

**Framework Specification**

**RM6290 - Executive and Non Executive Recruitment Services**

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## **1.0 INTRODUCTION**

This document is to provide a description of the Services that the Supplier will be obliged to provide the Buyer under a Call-Off contract.

The Crown Commercial Service (CCS), hereby known as the Authority is seeking to establish a multi Supplier Framework Agreement for the supply of

* permanent and fixed term staffing recruitment solutions for non-clinical requirements; and
* non-executive fixed term public appointments.

This Framework Agreement will offer:

* A robust performance management approach, including collection and analysis of KPI metrics and quarterly performance reviews between the Authority, Buyers and the framework Suppliers to support maintenance and continuous improvement of performance levels throughout the framework lifetime.
* Data gathering route to allow collection of detailed management information and metrics to support ongoing trend analysis and service development.
* Transparency of Supplier service capability/offer and pricing to support informed buying decisions by Buyers.
* Flexibility of call-off approach via direct award or further competition to meet recruitment timelines.

## **2.0 SCOPE**

This Framework Agreement covers the supply of recruitment Services to UK public sector bodies including central government departments (and their arm’s length bodies and agencies) and non-departmental public bodies, as well as wider public sector organisations, hereby known as the Buyer.

The recruitment services shall include but are not limited to:

* Permanent Executive Recruitment Services;
* Executive Level Fixed-Term Appointments;
* Executive Level Inward Secondments;
* Non-Executive and Public Appointments Recruitment Services;
* Individual candidate placements for non-clinical roles;
* Volume campaign requirements;
* Strategy and Planning Services;;
* Talent Development Services; and
* Technology Services.

This Framework Agreement shall provide full UK coverage of recruitment Services; for the avoidance of doubt this includes England, Scotland, Wales and Northern Ireland.

Suppliers are not required to be able to provide on a national basis but shall be able to provide recruitment Services in geographic locations in and outside of London & The South East, where Civil Service and wider Public Servants are located throughout the UK, not restricted to large cities, and adapting to changing locations for Public Bodies.

## **3.0 LOTTING**

The Services shall be divided into three Lots:

* **Lot 1: Executive Search - Grade 6, SCS1 & SCS2 (and equivalents)**
* **Lot 2: Executive Search - SCS3 & SCS4 (and equivalents)**
* **Lot 3: Non-Executive and Public Appointments**

| **Lot 1** | **Executive Search - Grade 6, SCS1 & SCS2 (and equivalents)** |
| --- | --- |
|  | **Civil Service Grades:** Grade 6, SCS1 (Deputy Director) (or equivalent) and SCS2 (Director) (or equivalent)  **NHS Grades:** AfC Bands 8(a) - 9, NP4 – ST3-5, NP5 – ST6-8, Consultancy (Level 1 – 8), VSM (Executive Directors and Other Second Level Very Senior Managers)  **Wider Public Sector**: Local Government - Principal Officer 8-12, Assistant Director, Divisional Director, Head of Service, Corporate Director 2 (and equivalents), Corporate Director 1, Strategic Director 1 & 2, Executive Director, Assistant Director, Director (and equivalents) |
| **Lot 2** | **Executive Search - SCS3 & 4 (and equivalents)** |
|  | **Civil Service Grades:** SCS3 (Director General) and SCS4 (Permanent Secretary) (or equivalent)  **NHS Grades:** VSM (Chief Executives)  **Wider Public Sector**: Local Government - Chief Executive |
| **Lot 3** | **Non-Executive and Public Appointments:**  Chair, Commissioner, Member, Non Executive Director, Adjudicator, Trustee, Ombudsman, Chief Inspector |

The Supplier shall note that the grades listed in each Lot are indicative and not exhaustive.

### **Lots 1 and 2**

The Framework seeks to attract a number of generalist and specialist Suppliers across the range of job roles, functions and professions in. Suppliers are not expected to provide Services for all role types. Suppliers shall indicate on the capability matrix (ITT pack) the role types and grades they shall supply.

Information on the range of Civil Service roles, career pathways and salaries can be found in these links:

* [Civil Service Functions](https://www.gov.uk/government/organisations/civil-service/about)
* [Civil Service Professions](https://www.civil-service-careers.gov.uk/professions/)
* [Civil Service Careers](https://www.civil-service-careers.gov.uk/)
* [Sen​​ior Civil Service (SCS) Pay](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/987458/Government_evidence_to_the_Senior_Salaries_Review_Body_on_the_pay_of_the_Senior_Civil_Service__February_2021_.pdf)

### **Lot 3**

The Framework seeks to attract Suppliers who are experienced in Non-Executive and Public Appointments recruitment. Information on the range of Public Appointments roles can be found at - [HM Government Public Appointments](https://publicappointments.cabinetoffice.gov.uk/all/)

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## **4.0 SECTOR SPECIFIC REQUIREMENTS**

This specification outlines Services to be provided across the Public Sector and therefore Suppliers must be able to meet sector specific requirements, as detailed, prior to and during the provision of Services. All information provided is correct at time of tender. The Authority will provide regular updates with the Suppliers as part of an ongoing educational programme.

### **4.1 Executive Recruitment: Lots 1 & 2. Central Government (Civil Service) (excluding Public Appointments)**

### **4.1.1 - Key Buyers (Customer)**

### 4.1.1.1 - Departments

For the avoidance of doubt, central government Buyers refers to all central government departments, their agencies and public bodies, and other organisations found here <https://www.gov.uk/government/organisations>.

Departments across the Civil Service will approach general and executive recruitment in different ways. Some will have dedicated internal resourcing teams and run all recruitment in-house and others will entirely outsource their requirements to the [Government Recruitment Service](#_heading=h.1t3h5sf) or [Senior Talent and Resourcing Team](#_heading=h.4d34og8). There may also be a mixed approach using both functions.

Departments can directly recruit Senior Civil Service (SCS) Pay Band 1 to Senior Civil Service (SCS) Pay Band 3.

### 4.1.1.2 - Government Recruitment Service

[The Government Recruitment Service](https://www.gov.uk/government/organisations/government-recruitment-service) (GRS) is an expert service delivering recruitment campaigns for all roles up to and including Senior Civil Service (SCS) pay band 2 and is part of the Cabinet Office. It provides a range of recruitment Services available to all departments, functions and professions.

This framework complements the Services that are provided by GRS; in providing those Services GRS may also use the Services provided by this framework to ensure the recruitment needs of the Civil Service are met.

### 4.1.1.3 - Civil Service Senior Talent and Resourcing

Civil Service Senior Talent and Resourcing is part of Civil Service HR, in the Cabinet Office. It ensures that the Civil Service attracts, develops and retains talented people from a diverse range of backgrounds, by using modern recruitment practices and evidence-based decisions to identify, attract and select the most skilled and talented people to work across the Civil Service.

Senior Talent and Resourcing support recruitment at Director General level (SCS pay band 3) and oversee all recruitment at Permanent Secretary level (SCS pay band 4).

### **4.1.2 - Key Stakeholders**

The Supplier shall note that in addition to working with departmental and cross government resourcing teams, there will be a requirement to engage and work closely with wider stakeholders who have a specific interest in recruitment.

### 4.1.2.1 - The Civil Service Commission

[The Civil Service Commission](https://civilservicecommission.independent.gov.uk/) is independent of the government and of the Civil Service. It was established by statute to provide assurance that civil servants are selected on merit on the basis of fair and open competition; and to help safeguard an impartial Civil Service. The Commission comprises of up to 11 commissioners from the public, private and voluntary sectors to provide a clear and independent perspective, supported by a secretariat.

The Commission has a statutory duty to ensure that the merit requirement is upheld and is not being undermined. In upholding the merit requirement the Commission considers itself to be a guardian of principles and not of processes. The Commission also has a compliance and capability monitoring programme to provide assurance that selection for appointment to the Civil Service at other levels meets the statutory requirement.

The Commission's [Recruitment Principles](https://civilservicecommission.independent.gov.uk/recruitment/recruitment-principles/) are the key source document to which departments and agencies must refer (see paragraph [The Civil Service Recruitment Principles](#_heading=h.4i7ojhp)).

### 4.1.2.2 - Civil Service Commissioners

Civil Service Commissioners chair selection panels for all external recruitment at Senior Civil Service (SCS) pay band 2 (Directors), and all internal and external selection panels at pay band 3 (Director General) and pay band 4 Permanent Secretary levels.

### 4.1.2.3 - Ministers & Senior Government Officials

For executive level recruitment, Ministers and senior government officials will have an interest in the appointment of candidates. This includes:

* being consulted on and agreeing the final role, person specification and the terms of advertisement
* the composition of the selection panel
* the progress of the competition
* providing views to the selection panel on the expertise, experience and skills of the candidates
* meeting shortlisted candidates to discuss their priorities and the candidates approach to the role and feed back to the panel any issues they would like to see tested at interview (any such interviews will be attended by a member of the Civil Service Commission); and
* requesting the panel to review their recommendations.

In addition, for Permanent Secretary level appointments, the Prime Minister must be kept informed about progress and have the opportunity to feed in views.

### 4.1.2.4 - Civil Service Functions and Professions

The Civil Service has [10 functional areas of expertise](https://www.gov.uk/government/organisations/civil-service/about) providing cross-government professional Services and support to departments. It also has [28 recognised professions,](https://www.civil-service-careers.gov.uk/professions/) each led by a Head of Profession.

