the interview process concludes and there is no appointable candidate(s) for the role requirement, DWP reserve the right to pass the campaign to the next supplier in the Taxi Rank for a re-launch.

5.4 **Policies and Strategies** – All processes will be required to stand up to scrutiny by the Civil Service Commissioners to enable a Civil Service that:

- Understands and draws from the communities it serves;
- Drawing from a range of backgrounds, experiences and locations.
- Is visible to everyone;
- Engaging the communities we serve and showcasing the Civil Service offer.
- Is flexible;
- Supporting innovation, performance and engagement.
- Welcomes talent from wherever it comes; and
- Attracting the best talent from all backgrounds.

Further details on the Civil Service recruitment:
https://civilservicecommission.independent.gov.uk/recruitment/

5.5 The Department for Work and Pensions is committed to providing services which embrace diversity and that promote equality of opportunity. Further

details can be found at: Equality and diversity - Department for Work and Pensions - GOV.UK (www.gov.uk)

5.6 Levelling Up is at the heart of the Government's agenda. As part of this, Places for Growth is delivering on the UK Government's commitment to move 50% of UK-based Senior Civil Service roles, out of Greater London by 2030.

5.7 Places for Growth is helping to build a skilled, innovative and ambitious Civil Service equipped for the future. Through taking advantage of the range of untapped talent and skills across the UK, the Civil Service will have more policy makers, strategists and senior leadership across all departments, functions and professions, working, living in and reflective of the communities they serve.

5.8 Recruitment will support sustainable career pathways in all locations and enable diversity of thought and experience to grow and flourish within the Civil Service. Places for Growth Portfolio works closely with departments and public bodies to ensure roles are relocated from Greater London. Since March 2020, over 14,000 roles have been relocated from Greater London to locations across the UK including Glasgow, Cardiff, Darlington and York; with a new policy hub also being created in Sheffield.

5.9 DWP plays a key role in supporting this agenda and any recruitment agency working alongside the Department to fill roles will be expected to support and contribute to the aims by securing candidates across the UK.

5.10 The following pay scales are in place for SCS roles:

- SCS pay band 1: £75,000 to £117,800.
- SCS pay band 2: £97,000 to £162,500.
- SCS pay band 3: £127,000 to £208,100.

5.11 DWP offers a range of working patterns, including part time, job share, compressed hours and term time working; whilst the availability of these options can be made known and used in the candidate search, any offers of these options will be discussed by DWP with any successful candidates.

6. THE REQUIREMENT

6.1 **Essential Requirements** - The Authority requires the following recruitment agency services:

6.2 **Planning Meeting** - At the start of each individual requirement the Authority will put in place a planning meeting. The purpose of this meeting is for the Supplier to:

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- Meet with the vacancy holder(s), Civil Service Commissioner (where appropriate), HR Directors and recruitment team representatives;
- Be provided with details about the role/s, directorate and future plans of the team;
- Agree on length of advertising period;
- Identify the search area/s and locations for potential candidates;
- Agree suitable advertising strategy– considering new and innovative approaches; presenting a full advertising strategy and schedule;
- Identify the risks and mitigating actions required, providing insights into potential challenges throughout attraction and selection; and
- Present their approach to ensure they provide a diverse range of candidates.

6.3 **Attraction Plan** - The Supplier should provide a clear attraction plan that will source the right quality candidates who meet the candidate specification, including:

- Providing detailed intelligence and analysis of the local labour market in target locations of roles, including but not limited to Manchester, Leeds, Newcastle, Sheffield, London, Blackpool, Birmingham, Glasgow and Cardiff – and an understanding of what is available with regards to the specific skills/roles needed;
- Indicating the full range of routes that will be used to source the right candidates;
- Details of the advertising platforms to be used; and
- Detailing how they will access candidates.

6.4 **Launch of Individual Requirement** – The Supplier should launch the role via external media (where applicable) including on the Supplier's site. The Contracting Authority will also post vacancies to view on the Civil Service Jobs site.

6.5 **Search and Attraction** - The Supplier shall source suitably qualified and experienced candidates through advertising platforms, proactive approaches and direct sourcing.

6.6 **Longlist Report & Longlist Meeting** - The Supplier should provide the Authority a Longlist report of candidates recommended to progress to preliminary interviews, which will be reviewed with the Authority.

