

Spring Response

1.1.1 Tenderers must provide a statement which demonstrates a clear understanding of the public sector landscape in Scotland and the Framework Public Bodies who will use these services.

You must demonstrate you understand the demand Framework Public Bodies have for the services and how public bodies will use those services, together with an understanding of how the services fit within the legislative and regulatory contexts at European, UK and Scottish

Framework Demand Context & Public Sector Landscape in Scotland

Spring Technology understands that the Scottish Government has clear objectives in attaining the vision for a wealthier, fairer, greener, healthier, smarter and safer Scottish society.

We understand that all Scottish Framework Public Bodies play a crucial role in the delivery of public services in Scotland, underpinning, supporting and facilitating the delivery of the Scottish Government's national outcomes and objectives.

We understand that the Public Bodies are a diverse and far reaching, geographically dispersed set of functions made up of Executive Agencies, Non Ministerial Departments (NMDs), Executive Non Departmental Public Bodies (NDPBs), Advisory NDPBs, Tribunal NDPBs, Public Corporations, Health Bodies, Parliamentary Bodies and other Significant National Bodies.

Spring Technology recognise that these Public Bodies are tasked with delivering the priorities of the Ministers and Scottish Parliament, and that to do this they must provide unambiguous, impartial, subject matter and expert advice to the Ministers, the Scottish Parliament and the Scottish Public.

We acknowledge that the Public Bodies can be required to share resource and collectively pool intelligence through collaborative working groups with organisations within the wider UK's centralised public service divisions and EU/international territories, and we understand these partnerships are central to the success of sustainable economic growth for Scotland.

We understand that Framework Public Bodies have a responsibility to champion and promote Ministerial and/or Parliamentary strategy. They do this by:

- Developing cohesive steps to the delivery of stated objectives;
- By securing and dispersing appropriate funding to enable the end goals to be reached,

We note they are required to do all of this whilst maintaining a high level of audit and scrutiny on the public services and those working within it; being continuously and extremely mindful of cost, quality and accountability to the Scottish Public.

We understand, based on our knowledge of wider UK IT public sector recruitment, that Scottish Public Bodies in today's world are increasingly reliant on Information Technology services and solutions to function operationally, and that they are increasingly expected to deliver their services via cost effective, secure yet technologically innovative means. Productive partnerships with specialist organisations bringing required specialist IT recruitment skills, services, knowledge and a commitment to achieving stated objectives will be important for ongoing projects; and in offering a scalable solution for public bodies anticipating an expected upswing in public sector service requirement as Scotland moves towards gaining further powers from centralised UK government functions.

Spring Technology additionally recognises that Framework Public Bodies, the services they provide and the objectives they work to are framed within an increasingly complex wider United Kingdom, European and Global context – providing both opportunity and challenge to Scotland's people in the successful achievement of the overarching principle guiding the "National Performance Framework" - Scotland's visionary 10 year roadmap to improvement:

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“To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth”

National Performance Framework 2007

Public Bodies Service Demand

The below table demonstrates a sample of Scottish Public Sector Bodies that have previously, and could be expected in the future to demand temporary IT recruitment support from this Framework in order to better meet organisation and national objectives.

Public Sector Body	Function & Example Service Use
Scottish Enterprise Executive NDPB	<p>Scottish Enterprise is an Executive NDPB and its core function is to facilitate Scotland’s economic growth by supporting Scottish companies to compete, helping to build globally competitive sectors, attracting new investment and creating a world-class business environment.</p> <p>Scottish Enterprise has a varied requirement for IT staff, and historically has had demand for a wide range of skills. These may include web and digital designers, SEO Analysts, support staff and business analysts. Spring Technology expects a medium/high level of demand for the services of this framework by Executive NDPBs.</p>
Disclosure Scotland Executive Agency	<p>Disclosure Scotland is one of eight Executive Agencies. Their core function is to provide criminal history information to organisations and potential employers across the UK to assist in making safer and more informed recruitment decisions.</p> <p>The service is identified as having an increased appetite for skillsets/workers with data, systems integration, development, analytical and digital skillsets. Spring Technology anticipates a high level of demand for IT temporary workers from Executive Agencies.</p>
David MacBrayne Ltd Public Corporation	<p>David MacBrayne Limited is wholly owned by Scottish Ministers, and is one of 6 Public Corporations. The principal subsidiary is CalMac Ferries, which operates the Clyde and Hebrides ferry services. The passenger-only Gourock/Dunoon ferry service is operated by another subsidiary of the David MacBrayne Group. The service is a lifeline to Islanders across Scotland.</p> <p>Calmac Ferries is undergoing a significant transformation programme to upgrade enterprise infrastructure, and skills requirement has covered IT support, Business Analysis, Security, Data Architecture, Project & Change Management, and development technologies. Spring Technology anticipates a high level of demand from Public Corporations for use of the services of this framework.</p>
NHS Lanarkshire Health Bodies	<p>NHS Lanarkshire is one of 23 Health Bodies. The services required across the Health bodies are varied, temporary IT workers can be expected to include Business Analysts, Project Managers, IT Support, Security staff, Programmers.</p> <p>Spring Technology anticipates a medium to high level of demand from the Health Bodies nationally, with expected increase of volume required for project specific requirements.</p>
Scottish Police Authority (SPA) Significant National Body	<p>The SPA is categorised as a “Significant National Body” and its function is to maintain policing, promote policing principles and continuous improvement of policing, and to hold the Chief Constable to account.</p> <p>Services are likely to include support, development/programming, DBA, security, IS engineer and digital technicians. Spring Technology anticipates a medium/high level of demand from Other Significant National Bodies, with expected increase of volume required for project specific requirements.</p>
Scottish Court Service Non-Ministerial Dept	<p>The SCS is a Non-Ministerial Department, one of five NMD’s across Scotland, and its function is to provide administrative support to Scottish Courts and to the judiciary of those courts, including the High Court of Justiciary, Court of Session, sheriff courts and justice of the peace courts, and to the Office of the Public Guardian and Accountant of Court.</p> <p>Roles may typically include developer skills, support and analytical functions. Spring Technology anticipates a medium level of demand from NMDPs with scalability required for project specific requirements.</p>
Commissioners and Ombudsmen	<p>There are six Commissioners and Ombudsmen public bodies. Due to the smaller headcount and centralised budget, it is anticipated by Spring Technology to have an expected lower demand for the framework, but that if required, to likely be Support, analytical function or digital skill.</p>

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<p>Tribunals</p>	<p>There are six tribunal bodies that are provided with a consolidated budget. It is anticipated by Spring Technology to have an expected lower demand for the framework, but that if required, to be likely Support, analytical function or digital skill required.</p>
<p>Scottish Law Commission Advisory NDPB</p>	<p>The Scottish Law Commission is one of six Advisory NDPBs in Scotland. The Commission's task is law reform: to recommend ways of simplifying, updating and improving the law of Scotland. Spring Technology anticipate lower demand from this set of public bodies due to shared service function, but could be extrapolated as potential short term IT support or project based work for increases digital/web services.</p>

Scotland's IT Talent Landscape

Scotland has a rich talent pool, with a thriving Information Technology sector providing significant job opportunities. A key factor of this sector's achievement can be recognised as a result of Scotland's strength in its Universities, and increasingly as a result of public and private bodies working collaboratively to devise and implement strategic roadmaps to ensure forecasted job opportunities can be filled with local talent or talent that can be attracted to work in Scotland from the rest of UK, Europe and the wider world.

Public sector employment in Scotland accounts for 20.8% of total employment. Private sector employment in Scotland accounts for 79.2% of total employment. (source: Scottish Government Labour Market Statistics 17/09/14). Within both private and public sector, temporary specialist ICT talent is used as a supplementary resource. This provides greater opportunity of talent pool (the right people and the right numbers to do the roles that are in demand), yet on occasion can conversely represent a challenge to the hiring public body (eg: disparity of offered day rates, duration). Spring Technology concurs with analysis of IT workers having a higher proportion of temporary or independent limited company workers in comparison to other professional occupations.

In the 2014 report "Skills Investment Plan for Scotland's ICT & Digital Technologies Sector", there is acknowledgement that whilst there is an "unprecedented global demand" for digital technologies, and that this represents a core area for Scotland to capitalise on economically, Scotland must be mindful of a growing skills gap, further heightened by a decrease in computer related subjects taken at FE and HE level.

Spring Technology recently surveyed over 600 IT professionals to gain insight into the changing motivations of the UK workforce, and produced a whitepaper based on the findings called, "Attracting future IT talent". In the report we outline the main opportunities, challenges, and solutions available to employers today. (Employee empowerment, 'Valued Contributor' workforce programs, benefits that reflect the most generationally diverse workforce, the surge in flexible working solutions and inspiring the next generation into IT) Spring will work with the Framework Public Bodies to share best practice on these subjects and all future market information and insights.

Spring Technology welcomes the inclusiveness that technology provides to IT professionals based in rural locations across Scotland, as well as recognising the increasing benefit of remote digital access to systems that can be supported by temporary IT workers that do not have to physically be on site to resolve IT systems issues.

ScotlandIS, the trade body for the ICT industry in Scotland works closely with Scottish Ministers and Public Bodies to raise the profile and promote the opportunities of Scotland based ICT careers, study and entrepreneurial opportunity. Skills Development Scotland, an Executive NDPB, continues to work in identifying and developing skills required within the Scottish ICT industry in order to achieve Scotland's vision of being a world class Digital Nation by 2020.

Spring Technology has a role to play in this partnership, promoting the opportunities for IT engagements across the Scottish Public Bodies with our UK and Global reach. We are actively involved with the public and private sector, increasing the number of people in employment in Scotland, offering IT

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training for people to improve their skills and job prospects/security, while also helping to engage the next generation through work with schools, colleges and universities.

UK Public Sector Framework Experience

Spring Technology has been the preferred partner of choice for several large government public sector procurement functions. Our experience with these Frameworks helps us to have a better understanding of how the Public Bodies may wish to use the services of this Framework.

MSTAR

The Managed Service for Temporary Agency Resources project, was commissioned by the Local Government Professional Services Group (LGPSG) in order to establish a national framework for managed services for agency workers.

The MSTAR framework is a national framework for the provision of managed temporary agency resourcing services to local authorities, educational establishments and other wider public sector organisations throughout the UK. Managed service providers can take responsibility for temporary staffing supply chains and/or resource pools improving control, safeguarding and visibility as well as delivering efficiency savings.

The Crown Commercial Service (CCS)

The CCS Framework function is to provide centralised commercial and procurement services for Government and the UK public sector. The intention is to provide both procurement advice/services and direct buying. It is meant to promote value for money for the taxpayer. It covers all of the sectors where OJEU procurement rules might normally apply.

Framework Services for Public Bodies and the Scottish, UK and European Legislative / Regulatory Context

“..... (given) the characteristics of the ICT industry, a radical change and indeed a complete paradigm shift is required in how the public sector orchestrates itself in engaging and contracting with suppliers and also how it takes account of and manages the opportunity offered by working in partnership with the ICT industry within the context of EU legislation. “

Source: McLelland “Review of ICT Infrastructure in the Public Sector in Scotland” 2011

Spring Technology recognise that the Scottish Ministers, Parliament, Public Bodies and wider Scottish public sector organisations have been at the forefront of analysing, reporting, recommending and implementing actions in the drive towards better purchasing decisions for the public sector as a whole.

The 2006 McLelland “Review of Public Procurement in Scotland” was a significant catalyst for change, setting in motion decisive steps towards improving procurement processes in order to deliver best value to the sector.

With specific relevance to this Framework agreement, the subsequent 2011 McLelland “Review of ICT Infrastructure in the Public Sector in Scotland” shone a spotlight on how ICT was being adopted within the Scottish public sector, what efficiencies ICT could bring in terms of benefits and cost reduction, and it also acknowledged bluntly that there were several challenges requiring improvement measures from a procurement / ICT industry view. These reports and the recommended actions paved the way for the establishment of the Scottish Sustainable Action Plan (2009) and for the consultation process of the Procurement Reform Bill in August 2012.

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Procurement Reform (Scotland) Act 2014

The new legislative provisions (Procurement Reform (Scotland) Act 2014) are designed to improve the way the public sector buys goods, works and services. The Bill establishes a national framework for sustainable public procurement, supporting Scotland's economic growth.

This ensures that public procurement delivers economic, social and environmental benefits; supporting innovation; and promoting public procurement processes and systems which are transparent, streamlined, standardised, proportionate, fair and business-friendly.

The changes aim to ensure public contracts do more to boost jobs and the Scottish economy. The Bill explores expanding the use of community-benefit clauses in higher value contracts, helping to promote training, apprenticeships and employment opportunities (*Source: Working for Scotland: The Government's Programme for Scotland 2012 to 2013 and Procurement Reform (Scotland) Act 2014*)

EU procurement directives on Public Contracts, on the award of concession contracts, on electronic invoicing and on entities operating in water, energy, transport and postal services sectors were adopted by the EU commission and parliament in March 2014. Member States, including the United Kingdom, were required to implement EU directives by April 2016, and for Scotland (with relevance to this specific Framework services agreement) this has meant replacing previous Public Contracts (Scotland) Regulations 2012. The new regulations are expected to be in place by the end of 2015.

Spring Technology understands that striving for continuous improvement in procurement function in order to achieve the goals set forth in the National Performance Framework and to realise the vision set forth in "Scotland's Digital Future" (better Connectivity, enhanced Digital Public Services, increased Digital Economy and increased Digital Participation) is essential, yet we acknowledge this is a complex task set within often competing agendas.

With Spring Technology's specialist area of IT recruitment, we are fortunate to have access to internal legal team constantly monitoring regulatory changes that could affect our services, and providing a consistent loop of information and guidance to frontline departments, and in an advisory capacity to our clients as required. As founding partners of the CIETT group, our parent group, Adecco, lobbies Central UK Government on behalf of staffing service providers, as do REC and APSCo, the industry's professional bodies, of which we are active and vocal members.

Spring Technology organises and runs informational seminars and round table events for our clients, and would include interested framework public bodies considering the implications of any UK/EU legislative change impacting temporary staff to review common issues and potential solutions, through introducing experts, facilitating new partnerships and providing insight and access to the latest innovative cost-effective resource models.

Current topics that we are engaged with our client base on include discussion and education on elements of taxation pertinent to temporary IT workforce eg: IR35. Within a wider EU legislative backdrop, ongoing discussions on Living Wage / Minimum Wage are a key area of discussion. AWR and auto-enrolment are also critical subjects affecting temporary workers.

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1.2.1 Tenderers must provide details of how they will deliver this framework agreement, including their organisational structure, details of key staff (and their roles) with designated responsibilities for ensuring successful delivery throughout the framework period, and the minimum experience levels (not CV) and a job specification for the designated Account Manager(s).

1. Framework Delivery

Spring Technology is a leading technology staffing service provider specialising in the recruitment of contract, permanent and project based IT and telecommunications professionals at all levels; from 1st line support to IT Directors. Spring Technology averages over 1,500 IT contractors placed with clients at any given time and has over 500 contractors placed on site at public sector organisations. Our successful track record of delivering staffing services to our clients is based on our unique recruitment model, our thorough recruitment process, national coverage and intellectual capital.

1.1 Our Delivery Model

Spring Technology operates a unique delivery model that will provide the Authority a dedicated account team of experienced account and relationship managers that are experts at delivering within the public sector. Supporting the account and relationship managers are specialist delivery consultants who are experts in identifying and sourcing IT candidates within their specialist technology practices. The two areas complement each other and allow us to provide our clients with a high touch, local service that delivers the best candidates within the IT market.

This recruitment model has allowed us to hone our expertise within the public sector and across the entire IT spectrum. We keep up to date with current and future changes, analysing public sector drivers to allow us to adapt our strategies to overcome any challenges and continue to deliver market leading, cost effective recruitment solutions.

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1.2 The Dedicated Public Sector Account Team

The dedicated Public Sector Account Team specialises in delivering IT staff to all areas of the Public Sector and they regularly apply their expertise to supplying candidates within national framework agreements. The team proactively promotes and manages the 'GPS – Non Permanent Staff Framework Agreement', the 'Non Medical Non Clinical Framework Agreement' and MSTAR across the public sector as well as other independent supplier agreements, including Scottish Qualifications Authority, NHS Lanarkshire, City of Edinburgh Council, NHS Caledonia and David MacBrayne. They are experts in the public sector industry, have over 60 years combined IT recruitment experience, are all competency based interview (CBI) trained, are all SC cleared and all are CIPD and SHL accredited. This ensures a high quality, consultative approach for our public sector clients. The account team immerses themselves in the culture and specific needs of each individual client, to ensure all candidates provided will fit from both a hard and soft skill perspective.

Our public sector clients spent over £9.5 Million with us in 2012, £15 Million with us in 2013 and £25 million is the projected 2014 estimation. We plan to continue our public sector growth throughout 2015 and beyond.

As we do with our other national and independent public sector frameworks we will appoint an Account Manager that is overall responsible for the day to day successful delivery of the service. (REDACTED) will be the principal point of contact for the Strategic Contract Manager and will co-ordinate the recruitment activities with the Framework Public Bodies.

Underneath (REDACTED) we will have (REDACTED) experienced Client Relationship Managers that will geographically cover East, West and North Scotland and work with the Framework Public Bodies in those locations. This ensures all Framework Public Bodies have a point of contact within Spring Technology that understand the location, challenges, helps resource planning, training, development and issue resolution. They will build a trusted partnership with the local Public Sector Bodies to help

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promote the framework and ensure compliance and consistency of delivery. All (REDACTED) relationship managers currently perform these roles for existing Public Sector frameworks and have proved very successfully in delivering a local service with national coverage across Scotland.