Some professions in the Civil Service have specialist resourcing teams who support departments with recruitment and others recruit centrally for roles across government. They also have a role in setting capability standards, developing career frameworks, managing talent grids for senior roles and an awareness of Civil Service talent pools.

### 4.1.2.5 - Heads of Place

Heads of Place are senior civil servants who are critical to supporting the ambition for a Civil Service that reflects the communities that it serves. They support the Government’s ambition to relocate Civil Service roles outside of London and shift power from Whitehall through the successful implementation of the [Government Estates Strategy and the modernisation of the Government locations agenda - Places for Growth](#_heading=h.3j2qqm3).

Responsible for their own geographical region, Heads of Place will work across sectors and act as a conduit between partners to support the economic growth and development of an area in support of the governments levelling up agenda building a collective understanding of the challenges faced by communities, supporting joint local engagement with the Civil Service and private and public sector in the local communities.

### 4.1.2.6 - Civil Service HR

Civil Service HR works across government and helps shape and transform the Civil Service workforce. It works with senior leaders to get the right people in the right jobs with the right skills, whilst also getting the basic people processes right. It leads on workforce transformation to support the changing needs of and challenges faced by the government.

Civil Service HR provides HR leadership and Services on a range of people issues, such as talent schemes, recruitment, HR design, capability and skills, inclusion, capacity, pay, performance, employee relations, culture and behaviours.

Civil Service HR is central to the [Government’s Reform and Modernisation](#_heading=h.2jxsxqh) agenda.

### **4.1.3 - Central Government (Civil Service) Priorities**

### 4.1.3.1 - Government Reform

On the 15th June 2021, the Government published it’s [Declaration of Government Reform](https://www.gov.uk/government/publications/declaration-on-government-reform) outlining how the Civil Service and Ministers will reform government together to deliver better for citizens.

The declaration sets our priorities for reform in three areas:

* People - ensuring that the right people are working in the right places with the right incentives
* Performance - modernising the operation of government, being clear-eyed about our priorities, and objective in our evaluation of what is and is not working; and
* Partnership - strengthening the bond between Ministers and officials, always operating as one team from policy through to delivery, and between central government and institutions outside it.

To support the Government in implementing their commitments and delivering high quality Services for the public, a key priority for the Civil Service is to build an effective and skilled leadership community that effectively harnesses cognitive diversity for effective decision making.

We need to ensure that our recruitment and selection strategies for the SCS, enable us to recruit the best people with the skills, knowledge, experience and capability to lead the Civil Service now and in the future.

To support this priority, the demand for high quality recruitment Services is anticipated to continue in coming years. These Services must be dynamic and agile and focussed on meeting the needs of all government organisations and resourcing functions; with a focus on the changing locations of the Civil Service, and in particular senior leaders.

Market and sectoral expertise in attracting a wide range of diverse, highly skilled and capable candidates is critical to Buyers and successful Suppliers will be required to demonstrate their ability to deliver these requirements.

The Supplier shall support Buyers in achieving overarching government priorities and each Buyer’s individual [Outcome Delivery Plan](https://www.gov.uk/government/collections/outcome-delivery-plans).

### 4.1.3.2 - Civil Service Diversity and Inclusion

The Civil Service is a modern and diverse workplace, committed to promoting and ensuring equality and valuing diversity. We want to improve the delivery of public Services for everyone in society. Respecting and valuing differences will help to ensure that our policies and Services reflect the needs and experiences of the people we serve.

The Civil Service is committed to reflecting the diversity of the communities we serve and is taking targeted action to tackle underrepresentation, especially in the Senior Civil Service. To deliver this commitment we need a diverse workforce with the very best possible mix of existing and future talent and our progress against this is published regularly in our [workforce data dashboard](https://www.gov.uk/government/publications/civil-service-diversity-inclusion-dashboard/civil-service-diversity-and-inclusion-dashboard).

The [Declaration on Government Reform](https://www.gov.uk/government/publications/declaration-on-government-reform/declaration-on-government-reform) has committed to publishing a diversity and inclusion strategy to better promote fairness and performance. The new standard will challenge tired prejudices and champion a diversity of backgrounds and opinions, with the [merit principle](#_heading=h.4i7ojhp) front and centre.

The Supplier shall work with Buyers to ensure that diversity and inclusion underpins delivery of all recruitment Services. The Supplier shall enable Buyers to attract and draw on the talents of people from the widest possible range of geographical, social and career backgrounds, as well as providing opportunities to ethnic minority and disabled people to reach their full potential[[1]](#footnote-0).

### 4.1.3.3 - Government Estate Strategy & Places for Growth

The [Government Estate Strategy 2018](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/738217/Government_Strategy_Final_AW_v2.pdf) was developed to drive growth and opportunity by locating government jobs in multi-departmental [Government Hubs](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/941686/The_Government_Hub_Network_Brochure.pdf) across the regions and nations of the UK. This will enable civil servants to better deliver public Services.

The Government has made it clear that its Civil Service and Arms Length Bodies (ALBs) should have a truly national footprint in order to be connected with and representative of the communities it serves. Whilst the Civil Service has a large operational delivery presence across the country delivering front-line Services in courts, job centres, prisons and other public-facing organisations, there is a high concentration of senior civil servants, policy-makers and corporate Services based in London.

As part of the Budget in 2020, the Government made a commitment to relocate 22,000 Civil Service roles out of Central London within the next decade with the majority moving to other regions and nations of the United Kingdom. To deliver this commitment, the ‘Places for Growth’ Portfolio (PfG) was established within the Cabinet Office which aims to:

* Strengthen the Union.
* Support levelling-up of the regions and nations.
* Ensure that the Civil Service and administration of government is better connected with communities across the UK.
* Tackle the recruitment and retention challenges of a London-centric Civil Service.
* Reduce costs overall, especially estate and people costs.

This is not the first time that governments have sought to relocate civil service roles and government organisations out of London. However, the new opportunities presented by developments in technology, the devolution of a range of powers and funding to local and regional governments and the devolved administrations, and the policy ambitions of the Industrial Strategy offer a new opportunity to deliver successful relocations.

Critical to the success of this strategy is the ability for the Civil Service to recruit the best talent, from a range of backgrounds and locations, from both inside and outside the Civil Service. We want to build sustainable career pathways for all grades in the Civil Service, and critical to this is an increased senior presence outside of London. On this basis, all SCS advertised posts will list at least one non-London location.

Departments are working through what the Estates Strategy means for them and there are regular Departmental announcements stating where the new locations will be.

### **4.1.4 - Civil Service Recruitment Policy & Best Practice**

### 4.1.4.1 - The Civil Service Recruitment Principles

[The Civil Service Recruitment Principles 2018](https://civilservicecommission.independent.gov.uk/recruitment/recruitment-principles/) explain the legal requirement that selection for appointment to the Civil Service must be on merit on the basis of fair and open competition. They also set out any exceptions appropriate to the process and describe the responsibilities of departments and agencies in meeting this requirement.

The Recruitment Principles apply to all Civil Service recruitment in Lots 1 and 2.

Civil Service departments, agencies and resourcing functions are free to determine their own approach to recruitment, providing they are consistent with the Recruitment Principles. The Commission monitors compliance with the Recruitment Principles and conducts random sampling of recruitment processes.

Adherence to the Recruitment Principles is the responsibility of contracting departments and functions, however successful Suppliers are expected to support their Civil Service Buyers in complying with the Principles.

### 4.1.4.2 - Success Profiles

The [Success Profile Framework](https://www.gov.uk/government/publications/success-profiles) is used by the Civil Service to attract and retain people of talent and experience from a range of sectors and all walks of life.

The framework is a flexible approach in which to assess candidates against a range of elements using a variety of selection methods including experience, ability, strengths, behaviours and technical. The Civil Service believes that this approach will give the best possible chance of finding the right person for the job, driving up performance and improving diversity and inclusivity.

Success profiles apply to all Civil Service recruitment in Lots 1 and 2.

### 4.1.4.3 - Security Vetting

[Security Vetting](https://www.gov.uk/government/organisations/united-kingdom-security-vetting) of permanent workers will typically be carried out by the hiring organisation, however the Supplier may on occasion be required to carry out candidate vetting.

The [Baseline Personnel Security Standard (BPSS)](https://www.gov.uk/government/publications/united-kingdom-security-vetting-clearance-levels/national-security-vetting-clearance-levels) is the recognised standard for the pre-employment screening of individuals with access to government assets. It is not a formal security clearance but its rigorous and consistent application underpins the national security vetting process.

### 4.1.4.4 - Civil Service Jobs & Civil Service Careers

All Civil Service vacancies are advertised on the [Civil Service Jobs](https://www.civilservicejobs.service.gov.uk/csr/index.cgi) website. [Civil Service Careers](https://www.civil-service-careers.gov.uk/) is a useful resource for all potential candidates and should be routinely signposted to as part of the recruitment process.

