Questions 2.4.7 Human Resources, Recruitment & Training
Detail the human resources (including any known sub-contractor staff) that you will use to deliver and manage this provision. Your response should include as a minimum, but not be limited to: • A clear explanation of the Full Time Equivalent (FTE) number of staff, job title, key responsibilities, relevant skills, experience & qualifications for each role and caseload sizes per adviser. • A clear explanation of how you will ensure the staff recruited will have relevant skills or experience. • Where applicable, the minimum and maximum caseload size for each staff member should be provided with details of the types of cases and a rationale for why this is considered appropriate against your delivery proposal. • Details of the number of existing staff and those who will need to be recruited. You should demonstrate how staff numbers will increase/decrease throughout the lifetime of the contract. • 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 Call Off Contract and throughout its lifetime. • Provide a minimum staff/Participant ratio along with full rationale of why you consider this staffing level is appropriate. • 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. • What measures you have in place to mitigate the impact of staff needing to selfisolate or any local spikes in Covid-19 cases resulting in additional measures being implemented to restrict movement on a local/national level? • How you will manage your staffing level as Participant volumes increase and decrease over the life of the Call Off Contract.
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to **4** sides of A4, **excluding** the question text and these instructions.

Capita and our end-to-end Supply Chain Partners (SCPs) for JETS Scotland - ***The Wise Group, Reed in Partnership, and The Lennox Partnership*** - have codesigned resource profiles necessary to mobilise, deliver, and flex provision, based on our collective experience of resourcing and mobilise large Government programmes. **Evidence:** [REDACTED]. Our resource profiles maximise contact

time with Participants, enabling small caseloads and high-quality support, particularly important in today's challenging labour market. **FTE Staffing, skills, experience and qualifications:**

Capita – Contract Management Resources: [REDACTED]: **DWP Account Director (**[REDACTED] **FTE)**: [REDACTED] will oversee implementation and delivery of JETS Scotland whilst maintaining integration and development responsibilities across the whole of Capita's delivery into the Department. **JETS Scotland Service Delivery Director (SDD) (**[REDACTED] **FTE,** [REDACTED]**):** [REDACTED] will have overall accountability for the success of JETS Scotland, ensuring CSS's/MPLs are met, budgetary control, and managing the Partnership and Employer Engagement Managers, Content/Quality Assurance/Engagement & Marketing Managers and Head of IT. [REDACTED] **Commercial/Compliance Manager (**[REDACTED] **FTE,** [REDACTED]**):** Will oversee compliance of JETS Scotland, monitoring performance against CSS's, mitigating risks. Strong commercial and financial acumen, min. 2 years' experience of public sector contract design and delivery. **Content Manager (**[REDACTED] **FTE):** [REDACTED] will oversee programme learning content, ensuring it meets local labour market needs. [REDACTED] **Partnership Manager (**[REDACTED] **FTE,** [REDACTED]**):** [REDACTED] will oversee SCP delivery to ensure they achieve contractual/ financial/performance targets and support them to continuously improve delivery. **Employer Engagement Manager (**[REDACTED] **FTE,** [REDACTED]**):** Responsible for strategic employer relationships, working with Capita colleagues and SCPs to source bulk opportunities and create sector routeways for Participants. Will be experienced in recruitment, employer engagement or B2B sales, with CPRS, CIPD, IEC or REC qualification or equivalent desirable. **Engagement & Marketing Lead (**[REDACTED] **FTE,** [REDACTED]**):** [REDACTED] The **Head of Social Value (**[REDACTED] **FTE,** [REDACTED]**)** will work with SCPs and DWP to ensure we deliver Social Value outcomes and will be an experienced Social Value Practitioner. **Head of IT (**[REDACTED] **FTE,** [REDACTED]**):** [REDACTED] will have overall responsibility for the effective running of all systems and infrastructure [REDACTED] will be supported by **System Administrators (**[REDACTED] **FTE,** [REDACTED]**).** Our **Quality Assurance (QA) Team** includes our **Head of QA (**[REDACTED] **FTE,** [REDACTED]**)** and **Quality Managers (**[REDACTED] **FTE,** [REDACTED]**):** Responsible for systematic quality and compliance audits, Customer Insight and feedback, self-assessment, continuous improvement including staff training. The Head will be ISO9001 Lead Auditor or equivalent, with 3+ years' experience. Managers will have 2+ years' experience in similar role; **MI Analyst (**[REDACTED] **FTE,** [REDACTED]**)** will be responsible for all MI collation and analysis including management of MI reports; and **PRaP Administrator (**[REDACTED] **FTE,** [REDACTED]**)** will ensure timely data transfer, DWP compliance, general admin. MI Analyst and PRaP Admin will have previous administrative and/or compliance experience. The Capita team is supported by resource from internal **Finance (**[REDACTED] **FTE,** [REDACTED]**).**