The Client Relationship Managers will work with the Framework Public Bodies on all day to day requirements and will manage vacancies to the relevant delivery consultants to commence candidate attraction campaigns. From understanding the Framework Public Bodies requirements from both a hard and soft skill perspective, the CRMs can accurately advise on the right sourcing, screening, testing and compliance checks. They will liaise with hiring managers to understand recruitment strategy, any upcoming requirements, and in particular key roles so that Spring Technology can implement effective resource planning. They will also stay in regular contact with Framework Public Bodies throughout the interview and placement process to ensure our attraction and selection processes are delivering the best results.

Our 13 Scottish locations and UK wide network of over 300 offices will be used as attraction & meeting centres. The Account and Client Relationship Managers will be on Framework Public Bodies site as often as is required and have a roaming remit, utilising our local offices. These offices are great to gain access to local candidate, run assessment centres, candidate training days; establish the "Right to Work" verification; and provide full access for interviewing and technical testing of candidates (the use of these offices is included as part of our service).

The Account Manager and CRM's will feed requirements into our National Public Sector Delivery Team, managed by (REDACTED). The National Public Sector Delivery Team has been in place for over 10 years and has extensive experience working with Public Sector Bodies whilst keeping abreast of changes in the IT industry. The delivery team is split into 8 technology practices covering the whole spectrum of IT.

Each delivery consultant focus's within a specific IT practice, which cultivates a much deeper technical appreciation of the skills and roles within their specialsit area. This allows us to have 'expert to expert' discussions with candidates on technical aspects of roles and also a far greater understanding of the candidates we represent as delivery consultants have clear understanding of the best candidates with in their respective practice. Their day to day role is focused on sourcing and screening the very best candidates within their specialist areas.

The technology practice delivery model ensures that we find the best available candidates in the shortest timeframe by having:

- Delivery consultants that are experts in the technologies they recruit (e.g. delivery consultants within our Testing & QA Practice are ISEB qualified)
- Delivery consultants that understand the roles they recruit within the Public Sector
- Delivery consultants that are fully trained in competency based interviewing (CBI)
- All candidates technically tested and matched effectively
- All candidates are suitably trained and experienced for the specific role
- All candidates are tested for English fluency (oral, reading, writing)
- Clear talent pooling by skill, location, rate, availability
- Effective short listing, talent pooling, talent management and demand planning, to prevent IT candidate shortages
- Candidates are qualification and reference checked for required roles in advance so improving the time to hire

Our Compliance and Contractor Management Team, managed by (REDACTED) ensure that prior to any contractor being put onsite we have ensured all the compliance checks. We have strict governance procedures to ensure we are 100% compliant in this area and (REDACTED) works closely with our (REDACTED) our Security Manager on Disclosure Scotland Checks.

The Compliance and Contractor Management Team is broken down into three distinct areas.

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Contractor Care – this team ensure our contractors are happy onsite, understand the timesheet process, any issues are resolved and have in place relevant training to keep their skills up to date. This team helps reduce attrition of temporary workers, improve productivity and increase extension rates.

Central Contract Function – this team ensure contracts are sent out on time. All of our contracts are on our Contractor Portal, allowing for the contracts to be sent out and signed within minutes of acceptance. This helps to improve the speed at which we can get temporary workers onsite and ensures compliance with our contractual obligations.

Pre-Employment Screening – this team ensure no contract will be put onsite without full compliance with the requirements by the Framework Public Bodies. These checks include, Occupational Health Checks, Safeguarding Policy, Background Checks, Eligibility Checks, Educational & Qualification Checks and Disclosure Scotland Checks.

Within the organisational structure this team sits outside of the main Public Sector Account Team to ensure industry standards with regards governance.

Implementation and Migration - We will deploy dedicated implementation resources to the Framework. Our implementation team will drive the mobilisation and implementation process. We have a team of 6 implementation managers, each of whom can be made available to support the mobilisation and implementation process, as it is required.

2. Designated responsibilities

Our model gives Scottish Government a solution that not only delivers expert service but provides Best Value and helps you achieve your goal of Sustainable Scotland. The delivery model is made up of several interlinking components, which all support greater service delivery and drive value for money:

Strategic

- Provides overall leadership, governance and sponsorship for the delivery of Spring Technology's delivery model.

Operational

- Account Manager: responsible for the overall delivery of the contract and your main point of contact
- Delivery Manager: responsible for managing the team that will source, match and retain suitably qualified candidates for Public Bodies
- Relationship Managers: will work closely with Framework Public Bodies to understand drivers, both geographical, cultural and financial and feed this back to account team
- Security Manager: Responsible for team which will carry out security checks on contractors in line with SPF guidelines
- Implementation & Transition: will implement framework model and migrate contractors in scope
- Contractor Management Team: provides a range of services from contractor care through contract processes and pre-employment screening.

Delivery

- 8 technology practices covering the whole spectrum of IT. They will source, test, match and retain suitably qualified candidates for Framework Bodies

Back Office

- Support functions assisting the Framework Delivery Team and the Authority / Public Bodies with a range of services, from legislative advice through to marketing and training.

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Framework Role	Contribution Summary	Key areas of responsibility	Minimum Experience
(REDACTED) Executive Sponsor	<p>The importance with which the Spring Technology perceives this framework is shown through our commitment to providing board level sponsorship.</p> <p>(REDACTED) will provide strategic leadership and liaise with the relevant Framework Public Bodies stakeholders at an executive level to help determine long-term strategy for the programme.</p> <p>(REDACTED) is also a member of REC Technology board member so helps promote best practice in this sector. Also has regular contact with government to help shape policy.</p>	<ul style="list-style-type: none"> • Strategic and contractual management • Evolution of service offering • Point of escalation for service issues • Attendance at bi-annual reviews 	<ul style="list-style-type: none"> • Minimum 12-15 years of experience • Board level sponsor / experience • >5 years of public sector experience • Strategic input • Management of large national business • Communicates at senior management and executive level • Experience of chairing/facilitating meetings and workshops • Membership of Professional body
(REDACTED) Account Director	<p>(REDACTED) will effectively manage the scope and breadth of recruitment demands of Framework Public Bodies.</p> <p>(REDACTED) has a history of working closely with frameworks of Buying Solutions, GPS and Non Medical Non Clinical – similar in size, scope and complexity of your requirement.</p> <p>Effective working relationships between Ian, account managers and respective Public Bodies facilitate the improvement of each of the various aspects which encompass a successful service provision.</p> <p>(REDACTED) will also liaise with the relationship managers, and supporting operations to ensure that vacancy demands are met and continuous improvement programmes are always in place at both an operational and strategic level.</p>	<ul style="list-style-type: none"> • Strategic relationship management, thought leadership & account innovation • Drives service to deliver Framework operational, financial and strategic goals • Contractual responsibility, leads operational excellence programme • The close working relationship between the e account management teams and support functions is driven by the account director, who assumes ultimate responsibility for the strategic evolution of the partnership. 	<ul style="list-style-type: none"> • Minimum 10 years of experience • >5 years of public sector experience • Strategic input • Management of large national business • Communicates at senior management and executive level • Experience of chairing/facilitating meetings and workshops • Membership of Professional body
(REDACTED) Account Manager	<p>The account manager is responsible for the day to day management and co-ordination of the contract, assuming accountability for the monitoring and measurement of our performance in relation to key operational and financial metrics.</p> <p>(REDACTED), as our proposed Account Manager for the Framework Public Bodies, will be attend regular service reviews, interacting with you at both a strategic and operational level to foster an environment of open communication which will facilitate the continuous improvement of our service provision throughout the contract tenure.</p>	<ul style="list-style-type: none"> • Ensuring day to day delivery of service • Ensuring that agreed KPIs are met in terms of fulfilment of vacancies, time to hire, attrition management, quality of candidates, on-boarding of new starters • Management of Delivery and Relationship Managers • Identifying areas for performance improvement and working to ensure that training and development needs are met • Developing relationships with the hiring communities and really understanding their hiring needs and preferences 	<ul style="list-style-type: none"> • Minimum 10 years of experience • Communicates at middle and senior management level • Recognised expert in recruitment field, mainly in relation to public sector and ICT • Undertakes complex roles and requirements • Team leadership, able to chair/facilitate meetings and workshops • Membership of Professional body

		<ul style="list-style-type: none"> Coordinating our marketing effort to promote framework across Scotland 	
(REDACTED) Delivery Manager	<p>(REDACTED) will be responsible for the management of the delivery team – supporting the diverse requirements of the Framework Public Bodies.</p> <p>(REDACTED) will work closely with the account manager and relationship managers to understand client drivers, values and culture.</p> <p>(REDACTED) will have access to the full suite of Spring Technology's technology, encompassing candidate management, MI, CRM and performance management – which will aid in transparency and reporting</p>	<ul style="list-style-type: none"> To manage, motivate and drive the delivery of resourcing services to the Authority and to oversee the implementation and agreement of Service Level Agreement. To discuss and agree individual service requirements with the Relationship Managers and develop relevant activity plans Ensuring 100% of requests are filled within the agreed timescales and SLA targets. . To discuss, agree and regularly review progress and to ensure that all Authority requirements are delivered effectively in line with agreed standards. Working closely with the team to ensure the delivery teams are fully appraised of the Authority's requirements 	<ul style="list-style-type: none"> Minimum 8 years of experience Excellent Team Management CIPD Qualified Communicates at middle and senior management level Recognised expert in recruitment field, mainly in relation to public sector and ICT Undertakes complex roles and requirements Team leadership, able to chair/facilitate meetings and workshops Membership of Professional body
Relationship Managers	<p>We will appoint Relationship Managers (or 'framework champions') to promote the utilisation of this frameworks with our existing Public Sector client base whilst also recognising the geographical demands of delivering such services. In our experience, the Public Sector seeks local expertise and knowledge as well as technical excellence and our structure addresses this.</p> <p>They will also act as liaisons for existing Framework Public Bodies, carrying out site visits and meetings with both stakeholders and clients.</p> <p>They work closely with hiring managers to understand geographical challenges, role forecasting and cultural alignment and feed these back to the delivery team to ensure any candidate shortages are addressed through specific sourcing / upskilling strategies for that region.</p> <p>Relationship Managers will interview all candidates ensuring cultural and motivational fit through a variety techniques including competency interviewing and psychometric profiling</p>	<ul style="list-style-type: none"> To engage with the hiring community to define current and future resource needs, making sure that all information is passed through to the Delivery and Account Manager To work closely with the Public Bodies to build and maintain a profile of their business area, organisation structures, identifying key people, alteration in contractor numbers Responsible for producing management information relating to resourcing activity per hiring manager and region To provide support to the business on the management of their contractors To attend regular meetings within designated business areas, using the meetings as a platform for discussion on all aspects of the service supplied by Spring Technology Attend new relationship meetings with the Public Bodies, providing the client with a comprehensive overview of the framework service To devise and conduct educational workshops to improve Framework Public Bodies knowledge and share innovation and best practice 	<ul style="list-style-type: none"> Minimum 8 years of experience CIPD Qualified Communicates at middle and senior management level Recognised expert in recruitment field, mainly in relation to public sector and ICT Undertakes complex roles and requirements Team leadership, able to chair/facilitate meetings and workshops Membership of Professional body
Technology Practices	<p>Our consultants have immediate, direct knowledge of the forces and factors affecting the public sector staffing. This knowledge is shared throughout the operation, as well as with our customers, both formally and informally. Our operational teams are assisted by</p>	<ul style="list-style-type: none"> Multifaceted approach to sourcing including traditional online and social media. Building of Public Sector Body hotlists (talent pooling) 	<ul style="list-style-type: none"> Minimum 5-10 years of experience Communicates at middle management level Strong technical expertise in respective field (IT, telecoms, public sector)

	<p>the designated Framework Public Bodies contract manager to maintain the service delivery of the contract, driving compliance and ensuring that vacancy demands are met with suitably qualified, experienced and motivated personnel.</p>	<ul style="list-style-type: none"> • Coordination of applicants, interviews/ screening process • Day to day compliance management • Reference management • Process tracking and reporting • Administration management • Management Information reporting 	
(REDACTED) Security Manager	<p>(REDACTED) manages our security team comprising CTC and SC cleared staff who follow SPF national security guidelines, meaning we have a full understanding of the security clearance process.</p> <p>(REDACTED) will work with the Delivery and Contractor Management (including Pre-Employment Screening) in order to clarify and establish individuals' clearance status prior to placement onsite.</p> <p>Will alleviate the difficulties associated with clearance through proactive communication and maintaining control over tracking and recording the location of files.</p>	<ul style="list-style-type: none"> • Processing of Baseline Personnel Security Standard (BPSS) clearances for divisional staff and sub-contractors, including Disclosure Scotland • Process clearance transfers and upgrades as required • Dealing with enquiries and reviews, ensuring that staff and contractors hold the correct level of clearance for the work they are/will be involved in and sites they will work at or visit • Verifying identification to ensure it is authentic and adequate • Seeking and obtaining requisite personal and employer references • Checking paperwork for completeness and accuracy prior to processing to ensure delays are not incurred due to clearance documentation being returned for completion or correction • Ensuring clearance aftercare processes are undertaken including annual Security Appraisal Forms, change of domestic circumstances, leavers and transfers 	<ul style="list-style-type: none"> • Minimum circa 10 years experience. • Excellent knowledge and understanding of current relevant legislation, Government procedures, Data Protection Act and Policies • Thorough working knowledge of the HMG vetting processes. • SC level or higher security clearance
(REDACTED) Implementation Manager	<p>We will deploy dedicated implementation resources to the Framework. Our implementation director, (REDACTED), will be assigned to the contract to drive the change management process. Derek has a team of 6 implementation managers, each of whom can be made available to support the mobilisation and implementation process, as it is required.</p> <p>(REDACTED) team has a combined 35 years experience in successfully assimilating new business into our organisation and they will work closely with our dedicated account team to drive this process. The team also manage all TUPE and contractor migrations, working closely with our inhouse legal & HR teams.</p> <p>We will work with you, during the initial stages following the contract award, to agree the number of personnel</p>	<ul style="list-style-type: none"> • Responsible for the planning, scoping, overall management, tracking change control and reporting on project status. • Will oversee all implementation activities and will be the first point of contact regarding the overall programme • Day to day project management of implementation activities. • Can leverage a strong mix of project management and solution design professionals, supplemented by executive level sponsorship and functional subject matter experts. 	<ul style="list-style-type: none"> • Minimum 10-15 years of experience • Bachelor's Degree. Master's Degree Preferred. • Certification in Project Management • Successful track record in large, complex transitions • Communicates at senior management and executive level • Excellent organisation and coordination skills • Experience of chairing/facilitating meetings and workshops

	<p>which we will need to allocate to you to drive through the implementation process.</p>		
<p>(REDACTED) Contractor Management</p>	<p>(REDACTED) manages our Contractor Team. (REDACTED) will work closely with the Delivery Team and the Relationship Managers to that ensure the contractors experience across all regions exceeds both the contractor and client expectations.</p> <p>(REDACTED) remit covers:</p> <ul style="list-style-type: none"> • <i>Contractor Care</i>: pre and post placement care for our workforce 	<ul style="list-style-type: none"> • First day, first, second and fifth week checks – update on progress of jobs from a candidate and Framework Public Bodies perspective • Adherence to best practice processes To ensure that all calls are returned on the same day • To ensure that all Query Calls are logged and monitored to resolution • To send out and collate quarterly contractor Satisfaction Surveys to coincide with the Quarterly Client Satisfaction Reviews • To organise quarterly contractor surgeries as appropriate • To ensure that all new starters are inducted on their first day • To oversee communication with contractor regarding change in procedures, policies and legislation • To input into the contractor Newsletter 	<ul style="list-style-type: none"> • 5 - 7 years previous experience working as a Customer Care Manager or Site Manager • Excellent communication skills • Ability to handle complaints and difficult situations • Problem solving and decision making skills
	<ul style="list-style-type: none"> • <i>Central Contract</i>: processing and managing all contracts and queries / issues 	<ul style="list-style-type: none"> • To regularly review all processes across the contractor on-boarding team to ensure the most efficient and time effective methods are used • Devise and implement a robust method of tracking Queries to ensure they are resolved within 48 hours • To be overall accountable for all contractor security related matters 	
	<ul style="list-style-type: none"> • <i>Pre-employment screening</i>: pre-employment checks and right to work 	<ul style="list-style-type: none"> • Identity confirmation • Right to Work • Occupational Health Checks • Three-year employment history verification • Five-year address verification • Basic criminal record check • Enhanced criminal records checks • Enhanced security checks • Driving licence check • Enhanced financial checks • Enhanced level of employment and reference checking • Enhanced level of address checks • Enhanced level of qualification checks including job specific requirements • Confirming no conflict of interest. 	

<p>Back Office Functions</p>	<p>The Authority and Framework Public Bodies will have full access to our robust back office functions. Each of these functions will provide support in their areas of speciality.</p>	<p>Legal Proving up to date on information on AWR – National AWR seminar and legal updates, to advise and inform clients and candidates.</p> <p>Will work closely with Implementation team if any TUPE or migration requirement occur. The team will also keep the Authority abreast of any new legislation.</p> <p>Marketing We can utilise to market the framework along with AM and CRM's to gain maximum utilisation. Also our team are continually monitoring changes in the market to improve our sourcing models available for example: we currently have £10m Everest project to find new ways to source and match</p> <p>Finance We have a market leading back and front office process that allows for efficient and effective payment to contractors and billing to clients.</p> <ul style="list-style-type: none"> • e-timesheeting • electronic invoicing • flexible billing (i.e. consolidated invoicing saving the Government body time processing multiple invoices <p>HR & Training Latest legislation and employment law updates. Can also provide extensive training and development for our contractors. Our team keep abreast of latest IT develops which in turn, helps our candidates future proof our candidate skills sets. This links well with Scottish Governments purposes</p> <p>MI/BI Analytics and benchmarking team providing the latest insight into market analysis, trends and intelligence. Can be commissioned for specialist assignments i.e. reports on regional framework uptake</p> <p>Adecco Group Full access to the Adecco Group's assets and capabilities. Complete coverage of Scotland, England, Wales and Ireland via comprehensive</p>	<p>Variable depending on department and role</p>
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		<p>branch network. Also as the worlds largest staffing agency, we have access to international candidates and facilitate international mobility</p> <p>National Resource Centre Contain flexible resource of circa 80 recruiters for periods of peak activity and volume campaigns.</p> <p>Should volume be so that our Delivery Team requires additional support, we can leverage the NRC.</p>	
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3. Account Manager Job Specification

To develop and maintain relationships with clients / Onsite teams. To deliver candidates into these accounts delivering to annual revenue targets.