6.7 The Supplier will produce the Longlist report and provide to the Authority at least 48 hours before attending the Longlist meeting. The report should contain (but not limited to):

- all candidate applications,

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- their grading of their suitability based on the agreed candidate specification as well as rationale for their grading. Candidates will be graded between A and C (A = recommended, B = marginal, C = not recommended).

6.8 The Supplier will attend a Longlist meeting to discuss the longlist report and jointly agree with the Authority's selection panel a Longlist of candidates for preliminary interview. Between the Longlist and Shortlist meeting, the supplier will undertake work to further assess candidates against the essential criteria (this is typically, but need not be limited to, a pre-liminary interview exercise). The outcomes of the pre-liminary interviews are to be written up and shared 48 hours prior to the supplier presenting them at the Shortlist meeting.

6.9 **Shortlist Report and Shortlist Meeting** – The Supplier will produce the Shortlist report and provide to the Authority at least 48 hours before attending the Shortlist meeting.

The report should contain (but not limited to):

- Agenda
- Role Specification/s
- Diversity & Inclusion data
- Candidates Applications & CV's
- Outcomes of the preliminary interviews with recommendations which candidates should progress to the final panel interviews;
- Rationale for these recommendations;
- Any risks around individual candidates which could affect their acceptance of a role (if offered); and
- Conduct references and due diligence on all shortlisted candidates (at the discretion of the Authority).

6.10 **Candidate Engagement** – The Supplier will be required to prepare shortlisted candidates for their formal engagement with the Contracting Authority. This includes preparation for the final panel interview stage of the process.

The Supplier will also assist the Contracting Authority to arrange the appointments for both informal engagements, candidate assessments and final panel interview with the shortlisted candidates. **Please note** – the Supplier will **not** be required to attend any of these appointments.

6.11 **Final Panel Interview and Final Interview Pack** – The supplier will issue a final interview pack to the selection panel at least 48 hours ahead of interviews, ensure that the "meet and greeter" (usually Private Office/ SCS Team are fully briefed with meet and greet guidance and a full timetable for the day) and attend interview wash up discussion.

The Final Interview Pack should include (but not be limited to):

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- Role Specification/s;
- Agenda/Timetable;
- Agreed Interview questions;
- Scoring Sheet;
- Diversity and Inclusion data;
- Feedback reports from any psychometric or other assessment/s undertaken as part of the assessment process; and
- Candidate Applications and CV.

6.12 The successful Supplier/s will also ensure that the technology used for candidates to see the job advert and to apply for the roles should be easily accessible (including for those candidates with reasonable adjustments) by candidates and should ensure access to candidate details are provided to the Authority.

6.13 The following services will also be required from the Supplier:

- Leading on candidate handling, prepping and literature, including keeping in touch at each stage of the process and answering queries;
- confirming all assessments and interviews including date, time and location of interviews in writing and verbally (e.g. by phone);
- providing details of any assessments to be completed;
- informing candidates of application outcome (for example, successful or unsuccessful); and
- Providing completed diversity forms for inclusion in final panel board report.

6.14 **Core and Non-Core Services** – The following core services should be delivered by the Supplier and included in the price:

Core Services

Stage	Title	Description
1 (On Placement of Advert)	Campaign Management	Effectively manage campaigns assigned to you. Provide effective salary and role insight information 48 hours ahead of formal campaign planning meeting.
1 (On Placement of Advert)	Vacancy Holder Video	Facilities to provide a script, filming equipment, attend to film (or support DWP to film), and technology to upload and share high quality videos to promote campaigns.
1 (On Placement of Advert)	Candidate Engagement Session	Setting up and leading a Microsoft Teams livestream or face to face candidate engagement session

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1 (On Placement of Advert)	Marketing Offer	Promote the role (and support DWP to promote the role) via the supplier website (if applicable) and Civil Service Jobs, and any other job boards that the Supplier has existing arrangements with, to be discussed at Campaign Planning stage).
2 (Shortlist)	Campaign Meeting Materials	Issue completed longlist, shortlist and interview packs 48 hours prior to the respective longlist, shortlist and Interviews meetings to panel members.
3 (On Acceptance of Offer)	Diversity Data at Campaign Conclusion	Ensure diversity monitoring form (provided by the Authority) is completed within 24 hours of appointment decision to support production of the panel board report.
Throughout	Search Activity	Provide a high-quality search service, including weekly written updates on the progress of the search including market insights, profiles of potentially interested parties and feedback from a selection of those that have declined to apply
Throughout	Candidate Data Management	Provide diversity data at each stage of the campaign.

