

Appendix A, Schedule J, Call Off Contract Award Procedures,

<b>CALL-OFF CONTRACT/SERVICE ORDER</b>
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<b>1. Lead/Customer Information</b>	
Purchase Order to be issued under separate cover	
Lead/Customer Organisation Name	Care Quality Commission
Assignment Reference:	CQC PER 007 – Lot 4 (Design of Assessments)
Purchase / Limit Order No:	Purchase Order number to be provided after contract sign-off
<b>Lead/Customer Commercial Contact</b>	
Name:	Donna Cox
Contact Tel No:	[REDACTED]
Email:	<a href="mailto:Donna.Cox@cqc.org.uk">Donna.Cox@cqc.org.uk</a>
<b>Lead/Customer Organisation Work Manager</b>	
Name:	Nicola Evans
Contact Tel. No:	[REDACTED]
Contact Address:	Citygate, Gallowgate, Newcastle upon Tyne, NE1 4PA
Email:	<a href="mailto:Nicola.Evans@cqc.org.uk">Nicola.Evans@cqc.org.uk</a>
Authorising Officer: (Sponsor/Budget Approver/Invoicing & timesheets)	Nicola Evans

<b>2. Contractor Information</b>	
Vendor (Supplier):	Gatenby Sanderson
Contact:	Madeleine Leonard
Contact Tel No:	[REDACTED]
Contact Address:	14 King Street, Leeds, LS1 2HL
Email:	<a href="mailto:madeleine.leonard@gatenbysanderson.com">madeleine.leonard@gatenbysanderson.com</a>
Key Personnel:	Mark Turner (Joint Managing Partner) Madeleine Leonard (Partner, Head of Assessment and Development) Marie Blakesley (Senior Consultant)
	Any proposed changes in Key Personnel should be managed in accordance with clauses I4 in the Terms and Conditions.

<b>3. Contractual Detail</b>	
Framework Ref:	HMRC PS2013-Resourcing Services
Special Terms and Conditions: e.g. overtime, expenses, travel & subsistence, notice period.	

4. Project Information	
Project Title:	CQC Assessment Services Design
Primary Location: (including full address)	Citygate, Gallowgate, Newcastle upon Tyne, NE1 4PA  Services to be delivered at various locations throughout England.
Start Date:	19.01.2015
End Date:	19.07.2016
Extension(s):	The customer reserves the right to extend the contract by an additional maximum period of 12 months. Any extension will be in accordance with section E6 of the Terms and Conditions.

5. Commercial Detail						
Charges will be in line with the rate card below, a full description of roles included under each Grade e.g. Grade A, Grade B and Grade C and the services to be provided are listed below:						
Service Description	Grade A Roles	Grade B Roles	Grade C Roles	Total	Frequency of charges	
Job analysis						One-off charge
Design work						Included in refresh costs
Production of final materials						Included in refresh costs
Total						
The cost of refreshes of material will be based on Design Work charges and Production of final Materials only.						
The full description of roles against each Grade and the services required are provided below:						
		Presentati on Exercise	Written Assessm ent	Competency Based Interview	Group Exercis e	Verbal and Numerical Reasoning - online tests
Grade A Roles	Inspection Manager - Hospitals (Acute)	Yes - Combined across two roles	Yes	Yes - Combined across three roles	No	No
	Inspection Manager - PMS/PMC		Yes		No	No
	Inspection Manager - ASC	Yes	Yes	No	No	
	Registration Manager	Yes	Yes	Yes	No	No
		Presentati on Exercise	Written Assessm ent	Competency Based Interview	Group Exercis e	Verbal and Numerical Reasoning - online tests
Grade B Roles	Inspector - Hospitals (Acute)	Yes - Combined across three roles	Yes	Yes - Combined across three roles	No	No
	Inspector - PMS/PMC		Yes		No	No
	Inspector - ASC		Yes		No	No
	Registration Inspector	Yes	Yes	Yes	No	No
	Inspector - Pharmacy	Yes	No	Yes	Yes	No

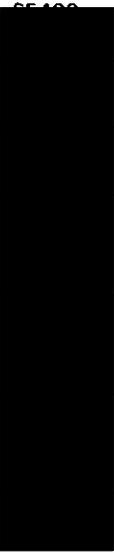
		Presentati on Exercise	Written Assessm ent	Competency Based Interview	Group Exercis e	Verbal and Numerical Reasoning - online tests
<b>Grade</b>	Senior Analysts	No	No	No	No	Yes
<b>C Roles</b>	Inspection Assistants	No	Yes	Yes	Yes	Yes

The Customer will provide the Supplier with a Purchase Order which should be quoted on all invoices in relation to this Service Order.

Payments will be made in accordance with the milestones identified below, in line with the rate card and the protocols within this Service Order. All Milestones must receive official sign-off prior to invoices being issued to the Customer. Further milestones will be agreed between the CQC Contract Manager and the Contractor as work commences for the additional roles listed and also for the refresh of assessment material. This should be done in writing as part of the Operational Meetings.

The costs above are the maximum costs for each service element. Where any deviation is likely to occur e.g. through the use of services charged on a per candidate basis the CQC Contract Manager and the Contractor are required to discuss this in full and agree a written quotation for the work. This is required prior to any work commencing.

Any additional services provided by the Contractor should only be provided after written approval is received by the CQC Contract Manager and a formal variation is provided by the CQC Senior Commercial Business Partner. Any additional services will be provided in line with the rate card.

<b>Design milestone – Dates &amp; Milestones for Registration Roles to be agreed at a later date.</b>	<b>Date</b>	<b>Payment milestone</b>	<b>Maximum Milestone Payment value</b>
Sign-off assessment material for Inspection Managers (Hospitals and Adult Social Care)	02/03/2015	Yes	
Sign-off assessment material for Inspection Managers (Primary Medical Care)	04/03/2015	Yes	
Sign-off assessment material for Pharmacy Inspectors	11/03/2015	Yes	
Sign-off assessment material for Inspectors (Hospitals, Adult Social Care & Primary Medical Care)	08/04/2015	Yes	
Sign-off refreshed assessment material which includes design work and materials only (indicative date only)	Jun 15	Yes	
Sign-off refreshed assessment material which includes design work and materials only (indicative date only)	Dec 15	Yes	
Sign-off refreshed assessment material which includes design work and material only (indicative date only)	Jun 16	Yes	
<b>Grand Total (£) exclusive of VAT:</b>			<b>£106,140</b>

### Specification of Requirements / Role Description / Deliverables

The section below should be used to provide clear details relating to the requirements for delivery of the campaign/assignment. It should include, where appropriate, milestones / key deliverables with dates, and proposals for skills transfer.

The services are to be delivered in accordance with the Customer Specification (attached as Annex A) and the Supplier Tender Response (attached as Annex B).

#### **Milestones and Project Plan**

The key milestones associated in delivering this work are outlined below:

<b><u>Milestone Description</u></b>	<b><u>Date</u></b>	<b><u>Maximum Value £ (excluding VAT)</u></b>	<b><u>Sign-off</u></b>
Sign-off assessment material for Inspection Managers (Hospitals and Adult Social Care)	02/03/2015		
Sign-off assessment material for Inspection Managers (Primary Medical Care)	04/03/2015		
Sign-off assessment material for Pharmacy Inspectors	11/03/2015		
Sign-off assessment material for Inspectors (Hospitals, Adult Social Care and Primary Medical Care)	08/04/2015		
Sign-off refreshed assessment material which includes design work and materials only (indicative date only)	Jun 15		
Sign-off refreshed assessment material which includes design work and materials only (indicative date only)	Dec 15		
Sign-off refreshed assessment material which includes design work and materials only (indicative date only)	Jun 16		

Delivery of the Milestones will be required in accordance with the Key Performance Indicators detailed below. Suitable evidence should be provided to the Customer as part of the Operational Delivery Meetings confirming that the milestones have been delivered. See Section 5 – Commercial Detail for full details of how charges will be calculated.

The activities underpinning the Milestones are detailed in the attached Project Plan (Annex C). The Customer reserves the right to amend the Project Plan throughout the delivery of the services. Any changes will be communicated to the supplier as part of the Weekly Meetings.

#### **Key Performance Indicators and Management Information**

The Key Performance Indicators and required Management Information are detailed within Annex D.

The Supplier is expected to meet the Key Performance Indicator thresholds and the Customer reserves the right to use the performance data associated with this as a means to measure contract and supplier performance.

Where the Supplier does not meet required quality levels outlined in this Service Order or associated Annexes this will be managed in line with the Framework Master Terms and Conditions.