Key Responsibilities

- Prioritise workload and delivery for self and for supporting staff, focusing on revenue generating tasks in order to bring in annual revenue target and ensure delivery is in accordance with individual client's needs and the overall client requirement.
- Maintain strong client relationships by phone and face to face and provide a point of contact for the onsite teams.
- Carry out onsite service reviews (Supplier Relationship Management) and contractor reviews
- Lead structured client meetings to take full job briefs and develop knowledge about the specific Client.
- Promotion of the framework (including working with marketing and Authority stakeholders on communications and collateral)
- Facilitate continuous improvement and the transferral of best practice
- Own and manage job requirements through the full delivery life cycle.
- Be responsible for generating new customers including expanding delivery into existing accounts and sales through lead generation.
- Develop job descriptions and job advertisements following a meeting with a client.
- Resource on the database, network or use the Internet to find suitable candidates within agreed SLA timescales with the Client.
- Manage candidates through the full recruitment life cycle from initial screening through to placement.
- Quality check and filter out unsuitable candidates provided from a Resourcer.
- Take responsibility for business development activities within assigned RPO Account working closely with onsite teams.
- Implement service level agreements, produce reports on delivery performance and identify opportunities for business development within accounts.
- Build account plans for clients.
- Provide clients with 'value add' material, eg. salary surveys, reports on delivery performance and management information.
- Manage the planning and administration of campaign work.
- Where appropriate attend Client formal review meetings with the Delivery Manager.
- Ensure that Bond/Adapt and iprofile are used to their full potential, maintaining the quality, integrity and adhere to the set ISO9002 standards.
- Apply all unit business procedures.
- Mentor, develop and task manage junior members of staff, when applicable and ensure team members understand and apply all corporate and perm unit business procedures.

Competencies

- Teamwork
- Energy & Resilience
- Communication
- Influence
- Pro Activity

Qualifications & Experience

- Solid recruitment experience, ideally IT Perm
- Proven track record in campaign and account management.
- Degree educated or equivalent qualification
- Good Verbal and Written communication ability essential
- Good presentation skills essential.

(REDACTED)

1.2.2 Tenderers must provide details of their procedures to ensure compliance with Disclosure Scotland and Baseline Personnel Security Standard – BPSS, (or equivalent standard as may be defined by Framework Public Bodies) including details of the effective management of any third party to be used in this process, and the measures they will take to match security precleared candidates to Framework Public Body requirements.

Tenderers must also describe the measures they will take to ensure that temporary staff understand and adhere to confidentiality requirements, particularly in relation to sensitive roles.

1. Introduction

We provide pre-employment screening services via our in house teams and our trusted partners. We successfully partner with Experian for security and vetting for all of our existing public, defence and finance customers. Between July 2012 and July 2013, across the Group as a whole, more than 15,000 candidates have been through some form of screening process. As standard most of these would have had either a criminal records check or credit check carried out. For example, we were the main supplier of the Olympics Games, where we provided 8000 paid / voluntary workers – all of which had to go through our stringent checking procedures.

We have provided security cleared contractors to the public sector for 29 years. Within the Group, we have a List X, a Security Controller and an account team comprising of CTC and SC cleared staff who follow Security Policy Framework (SPF) national security guidelines, meaning we have a full understanding of the security clearance process.

This List X capability means we are able to verify, sponsor and manage National Security clearances without the need to engage third parties. This has had substantial time saving implications for our (REDACTED) clients who often require clearance at short notice, as well as reducing the overall cost of the process.

During the course of the framework, our team will provide the following services:

- Processing of Baseline Personnel Security Standard (BPSS) clearances for divisional staff and sub-contractors, including Disclosure Scotland
- Process security clearance sponsorship, transfer and reviews as required
- Dealing with enquiries and reviews, ensuring that staff and contractors hold the correct level of security clearance for the work they are/will be involved in and sites they will work at or visit
- Verifying identification to ensure it is authentic and adequate
- Seeking and obtaining requisite personal and employer references
- Checking paperwork for completeness and accuracy prior to processing to ensure delays are not incurred due to clearance documentation being returned for completion or correction
- Ensuring clearance aftercare processes are undertaken including annual Security Appraisal Forms, change of personal circumstances, leavers and transfers
- Monthly updated records of current and previous contractors holding clearance is maintained and verified by the account management team and the Security Controller

The security team has extensive experience in supporting Spring Technology in the provision of suitably vetted candidates, most notably in:

- (REDACTED) - We currently have (REDACTED) Security Cleared Candidates working through Spring and 17,060 available security cleared candidates on our database. Spring runs (REDACTED) - specific talent pools of security-cleared candidates/ security clearance eligible candidates pre-screened by the Account Team and deemed suitable for placement at the (REDACTED). NB- feel free to take out- just being cautious of discriminations

(REDACTED)

- (REDACTED) - Our onsite team of security cleared recruitment experts and controllers thoroughly screen all candidates in line with (REDACTED) processes and prepare them for security clearance. Through this approach, we have halved time to hire and achieve a CV:Interview:Placement ratio of 3:2:1.

2. Checking Capabilities

We have long standing partnerships in place with (REDACTED) where we provide a range of security cleared staff. Our relationship with the security cleared community, understanding of the clearance process and in house capability gives us unparalleled insight and experience in security compliance and innovation

2.1 Criminal Record Checks

Criminal record checks will help Spring Technology to make safer recruitment decisions when placing our candidates within the Scottish Public Sector under this Framework Agreement. Disclosure Scotland, CRB, BPSS and other equivalent standards of criminal check can undoubtedly help to prevent unsuitable people from working with vulnerable groups, including children and vulnerable adults.

Strict rules are put in place by Disclosure Scotland and the Disclosure & Barring Service (DBS) (England & Wales) defining the types of roles that require for a criminal record check, and what level of check is appropriate.

Our frontline delivery consultants and the Account Management team framework are supported internally by experienced subject matter experts within our centralised Business & Quality Assurance Teams. The Business & Quality Assurance teams are additionally supported by our Legal team. This combination has been proven to deliver successful CRB checking at many organisations.

2.2 Disclosure Scotland

Disclosure Scotland searches police records and, in relevant cases, barred list information, and then issues a certificate to the applicant and employer (Spring Technology) to help them make an informed decision.

The checking service offers three levels of check; Basic, Standard and Enhanced. The order allows for applications to be submitted to a Standard level. To qualify for the higher level of check, the position must also meet one of the criteria set out in The Police Act 1997 (Criminal Records) Regulations.

As a company Spring Technology can not apply directly for this level of check, basic disclosures can only be applied for by the individual candidate or via our service provider Experian

2.3 Basic Disclosure

Is the lowest level of Disclosure and is available to anyone for any purpose on payment of the appropriate fee. It contains details of convictions considered unspent under the Rehabilitation of Offenders Act 1974 (ROA) or state that there are no such convictions. It is not job-specific or job related and so can be carried out for any role and may be used more than once. The individual is responsible for obtaining their own basic check.

2.4 Standard and Enhanced Disclosure

These checks are only available where Spring Technology would be entitled to ask exempted questions under the Exceptions Order to the Rehabilitation of Offenders Act 1974 (ROA). The Exceptions Order acts as the gateway for access to the Disclosure Scotland checking service and lists those occupations, professions and positions considered to be exempt from the ROA.

(REDACTED)

3. Spring Technology Disclosure Scotland - Our process:

Below we have outlined the key stages in our disclosure process:

Stage	Activity
1	<ul style="list-style-type: none"> • Branch identifies the requirement for a basic check • Log into first Advantage https://cspi.fadv.com/cspi/. • Create the Case: <ul style="list-style-type: none"> ○ Select basic level check ○ Complete Candidate Name ○ Provide e-mail address ○ Select "Order Case" ○ An Auto e-mail will be generated and sent to our candidate with instruction of what they need to do.
2	<ul style="list-style-type: none"> • Candidate receives e-mail • Candidate logs on to First advantage website https://cspi.fadv.com/cspi/ • Candidate completes and submits basic information.
	<ul style="list-style-type: none"> • The branch or the candidate needs to upload the following docs: <ul style="list-style-type: none"> ○ One utility bill dated within the last 3 months ○ Copy of passport ○ Consent form
4	<ul style="list-style-type: none"> • Once the above steps have been completed First Advantage will submit an online application to Disclosure Scotland. The result will be sent back directly to the branch. • For candidates who wish to apply direct, basic disclosures can be applied for online or by requesting an application form from Disclosure Scotland.

3.1 Portability / 3rd Party

The guidelines provided by Disclosure Scotland, and supported by Spring Technology state:

"Disclosures carry no pre-determined period of validity or absolute guarantee of accuracy. Standard and Enhanced Disclosures will be position specific and considered valid only at the time of their issue. The Code of Practice prescribes that Disclosure information must not be used for purposes other than those for which it has been provided. It is recommended that a new Disclosure be sought for each new recruit or when someone is moving to another post."

Taking this guidance into consideration, Spring Technology has taken the decision that we will not accept portability of disclosures for any positions which involve working with vulnerable groups.

For other positions portability will be considered when the following process has been completed:

- The disclosure can be no more than 6 months old
- The original disclosure must be seen by a Spring Technology colleague, original photocopied, the colleagues signature recorded on the document and the date written and the word 'original seen' recorded on the document. This information is kept separate from the candidates registration file, held securely, in lockable, non-portable, storage containers with strictly controlled access limited to those who are entitled to see it.

(REDACTED)

- If the position we are recruiting for requires an Enhanced disclosure we need to verify that the certificate states 'Enhanced'.
- Particular attention will be paid to the Disclosure Certificate's valid from date in relation to the date of the candidate's registration.
- We are required to obtain references that cover the period from the valid date of the disclosure to the present date.
- If references cannot be obtained for the period from the valid date of the disclosure to present or we are not satisfied with the information, we will not place that candidate into work.
- If we are satisfied all information is correct, and have covered the dates with references, a DS Client Request for Further Information Letter is sent to the Registered Body who countersigns the disclosure application to obtain confirmation whether or not any additional information is released that is not on the disclosure.
- The candidate must also sign the Disclosure Consent form (available on our internal shared information repository OurSpace). A copy of this form will be sent to the Registered Body to show we have the candidates consent to request information. A copy of the letter and consent form will be kept in the candidates file
- If the response is yes, additional information was disclosed, a new disclosure at the appropriate level must be obtained. If no additional information is disclosed, the candidate is free to work. If the Registered Body does not wish to confirm either way, a new disclosure at the appropriate level must be obtained prior to assigning the candidate.
- Public Bodies who have candidates assigned with 3rd party disclosures need to be informed of this, and the 3rd Party Disclosure Form completed by the client. The returned copy should be kept in the relevant public bodies client file.
- 3rd Party Disclosures are NOT acceptable for any position involving working with vulnerable groups.

4. Administration of Disclosure Scotland Criminal Record Checks

To support operating the Disclosure Scotland service, Spring Technology will fully comply with the Disclosure Code of Practice regarding the correct handling, use, storage, retention and disposal of Disclosures and Disclosure information.

We fully comply with our obligations under the Data Protection Act 1998 and other relevant existing and future legislation relating to the safe handling, use, storage, retention and disposal of Disclosure information.

Area	Safeguard
Storage and Access	Disclosure certificates are kept separate from the candidates registration file, held securely, in lockable, non-portable, storage containers with strictly controlled access limited to those who are entitled to see it as part of their duties
Handling & Usage	In accordance with section 124 of the Police Act 1997, Disclosure information is only passed to those who are authorised to receive it in the course of their duties. Information regarding spent or unspent convictions is not passed on to any third parties without the candidate having completed a Candidate Consent Form. Disclosure information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given.
Retention	Disclosure certificates are not be kept for more than six months from the date of issue.

(REDACTED)

Disposal	<p>Once the retention period has elapsed, any disclosure information is disposed of in confidential waste. No photocopies or other image of the disclosure, or any copy or representation of the contents of a disclosure check is kept.</p> <p>The destruction of all types of disclosure information is carried out using our confidential waste process.</p>
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5. Protecting Vulnerable Groups (PVG) Scotland

Since February 2011, new staff or staff transferring into Regulated Work must be members of the PVG Scheme. It is Spring Technology's responsibility to obtain either a PVG Scheme Record or PVG Scheme Update, depending on whether a candidate has a PVG certificate before they start work.

PVG Scheme Record – In order for our candidates to be able to provide a PVG Scheme record they will have to be a Scheme Member, the scheme record is to be used in the same way as an Enhanced disclosure, however, if an individual is barred from regulated work a Scheme record will not be issued.

PVG Scheme Record Update - the purpose of this is to enable us to check quickly and easily that employees or potential employees are PVG Scheme members and therefore not barred from working with vulnerable groups.

Spring Technology's Policy on the Recruitment of Ex-offenders

As an organisation using the Disclosure & Barring Service (DBS) & Disclosure Scotland (DS) services to assess applicants' suitability for positions of trust, Spring Technology complies fully with both the DBS & DS Code of Practice and undertakes to treat all applicants for positions fairly.

- We undertake not to discriminate unfairly against any subject of a disclosure on the basis of a conviction or other information revealed.
- Spring Technology is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependants, age, physical/mental disability or offending background
- We actively promote equality of opportunity for all, with the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records. We select all candidates for interview based on their skills, qualifications and experience.
- A disclosure is requested after a risk assessment has indicated that one is proportionate and relevant to the position concerned. For those positions where a disclosure is required, all application forms, job adverts and recruitment briefs will contain a statement that a disclosure will be requested in the event of the individual being offered the position
- Unless the nature of the position allows Spring Technology to ask questions about a candidate's entire criminal record, we only ask about 'unspent' convictions as defined in the Rehabilitation of Offenders Act 1974
- We verify that all those involved in the delivery of the Procurement Scotland Framework who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.
- At interview, or in a separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of contract/temp/perm offers.
- We make every person required to apply for a Disclosure aware of the existence of the Code of Practice and make a copy available on request.

(REDACTED)

- We undertake to discuss any matter identified with the person seeking the position before withdrawing a conditional offer of employment

6. Security PreCleared Talent Pool

We have developed talent pools for many of our existing Government and Defence clients containing pre-vetted, available candidates who have been competency interviewed by our fully trained consultants.

Spring Technology never discriminates against candidates who do not currently hold security clearance, encouraging all to apply regardless of security clearance status. Our adverts cite that we are an equal opportunities agency and we always aim to offer candidate assistance with obtaining relevant clearance when appropriate.

Spring understands there might, however, be a rare occasion where our clients need a security clearance candidate at very short notice. With this in mind, we have developed talent pools who have current clearance.

Spring Technology will access this existing talent pool of (REDACTED) security cleared individuals in order to facilitate faster re-screen and rapid deployment to Framework Public Bodies.

Every candidate is thoroughly pre-screened, tested and interviewed. Each professional identified as a positive potential fit will be coded on our database as a prospective candidate for you. To establish the effectiveness of this resource we use a series of touch-points. These include call cycles, weekly emails and SMS updates to keep them updated with opportunities as they arise.

This extensive talent pool has been built up over 29 years and is continually refreshed via:

- Virtual networking: networking sites including LinkedIn, Facebook, Twitter
- Meta searching: Using Boolean search string methodologies to identify potential applicants
- Traditional networking: Telephone, referrals and networking
- Brand presence: previous Spring contractors who return to us seeking new assignments.

We will liaise with hiring managers about their resourcing pipeline in order to build up a picture of their future requirements and work closely to establish an effective resourcing strategy. This strategy responds effectively to the specifics of their requirements, such as matching our talent pool candidates against a requirement, particularly if there are additional security clearance requirements.

Upon the award of framework contract, Spring Technology will work closely with the appropriate representatives to create a tailored resourcing strategy which will enable both parties to focus on the matching the right candidate to the role.

Case Study (REDACTED)

(REDACTED) have commissioned Spring Technology to recruit for SC & DV cleared positions; we use our extensive database, online search engines, networking events and LinkedIn Recruiter to source candidates who have the appropriate clearance, or are willing and eligible to go through the clearance process.

We have also created a hotlist function on our database, where we have added (REDACTED) and "SC/DV" as skill. This allows us to create a list of professionals that would be suitable for (REDACTED).

(REDACTED)

Matching Requirements

Screening and matching of potential applicants starts from the first time the account team read their CV and continues through the complete life cycle of the hiring process. When selecting candidates for suitability for Framework Public Bodies, the account team will initially screen them over the telephone in order to assess all of the criteria relevant to the role. Their career aspirations, reason for looking and any other aspect that might impact on their application such as other roles they are being considered for will also be discussed. At this stage the account team will ask whether they have existing Disclosure Scotland or other security clearance or have had this previously.

Spring Technology is a responsible and registered body to process Disclosure Scotland checks, with the ability to process bulk applications at Basic, Standard and Enhanced levels of clearance. The Account team that will be tasked in delivering to Framework Public Bodies is fully aware of Disclosure Scotland processes, the types of clearance available, and the appropriateness of a level of clearance dependent on the type of role required. It is the intention of Spring Technology's central Quality team to supervise the set-up of an individual in Scotland to counter-sign and administer the proposed increases in Disclosure Scotland clearances required as part of this agreement.