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### **4.2 Executive Recruitment: Lots 1 and 2 Health & Social Care Sector** **(excluding Public Appointments)**

### **4.2.1 - Key Buyers**

### 4.2.1.2 - Authorities and Trusts

For the avoidance of doubt, Authorities and Trusts refers to all NHS Trusts, Clinical Commissioning Groups, Area Teams and Special Health Authorities found [here](https://www.nhs.uk/ServiceDirectories/Pages/NHSTrustListing.aspx).

Authorities and Trusts across the NHS will approach general and executive recruitment in different ways. Most NHS Authorities and Trusts have dedicated internal resourcing teams that run all general recruitment in-house where possible and will utilise external agencies on more complex and niche requirements. Executive recruitment will be a blend of in-house resources and utilising external agencies to support these senior recruits.

### **4.2.2 - Key Stakeholders**

The Supplier shall note that in addition to working with Authorities and Trusts resourcing teams listed above, there will be a requirement to engage and work closely with wider stakeholders who have a specific interest in recruitment.

### 4.2.2.1 - NHS England and NHS Improvement (NHSE/I)

From 1 April 2019, NHS England and NHS Improvement are working together as a new single organisation to better support the NHS to deliver improved care for patients.

As local health systems work more closely together, the same needs to happen at a national level. The new single operating model has been designed to support delivery of the [NHS Long Term Plan](https://www.longtermplan.nhs.uk/).

In addition to the national team, regional teams are responsible for the quality, financial and operational performance of all NHS organisations in their region, drawing on the expertise and support of our corporate teams to improve Services for patients and support local transformation. They also support the identity and development of [sustainability and transformation partnerships](https://www.england.nhs.uk/integratedcare/stps/) and [integrated care systems.](https://www.england.nhs.uk/integratedcare/integrated-care-systems/)

NHS England and NHS Improvement’s approach to delivering the NHS Long Term Plan will balance national direction with local autonomy to secure the best outcomes for patients. Local implementation will be led by the clinicians and leaders who are directly accountable for patient care and making efficient use of public money. This will ensure local health systems have the ability and accountability for shaping how the Plan is implemented.

### 4.2.2.2 - NHS Employers

NHS Employers is the employers’ organisation for the NHS in England. NHS Employers help employers to develop a sustainable workforce, improve staff experience and be the best employers they can be.

NHS Employers practical resources and expert insights help make sense of current and emerging healthcare issues, to keep employers up to date with the latest thinking and ensure they are informed and equipped to support the NHS workforce.

NHS Employers lead the national collective relationships with trade unions on behalf of the NHS and the Secretary of State for Health and Social Care.

### 4.2.2.3 - Health Education England (HEE)

Health Education England is part of the NHS, and works with partners to plan, recruit, educate and train the health workforce.

Originally established as a Special Health Authority in 2012, HEE is now a Non-Departmental Public Body (NDPB), as of 1 April 2015, under the provisions of the Care Act 2014.

HEE believes that the most important resource the NHS has is its people. Without a skilled workforce there is no NHS. There are few careers that are as rewarding as one in the NHS, or that give you the opportunity to work with such a variety ofpeople. Each and every one can make a difference to patients.

More than 160,000 students are at this moment studying to be part of our future workforce. That includes doctors, nurses, midwives, paramedics, physiotherapists and many more roles - in fact there are over 300 different types of jobs performed by more than one million people in the NHS.

HEE’s vision is to provide the right workforce, with the right skills and values, in the right place at the right time to better meet the needs and wants of patients - now and in the future.

### 4.2.2.4 - Skills for Care

Skills for Care helps create a well-led, skilled and valued adult social care workforce.

Skills for Care is a trusted independent charity with over 18 years’ experience in workforce development, working as a delivery partner for the Department of Health and Social Care. Skills for Care also work closely with related Services such as health and housing and are the membership organisation for registered managers.

Skills for Care practical support helps leaders and managers recruit, develop and lead their staff, retaining them from entry level right through to senior leadership and management roles.

### **4.2.3 - NHS Recruitment Policy & Best Practice**

### 4.2.3.1 - NHS People Plan

[We are the NHS: People Plan 2020/21 – action for us all](https://www.england.nhs.uk/publication/we-are-the-nhs-people-plan-for-2020-21-action-for-us-all/), along with [Our People Promise](https://www.england.nhs.uk/our-nhs-people-promise), sets out what our NHS people can expect from their leaders and from each other. It builds on the creativity and drive shown by our NHS people in their response, to date, to the COVID-19 pandemic and the [interim NHS People Plan](https://www.longtermplan.nhs.uk/publication/interim-nhs-people-plan/). It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver patient care.

This plan sets out practical actions for employers and systems, as well as the actions that NHS England and NHS Improvement and Health Education England will take, over the remainder of 2020/21. It includes specific commitments around:

* Looking after our people – with quality health and wellbeing support for everyone
* Belonging in the NHS – with a particular focus on tackling the discrimination that some staff face
* New ways of working and delivering care – making effective use of the full range of our people’s skills and experience
* Growing for the future – how we recruit and keep our people, and welcome back colleagues who want to return

Find out more from the Chief People Officer, Prerana Issar and Chair of Health Education England, Sir David Behan about the People Plan 2020/21;[**https://www.england.nhs.uk/ournhspeople/**](https://www.england.nhs.uk/ournhspeople/)

### 4.2.3.2 - Values of the NHS Consortium

There are six values that all staff – everyone from porters, physiotherapists, nurses, paramedics and gardeners to secretaries, consultants, healthcare scientists and phlebotomists – are expected to demonstrate:

* Working together for patients - Patients come first in everything we do.
* Respect and Dignity - We value every person – whether patient, their families or carers, or staff – as an individual, respect their aspirations and commitments in life, and seek to understand their priorities, needs, abilities and limits.
* Commitment to quality of care - We earn the trust placed in us by insisting on quality and striving to get the basics of quality of care – safety, effectiveness and patient experience right every time.
* Compassion - We ensure that compassion is central to the care we provide and respond with humanity and kindness to each person’s pain, distress, anxiety or need.
* Improving lives - We strive to improve health and wellbeing and people’s experiences of the NHS
* Everyone counts - We maximise our resources for the benefit of the whole community, and make sure nobody is excluded, discriminated against or left behind.

Further guidance and information can be found [here](https://www.healthcareers.nhs.uk/working-health/working-nhs/nhs-constitution).

### 4.2.3.3 Values Based Recruitment (VBR)

Values based recruitment is an approach which attracts and recruit's students, trainees and employees on the basis that their individual values and behaviours align with the values of the NHS Constitution. This should take place as part of existing recruitment processes which assess aptitude and skills.

Published in October 2014 and refreshed in April 2016, the national Value Based Recruitment (VBR) framework will help ensure that all students recruited to NHS funded training programmes are recruited for the values of the NHS Constitution. The framework also encourages NHS employers to do the same when recruiting employees to help bring about a standardised approach to recruitment. Any organisation implementing VBR is required to do so with consideration to equality and diversity and HR policies and employment law.

VBR is just one of many national programmes of work and initiatives being undertaken across the health and social care system to address values. You can read more about some of these in the VBR framework, <https://www.hee.nhs.uk/our-work/values-based-recruitment> and <https://www.skillsforcare.org.uk/Recruitment-retention/Values-based-recruitment-and-retention/Values-based-recruitment-and-retention.aspx>

### **4.2.4 - Employment Check Standards**

### 4.2.4.1 - General Recruitment

If required by the Buyer, the Supplier shall undertake employment checking which seeks to verify that all Workers meet the preconditions of the role they are applying for.

If required by the Buyer, the Supplier shall ensure all Workers are fully compliant prior to the commencement of the role.

If required by the Buyer, the Supplier shall have a dedicated compliance manager who will ensure that all checks have been undertaken correctly prior to the appointment of a Worker.

For NHS Buyers, the Supplier shall ensure that Workers supplied are compliant with the requirements specified in NHS Employers Check Standards:

* Identity checks;
* Professional Registration and Qualification checks;
* Employment History and Reference checks;
* Right to Work checks;
* Work health assessments;
* Criminal Record checks; and Appraisal and Revalidation checks

For full details of pre-employment checks for NHS Buyers, the Supplier shall refer to [NHS Employers Check Standards](https://www.nhsemployers.org/topics-networks/employment-standards-and-regulation). Records of all amendments or revisions to the pre-employment Check Standards are contained within the [Summary of Change](https://www.nhsemployers.org/articles/summary-updates-pre-employment-check-standards) document.

### 4.2.4.2 Executive Appointments

The fit and proper person regulation (FPPR) will require NHS trusts to seek the necessary assurance that all executive and non-executive directors (or those in equivalent roles) are suitable and fit to undertake the responsibilities of their role.

Further detail on Fit & Proper Person assurances can be found [here](https://www.nhsemployers.org/resources).

### **4.3 Non-Executive and Public Appointments: Lot 3 (All Sectors)**

A public appointment is generally a ministerial appointment to the board of a public body office.

Public bodies across the UK deliver important and essential public services. This includes large public bodies overseen by boards of directors and small advisory committees made up of lay members, experts and specialists.