6.15 **Non-Core Services** – In addition to the Core Services detailed in the table above, the Authority may require additional non-core services. This will be agreed on a per requirement basis. The Supplier must provide costs of these Services as well as providing a detailed description of the Services as part of their response in Attachment 4 – Price Schedule under the headings listed below:

Non-Core Services

Title	Description
Psychometric Assessments	Provision of psychometric assessment services for shortlisted candidates.
Technical Assessments	Provision of bespoke technical assessments based on campaign e.g. scenario based exercises
Marketing Offer	Advertisements and promotion on 3rd party sites. Please provide upfront prices for a standard media offer.

This list is not exhaustive, and the Supplier can add other Non-Core Services to this list, if deemed appropriate to this requirement.

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7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Launching of the role through external media and supplier's site where applicable.	Within week 3 of Commission to service a role.
2	A diverse application list of suitable qualified and experienced candidates	Within week 8 of Commission to service a role.
3	Produce a diverse longlist of candidates for pre-liminary interviews	Within week 9 of Commission to service a role.
4	Produce a diverse shortlist of candidates to be assessed and subject to panel interview	Within week 11 of Commission to service a role.
5	Successful appointment of 1 candidate per role following panel interviews	Within week 13 of Commission to service a role.

8. MANAGEMENT INFORMATION/REPORTING

8.1 Weekly Management Information (MI) updates will be required. The Supplier/s and the Authority will jointly agree what MI is to be collected and reported in either Microsoft Excel or Microsoft Word, however as a minimum the MI should contain the following:

- Outlining the current status of each vacancy;
- Volume of roles and candidates at each stage e.g. planning, advertising,
- shortlisting, interviewing and offer/on boarding;
- Diversity Reporting as outlined in the Civil Service Commission monitoring form; and
- Performance and reporting against SLAs and KPIs set out in 15.1 below.

8.2 Monthly formal contract reviews will contain but not be limited to the following:

- Performance and reporting against SLAs and KPIs set out in 15.1 below;

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- Ways of working between the Authority and the Supplier;
- Summary of the Weekly Management Information updates from the last 4 weeks.
- Management of action log, incident handling and responses;
- Risk identification and mitigation; and
- Acting as an escalation point for queries, advice and issues.

9. VOLUMES

9.1 There is no guarantee on volumes during the term of the proposed contracts as our recruitment forecasts originate mostly from attrition and as new projects emerge across Government. As an estimation, there may be approximately 15-20 roles per Lot per year, with up to 3 suppliers working on Non-Digital (Core) roles with 1 main and 1 back up supplier for Digital (DDaT) roles.

10. CONTINUOUS IMPROVEMENT

10.1 The Supplier/s will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

10.2 The Supplier/s should review and consider new ways of working to the Authority and present these suggestions at monthly Contract review meetings.

10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

11. SUSTAINABILITY

11.1 The Supplier/s acknowledges that the Authority must at all times be seen to be actively promoting sustainable development though its environmental, social and economic responsibilities.

11.2 The Authority suggests that the supplier/s provide departments with soft copies of all paperwork, including CVs and supporting statements. If agreed, it would then be the responsibility of the department and selection panel to print their own paperwork.

12. QUALITY

12.1 The Supplier/s is/are required to deliver the Services under this agreement according to best industry practice. Please refer to paragraph 15 below (Service Levels and Performance) for guidance on quality assurance.

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13. PRICE

13.1 Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery. Suppliers must explicitly state what core services are included in their costings and what non-core services will incur additional expense.

13.2 All costs associated with travel to and from the base locations of London, Birmingham, Sheffield, Manchester, Leeds, Blackpool, Newcastle, Glasgow and Cardiff in performing the Services will be at the Supplier's expense.

14. STAFF AND CUSTOMER SERVICE

14.1 The Supplier/s shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

14.2 The Supplier's staff assigned to the Contract shall have the relevant experience to deliver the Contract to the required standard.