As part of our considerable screening process, Spring Technology always meet their candidates. Utilising our network of over 220 offices nation wide. This will be based around a 20 minute competency based interview, followed by all security clearance and identity verification checks needed.

It is at this point where the delivery team will confirm eligibility to work within the UK, taking copies of the original documentation to be held on our secure database for 10 years.

Spring Technology understands the account management team will need to address the conflict between providing the most qualified candidate and providing a fully security screened candidate within the required timescales. Spring Technology understand that Framework clients' requirements in this regard will vary according to assignment and account management team members will clarify this point with the relevant Framework client's representative before sourcing commences. In Spring Technology's experience of supplying security cleared agency workers there can be some impact caused by the delays involved with carrying out such clearances. We mitigate this risk by remaining engaged with the candidate throughout the process to maintain their continued interest in the assignment. When contacting the wider candidate market, Spring Technology also contact a pool of pre-screened candidates wherever possible to avoid this potential issue and nullify its impact.

Subcontractors

We do not envision use subcontractors or third parties to deliver the services outlined in this opportunity.

6. Confidentiality

All individuals with any involvement with Framework Public Bodies will be required to sign non-disclosure or confidentiality agreements. During the implementation phase the exact protocol will be determined by Spring Technology and the various Public Bodies, but, as standard we implement the following procedures so that client confidentiality is protected and practiced by both Spring Technology and contractors/temporary workers:

- All contractors sign an undertaking within their contract with Spring Technology regarding confidentiality and adhering to data guidelines prior to assignment
- Candidates and temporary workers are informed at registration that the information held by Spring Technology is treated in confidence subject to the provisions of the Data Protection Act.

(REDACTED)

- The importance of confidentiality is communicated to our clients via their terms of employment with Spring Technology, our own briefing guide for candidates and any bespoke briefing guide developed for Spring Technology's clients
- During interview Spring Technology consultants will discuss the importance of confidentiality with our candidates both during and after the assignment ends. Spring Technology will clarify their understanding on what confidentiality means to them and ensure they understand that they are bound by the terms of the Confidentiality Agreement they sign.

We have established policies for record identification, collection, protection, indexing, access, filing, storage, retrieval, retention time and disposition of client records.

Temporary workers will be expected to work diligently and to follow all reasonable instructions whilst working on assignments with Framework Public Bodies. They are also expected to take reasonable care of Framework clients' property and dress in a manner that is suitable for the role being undertaken. Security codes and passwords issued to the temporary worker during the time they are working for Framework clients must not be divulged at any time during or after their employment ends. Similarly, confidential information that the temporary worker becomes aware of by discharging their duties must not be disclosed to any person for any purpose, other than the normal requirements needed to perform the role. Any specific confidential issues notified by Framework clients during a temporary worker's assignment will be communicated to them on their site specific circulars.

We will verify that all contractors sign any site specific Confidential Agreement/NDA (Non Disclosure Agreement) required by Framework clients.

(REDACTED)

1.2.3 Tenderers must provide details of the number of consultants to be dedicated to this framework (nationally), how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed.

1. Resource Allocation

Spring Technology's will put in place a robust account team of (REDACTED), including a single point of contact and a Public Bodies Relationship Manager based in Edinburgh. This manager will be dedicated, full time to maintaining Spring Technology's relationship with the Framework Public Bodies, the primary objective is establishing a partnership relationship based on efficient service delivery and added value. The following table details the number of consultants dedicated to the framework nationally.

(DIAGRAM REDACTED)

Role	Resource	Dedicated	Function
Account Director	(REDACTED)	Yes	<p>The importance with which the Spring Technology perceives this framework is shown through our commitment to providing executive level sponsorship.</p> <p>The account director will provide strategic leadership and liaise with the relevant Framework Public Bodies stakeholders at an executive level to help determine long-term strategy for the programme.</p>
Account Manager	(REDACTED)	Yes	<p>The framework manager is responsible for the day to day management and co-ordination of the contract, assuming accountability for the monitoring and measurement of our performance in relation to key operational and financial metrics. (REDACTED), as our proposed Account Manager for the Framework Public Bodies, will be attend regular service reviews, interacting with you at both a strategic and operational level to foster an environment of open communication which will facilitate the continuous improvement of our service provision throughout the contract tenure.</p>
Delivery Manager	(REDACTED)	Yes	<p>The Delivery Manager will be supported by a proposed core team of experienced consultants who are also 100% dedicated to this agreement. They will be based in the Edinburgh and Birmingham offices. The Spring Public Sector Delivery Team will provide additional scalability when volumes of requirements are high. Spring Technology have excellent consultant resource delivery consultants at locations throughout the UK, all of whom have substantial recruitment and/or specific Public Sector recruitment experience. We are confident, based on experience - that using this flexible resource blend is the most cost effective solution, it provides the widest geographical coverage (maximising market coverage) and it will deliver continuity of service.</p>

(REDACTED)

Public Bodies Relationship Managers	(REDACT ED)	Yes	<p>We will appoint a Relationship Manager (also known as the 'Framework Champion') to promote the use of the Framework within our existing Public Sector client base whilst also recognising the geographical demands of delivering such services. In our experience, the Public Sector seeks local expertise and knowledge as well as technical excellence and our structure addresses this.</p> <p>Their role will be to promote the partnership as they engages with Spring Technology and Adecco Group clients. They will be able to demonstrate the key developments that we have put in place and the improved efficiencies that the Spring Technology / Authority partnership can deliver over the current approach to procurement.</p>
Framework Consultants	(REDACT ED)	Yes	<p>Our consultants have immediate, direct knowledge of the forces and factors affecting the public sector staffing. This knowledge is shared throughout the operation, as well as with our customers, both formally and informally.</p> <p>Our operational teams are assisted by the designated Framework Public Bodies contract manager to maintain the service delivery of the contract, driving compliance and ensuring that vacancy demands are met with suitably qualified, experienced and motivated personnel.</p>
Security Team	(REDACT ED)	<p>Partial</p> <p>(REDACTED) dedicated security controller</p> <p>(REDACTED) support security controllers</p>	<p>(REDACTED) manages our security team comprising CTC and SC cleared staff who follow SPF national security guidelines, meaning we have a full understanding of the security clearance process.</p> <p>(REDACTED) will work with the Delivery Team in order to clarify and establish individuals' clearance status.</p> <p>Will alleviate the difficulties associated with clearance through proactive communication and maintaining control over tracking and recording the location of files.</p>
Contractor Care Team	(REDACT ED)	<p>Partial</p> <p>(REDACTED) dedicated manager for care, contract and pre-employment screening</p> <p>(REDACTED) support care managers</p>	<p>(REDACTED) manages our Contractor Team (REDACTED) will work closely with the Delivery Team and the Relationship Managers to that ensure the contractors experience across all regions exceeds both the contractor and client expectations. Her remit covers:</p> <ul style="list-style-type: none"> • <i>Contractor Care</i>: pre and post placement care for our workforce • <i>Central Contract</i>: processing and managing all contracts and queries / issues • <i>Pre-employment screening</i>: pre-employment checks and right to work
Implementation	(REDACT ED)	Yes	<p>We will deploy dedicated implementation resources to the Framework. Our implementation director, (REDACTED), will be assigned to the contract to drive the change management process. (REDACTED) has a team of 6 implementation managers, each of whom can be made available to support the mobilisation and implementation process, as it is required.</p> <p>We will work with you, during the initial stages following the contract award, to agree the number of personnel which we will need to allocate to you to drive through the implementation process.</p>

(REDACTED)

Back Office Support Functions	(REDACT ED)	Support when required	<p>The Authority and Framework Public Bodies will have full access to our robust back office functions. Each of these functions will provide support in their areas of speciality.</p> <p>Includes:</p> <ul style="list-style-type: none"> • Human resources • Finance • Legal • Marketing • Business Assurance • MI/BI Team
Wider Spring Specialist Consultants	(REDACT ED)	Support when required	<p>During periods of peak activity or for particularly niche requirements we can utilise the wider Spring Specialist Consultants to support this Framework.</p>
National Resourcing Centre	(REDACT ED)	Support when required	<p>The National Resourcing Centre (NRC) has a flexible resource of around 80 people supporting approximately 30 accounts. The team has been established since 2001.</p> <p>During periods of increased activity, Spring Technology is able to draw on the shared resource at the NRC within 24 hours if required. Each team member is aligned to a primary account and a secondary account and will spend an agreed number of days on the client site per month if appropriate.</p>

2. Calculations

Given a period of review to understand real time typical volumes of staff procured by the Framework Public Bodies, Spring Technology expects to allocate (REDACTED) of staff to 50 limited company contractors or 80 temporary staff.

We will regularly review our account team capacity and will increase if required. Spring Technology can recruit additional resources into the dedicated account team, either offering opportunity for internal transfer within Spring Technology to the Edinburgh site, or source externally.

The account team also has access to the resources of the National Recruitment Centre based in Keele. This team currently support (REDACTED) in Scotland and is a facility providing teams of resource and research staff who can be accessed on a call-off basis and are factored in as an ongoing running cost for the agreement. Again, where large volume resources are required by the Framework Public Bodies this team can be called upon to assist the account team, scaling up and down the numbers of staff supporting the account team as appropriate.

Spring Technology has identified individuals within the back office support infrastructure who will be aligned to the framework and will provide a key part in the success of the overall agreement. Individuals are assigned from Finance, Legal, IT and Aftercare teams to support the dedicated account team.

The Aftercare team is mainly made up of the Contractor Liaison Team. The primary objective was to provide placed contractors with consistent resolution to issues such as pay queries, timesheet governance and other administrative issues. The team consists of fully trained customer service staff who work to strict SLAs and follow issues to resolution using Touchpaper Service Desk software. The team saves significant time and money in fault resolution, ensuring contractors focus more time to delivering their services in supporting the Framework Public Bodies' requirements.

(REDACTED)

3. Team Continuity

We have several processes in place to support continuity of service. As part of our commitment to our customers, and to the quality of our service provision, Spring Technology will always aim to mitigate risk for the client. We employ various procedures to ensure that unexpected turnover within the programme team is effectively managed without any adverse impact upon the service delivery of the contract.

These measures include:

Method	Output
Work shadowing between account director, account / delivery manager and relationship managers.	Clear understanding of roles and responsibilities in the team mean we are able to promote individuals without having to upskill or source new people at short notice.
Promoting knowledge sharing (via account meetings, shadowing and technology)	Ensures that each existing and new member of our management team is aware of the issues which are most pertinent to the Framework.
Ensuring that best practice techniques are shared amongst the programme team	Fosters an environment of continuous improvement.
Centrally storing specific programme servicing information so that this can be accessed by each member of the team.	This will support rapid staff induction/reaction to staffing change without impact on service.
Building sufficient notice periods into our employees' contracts.	Ensures we have sufficient time to share their experience of the customer with the newly allocated personnel prior to their exit from the business.
Spring Technology operating at a significantly lower attrition rate of 10% versus that our industry competitors, (which average around 30% staff turnover within the first year). Spring Technology has a number of initiatives in place designed to motivate and retain employees.	This lower turnover reduces the risk to the Framework Public Bodies of interruptions to service.

(REDACTED)

1.2.4 Tenderers must provide details of their approach to ensure the recruitment, retention and matching of suitable candidates across this framework (nationally).

Your response must relate to both rural and urban areas and demonstrate your proposed presence nationally to meet the requirement and how you will gain and take advantage of knowledge regarding local job markets. (Note - "presence" does not necessarily mean a physical full-time office).

1. Spring Technology Capability

1.1 Track Record

Spring's Account Management team and delivery team extensively within the public sector – and have over 60 years' experience. We have been able to build a public sector-specific candidate database and develop effective, measured routes to the active and passive candidate market. Spring Technology is a leading IT specialist brand and an expert in delivering IT recruitment into the Public Sector, directly and via national framework agreements. We are part of the Adecco Group, the UK's biggest staffing organisation by turnover. As an individual business, and as a combined group, we enjoy a very visible, high-profile presence, with an unparalleled market reach in terms of attracting and retaining skilled IT contractors

1.2 Recruitment Model

Our Recruitment Model consistently delivers quality IT contractors into the Public Sector, across Scotland and the wider UK. Our delivery team have access to a database containing 1m+ IT professional candidates and also can leverage on strategic partnerships with organisations such as LinkedIn and other social media organisations to market not only vacancies, but the framework itself. Our sourcing channels combined deliver a total of 600+ new CV's per day, ensuring a continual supply of suitably qualified candidates. Our national reach across Scotland and the UK ensure geographical remote roles pose little obstacle, as we can recruit for areas such as Stirling, Glasgow, Dundee, Aberdeen, Dunfermline, Inverness through to Shetland and Grampian

The model's success is based on a number of factors, including:

- Demonstrable track record in Public Sector Frameworks – lessons learnt and best practice approaches from these accounts can be shared with the Authority to enhance overall recruitment process
- Strong national brand within community of IT professionals, attracting passive and hard to find candidates other agencies cannot reach
- A national office presence provides convenience to remote candidates as well as local knowledge that can prove invaluable in the hiring process
- Professional networks and talent pooling (we have access to over 1m+ candidates) to represent the best candidates at a personal level, raising quality by fitting the job to the candidate
- In depth understanding of our clients' needs through thorough vacancy briefing process
- Delivery teams' expert sourcing and screening processes underpinned by ISO9001

Based on your specification, we have incorporated several elements to enhance our reach into both rural and urban areas – and help maximise your recruitment, retention and match capabilities. Below we have summarised some of our key activities – with further details provided later in the document:

Recruitment

- Dedicated Relationship Managers and access to blue chip marketing function will assist in promoting the framework and the Public Bodies that utilise it – attracting a much wider pool of candidates
- Use of traditional attraction medium in conjunction with social media. We have a strategic partnership with LinkedIn which we can leverage on to create dedicated micro-sites and framework blogs
- Use of local network events and surgeries in both urban and rural areas to drive awareness and interest in the benefits of using this framework as a source of employment

(REDACTED)

- Creation of a leavers list, which will allow us to identify good redeployable contractors once their contract expires with an existing client.

Retention

- Candidate care is at the fore front of our service. The Relationship Manager and Delivery Team will endeavour to meet all candidates and also provide 1st day / week calls to check progress / satisfaction
- 1 month reviews with both client and candidate to ensure both parties are satisfied with the assignment so far.
- Hosting local contractor clinics or surgeries to help contractors interact with the delivery team, each other and provide support and guidance on the framework and general legislation. This can be help onsite or at a local branch.
- Dedicated contractor portal and support team to assist contractors with any queries they may.

Match

- Use of talent pools to build a database of pre-screened contractors both locally and nationally, reducing time to hire and ensuring they match criteria agreed with the Authority and Public Bodies
- Hosting networking events on hard to find skill areas / locations.
- Creation of a referral scheme in the candidate community, whereby candidates are remunerated for suggesting a suitable prospect for our talent pool.

Please see below our proposed recruitment plan for recruiting, matching and retaining suitably qualified candidates for this framework:

(DIAGRAM REDACTED)

1.3 Framework Relationship Manager

To improve service delivery and framework cohesion, we will appoint (REDACTED) Relationship Managers (or 'framework champions') to facilitate better relations between Spring Technology and the regional Framework Public Bodies. In our experience, organisations seek local expertise and knowledge as well as technical excellence and our regional structure addresses this by having (REDACTED) manager per Scottish region.

The Relationship Managers will attempt to get 'under the skin' of each Public Body they interact with, trying to understand the drivers and goal of each vacancy. The relationship managers are experienced in supporting Public Bodies to focus in on key competencies that need to be identified to ensure the best candidate is secured for the role and building processes to understand all the client resourcing needs and hiring challenges.

On a strategic level the Relationship Managers will work with the Public Bodies, local communities, job centres, schools, colleges and universities to build a thorough picture of the specific areas local candidate market and so helping to devise the best initial and long term sourcing strategy.

Relationship Managers work in partnership with hiring managers to define competencies whilst and capturing other characteristics such as attitude, work ethic and cultural alignment. A detailed brief is taken from the key stakeholders and registered with our delivery team, who then proceed to source the role. This brief includes:

- Key stakeholders/ decision makers
- Organisation culture and values
- Location (urban versus rural may impact on things such as travel, accommodation, pay rate)
- Job title

(REDACTED)

- Reason for the vacancy
- Key skills exhibited by the ideal candidate.
- Personality profile and competencies possessed by the ideal candidate
- Qualifications needed.
- Salary review for the role and models against other similar roles in the sector
- A commitment to timescales

Once obtained, the Relationship Manager will then feed this information back to the recruiters in our delivery team who will act on this information accordingly.

The Relationship Managers will also act as a quality assurance point, interviewing candidates provided by the delivery team to ensure cultural and motivational fit through variety techniques including competency interviewing and psychometric profiling.

Post placement, they will remain in contact with the worker, carrying out site visits and meetings with both stakeholders and clients.

2. Recruitment

Spring Technology offers a multi-faceted candidate search methodology. This is based on ongoing attraction and identification of ideal candidates and the creation and maintenance of Framework specific talent pools. These talent pools provide a quick and reliable resource from which candidates can be drawn and allow for a more proactive approach to staffing. This raises the accuracy of our provision and reduces the time- and cost-to-hire

2.1 Candidate attraction

We will work with you to agree on the most suitable method to use when sourcing candidates for each role. We recognise the differences in supporting rural and urban clients and the catchment for those areas can vary greatly, dependent upon the job role, profiles and levels of skills required. For example, technical management resources within specific application areas will be used to non-commutable roles, so sourcing for remote locations, such as NHS Shetland, means a far wider search can take place. Sourcing for support roles within Aberdeen, Glasgow or Edinburgh can be restricted to the more immediate vicinity as the candidate pool of applicable candidates is greater, yet less mobile.

