

## Defra Group Management Consultancy Call off Contract: Project Engagement Letter

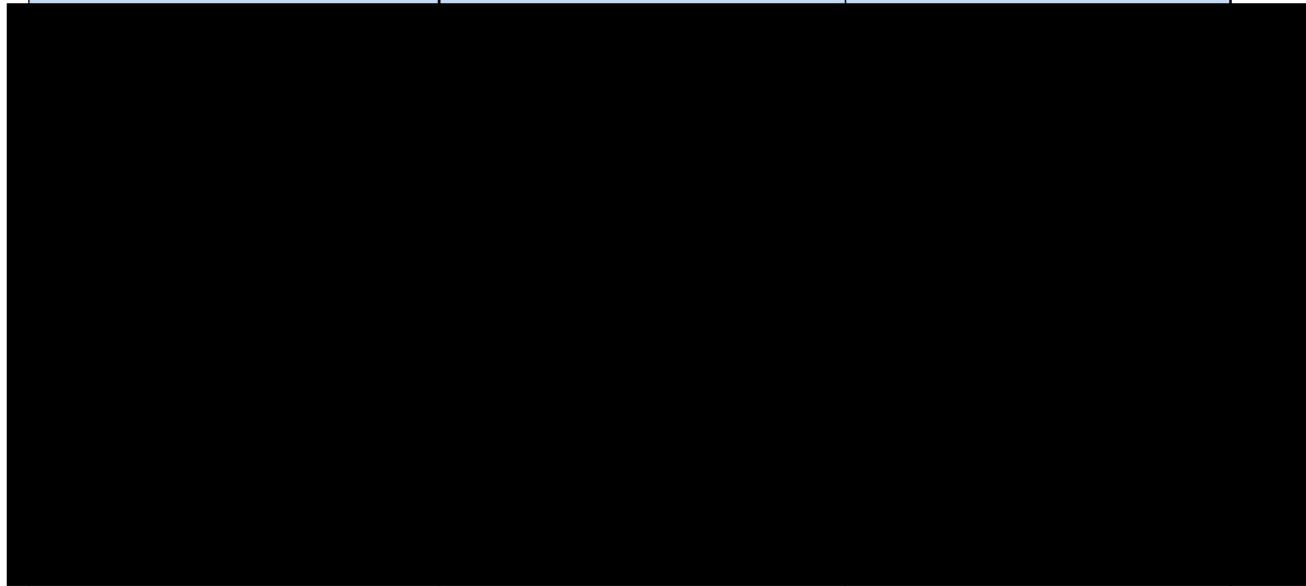
Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access Consultancies within and subsequent reference number.

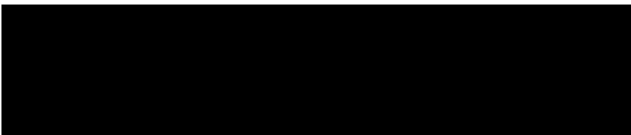
<b>Engagement details</b>			
<b>Engagement ref #</b>	DPEL _61545_023		
<b>Extension?</b>	N	<b>DPEL Ref.</b>	
<b>Business Area</b>	Human Resources		
<b>Programme / Project</b>	'Rethinking Recruitment.'		
<b>Senior Responsible Officer</b>	[REDACTED]		
<b>Supplier</b>	PA Consulting		
<b>Title</b>	Rethinking Recruitment		
<b>Short description</b>	The project constitutes a fundamental review of the current end to end recruitment operating model, systems and process, revalidating previously identified 'to be' process ambitions, identifying the specific barriers to achieving those ambitions and make recommendations for changes that can be made to enable Defra group to address them.		
<b>Engagement start / end date</b>	Start date: 08/01/2024	End date 16/02/2024	
<b>Consultancy Spend approval reference</b>	CGB reference for Core Defra only - £100k + (RDEL)		
<b>Expected costs 23/24</b>	£99,875		
<b>Expected costs 24/25</b>	£0		
<b>Expected costs 25/26</b>	£0		
<b>Dept. PO reference</b>	Dept. PO reference # (to allow for Defra Group recharge)		
<b>Lot #</b>	Lot 2		
<b>Version #</b>	1.0		

### Approval of Project Engagement Letter

By signing and returning this cover note, Human Resources accepts the contents of this Project Engagement Letter as being the services required and agrees for PA Consulting to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 2 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.