**Contract Management and Monitoring**

The Key Personnel involved in this contract will be:

**Customer Contract and Account Management**

Org	Name	Role	Responsibilities
CQC	E	Executive Director of Customer & Corporate Services	Senior Responsible Officer (SRO) for Recruitment Contracts.
CQC	T D	Head of Human Resources	Recruitment Programme Lead. Senior Supplier and Relationship Manager for CQC. Secondary point of escalation for service related issues.
CQC	N	Head of Recruitment	CQC's Designated Contract Manager. Responsible for the day-to-day service and contract management.
CQC	A	Programme Manager	Recruitment Services Programme Manager.
CQC	A G	Head of Procurement	CQC's lead Commercial contact and secondary point of escalation for commercial or contractual issues/disputes.
CQC	D	Senior Commercial Business Partner	Primary contact for any commercial matters or contractual issues/disputes.
CQC	C	Finance Performance Manager	CQC's lead Financial contact.
CQC	A B	Business Manager	Primary contact for any payment or invoicing related matter.

**Supplier Contract and Account Management**

Org	Name	Role	Responsibilities
GS		Joint Managing Partner	Account Director, Oversight of contract and secondary point of escalation
GS		Head of Assessment and Development	Client relationship management and overseeing delivery of the service. Primary point of escalation for service issues. Responsible for commercial matters.
GS		Senior Consultant	Day to day contract and service delivery manager and first point of client contact.
GS		Consultant	Lead assessor (when required)
GS		Consultant	Core team assessor (when required)
GS		Financial Controller	GS's lead financial contact
GS		Business Support Officer	Responsible for all administration and logistics, including candidate liaison.

The supplier will also work with a carefully selected group of 'associate consultants' to enable them to provide a consistent team of assessors regionally and/or additional exercise design resource if required. Individuals have been vetted by the supplier and will be required to undertake any shadowing that the Authority requires so that they can be 'signed off' to participate in delivery of the service.

The supplier will also be required to work with a number of operational experts who will be responsible for providing advice against their functional areas. These individuals are not responsible for commissioning work.

Sector / Area	
Adult Social Care	
Primary Medical Services	
Hospitals	
Intelligence	

### Service and Contract Meetings

Appropriate representatives from the Customer and Supplier will be required to attend the following meetings:

Meeting Title & Frequency	Purpose	In attendance	Information required prior to meeting
<b>Operational Delivery Meeting - Weekly</b>	To discuss and review the delivery of day-to-day services.  Review progress against project plan.  Invoicing and payment.	<b>Customer Representation</b> <ul style="list-style-type: none"> <li>Contract Manager</li> <li>Programme Manager</li> <li>Business Manager</li> </ul> <b>Supplier Representation</b> <ul style="list-style-type: none"> <li>Marie Blakesley</li> <li>Hannah Coughlan (Lauren Patrick from May 2015)</li> </ul>	<i>Agreed weekly reporting including progress and QA reports</i>
<b>Performance Review Meeting - Monthly</b>	Review contract and service provision.  Review performance against key performance indicators.  Discuss and review complaints and feedback including corrective solutions.  Discuss and review potential improvements to contract performance.  Review spend figures (monthly & YTD).	<b>Customer Representation</b> <ul style="list-style-type: none"> <li>Contract Manager</li> <li>Senior Commercial Business Partner</li> <li>Finance Performance Manager</li> <li>Programme Manager</li> <li>Business Manager</li> </ul> <b>Supplier Representation</b> <ul style="list-style-type: none"> <li>Marie Blakesley</li> <li>Maddy Leonard</li> <li>Rob Stirk</li> </ul>	Monthly MI
<b>Contract Review Meeting - Quarterly</b>	Review overall supplier and contract performance, success rates and trends in key performance indicators.  Discuss opportunities to improve service delivery and innovation in the marketplace.	<b>Customer Representation</b> <ul style="list-style-type: none"> <li>Recruitment Programme Lead</li> <li>Contract Manager</li> <li>Head of Commercial</li> <li>Senior Commercial</li> </ul>	Quarterly MI

	Review activity required in next quarter and any emerging Customer challenges.	<b>Business Partner</b> <ul style="list-style-type: none"> <li>• Finance Performance Manager</li> </ul> <b>Supplier Representation</b> <ul style="list-style-type: none"> <li>• Maddy Leonard</li> <li>• Marie Blakesley</li> <li>• Mark Turner</li> </ul>	
<b>Service and Contract Review Meeting - Annual</b>	Review overall contract and supplier performance, highlighting trends where appropriate.  Discuss success of contract in meeting business requirements.  Review challenges and emerging themes.	<b>Customer Representation</b> <ul style="list-style-type: none"> <li>• SRO</li> <li>• Recruitment Programme Lead</li> <li>• Head of Commercial</li> </ul> <b>Supplier Representation</b> <ul style="list-style-type: none"> <li>• Maddy Leonard</li> <li>• Mark Turner</li> </ul>	

As the services provided under this contract are part of a range of services being provided to the Authority the supplier maybe required to attend joint meetings with the Authority and other suppliers present. These meetings will not cover any discussions on supplier performance or any issue which may be commercially confidential for the supplier.

The meetings above will be held in conjunction with the Assessment Delivery contract to avoid duplication of time and effort.

**Intellectual Property**

The Supplier is required to adhere to the Intellectual Property clauses under Section D8 of the Master Terms and Conditions whilst delivering the services required under the contract.

**Exit Strategy and Plan**

Where the services under the Call-Off agreement are no longer required, due to expiry or any other means e.g. termination, the Supplier is expected to work with the Customer in ensuring a full and complete exit strategy and plan is prepared. This should include ensuring that all Intellectual Property, data and records owned by the Customer are transferred within agreed timescales and in agreed formats.

Where this is due to expiry of the agreement the Supplier will be expected to meet with Customer at least 2 months before the expiry of the contract.

For and on behalf of:	Care Quality Commission	For and on behalf of:	Gatenby Sanderson
Signature:		Signature:	
Name:	Nicola Evans	Name:	MARK TURNER
Capacity:	Head of Recruitment	Capacity:	MANAGING PARTNER
Date:	8/5/15.	Date:	05/05/2015

## **Background to CQC**

CQC's role is to regulate those who provide health and adult social care services and to protect and promote the health, safety and welfare of the people who use them. Over 2013/14 we began making radical changes to the way we regulate and inspect health and social care services. These help us to achieve our purpose of making sure people receive safe, effective, and compassionate, high-quality care, and encouraging services to improve.

Our Strategy for 2013-16 sets out what we aim to achieve.

Our new approach is differentiated by sector and our Board has set a challenging programme of inspection activity across all sectors.

We have appointed three Chief Inspectors who are leading the change to inspection through more specialist and expert teams across Adult Social Care (led by Andrea Sutcliffe), Hospitals (led by Sir Professor Mike Richards) and Primary Medical Services (led by Professor Steve Field).

- Our new Intelligent Monitoring model helps us assess risks to the quality of care offered by providers, and prioritise our inspection activity
- We began piloting our new style inspections in hospitals in September 2013 and in mental health trusts, community health trusts and GP out-of-hours services in January 2014
- We've introduced a rating system on a four-point scale: outstanding, good, requires improvement or inadequate

## **Objectives**

CQC are seeking to procure an assessment partner to support high volume recruitment activity across the organisation under two headings; the design of bespoke assessment materials and the delivery of assessment events.

## **Duration**

The contract will be established for an initial period of 18 months with an option to extend for a further period of 12 months taking the contract term to a maximum of 2 years and 6 months. The contract is intended to start in December 2014 or as otherwise agreed.

Any subsequent extension to the contract will be agreed between Care Quality Commission and the supplier. It is likely that Care Quality Commission will seek the supplier to demonstrate improvements and/or price reductions before considering an extension. For any extension(s) to the contract, discussions with the supplier shall be conducted sufficiently far in advance of the contract expiry date to arrive at an agreed position.

## **Requirement (including Specification)**

This is an exciting time to join CQC. We're transforming the way we work, bringing a fresh new approach to the regulation of health and social care services that firmly puts us on the side of people using services.

We're looking for people who are passionate about great care, committed to making a difference, and who have a determination to take action where it is needed. In return we offer a role with real meaning, in an organisation that knows what it's here to do. Our new Academy will equip colleagues with the skills and knowledge to develop their career at CQC, in a culture that reflects our values of Excellence, Caring, Integrity and Teamwork.

Our recruitment processes need to communicate our passion, commitment and values but also need to reflect that the previous poor reputation of the organisation is a thing of the past. Our recruitment partner will work with us to design and deliver a robust approach to assessment and selection that imparts our organisation's values, behaviours and culture.

CQC have already run extensive recruitment campaigns for Inspectors, Inspection Managers and Analysts – all of which are critical to delivery of the programme - but this has not resulted in CQC meeting its full resource requirements.

The Executive Team have now set challenging targets for recruitment to increase the number of inspection staff by a further 600 roles by December 2015, of which 300 need to be in position by the end of March 2015. These new hires will be located across England and for some roles, geographical location will be a critical factor. The majority of Inspection staff are home based, and although most are full-time, we are looking to expand opportunities for flexible working.

We are also seeking candidates for Analyst roles, as well as a steady turnover of other roles.

## **Requirements**

CQC are looking to procure services that fall across Lot 4 and Lot 5 of the Resourcing Services Framework. These include the design of assessment materials and the delivery of assessment events.