Government Ministers typically make public appointments, some are appointed by the Prime Minister and some by HM The Queen. Appointments to the bodies and offices included in the [Public Appointments Order in Council](https://publicappointmentscommissioner.independent.gov.uk/regulating-appointments/orders-in-council/) must follow the recruitment process set out in the [Governance Code for Public Appointments](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf). The [Commissioner for Public Appointments](https://publicappointmentscommissioner.independent.gov.uk/) ensures that appointments are made in accordance with the Governance Code and the principles of public appointments and adhere to the [Committee on Standards in Public Life](https://www.gov.uk/government/organisations/the-committee-on-standards-in-public-life/about).

The full list of regulated public bodies can be found [here](https://publicappointments.cabinetoffice.gov.uk/wp-content/uploads/2019/11/Public-Appointments-No.-2-Order-in-Council-2019.pdf).

All public appointments are advertised on the [Cabinet Office website](https://publicappointments.cabinetoffice.gov.uk/search-appointments/).

### **4.3.1 - Key Buyers**

Recruitment for Non-Executive and Public Appointments roles are dealt with separately by a central team within the government department responsible for the Arm’s-length body or office.

### **4.3.2 - Key Stakeholders**

### 4.3.2.1 - The Cabinet Office

The Cabinet Office’s Public Appointments Policy Centre provides leadership and guidance to departments both to improve the quality of the appointments process and also to widen the pool of candidates applying for vacancies, thereby increasing the diversity of public boards.

The Team has responsibility for:

* Promoting public appointments
* Improving diversity
* Developing policy
* Identifying and supporting talent

### 4.3.2.2 - Other Key Stakeholders

Other key stakeholders include Ministers across government, senior officials, executive and non-executive members of public bodies.

### **4.3.3 - Key Priorities**

### 4.3.3.1 - Diversity in Public Appointments

The Government is committed to attracting a range of talented people to apply for public appointments as part of leveling up across the UK. It is particularly important to secure the benefits that having a diverse range of experiences and skills, including financial skills, brings to boards.

Non-Executive Directors and Public Appointees are appointed to the boards of organisations to bring: independence; impartiality; wide experience; special knowledge; and personal qualities. They are expected to act in an independent manner bringing expertise, scrutiny and challenge and support to an organisation.

### **4.3.4 - Non-Executive and Public Appointments Policy and Best Practice**

### 4.3.4.1 - Public Bodies Non-Executive Director Principles

[The 12 Principles of Governance](https://www.gov.uk/government/publications/public-bodies-non-executive-director-principles/12-principles-of-governance-for-all-public-body-neds) apply to all Public Body NEDs The Principles set out the roles, expectations and responsibilities for all public body Non-Executive Directors (NEDs). They have been developed with Mark Florman, in partnership with the Cabinet Office and HM Treasury and other partners. These Principles will be used by current and prospective Public Body NEDs, and those working with them.

### 4.3.4.2 - The Seven Principles of Public Life

[The Seven Principles of Public Life](https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2) (also known as the Nolan Principles) apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

## **5.0 - Framework Requirements**

### **5.1 - Mandatory Requirements (All Lots)**

### **5.1.1 - Commitment to the Framework**

The Supplier shall ensure that all Services delivered under this framework agreement comply with Buyer expectations across the Public Sector.

The Supplier shall ensure that they work with and support Buyers on all elements of their recruitment needs and ensure that the Services provided can flex to meet any new and changing government priorities throughout the term of the framework.

The Supplier shall take reasonable steps to ensure at all times during the framework period that there are sufficient resources and personnel available to support Buyer requirements, including during any peaks in demand.

### **5.1.2 - Baseline Service Levels**

The Supplier shall agree with the Buyer at the call-off stage the service levels and metrics to be applied to the Services. The baseline service levels shall include but not be limited to:

* Buyer Satisfaction (Buyer Satisfaction Survey) - Overall Service (Supplier responsiveness, quality of service, quality of candidates, response time, issue resolution)
* Candidate Quality - Ratio of candidates longlist to shortlist, successful placement, retention, percentage of roles filled first time, number of failed exercises (failed screening, candidate drop-out)
* Candidate Quality - Retention (percentage drop out within 12 months of placement due to failed probation, resignation, performance); and
* Diversity - Ratio of diverse (declared) to non-diverse candidates at each stage of the recruitment process. Departments should consider the diversity of the body they are recruiting to and plan accordingly.

### **5.1.3 - Buyer Reporting: Management Information (MI), Data Reporting & Insights**

The Supplier shall provide comprehensive, robust and timely Management Information (MI), data reporting and insights to the Authority and to the Buyer in accordance with Framework Schedule 5 of the Framework Agreement (Management Information). This shall include but is not limited to:

* ensuring that the information evidences that the Services are being delivered to the agreed standard, providing quality outcomes and providing value for money
* ensuring that the MI and insights are provided in a format which is compatible to the Buyer and key stakeholders and can be used to analyse data as specified by the Buyer and key stakeholders; and
* providing MI and insights on completion of each recruitment exercise or Services requested, or at intervals agreed with the Buyer at call-off stage.

The Supplier shall note that Buyers may request a reasonable number of ad-hoc management information reports throughout the duration of the call-off contract. The Supplier shall provide such management information reports at no additional Charge.

The Supplier shall provide information which shall include but is not limited to:

* Search insights (executive level) - industries approached, potential candidates, candidate feedback, skills/professions shortages, locations feedback
* Advertising insights - proven effective routes to attract diverse talent e.g. job boards & paid advertising, evaluation feedback from previous campaigns, how the advertising approach (and success of) can be tracked to inform future plans
* Levels of candidate interest (enquiry, registration, completed application)
* Ratio of diverse candidates at each recruitment stage, including long list and short list
* Drop out rates at each recruitment stage, including long list and short list
* Application to interview rate
* Application to employment rate
* Collated candidate feedback (application, selection, interview)
* Time to hire
* Performance against agreed Buyer Service Levels (SLA) and Key Performance Indicators (KPI); and
* Lessons learned

### **5.1.4 - Strategic Supplier Engagement**

The Supplier shall participate in structured engagement with the Authority, Civil Service HR, Cabinet Office Public Appointments Centre, NHS Workforce Alliance and Buyers, at intervals requested by the Authority. This engagement will take place virtually, by telephone or face to face, no more than once per quarter for the term of the Framework agreement. This engagement will include:

* Supplier forums roundtables
* Individual Supplier meetings
* Buyer/stakeholder presentations
* Recruitment events; and
* Supplier presentations.

The Supplier shall note that the purpose of this engagement is to:

* share market insights and good practice
* share Buyer insights including evaluation of campaign success and failures across Civil Service departments, professions and recruiting organisations, contributing factors behind hard to fill roles, case studies of success and good practice, diversity and locations outcomes and detailed candidate feedback
* understand and be updated on the strategic priorities of public sector organisations including policy and best practice
* ensure that Suppliers are sufficiently informed and supported to help Buyers achieve their strategic priorities particularly with regards to diversity, inclusion and locations; and
* develop shared approaches to cross-cutting themes or issues across the Buyer base

The Supplier shall note that individual Supplier performance or Buyer relationship issues will not be discussed during this engagement.

### **5.1.5 - Account Management**

The Supplier shall appoint a designated Account Manager and Deputy Account Manager (for periods of absence) to the Authority and each Buyer entering into a Call Off Contract under this Framework Agreement.

The Supplier shall ensure that the nominated Account Manager(s) have a high level of relevant and appropriate industry experience.

The Supplier shall ensure that the Account Manager develops and maintains a strategic relationship with the Buyer with the intention to offer solutions to ongoing and future recruitment requirements.

The Supplier shall ensure that the Account Manager will:

* work closely with Buyers to implement their respective Call Off Contracts
* attend and hold operational service review meetings with Buyers as detailed by the Buyer at the Call Off Contract stage
* attend Buyer recruitment events and advise Buyer recruitment advisory boards where reasonably required
* project manage any volume recruitment campaigns; and
* ensure appropriate extra resources are committed promptly at no extra cost to the Buyer, where service or performance by the Supplier falls below the required level

The Supplier shall also ensure that:

* there is sufficient resource and flexibility to efficiently manage demands of any volume campaign
* personnel responsible for or associated with the delivery of the Services to Buyers are suitably trained and understand the requirements of this Framework Agreement
* there are resources in place with sufficient knowledge and flexibility to deal with varied Buyer demands, including, but not be limited to, geographical requirements and skill set expertise; and
* all Buyer correspondence is acknowledged within two (2) working days Monday to Friday, excluding public holidays

The Supplier shall work with the Buyer to:

* promote and facilitate the transfer of knowledge and skills between the Supplier and the Buyer and the sharing of information to create industry best practice. This may include the provision of guidance and training for incumbent Buyer HR teams to help them identify talent and improve their long term strategic hiring processes
* identify problems and resolve within the scope of the Services.
* constructively challenge the status quo practices with innovative suggestions to improve outcomes
* understand best value for money approaches to achieve efficiency and cost savings such as rate benchmarking, the use of digital platforms and solutions, training and events; and
* tailor Services to meet a wide range of Buyer requirements such as geographical location and candidate skill set.

### **5.1.6 - Cyber Essentials**

The Supplier shall hold a valid Cyber Essentials certification or equivalent (ISO 27001) no later than the award of the framework.

The Supplier shall note that some Buyers may require Cyber Essentials Plus before commencement of Services; this will be confirmed by the Buyer at the call-off stage.

The Supplier shall note that all certification must be evidenced.