Signatures		
Supplier	Business Area	Defra Group Commercial
		
Supplier engages with Business Area to complete. Once agreed, Supplier signs front page and sends to Business Area	Business Area signs front page and sends to DgC	On approval, DgC signs and returns copy to Business Area and Supplier



## 1. Background

### Culture and Capability

Recruitment at Defra is delivered on a self-serve basis with central support from the Defra group HR for specialist advice and guidance as well as volume recruitment. As many parts of the organisation will recruit on an infrequent basis, the capability to best utilise Civil Service Success Profiles, write job adverts and descriptions and best attract high quality candidates is limited. This capability gap in managing the complexity of Civil Service recruitment processes combined with the self-serve operating model has resulted in a number of specialist recruitment teams being

created within organisations and directorates to support hiring managers. Whilst providing invaluable support, the boundaries and responsibilities across these teams and Defra group HR has never been addressed, resulting in a culture of localised activity and a lack of trust in the central service provision.

The creation of localised teams has also resulted in a varied understanding of resourcing policy and governance both within Defra and across the Civil Service that present unnecessary 'rules' and restrictions on process that do not meet business needs. It has also resulted in multiple local inventions of 'guides' and 'how to' documents that perpetuate resourcing myths and knowledge gaps. Self-service was meant to lead to efficiencies and resource reduction, instead we have 'shadow functions' in multiple places which are uncoordinated, duplicating work and leading to the opposite of the intended outcomes.

### **Candidate Experience and Process**

The Civil Service recruitment processes are recognised as being complex and slow. Innovation and progress in the resourcing industry has led to a candidate expectation of quick and easy applications and sleek, efficient recruitment processes. Current practice at Defra is impacting negatively on the candidate experience and impacting our ability to recruit the best talent, particularly from the external market.

### **Systems and Suppliers**

In addition, Defra group operate multiple disconnected systems, creating difficulty in developing a group-wide understanding of workload planning requirements and the lack of a single source of truth on resourcing demand and supply. The current requirement to use different suppliers across public and civil service organisations and repeated feedback of service problems with GRS and SSCL add additional contract management challenges and administrative burden. The culture of localised activity means group organisations are working in siloes to address the systems and technology gaps. Examples include, various projects to consider Workload Planning and Applicant Tracking tools are currently being considered across Defra ALBs.

Action has been taken at a tactical level to address specific pain points via the Time to Hire and Joiners. Movers and Leavers projects, which are improving processes and streamlining approaches. However, the limited scope of these existing projects means that Defra has not addressed the more fundamental issues faced. Work in these areas should continue – but along with the opportunities presented by new technology, now is an opportune time to have a fundamental rethink and learn from best practice elsewhere in government and private sectors.

## **2. Statement of services**

### **Objectives and outcomes to be achieved**

The objectives of this project are to:

- Carry out a fundamental review of the current end to end recruitment process, revalidating previously agreed process ambitions and identifying the specific problem areas in achieving them.
- Recommend 'no regret' changes that could be made to improve the efficiency and effectiveness of the recruitment process along with proposed implementation roadmaps.
- A review of localised 'Recruitment' resource within Defra Core department and the development of options for efficient resourcing support structures.

## Scope

The following areas are considered in scope for the as-is reviews and recommendations paper:

- *Operating model* – a comprehensive review of the self-serve model and the respective role of the central recruitment team and localised business management teams
- *Suppliers* – including options to address the current inconsistency in supply models across public and civil service
- *Systems* – including opportunities to harmonise supporting technology infrastructure across the in-scope organisations
- *Processes* - an end-to-end process review to provide more innovative recruitment process options to improve candidate experience and present Defra in a more competitive way in the resourcing market.
- Associated policies and processes (both real and those which have developed through practice).

In delivering this work the supplier will:

- Review all existing data or documentation on existing technology, processes, pain points, and user feedback that DEFRA is able to provide
- Interview up to 15 - 20 stakeholders, in groups and individually which will be a mix of those in the recruitment team, those working in recruitment within teams, hiring managers, key Transformation Programme ExCo (e.g. strategic owners of the project) members and IT / system owners
- Validate previously created 'to be' process maps and determine whether they are in keeping with the proposed recommendations
- Hold a workshop with recruitment colleagues on initial findings and to test initial recommendations.
- Brief the Transformation Programme ExCo on the findings and the recommendations paper

This DPEL covers the review of As-Is processes and the recommendations / options paper. Any work to implement those options will be considered through a different DPEL.

The following will be provided by Defra project team members, working with PA:

- Support in setting up meetings with key stakeholders as set out above
- Advising on which stakeholders are likely to have significant influence over the success of the recommendations and the best means of engagement
- Providing all existing documentation and data in a timely way in advance of the start date, sharing via a shared Teams site created by the Defra team
- Regular (at least twice per week) meetings with the PA team to highlight any changes in context or risks to success
- Review and validation of As-Is deliverables based on existing knowledge or previous work
- Review and input on recommendations as they emerge to test the feasibility of implementation within the Defra context (recognising that implementation is not within the scope of this DPEL)

The following areas are considered out of scope for this project:

- Current streamlining/automation work underway – the project will be take note of this activity but not stop it. However, it may offer opportunities to supplement such work, or to draw on its outputs.
- Recruitment processes and technologies used in other parts of Defra group, outside of Defra core

- Retention issues after we have onboarded applicants
- Strategic workforce planning and position management
- Management of contingent labour and temps (unless linked to above questions)

### Assumptions and dependencies

- The project will understand but not necessarily be constrained by historical central government policy/thinking.
- The project will be mindful of the future considerations and approach being taken through Synergy and engage with the cluster in our thinking.
- The project will be mindful of the direction of the Government People Group Recruitment Transformation Programme to ensure engagement and alignment.
- The project will consider both industry best practice and practice within other government departments and agencies.