Our strategic candidate attraction methods include:

- Social networking sites and forums
- Finishers from other Scottish Spring Technology clients
- iPhone Application (in development phase)
- Graduate recruitment
- Seminars via our local branch network and webinar events for rural candidates
- International recruitment (ability to network with international group offices)
- Consistent presence and banners on traditional leading specialist job boards and media
- Referral programmes
- Database searching and mining – continual contact with live and passive
- candidates including regular e-shots and texts

The following outlines the source of candidates Spring Technology placed in 2013

(TABLE REDACTED)

Remote Sourcing Example

Between 2010 and 2011, Spring Technology was involved in the attraction and successful delivery of support and infrastructure contractors to (REDACTED) – a challenge due to the remote nature of the (REDACTED), but successfully executed due to careful planning of accomodation, travel, expectation of role, duration of time spent on island vs mainland visits, and regular contact with our consultants.

(REDACTED)

Although the project has since completed, Spring Technology continues to work with several of the consultants who were on that project, and are now engaged on other vital scottish public sector programmes in rural areas – the Infrastructure refresh programme with CalMac Ferries based in Gourock

2.2 Database

Spring Technology operates a database of over 35,000 candidates registered in Scotland, in addition to 1million candidates registered across the remainder of the UK which, in addition to word searches on CVs also uses an artificial intelligence engine to produce highly defined skills matching. In total Spring Technology has around 2,400 different skill attributes listed as well as groups of skills that can be searched upon which means CV's can be extracted from the database to an extremely high degree of accuracy and suitability, reducing the time searching the many thousands of records. The system also has a billboard facility where the account team can post the required skills on the billboard and as a CV is registered and electronically "matched" by the system, that CV is automatically emailed to account teams' desktop. This facility is used for niche skills and for building a candidate pool.

Understanding the geography and local populous to the hiring body is also a key constituent of the attraction strategy. Resources residing or working from post codes within reasonable commute to the body (such as across Grampian region, Inverness to Aberdeen) or from an agreed catchment area in the case of more rural locations can be identified within special 'closed user groups' on the database, which can be 'mailshotted' with specific requirements or opportunities updating to regional or local requirements and updating availability.

2.3 Online/Internet Advertising and CV sites

Spring Technology has strong alliances with most of the leading on-line jobsites. To achieve maximum coverage, all vacancies received from the hiring body would be immediately posted anonymously on a number of these websites (if agreed with the specific recruiting manager). We have access to many external CV database sites and can use this as an additional source of candidates. All posted jobs go on to the following websites in lineage format (i.e. just text):

- www.s1jobs.com
- www.scotsman.com
- LinkedIn
- www.monster.co.uk
- www.jobserve.com
- www.jobsite.com
- www.computerweekly.com
- www.computerpeople.com
- www.totaljobs.co.uk

There are a number of additional online campaigns Spring Technology will run on behalf of a framework body if required – websites can be advertised upon using banners, e-shots regularly sent.

2.4 Advertising

If an ideal candidate is not on the database and internet advertising has been used it is unlikely that the required candidate is actively on the market, there is a need to attract passive jobseekers that are currently in the market. A passive jobseeker may be attracted through networking, search or paper based advertising.

Spring Technology has preferential agreements with traditional paper-based advertising publications and can use the Company's buying power to deliver significant savings on full, ½ and ¼ page advertisements. Spring Technology works with a preferred supplier for advertising solutions, (REDACTED). Spring Technology's experience suggests this activity is more appropriate for sourcing niche skills or volume requirements and is probably not suitable for temporary hires.

(REDACTED)

2.5 Referrals/Networking

Spring Technology's market position means a significant proportion of candidates can be obtained by relationships with other candidates. The account team use this approach for niche or specialist skills. In addition, the account team are encouraged to build their professional networks using sites such as LinkedIn. The team set up groups to attract individuals and grow interest within the required peer groups giving access to professional individuals and building a reliable and diverse network of candidates that sit within a virtual Candidate pool that can be called upon at any given time. A consultant with 500+ connections on LinkedIn.com typically has access to c11 million individuals across a number of technology skill sets and countries.

Spring Technology will also use this facility, along with the database to attract a European and Global IT audience.

3. Matching

Effective candidate attraction strategies will be designed through engagement with individual customers to fully understand the workforce plan, culture and the provision of accurate job specifications.

Spring conducts a comprehensive screening process to identify and match the best candidates, including:

- CV match
- Eligibility checks
- Interviews (Competency Based, Biographical, Technical)
- Technical testing
- Psychometric
- Referencing
- Qualifications validation
- Further screening (Disclosure Scotland checks, medical examinations & security clearance as required)

3.1 Automated CV Matching

We utilise a product called dextra to evaluate electronic CVs and extract relevant contextual skills and previous positions. Ranking points are given on the period of time that a skill has been used by a candidate and how recently it has been used in their career history. In addition, every time we contact a candidate, we manually "up-skill" the candidate which results in a match against the extracted skills, experience or qualification, against a proficiency level.

This sophisticated search function will enable the delivery team to create a 'hotlist' for each specific skill set and bespoke customer requirement. Each specialist consultant within the team will be automatically notified when a new or existing candidate who meets their specified criteria has been added to or updated within the database or is up for renewal within their existing contract.

3.2 Technical Testing

As part of the extensive selection and matching process, Spring's skill evaluation system (REDACTED) would be utilised in order to fully assess every candidate's technical ability. In order to benchmark required skills and understanding how to identify best practice for each role. We will work with line managers to identify effective current staff that we could test and use as a benchmark for new contractors to agree on a 'pass mark' for each role.

We will use our market-leading assessment portal to work, evaluating our candidates' work motivations and, better still, assessing the fit between their preferences and your work environment. We'll answer your 3 most important questions:

- Can the person do the job?
- Will the person do the job?

(REDACTED)

- Will the person fit our work environment?

Right-Result guarantees more skilled, motivated and well-suited additions to your team. Our Consultants have access to over (REDACTED) assessments, looking at 3 key areas:

- Can Do determines if a candidate has the necessary skills to perform the tasks required.
- Will Do identifies and measures a candidate's motivation and expected behaviour at work based on Reliability and Conscientiousness; Stress Tolerance; Contact/Interaction with others; Motivation and Energy.
- Will Fit identifies the preferred working environment of the candidate and compares it with that of the vacancy.

For more advanced positions OPQ32 psychometric assessments can be used. By conducting a thorough, objective assessment in advance, interview time can be maximised. There's no better, faster or more cost-effective way to assess a candidate's skills or suitability.

3.3 Upskilling

We have the ability through our training partner and local community network to offer training and development courses for candidates we believe will be a good cultural fit with an organisation, however may be missing a certain skill or attribute. We currently offer over (REDACTED) online courses which can help upskill a candidate at no additional charge.

We offer continual development to our existing and prospective contractors by offering access to industry leading, SHL training courses such as:

- MS Office 2010
- Project Management (including PRINCE2 Foundation)
- MS Enterprise
- Cisco
- Java
- Visual C#
- IT Security
- Professional Foundation Management

4. Retention

4.1 Retention Strategies

Spring Technology assists many key customers in the development and implementation of 'retention strategies' and the account team will wish to implement similar strategies for this framework, discussed and agreed mutually.

As part of the initial selection process and during all discussions with the candidate pool, new applicants and those contractors identified through any other resourcing activity, the Spring Technology account team members will explain our candidate service proposition. The proposition highlights the level of service commitments the candidate can expect if he/she works with Spring Technology, detailing:

- Level of communication
- Feedback and debrief provided
- Advice guidance and consultation on their application
 - The wider market and professional/personal development, including:
 - Training requirements
 - CV advice
 - Discussing appropriate opportunities.

(REDACTED)

This proposition is the beginning of building a partnership with the contractor and this level of commitment ensures a greater level of buy-in to Spring Technology and the Framework Public Bodies opportunities - ultimately improving retention.

4.2 Attrition Management

Spring Technology has learnt that the key factors in reducing staff attrition are:

- Recruit the right person for the job – all attraction programmes for the body will target this key objective, considering rural and urban location factors
- Candidates are fully aware of the role expectations in order for them to determine at the outset if the role meets their personal expectations – often, if the assignment is part of a longer term project, the interest in extending if offered can be discussed at the outset.
- Spring Technology's recently issued Salary Survey showed contractors 2nd highest criteria for their next role was security.
- That the role is attractive to candidates within the local marketplace, rural and urban requirements will differ in the pool of resources that are of interest and interested in work with the emphasis that non-commutable or remote working is sustainable for the contractor. Ideally, locally sourced candidates are the primary choice
- Contractors are subject to appropriate visible contact and ongoing support once placed within the role.
- Regular contractor clinics and surgeries to discuss feedback, comments and issues.

To do this, the Spring Technology account team provides highest levels of communication and personal contact through the hire process whilst ensuring the following:

- Job profiling accurately identifies the skill sets and competencies required for success
- Recruitment process and assessment tools are benchmarked against the job profile
- A consistent process is adopted to ensure the right candidates are identified
- Sufficient information is available to brief candidates prior to a role being accepted
- Remuneration is competitive in the local market place – consideration is given to the rural and urban impacts of the candidate pool
- Ongoing workforce management provides a supportive environment
- Assistance with on-boarding – in rural or remote opportunities where contractors are sourced from significantly outside the community, Spring Technology will assist in identifying cost effective accommodation, travel arrangements and alternative working patterns such as later Monday start, earlier Friday finish (to be agreed with the Framework client).

4.3 Aftercare

Spring Technology work closely with the specific hiring body to re-evaluate the above factors and make recommendations, as appropriate, if challenges emerge around candidate attraction or retention as a result of any of these factors.

Spring Technology provide extensive post placement and ongoing assignment management with the public sector organisation to ensure contractors remain "fit for purpose" and are performing at or above the levels of expectation. Once deployed, our contractors become subject to extensive account management and post-placement care process. This includes the following:

- Full induction into Spring Technology's Contractor Portal e-timesheet system
- Information pack regarding key Spring Technology contact details, including the Contractor Liaison Team who provide full support and resolution to any operational issues during the assignment
- Service Assessment Questionnaire on quality of service provided by Spring Technology during placement
- First day feedback call/check in

(REDACTED)

- First week feedback call and check to verify full knowledge and understanding of timesheet processing procedure
- 6 weekly call
- On-Site Contractor review
- Extension call – 4-6 weeks before end of contract
- Extension management – full appraisal of status and options
- 3 month contact call
- 6 month contact call
- Access to technical training – Spring Technology are able to provide free training packages through an unique 3rd party agreement in a wide range of technical disciplines, enabling and supporting the contractor's ongoing professional development
- Last day contact call – end of contract assignment review and handover
- Month After Departure Call – ongoing relationships with previously placed contractors is key to building the referral network of Spring Technology approved contractors.
- Proactive redeployment in other Framework Public Bodies

The post placement support for these contractors is critical for the successful development of the partnership between the various bodies within the Scottish Public Sector using this agreement and Spring Technology. Spring Technology proposes this forms the basic framework for the engagement of contractors and is happy to discuss how this process can be further streamlined and enhanced to meet Procurement Scotland's specific targets and objectives.

Spring Technology's 2013 Salary Survey clearly showed candidates are looking for job security over salary or rate expectations. Where Spring Technology can offer advice and guidance to Framework clients, either as a result of consultation over extension durations (for example offer six months rather than three, two month extensions) or consider training or additional development opportunities, such as transfer to another assignment internally rather than lose the resource, proactive discussions can take place during On-site Contractor review as outlined earlier..

5. Commitment to Scotland

In Scotland, Spring Technology's commitment and ability to deliver suitable candidates for this agreement is underpinned by its established office in Edinburgh. This gives a significant proportion of the urban Scottish IT market:

- Simple face-to-face access to our consultants
- Invaluable "drop-ins" for interviewing, meetings, appraisals
- Convenient facilities for reference/certification checking and troubleshooting.

According to a Spring Technology Survey (Contractor SQA) the ability to meet consultants in a face-to-face capacity was rated as "very important" for candidates who were and were not successful in being placed by us at an end client. Spring Technology's Scottish office will continue to play a vital part in the ability to attract, select and recruit the most suitable candidates. For the Framework our plan is to add additional dedicated headcount in other areas of Scotland at one of our wider Adecco Group branch locations – potentially in Aberdeen, to better service Highlands and Islands, and in Glasgow to cover the West of Scotland regions.

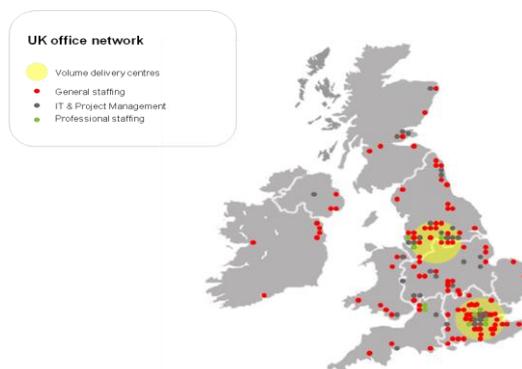
We are also fortunate to be able to gain advantage from our wider Adecco Group colleagues, who operate across Scotland under other brand identities but share central service policies with regards to candidate processing (Eligibility to Work, Proof Of ID, Proof of Address and any further Security/Vetting procedures required in a face to face capacity). This gives us an immediate reach. From the start of the Framework service, across all major Scottish conurbations: Stirling, Glasgow, Dundee, Aberdeen, Dunfermline, Inverness.

The Spring Technology account team has an in-depth knowledge and understanding of the issues, challenges and programmes driving various public sector bodies in Scotland in both urban and rural

(REDACTED)

areas. At the outset of the framework, the Spring Technology account team will arrange to meet as many key recruitment parties as possible, including relevant line, HR, recruitment or hiring management to discuss:

- Historic, current and future recruitment strategies and plans and the
- Typical resource profiles required within the organisation, including:
 - Job titles,
 - Reporting lines,
 - Key responsibilities,
 - Skills requirements,
 - Essential and desirable skills,
 - Core competencies,
 - Personality and cultural aspects,
 - Location challenges,
 - Team fit,
 - Budget constraints and training arrangements.



This will enable us to establish a refined recruitment strategy relevant to the needs of the particular public body. Sourcing for clients in rural areas can require a subtly different approach – and often lengthened time frame of delivery - to those public sector organisations within urban areas. Competition for candidates in urban areas can be far greater, whilst candidates attracted to rural opportunities may need additional time and relevant information on travel/accomodation to arrive at location and be happy in post.

Through Spring Technology, Framework Public Bodies will benefit not only from the unique experience of a well-established and respected supplier of workers, but will be also benefit from the expertise and geographical coverage of the largest recruitment provider in the UK. As part of the wider Adecco Group we have access to more than 300 offices with Adecco operating across 40 client site locations.

(REDACTED)



Job Hazard Identification Form (Contractors)

(CONTENT REDACTED)

(REDACTED)

1.2.5 Tenderers must provide details of how they will carry out pre-employment occupational health checks prior to placing a candidate in a role, how they will assess and implement reasonable adjustments for disabled applicants both during the interview process and in assigning individuals to work placements and how they will ensure robust diversity and equality policies are implemented throughout the framework duration.

We conduct various background and checks for a large number of clients. We agree the type of checks at the start of our agreement with a client and report on our compliance throughout the length of our contract. Through our investment in technology and our implementation of structured processes, we ensure compliance with all legislation and security requirements.

We adopt a thorough yet inclusive approach to the recruitment of all workers, with HR expertise and quality awareness governing every step of this process. We employ a suitably experienced and qualified internal Pre-Employment Screening Team that is involved in the background investigation process for personnel that we appoint to our on-site accounts. They carry out a number of checks including occupational health to ensure contractors are fit for work:

1. Occupational Health Check

When health checks are required Spring Technology coordinate visits from our occupational health team at local sites or head offices (dependant on scenario) enabling candidates to attend checks on mass. Occupational checks are commonplace in accounts such as National Grid, AWE and Mars and Spring Technology are able to utilise our own network of suppliers to ensure competitive pricing, or, as is often the case, work with the customers preferred provider. We work with the customer to ensure the Occupational Health checking process is as lean as possible and forms a seamless part of the on boarding process.

We perform occupational health checks to:

- ensure that prospective worker is physically and psychologically capable of doing the work proposed, taking into account any current or previous illness
- identify anyone likely to be at excess risk of developing work-related diseases from hazardous agents present in the workplace
- ensure, as far as possible, that the prospective employee does not represent a risk to colleagues and that they will be doing work that is suitable and safe for them.

All checks take into account the requirements of the Disability Discrimination Act 1995 (DDA) and reasonable adjustments are made to ensure that people can regardless of physical impairment or learning disabilities.

Occupational health checks are performed once a job offer has been made. Spring Technology must make it clear to candidates that any offer of appointment is conditional pending the successful completion of pre-employment checks, including an occupational health check.

Candidates are provided a comprehensive health check form (see attachment) which they must complete. Dependant on which site they work, they may be required to visit the onsite health / medical team for a drug and alcohol screening and possibly hearing or vision test depending on the hazards of the job.

If further checks are required, our team can seek past employment references, including information about absence behaviour. The hiring manager then decides whether to employ the candidate, in light of reports from the occupational health service and other relevant information.

Occupational health checks are the final pre-employment checks we do as part of the screening process, along with verification of identity, right to work, professional registration and qualification, employment history and references checks.