### 

### **5.2 - Charges**

### 5.2.1 - Charges Lots 1 - 3

The Supplier shall receive payment in three (3) stages within the search process with a percentage of the total fixed fee being charged at each successful stage.

Payment stages as follows:

* 25% Placement of advert
* 25% Shortlist signed off by Buyer (i.e. Buyer has signed off candidates for final stage of recruitment)
* 50% Successful candidate commences role

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.

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.

### 5.2.2 Charging Discounts - All Lots

The Supplier shall note a percentage discount applies to the charging structure for:

* Volume campaigns
* Briefing for more than one broadly similar requirement in a similar campaign
* Subsequent appointments from the same single campaign
* Subsequent appointments from a reserve or merit list

The supplier shall note that the Buyer can make subsequent appointments from a single campaign in Lots 1 and 2, into a higher or lower graded role, without having to complete a new recruitment exercise from the Lot that applies to that grade.

### 5.2.3 - Modular charging structure - All Lots

The Supplier shall note that Buyers may require you to provide one or more of the modules of the [Core Services](#_heading=h.zu0gcz) and/or [Non-Core](#_heading=h.2981zbj) additional Services detailed within the above sections at Call Off stage.

The Supplier shall not be mandated to provide non-core Services, however capability to do so may be considered essential by Buyers when awarding Call Off Contracts to Suppliers. Provision of non-mandatory modular Services are to be priced at call off. Pricing is therefore not determined in the Framework pricing schedule, but shall be priced separately at Call off Contract stage.

### **5.3 - Complaint & Escalation**

The Supplier shall, in the event of a complaint or issue that cannot be resolved at the first-line Account Management level, provide escalation mechanisms to ensure effective resolution for the Buyer.

The Supplier shall ensure its staff resolve any complaints and issues as quickly and as close to the source of the problem as possible. The key principle underlying the process is to ensure quality and timely resolution of all complaints and issues raised.

The Supplier shall track any issue escalations to ensure that a resolution is provided within agreed timescales and report on a monthly basis.

### **5.4 - Whistleblowing**

The Supplier shall have a policy which demonstrates its commitment to creating a climate of openness within its organisation by creating a positive environment in which employees and related third parties can raise concerns about wrongdoing and without fear of reprisal.

The Supplier shall enable the Authority and/or Buyers where they reserve the right to review a Supplier's Whistle Blowing Policy.

The Supplier shall operate in line with The Public Interest Disclosure Act 1998 (the Act) which states that in general, workers should be able to make disclosures about wrongdoing to their employer, so that problems can be identified and resolved quickly within organisations. The Act gives legal protection to those who make certain types of disclosures.

The Supplier shall familiarise themselves with the guide to the Act which can be found on the Public Concern at Work (whistleblowing charity) external website at the link below: <http://www.pcaw.org.uk/guide-to-pida>

The Supplier shall ensure that the relevant policy is incorporated into their staff handbook

### **5.5 - Social Value**

The Supplier shall deliver Social Value through Buyer Call-Off Contracts awarded under this Framework Agreement.

The Supplier shall note that Buyers using the Framework Agreement can adopt any of the following approaches as part of the Call-Off Procedure:

a) They may provide Suppliers with the Social Value priority statement set out in Framework Schedule 1 Specification and ask the Suppliers to outline what they can deliver to help meet these priorities, including a commitment to targets;

b) They may set specific targets based on the Social Value priority statement within Framework Schedule 1 Specification and ask Suppliers to deliver these targets through their Call-Off Contract;

c) They may include new Social Value measures based on the specific priorities of their organisation which are aligned to the policy areas set out in Framework Schedule 1 Specification, and then adopt the approach a) or b) above.

### 5.5.1 - COVID-19 Recovery

The Supplier shall, in agreeing to this Framework Agreement, seek to help local communities to manage and recover from the impact of COVID 19.

The Supplier shall note the ways in which they may be able to support this recovery, including but are not limited to:

* Create employment, re-training and other return to work opportunities for those left unemployed by COVID-19, particularly new opportunities in high growth sectors.
* Support people and communities to manage and recover from the impacts of COVID-19, including those worst affected or who are shielding.
* Support organisations and businesses to manage and recover from the impacts of COVID-19, including where new ways of working are needed to deliver Services.
* Support the physical and mental health of people affected by COVID-19, including reducing the demand on health and care Services.
* Improve workplace conditions that support the COVID-19 recovery effort including effective social distancing, remote working, and sustainable travel solutions.

### 5.5.2 - Fair, Inclusive and Ethical Employment Practices & Skills Development

The Supplier shall note that the Authority considers the delivery of high quality public Services to be critically dependent on a workforce that is inclusive, well-motivated, well-led and has appropriate opportunities for training and skills development.

The Supplier shall note that by law, all organisations with 250 or more employees must publish and report specific figures about their gender pay gap, and the Authority expects our Suppliers to progress towards equalising this.

The Supplier shall note that the Authority expects Suppliers and Supplier Supply Chains to support and encourage employment and skills development opportunities through the performance of this Framework Agreement, with a specific focus on opportunities for priority groups, including but not limited to:

* people with disabilities
* ex-offenders
* BAME; and
* long-term unemployed.

This support may include but is not limited to:

* apprenticeship and work experience placements
* part-time and full-time employment and flexible working opportunities
* providing stable employment and hours of work, and avoiding exploitative employment practices including, for example, inappropriate use of zero hour contracts or other forms of demand driven contracts
* supporting individuals to fulfil their potential with further education, employment or training e.g. coaching, mentoring, CV and interview skills
* providing funded training and professional development opportunities for existing employees
* providing funded training opportunities (for individuals not employed by Supplier)
* fair and equal pay policy; and
* offering a range of employee assistance schemes.

### **5.5.3 - Other Social Value Considerations**

The Supplier shall note other Social Value considerations which may be considered by the Buyer at Call Off stage. These include but are not limited to:

* delivering a diverse Supply Chain
* safe & Secure Supply Chains: Addressing Modern Slavery and exploitation in our Supply Chain
* environmental Sustainability: Promoting sustainable production and consumption and an improvement in environmental quality in support of the 25 Year Environment Plan
* ethical behaviour standards
* wellbeing & Community Benefits

### 5.5.4 - Measurement and reporting

The Supplier shall develop and maintain a plan throughout the life of the Framework Agreement detailing how the Supplier will contribute to the overall achievement of our Social Value priorities. For the avoidance of doubt:

* The Social Value commitments and targets made during the Call-Off Procedure will form part of the contractual agreement between the Buyer and the Supplier, therefore bidders should only commit to activities that are within their capacity and capability to deliver.
* Social value forms part of the quality criteria and will be evaluated independently of price. Suppliers are therefore strongly advised not to include any additional costs related to social value as part of the price submission as this may negatively impact the competitiveness of Supplier overall tender submission.
* The Supplier must provide an implementation plan to the Buyer detailing how the required Social Value commitments will be delivered through the Call-Off Contract.
* Buyers and Suppliers will jointly agree the timeline for delivering the targets and measures that were committed to by the Supplier during the Call Off Procedure.
* The Buyer can identify specific social value priorities at call-off.

The Supplier shall note that in delivering Social Value, the following measures may be used:

* The Supplier must manage, measure and report on the delivery of Social Value throughout the life of all Call-Off Contracts under this Framework Agreement.
* The Supplier must provide an annual Social Value Delivery Statement to the Authority detailing the Social Value that has been delivered through Call-Off Contracts under this Framework.
* As part of the Civil Society Strategy implementation the Authority reserves the right to publish information on the delivery of Social Value through this Framework and may contact Suppliers requesting case studies for the purpose of increasing awareness and sharing knowledge.

### **5.6 - Continuous Improvement**

The Supplier shall design, implement and review Services, ensuring that potential improvements to efficiency and effectiveness are considered at all times. Further continuous improvement requirements of the framework are outlined in Schedule 12 of the Framework Agreement.

### **5.7 - Subcontracting**

The Supplier may use Subcontractors in the delivery and execution of the Call-Off Contract.

The Supplier shall ensure that it puts in place and maintains throughout the Framework Period and the duration of all Call-Off Agreements, robust systems and procedures for the management of Subcontractors utilised by the Supplier in relation to the Framework Contract. Such management systems shall include effective monitoring of service delivery and price management approaches.

The Supplier shall have carried out, and on a quarterly basis thereafter will carry out, an audit and any additional spot checks (as and when specified by the Authority or Buyer) of the Subcontractor’s compliance with relevant policy and Law, the Call-Off Agreement and the Order Form and price management.

The Supplier shall report to the Authority any anomalies/non-compliance in the form of an Assurance Issues Exception Report. Where an anomaly/non-compliance is sufficiently serious to cause suspension of the Subcontractor from the provision of the Services then the Buyer shall be notified immediately.

The Supplier shall note that the Buyer reserves the right to add, keep or remove Subcontractors from a Supplier’s Supply Chain and to specify the number of Subcontractors required.

The Supplier shall be responsible for the provision of regular updates and feedback on the Buyer to the Subcontractors within the Supply Chain, so that they can understand and meet the needs of the Buyer.

The Supplier shall ensure that it puts in place and maintains throughout the Framework Period and the duration of all Call-Off Contracts, robust systems and procedures for the management of Subcontractors utilised by the Supplier in relation to the Framework Contract.