SCP Operational Resources: Each SCP will deploy the same core structure: **Operations Managers (**[REDACTED] **FTE,** [REDACTED]): Day-to-day management of subcontracted delivery; deployment of PMF/QMF to achieve MPLs/CSS's/KPIs, develop/performance management of delivery staff, build local relationships with JCP/specialist agencies. 3+ years' management and DWP project management experience inc. multi-site teams and voluntary programmes; qualified

to degree level/equivalent. Reports into Capita's PM weekly to drive performance. **Advisers (**[REDACTED] **FTE,** [REDACTED]**):** Assess, identify and break down barriers to work; 1:1 coaching; caseload management; partnership working to signpost Participants to/from support services. IAG Level 3+ qualified/equivalent, min. 1 year in similar role e.g. employability, recruitment. Will have strong empathy, communication and teamwork skills. **Employer Engagement Officers (**[REDACTED] **FTE,** [REDACTED]**):** Engaging and managing employer relationships to secure opportunities for Participants.
Experienced in b2b sales/recruitment; CPRS, CIPD, IEC or REC qualification/equiv. desirable. **Employment & Skills Trainers (**[REDACTED] **FTE,** [REDACTED]): Delivery of group activity and courses e.g. [REDACTED], building confidence and resilience, identifying transferable skills via our workshops, job search techniques and interview skills. Will hold/working towards L3 Award in Education & Training/equivalent and have min. 1 year experience of training delivery. **Health & Wellbeing Advisors (**[REDACTED] **FTE,** [REDACTED]**)** Will deliver health and wellbeing advice and courses, and signpost to prevention services, primary care and online tools. Will hold L3 Health Trainer equivalent. We will ensure **staff recruited have the relevant skills/experience** by deploying: **Core recruitment process** across Capita/SCPs. All staff must evidence strong admin, ICT, literacy, numeracy, communication skills and undergo Enhanced Disclosure Check. Standardised Job Descriptions for core roles will ensure all applicants provide evidence of required experience, skills and competencies, verified through competency-based interviews and vetting checks. **Induction training**: All Capita/SCP staff will complete mandatory modules including: individual KPIs and contractual MPL/CSS's; JETS Scotland and Capita systems/processes; [REDACTED] CRM; evidence/MI reporting requirements; and e-learning modules (e.g. Equality, Data Protection). Advisers will be trained in Motivational Interviewing and CBT techniques to enable them to develop Participant rapport from first contact. **Monthly performance reviews** and **weekly line manager check-ins** for all staff will ensure they continue to evidence required skilled/competencies, providing mechanisms for support, CPD and performance improvement activity as required. **Evidence**:
[REDACTED] We deploy robust procedures for completing vetting checks applicable for DWP roles which apply to Capita and SCPs. **Caseload sizes, ratios and rationale:** Based upon in-depth commercial modelling, including forecast on-flows, job/self-employment outcome lead times and attrition rates, our average caseload ratio is 1 Adviser to 57 Participants, within a min./max. range of 43-67. All Advisers will manage a mixed caseload of Participants of varying job readiness, allocated based on postcode and caseload capacity. Ratios may vary within this range e.g. Advisers in rural areas with low digital accessibility will undertake more face to face appointments requiring additional travel time and will therefore require a smaller caseload. Ratios will be naturally lower as the contract ramps up, hitting peak in Aug–Oct 2021, and then gradually decreasing as the number of active Participants decreases. Our rationale for caseload size is to ensure Advisers can: offer flexible digital and/or face to face engagement options and regular ad-hoc engagement to achieve CSS's (e.g. CSS 5 - Initial Meeting within 15 Working Days (WD) of referral, CSS 7 – Action Plan within 10 WD of start, CSS 8 – Booked Meetings at least every 10 WD); develop professional trusting relationship with their caseload of Participants to support them to overcome barriers to work; provide continuity of support for each Participant throughout their JETS Scotland journey (av.