**It would be desirable to have one supplier delivering work against both Lots however suppliers are able to bid for one or both Lots. Suppliers are asked to read through the entire Requirements and respond accordingly using the appropriate Solutions Proposal Template.**

### **Design of Assessments (Lot 4 of Resourcing Services Framework – Design and Provision of tests, exercises and tools)**

We are looking for suppliers to provide an experienced team of design specialists (occupational psychologists, business psychologists and assessment professionals) to support the ongoing design of bespoke assessments for a variety of job families across the business. Initially, this work will centre on our frontline Inspection staff (Inspectors and Inspection Managers), as well as on Registration Inspection and some of our Analyst type roles, as these roles are a priority recruitment area across the organisation. However, we would also look for the supplier to provide us with an ongoing design service not limited to those roles.

Our assessment design partner should be able to recommend and provide suitable off the shelf assessment tools, as well as have the capability to design bespoke CQC exercises, for example, competency based interview scripts, case studies, presentation style exercises, analytical reasoning tests, role plays and group exercises, amongst others.

We are looking for suppliers to have extensive experience of designing fully accessible assessments for the purposes of inclusivity. CQC would also expect that the design of assessments will include considerations made / alternatives suggested for candidates who have requested a range of reasonable adjustments.

### **Delivery of Assessment Events (Lot 5 of Resourcing Services Framework – Delivery of Events)**

Suppliers should be able to demonstrate extensive experience of supporting volume recruitment projects, and have a ready-made professional, fully qualified assessment and delivery team. Our recruitment targets are challenging so we're looking for a partner who can offer complete scalability and a commitment to industry standard, legally defensible recruitment practices.

### **Campaign Set Up**

CQC will manage the first stages in the recruitment process for all roles through the use of a CQC careers website and associated ATS. CQC is currently procuring a partner for attraction and employer branding purposes; this partner will manage our careers website and CQC's own managers and recruitment team will be responsible for the initial application form sifting.

We would like our assessment partner to be equally as passionate about the quality of our new hires as we are, and so would ask that suppliers tell us how they will work with us to understand our brand, values and ethos.

### Quality of Delivery

We are looking for suppliers to assign a dedicated team to manage each campaign. We would like to know how assessment teams will communicate with candidates at each stage of the process, if required, to include resolving queries and delivering unsuccessful outcomes (CQC will manage the offer process and make offers of employment directly, but we may ask suppliers to deliver unsuccessful outcomes, to include detailed feedback to both internal and external candidates). We ask that suppliers tell us the ways that candidates can contact their assessment teams (telephone, dedicated email inbox, possible web chat or SMS options) and the days / hours of operation / availability of those teams.

Suppliers should also be able to demonstrate extensive experience of working with candidates who have requested reasonable adjustments or applied through the Guaranteed Interview Scheme.

### Data and Management Information

CQC expects that suppliers keep robust management information and provide this frequently. Suppliers should have the systems and processes in place to allow for daily, weekly and monthly reporting; daily reports should be clear and show that candidates are being progressed through the process in a timely manner.

CQC insists on reliable and viable data for every candidate journey and would expect suppliers to be reviewing and understanding this data and providing insight and recommendations on how we can drive efficiencies, enhance conversion rates or make improvements to candidate management / communications as the campaigns progress.

### Candidate Feedback

Where candidate feedback is the responsibility of the supplier; we would like to understand the means and approach to delivering this feedback.

### Valuing diversity

In CQC we our objective is to create an inclusive organisation, where every employee's contribution is valued. We want to promote equality and inclusion in our work, employment practices, training and through our suppliers. Importantly, we aim to deliver assessment strategies that are inclusive, helping us to secure talented people from a diverse base and support individual's different needs and requirements where we can.

Recruitment information should be made as accessible as possible and materials made available in alternate formats to meet the needs of candidates with disabilities. CQC offers a Guaranteed Interview Scheme to candidates with disabilities and is signed up to the 'Two Ticks' scheme

### Authority Responsibilities

CQC will appoint a representative to manage the service during the period of the requirement delivery. The overall relationship will be managed by the Head of Recruitment or nominated deputy; with day to day workflow instructed by the recruitment team and contract arrangements managed by a member of the procurement team.

CQC will hold formal review meetings on a quarterly or six monthly basis reviewing areas as outlined in the Contract Management section.

Monthly service meetings may also be required and the contents will be agreed prior to contract award.

During periods of delivery, CQC will ask for at least weekly delivery calls, although at campaign set up stages, it may be necessary to run a series of daily calls for an agreed period

### **Contractor Responsibilities**

- The contractor should appoint a contract / client manager to oversee the work, manage the overall CQC relationship and act as a point of escalation
- The contractor should agree a formal escalation process with CQC.
- The contractor will agree with CQC all bespoke SLA's at the beginning of the relationship, before any work has started
- Performance will be measured directly against agreed service levels
- CQC will require accurate management information daily, weekly and monthly during periods of delivery
- CQC will ask for monthly reviews to include monthly and YTD spend figures, amounts invoiced and due to be invoiced, and the success rates of live campaigns
- The contractor will also provide timely and ongoing evaluation of the success of ongoing work and propose new, creative ideas or alternative solutions for continuous improvement

### **Contract Management and Monitoring**

CQC will require Key Performance Indicators in the following areas - suppliers should state as part of their bid suggested specific indicators by area. These will form part of the bid evaluation:

- CQC to receive results from assessment events – within 24 hours of the assessment event
- Provision of feedback to candidates – within 72 hours
- Cost per assessment event
- Quality of provision – through mini audits and observations undertaken by CQC of assessment events
- Quality of candidate management processes – measured by numbers of issues arising as a result of candidate management practices / candidate satisfaction levels
- Target time for dealing with escalations, problems or issues, as they arise

CQC and the supplier would agree the Key Performance Indicators at the outset; these KPI's will be used to measure the success of the contract.

The contractor should also, for the life of the contract:

- Monitor the quality and effectiveness of the provision, ensuring customer satisfaction in accordance with the KPI's
- Be prepared to attend meetings on site to discuss requirements for new campaigns, work with line managers to support discussion on creative attraction strategies, and to review progress and discuss the ongoing service
- The contractor should also attend a post contract review with CQC to review whether the objectives of the contract were met, to review the benefits achieved and to identify any lessons learnt for future projects

### **Skills and Knowledge Transfer**

CQC would own the intellectual property rights on all assessment material and content designed for CQC use.

Suppliers should also say how they would intend to transfer knowledge to the in house recruitment team, where appropriate, at the end of the campaigns.

Suppliers should also list any value add services in this area, around training or guidance for hiring managers or the in house recruitment team.

**HMRC Resourcing Framework  
Lot 4 Design of Assessment Services**

**FURTHER COMPETITION**

**TENDER SUBMISSION  
(Part B for Lot 4 Services)**

**THIS DOCUMENT IS TO BE COMPLETED BY THE TENDERER  
AND SUBMITTED TO CARE QUALITY COMMISSION**

**Closing date for submission of tender**

**12 noon, 18 November 2014**

**NAME OF TENDERER: GatenbySanderson Limited**

**To be returned to the Care Quality Commission using the Delta eSourcing  
Portal.**

# Lot Selection and Contents

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This is Part B for completion by the tenderer and return to Care Quality Commission in accordance with the instructions given in Instructions for completing and submitting a tender (section 5 of the Invitation to Tender, Part A).

## Confirmation of Lot:

This Part B document relates to the Assessment Design Services required and provided for under Lot 4 of the HMRC Resourcing Services Framework

## Part B Contents

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# 1. COMPANY DETAILS – LOT 4 DESIGN OF ASSESSMENTS

General information questions are asked for information purposes only and the responses will not be evaluated. The answers do however give the evaluation panel an overview of the organisation and its structure so it is important these are completed in full.

<b>A1.</b>	<b>ORGANISATION DETAILS</b>	
1.1	Please state the full name of the organisation submitting this tender	
	GatenbySanderson Limited	
1.2	Please state the registered office address	
	Address: 14 King Street, Leeds	
	Postcode: LS1 2HL	
1.3	Please state the company registration number	
	4451141	
1.4	Please state the VAT registration number	
	804 4650 47	
1.5	To the best of your knowledge, does any director or senior officer of your organisation have any personal or financial connection with any member or senior officer of Care Quality Commission?	NO
	If yes, please provide details	
<b>A2.</b>	<b>CONTACT DETAILS (for communications, correspondence and enquiries relating to this tender submission)</b>	
2.1	Please state the contact's name, and position within the organisation:	
	Name: Madeleine Leonard	
	Position: Partner, Head of Assessment & Development	
2.2	Please state the contact's address:	
	Address: GatenbySanderson, 14 King Street, Leeds	
	Postcode: LS1 2HL	
2.3	Please state the contact's telephone number:	
	[REDACTED]	
2.4	Please state the contact's email address:	
	madeleine.leonard@gatenbysanderson.com	

## **2. RESPONSE TO REQUIREMENT AND SPECIFICATION – LOT 4 DESIGN OF ASSESSMENTS**

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### **Compliance with Specification**

Tenderers must provide a response to the Compliance with Specification section included below. Tenderers should note that this section will be assessed on a Pass/Fail basis. Therefore if a tenderer cannot or is unwilling to answer 'Yes', their tender will be deemed non-compliant and will be excluded from further consideration. Tenderers should confirm by deleting the inappropriate answer.

