[2.9.1] Human Resources, Recruitment & Training

Detail the human resources (including any sub-contractor staff) that you will use to deliver *and* manage this provision.

Your response should include:

- A clear explanation of the Full Time Equivalent (FTE) number of staff, job title, key responsibilities, relevant skills, experience & qualifications for each role
- Where applicable, an average caseload should be provided with a rationale for why this is considered appropriate
- Details of the number of existing staff and those who will need to be recruited
- A clear description of how you will recruit, train and retain staff to ensure effective delivery of this provision and satisfactory performance from the start of the contract and throughout its lifetime
- A clear explanation of how you will manage sickness absences and annual leave during peak times, including contingency arrangements for managing the absence of key staff while maintaining the quality of service delivery and performance levels
- A rationale for why you consider your proposed staffing level to be appropriate for this provision and how you will manage this as volumes increase and decrease over the life of the contract

Insert your response in the pre-set, shaded space on the following pages. Your response MUST be limited to 2 sides of A4.

1. FTE staff, roles, responsibilities, qualification and experience

G4S's **supply chain** have confirmed their resourcing for frontline services as follows: REDACTED *(at peak)* **FTE Keyworkers: role:** caseload management; assessment; action planning; coordinating other services; signposting; pre/post-employment support. Knowledge, skills and attitudes ***(KSA):*** local labour markets, employment barrier identification/ solutions, mainstream training/support services, coaching and mentoring skills, employer engagement and advocacy skills, empathetic, goal focussed. The right attitude is more important, but we would expect most to have minimum IAG L2 qualification. For example: REDACTED works for REDACTED and is a military veteran who trained as a mentor to provide information, advice and guidance to the forces, he is ideally placed to offer empathy and understanding to the ex-armed forces priority group. REDACTED are existing staff who will be moved to the contract as appropriate; REDACTED to be recruited.

REDACTED **FTE Operations Manager:** manage service delivery; collate, report performance data; partnership work to generate referrals. ***KSA:*** leadership, performance management, planning, relationship building, contract compliance. ***Qualifications:*** L3 Management or equivalent. All are existing staff.

REDACTED **FTE Community Engagement Manager:** engage participants, align local services; ***KSA:*** characteristics of local communities, range of delivery agencies and support services; communication & marketing skills; fluency in major community languages such as Urdu or Punjabi. REDACTED existing; REDACTED to be recruited.

REDACTED **FTE Employer Engagement Manager:** broker relationships with local/national employers; source jobs in direct response to job goals. ***KSA***: track record of client engagement/account management, communication and marketing skills, knowledge of key sectors and local labour market. REDACTED existing staff; REDACTED to be recruited.

REDACTED **FTE Auditor:** ensure accuracy and DWP/ESF contractual compliance. ***KSA:*** experience of contract audit and review, ability to analyse complex information and present it in meaningful terms and an eye for detail. All existing staff.

G4S: We will put in place a multi-skilled team of four senior managers. Common KSA requirements will include local knowledge and at least three years' experience of sector-specific operational management.

Regional Contract Director (REDACTED**): role:** responsible for: (max REDACTED ESF contracts; senior subcontractor & DWP relationships; setting & managing operational objectives. ***KSA:*** 5+ years' senior sector experience, strategic thinker, decision maker, strong financial & performance experience. Graduate or equivalent.

REDACTED **FTE Performance Manager (**REDACTED**):** driving supply chain performance; reporting; supply chain support. ***KSA:*** 5+ years senior management and operational experience, strong communication and influencing skills, commercial understanding.

REDACTED **FTE Partnership Manager (**REDACTED**):** LEP/DWP/LA stakeholder liaison, strategic 'face' of the project, driving referrals, employer engagement, developing sector routeways, employer in-work support. ***KSA:*** area familiarity, excellent planning & organisational skills, strong communication skills.

REDACTED **FTE Training & Quality Manager (**REDACTED**):** managing and delivering Quality Framework; identifying/delivering staff training needs monitoring quality against MSLs and Participant Service Standard; implementing improvements. ***KSA:*** Min 5 years' delivering training, strong project skills, good communication skills.

REDACTED **FTE**: **ESF Compliance Manager (**REDACTED**):** managing contract compliance, carrying out site audits. ***KSA:*** 5 years' auditing, analysis/presentation of complex information, attention to detail.
REDACTED **FTE ESF Validator (**REDACTED**):** calls to employers and participants to validate outcomes, manual check of evidence and eligibility paperwork. **KSA:** 2 years' customer service or contact centre call handling, attention to detail. G4S has a **Programme Support Team** (REDACTED FTE) to manage report distribution, supply chain communications, complaints; and an **Employment Support & Progression Team** (REDACTED FTE) to contact those in work, offering support and career progression.
2. Average caseload & rationale: Average caseload per Keyworker is REDACTED. This gives Keyworkers enough time to ensure activity of sufficient quality to make a difference to participant's progression, including fortnightly face-to-face meetings. We also know that this caseload level will ensure Keyworkers can deliver on average REDACTED job starts per month, which, in turn will ensure we achieve our performance offer. From ESF Families we know that this size caseload will ensure an intensive, personalised service with multiple interventions and a multi-agency approach.
REDACTED **Existing staff and recruitment requirements:** REDACTED of subcontractors' and G4S management teams and over REDACTED % of subcontractors' delivery staff are currently in place. The additional REDACTED will be recruited, inducted and trained at the required point of delivery.
Recruitment: subcontractors had to demonstrate robust recruitment plans as a condition of selection. We support their recruitment through: auditing role profiles and job descriptions; group advertising (including access to our careers portal); shortlisting, shadowing job interviews. G4S advertises through agencies such as REDACTED, online and social media, local press, and use stakeholder networks to generate a pool of candidates. All adverts state our commitment to equal opportunities. Applicants are shortlisted against clearly defined criteria and then take part in interviews, group activities, written work and psychometric tests.
Training: Each G4S/supply chain employee will have a Personal Development Plan, reviewed annually. G4S staff will receive at least REDACTED days off-the-job training per year and we will encourage our supply chain to do the same. All supply chain staff will receive a REDACTED day face-to-face induction. We will then use a 'Train the Trainer' approach with a rolling 'Employability Excellence' programme to enhance Keyworker skills and participant experience. Modules will include customer service, signposting, cycle of change, knowledge-sharing, engaging employers. We will conduct spot checks, performance monitoring, satisfaction audits and request feedback to ensure the training is supporting Keyworkers to maximise outcomes.
Retention: will be closely monitored; Keyworker consistency promotes participant engagement. Incentives include: great training, strong line management (CIPD research shows REDACTED % impact on retention); rewards for outstanding service and to celebrate success and communications via newsletters and daily team briefings.
5. Contingency: G4S will share our Positive Absence Management Framework with subcontractors. All G4S's team have assigned deputies with skills and experience to effectively cover planned/unplanned leave. The volumes we have agreed with subcontractors have accounted for their ability to cross-staff from other provision.
6. Rationale for staffing levels, management of fluctuating volumes: G4S has used its modelling expertise and its experience of delivering to similar groups to

forecast monthly referrals and caseload sizes including e.g. seasonal variations. We have modelled the amount of contact time that different groups will need to maximise prospects of gaining employment and have agreed profiles with our subcontractors. We have a clear understanding of likely monthly referral profiles across REDACTED and the staffing needed to maintain optimum caseloads and job outcome performance. We will mitigate risk to outcome performance by referral re-allocation, additional recruitment, increased training or Performance Improvement Plans.