14.3 The Supplier/s 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.

14.4 DWP will monitor levels of customer service throughout the campaign through the Weekly Management Information (MI) updates and the Monthly formal contract reviews. DWP will raise any issues with the Supplier/s at these meetings.

14.5 The Supplier/s shall appoint an Account Manager to oversee the delivery of all Services under this Agreement. They will be responsible for organising the delivery of all Services under this agreement, and report into the Authority on a monthly basis for formal contract review and provide Weekly Management Information (MI) updates.

14.6 The Supplier/s must have sound processes for quality assurance in place and should demonstrate their internal procedures to assure and control quality in the delivery of the Services within their proposal.

14.7 DWP will measure the quality of the Supplier's delivery through the monthly meetings held between the Contract Manager and the Supplier's Account Manager. Where the Contract Manager believes that the Supplier/s is/are failing to meet agreed delivery dates without reasonable justification, this will be escalated within both DWP and the Supplier/s.

14.8 The Supplier/s must also assess the key risks to the Services. They should identify the most significant risks to successful completion of the programme of work, assess the degree of risk and set out strategies for minimising these risks and managing the consequences if problems occur.

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15. SERVICE LEVELS AND PERFORMANCE

15.1 The Authority will measure the quality of the Supplier's delivery by measuring progress against the following KPI/SLAs which apply to this/these contract/s:

KPI/SLA	Service Area	KPI/SLA description	Minimum Performance
1	Availability	All telephone, email or postal enquiries to be progressed within 1 working day of receipt	100%
2	Complaints	Any issues raised by the Authority to be acknowledged and initial response provided within 2 working days of receipt	100%
3	Contract Management	Supplier to attend Contract Review Meetings as arranged with the Authority	100%
4	Search	Provide weekly written updates on the progress of the search including market insights, profiles of potentially interested parties and feedback from a selection of those that have declined to apply	100%
5	Delivery Timescales	Diverse Longlist received within 5 days of closing date of a vacancy	100%
6	Campaign Management	Issue completed longlist, shortlist and interview packs 48 hours prior to the respective longlist, shortlist and Interviews meetings to panel members.	100%
7	Reporting	Ensure diversity monitoring form (provided by the Authority) is completed within 24 hours of appointment decision to support production of the panel board report.	100%

15.2 Where a supplier fails to meet the key deliverables outlined in 7.1 & 15.1 the Authority reserves the right to engage with alternative supplier on the framework to deliver the role.

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

16.1 Security requirements are listed within the terms and conditions in the CCS Framework and the additional policies as specified in the Call Off Order Form. This includes Baseline Personal Security Standard (BPSS) checks and non-disclosure requirements. The Supplier warrants that anyone working on the Services under this contract will be BPSS checked as a minimum.

16.2 The Supplier/s will need to ensure that the candidates that are put forward for vacancies are aware of the security vetting requirements of the role (these will be provided by the Authority to the Supplier).

17. PAYMENT AND INVOICING

17.1 Invoices are to be submitted to DWP against a Purchase Order, which will be provided at contract start.

17.2 Fee Payments:

- Fixed Fee paid at milestones:
  - 25% Placement of advert
  - 25% Shortlist signed off by the Buyer (i.e. the Buyer has signed off candidates for final stage of recruitment); and
  - 50% Appointment and acceptance of candidate.

The Supplier shall note that in the event:

- that the Buyer cancels the recruitment requirement, the Buyer will be responsible for the payment of the fee up to the point in the process at which the recruitment has been cancelled;
- that the Supplier cancels the recruitment at any point after the placement of advert, the Buyer will make only the first 25% payment; and
- of the appointed candidate leaving the position for any reason within 6 months of the appointment contract start date, the Supplier shall refund 50% of the total fee or provide a free of charge replacement search (the latter subject to the Buyer's sole discretion).

The Supplier shall not undertake proactive headhunting of appointed candidates that they have previously sourced for a Buyer, through this Framework agreement, on behalf of Framework or non-Framework Buyers, for a minimum period of twelve (12) months after the candidate placement date.

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The Supplier shall note that the same fees apply for any inward secondments or fixed term positions of less than a year. Buyers will be charged at a pro-rata rate of a twelve (12) month salary.

The Supplier shall note that there will be no additional fee charged if the Buyer wishes to employ a fixed term candidate supplied under the Framework Agreement, on a permanent basis.

