[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.

Working Links' (WL) Community Hub (CH) provision will maximise the number of support workers increasing contact time with participants. Our human resources model is based on experience of successfully delivering similar provision e.g. Work Choice, ESF Troubled Families and Community Rehabilitation Company contracts.
Resources to deliver and manage: (Based on peak numbers throughout contract). ***England Country Manager (CM)*:** Overall responsibility for contract performance and Working Links' dedicated point of contact for the DWP Category Manager, Supplier Manager and Performance Manager. ***Performance Manager (PM)*** **REDACTED** day-to-day responsibility for the project, including: managing operational staff, performance and quality; stakeholder engagement; attending contract performance reviews. PMs will have a track record of successful management of employment services and will be working towards Institute of Employability Professionals (IEP) membership. ***Partnership Manager (PartM)*):** **REDACTED** Responsible for managing subcontractor performance and quality through performance reviews, and sharing best practice, knowledge and expertise. They will be experienced with relevant qualifications e.g. CIPS. ***Key Worker (KW)*** (**REDACTED**)***:*** participants' dedicated point of contact, coordinating their journey including: conducting initial assessments; creating Action Plans (APs) and conducting AP reviews; providing 1:1 interventions; and updating CRM. KW will have 2+ years' experience, be qualified to IAG Level 3, and be IEP members. ***Senior Key Worker (SKW)*** (WL: **REDACTED**); partners: **REDACTED)**)***:*** Responsible for managing a caseload of participants and providing expert advice on complex cases. SKWs will be at least IAG Level 5/6, with 3+ years' experience. ***Engagement Consultant (EC)*** (WL **REDACTED)**partners: **REDACTED**)***:*** Responsible for generating referrals by liaising with local stakeholders e.g. JCP and promoting provision e.g. through community events. ECs will be experienced in relationship management with extensive links across the Northamptonshire LEP area to support programme promotion. ***Health Advisor (HA)*** (**REDACTED**)***:*** Responsible for providing health support including co-ordinating interventions with KW, liaising with GPs/practitioners and assisting employers to employ people with health issues. HAs will be registered with the Health Care Professions Council with experience of health related employability support, occupational health or vocational rehabilitation. ***Tutor*** (WL **REDACTED**: Partners: **REDACTED**)***:*** Will: deliver group interventions e.g. skills training. Tutors will have experience supporting priority groups to develop vocational skills and be qualified to PTTLs, DTTLs, and/or QTTLS. ***Local Employer Services Consultant (LESC)*** (WL: **REDACTED**)***:*** Will source vacancies/provide jobs brokerage and design sector/employer specific 'Routeways'. LESCs will be experienced networkers with relationship building skills. LESCs will complete our 'Dynamic Success in Sales' training equipping them with the skills to sell the services and candidates to employers. ***Local Administrator*** (**REDACTED**)***:*** Will assist the monitoring and reporting of the service, including supporting the central Finance, Claims and Compliance team and creating the monthly performance reports seen by the CM, PM and PartM. ***In-Work Support Consultant (IWSC)*** (**REDACTED**)***:*** Will support participants to remain in work by: resolving issues affecting work; advising on progression opportunities; and sourcing vacancies if participants fall out of work. Key skills include empathy, communication skills, mediation and problem-solving. IWSCs will be qualified to Level 3 IAG. Operations will be supported by our Central Hub to include: *Claims Coordinator* (**REDACTED),** *Validation Coordinator* (**REDACTED**)), *Customer Contact Centre Administrator* (**REDACTED),** and a *Central Employer Services Consultant* (**REDACTED**). The Central Hub will be

responsible for ensuring participants receive high quality, compliant provision. Delivery resources will be supported by our corporate functions including: marketing; quality, IT & information security; finance; HR; facilities; procurement; and risk assurance. **Average Caseload** for delivery staff will be **REDACTED**) with a maximum being **REDACTED**). This is based on our experience of what works e.g. ESF Support for Families and Work Choice where caseload sizes were **REDACTED**) and by considering best practice on caseload size from publications including DWP Evaluation of Work Choice (2013). **Existing staff: REDACTED**) (REDACTED.
)) of the delivery staff will novate onto this provision from existing contracts. **REDACTED) REDACTED** will be recruited.
Our Staff recruitment Process: ***Candidate Sourcing:*** Advertising the service through specialist recruitment partners (e.g. health recruitment agencies), online, in local newspapers, on social media, via JCP and local community referral agencies; ***Candidate screening:*** Candidates will be screened for suitability based on their skills, experience, qualifications and attitude; ***Interview & Assessment:*** Group and individual sessions including interviews with Working Links management to assess understanding of the role, clinical competency and understanding of health disability assessment principles. Candidates for management roles will have a second interview. For selected staff, we will conduct pre-employment checks to ensure all documents have been received/are satisfactory e.g. DBS checks, references.
Staff training & retention. Staff will receive induction training covering: Working Links processes and practices (e.g. health & safety, data protection, diversity awareness); and contract specific training (e.g. delivery model summary and compliance training) to ensure quality from the start of delivery. Staff retention will be supported by ongoing personal development opportunities. KWs will be provided support/mentoring from experienced peers, enabling them to seek advice on complex cases and develop their own knowledge and understanding and trained in expert patient to embed a culture of health related support across the contract. SKW's will complete health specific external training (e.g. Explain Pain, application of CBT) and will access peer support from other professionals from within Working Links and could include a Genius Within Occupational Psychologist (OP). All staff will have personal development objectives and biannual development reviews assessing their progress. **Rationale:** Our Staffing model is based on: **1)** Past experience of successful delivery e.g. Work Choice (**REDACTED**)); **2)** Best practice evidence e.g. 2013 DWP Evaluation of Work Choice recommending caseload sizes **of REDACTED**) **3)** Building in a tolerance of **REDACTED**)in our caseload sizes to handle volume fluctuations while still being within effective levels. **Managing staffing levels:** Our PM will review referrals, starts and case load sizes as part of our ongoing monitoring activity. Where caseload sizes threaten to exceed our tolerance levels of **REDACTED**)we will: Divert staff on to engagement activities to increase referrals; Train staff to cover other roles if required; Recruit new staff by contacting previously shortlisted candidates; Procure additional delivery partners via a Merlin compliant rapid procurement process.
Managing staff absence and leave: We will manage sickness absences/annual leave via our general process for managing staffing levels. To manage absences and leave during peak times: 1) We have absence/time off procedures e.g. windows for requesting leave, rules on consecutive days absent; 2) We have built our staff resource plan according to our past experience of volume flows e.g. low referral numbers around Christmas, high referral numbers in summer; 3) For short term absences, we will re-arrange caseloads among staff, where this does not result in

any KW having a caseload higher than (**REDACTED**) Our HR system allows PMs to see whole team diaries when scheduling leave to ensure staff levels remain appropriate.