(REDACTED)

Reasonable Adjustments

Typically we recognise that individuals who require amendments to the work place are well informed of any specialist equipment or changes to the environment that is required. We work with them and the customer to ensure when required, the relevant changes are made. We identify the most common requirements for change are in pregnancy scenarios and so Adecco is experienced in managing this process efficiently. From an operational perspective, an assessment is conducted.

Under the Disability Discrimination Act, we have a duty of care to make 'reasonable adjustments' for disabled job applicants or employees, when a policy, practice or a physical feature of their premises, places the disabled person at a substantial disadvantage.

We consider the following to be reasonable adjustments, however we will review each candidate on a case by case basis to ensure they receive fair and impartial treatment:

- making adjustments to premises
- altering the person's working hours
- allowing absences during working hours for medical treatment
- giving additional training
- providing special equipment or modifying existing equipment
- changing instructions or reference manuals
- providing additional supervision and/or support.

3% of our contractor workforce can be classified as disabled – they work across a range of businesses and its very much common place, so much so that amendments to our working environment are business as usual. We have a dedicated H&S team that we can liaise with for unique scenarios that require specialist advice and support.

Examples of how we help 'adjust' the working environment include larger computer screens, installing ramps instead of stairs and creating an environment where required, for care assistants to assist the applicant.

As diversity continues to play a higher profile role in employee value proposition, Adecco liaise with the relevant bodies and remain at the forefront of changing legislation. With this in mind we are able to support and advise our clients on how this affects their business subsequently reducing risk and exposure.

(REDACTED)

After a legal workshop in 2008, we realised that (REDACTED) was not operating Pre Employment Screening (PES) for engineers that was considered industry standard. We worked with (REDACTED) to rewrite the PES process to include more thorough screening in line with industry best practice, including occupational health checks. All strict PES managed and controlled by us which includes extensive referencing verification of engineering certification.

(REDACTED):

- Identity confirmation
- Right to Work
- Drugs and alcohol testing
- Three-year employment history verification
- Five-year address verification
- Basic criminal record check

Optional requirements are dependent on the sensitivity of financial, commercial, IS and security systems or personal employee information the contractor has access to, security requirements of the (REDACTED) systems or location. They include:

- Enhanced criminal records checks
- Enhanced security checks

(REDACTED)

- Driving licence check
- Enhanced financial checks
- Enhanced level of employment and reference checking
- Enhanced level of address checks
- Enhanced level of qualification checks including job specific requirements
- Confirming no conflict of interest.

2. Further Screening

Safeguarding Policy

Our safeguarding systems and processes are covered by our Group's DBS and safeguarding policy which provides clear guidelines for all recruiters on expectations for carrying out these processes. We are registered to carry out DBS checks and records are kept of these processes in line with our quality accreditation. This policy is provided with this response, as an attachment.

Background checks

Proof of identity checks are audited centrally by the company to ensure 100% percent compliance. Spring Technology has processes in place to ensure compliance and any failure is quickly escalated to ensure it can be resolved. Contractors claiming professional qualifications are required to provide certificates as evidence. Technical ability can also be assessed using our in-house online technical testing suite, and bespoke test can be created to fit framework exact requirements

The Account Team work to a check list which ensures that every piece of information is collected before the contractor is placed with Framework Public Bodies. The required checks for each role is confirmed by the account team when the vacancy is released, so that the check list can be created.

Eligibility Checks

Prior to a worker being introduced or supplied to a client by Spring Technology, we obtain confirmation and proof from the worker that they have the experience, training and qualifications specified by the client as being necessary.

We obtain the following on each applicant whose CV matches the role:

- Proof of ID - Passport, Birth certificate, Driving Licence etc.
- Proof of right to work in the UK - which is recorded and monitored
- National Insurance details
- Personal, educational and employment details
- Copies of certificates where necessary

These checks are mandatory and regularly audited in line with our ISO 9001:2008 programme. In practical terms, we hold on file a copy of certificates and career references verifying the requirements of the client.

Further Screening

A number of Spring Technology's clients have extensive PES (Pre-Employment Screening) requirements which must be completed before a candidate is allowed to start work onsite. Spring Technology adapts the PES approach for the individual client and monitors our account teams against full compliance, incorporating the following:

- Conducting CCJ checks (in particular for our financial services clients)
- Criminal Records Bureau checks (standard and enhanced)
- POCVA checks
- Arranging for medical examinations.
- Co-ordinating the paperwork in preparation for security clearance and liaising with a client's security officers.

(REDACTED)

Spring is registered to run DBS checks, however many of our public sector clients prefer to use internal departments to carry these out. We can also administer general health screening if necessary, the cost of this process will be passed on to the contractor.

Action taken to deal with failures - These safeguards are in place to mitigate the following risks associated with appointing contractors. The actions taken in each case of failure are outlined in the table below.

Failure	Action taken
Not performing as required	<ul style="list-style-type: none"> Escalation of issue to Spring Account Manager / Board Sponsor Performance targets set and monitored by hiring manager and account team Additional training provided by Spring Contractor removed from site Any related financial implications to be covered by contractor's insurance
Not appropriately qualified	<ul style="list-style-type: none"> Confirmation of qualifications double checked by Spring Additional training provided by Spring Contractor removed from site Any related financial implications to be covered by Spring's insurance
Inappropriate behaviour	<ul style="list-style-type: none"> Contractor removed from site Any related financial implications to be covered by contractor's insurance
Identity issue (e.g. Visa not sufficient or identity not confirmed)	<ul style="list-style-type: none"> Contractor removed from site Replacement provided by Spring without any charge Any related financial implications to be covered by Spring's insurance

3. Diversity and Equality

Approach

Work is a basic need. It gives people dignity and a sense of purpose and belonging. Helping people of all backgrounds, gender and ethnicity to better work – and hence better life – is our common goal. It is the way in which we contribute to society every day. Spring Technology provides people with a stepping stone into employment. Moreover, we use our expertise to shape the industry agenda and introduce innovative workforce solutions in order to broaden work opportunities for millions of people.

It is our policy to provide equal employment opportunities to all candidates. We do not discriminate on the basis of any of the six 'equality strands' (race, disability, gender, age, sexual orientation, religion and belief). It is also our intent and desire that equal employment opportunities will be provided in employment: recruitment, selection, compensation, promotion, demotion, redundancy and all other terms and conditions of employment. Spring Technology will not discriminate against an individual on the grounds of disability and that we have agreed to take action regarding the employment, retention, training and career development of disabled employees.

We are able to leverage this experience to ensure diversity and equality are embedded into the fabric of this framework. We will achieve this by:

- Ensuring that all employees are aware of our robust diversity policies through training, management communication and promotion on our intranet
- Using competency-based interviewing and psychometric testing and communicating the results openly Running our own Diversity Council which sponsors events to promote the broad range of cultural backgrounds represented among the staff

(REDACTED)

- Adhering to our equal opportunities and diversity policies when both advertising for our own staff and our clients and ensuring our consultants only select candidates based on their experience, skills and suitability for the role
- Implementing an action programme to attract qualified minority group individuals, females, veterans, special disabled veterans, and qualified persons with a disability into our workforce and encouraging them to aspire for promotion as opportunities arise
- Working cooperatively with public and private entities, government agencies, community groups, educational institutions, civic organisations, suppliers and subcontractors in support of this policy

Tracking

We currently report on all inclusion metrics as required by law. Our internal inclusion steering group is investigating how our diversity and inclusion reporting can be evolved safely and securely. This will allow accurate and detailed performance reports to be supplied both across our business and to our clients and stakeholders, giving visibility of our successes and areas for improvement.

Case study: Barclays

An example of our diversity work is the applicant diversity reporting which we use to inform sourcing strategy for our client, Barclays. As part of the candidate registration process, candidates fill in an online diversity questionnaire. The questionnaire is clearly presented as separate from the selection process and is not processed by the recruitment team. The results are analysed and reports on diversity statistics are generated that guide our sourcing strategy.

Example Equality and Diversity Initiatives

Getting young people back into work

Adecco Group colleagues from across the globe united to tackle the growing problem of youth unemployment as part of the “Way to Work” initiative and heavily invested in being in touch with key employment initiatives.

Our aim was to encourage, inspire and create optimism through actively listening to the employment market. We found that young people have been hardest hit by the worrying shortage of jobs in the UK and like (REDACTED) recognised that we need to be in touch with communities in order to inspire, innovate and succeed. In the UK alone, the unemployment rate for 16-24 year olds is three times higher than for the over 25s.

Representatives from each of Adecco Group’s family of brands held careers clinics at schools, colleges and universities around the country, with teams promoting the activity on the streets.

In the UK alone, we achieved some exceptional results:

- Participation from over 1000 consultants
- 70 consultants and managers running career clinics at seven universities
- Presentations given at 75 schools
- CV, interview and careers advice delivered to 10,000 people
- 31,134 click-throughs to waytowork.com

Disability talent pool at (REDACTED)

(REDACTED) awarded (REDACTED) Gold Standard for its success in business diversity. One of the unique programmes that helped (REDACTED) to achieve this accreditation was the introduction of the disability talent pool, designed in conjunction with Adecco, to encourage applications from disabled people for roles within (REDACTED). Through this talent pool, every disabled candidate that meets the minimum person specification for the role is guaranteed an interview.

Disabled applicants who subsequently get through to second interview, but who are ultimately unsuccessful in their application, are then automatically placed into the pool due to the fact that, in spite of their disability, they have been able to demonstrate skills and attributes which are attractive to

(REDACTED)

(REDACTED). By flagging these candidates within the system, Adecco is able to ensure that our recruiters receive message prompts to indicate the suitability of disabled applicants for particular roles, thereby creating an environment which is fully inclusive of the disabled community.

Strategic partnership with (REDACTED)

A prime contractor for delivering the (REDACTED): this partnership has enabled us to communicate with a localised workforce e.g. (REDACTED) and Lifeline Communities that are part of (REDACTED) supply chain.

(REDACTED) Positive action recruitment fair

Adecco has recently sponsored and helped to organise a (REDACTED) positive action recruitment fair in (REDACTED). We ran three sessions in (REDACTED) to target this particular minority. Over 600 people attended which has resulted in more than 100 candidates entering our (REDACTED) talent pool.

(REDACTED)

1.2.6 Tenderers must clearly describe how they will ensure by the service commencement date, sufficient numbers of suitably qualified candidates to meet order fulfilment rates for the framework duration and how they will ensure the authenticity of candidate qualifications and manage this on an on-going basis.

1. Service Commencement Date

Spring Technology is the Adecco Groups' leading IT public sector brand. Our database holds over (REDACTED), channeling in excess of (REDACTED) applicants every day.

Spring Technology's service go live approach is based around seven key principles. This approach has been developed over a period of time and is based on leading edge theory and our own practical framework experience formed from engagements with MSTAR, GPS and Buying Solutions. Our methodology allows us to ensure quality and consistency of approach and minimisation of risk to the Authority.

The methodology is supported by a suite of tools and sub-processes to encourage a common way of working and clear thought processes through a proven seven steps approach, comprising:

- Assess requirement and scope
- Specify demand
- Market analysis
- Develop resourcing strategy
- Develop talent pools
- Contract award and implementation
- Continuous review and improvement.

Having delivered a number of frameworks in the past, we have the infrastructure and resources already in place which can be mobilised to support the Authority straight away – no additional resources will need to be recruited nor will any functions need to be setup. We have a robust back and front office functions underpinned by ISO9001 and reinforced by geographically capable candidate pool which can all be utilised to support this framework.

2. Meeting Fulfilment Requirements

Spring Technology uses "Talent Pooling" as proactive resourcing technique to ensure the account team have the right candidates available for the Framework from day one. This approach has been proven in both public and private sector accounts such as (REDACTED).

In order to create effective talent pools the account team will:

- Understand and track expected workforce demands
- Develop strategic routes to new candidate markets
- Implement effective redeployment (live contractors flagged as having an end date within six weeks will become available for redeployment)
- Create effective 'keep warm' strategies

This is fundamental to providing the best quality service and identifying the best sources of candidates to match the frameworks requirements. The account team will maintain separate databases of pre-screened and Disclosure Scotland cleared candidates that are approached at short notice.

(REDACTED)

By constructing a separate pool of candidates that meet your standards and that can be readily identified and accessed as a sub-group of our normal database system, Spring Technology minimises the time taken to identify suitable candidates at the required level to meet the service levels outlined in the Statement of Requirements.

For example, Spring Technology has worked in partnership with the (REDACTED) for over 4 years. A key element to our success is the benchmarking and talent pooling of specialist contractors.

We have developed a talent pool per role of over (REDACTED) contractors that are pre-screened, referenced and pre-interviewed. This has decreased time to hire from 2 weeks to 24 hours and failures in finding candidates from (REDACTED) % to (REDACTED) % as contractors are readily available to deploy.

We reduce the candidate pool down to those expressing interest in working within the Public Sector, then which individual part of the public sector, e.g. Police, Fire Brigade. Spring Technology can further break this down to those that have worked with the public sector within the last 5 years, those that are currently working with the public sector and those who wish to stay with this sector. We can further segment the pool by alignment by geographical location / preference. The level of Disclosure Scotland security checks all these candidates have is recorded.

Disclosure Scotland clearances can cause delays in the recruitment delivery process. We will work proactively to identify and clear appropriate resources creating a pool of suitable vetted individuals to meet the Service Levels required. However, new resources attracted to the candidate pool or those previously without clearance will require processing. Spring Technology's current experience shows clearance to enhanced level is taking up to 8 working days but the process can take longer. DBS NSV, Adecco Group MoD Vetting body currently conduct security clearances for the Scottish Government, which means that Spring Technology would be able to sponsor clearances for those candidates without current security clearance – thus expediting the process.

Our ability to hold pre-vetted candidates for enhanced/standard Disclosure is based upon client interpretation of the level of clearance required and acceptance or not of candidates with clearance. The account team would be happy to advise Framework clients of the experience in assessing the level of clearance required. Candidates can apply for Disclosure checks themselves on-line, and they will also be included within the candidate pool.

Eligibility formula applied for placements can vary widely based upon a variety of criteria, particularly including:

- Geography
- skill type
- number of resources required
- levels of clearance required
- skill levels
- seniority or contract duration.

Spring Technology's candidate pool within the Highlands and Island for IT developers has been developed over a number of years, and currently contains circa (REDACTED) candidates. Given this is such a large geographic area the catchments are considerable though IT is a really accessible opportunity for those in more remote regions. Spring Technology has recently supported projects in NHS Shetland, a challenging location and combined with high expense of travel. By understanding the full scope of the opportunity, geographical challenges and client requirements - and by testing the candidate pool - we have successfully placed resources in even the most remote of locations, despite other difficulties such as sourcing accommodation for contractors.

Typically Spring Technology anticipates (REDACTED) in the candidate pool. Where supply is engaged on an exclusive basis or with more commonly available skills, that formula would possibly

(REDACTED)

(REDACTED), conversely where more niche skills are required, or the opportunity is more rural, the formula would (REDACTED).

In order to sufficiently resource the framework throughout its duration, Spring Technology will utilise a number of methods to attract suitably qualified candidates such as:

Brand Recognition

Our national coverage of over 300 offices provides clear benefits and enables the branches to work with and focus on supporting local workforces. Our regional offices are used for open days, client meetings or seminars, legal briefings and workshops, interview days and assessment centres and are also available for learning events or training courses. This enables us to get close to the market place, and understand the needs of the local workforce, both clients and candidate.

Our branding is such that we attract candidates to local communities as well as being able to personally aid, often on a face-to-face basis, in the recruitment strategies and requirements for both client and candidates. This means Spring Technology actively encourage and finance activities which benefit local markets and provide better qualified candidates to the client. We are committed to sourcing local candidates, who are more likely to support business continuity and engender support for local businesses as a result. We will also we will facilitate skills transfer and technical testing to benefit local candidates.

The Passive Market

Spring Technology reputation within the community allows us unique access to professionals across all industries, over 80% of whom may not be actively looking for work – known as “passive candidates”. Our consultants specialise in particular technology areas and network exclusively within these areas on a daily basis.

Traditional Search

We have access to the best job boards for our industry, including Jobsite, Jobserve, CWjobs. Our consultants use a tool called Broadbean to manage the posting of job adverts to the most appropriate websites, including job boards, computerpeople.co.uk and sites such as Twitter

Referrals

Talking to the market and offering a referral bonus for candidates that supply contact details to colleagues and peers is a refreshing and often successful route to candidate attraction – This again leads to the “virtual resource pool” scenario.

Micro sites

We can create tailored pages which integrate with social networking sites and job boards to allow us to cement your brand image and generate interest in your roles in a centralised location. We make it simple for candidates to engage with your brand and learn more about you. This is particularly effective with niche roles and it improves your online presence greatly which can have a positive effect on other vacancies across your business, and it will increase general awareness throughout the professional population.

Community Outreach

A number of our branches also have relationships with schools and colleges – working with school leavers regarding interview techniques, CV presentation and giving advice on work experience placements and the world of work at large. By working in tandem now with local educational institutions, we believe we are helping to shape a skilled work force of the future and help meet / achieve diversity targets.

Additionally, we regularly work with local companies where redundancies are being made – coaching and assisting these individuals with finding other suitable positions within the area.

(REDACTED)

3. Candidate Qualifications

Candidates claiming professional qualifications or accreditation status (PRINCE, MCSE etc) are requested to provide copies for retention on file. Alternatively, we can use the online verification facility for some certifications, e.g. PRINCE, available directly from the relevant website.

We check the validity of the qualifications which candidates state on their CVs at the relevant stage of the recruitment process. We will validate qualifications by asking candidates to bring certificates along with them to their interview or by contacting the relevant examining/ professional body.

- In respect of educational qualifications, the Group will always seek verification of degree/ secondary-level and vocational qualifications.
- Professional/ technical memberships and qualifications will also be verified; we will seek confirmation of the dates attended, the qualification attained and membership status.