17.3 Invoices are to be submitted upon completion of a key milestone.

17.4 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

17.5 Payments will be made to the Supplier within 30 days of receiving a valid invoice.

17.6 Suppliers must be prepared to use electronic purchase to pay (P2P) routes, including Catalogue and e-Invoicing. Suppliers must be prepared to work with DWP to set up and test all electronic P2P routes. This may involve creating technical ordering and invoice files, including working with our ERP system service suppliers and systems.

18. CONTRACT MANAGEMENT

18.1 The Authority will appoint a Contract Manager. The Contract Manager will remain in regular contact with the Supplier throughout the delivery of the Services.

18.2 The Contract Manager will hold monthly Contract Review Meetings with the Supplier Account Manager to review the MI provided by the supplier and status against the KPIs and SLAs. Attendance at Contract Review meetings where face to face (location to be agreed between the Authority and the Supplier), shall be at the Supplier's own expense.

18.3 The Contract Manager will agree the agenda of the monthly meetings with the Supplier Account Manager, but the monthly meeting agenda will include (but is not limited to):

- Performance and reporting against SLAs and KPIs set out in 15.1 below;
- Ways of working between the Authority and the Supplier;
- Summary of the Weekly Management Information updates from the last 4 weeks.
- Management of action log, incident handling and responses;
- Risk identification and mitigation; and
- Acting as an escalation point for queries, advice and issues.

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19. LOCATION

19.1 The location of the Services will be carried out at the supplier/s business address with periodical meetings at DWP, meetings will be facilitated via Microsoft Teams, telephone or face to face.

19.2 The location of the roles will be provided upon commissioning of the agreed supplier/s.

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ANNEX 1 – EXAMPLE ROLE DESCRIPTIONS

Lot 1 – Digital, Data and Technology Role – Head of Data Architecture

Vacancy reference: [INSERT VACANCY REFERENCE]

Salary
These posts are at **SCS1 level**. The salary is **Up to £107,500.**
Civil servants applying on promotion will usually be appointed to the salary minimum (£73,000) or within 10% of existing salary.

Location

Digital hubs locations – **Birmingham, Blackpool, Leeds, Manchester, Newcastle Upon Tyne, Sheffield**.

This role is suitable for hybrid working, which is where an employee works part of the week in their DWP office and part of the week from home.

This is a voluntary, non-contractual arrangement and your office will be your contractual place of work. The number of days that anyone will be able to work at home will be determined primarily by business need but personal circumstances and other relevant circumstances will also be taken into account.

If you are successful, any opportunities for hybrid working, including whether a hybrid working arrangement is suitable for you, will be discussed with you prior to you taking up your post.

Please be aware that this role can only be worked in the UK and not overseas

About the role

The Head of Data Architecture is responsible for helping DWP leaders enable their future state data capabilities that, in turn, drive DWP's data agenda for the better use of data across Department and wider government.

The post holder will be a key member of the DWP Architectural Practice, leading the development of the Data Architecture community, sharing good practice. They will also have an indirect line to the DWP Data Practice.

The Head of Data Architecture will report directly to the Chief Technology Officer.

In order to set and implement our data architecture strategy, the post holder will also work closely with additional key stakeholders, including:

- Director General (DG) of DWP Digital Group.
- Digital Directors.
- SCS across the organisation, including directly with Senior Responsible Officers (SRO) of major change programmes.

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- DWP Business Strategy to ensure the Data Architecture meets the needs of DWP.
- The Chief Data Officer (CDO) to ensure that the Data Architecture meets overarching data standards.
- Other Government Departments to share best practice and align data architectures across government, working with Central Digital Data Office (CDDO) and Government Digital Service (GDS).