<b>I confirm I/we comply with all elements of the requirement and specification as outlined in section 2 of this Invitation to Tender.</b>	<b>YES</b>
Please use the space below to outline any areas where you cannot comply, or to provide any further information regarding compliance with the specification that you have not been able to state elsewhere in your tender submission.	

## Response to Method Statements – Lot 4 Design of Assessment Services

Tenderers must provide method statements in response to the questions below, to describe how they will meet the requirements of the contract.

Tenderers are required to respond to all of the questions below. Questions should be answered in full and should not refer to other documents or appendices.

Tenderers are referred to section 4 of the Invitation to Tender (Part A) and reminded that evaluation of their method statements will account for 70% of their total tender score.

Method Statements		Question Weighting
B1	<p><b>Overview</b></p> <p>Tenderers must provide a concise summary highlighting the key aspects of the proposal, telling us why they want to be considered against the specification.</p>	<p>This response is not evaluated and should be used to contextualise the Tenderer's response.</p>
	<p><b>Response:</b></p> <p>It is a particularly exciting time for the CQC as it redefines and builds its service and we at GatenbySanderson think we are well positioned to support you in delivering this project successfully. We are the leading public sector specialist recruiter, with in-depth knowledge of health and social care. We employ a dedicated team of experts in assessment design, who are Registered and Chartered Psychologists with considerable experience. Our track record in delivering high volume assessments for regulatory bodies speaks for itself. We have spent the last two years working hand in glove with Ofsted to design numerous bespoke assessment centres for inspector roles; we have done the same for the Parole Board and for the General Dental Council, too. The team is absolutely passionate about applying that experience to support other organisations, like the CQC, to identify the best people to drive improvement in public services. We offer: a dedicated, expert team committed to delivering to high standards; understanding of the sector and of the role of an organisation that inspects and regulates; experience of working with fast paced organisations which are subject to intense public and political scrutiny; and a business that is large enough to deliver assessments at scale yet small enough to care about the candidates and our working relationship with you.</p>	
B2	<p><b>Developing Creative Solutions</b></p> <p>Please detail a campaign carried out in the last 24 months that has evidenced the design of assessment material for similar types or organisations or roles, against the backdrop of the volumes of roles, as set out in the specification – including how you would engage and communicate with CQC hiring managers during the job analysis phase and how you would propose to provide suitable off the shelf tools or bespoke assessments to CQC.</p>	<p>20%</p>
	<p><b>Response:</b></p> <p>GatenbySanderson has been Ofsted's sole supplier of assessment services for two years. In that time we have designed bespoke assessment centres for numerous inspection roles: HMI (equivalent to Inspector) and Senior HMI (equivalent to Managing Inspector) within (children's) Social Care; Education; and</p>	

FE & Skills; and Regulatory Inspector and Regulatory Inspection Manager within Social Care and Early Childhood; as well as many other roles at senior and more junior levels.

All of our assessment centres have incorporated bespoke work simulation exercises that we developed in consultation with Ofsted key stakeholders (role play, presentations, written tasks), as well as off the shelf psychometric tests. We have also developed an online platform to undertake timed assessments for multiple candidates across multiple locations. It is available for the CQC to use should we secure this contract (we would change the content of the assessments).

Throughout the duration of our work with Ofsted, the team developing assessment exercises have had to understand the subtle but important differences between the work of inspectors in the different remits. We developed this understanding through extensive consultation with stakeholders as well as desk research into the roles. We have also had to remain abreast of developments within Ofsted, which is an organisation that moves at pace in response to public and political pressure and in its own desire for continuous improvement. It has been essential that our assessment exercises have kept pace with these changes. The client remarked, in unsolicited feedback: *[Their] knowledge of our business is now vast...* and *"For all commissioned work, GatenbySanderson has been able to form dedicated and highly knowledgeable teams, gaining the confidence of a variety of senior stakeholders. GatenbySanderson has been honest and open throughout design work whilst keeping a business focus and ensuring that they understand Ofsted's unique organisational and political context."*

The remainder of this response will detail the design work that we have done for inspection roles within Social Care at Ofsted, which commenced in December 2012 and has been ongoing since then. We will apply the same successful approach to this contract, of course with some adaptations to suit the working culture and style at CQC. For Ofsted we developed bespoke assessment exercises. If the CQC would like us to select off the shelf tools, we will carry out the same stakeholder research and then apply that learning to the selection of tools from reputable suppliers. We will then adapt scoring guides to ensure they measure competencies relevant and specific to the CQC roles.

#### **Our work at Ofsted – an example to illustrate our experience**

At Ofsted we began with job analysis to understand the HMI and Senior HMI roles. We consulted stakeholders (Regional Directors, Director of Operations, Head of HR, the Chair) to understand 'what good looks like' in the role and their expectations of successful candidates. Not only did these discussions generate materials for the assessment centre, they also enabled us to 'sell' the concept and gain buy-in. This is a critical step and we ask that the CQC makes time in diaries to enable us to undertake similar discussions. We also read inspection reports, the Annual Report and other internal documents; again we would expect these to be available for this contract.

Critically, Ofsted was changing its approach to inspections and this required a shift in mindset amongst inspectors. It was important that this shift was communicated to both internal and external candidates, which we achieved through the new competencies and realistic assessment centre exercises. As we enhanced our understanding of Ofsted's aims for children and young people, we became very passionate about and committed to identifying the best candidates for their inspection teams. We assigned a core team to the project, enabling them to gain deep insight into Ofsted's culture and values. We will do the same

for this contract.

The next step was to create an outline of the content of the assessment centre for approval by stakeholders, having mapped the competencies to the exercises we had agreed. We then commenced the detailed design work. We drew on our experience of assessing candidates for children's social care roles in local authorities; we also consulted our contacts in these areas to understand their interactions with Ofsted inspectors, to gain a different perspective. We will do the same for this contract, using our experience of and contacts in health and adult social care (protecting confidences of course). Being a high profile organisation, there was a lot of material in the media to draw on in order to create a very realistic challenge for candidates within the exercises and it gave us insight into how the public views the organisation. We imagine the same will be useful for the CQC.

The assessment centre we agreed upon for HMI contained the following exercises: a role play with an external stakeholder; a presentation exercise; an 'off the shelf' test of critical thinking (psychometric); and a written exercise. Senior HMI were given a different stakeholder scenario in the role play exercise, as well as a second role play that was an internal performance management scenario, to test their managerial and leadership skills. The scenarios were as follows:

External role play – designed to provide direct evidence of how candidates would handle a difficult conversation with a provider, balancing robust challenge with support and relationship building. HMI candidates had to challenge and support a Headteacher whose school had consistently been graded 'RI' and could not see why it was not 'Good'. SHMI candidates were tasked with meeting a Director of Children's Services to discuss the performance of schools across their borough, many of which were graded 'RI' and needed to improve. SHMI also undertook a second role play to resolve a performance issue within their inspection team. All of the role plays contained data and written information to analyse as background to the meeting.

Professional actors were briefed to be reluctant and challenging, and to respond to how candidates handled the interaction so that it felt realistic. Ofsted colleagues fed into the actor brief to ensure realism.

Presentation – designed to test candidates' ability to both explain and promote Ofsted's new approach to inspections, to a sceptical audience of Headteachers. Assessors were briefed to ask challenging questions to put candidates on the spot. Over time, we have been able to quickly adapt this exercise as new information, frameworks and announcements have emerged, so that materials are always up to date.

Written exercise – this task has also evolved over time, to ensure that we were rigorously testing the quality of candidates' written work and to protect the integrity of the exercise. Tasks have included: quality checking an inspection report; responding to a letter from a local politician around concerns with safeguarding arrangements; and identifying key areas of strength and improvement from inspection evidence.

Test of critical thinking – the Watson Glaser Critical Thinking Appraisal, a psychometric test, has proved to be a very useful measure of candidates' ability to interpret and analyse complex information under time pressure, which mirrored the task of an inspector. We now have a bank of results that we can analyse and norm for Ofsted; the same can be achieved for the CQC once we have assessed a sufficient number of candidates.

We have also developed group exercises and competency-based interviews for other roles within inspection, selected in-tray exercises for use in senior administrative positions, as well as identifying the most appropriate psychometric tools for senior appointments.

All of the assessment centre exercises were accompanied by assessor briefs, clear candidate instructions and marking guides, with behaviourally anchored rating scales aligned to Ofsted's competencies. This ensured defensible, robust and objective assessment against the competencies and person specification. We also developed a matrix for examining each candidate's performance in the assessment centre during the wash up session at the end. All of this would be in place whether using bespoke or off the shelf tools.

