Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.6 Staff Resources

Wellbeing and Work Trials – Group Work

Pinnacle People

Mercia CPA3

Question 2.4.6 Staff Resources
Please provide a detailed account of your resourcing structure (including any sub-contractor staff) that you will use to deliver this provision and implementation of the JOBS II Model. Your response should include: • A clear explanation of the number of staff including the Full Time Equivalent (FTE) of both delivery and management staff you intend to use for delivery and support of the Group Work, clearly detailing the key responsibilities for each role. • Details of the key skills, experience and knowledge of staff who will deliver this trial and how these support the delivery model and customer journey. • Explain how you will ensure staff acquire and continue to perform their roles with the required skills, experience and knowledge • Indicate how many of these staff are currently employed by your organisation, what evidence you have to indicate they will be able to perform the roles you identify, and how many you will need to recruit • If you need to recruit staff resource indicate the processes and timescales for undertaking any recruitment. • A rationale for why you consider your proposed staffing level to be appropriate for this trial and how these staff will be managed and increased or decreased over the life of the contract Please provide a separate table and upload as Appendix 3 at question 2.5.3 detailing staffing resource allocated to this contract. This will not be counted within the page count. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to 3 sides of A4, **excluding** the question text and these instructions.

Question 2.4.6 Staff Resources
Pinnacle People will deliver the entirety of the JOBS II end to end provision in line with the specification, without the use of subcontractors.**To successfully deliver and manage this programme, we will deploy [REDACTED] FTE** made up of: **[REDACTED]** x Contract Manager, **[REDACTED]** x Partnership Manager; **[REDACTED]** x PRAP Admin, **[REDACTED]** x JOBSII Facilitators (each course is part time), **[REDACTED]** x Admin & Compliance. In addition to delivery staff we will deploy Pinnacle Group Central Operations Support Team incorporating Pinnacle contact centre and Marketing, Finance, HR, Property / Health and Safety, Quality and Audit, Implementation, Data Analyst, Training. Pinnacle People have an excellent understanding of the skills, experience and qualifications required to successfully deliver and manage the JOBSII provision gained through the successful delivery of the PWWP feasibility study. **The Key responsibilities, skills, experience and qualifications for each role are: JOBS II Facilitator**: responsible for leading the delivery of JOBSII model including conducting the Welcome Interview. JOBSII Facilitator will meet with potential participants at the Welcome Interview and build an initial rapport and spark enthusiasm for JOBSII whilst also undertaking an initial assessment of potential participants needs. They will use their social and nurturing nature to gain commitment from customers to attend the JOBSII programme. At the JOBSII 5 day programme, the JOBSII Facilitator will continue their work with participants to achieve JOBSII goals, managing the classroom environment and being responsible for the quality of customer delivery and achievement of the JOBSII aims. Facilitators will work in teams of 2 per course, one male and one female**. Skill set:** Facilitators will possess the personal traits outlined in the JOBSII principles e.g. personable, empathetic, committed to the fidelity of JOBSII, reliable, sociable, flexible, and nurturing. **Qualifications/experience / Knowledge:** Facilitators will have experience of communicating to groups, understanding of JOBSII customer group, facilitation experience, and experience working in teams. All Facilitators will have undertaken the JOBS II training programme. **Partnership Manager [REDACTED]**: Responsible for managing Pinnacle Peoples relationship with JCP and promoting the JOBS II programme to JCP Work Coaches through individual awareness sessions and presentations at JCP offices. The Partnership Manager is responsible for generating referrals and ensuring we reach and maintain referral volumes to achieve an average of 15 people per course. **Skill set: [REDACTED]** has excellent interpersonal and account management skills. **Qualifications /Experience / Knowledge**: **[REDACTED]** has 5+ years working with Pinnacle People in a Partnership Manager role, has a good understanding of voluntary programmes and excellent relationships with JCP Work Coaches. **Contract Manager: [REDACTED]** responsible for ensuring that the provision is delivered to the required quality and performance standards including achieving **390 starts**; with a minimum of 10 people per course and ensuring the fidelity to the JOBS II model. **Skill Set**: **[REDACTED]** has excellent contract management and stakeholder management skills. **Qualifications and Experience**: **[REDACTED]** has over 15 years' experience in managing DWP provision including having contract managed Pinnacle People's delivery of the PWWP Feasibility Pilot. **Central**