Key responsibilities include:

- Lead, grow and strengthen capability across the Data Architecture Team
- Oversee the design of the DWP Data Reference Architecture and the underlying data models, understanding how each fulfils the needs of the business.
- Champion data architecture across DWP and wider government, setting the standards and ways of working for the Data Architecture community
- Work with the CDO and Head of Data as a Service to establish data architecture frameworks, standards and patterns that ensure consistent DWP-wide collection, storage, consumption and distribution of data.
- Have responsibility for making sure that the organisation's systems are designed in accordance with the data architecture.
- Support the CTO and CDO in providing advice to project teams and oversee the Data Lineage, Lifecycles and Quality, as a Governance capability.
- Following guidance from the CTO and CDO, ensure Data Architecture and associated solutions comply with data-related regulations and policy, including GDPR.
- Support the CTO and CDO in ensuring solutions conform to the Government Digital Data Principles and underpinning Data Standards.
- Ensure services are designed in accordance with the Data Reference Architecture.
- Work with the CTO and CDO to identify opportunities for data reuse, consolidation and efficiency across the organisation and determine best practice and codes of practice for Data
- Create the data architecture policy and standards and ensure these are applied consistently across the department.
- Establish best working practices as a recognised industry leader for data architecture.
- Manage the data architecture budget.
- Close collaboration across all functions on data related policy/design decisions.

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Essential Criteria for the role which will be used to assess your application, alongside Success Profiles:

- Proven experience as a senior data architect, with in depth understanding of data design, tooling, integration, and security.
- Proficient in a wide range of data systems, involved in selecting data-related technology.
- Proficient in a range of technical areas with hands-on experience of data-related technology implementation or development, ideally including most or all of the following:
    - *Understanding and experience of Big Data, Data Warehouses and Data Lakes*
    - *Understanding and experience of streaming and cloud-based data architectures, including migration of heritage data architectures to cloud native architectures and cloud-based secure data architectures*
    - *Understanding and experience of how data architecture supports the use of events in an event-based architecture, including event-based micro-service data architectures*
    - *Understanding and experience of Data Analytics and associated technologies*
    - *Strong record of developing Data modelling at all levels, from enterprise to solution*
- Successful track record in developing large scale data architectures in a complex, multi supplier environment. Experience of working in a fast moving agile environment would be advantageous
- An understanding of the latest trends in large scale enterprise data architecture design

How to apply

To apply for this post, you will need to complete the online application process outlined below:
This should be submitted no later than 23:55pm on 19th March 2023 via

- A CV setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years;
- Three statements (max. 500 words each) answering the below questions, explaining why you want to work for DWP in this role; how you consider your

personal skills, qualities and experience providing evidence of your suitability for the role, with reference to the essential criteria in the person specification;

1. **How would you lead and transform a team with disparate skills and maturity to become a cohesive unit to lead and transform the Department's thinking on data?**

2. **What do you consider to be the 3 most important things when considering data architecture?**

3. **What are the key deliverables from data architecture and how would you prioritise them?**

●

Please note that when you make your application online you will be asked to complete Diversity Monitoring information too.

Reasonable adjustments
If a person with disabilities is put at a substantial disadvantage compared to a non-disabled person, we have a duty to make reasonable changes to our processes. If you need a change to be made so that you can make your application, you should contact [INSERT SEARCH AGENCY HERE] as soon as possible before the closing date to discuss your needs.
Complete the “Assistance required” section in the “Additional requirements” page of your application form to tell us what changes or help you might need further on in the recruitment process. For instance, you may need wheelchair access at interview, or if you’re deaf, a Language Service Professional.

Disability Confident Scheme
The Civil Service embraces diversity and promotes equal opportunities. As such, we run a Disability Confident Scheme (DCS) for candidates with disabilities who meet the minimum selection criteria. Disability Confident employers offer an interview to a fair and proportionate number of disabled applicants that meet the minimum criteria for the job (this is the description of the job as set by the employer).
To be considered for an interview you must have:

- a physical or mental impairment which has a substantial and long term (over 12 months) adverse effect on your ability to carry out normal day to day activities; or a long-term health condition; **and**
- demonstrated that you meet all the minimum qualifying criteria set out in the advertisement for the post at the application and testing stages.

1. Shortlist

A panel will assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out in the Person Specification section of this pack. Failure to address any or all of these may affect your application.

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The timeline later in this pack indicates the date by which decision is expected to be made, and all shortlisted candidates will be advised of the outcome as soon as possible thereafter.

2. Assessment

Depending on the volume of applications received, a longlisting process may be conducted. Following the longlisting process - and in advance of shortlisting candidates will be contacted to discuss their application in more detail. This will not result in a pass or fail decision. Rather, it will support the panel's overall assessment of evidence to shortlist candidates demonstrating the best fit with the role.