Once the assessment centres were up and running, we continued to involve key stakeholders. The Head of HR, members of the Change team and the Director of Operations attended the first few assessment centres. They were able to contribute important context to our assessments of the candidates and they played a full part in arriving at decisions about every candidate. They took the decisions from the assessment centre to interview panels, so that there was a link from the centres back into the business. This arrangement has continued, as it benefits all concerned.

#### **Off the shelf exercises**

Ofsted was keen to invest in the development of a suite of bespoke tools. However many other clients make use of 'off the shelf' exercises to save time and resources and to present a different type of challenge for candidates. We have our own bank of exercises to draw from, as well as a track record of using exercises from specialist suppliers. When using off the shelf tools we get the closest match possible to the competencies important for success in the role and to the context in which candidates will be operating (eg the public sector), to ensure some degree of face validity. We work with one particular supplier often, so we know which of their exercises tend to work best at different levels. We always create our own scoring guides, mapping the standard indicators to the organisation's own competencies for enhanced relevance. We can also purchase psychometric tests from all publishers to select the most appropriate for the role in question.

#### **Creative solutions - Online testing**

Our online test platform was developed last year in response to a request from Ofsted to assess a significant number of candidates quickly for an internal promotion into a National Lead role. They did not have the capacity to invest in assessment centres or to take people out of the business, but needed an assessment that was very role specific. In response, we developed a platform to host online written tasks. It has the following functionality:

- Varied case study content and questions can be uploaded to the site
- Ability to send out hyperlinks via email for immediate and secure access to the test
- A visible countdown timer, which can be amended so that candidates can have extra time where reasonable adjustments are required
- Text size can be enhanced to support candidates needing adjustments
- Responses can be tracked and monitored in real time and any technical issues resolved swiftly
- Cut and paste and spell check functions can be disabled to allow

**assessment of the quality of candidates' written work**

- Time limited, the test will close after a certain deadline
- Responses downloadable immediately in an easy to read pdf format.

We have just launched the online test as an additional stage in the recruitment process for social care HMI, so that candidates' written skills can be assessed before they are invited to assessment centre, hence saving any investment in candidates who cannot meet a fundamental standard. CQC can make use of this online platform to host its own exercises, if working in partnership with GatenbySanderson.

**Accessible assessment materials**

Throughout our work with Ofsted and also with other clients, we have ensured that our assessments are accessible to all. Candidates are reminded to contact us to discuss reasonable adjustments they may need to enable them to participate fairly. We have also supported clients adhering to the Two Ticks scheme. The team has:

- Granted extra time to candidates
- Printed materials in large font or on different coloured paper to enable easier reading
- Allowed the use of Dragon software and similar products to enable candidates to read written material, as well as voice recognition software to enable them to produce their answers
- We removed the time limit in the role play and presentation for a candidate who had a speech condition that prevented him from being able to speak clearly, at speed.
- Assessment materials are written in clear, plain English
- Materials can be converted into Braille format should the need arise. We have welcomed 'readers' to support certain candidates within the assessment centre.

B3

### **Assessment Design Teams – Experience and Suitability**

Provide details of the qualifications and experience of the individuals and teams whose responsibility it will be to ensure that the requirement for designing assessments is delivered.

#### **Response:**

##### **Mark Turner, Joint Managing Partner**

Mark has national lead responsibility for GatenbySanderson's Central Government, Regulation and Not-for-Profit practices and is also the Chair of the specialist Board Practice, which appoints Chairs and NEDs to some of the highest profile boards in public service. With nearly 25 years' experience in executive search, Mark has advised on the appointment to many of the biggest roles in Government, including Permanent Secretaries, Directors General, Chief Executives and numerous top team restructures and start-ups. He has long standing relationships with most Government Departments and has led the launch of new practice areas in the charity and regulation sectors. He has also developed a strong reputation for securing senior private sector candidates for executive and non-executive roles in public service. Mark will act in an overseeing capacity for this contract and as the escalation point for any issues.

##### **Madeleine Leonard C.Psychol - Partner, Head of Assessment & Development**

Maddy is a Chartered Psychologist, Associate Fellow of the British Psychological Society and Head of Assessment and Development at GatenbySanderson. Maddy took the lead on the Ofsted contract mentioned above. She developed, in consultation with stakeholders, suites of exercises for HMI and Senior HMI across Ofsted's three remits. Most recently she has worked with our digital team to develop the online testing platform. She has project managed three volume recruitment campaigns for the General Dental Council and three for the Parole Board, both of which involved the development of bespoke assessment centre exercises to give candidates a realistic preview of very unusual jobs. She also worked in partnership with Monitor to redesign their selection process as part of their growth plans in 2012. Prior to joining GS she worked for clients in the private sector developing 'day in the life of' assessment centres for Graduates, Executives and also specialist manufacturing roles. Maddy holds an MSc in Occupational Psychology and is a Registered Test User of Occupational Ability and Personality Tests, including the OPQ, Wave, 16PF5, LJI, Hogan, MBTI and Strengthscope. Maddy will be your overall client relationship manager, playing a key part in consultation with stakeholders.

##### **Marie Blakesley C.Psychol - Senior Consultant**

Marie is a Chartered Psychologist and Associate Fellow of the British Psychological Society. She has been designing, planning and managing the delivery of our Ofsted assessment centres since June 2013, deputising for Maddy and leading the assessor team on a day to day basis. This has included the design of a suite of assessment tools for Regulatory Inspector roles in Social Care and Early Years. She has worked in HR for a central government organisation, and has also supported a wide range of clients including public sector, not for profit and global private sector organisations in a consultancy context. Her recent work includes designing and implementing a large scale sifting and assessment process for both external and internal candidates for roles within the senior civil service. She also has experience in the design of psychometric tests, as part of the team who developed Saville's Wave. Marie has an MSc in Occupational Psychology and is a Registered Test User of Occupational Ability and Personality Tests. She is qualified in the use of the OPQ, Wave, PAPI, NEO PI-R, HDS, FIRO-B, TDI and LJI.

20%

Marie will work closely with Maddy to run the project and may undertake some detailed design work, though will mostly be concerned with planning the delivery of the assessment centres for Lot 5.

**Mike McManamon, Registered Occupational Psychologist Senior Consultant**

Mike is an HCPC Registered Occupational Psychologist and a member of the British Psychological Society, Division of Occupational Psychology and the Association for Business Psychology. He is a Registered Test User of Occupational Ability and Personality Tests and is qualified in the use of the OPQ, Wave, NEO, Hogan, FIRO-B and MBTI. He has significant experience working in both the public and private sector and across a variety of industries. Since joining GatenbySanderson in 2012, Mike has led on assessment and development interventions across Health, Education, Local Government and the Not for Profit sectors. He has particular experience delivering on Central Government campaigns, supporting the Civil Service in the selection of Senior Civil Servants. Prior to joining GatenbySanderson Mike managed the Assessment, Development and Outplacement team in a Recruitment Process Outsourcing (RPO) between the BBC and Capita. Whilst there he was responsible for continual service improvement to the BBC, candidate experience, and the management of two delivery teams. He has extensive experience in assessment and exercise design; he has designed situational judgement questionnaire for on line platforms, developed innovative work simulation exercises including analysis group discussions, media based exercises along with role play and presentations. Lately he has developed stakeholder exercises where the organisation can participate in the assessments. Mike will take a lead role in exercise design, working closely with Maddy.

**Charlotte Basran – Registered Occupational Psychologist**

Charlotte worked on the Ofsted contract during 2012 and 2013, playing a major part in designing and managing the first assessment centres. She has also developed assessment exercises for a wide range of clients across the public sector, including for roles within adult social care and health. She worked as an occupational psychologist for the London Fire Brigade and now supports a varied client base. Charlotte has an MSc in Occupational Psychology and is a Registered Test User of Occupational Ability and Personality Tests, qualified in the use of OPQ, Wave and Hogan Development Series. Charlotte will take a lead role in exercise design, working closely with Maddy and Mike.

Note: we may assign one or two additional people to the team, but not without your prior approval. They will be of an equivalent level of experience and will then remain on the project team, to ensure consistency.

B4

**Resource Plan**

Provide a complete resource plan for the delivery of the assessment design services. Please provide a high level project plan that evidences the ability to meet the milestones set out in this specification, including any risks to the ability to meet these key dates.

**Response:**

To successfully manage an assessment and selection campaign of this scale, it's imperative that a robust project plan is in place so that we can both chart progress from beginning to end. When designing assessments it is critical that materials are approved and ready to go for the assessment centres, but that sufficient time is allowed for stakeholders to feel they have played a part. We will ensure there is scope for this in the plan.

We will work backwards from your appointment deadlines, identifying key milestones in the planning, job analysis and design phases to ensure that all materials are ready. This includes templates for reports and the issuing of management information.

Below we have outlined a high level project plan as requested. We would expect, if successfully appointed, to devise a detailed project plan with your assistance as one of the first actions for this campaign. The plan would begin immediately from the moment the contract has been awarded on 10<sup>th</sup> December.

