

[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.**

Our Resource Plan for the South East Midlands LEP (SEMLEP) has been carefully considered and scenario tested to ensure that we are able to provide comprehensive and flexible support to participants and deliver effective referral management.

Delivery and Management of the Contract – FTEs, Roles and Responsibilities

We will deploy REDACTED FTE (contract peak) for this contract. This includes REDACTED FTE from our Case Management Assistance Centre and REDACTED FTE Quality Manager from our current Quality Team. These roles also serve our Supply Chain Partners (SCPs).

Management of this contract will fall within the current MAXIMUS Management Structure: • *Programme Director*: Overall responsibility for all contracts and strategy • *Operations Director*: Ensures performance, quality and compliance targets are achieved across all MAXIMUS delivery • *Supply Chain Director*: Ensures performance, compliance and quality targets are achieved for all SCPs.

REDACTED FTE ESF SEMLEP Contract Manager (CM): responsible for leading and managing the MAXIMUS ESF team in and SCPs. The CM is responsible for the quality and performance of the contract; and building and maintaining stakeholder relations. Accountable for Marketing and Engagement Strategy: Experience: Degree in Management (or equivalent) with min. REDACTED experience delivering similar contracts, with a thorough understanding of Payment by Results contracts.

REDACTED FTE Work Advisors (WA): Caseload Management, providing end to end 1-2-1 support and guidance to enable participants to enter into and sustain work. Delivery of the marketing and engagement plan to generate participant referrals; Experience: REDACTED, with min REDACTED (or equiv.) with REDACTED and REDACTED. Skilled at working with disadvantaged people; strong communicator; problem solving skills; background in mentoring/coaching roles.

REDACTED FTE Employer Engagement Manager: Sourcing vacancies and building and maintaining employer relationships. Experience: REDACTED in an employer facing role, min. REDACTED (or equivalent) with REDACTED and REDACTED; Skilled communicator.

SCP Staffing: SPCs will deploy a total of REDACTED FTE at the peak of this contract:

SCP	Management	Delivery and Support
Disability Resource Centre	REDACTED FTE	REDACTED FTE
The Learning Partnership	REDACTED FTE	REDACTED FTE

Our average caseload size will be REDACTED. WAs are at the core of the participant journey; additionally participants will benefit from expert interventions through **service alignment** with local provision. **Our rationale for why we consider this appropriate is based on:** i) REDACTED our experience of delivering DWP programmes to support similar cohorts in the Thames Valley, Hampshire and Isle of Wight (Contract Package Area (CPA) 9) region (which includes parts of SEMLEP); ii) differentiation of needs within each cohort, meaning actual caseloads will fluctuate between REDACTED-REDACTED, dependent on the level and intensity of support provided; and iii) our delivery model design, where we align our service with referral partners and provision to deliver wraparound expert support.

Number of existing staff and those who will need to be recruited: We have REDACTED FTE existing staff members (Quality and CMAC) and will recruit REDACTED FTE staff (all remaining operational roles listed above) at contract peak.

Staff Recruitment and Retention: Our existing HR team will create a REDACTED

Recruitment Plan (RP). The RP will set timescales and milestones for all HR activities eg: job descriptions, advertisements, interviews, selection, job offer, DBS checks, induction, and training. • **Recruit:** MAXIMUS is working with HR partner REDACTED to design a specialist recruitment tool which will allow us to discern when applicants' values and behaviours align with our company ethos and traits of what makes a successful WA. This complements our skills and competencies-based recruitment practices. Applicants will be sourced directly using MAXIMUS and SCP websites, newspapers, jobs sites and recruitment agencies. The RP reduces lead time for recruitment by obtaining identification for DBS checks at interview stage. • **Train:** We will: i) deliver a REDACTED induction tailored to the ESF contract, compliance and delivery model for all MAXIMUS and SCP staff; ii) consolidate training REDACTED; iii) provide our comprehensive REDACTED resource, REDACTED; iv) deliver management training (REDACTED) and v) build findings from our specialist tool into training modules to ensure staff understand key values. • **Retain:** We ensure strong employee retention through: i) REDACTED, providing staff with exposure to roles in different parts of the business; ii) communication through the REDACTED employee group; iii) using crowd sourcing tool 'REDACTED' to share ideas and test innovative solutions; iv) REDACTED; v) REDACTED initiative promoting health and wellbeing through REDACTED office activities; vi) REDACTED Benchmarking of remuneration with transparency on decision making on pay and bonuses; vii) staff surveys; and viii) flexible working policies. *We have achieved 1 Star status by REDACTED 2 years running and in 2015 achieved the REDACTED, and retained our Investors in People Accreditation in 2015.*

Managing sickness absences and annual leave during peak times: Sickness absence and annual leave is managed in line with our Absence Management Policy and Procedure, reviewed REDACTED. Staff must telephone their manager REDACTED on their first day of **sick absence** to enable staff contingency plans to be deployed. Managers monitor staff sickness absence REDACTED and maintain contact to prepare for staff return to work. Our approach has resulted in a decrease in absence of over a REDACTED in the last year. Managers consider all **annual leave** requests in light of operational workflows and business needs and are able to view all holiday booked and requested in their business area before approving requests. **Contingency arrangements for managing the absence of key staff** include: i) temporary relocation of staff in the region to cover duties; ii) deploying a flexible model and culture REDACTED; and iii) having multi-disciplined staff able to cover other key delivery roles when needed.

Our rationale for the appropriateness of our proposed staffing level for this provision is based on our experience delivering DWP programmes, including across REDACTED REDACTED, to disadvantaged participants. We have analysed the cohorts and ESF requirements and set caseload sizes at a reduced level to REDACTED. Our modelling of the SEMLEP contract flows with caseload sizes and our performance offer ensure our staffing model accurately reflects the scale of this contract.

We will manage staffing levels as volumes increase and decrease over the life of the contract by: i) ramping up FTEs in the first REDACTED as delivery becomes established; ii) REDACTED to manage volume fluctuations; iii) flexible outreach model, so teams cover multiple areas to respond to local volume fluctuations; iv) re-locating staff from other MAXIMUS delivery in CPA 9 who are already equipped with an understanding of working in SEMLEP, and staff redeployment from other areas of

MAXIMUS as required; v) a CV Bank of job applicants through continuous advertising particularly where we anticipate volume fluctuations; and vi) REDACTED.