### Risk management

Provide further details of any foreseen risks with this project and how they could be mitigated:

The outline project risks and mitigations are listed below. These are to be explored more fully and mitigations defined in more detail with the chosen consultancy.

Risk 1 - The scale and complexity of the project scope may impact on the ability for the review to be completed within the desired timescales.

Mitigation: Defra team to support scheduling of interviews and workshop in advance, and provide access to necessary documentation in advance of start date. Number of stakeholder interviews proportionate to identifying the key processes that exist.

Risk 2: The complexity of the interfaces with other activity within resourcing both internally at Defra and wider across the Civil Service may impact on the project.

Mitigation: Defra team to provide supplier with documentation and briefing on related initiatives and the possible dependencies on any recommendations. Defra team aligned to the work to act as point of contact for questions through the work.

Risk 3: The capacity of internal colleagues to engage with the project may be limited due to competing work demands.

Mitigation: Invitations to interviews and workshop to be issued in advance of the start date of the contract. Defra sponsor to engage with team leads if required to emphasise the importance of the work.

Risk 4: The variation and disparity of views across the Defra group will impact on the ability to gain commitment across the organisation to the recommendation of the projects.

Mitigation: Identify a small number of stakeholders that may act as a 'critical friend' to be interviewed and take part in the recommendations workshop. Engage positively, but sensitively to be clear on the aims for the work in a way that recognises potential fears amongst colleagues. Use the ExCo to review and endorse recommendations as a means of getting broader support. Provide sufficient engagement time between the conclusion of this activity and the beginning of implementation (to be covered under a different DPEL).

### Deliverables



- As-Is process paper: The development of a comprehensive end-to-end map of existing processes.
- As-Is technology paper: The development of mapping of the current technology infrastructure.
- Options and recommendations paper to support stakeholder engagement and inform delivery: The development of a comprehensive options analysis for proposed recommendations including cost-benefit analysis and proposed implementation plan.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project Stage A</b>			
As-Is Process paper	The paper includes a process map for all known recruitment processes within Defra Core teams  The paper can be understood by those working within resourcing and act as a point of reference.		
As-Is Technology paper	The paper includes an overview of all known recruitment technology used within Defra Core teams  The paper can be understood by those working within resourcing and act as a point of reference.		
Options and recommendations paper	The paper clearly articulates the options across operating model, suppliers, systems, and processes as set out above.		
<b>Project Stage B</b> (additional stages can be added)			
<b>Internal Capability Development Outcomes</b>			
<b>Social Value Outcomes</b>			

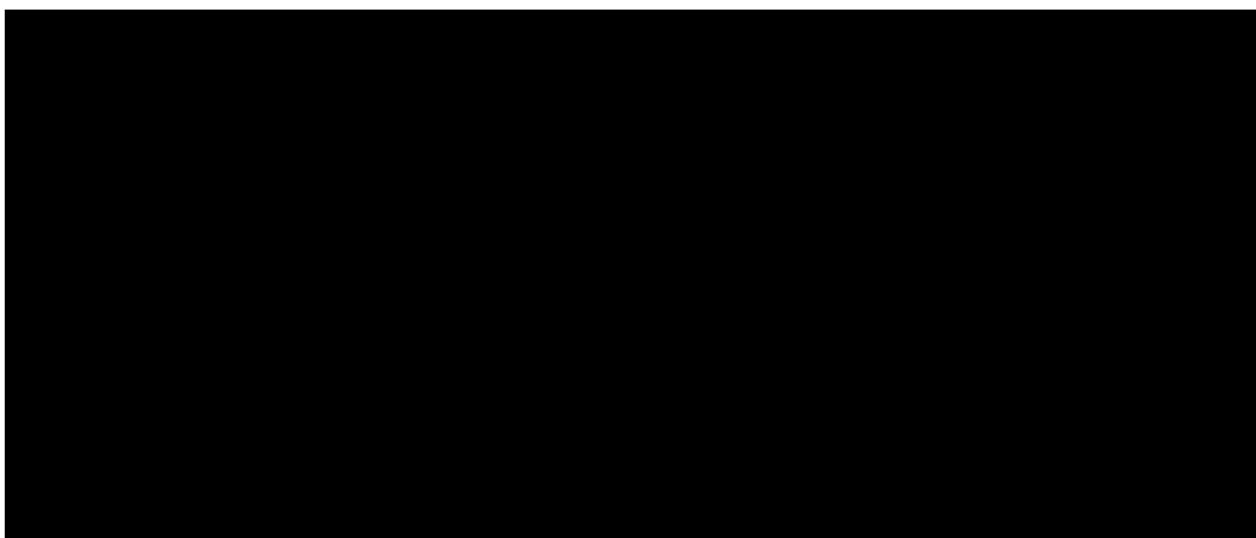
#### Limitations on scope and change control




Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Business Area.

The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

### 3. Delivery team



<b>Total resource</b>  <div style="text-align: center;"> <u>Total days*</u>  <b>Engagement Length**</b> </div> <p><small>*Total days worked across all resources **Total working days in engagement</small></p>	
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#### Business Area's team

Outline Business Area staff allocated to support delivery team in completing the engagement including names, roles, responsibilities and any dependencies / scope they will deliver.

### 4. Fees

Defra Group will reimburse the Supplier for approved work done according to the table below. The total fees for the scope of work detailed in this Engagement Letter will be £99,875, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
<b>A</b>		<b>DD/MM/YY</b>
As-Is Process paper and As-Is Technology paper		



Stage	Cost	Due (link to milestone dates)
Options and recommendations paper		
<b>B</b> (additional stages can be added)		
Outline details of outputs/deliverables required to initiate invoice and payment thereof		
<b>Expenses</b>		
(Brief details of expenses)	£	
<b>Grand total</b>	£99,875	

*Business Area considerations:*

- Are the costs and fees appropriate (costs linked to deliverables, rates and drive value for money)?

### Expenses statement

Defra Group overarching contract rates include expenses for any travel to/from any UK location defined by the Business Area as the base office for the work. Only expenses for travel at the Business Area's request from this base can be charged. If appropriate, define permissible expenses to be charged.

### Payment

The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees monthly on confirmation of approval of work delivered by the Business Area. The Supplier will keep an accurate record of time spent by staff in providing the services and provide this information and supporting narrative, if requested.

## 5. Governance and reporting

As part of the Call-Off Contract, the Supplier and Business Area agree to provide reporting on the following:

- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Weekly reports of progress and key risks and issues
- Weekly or fortnightly engagement with task and finish group

### Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
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<b>01</b>	Timely Delivery	Deliverables delivered on time as agreed with key milestones	Fortnightly	Defra	% of project deliverables produced within agreed deadlines	<b>100%</b>
<b>02</b>	Quality of deliverables	Outputs are fit for purpose and support Programme/project outcomes with Zero spelling mistakes, clear and simple language and a coherent structure and flow	Quarterly	Defra	Qualitative feedback and assessment	<b>1 round of feedback</b>
<b>03</b>	Reporting provided on time	Reports are delivered on time, with appropriate sections completed to a good standard	Monthly	Defra	% of reports delivered on time	<b>100%</b>

### Feedback and satisfaction

Defra Group reserves the right to hold review meetings during the assignment, discussing what went well, opportunities for improvement on future assignments and similar. This will incorporate any 'Show and Tell' documentation or transferable products that have been produced.

A post-engagement quality review of the engagement will be arranged where the Business Area rates the services provided.

### Non-disclosure agreements

The overarching MCF2 framework include NDAs.

## 6. Exit management

The agreed actions and deliverables by the Supplier for when the contract ends are as follows:

Describe what the supplier will produce upon existing the project engagement:

### Notice period

The nature of these engagements require that Defra Group have the ability to terminate an engagement with notice. Defra Group's termination rights for this engagement are marked below.

The minimum notice period for termination is 5 working days regardless of engagement duration.



1. Business Area identifies a potential need for delivery support, initiates a conversation with DgC, confirms which approvals are required for an engagement to occur, e.g. Consultancy Governance Board if over £100k or DgC Corporate Services Delivery Board if under £100k.
2. Request Form completed by Business Area and submitted to DgC at:  
[REDACTED]
3. The form is reviewed by the DgC team around which resource route is most appropriate (e.g. Lots 1/2/3) and may request additional information/edits from the Business Area if required.
4. Lot / Supplier is selected and briefed on the request by DgC, then introduced to the requesting Business Area for further discussion and confirmation of work to be delivered
5. A Project Engagement Letter is completed by the Business Area with input from the Supplier (with supporting proposals as appropriate) and then finally agreed between the two parties, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the DgC for review by the Consultancy Governance Board (CGB). Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</li> <li>▪ Purchase Order number</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work can start</li> <li>▪ Supplier can invoice for work</li> </ul>