Task	Action	Start	End	Considerations/Risks
First meeting	Introduction of GS and CQC core teams; establish all key contacts; scope project, including a map of stakeholder consultations; objective setting; confirm SLAs/KPIs; agree timetable for project update meetings; agree overall schedule to inform order of design work.	w/c 8 <sup>th</sup> Dec	w/c 8 <sup>th</sup> Dec	Client availability
Induction	GS staff to familiarise with CQC culture, ethos, values – desk research, stakeholder discussions, observation, read press/media coverage.  Design of competencies.	w/c 15 <sup>th</sup> Dec	Ongoing	
Job Analysis	Research: interview stakeholders, consult GS contacts, shadowing, read CQC literature and press reports.  Identify exercise options; map to competency framework; present assessment centre outline, including timetable, to CQC for approval.	w/c 15 <sup>th</sup> Dec	7 <sup>th</sup> Jan	Christmas period. Mitigation – complete as much as possible before Christmas and work during Christmas period.  Stakeholders not available. Mitigation: set deadlines in advance.  Approval needed by 7 <sup>th</sup> Jan at latest.
Monthly	First monthly review – spend figures, invoicing, success	w/c 12 <sup>th</sup>		Not on track or as expected.

15%

Review 1	rates/progress	Jan		Mitigation: project manager to resolve and client manager informed via escalation process.
First draft assessment design and pilot	Draft candidate briefs, actor and assessor materials. Pilot a selection of exercises with GS or CQC staff.	7th Jan onwards	w/c 26 <sup>th</sup> Jan	Pilot does not happen (no time). Mitigation: use our experience to inform about what will work.
Review and approval	Review and approval of materials by CQC stakeholders. Will be fed materials gradually as they are developed. In our experience, if stakeholders are consulted in advance they have only minor amendments.	From w/c 19 <sup>th</sup> Jan	27 <sup>th</sup> Jan	Stakeholders not available. Mitigation: set deadlines in advance. Absolute latest for approval is 27 <sup>th</sup> Jan.
Finalisation	Finalise assessment materials.	From w/c 26 <sup>th</sup> Jan	30 <sup>th</sup> Jan	Materials not ready in time. Mitigation: work evenings and weekends. Prioritise design work for roles being assessed first. Team continues with exercise design while other assessments running.
Initial review	Seek feedback from assessors, actors, candidates and the CQC on the assessment materials. Make minor tweaks where necessary.  Seek feedback from interview panel on candidate quality.	End w/c 2 <sup>nd</sup> Feb	9 <sup>th</sup> Feb	Materials need significant changes. Unlikely due to extent of consultation.  If interview panel not satisfied, explore their feedback. Invite panel members to attend AC and wash-up.
Final review	Evaluation of assessment centre, using appointees' performance data. Within 6 months of appointment.	Oct 2015		Performance data not available or reliable. Mitigation: review hiring manager perceptions of new recruits.

#### Quality assurance

We share your commitment to quality. In a project of this size and scale, we welcome your desire to hold regular progress update meetings and reviews to ensure the project remains on track, both in terms of progress and also quality and spend. We will do the following to monitor, measure and assure:

- Agree a schedule of regular update/progress meetings and host them via conference call or meeting,, eg weekly update calls.

	<ul style="list-style-type: none"> <li>- Agree KPIs. For this Lot, we suggest: deadlines in project plan are met; stakeholders approve exercises with minimal amendments; exercise materials are error free and professionally presented; exercises accurately reflect the target role; exercises successfully differentiate between candidates; exercises generate sufficient evidence against the competencies.</li> <li>- Appoint a client/contract manager to oversee the work, manage the relationship and act as a point of escalation. We will agree an escalation process with you.</li> <li>- Provide management information as required.</li> <li>- Send outlines and drafts of exercises and other materials for early approval.</li> <li>- Get final versions of materials checked and formally approved before use.</li> <li>- Open up communication between GS and the CQC – ask for feedback and act on it, reporting back to you on our actions.</li> <li>- Design work will always be done by an experienced, qualified Psychologist with the appropriate technical skills.</li> <li>- Quality of work will be overseen by the project manager and will not go to CQC until it has been approved internally.</li> <li>- Feedback will be sought from CQC, from candidates, from assessors and actors on the quality and effectiveness of assessment materials.</li> </ul>	
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B5	<p><b>Quality of Hires</b></p> <p>We would like our assessment partner to be equally as passionate about the quality of our new hires as we are, and so would ask that suppliers tell us how they will work with us to understand our brand, values and ethos, and how these would be worked into the overall strategy for assessment services.</p> <hr/> <p><b>Response:</b></p> <p>As your assessment partner, GatenbySanderson will be completely committed to delivering high quality outcomes; we recognise that, ultimately, the quality of new hires will have a real impact on the quality of care. This is something that touches every one of us at some point in our lives. As the leading specialist recruiter in the public sector, we believe passionately in making a difference through our work. Contracts such as this enable us to do just that.</p> <p>We are also well aware that when developing and delivering assessments we are your brand ambassador. We will not be drawn into any criticism of the CQC and we will protect your reputation with the same care that we protect our own. Should there ever be any concerns over the quality of our work, the way in which we are delivering it, or how we are behaving, we would encourage you to share them. The client relationship manager (Maddy Leonard) will be your first point of contact for any concerns which, if not addressed, can be escalated to Joint Managing Partner, Mark Turner, for attention. We feel confident that we will develop a working relationship that prevents issues from getting to this stage, however.</p> <p>The fundamental standards the CQC expects of care providers are to be safe,</p>	10%
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effective, well led, caring, and responsive. GatenbySanderson will strive to live up to these expectations too. We will run effective assessments that deliver what they are supposed to; they will be well led, which means managed and organised efficiently and seamlessly; we are known for being responsive to client needs – previous feedback attests to this; and we are known for caring about candidates too. Assessment is a two-way process. We will work in partnership with the CQC team, keeping in close contact and making joint decisions. We will spend time ensuring that candidates have the information and guidance they need to help them excel at assessment centre, including those who require adjustments to help them participate on an equal footing. Finally, safety in the context of assessments is about running a rigorous, fair and objective process that delivers the right people into the right roles.

To put this into practice, we will start by assigning a dedicated team to the contract. Led by a Project Manager, we will nominate a Lead Designer and a Lead Assessor, as well as a Business Support Officer. This core team will meet counterparts from CQC to begin getting to know you and the organisation; we may want to discuss an 'induction' for example, so that we quickly gain important insights. Our discussions with stakeholders during the job analysis phase will give us rich insights into how CQC operates, but we will also consult publications such as the strategy, annual reports and press releases to enhance this. The GS team tends to get very absorbed in the client organisation on a project this size; we look out for media coverage and keep up to date with developments in the organisation. Listening to service users and the public is central to your new approach to inspection and we would like to explore if our team can do the same, to find out how the CQC and its inspection teams are perceived. Where possible, we would like to shadow some inspection work so that we can really get to grips with the difference inspectors make.

When it comes to the design of assessment materials, we will ensure that they are approved by key stakeholders before they are used, including the initial outline and the detailed versions. Their input is critical for ensuring that the exercise materials reflect CQC's ethos, brand and values. If we do any work on the competencies, we will ensure the values are built into those too.

You are looking for high quality solutions. This aligns with what GatenbySanderson always aspires to deliver. We will ensure this happens in a number of ways:

- Project planning in partnership with the CQC team, to ensure clarity of expectations and deliverables.
- Agreement of KPIs and regular reviews against these.
- A programme of update calls, at least monthly and up to fortnightly, weekly or daily depending on the stage the project has reached.
- A clear process for providing feedback to each other but, more importantly, a relationship that enables mutual support and challenge throughout.
- An agreed mechanism for raising issues, problems or complaints in the unlikely event these occur. In our 2 year partnership with Ofsted we have had no such issues.
- An early review of outcomes to ensure the project is on track
- Further consultation with stakeholders as the project progresses to check they are comfortable with where things are up to.
- As necessary, circulate meeting minutes and record key decisions so that interested parties can be kept in the loop. In our work with the GDC, we record progress against the project plan and record decisions made by