If you are shortlisted, you will be asked to take part in Psychometric tests and a Staff Engagement Exercise in advance of the video interview. This assessment will not result in a pass or fail decision. Rather, it is designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

Shortlisted candidates may receive an informal discussion about the role with the vacancy holder or deputy, this discussion does not form part of the assessment.

3. Interview

Shortlisted candidates will be invited to attend an interview. This will be a face-to-face the date, location and time will be confirmed nearer the time. The interview panel will be chaired by **[INSERT PANEL CHAIR NAME]** who will be supported by additional panel members.

The final panel interview will be a blended interview, covering Behaviours and Experience. A blended interview aims to be more of a conversation. Behavioural questions will explore what you have done in previous jobs or experiences as well as what you have achieved and/or learned.

Questions will be shared in advance of the interview minimum of one week before hand.

4. Selection and Feedback

The selection process will be chaired in accordance with Civil Service Commission requirements (please see question 10 on FAQ for more information).

Regardless of the outcome, we will notify all candidates as soon as possible, and will offer the opportunity to discuss feedback for all candidates who reached interview.

A reserve list will be held for up to 12 months, which we may use to fill future suitable vacancies.

Lot 2 – Non-Digital (Core) Role – Chief Risk Officer (part time)

Vacancy reference: [INSERT VACANCY REFERENCE]

Salary
This role is part time - 0.6 full time equivalent (over 3 days per week minimum, of which a maximum of 1 can be worked remotely).

This post is **Senior Civil Service Grade 2 (SCS2) level**. The salary for the role is up to **£115,000 full time equivalent (FTE)**. Civil servants applying on promotion will usually be appointed to the salary minimum £95,000 FTE or within 10% of existing salary.

Location
This role can be based in the following DWP Hub locations: Birmingham, Blackpool, Leeds, Manchester, Newcastle or Sheffield.

This role is suitable for an element of hybrid working, which is where an employee works part of the week in their DWP office and part of the week from home, but regular travel is likely.

About the role

This is a key role within the DWP Finance Group, as one of 8 Director roles, reporting to the Finance Director General. The post holder will be a member of the DWP Finance Executive Team.

As a member of the Senior Civil Service, the role holder will have wider leadership responsibilities across the Department for Work and Pensions.

The Chef Risk Officer has overall responsibility for the strategic management of risk across the Department.

The Chief Risk Officer is accountable for a small, specialist, geographically dispersed team of c15 full time equivalent colleagues located in England and directly line manages one SCS1 colleague.

The Chief Risk Officer is responsible for an annual budget of circa £1m.

Key responsibilities include:

The Chief Risk Officer is a key strategic leadership role and will have overall responsibility for:

- Setting the Department's Risk Management Strategy and architecture including structures and accountabilities
- Defining the Risk Management Policies and Procedures and the reporting and assurance frameworks

- Supporting the Board to set the organisation's risk appetite and the Executive team to create a healthy risk culture
- Providing a strategic oversight of risk across the Department advising the Board, Executive Team and Ministers and working across the business to determine appropriate mitigations
- Leading a high performing central risk management team and network of risk professionals across the organisation.

Further responsibilities include:

- Chairing the department's Risk Assurance Board
- Supporting the Departmental Risk and Assurance Committee to fulfil its responsibilities collaborating with Internal Audit and other assurance providers to support an integrated assurance framework
- Ensuring compliance with "The Orange Book (Management of Risk – Principles and Concepts)" and other relevant HM Treasury (HMT) and Cabinet Office standards
- Working with the HMT Risk Management Centre of Excellence to support the wider development of the risk management function and sharing of best practice.

Essential Criteria for the role which will be used to assess your application:

The successful candidate must be able to demonstrate a track record of success in the following essential areas:

- Building highly effective and trusting relationships at pace, working collaboratively with senior stakeholders to achieve positive outcomes
- Senior leadership background in an operational, finance, audit or risk environment, with strong business acumen and substantial experience of managing significant risks and opportunities in a large, complex organisation
- Outstanding judgement and integrity in providing strategic advice, constructive challenge and support to the business in the field of risk management and assurance
- Proven ability to work seamlessly across boundaries, collaborating with and drawing on resources from across internal and third-party organisations
- Passion for building capability, raising standards and driving continuous improvement
- Institute of Risk Management (IRM) accredited or willingness to become accredited.