7 x 1:1's); dedicate time to multiagency/joint-delivery to achieve positive outcomes; travel to face to face appointments, employer events, and partnership activities as appropriate; provide transition and In-Work Support to ensure job outcomes are achieved; enable SCPs to respond flexibly to local labour market intelligence; and provide sufficient time for all administration and reporting. Our model has been aligned with previous successful contracts and wide-ranging research acknowledging small caseloads as essential to the delivery of high-quality, tailored and personalised support*: 'Caseloads are deliberately kept low, at around 60 clients per key worker, in order to ensure that they can provide focused, intensive and bespoke support to all their clients'* (Working Well Early Impact Assessment, 2018)*, 'Building a relationship of trust with each jobseeker is crucial, which requires lower caseloads to ensure consistent, frequent contact'* (More than words: ERSA/WPI Economics, 2016). **Number of existing staff, numbers to be recruited and increases/decreasse throughout the contract lifetime:** We will deploy [REDACTED] FTE existing staff ([REDACTED] %) and recruit [REDACTED] FTE ([REDACTED] %). We recognise that Participant volumes will flex over the life of this contract and have modelled accordingly, anticipating referrals building from 250 from Jan 21 Go Live, 1,000 in Feb 21, to 2,500 for Aug – Oct 21, decreasing to 2,000 in Nov/Dec 21 and finishing at 1,750 in January 2022. Staffing will mirror this curve, peaking at [REDACTED] FTEs in August 2021, reducing to [REDACTED] in March 2022 to finally [REDACTED] FTE by contract end Dec 22. Our average caseload (57) will not be exceeded during staffing level changes. SCPs can flex 10% above and below anticipated volumes. **Recruitment, training and retention:**
Recruitment: Our tried and tested recruitment process includes: [REDACTED]; *Onboarding*: conditional offers made with pre-employment checks verifying Right to Work, essential qualifications (certificates required), 3 years employment history, Disclosure Check, 2 employer references. **Evidence**: [REDACTED] **Training:** All Capita and SCP staff will undertake an intensive 5-day induction prior to taking up post (modules detailed above in 'Induction Training'), with follow-up sessions continuing over three months covering development modules e.g. CBT, negotiation skills, and motivational interviewing. Annual CPD reviews, monthly 1:1 line manager meetings and on-going observations will identify emerging training needs. Coaching, mentoring, peer-to-peer learning, internal/external training, and eLearning will respond to emerging contractual/Participant/legislative requirements.
Retention: Retaining high-performing staff is central to our success. Our strategies include involving staff in service development activity, competitive pay and reward structures, flexible working arrangements, CPD and development opportunities. **Evidence**: [REDACTED]. Frontline roles will be provided with support and mentoring from experienced peers enabling them to seek advice on complex cases and develop their own knowledge and understanding. The wellbeing and voice of our wider staff team is at the very heart of our delivery and our extensive wellbeing resources for all staff, including support, are available remotely through [REDACTED]. **Absence Management:** We have built flexibility into our staffing model to cover a reasonable level of sickness/leave. Such instances will be proactively managed by line managers in accordance with company policies (SCP practices have been verified as comparable) to ensure quality and performance. [REDACTED] Contingency arrangements to maintain service quality and performance include: warm handover before scheduled absence e.g. walk-through of Participant case notes; data access via [REDACTED] enabling other staff to

provide uninterrupted service delivery to Participants; flexible working practices to meet contract needs; secondment to address emergency requirements; and designated ‘act up’ individuals to cover absences. For longer absences, our Policy supports employees back to work after long-term sickness. When such occurs, caseloads will be reassigned to ensure quality and performance levels, e.g. to new and/or seconded staff. Absenteeism will be monitored monthly by the SDD, informing the Health & Wellbeing Executive Team and SCP OMs of any issues. **Covid-19 management:** Staff will be home-based and provided by with ICT and telephony equipment needed to fulfil their roles. This remote approach requires excellent and consistent communication and strong management of staff to meet contractual requirements. As we are primarily delivering digitally, staff will have the requisite technological competences checked during interview or redeployment stages. [REDACTED] will facilitate the smooth operation of the contract should any of our staff need to self-isolate or spikes occur e.g. redeployment of cases to other Advisers or SCPs. We have prepared a full Risk Register relating to contractual delivery which will be reviewed and updated by our SDD monthly. Capita and all SCPs have smoothly switched to programme management and delivery on a remote basis due to Covid-19. **Evidence:** [REDACTED]. **Managing Staffing Levels:** During contract delivery our SDD, supported by our Engagement & Marketing Manager, will monitor referral and on-programme volumes against forecasts on a daily, weekly and monthly basis via [REDACTED]. Caseloads will be maintained at 90% of forecast capacity to provide flexibility for short-term variations, with recruitment plans of temporary/permanent/seconded staff should volumes remain consistently higher than planned. SCPs have confirmed they can operate within a 10% surge in demand. Short-term volume reductions will enable increased activity intensity while longer-term volume reductions will result in cessation of fixed-term contracts, planning for redeployment to other contracts or redundancies.