	<p>the project team, so that the Appointments Committee can be kept up to date.</p> <p>Finally, we would strongly encourage CQC colleagues to participate in the assessment centres wherever possible. Although resources may sometimes not permit it, we have found it invaluable for building a collaborative way of working and for fostering a better partnership. That way, the assessments are CQC led and not something delivered to you by a third party. In the course of the exercise design, we suggest that a member of the project team participates in all stakeholder meetings to show that the work is still 'owned' by the CQC, albeit being delivered by a third party.</p> <p>Feedback from a client attests to our ability to provide the highest quality solutions: <i>"It's thanks to how [they] have worked with us, from understanding our brief, developing the exercises and through to running the centres, that made us decide to extend the contract to our HMI assessment. Our Board have been very pleased with the quality and outcomes from the centres..."</i></p>	
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<p><b>B6</b></p>	<p><b>Valuing Diversity</b></p> <p>Please provide evidence of the successful delivery of assessment campaigns designed to attract a diverse workforce, including the provision of fully accessible assessments and inclusive assessment events, designed to support candidates who require reasonable adjustments.</p> <hr/> <p><b>Response:</b></p> <p><b>Running inclusive assessments</b></p> <p>For a great many of our clients it is particularly important that the assessment process is seen to be fair and that they have the confidence in knowing their provider can make the adjustments to enable all candidates to participate equally.</p> <p>In a recent campaign with a major professional regulator (the General Dental Council) we were required to assist our client with assessing and selecting candidates from differing roles and backgrounds. It was important that those we appointed represented the diversity of the UK population. Furthermore, the client had found that previous selection exercises had disadvantaged certain candidates and put some off applying. We were chosen as a partner with a track record in appointing candidates from diverse backgrounds. The steps we took to run a fully accessible and inclusive assessment event, were:</p> <p>Advised on the fairest method for sifting applications from a very large and diverse group of applicants for a role that has no specific knowledge or experience requirements. We recommended two online psychometric tests (an aptitude measure and a styles measure), to provide an objective, valid and reliable result. This was found to be much fairer and more accessible to the diverse candidate group than an application form.</p> <p>Drawing on current literature around adverse impact and how to minimise it, we ensured we provided candidates with comprehensive information about the assessments in advance, so that they could do their best.</p> <p>We made clear to candidates how to request reasonable adjustments. A psychologist discussed the assessment process with each person needing</p>	<p>5%</p>
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adjustments, so that agreement could be reached on the changes to be made. This ranged from granting additional time and printing materials on different coloured paper or in different fonts, to the use of a 'reader' for a blind candidate and specialist computer programmes for producing written work (voice recognition software, 'Dragon' etc). When software was not compatible we physically aided candidates with completing the assessments.

We have ensured premises are accessible and we have made allowances for candidates with physical needs who require more time to move from room to room. Sometimes, this has entailed making last minute changes to the timetable (eg we had a candidate who was recovering from an unexpected operation yet still wanted to attend the assessment centre).

We thought about the makeup and diversity of those in group discussions and interview panels along with the diversity of the assessors observing candidates.

Every candidate was sent joining instructions to give them a consistent, clear and thorough briefing about what to expect on the day and how to prepare. We gave a supportive and informative introduction to the assessment centre too, answering questions and putting candidates at ease. Feedback from candidates showed that they really valued this: "Excellent. Very clear and helpful"; "Everyone was very approachable and helpful throughout the whole process"; "I think this has been a very professional and well organised recruitment and I commend you".

We continuously monitored diversity figures. We carried out adverse impact calculations on assessment data to ensure candidates from BME backgrounds were not disadvantaged and we took necessary steps to address this. In addition, we supported the client in answering a candidate's complaint about the selection exercise, using research and academic literature to illustrate the fairness and objectivity of the assessments. Whilst it is regrettable that this occurred, our thorough process ensured that the complaint did not escalate.

To ensure transparency and to enable personal growth and development, all candidates were invited to receive feedback. Irrespective of the outcome, a professionally run assessment that culminates in informative feedback will leave candidates feeling they have had a fair and equal chance of succeeding.

#### **Steps we will take**

We will apply the above experience, and our many other examples, to designing and running the assessments under this contract. To further ensure fairness and accessibility we will:

- Conduct job analysis, to ensure we choose selection tools that reflect the demands of the role so that we are only testing candidates against those specific criteria;
- Use competency-based scoring guides so that assessors can objectively score candidates against the criteria from the person specification only;
- Deploy the best practice approach to assessment: Observe Record Classify Evaluate;
- Use reputable psychometric tests with sound reliability and validity statistics that have been approved by the British Psychological Society (BPS);
- Only using trained and appropriately qualified test users and assessors;
- Brief assessors to ensure consistency of experience and scoring for candidates;
- Quality assure the assessments and check inter-rater reliability;

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|--|--|--|
|  | <ul style="list-style-type: none"><li>• Ensure candidates are aware of and feel able to highlight any reasonable adjustments they may need to enable them to participate fairly and equally in the selection process;</li><li>• Give clear guidelines for completion of assessments to minimise anxiety and promote optimal outputs for each individual.</li></ul> |  |
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**Added value**

Our main concern is always to ensure that candidates feel they have had a fair opportunity to demonstrate their skills, as well as a positive experience. We know from ad hoc feedback that most candidates do, but for this contract we will gather feedback formally from candidates so that we can continue to improve their experience and our service to you as a client. We will follow up with those for whom we have made reasonable adjustments and ask if they would like to comment on their particular experiences.

# 3. PRICING SCHEDULE – LOT 4 DESIGN OF ASSESSMENT SERVICES

## Guidance

Tenderers are referred to section 4 of the invitation to tender (Part A) for further information on how price will be evaluated and are advised to ensure that they fully understand the evaluation methodology to be used to assess price.

Tenderers must take care to ensure they provide a price for each item/element of the pricing schedule as specified. Failure to complete the pricing schedule in full may result in the tender being rejected.

In the event you are unclear with regards to any section, please do not hesitate to contact Care Quality Commission. Contact details are provided in the invitation to tender (Part A).

## Pricing Schedule

### 1. Costing and breakdown of resource provision:

Costs to be shown by role level (grades A – C). For the purposes of the evaluation, please equate the roles listed in the ITT specifications to the A – C Grades, as shown (job descriptions provided):

- Inspection Manager – Grade A
- Inspector – Grade B
- Analysts – Grade C

	Grade A	Grade B	Grade C
Job Analysis Work	£1200	£1200	£600
Design Work	£5400	£4200	£3600
Production of final materials	£1200	£1200	£1200
<b>Total</b>	<b>£7800</b>	<b>£6600</b>	<b>£5400</b>

- Provide any assumptions to the above figures in the below table (for example, anticipated number of days work / cost per days work):

Grade A: The figures quoted above are for the design of up to three bespoke exercises and selection of any off the shelf materials, which is an approximation based on our understanding of the role and previous experience. The design time and production of final materials includes timetables, assessor briefs, report templates, marking criteria and candidate joining instructions. It is based on a daily rate of £1200. The cost also allows for meetings, phone calls and updates.

Grade B: three bespoke exercises, but may be some cross-over in the design work from Grade A, hence the reduction in time.

Grade C: design of up to two bespoke exercises.

If off-the-shelf tools are required as an alternative to bespoke, one third of the total will be charged, plus the actual cost of the materials (circa £35 per candidate depending on exercises selected).

### 2. Costing – Project Management

Assessment Design	Total Cost
Project Management	£2400

- Explain how project management costs are applied (if applicable)

We anticipate that the Project Manager will spend up to 2 days overseeing the design work including stakeholder management and detailed review of materials; participating in progress update meetings and calls; generating MI; account management. **If we are successful in securing both Lots we will not charge project management on this Lot, as there are economies of scale.**

**3. Please explain any discounts/savings available:**

If appointed to deliver both Lots, we will reduce the daily rate on this contract to £1000.

**4. Please provide details of a rate card for any additional general assessments services required:**

Consultant: £1000 per day. Senior Consultant: £1200 per day. Partner: £1500 per day. Business Support (administration): £350 per day. Actor: £450 per day.

**5. Provide details of any additional costs e.g. travel / accommodation / sundries etc. including rates:**

Expenses will be charged at cost. For this Lot we anticipate only travel costs. We charge for standard class travel or mileage at 45ppm; postage of materials where necessary at cost; psychometric test materials (£5 per candidate for aptitude tests) or off-the-shelf assessment exercises (circa. £35 per candidate). Hotel accommodation where necessary. All expenses will be kept to a minimum, travel will be booked as far in advance as possible and we will inform you as they are incurred. VAT of 20% will be charged on top.

**6. Optional services – breakdown of cost of providing additional services:**

The online test platform if used in its existing format: £35 per candidate to administer, send out links and download responses for scoring by CQC.  
Up to 2 days developer time to amend the content. £1500.

# 4. FREEDOM OF INFORMATION EXCLUSION SCHEDULE – LOT 4 DESIGN OF ASSESSMENT SERVICES

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## PROVISION OF ASSESSMENT DESIGN SERVICES FOR CARE QUALITY COMMISSION

Tenderer's attention is drawn to the Conditions of Tender and the Terms and Conditions of the Contract. Tenderers should state here which items of information (if any) supplied by them in their tender they regard as confidential or commercially sensitive or which should not be disclosed in response to a request for information under the Freedom of Information Act. Tenderers should state why they consider the information to be confidential or commercially sensitive.

Disclosure of information is at the sole discretion of Care Quality Commission

### Commercially sensitive information

I declare that I wish the following information to be designated as Commercially Sensitive:

Ideally we would not want to disclose the full detailed breakdown of our fees as we consider this to be commercially sensitive information which we would prefer to keep confidential.

The reason(s) it is considered that this information should be exempt under Freedom of Information Act 2000 is:

We consider the full detailed breakdown of our fees to be commercially sensitive information which we would prefer to keep confidential.