### **5.8 - Call-Off Agreement**

The Supplier shall note that if a Buyer decides to buy from you, you and the Buyer will form a call off agreement. The terms of the call off agreement are set out in Framework Schedule 5 (Call off Procedure).

The Supplier shall note that the framework will allow the Buyer to call off via two routes, Direct Award or Further Competition. The Buyer will be sharing information from the Tender in order to inform decisions about the most appropriate call off route.

### 5.8.1 - Direct Award

The Supplier shall note that Buyers can award a call-off contract directly where the terms (meaning the information on award of call-off contained in the framework agreement and the call off terms and conditions) are sufficiently precise and complete to allow a Buyer to identify the most economically advantageous offer. This will be where the commercial and technical specifications and all the other contract documents define the Services, the supply of Services and the application of the prices with sufficient precision and completeness.

### 5.8.2 - Further Competition

The Supplier shall note that Buyers may also award call-off contracts by conducting a further competition where the terms laid down in the framework agreement are not sufficiently precise or complete to cover the service requirements. This will be where the commercial and technical specifications and all the other contract documents do not define the Services, the supply of Services and the application of the prices with sufficient precision and completeness to meet your requirements of the particular supply contract.

The Supplier shall note that the basic terms cannot be renegotiated nor can the specification be substantively changed. Basic terms can be refined or supplemented where the particular service requirements were not and could not be foreseen when the framework agreement was established. The weightings against commercials and technical used in the Framework Tender can be varied at further competition.

## **6.0 Service Requirements**

These Services are not an exhaustive list.

## **6.1 - Lots 1 and 2 Executive Search (All Role Types) and Lot 3 Non-Executive and Public Appointments (All Role Types)**

The Services under this Framework can be provided modularly, allowing for the Buyer to determine which Services they require. For the avoidance of doubt, a Buyer may contract with a Supplier for a single service provision, for the full end to end recruitment process or create their own bespoke menu of Services under this agreement.

The Supplier shall provide a full range of executive search Services to proactively source diverse, highly capable and skilled candidate(s) for the role(s).

The Framework is divided into three Lots to reflect the difference in role requirements, search expectations and candidate expectations between the executive pay grades and appointment type.

The Supplier shall ensure that all applicable Services provide suitable candidates which align to the expectations of the role’s grade.

The Services are deemed **Core Modular** or **Non-Core Modular** Services, allowing the Buyer to determine which Services they require. The Core and Non-Core service requirements apply to Lots. Suppliers must provide Core Services but can indicate whether they are able to provide Non-Core Services in the capability matrix at the framework tender stage. Buyers should refer to the Capabilities Matrix to identify which Suppliers can provide Non-Core Services and use this for down-selection of which bidders to invite.

**Core Modular** Services include:

* Buyer Planning
* Candidate Identification and Attraction
* Candidate Assessment and Evaluation
* Offer and Appointment

**Non-Core Modular** Services include:

* Strategy and Planning
* Talent Development Services
* Talent Mapping
* Reserve Lists & Talent Pools
* Executive Development & Coaching
* Technology Services
* International Recruitment

### **6.2.1 - Core Modular Services**

### **6.2.1.1 - Buyer Planning**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in section 3.0 unless otherwise agreed by the Buyer.

The Supplier shall engage with the Buyer ahead of commencement of Services.

The Supplier shall deliver for each call off contract and/or campaign (as requested by the Buyer) a bespoke planning (kick-off) meeting with the Buyer. The Supplier shall ensure that this meeting includes, but is not limited to:

* the allocation of a named account manager who shall act as a single point of contact
* an implementation plan including an agreement of the Services requested, key deliverables, agreed delivery times or pipelines and any agreed SLAs
* full explanation of how activity will be project managed and the key touchpoints and escalation routes
* management information and the provision of data, in a format and frequency to be agreed by the Buyer
* identification and agreement any costs that are not included in the cost of the Services agreed, for example the use of specific job boards or media
* names of key Supplier personnel working on the order
* key Buyer contacts that can authorise work and preferred communication methods; and
* details of the complaints and escalation process.

The Supplier shall capture and document sufficient information required to identify and recruit suitable candidate(s) for the role(s) or to fulfil wider recruitment Services. This shall include but is not limited to:

* full understanding of the Buyer: their business and culture & how the requested Services will meet their business needs
* agreement of the key role requirements, person specification and location requirements
* essential and desirable criteria for the role(s), including the necessary experience, specialist skills, training and qualifications
* the Buyer’s diversity and inclusion ambition for the role(s)
* agree with the Buyer, the pay and benefits for the role and how best to market the employer value proposition including professional development and career pathways
* understanding any specialist roles that the Buyer may have had difficulty filling
* evidence of membership of a relevant Professional and Regulatory Body, for a candidate to possess in order to work in the position
* any authorisation(s) which the Buyer considers necessary, or which are required by Law including:
  + [Nationality Rules](https://www.gov.uk/government/publications/nationality-rules)
  + [Security Vetting](https://www.gov.uk/government/organisations/united-kingdom-security-vetting)
  + [Disclosure and Barring](https://www.gov.uk/government/organisations/disclosure-and-barring-service)
* any volume campaign requirements; and
* the number of CVs to be submitted.

The Supplier shall agree with the Buyer, before commencement of Services, the service requirements with full transparency of costs calculated.

The Supplier shall maintain communication with the Buyer throughout the duration of a call-off with the objective of forming a strategic relationship for future service requirements.

### 6.2.1.2 - Reasonable Adjustments

The Supplier shall ensure that all recruitment Services delivered on behalf of the Buyer comply with the Equality Act 2010 and the Gender Recognition Act 2004.

### The Supplier shall ensure that Supplier Personnel are trained in such legislation as necessary for the provision of the Services and ensure that diversity and inclusion is embedded and promoted within all Services.

### The Supplier shall ensure that potential candidates are aware and able, throughout the different stages of the recruitment process, to request adjustments and ensure there is a level playing field.

### The Supplier shall ensure that the delivery of Services on behalf of the Buyer is accessible to all potential candidates and shall include as a minimum:

* websites or online information which is in fully accessible format and compatible with adaptive technologies
* provision of written information in alternative formats where required or upon request of the Buyer
* telephone Services which are accessible by potential candidates with hearing or speech difficulties
* access to premises used by the Supplier in delivery of Services on behalf of the Buyer for face-to-face appointments shall be disability-friendly, where required to be so. Where this is not possible alternative arrangements shall be made in advance of any appointments; and
* provision/signposting of disabled parking at premises used by the Supplier in delivery of Services on behalf of the Buyer, where required.

### 6.2.1.3 - Diversity and Inclusion

The Supplier shall support the Buyer to build an inclusive workplace through the effective delivery of recruitment Services.

The Supplier shall take a holistic view of diversity and inclusion and develop a bespoke approach to attracting diverse and capable candidates, which is unique to the Buyer’s specific needs. This specifically means considering diversity and inclusion in the widest sense including protected characteristics, social mobility, cognitive diversity and diversity of thought.

The Supplier shall work with the Buyer to agree and ensure that diverse candidates are represented throughout every stage of the recruitment process i.e. the diversity of candidates selected for interview should be representative of the diversity of candidates on the short list.

The Supplier shall demonstrate an evidence based and data driven approach to diversity and inclusion practice, in both the provision of Services and within their own organisation. This shall include but is not limited to:

* advertising and search activity which targets under-represented groups
* researching effective forms of inclusive language and ensuring this is used in job adverts and person specifications
* ensuring essential and desirable criteria are clear and reflect the skills and competencies needed to do the job e.g. only necessary qualifications are required
* using “blank” processes to eliminate personal information from the selection process, for example name blank sifting
* identifying potential areas for bias and using Artificial Intelligence (AI)/software recruitment tools to remove bias from products and/or processes
* ensuring Supplier personnel are aware of system bias and the opportunities to minimise it, including the continuous use of learning and development; and
* actively promoting and implementing reasonable adjustments and flexible working.

The Supplier shall work with the Buyer to:

* understand the organisation’s and/or profession’s diversity ambitions and targets
* demonstrate an evidence based search approach which will effect the best diversity outcomes for the Services required
* develop innovative and bespoke solutions for inclusive recruitment practice; and
* develop a creative approach to identifying diverse and talented candidates who have not already been targeted by the Supplier and the Supplier’s competitor organisations.

The Supplier shall encourage candidates applying for all roles to complete a candidate declaration form capturing diversity information. The Supplier shall ensure that:

* candidates are aware of why the information is gathered and how it will be used to minimise the potential for opt-out
* the format of the declaration is agreed with the Buyer at call-off stage
* agree with the Buyer at what stage of the recruitment process the information should be captured; and
* the declaration data is analysed to provide Buyer insights and MI on candidate diversity and drop out at each stage of the process.