We will be more than happy to accommodate any specific requirements which Public Bodies might have in respect of qualification verification at the appropriate stage. All screening/ verification processes will be subject to inclusion in the SLA and are audited internally (via our Business Process team) and externally. Non-compliance with any of the procedures will be logged accordingly and instigates corrective action procedures.

Spring Technology considers audit compliance as critical to the successful running of its business, and as such, has appointed a dedicated team focused solely on auditing our internal systems, processes and data. We will regularly conduct audits and, as part of each audit we will ensure that all candidate qualifications have been properly verified with the relevant educational/ professional bodies.

(REDACTED)

1.2.7 Tenderers must provide details of their proposals to manage temporary worker sickness absence and absenteeism, the process for replacement of temporary workers where they are deemed unsuitable for the role, and how they will ensure that the Framework Public Body is protected from employment relationship claims/employment law risks.

Absence management process is built into our standard contracts which all our contractors, interims, and temporary workers sign upon commencement of any work with us. This outlines the above process and the etiquette / due process we expect our workers to show both us and the respective client.

Managing worker absence

Absence and schedule adherence will be reviewed daily by Spring Technology. We will put into place robust absence management policies regarding times of absence reporting, return to work interviews and disciplinary triggers to make absence a key focus for all workers assigned to Framework Public Bodies. Attendance and punctuality will be tracked and stored on our candidate database and our online portal for client visibility.

Process for replacement of workers

In the event of unplanned absence, such as illness or personal circumstances and, as a result, the Contractor is unable to perform the contracted services for any reason, the following formalised process will apply:

1. Contractor must notify and report the absence to the Spring Technology Relationship Manager by 8.00 a.m. on the morning of the first day's absence and must provide an estimation of the soonest possible time for return to the assignment
2. Spring Technology confirms the absence with the line manager and discusses the impact and options available
3. If the proposed solution is acceptable to the line manager, Spring Technology will maintain regular contact with the worker up to the estimated date of return to work to ensure their successful re-assimilation into the working environment
4. If the absence, or the estimation of time to return, is deemed to seriously impact upon the successful completion of the assignment or associated outputs, with your agreement, Spring will propose a suitably qualified and experienced replacement worker
5. If the estimated time of return to work is exceeded or if there is a further revision to the estimated time of return and is deemed to seriously impact the project, again Spring Technology will propose a replacement worker.
 - o We are mindful of the unpredictability of absenteeism so will wherever possible, seek to have a suitable backup on standby to mitigate unnecessary delays.
6. The temporary worker is notified and given the option to return to work or the assignment is terminated upon appropriate and agreed notice.
7. The Framework Public Body will not be charged for days where the worker has been off sick.

Process for unsuitable roles

Spring Technology will always expect to work in partnership with Framework Public Bodies to support your right to remove unsatisfactory contract resources. Whilst the very nature of our performance management techniques is to mitigate the risk of leavers and dismissals, we are equally aware that situations, however unlikely, can occur whereby workers are deemed unsatisfactory. In accordance with a jointly agreed SLA, we will request that Framework Public Bodies management notifies the relevant Adecco personnel immediately, should areas of contention be identified or non-performance noted, to allow for resolutions. In the event that a worker is asked to leave an assignment (dismissed) or if a worker leaves of their own volition, we will carry out the following actions:

1. A full review of the worker's reasons for departure (either via an exit interview or through a debrief with key Framework Public Bodies stakeholders in the case of dismissal)
2. 'Off-boarding' of the candidate (e.g. completion of handover, return of equipment, passes etc.)
3. Full documentation of findings from exit interviews/ reviews, with outputs reported back to Framework Public Bodies on a periodic basis
4. Action plans for improved retention

(REDACTED)

In specific reference to dismissals, this is something which Spring Technology takes very seriously. All incidents will be fully investigated, contributing to the cycle of continuous improvement. Lessons learnt will be communicated to all parties involved. Any dissatisfaction and complaint will be documented, recorded and escalated as follows:

1. Complaint/ issue is acknowledged and recorded
2. Complaint/ issue is referred to the appropriate manager or individual
3. Complaint/ issue is investigated and corrective and preventative action agreed and recorded
4. Corrective and preventative action carried out, and checked
5. Framework Public Bodies complaint log is filed in the Framework Public Bodies file

Typical timescales for resolution and replacement are at 24 hours for a worker. We will work exact timescales based on specific roles and process into our mutually agreed SLA.

Lessons Learnt

We will interview Framework Public Bodies managers at the end of all assignment periods, or at the point of assignment termination, and record their feedback on the contingent worker's performance. Our database contains all results of exit interviews. We handle the concept of disqualification very sensitively and within the restraints of the Data Protection Act. We always review the results of exit interviews/ performance reviews when considering the possibilities of re-hire to ensure that only the most suitably qualified, experienced and motivated personnel are submitted to Framework Public Bodies.

Once deployed, contractors become subject to our extensive account management and post-placement care process. This process mitigates the risk of contractor dismissals by ensuring that our account servicing personnel closely monitor each worker's performance, hence they are usually aware of any performance-related issues prior to their formal escalation to Framework Public Bodies management and the contractor's subsequent dismissal.

The following overview of this process should provide Framework Public Bodies with reassurance to mitigate the risk of under-performing contingent and contract resource:

1. Full induction into the Framework Public Bodies business
2. Information pack which will include Framework Public Bodies and Spring Technology company information. This pack will always include contact details for Spring Technology, including the account team who will provide full support and resolution to any operational issues during the assignment
3. Contractor care package – including Lifestyle benefits, entertainment vouchers and competitively priced financial services
4. Service assessment questionnaires will be circulated to each worker on a periodic basis in order for us to understand their perception of the quality of the service provided by Spring Technology during their placement
5. First day feedback call/ check in
6. First week feedback call/ check in to ensure full knowledge and understanding of timesheet processing procedure
7. 6 weekly calls
8. On-site contractor reviews – welfare visit
9. Extension call – 4-6 weeks before end of contract
10. Extension management – full appraisal of status and options
11. 3 month contact call
12. 6 month contact call
13. (REDACTED) technical training – Spring Technology is able to provide training packages in a wide range of technical disciplines, enabling the contractor's professional development
14. Last day contact call – end of contract assignment review and handover
15. Month after departure call – ongoing relationships with previously placed contractors is key to building the referral network of Spring Technology approved contractors

(REDACTED)

The post placement support for Framework Public Bodies contingent and contractor workforce are critical to the ongoing development of the partnership between Framework Public Bodies and Spring Technology, with the process designed to ensure that benefits are realised throughout the placement and assignment of engaged contingent and contract resource.

Legislative Compliance

Our framework account team will be supported by a dedicated legal team who work with operations so that Framework Public Bodies are made aware of forthcoming changes in legislation and where appropriate advice is given to minimise any potential risk.

Adecco Groups Legal & HR Teams are responsible for keeping up to date with legislative developments and then for cascading information down to Head Office departments and Operations Teams across the UK. We have a dedicated Legal Department of three full-time staff. This team of lawyers monitors new legislation particularly when it affects our recruitment business. We can therefore quickly respond to any changes and modify our processes to remain compliant in light of such changes.

We always take a pro-active approach towards ensuring that the Authority and Public Bodies are as well briefed as possible. For example, during the onset of AWR regulations, we held road shows across the UK, presenting to our clients on the impact of the new legislation. Working with marketing, we produced a number of helpful guides and presentations which were distributed to our clients

Group Legal & HR Teams are also in regular attendance at trade fairs and industry conferences such as REC. Following this, internal training courses for staff and legal workshops are undertaken on a regular basis both to new and existing staff.

Not only do we keep our own staff informed, but we also conduct workshops with clients to advise on the effects of legislation. We can offer the Authority and Public Bodies regular workshops, either at one of your locations or in one of our Scottish offices, and provide Client Briefs, which describe the latest developments in employment legislation and how they might affect you. As part of the world's largest HR and staffing business, the Authority and Public Bodies can be confident that our own and temp staff under any agreement, will receive the most comprehensive briefs on compliance requirements in the industry.

Example

Topical areas of discussion with our clients in 2014 have ranged from the legitimate use of umbrella companies when engaging with a temporary workforce through to extensive debate around 0-hours contracts. In both instances we seek to work with existing customers so that they are suitably informed and in a position to make informed decisions regarding areas that will either impact their business, or where they can be consulted for a publicly formal viewpoint.

Our database and management software allows us to track the tenure of all temporary workers, and can alert us to temporary staff nearing the 12-week mark. We will flag this to our hiring managers and key client stakeholders and advise in compliance with The Agency Workers Regulations 2010. As part of the Adecco Group, we have a dedicated legal team that keeps up-to-date with the latest employment legislation and guides the business on best practises and compliance.

(REDACTED)

1.2.8 Tenderers must provide their formula for calculating any temporary to permanent fees, Please note this question will not be scored. However tenderers must provide a response to this question and will be held to this formula if their bid is successful.

(REDACTED)

(REDACTED)

1.3.1 Tenderers must clearly describe in detail their processes and systems to ensure service consistency across Framework Public Bodies, and timely, reliable service delivery, including service level compliance and procedures to ensure business continuity.

Your response must include details of any geographical influences, how these will be managed, and your procedures to deliver during periods of high and competing demands.

Our robust delivery model (see question 121) will be the primary driver of consistency and service excellence across the breadth of the framework. Our Account Director, Account Manager, Relationship Managers and Delivery Manager will utilise a number of methods (outlined below) to ensure Spring Technology not only adhere to the indicative performance indicators, but also ensure each Framework Public Body receives the same high quality service with a localised touch.

Underpinning our delivery model are the principles of BS EN ISO9001:2000 – a quality standard we have held continually for over 17 years. Our delivery team work to a set of strict quality processes, reflecting the importance placed on best practice models of delivery. Our internal Quality Department monitors these activities and processes of all accounts: there are strict guidelines on procedures and our decades in business mean these are robust and allow for contingency. Our Client Relationship Management Database (Bond Adapt) is a market leading end to end recruitment platform which underpins all our processes and procedures. The system covers the full candidate and client journey, capturing all the key touch points within the process. This drives standardised best practice across the whole business and ensures each Public Bodies experience is positive and uniform.

These processes will be used as a basis to deliver our services to Framework, and ultimately ensure service consistency. Furthermore, we understand the diverse nature of Framework Public Bodies that will use the framework - and the Account Team work closely with the Public Body to ensure that the processes support them to maximise any recruitment they conduct, along with ensuring Framework Compliance. Sometimes we can instantly recommend better practices; sometimes it becomes evident that we need to improve what is in place for both of us further into our relationship. Spring Technology are 100% committed to best practice within the industry and have invested in our team to be CIPD certified ensuring they are fully aware of best practice in recruitment and can bring this knowledge and experience to the Framework.

Processes and systems

The quality of Spring Technology' service will be measured against targets that we agree with you. These targets will then form the SLAs which govern our supply. The Account Director oversees Spring Technology' delivery to ensure that all work carried out meets the requirements of the quality system, company instructions, client requirements and legal obligations.

The Account Manager will attend regular service reviews, interacting with you at both a strategic and operational level to foster an environment of open communication which will facilitate the continuous improvement and consistency of our service provision throughout the contract tenure.

All of Spring Technology' delivery is also supported through internal and external quality management processes. Each of our delivery functions (recruitment team, security or contractor care) is regularly audited both internally and externally as part of our commitment to maintaining our ISO9001:2008 quality accreditation for the provision of recruitment services. We also have our own inhouse process – LEAN performance management system – which helps drive consistent and efficient processes.

Spring Technology is a member of a number of strong and progressive professional associations, regulatory bodies and affiliations. We are committed to adhering to a clear set of business standards, codes and ethics, and to representing the interests of all our clients and candidates.

Some of our professional affiliations include:

- **REC Recruitment and Employment Confederation**
- **BS EN ISO 9001:2008 - for the provision of recruitment services**

(REDACTED)

- **APSCo - member of the Association of Professional Staffing Companies**
- **CIPD - Chartered Institute of Personnel and Development**

We will apply best practice techniques and thought leadership from these bodies into our approach to service delivery.

Quality

Spring Technology uses a shared quality department, which consists of 15 colleagues who operate across Scotland and the UK. These colleagues are split into quality managers (who are field based) and business process managers (who are based centrally). The quality function is an independent function dedicated to continually improving overall delivery, and does not report into any specific operations teams.

All account management / framework delivery activities and processes are governed by ISO 9001:2008 and audited by Bureau Veritas Certification (BVC) on an ongoing basis. In line with this, all the account staff receive regular training so they understand their role in contributing to the maintenance of these standards.

Recent training initiatives have covered client and candidate management and business planning. In addition to this all staff receive regular updates and training sessions on the latest legislation regarding areas such as age, sexual orientation, disability and race. For example, when changes were made to age discrimination legislation consultants were provided with a comprehensive training programme, including a thorough half-day workshop that was arranged for both clients and consultants, to help aid understanding of the implications and to ensure legal compliance across the business.

Our Quality Management System (QMS) is rigorously maintained, both at Head Office and in the regional offices, by means of regular internal audits and management reviews and by third party audits conducted by the British Standards Institute. The QMS contains (REDACTED) separate Quality Assurance Procedures that address delivery operations. Each office supporting the framework has a nominated Branch Quality Representative (BQR) whose core responsibilities are to ensure that the branch staff are fully trained in every aspect of our quality systems and to support their adherence and perform internal branch quality audits. These procedures include:

- **Records to be held**
- **Invoicing Fees**
- **Terms and Conditions**
- **Public Body Complaints**
- **Candidates Management**
- **Internal Quality Audits**
- **Logging a Vacancy**
- **Advertising**
- **Management Review of Systems / Records / Documents**

Example Quality Issue Management

(REDACTED)

Delivering Consistency – Our LEAN Initiative

Since 2012, we have been enhancing the capabilities of our centralised service delivery functions at each of our national recruitment centres through an ongoing business change and improvement project, carried out in partnership with (REDACTED).

We will apply these lean principles to the Framework when streamlining hiring and contingent labour-related processes and procedures.

(REDACTED)

The (REDACTED) project has provided a detailed due diligence analysis of existing delivery methodologies, behaviours, performance, capability, customer value and leadership. This analysis tracks every element of every process, working closely with existing onsite and offsite client account teams, to understand the specifics of the end to end hiring cycle to then determine the opportunity to eliminate waste and increase efficiency.

The (REDACTED) Performance Management System we have put in place has significantly increased the capacity of our delivery functions, which has in turn improved the quality of service delivery to our clients. As a direct result of the project's implementation, we are able to provide scalable delivery resources to support peaks and unforeseen recruitment demands quickly and efficiently, to meet the changing needs of our clients.

Areas of Focus:

The below figure outlines core areas of focus for this system which we would apply to framework:

(DIAGRAM REDACTED)

(REDACTED) Performance Management System has provided Spring Technology with a people-focused way of working that consists of setting clear targets, visually displaying performance, reviewing progress at regular intervals and continually learning from best practice & errors.

(DIAGRAM REDACTED)

Service and performance reviews

Framework services will be supported by a regular (quarterly, monthly or more regular, as needed) performance review to ensure that our services meet your expectations. Here, delivery against key performance indicators, pricing/management information and satisfaction results will be used to quantify and measure our performance. We will also be able to discuss upcoming contracts and, if necessary, plan resource accordingly. This will help to make sure that we stay one step ahead of your requirements and have resource pools built before a project is started.

We acknowledge the Indicative Performance Indicators listed in 12.5 of your ITT and confirm we are able to achieve / surpass the stated metrics.

Our account manager will present our monthly / quarterly performance at service review meetings

Service Criteria	Target	Compliance
Temporary Workers with a valid Basic Disclosure certificate at the offer stage of the ordering process	100% of all temporary workers to have a valid Basic Disclosure Scotland certificate at the point their name is put forward for the assignment	Agreed
Supply of security cleared temporary workers	97% within 48 hours of request	Agreed
Supply of security cleared temporary workers	100% within 5 - 10 working days of request	Agreed
Temporary workers Suitability (have the skills to perform the required duties)	99% to be suitable for the work in any one month period (to be measured across all Framework Public Bodies)	Agreed
Provision of management reports	90% to be submitted within 14 working days of the month end	Agreed
Line management complaints (Complaints to be escalated and resolved as per agreed procedure)	97% of placements to have no complaint left unresolved (for whatsoever reason) over any one month period.	Agreed

(REDACTED)

Invoices presented on time, accurate and in the correct format (containing all required information)	99% of invoices to be accurate in any one month period (measured across all Framework Public Bodies)	Agreed
Complaints received regarding late arrival / non-attendance of temporary workers	97% of all assignments to have no complaints regarding late arrival / non-attendance (measured across all Framework Public Bodies)	Agreed
Prompt payment of sub-contractors and/or consortia members (if applicable). Maximum of 30 from receipt of payment from Framework Public Bodies , 10 days target	100% within 30 days.	Agreed

Performance measurement

Spring Technology employs a number of quality controls and performance measures to ensure consistency across the framework, both internally and externally:

- **Service level agreements in place on all accounts, producing quantifiable management information.**
- **Understanding of our Framework Public Bodies business through strategic development plans, held and updated by the account manager.**
- **Management controls such as escalation procedures and any regular account occurrences (such as conference calls).**
- **Service reviews to measure performance and plan strategy for the future**
- **Compliance support to make sure our delivery and Public Framework Bodies remain compliant with all local, national and international legislature and framework requirements**

Satisfaction

Hiring/operational manager and candidate satisfaction surveys will be sent by Spring Technology after each successful placement or project. These let us track how happy you are with our performance, making sure that everyone involved in the process was pleased with the way Spring Technology delivered.