Operational Support roles: Responsible for leading their area of specialism and providing professional expertise to underpin operational delivery. Each specialist is already in post, has 12 months experience of DWP programmes and a relevant professional qualification. E.g. Pinnacle Group **Marketing** team will work with the Contract Manager to develop marketing materials to support referrals from Work Coaches. Pinnacle Group **Training** team will deliver the training to JOBSII Facilitators with fidelity to the model, Pinnacle Group **Finance** team will be responsible for the accuracy and validation of the claims and payment processes, Pinnacle Group **Data Analysts** will work with DWP appointed analysts to ensure that the relevant data is captured and shared in line with DWP expectations and Pinnacle **Contact Centre** will handle all initial referrals and bookings to the Welcome Interviews. **We are confident that these roles, skills and experience support the delivery model and customer journey through** ■ Deploying a Contract Manager who successfully delivered the JOBS II Feasibility pilot providing confidence of Pinnacle People ability and understanding of the fidelity to JOBS II ■ Recruiting JOBSII Facilitators from existing staff and from our bank of over **[REDACTED]** Facilitators which allows us to quickly identify the best Facilitators for go live and de-risks the recruitment process ■ Deploying an existing Partnership Manager who has the skills, knowledge and existing relationships to generate sufficient referrals to achieve an average of 15 participants per course ■ A Group Operational Support team comprising of Learning and Development and Commercial and Data teams who have experience of the JOBSII programme from Pinnacle People delivery of JOBS II Feasibility pilot. **We will ensure that JOBSII Facilitators** acquire the skills, experience and knowledge required to undertake their roles through ensuring fidelity to the JOBS II Training programme. We will deploy Pinnacle Training Manager to train all Facilitators for up to 7 weeks using the detailed training schedule outlined in the JOBSII model including an overview of JOBSII, understanding of our customer group, the role of a Facilitator, a walk through each individual session, test delivery, and observation of delivery. This will ensure Facilitators understand the importance of fidelity within the JOBSII modules, and their role as a Facilitator. This structured training programme will cover all elements suggested within the JOBSII Group Leader training plan. **We are confident that all other staff have the relevant skills**, and experience to perform their roles through their existing delivery of DWP programmes, and we will ensure that they have a detailed knowledge of JOBS II and their role within the programme by undertaking a 2 day workshop on the model, their role and our commitment to fidelity of the model. **Ongoing:** For this provision we will ensure staff are involved in training forums on a weekly basis to formally gather learning and feedback from previous courses, to help improve individual and collective performance. Feedback will include results of any observation sessions and feedback gained from Partnership and Contract Manager formal observations; customer feedback and feedback from DWP observers. In addition, Pinnacle People is committed to an environment of continuous professional development which includes professional accreditation such as Diploma in Education and Training qualification at Level 5 or profession led qualifications such as AAT as well as standard training on policies, procedures & legislation. We have an excellent **80% staff retention over 12 months**, and deploy a number of company-wide initiatives to retain good staff including ■ **[REDACTED]**

ALL of the staff required to deliver this programme successfully are already employed by Pinnacle People either directly, or through our extensive (**[**

REDACTED] bank of flexible professional Facilitators. **The evidence we have to indicate that Facilitators will be able to perform the roles are based on** our experience in delivering the feasibility Pilot, plus our detailed knowledge of our Facilitators skills, attributes and current performance on existing Pinnacle People DWP programmes. We have worked with many of our Facilitators and Tutors since 2011 through our delivery of the Jobcentre Plus Support Contract and have complete confidence in their abilities and attributes to successfully deliver this programme. In addition, since the feasibility Pilot, Pinnacle People have delivered a number of principles of JOBSII in our work programme delivery, and all potential Facilitators will be used to the theories of delivering provision. This internal delivery assures us that we have an excellent pool of suitable internal candidates from which to choose and deploy as Jobs II Facilitators. Our Management and Operational Support Team have all delivered DWP provision for a minimum of 3 years. **We do not need to recruit any resources** however we will still ensure we select the most suitable Facilitators (50% male, 50% female) from our internal pool by following the 8 steps described in the JOBS II model. This process will take up to 4 weeks and includes ■ Job Posting – we will use the JOBSII advertising process described using our internal vacancy notification process ■ Screening – initial screening template which uses personal attributes and candidate experience to narrow the applications and to retain interest for potential candidates ■ Criteria for assessment – combining the personal traits identified in the JOBS II report to clearly define the requirements for the successful candidate ■ Preliminary interview –a one hour face to face interview conducted by Contract Manager ■ Referencing - Reviewing feedback from most recent observations and recommendation from existing Pinnacle People Manager ■ The audition interview – We will invite up to 10 participants who will deliver JOBS II materials to members of the Pinnacle People team, and volunteer customers ■ Developing a team – **[REDACTED]** Recruitment Manager will use a Pinnacle People on-boarding analysis tool which uses a series of detailed personal profiling questions to identify and select the successful candidates ■ final selection based on the whole process with contingency candidates identified and placed on Tutor Flexible Bank for any future needs. **Our rational for the staffing levels on this provision is based on: ■ Our successful delivery of the Feasibility Pilot plus ■ [REDACTED]**

. **Our contingency arrangements for staff absence and rises in customer volumes** over contract term are managed through our flexible pool of ready trained Facilitators. We intend to train double the number of Facilitators who will deployed on other assignments with Pinnacle People until required. All Facilitators will be trained in Pinnacle processes and JOBS II products and are available within a few hours to fill staff gaps and manage fluctuations. Our proposed staffing level is appropriate based on our analysis of the pilot programme and a thorough understanding of these requirements