### 6.2.1.4 - Sector Specific: The Civil Service Recruitment Principles (Lots 1 and 2)

The Supplier shall ensure that all Civil Service recruitment Services comply with the [Civil Service Recruitment Principles](https://civilservicecommission.independent.gov.uk/recruitment/recruitment-principles/) and that the selection for appointment to the Civil Service must be on merit on the basis of fair and open competition. This shall include but is not limited to:

* maintaining full and complete records of all selection processes and make available to Civil Service Commissioners via Buyers, as requested
* highlighting where candidates are internal or external to the Civil Service, to enable Buyers to include the information in standard reporting to the Civil Service Commissioners; and
* supporting Civil Service Buyers to ensure that all appointments to the Civil Service are made on merit on the basis of fair and open competition through applying scrutiny to the process applied.

The Supplier shall, where requested by either the Authority or Buyer attend any ad hoc information and training sessions relating to the Recruitment Principles.

### 6.2.1.5 - Lot Specific: Governance Code on Public Appointments (Lot 3)

The Supplier shall ensure that all Non-Executive and Public Appointments recruitment Services comply with the [Governance Code on Public Appointments](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf). This Code sets out the principles that should underpin all public appointments, including those appointments that Ministers have delegated to others. The Commissioner for Public Appointments provides independent assurance that public appointments are made in accordance with these principles.

The Principles of Public Appointments apply to all those involved with public appointments processes.

### 6.2.1.6 - Sector Specific: Civil Service Success Profiles (Lots 1 and 2)

The Supplier shall work with Civil Service Buyers to fully understand and apply the [Success Profiles](https://www.gov.uk/government/publications/success-profiles) approach. This shall include but is not limited to ensuring:

* the Success Profiles requirements are fully stated within the job description;
* potential candidates understand the approach and signpost them to further sources of information; and
* candidates are assessed against the criteria detailed in the job description.

### 6.2.1.7 - Sector Specific: Senior Civil Service Recruitment Handbooks (Lots 1 and 2)

The Supplier shall ensure that the delivery of Services on behalf of Civil Service Buyers is aligned with the Senior Civil Service Recruitment Handbooks. The handbooks outline the expected minimum standards for cross-government resourcing functions and departmental recruitment leads to follow when delivering end-to-end recruitment for SCS appointments.

The Supplier shall note that the handbooks are currently being updated and will be shared with successful Suppliers on commencement of Services.

### 6.2.1.8 - Sector Specific: Civil Service Location Requirements (Lots 1 and 2)

The Supplier shall work with Buyers, as locations are announced, to understand the area demographics and seek out new outreach and network opportunities to ensure a pipeline of appropriate skills and diverse talent in those areas.

The Supplier shall note that for all advertised senior leadership positions (SCS) in the Civil Service, that the position will be advertised with at least one non-London location.

The Supplier shall as part of the call off process, demonstrate to the Buyer how the location requirements of the role(s) or service(s) are to be met. This shall include but is not limited to:

* assigning Supplier personnel to the call-off who has specific knowledge of the locations associated with the delivery of Services or who can quickly gain that knowledge to ensure successful delivery of the Services
* providing evidence of appropriate outreach activity, including target network groups and organisations in the locations associated with the delivery of Services
* providing market insights and demographics for the specific location(s) including sector insights, competitor/specialist employers, graduate opportunities, skills strengths and shortages, regional diversity data, future trends for the region; and
* providing insights and outcomes from similar recruitment activity across Buyers including levels of candidate interest, ratio of diverse candidates at key stages, and outcomes against key service requirements.

### 6.2.1.9 - Sector Specific: Civil Service Professions (Lots 1 and 2)

The Supplier shall, where required, engage directly with functional leads and/or Heads of Profession to support cross-cutting recruitment campaigns. This shall include but is not limited to:

* providing market insights into specific professional areas including networks and successful placement of comparable roles
* identifying and understanding skills gaps in the candidate market
* identifying and understanding any location issues/restrictions that may impact recruitment across the professions; and
* working with Buyers to build and maintain talent pools, pipelines and reserve lists within professional areas that may be utilised across the Civil Service.

The Supplier shall, where requested by either the Buyer or the Profession, engage a supply chain of expert Supplier(s) to fill niche, specialist and complex roles.

### **6.2.2 - Candidate Identification and Attraction**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in section 3.0 unless otherwise agreed by the Buyer.

Services which fall under this requirement include but are not limited to:

### 6.2.2.1 - Candidate Profile and Market Insights

The Supplier shall work closely with the Buyer to determine the search priorities for the role(s). This shall include but is not limited to:

* gaining insight of the organisation including culture and values, business need, how the role fits and meets business objectives, leadership and strategic ambitions and the criticality or profile of the role
* understanding and build the employer/profession brand including increasing awareness of and promoting the employer, supporting the Buyer to develop their Employer Value Proposition (EVP), creating targeted outreach and network opportunities and bespoke application packs aligned to organisational recruitment best practice and standards
* developing a search strategy including insight into the candidate market - any professional skills shortages, location and employer landscape, diversity of candidates, comparative recruitment across sectors, any risks that could result in a failed campaign or recruitment
* supporting the Buyer to develop a candidate profile/candidate specification based on the desired attributes of potential candidate(s). This will include the skills, experience and technical requirements for the role and any expectations or challenges that the candidate is expected to meet; and
* working with the Buyer to develop a bespoke advertising approach and candidate application pack.

The Supplier shall advise the Buyer at the earliest opportunity where there is risk of not filling a role, due to factors such as size and availability of the talent pool and previous experience of trying to fill a comparable role, thus enabling the Buyer sufficient time and scope to explore an alternative approach to the recruitment process.

### 6.2.2.2 - Candidate Mapping and Search

The Supplier shall provide Services aligned to the identification and attraction of high quality candidates aligned to the requirements set out by the Buyer. This shall include but is not limited to:

* identifying both passive and active individuals that match the candidate profile or specification, in the Buyers desired location for the role(s)
* targeting companies and individuals that match the Buyer's organisation and the role(s) in scope
* using search techniques that identify alternative candidates to those that the Buyer can identify through internal processes, for example those already employed in the organisation
* using search techniques that encourage candidates who may not consider opportunities in the Civil Service and may be difficult to reach and identify. This may include candidates who are not traditionally attracted to the Civil Service because of alternative opportunities in different sectors, the perceived culture of the Civil Service, EVP and pay, lack of knowledge about career opportunities, and candidates from diverse backgrounds including ethnicity and social mobility and locations
* using innovative attraction techniques to ensure maximum interest in the role(s) including sector/industry focussed advertising, job portals, referral and recommendation, professional and industry bodies, social media, targeted outreach and networking
* using market standard analytical software where appropriate to identify the widest and most diverse pool of candidates possible
* engaging with all individuals to qualify that they are potential candidates and test their interest in the role
* ensuring that candidates with the appropriate professional background also have a track record and leadership ability to perform to the highest standards in strategically critical roles
* working with the Buyer to utilise job preview (insights into all aspects of the role), thereby enabling candidates who do not have the required skills and ability, to self-select out of the process based on clear information about the role; and
* utilising the talent mapping activity to create talent pools of potential candidates across the pay ranges / grades and professions.

The Supplier shall provide regular (at intervals requested by the Buyer) status updates on the progress of the commission. These updates can be requested in written and verbal form by the Buyer. This shall include but is not limited to:

* progress against key timelines or milestones
* the number of potential candidates aligned to the location requirements of the post(s)
* the calibre and diversity of potential candidates and how they match person specification
* the industry sectors/organisations that have been targeted during the campaign
* the industry / professional background of potential candidates
* details of potential candidates that have been approached, including feedback on the reasons why any candidates have elected not to pursue an application; and
* identification of any emerging risks which may lead to a failed exercise.

### **6.2.3 - Candidate Assessment and Evaluation**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in Section 3.0 unless otherwise agreed by the Buyer.

The Supplier shall provide Services that will support the evaluation of potential candidates against key criteria set out by the Buyer.

Services that fall under this requirement include, but are not limited to:

### 6.2.3.1 - Maximising the Candidate Journey

The Supplier shall manage the candidate journey to ensure the best possible candidate experience. This shall include but is not limited to:

* ensuring the candidate fully understands of the application process including testing, assessment, vetting and security requirements and recruitment timescales and provide support and coaching where required
* ensuring candidates are briefed and prepared for each stage of the recruitment process (e.g. a testing session/assessment centre/interview)
* keeping candidates informed and engaged throughout the recruitment process and signposting sources of further information such as the [Civil Service Careers](https://www.civil-service-careers.gov.uk/), [NHS Careers](https://www.healthcareers.nhs.uk/) or [Public Appointments](https://www.google.com/url?q=https://publicappointments.cabinetoffice.gov.uk/all/&sa=D&source=docs&ust=1635869425110000&usg=AOvVaw2T4vaSeqeNoFa-7MASLUKb) websites.
* promoting other career opportunities within central government and the wider public sector to candidates that have applied for roles and pools of potential candidates
* notifying candidates promptly of success or failure at each stage
* ensuring that any potential conflicts of interest are identified and are appropriately and sensitively managed
* ensuring all candidates are kept warm throughout the process to minimise any risk of drop out
* ensuring both internal and external candidates are treated equally and receive the same standard of candidate care; and
* capturing candidate feedback about each stage of the process, from both successful and unsuccessful candidates.

### 6.2.3.2 - Longlist & Shortlist

The Supplier shall ensure that only eligible candidates meeting the required standard, as detailed in the job description and person specification, are put forward for selection. At all times, lists should observe the principle of merit, and candidates selected for subsequent stages in merit order.