The period of time for which it is considered this information should be exempt is for a period of [2] years until [November], [2016] *supplier to delete as applicable.*

Signed: *M Leonard* .....

Date: 17<sup>th</sup> November 2014 .....

Name of Signatory: Madeleine Leonard, Partner and Head of Assessment & Development.....

Name of Organisation: GatenbySanderson .....

## 5. TENDERING DECLARATION

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In response to the Invitation to Tender for the provision of services under Lot 4 of the HMRC Resourcing Services Framework dated 11/11/2014, I/We, the undersigned, confirm that in submitting a tender against this contract that I/We

- 1 undertake that this offer shall remain valid and open for acceptance for a period of 90 days from the date of submission unless specifically withdrawn in writing.
- 2 understand that Care Quality Commission is not bound to accept any Tender it receives.
- 3 certify that I/We have not done, and I/We will not, at any time before the notification of tender results, do any of the following:
  - 3.1 Communicate to any person other than the person calling for the tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender is necessary to obtain insurance premium quotations required for the preparation of the tender;
  - 3.2 Enter into any agreement or arrangement with any person that he/she shall refrain from tendering or as to the amount of any tender to be submitted;
  - 3.3 Offer to pay or give or agree to pay any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to this or any other tender or proposed tender for the said work any act or thing of the sort described above. In the context of this clause the word 'person' includes any persons and any body or association, corporate or unincorporate; and 'any agreement or arrangement' includes any such transaction, formal or informal, and whether legally binding or not.
- 4 contract and agree, on the acceptance of this tender, in whole or part, to perform the services detailed in the Specification, at the prices and terms quoted, and in accordance with the terms and conditions of the Customer Agreement.
- 5 accept the terms and conditions of the Customer Agreement set out in the Invitation to Tender, to which this tender is my/our response, and I/we undertake to perform any contract awarded as a result of this Tender in strict conformity with those terms and conditions.
- 6 understand that my/our responses to the questions posed in this invitation to tender including any explicit or reasonably implied undertakings, will form part of any contract subsequently entered into between myself/ourselves and Care Quality Commission.
- 7 confirm that if our Tender is accepted we will, if required, upon demand:
  - (a) Produce evidence that all relevant insurances and compliance certificates with relevant legislation and policy are held and in force;
  - (b) Sign a formal contract document if required;
- 8 agree that unless and until a contract is prepared and executed, this tender, together with your written acceptance thereof, shall constitute a binding contract between us.
- 9 certify that the information supplied is accurate to the best of my/our knowledge and I/we accept the conditions and undertakings requested in this invitation to tender. I/We understand that false information could result in my/our exclusion from further participation in this and future tender processes.

**This Tendering Declaration should be signed by a director, partner or other senior authorised representative in his/her own name and on behalf of the organisation.**

Signed: *M Leonard*

Date: 17<sup>th</sup> November 2014..... Name of Signatory and Organisation: Madeleine Leonard, Gatenby Sanderson

## 6. QUALIFICATION OF OFFER – LOT 4 DESIGN OF ASSESSMENT SERVICES

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### PROVISION OF RECRUITMENT SERVICES (LOT 4 OF HMRC RESOURCING SERVICES FRAMEWORK) FOR CARE QUALITY COMMISSION

Please delete A or B as appropriate:

A. I/We do not wish to make any qualification of offer:

Signed: *M Leonard* .....

Date: 17<sup>th</sup> November 2014 .....

Name of Signatory: Madeleine Leonard .....

Name of Organisation: GatenbySanderson .....

# 7. ENCLOSURES CHECKLIST – LOT 4 DESIGN OF ASSESSMENT SERVICES

## THANK YOU FOR TAKING THE TIME TO COMPLETE THIS TENDER.

To ensure your tender submission is evaluated properly Care Quality Commission needs to have a complete response from you.

Before returning this document, please check you have answered all sections and ensure that you have enclosed any relevant documents by completing the checklist below.

Please tick the appropriate box where you have completed the section.

CHECKLIST:	
Please also ensure that you have:	Tick Below
Completed the Company Details section.	✓
Answered all questions and provided responses to the method statement questions in section 2, Response to Requirement and Specification. <i>(Your tender will be non-compliant if you have not completed this schedule)</i>	✓
Completed the Pricing Schedule in full as directed. <i>(Your tender will be non-compliant if you have not completed this schedule)</i>	✓
Completed the Freedom of Information Exclusion Schedule.	✓
Completed the Qualification of Offer Schedule	✓
Signed the Tendering Declaration page. <i>(NB it must be signed by suitably senior personnel as directed)</i>	✓

### Assessment Services- Design contract (Gatenby Sanderson)

#### Annex C – Project Plan (Lot 4)

No	Approval / Activity / Milestone	Decision / Milestone description	Date
1	Attraction starts	Milestone	19/01/2015
2*	Situational Judgement Test and Intelligence online tests launched on ATS [Interim Solution]	None	09/02/2015
3	Inspection Manager material complete and approved (Acute, Mental Health and Adult Social Care)	Approval & Milestone	02/03/2015
4	Inspection Manager material complete and approved (Primary Care Services)	Approval & Milestone	04/03/2015
5	Inspection Manager material first used as assessment centres (Adult Social Care)	Approval	05/03/2015
6	Inspection Manager material first used as assessment centres (Acute)	Approval	06/03/2015
7	Inspection Manager material first used as assessment centres (Primary Medical Services)	Approval	10/03/2015
8	<del>Inspection Manager material first used as assessment centres (Mental Health)</del>	Approval	<del>11/03/2015</del>
9	Pharmacy Specialist material complete and approved	Approval & Milestone	11/03/2015
10	First Assessment Centre with Gatenby Sanderson/CQC team	Milestone	17/02/2015
11	Pharmacy Specialists material first used as assessment centres	Milestone	18/03/2015
12	Inspector material complete and approved (all areas)	Approval & Milestone	01/04/2015
13	Inspector material available for use at assessment centres (all areas)	Milestone	08/04/2015
14	Assessment activity	Activity	Q1 Apr-Jun 15
15	Sign-off refreshed assessment material (indicative date only)	Approval & Milestone	Jun 15
16	Utilise refreshed assessment products (indicative date only)	Approval	Jul 15
17	Assessment activity	Activity	Q2 Jul-Sep 15
18	Assessment activity	Activity	Q3 Oct-Dec 15
19	Sign-off refreshed assessment material (indicative date only)	Approval & Milestone	Dec 15

20	Utilise refreshed assessment products (indicative date only)	Approval	Jan 16
21	Assessment activity	Activity	Q4 Jan-Mar 16
22	Assessment activity	Activity	Q1 Apr-Jun 16
23	Sign-off refreshed assessment material (indicative date only)	Approval & Milestone	Jun 16

**Note:** Assessment material includes:

- Assessment tests (Situational Judgement Test; Intelligence online tests)
- Assessment exercises (report writing, presentation, competency based interview)
- Interview material (interview scripts, candidate brief, interview brief)

\*The Contractor are responsible for the launch of the SJT. The intelligence tests are linked into the ATS and therefore a responsibility of those suppliers.

\*\* The Contractor are responsible for the delivery of this milestone however there is a dependency for the Customer in making the necessary arrangements for meetings to take place with key stakeholders.

**Annex D - Key Performance Indicators and Management Information (Assessment Design)**

All reports showing adherence to Key Performance Indicators and Management Information is to be sent to the CQC Contract Manager in line with the timings outlined below.

**Key Performance Indicators**

The supplier will be expected to deliver services in line with the identified Key Performance Indicators.

The Customer reserves the right to use the MI provided by the Contractor and overall performance against the key performance indicators to assist in the measurement of contract performance.

No.	Key Performance Indicator	Threshold	Evidence to be Provided	To be Provided
1	The Contractor is to achieve deadlines for service delivery (as stated in the Framework Agreement or Call Off contract)	99% of the time	Written confirmation provided for Performance Review Meetings	Monthly - 3 days before Performance Review Meetings
2	Final drafts of assessment materials to be received from Gatenby Sanderson by the dates set out under milestones	100%	Progress to be tracked against milestones as part of the project plan – outcomes to be discussed at performance review meetings	Monthly – 3 days before Performance Review Meetings
3	Exercise materials are error free	100%	Review and proof reading of materials by CQC before final sign off	As final versions of materials are presented to CQC
4	Client queries resolved	80% within 2 working days 100% within 5 working days	Written confirmation provided for Performance Review Meetings	Monthly - 3 days before Performance Review Meetings

**Management Information**

No	Name of Report	Description	To be Provided
1	Assessment Material Quality Check	Seek feedback from assessors, actors, candidates and the	Once the appropriate

		CQC on the assessment materials. Make minor tweaks where necessary.	number of assessment events have been completed using that set of materials – suggested test groups of 50 candidates
2	Financial Report (Standard)	Provide a financial report showing forecasted and actual costs in line with contract.	Monthly – 3 days before Performance Review Meetings
3	Financial Report (Variance)	Provide a financial report showing any variance against contract costs.	Monthly – 3 days before Performance Review Meetings