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Desirable criteria:

- Proven success in leading enterprise-wide risk management and developing a culture where effective risk management can occur.

Selection Process

1. Application

To apply for this post, you will need to complete the online application process outlined below via the XXXXXXXX site at XXXXXXXXX no later than 23:55 on Monday 4 September 2023.

- A CV setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years;

- A supporting statement (maximum 1250 words) explaining why you want to work for DWP in this role; how you consider your personal skills, qualities, and experience providing evidence of your suitability for the role, with particular reference to the essential criteria in the person specification.

Please note that when you make your application online, you will be asked to complete diversity monitoring information too.

2. Longlist

You will receive an acknowledgment of your application through the online process.

The panel, which will be chaired by XXXXXXXX Civil Service Commissioner and supported by additional panel members, will then assess all applications to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out in the 'Person Specification' section. Failure to address any or all of these may affect your application.

Candidates selected for longlisting will be invited for a preliminary discussion with XXXXXXXXX to further explore their skills and experience.

3. Shortlist

A panel, including the hiring manager, will then assess your application along with your preliminary interview feedback to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out in the Person Specification section of this pack. Failure to address any or all of these may affect your application.

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The timeline later in this pack indicates the date by which a decision is expected to be made, and all shortlisted candidates will be advised of the outcome as soon as possible thereafter.

4. Assessment

If you are shortlisted, you will be asked to take part in a Staff Engagement Exercise and Alternative Leadership Assessment (ALA) in advance of the interview. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

Shortlisted candidates may also be invited to a formal discussion with the vacancy holder or another senior stakeholder within the department. This conversation will not result in a pass or fail decision, instead will allow for feedback to the panel for any areas to highlight and explore further at interview.

5. Interview

Shortlisted candidates will be invited to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the Person Specification at which you will be expected to give a short presentation to the panel (the subject of which candidates will be informed of in advance).This will be a face to face interview, details of which will be confirmed nearer the time.

6. Selection and Feedback

Regardless of the outcome, we will notify all candidates as soon as possible, and will offer the opportunity to discuss feedback for all candidates who reached interview. A reserve list will be held for up to 12 months, which we may use to fill future suitable vacancies.

The selection process will be chaired in accordance with Civil Service Commission requirements (please see FAQ for more information).

Selection panel

The panel will consist of:

XXXXXX
XXXXXX
XXXXXX

XXXXXXX will be available throughout the process to advise and support candidates. All shortlisted candidates receive preparatory support before assessments and final interview.

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Help with your application

For a confidential discussion about the role to help you determine your suitability for application and/or to answer any questions you might have, please contact one of our recruitment advisors at XXXXXXX:

XXXXXXXX

XXXXXXXX

XXXXXXXX

If you are unfamiliar with the online system and would like a discussion on how best to navigate the process, please contact: XXXXXXXXX who will be happy to advise you and help you with your application.

Reasonable adjustments

At DWP we value diversity and inclusion and actively encourage and welcome applications from everyone, including those that are underrepresented in our workforce.

We consider visible and non-visible disabilities, neurodiversity or learning differences, chronic medical conditions, or mental ill health. Examples include dyslexia, epilepsy, autism, chronic fatigue, or schizophrenia.

If you need a change to be made so that you can make your application, you should: Contact XXXXX via XXXXXXXX as soon as possible before the closing date to discuss your needs.

Complete the “Reasonable Adjustments” section in the “Additional requirements” page of your application form to tell us what changes or help you might need further on in the recruitment process. For instance, you may need wheelchair access at interview, or if you’re deaf, a Language Service Professional.

Disability Confident Scheme

The Civil Service embraces diversity and promotes equal opportunities. As such, we run a Disability Confident Scheme (DCS) for candidates with disabilities who meet the minimum selection criteria. Disability Confident employers offer an interview to a fair and proportionate number of disabled applicants that meet the minimum criteria for the job (this is the description of the job as set by the employer).

To be considered for an interview, you must have:

- a physical or mental impairment which has a substantial and long term (over 12 months) adverse effect on your ability to carry out normal day to day activities; or a long-term health condition; and

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- demonstrated that you meet all the minimum qualifying criteria set out in the advertisement for the post at the application and testing stages.