The Supplier shall ensure that all longlisted candidates have the appropriate depth and range of skills and have the ability and experience using the Buyer’s agreed criteria.

The Supplier shall ensure that they brief the Buyer at the earliest opportunity if there appears to be a lack of diversity in long and short lists. The Supplier shall note that the Buyer can reject any long or short list if they consider that they do not demonstrate a minimum or reasonable level of diversity.

The Supplier shall ensure that potential candidates understand the pre-agreed salary range for the role and must not submit candidates whose salary requirements are above the range and cannot be met via additional approvals.

The Supplier shall actively seek feedback from the Buyer on the quality and fit of candidates put forward and use this feedback for the continuous improvement of Services being delivered.

The supplier shall provide a RAG rating (or equivalent) of candidates against the objective advertised criteria for all public appointments.

### 6.2.3.3 - Assessment and Testing

The Supplier shall help Buyers source and deliver bespoke assessment and testing Services where required or procure appropriate assessment and testing Services on the Buyer’s behalf.

### 6.2.3.4 - Assessment and Testing - Sector Specific: Central Government

The Supplier shall use only Civil Service approved tests and assessments for central government recruitment unless specifically instructed to use an alternative approach by the Buyer. The Civil Service uses [psychometric tests](https://www.gov.uk/guidance/civil-service-online-tests?mc_cid=1dbeab662a&mc_eid=b0ce8b70d1#preparing-for-our-tests) alongside other assessment methods (such as application forms, evidence of technical skills and interviews) to assess aptitude, potential and whether a person meets the requirements of a particular role.

### 6.2.3.5 - Assessment Centres

The Supplier shall, where requested, arrange, support and facilitate the Buyer to hold in-person and virtual Assessment Centres. This shall include but is not limited to:

* providing facilitators, assessors, assessment material in consultation with the Buyer
* undertaking administrative tasks related to the booking and the running of the assessment centres; and
* creating supporting documents and communications for candidates.

### 6.2.3.6 - Interview Support

The Supplier shall, where requested, arrange, support and facilitate the interview process. This shall include but is not limited to:

* providing experienced personnel to facilitate the interview process or support the Buyer with this activity
* undertaking administrative tasks related to the booking and the running of interview locations; and
* creating supporting documents and communications for candidates.

### 6.2.3.7 - Sector Specific: Civil Service Diverse Panels (Lots 1 and 2)

The Supplier shall ensure that all recruitment panels are diverse on the basis of ethnicity and/or disability, as well as gender; a mandatory requirement for all Senior Civil Service recruitment.

### **6.2.4 - Offer, Appointment and Closure**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in Section 3.0 unless otherwise agreed by the Buyer.

Services that fall under this requirement include, but are not limited to:

### 6.2.4.1 - Offer and Appointment

The Supplier shall note that for Civil Service appointments Ministers may be involved in the selection process, as outlined in the [Civil Service Commission Recruitment Principles.](https://civilservicecommission.independent.gov.uk/wp-content/uploads/2019/03/02a_RECRUITMENT-PRINCIPLES-April-2018-FINAL-.pdf)

The Supplier shall note that for some Non-Executive appointments, Ministers must approve the successful candidate or list of appointable candidates prior to a formal offer being made.

The Supplier shall provide Services that will support the offer and appointment of successful candidates. This shall include but is not limited to:

* making an offer to successful candidate(s) on behalf of the Buyer and managing the end to end process
* working with the Buyer to negotiate and agree terms with the candidate(s). For the avoidance of doubt this does not include salary negotiations outside the salary limits imposed for the role by the Buyer
* completing candidate compliance and vetting checks where requested by the Buyer
* collating candidate references
* providing candidate feedback
* keeping the successful candidate warm throughout the process, to minimise the risk of candidate drop out; and
* maintaining communication with Buyer and candidate until successful placement of the candidate to ensure the desired outcomes have been met.

### 6.2.4.2 - Reserve Lists

The Supplier shall manage a reserve or merit list of candidates meeting the expectations for the role, following completion of the selection exercise and only where requested by the Buyer. The Supplier shall make the list available to the Buyer upon request.

### 6.2.4.3 - Unsuccessful Candidates

The Supplier shall provide verbal and/or written feedback to all unsuccessful candidates in a format agreed by the Buyer. The feedback shall include but not limited to:

* information that will support the candidate’s future job search
* balance the candidate’s strengths and weaknesses; and
* signpost future opportunities and sources of information such as [Civil Service Careers](https://www.civil-service-careers.gov.uk/), [NHS Careers](https://www.healthcareers.nhs.uk/) and [HM Government Public Appointments](https://publicappointments.cabinetoffice.gov.uk/all/) website.

The Supplier shall ensure that any near miss candidates (those that met the minimum requirements) are kept suitably briefed about upcoming opportunities with the Buyer.

### 6.2.4.4 - Candidate Feedback

The Supplier shall obtain comprehensive feedback from candidates on their experiences of the recruitment process. The Supplier shall collate and evaluate the feedback and provide insights and recommendations to the Buyer to improve future service requirements.pipe

### **6.3 - Non Core Modular Services**

The Supplier shall consider and adhere to relevant Sector specific requirements as detailed in section 3.0 unless otherwise agreed by the Buyer.

Services that fall under this may include, but is not be limited to:

### **6.3.1 - Strategy and Planning**

The Supplier shall, where requested, provide strategy and planning Services; the scope and requirement of these Services will be agreed with the Buyer at call-off stage. Services may include but are not limited to:

* Attraction and Brand Development
* Employer Value Proposition (advice and development)
* Diversity and Inclusion Recruitment Best Practice (industry insights & evaluation)
* Workforce Planning (pipelines, skills gap analysis)
* Data and Market Insights (market innovations, industry trends & good practice)
* Recruitment Benchmarking (salaries/remuneration, recruitment practice, performance metrics); and
* Recruitment Advisory Services ( recruitment approach & process advice).

### **6.3.2 - Talent Development Services**

The Supplier shall where requested, provide talent development Services; the scope and requirement of these Services will be agreed with the Buyer at call-off stage

The Supplier shall ensure that all talent development Services are aligned to public sector requirements in particular regional or skills gap needs.

### **6.3.3 - Talent Mapping**

The Supplier shall where requested provide talent mapping Services, which may include but not limited to:

* understanding the Buyer’s medium and long term priorities, current and future capability needs, their talent gaps, workforce and organisational ambitions
* providing insights on industry trends and innovation
* creating insights and competitive intelligence for Buyers on the employment landscape: competing hiring organisations, their locations, organisational structure, comparative roles, recruitment activities etc
* benchmarking talent roles, organisation structures, salaries/remuneration and benefits, both internally and externally
* mapping potential candidates across industries: their positions, skills, experience and career history; and
* providing potential candidate insights: biographies, motivations, perception of the employer brand & EVP.

### **6.3.4 - Reserve Lists & Talent Pools**

The Supplier shall provide, where requested, Services to support Buyers in developing and managing reserve lists and talent pools. The Supplier shall ensure that the diversity make-up of talent pools is regularly monitored. The Services may apply to single Buyers, across multiple hiring organisations and across professions. The scope of the Services will be agreed with the Buyer at call off stage and may include but not limited to:

* developing and managing reserve lists of near miss candidates by profession, skill set or pay grade
* engaging and nurturing potential candidates by keeping them appraised of upcoming job and networking opportunities
* working across Buyers, suggesting opportunities to draw from near miss candidates from similar roles; and
* engaging with senior leaders to create opportunities for potential candidates to gain insight and informal experience of the Buyers organisation.

The Supplier shall ensure that in the event of a reserve list being shared across Framework Buyers that the process is fully compliant with GDPR requirements.

### **6.3.5 - Executive Development and Coaching**

The Supplier shall provide executive coaching Services where requested by the Buyer. The scope of the Services shall be agreed at call off stage but may include but not limited to:

* working with near miss and past candidates to maximise their potential
* supporting candidates to understand the application process and maximise their chance of success
* providing specific insights into the skills and capabilities required in the public sector, for example working with government Ministers; and
* providing development schemes for high potential external candidates, which reflect those offered to internal candidates, specifically to attract more diverse candidates.

### **6.3.6 - Technology Services**

The supplier shall, where requested, provide technology services. The scope and requirement of these Services will be agreed with the Buyer at call-off stage.

These shall be defined as any technology service that is not included as standard, as part of the core service offer.

The Supplier shall agree with the Buyer the service requirements with full transparency of costs calculated and agreed before commencement of Services. The Services may be offered in-house or via key subcontractors.

The Supplier shall ensure that all technology Services must meet Buyer security requirements prior to implementation.

Services may include but are not limited to:

* Applicant Tracking Systems (ATS)
* Process Automation
* Video Interviews
* Artificial Intelligence
* Analytical Tools & Software
* Digital Onboarding; and
* Microsite Development (linked to Supplier and or Buyer ATS)

### **6.3.7 - International Recruitment**

The Supplier shall provide international/overseas recruitment Services, where requested by the Buyer. The scope of the Services shall be agreed between the Supplier and Buyer at the Call-Off stage.

1. Policy Paper:Declaration on Government Reform, paragraph 6, page 5 [↑](#footnote-ref-0)