These surveys will be used as learning opportunities for both Spring Technology and hiring managers, providing suggestions on improvements to the service next time. Should any managers or candidates report an unsatisfactory performance, we will be in a position to address it immediately and take actions to resolve any issues.

Business continuity

Spring Technology, as part of the Adecco Group recently undertook a detailed Business Impact Analysis (BIA) across all areas of the business that identified critical business functions and associated critical resources for Adecco. This was done by:

- Identifying the critical business processes of Adecco
- Identifying all system applications that support these processes
- Determining the critical point in the business cycle of each process
- Determining if the process is critical to the business
- Estimating the recovery time frame.

We have a number of continuity plans in place to ensure BAU in the event of a disaster or unforeseen circumstances, including:

(REDACTED)

- All of our critical systems are backed up on a daily basis through a number of backup modes including full, differential, incremental backup modes. Monthly backups are not overwritten
- Depending on the RPO (recovery point objective) and the RTO (recovery time objective) Spring Technology have the ability to restore to a specific snapshot in time.
- All off our offsite backups are stored in a secure location managed by a specialist on backup storage company
- In the event of our key locations not being operational, the most recent backup tapes will be recalled from our backup storage company and restored on our standby servers
- Spring Technology has the ability to locate and setup these standby servers with the latest backup tapes in a number of various locations across the UK
- Our critical servers are regularly restored on an annual basis. This is audited by our external auditors and falls under our ICOFR (Internal Control Over Financial Reporting) compliance
- Should a Spring Technology branch become operationally unavailable, Spring Technology colleagues have the ability to run key business critical processes from any one of their other nationwide branch locations or alternatively from any location which has an internet connection.
 - This allows us to generate a fully operational centre at all times
- These BCP mean that should any Spring Technology office forced offline, the service to the Public Body will not be affected as our operation does not reside on any one location.

Geographical influences

Local Service, National Reach

Through Spring Technology, Framework Public Bodies will benefit not only from the unique experience of a well-established and respected IT provider, but will also benefit from the expertise and geographical coverage of the largest recruitment provider in the UK – with 12 offices in Scotland and a further 300 throughout the UK.

Our national coverage provides clear benefits and enables the branches to build relationships with local workforces. Spring Technology utilise several methods to stay abreast of the local and regional areas we operate in. We often create community ‘ecosystems’ whereby branches are staffed by local people, supported by local suppliers and source workers from the region. This ecosystem gives us a unique insight into the nuances of even the most remote community. Our Relationship Manager will develop these ecosystems and maintain regular contact with the Public Body and the community they operate in.

Our Relationship Managers also work closely and in partnership with other service providers to support other local residents. For example, our branches engage with local training providers and local charities, such as MENCAP to ensure our opportunities are accessible to all. A recent example is where we support (REDACTED) largest training providers with recruitment, such as (REDACTED). We hold open days and share recruitment opportunities with the organisations and their clients as a way of developing local candidate pools and extending access to opportunities to.

Another example, our Edinburgh office works directly with Job Centres throughout the city and local training providers on annual recruitment campaigns to support their clients with seasonal increases in their temporary workforce. This provides a number of diverse group’s employment opportunities including invaluable experience for the long term unemployed. We also currently take referrals for candidates whom have completed their apprenticeships assisting many young people into work. If successful with this bid we will have the opportunity to further expand the relationship relevant to the increased number of opportunities.

To help connect with generalist and specialist IT professionals, we often host recruitment open days, seminars, legal briefings (i.e. AWR or PBA) and workshops, interview days and assessment centres

(REDACTED)

and are also available for learning events or training courses. This enables us to not only get close to the market place, but also the people working within it.

Market Monitoring

We can provide the Authority and Public Framework Bodies free access to our industry leading Market Monitor, designed to bring you regional and current trends in the IT and Technology staffing industry. It provides information on salary and vacancy trends for both contract and permanent roles within each of our eight specialisms. Our insight gives you a view of the current IT jobs market from both a national and regional perspective - identifying where skills are most in demand and potential skills shortages.

The below extract demonstrates our regional hotspot report – where we focus our attention on the change in demand for various regions within Great Britain. We examine which of these parts of the IT market have seen demand increase the most over the last quarter. We also define which regions are skill set ‘Hot Spots’ – areas where a particular type of job is in high demand.

(DIAGRAM REDACTED)

Spring Technology is capable of providing a wide array of market intelligence beyond the market monitor to support regional understanding:

- Specialist Sector Business Reports e.g.: Wealth, Pensions and Insurance
- Access to a dedicated Markets and Insights team providing overview of relevant information gleaned from multiple sources, including migration reports, Investment in Edinburgh bulletins and market overviews summarising recent events impacting the local market
- The ‘Hulse Calculator’ a superb in-house tool updated quarterly giving an instant and powerful insight into rates, salaries, market trends and movements. (REDACTED), our corporate Business Analyst can develop an Avaloq specific calculator also updated quarterly for your own internal use.
- The Annual Salary and Benefits Survey is a comprehensive snapshot of employers and employee expectations in relation to key employment matters. The information gained from this survey allowed us to inform our clients on business critical benefits advice.

Below is another extract from our report – detailing regional behaviours of candidates:

(DIAGRAM REDACTED)

Periods of high and competing demands

The solution we are proposing (please see question 121 for the complete model) allows us to flex delivery resources with ease. Our Public Sector team are used to working on seasonal / volume campaigns such as (REDACTED) cleared contractors within 7 days. Spring Technology were able to meet this requirement via the combination of our SC talent pool, UKBA relationship manager working onsite with the client to understand the criteria specification and streamlined recruitment process.

In the unlikely event, demand is so great, that our delivery team needs to be bolstered, we have an overflow solution in the form of the National Resourcing Centre.

Our National Resourcing Centre contains a flexible resource of around 80 people supporting approximately 30 multi-site accounts. During periods of increased activity, Spring Technology is able to draw on the shared resource at the NRC within 24 hours if required. Each team member is aligned to a primary account and a secondary account and will spend an agreed number of days on the client site per month if appropriate.

We develop talent pools for our clients containing pre-vetted, available candidates who have been competency interviewed by our fully trained consultants. We have done extensive work with numerous Public Sector and Private Sector and as such, already have a sizeable talent pool which can be readily

(REDACTED)

utilised for the framework. Every Spring Technology candidate is thoroughly pre-screened, tested and interviewed by our fully trained and thoroughly briefed consultants. Each professional identified as a positive fit for the Framework bodies will be coded on our database as a prospective candidate. To ensure the effectiveness of this resource we utilise a series of touch-points. These include call cycles, weekly emails and SMS updates to keep them updated with your opportunities as they arise.

(REDACTED)

1.3.2 Tenderers must provide details of their proposals to enhance performance management, focussing on qualitative and quantitative key performance indicators relating to Supplier Relationship Management and Supplier Staff Performance.

We understand the onus which the Scottish Government (as a whole) puts on performance management – for example the National Performance Framework, which contains over 50 indicators which need to be achieved over a 10 year period.

Spring Technology aims to emulate this rigour and granularity in our performance reporting to the Authority and Framework Public Bodies during the lifecycle of the contract.

1. Approach

A significant component of our communication programme will be the meetings held between key stakeholders from the Authority/Framework Public Bodies and Spring Technology to review the services provided from a contractual and operational perspective. Our experience has shown that these meetings are fundamental to continually evolving our business partnership and provide an invaluable opportunity for both parties to share concerns, celebrate success and discuss process and service improvements. This is vital for performance management,

The account team will be supported by our Account Director who is tasked with ensuring compliance to Spring Technology's (and parent company, Adecco Group) Quality Policies and Procedures, current legislation, industry best practice and contractual agreements with our clients notably Framework Public Bodies screening, vetting and referencing requirements. This means that Spring Technology's contractual obligations to the Authority will be fulfilled and that all aspects of our service are quality controlled, Spring Technology measures its performance against set Service Levels using a combination of Management Information and by reviewing the results of regular questionnaires.

1.1 Governance

Our experience has shown that effective governance is vital for the delivery of effective performance management.

Regular service review meetings will offer the Authority and Spring Technology the opportunity to evaluate account performance on a frequent basis, encouraging continuous improvement to our service through consultative and proactive planning.

Topics discussed will include an assessment of day to day recruitment activity from the previous month, a review of any Authority issues and planning for forecasted activity.

All meetings will be documented and any actions distributed within two weeks of the meeting.

Full contract review meetings – We will engage in a full contract review on a quarterly basis for the first 12 months and thereafter at regular intervals as requested by the Authority.

Typical agenda will include assessment of quality and service provided by Spring Technology over the last quarter, adherence to the SLA and any issues encountered. In addition, these meetings could include guest speakers as required. Managers, for example, could be invited to present new projects / discuss hard to find skills.

As a guide, attendees at the contract review meetings would include those from the monthly review meetings, plus other individuals as required by the Authority.

Reporting will be presented in a quarterly format and combined into an annual pack with an overview.

1.2 Performance Metrics

Qualitative and Quantitative KPIs will be reviewed and updated during each service review meeting to ensure that objectives are measured and achieved on a continual basis in the context of our constantly evolving service delivery solution. Through our wealth of knowledge and experience in the provision of

(REDACTED)

managed service solutions, we have learnt which performance parameters and improvement categories are most critical to success.

We acknowledge your SRM metrics as listed in 13.3 and have provided a list of topics / areas we could report on going forward. These will be agreed in advance with the respective Framework Body and the Authority.

(DIAGRAM REDACTED)

1.3 Communication Strategy

Spring Technology proposes to undertake Quarterly Customer Satisfaction and Service Assessment Questionnaires via an on-line survey. Spring Technology issue regular formal Service Assessment Questionnaires (eSAQs) to both clients and candidates to gauge how our service has been perceived and ask for any improvements to be fed back to us and discussed at review meetings with the Authority.

Management Information is an essential tool for both parties to review performance against the agreed SLAs and KPIs and to review financial performance of the contract. Spring Technology is able to offer a comprehensive Management Information system enabling us to build a true picture of your technical subcontractors and the factors that affect them, and the performance of the account team in relation to the agreed SLA and KPIs. The Management Information tools that Spring Technology uses enables us to offer you complete tracking and visibility with full information on recruitment trends, for example Spring Technology will not just analyse the attrition level but also the reasons for attrition allowing us to target areas for change.

Spring Technology will conduct appraisals or to offer support to the Framework Public Bodies' hiring managers in conducting appraisals on Spring Technology's contractors. In order to measure performance and the levels of satisfaction with our temporary workforce, communication is vital. Spring Technology encourage communication from our clients and candidates.

For contractors that perform poorly our goal would be to work in partnership with Framework Public Bodies' hiring managers and if necessary to replace the contractor as soon as possible. Consistent communication keeps us "ahead of the game" and allows us to spot potential issues with contractors before they escalate into poor performance. Our aim will be corrective action, where possible, however, Spring Technology recognise this is not always practical and would ensure an agreed process and timeframes for replacement. Timeframes for replacement contractors are very much dependent on the category of staff being replaced and the location specific requirements, and Spring Technology would use the 'candidate pool' of available contractors and all branch resources.

2. Qualitative and Quantitative key performance indicators

Spring provides comprehensive management information to clients. This is made possible by our market leading CRM system. Standard management reports available to our clients can include the following information:

(REDACTED)

Requirement information

Temporary/Contract

- Number of requirements
- Number of positions
- Fill Rate (Won lost cancelled etc)
- CVs sent
- Interviews
- Retention rate
- Number of placements
- Key skill information
- Charge rate or information
- Positions raised - average rate
- Fill rate by skill
- Duration of role by skill / customer etc
- Time taken to fill position from raised date to fill date

Permanent

- Number of vacancies
- Source of candidates (database, referrals, advertising)
- Key skill information
- Vacancies raised - average salaries
- CVs submitted
- Skill sets
- Interviews arranged
- Offers made
- Offers accepted and number of successful start dates
- Fill Rate (vacancies filled, vacancies cancelled, vacancies put on hold etc)
- Fill rate by skill
- Fill rate by business unit

Placement information

- Number of temps/Contractors working
- Number of temps/Contractors placed during date range
- Number of temps/contracts extended
- % Margins
- £ Margins
- Skill sets
- Duration / length of service
- Rate by skills
- Temps/Contractors by business area (if required)
- Number of finishers
- Expenses and overtime data
- Spend reports
- Time taken to fill position from raised date to fill date
- Number of placements
- Placements by business area

Operational Information

- % Renewals Accepted / Declined
- Contract End Dates
- Quarterly Rate Management Tracking
- Contractor Rate Structures
- Contractor Database
- Elapsed Time Service Level Report
- Contractors Becoming Available within the next xx days
- Headcount Summary
- Supplier Monthly Quality Metrics
- Working Time Directive exceptions
- Vacancy History
- New Vacancy Analysis
- Vacancy activity
- Contract History
- Vacancy Skill Category

Finance Information

- Cost by line manager
- Cost by cost centres
- Invoicing accuracy
- Invoice queries
- Cost Centre History
- Authorised Time Sheets
- Unauthorised and Incomplete Timesheets
- Summary Actual Expenses as entered on Spring Technology
- Detailed Actual Expenses as entered on Spring Technology
- Spend reports by business unit
- % Placement Fee
- Spend by line manager
- Invoicing accuracy
- Salary by skills
- £ Placement Fee
- Spend by cost centres
- Invoice queries

(REDACTED)

Below is an example of a monthly client KPI report showing qualitative (interview deal ratios) and quantitative (volume of jobs, CVs sent) performance metrics.

(DIAGRAM REDACTED)

3. Contractor Performance

We conduct performance appraisals for our workers on a quarterly basis. The purpose of the performance appraisal is for both manager and employee to have the opportunity to formally review performance and achievements during the appraisal, enabling our account servicing personnel to define the worker's performance objectives and pin-point training needs for the future. The outcome of the meeting should be a clear action plan for Spring Technology and the worker to enable them to achieve their full potential for the remaining period of their assignment, and gain maximum job satisfaction.

As the employer of the worker, Spring Technology assumes responsibility for conducting appraisals on behalf of our clients, with the support of job specific performance input from the hiring management community. We will conduct quarterly appraisals whilst the worker is assigned to the client in order to really understand their performance in relation to the objectives set by their line manager.

Whilst we will aim for performance reviews to be carried out on a quarterly basis, as a minimum, if a worker's performance or behavioural standard falls below an acceptable level they will also receive a performance review/ appraisal at this point.

Quarterly appraisals will be supported by regular team meetings with the client and Spring Technology, as well as round table sessions amongst other client employees, during which we will discuss their perception of the performance of the workers, and any differences which they perceive to exist in the performance of the contingent workers in comparison to client permanent employees.

(REDACTED)

1.3.3 Tenderers must describe their management processes and agreed ways of working to maintain a consistently high service level. Your response should cover, but not be limited to performance monitoring, managing communications, problem solving and dispute resolution, achieving value for money in relation to your staff (including supply chain sub-contractors or consortia members, where appropriate) and internal and external stakeholders.

1. Consistently High Service Level

The (REDACTED) is an approach which has been devised to support our continuous improvement methodology and provide governance, from an account management perspective, throughout the contract tenure. The (REDACTED) is owned by Spring Technology senior operational managers and comprises of a number of key tasks as detailed below. It draws on the expertise of other centralised Spring Technology teams (Compliance, Pricing, Finance and Business Quality) – at agreed points in the contract duration – to work with the account management team to deliver a high level of customer service to the client. The account lifecycle plan is completed at the end of the implementation period, and is bespoke to each client. Some of the key tasks which form part of the account lifecycle plan are as follows:

- Maintaining a strategic dialogue with the Authority on an agreed regularly basis
- Ensuring that our management team shares their industry knowledge and best practice. The National Framework Manager and Account Director will also oversee the account to ensure there is a continual focus on improvement and that innovation is a key agenda item during the monthly and quarterly reviews.
- Constantly challenging the way we operate to proactively look for opportunities for improvement
- Building parameters into our contract which would commit Spring Technology to delivering year on year service improvements
- Measuring and rewarding our account team for successfully implementing innovative services throughout the lifespan of the contract.

(DIAGRAM REDACTED)

In order to support and improve KPI fulfillment, we will leverage:

- **Process documentation and auditing** - The account team will ensure consistent performance by documenting deliverables, processes and communication flow in account blueprints and communication plans.
- **Ongoing analysis and course correction** - The success of our operations is consistently analysed in terms of performance against KPIs such as hiring targets, fill rate, time-to-fill, candidate quality and hiring manager satisfaction.
- **Stakeholder satisfaction** - We will continually measure satisfaction among partnership stakeholders through client surveys and cross partnership surveys.
- **Performance monitoring tools** - Tools we will use to ensure we are constantly improving performance include:
 - Technology tracking the end-to-end process
 - Finance reporting systems tracking accuracy of invoicing and billing
 - Business standards system that houses our issues log
 - Online satisfaction surveys
 - KPI's which reflect the needs of our clients

Continuous improvement and innovation will be discussed in performance reviews. Through an agreed management approach of weekly, monthly and quarterly business reviews, we will discuss key operational and strategic matters with the Authority.

(REDACTED)

2. Performance Management

Spring Technology provides comprehensive management information to clients. Standard management reports available to our clients can include the following information:

Contractor Information

- Number of requirements
- Number of positions
- Fill Rate (Won lost cancelled etc)
- CVs sent
- Interviews
- Retention rate
- Number of placements
- Key skill information
- Charge rate or information
- Positions raised - average rate
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Finance Information

(REDACTED)

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- Salary by skills
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3. Communication Strategy

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4. Value for Money

KPIs will be reviewed and updated during each service review meeting to ensure that objectives are measured and achieved on a continual basis in the context of our constantly evolving service delivery solution. Through our wealth of knowledge and experience in the provision of managed service solutions, we have learnt which performance parameters and improvement categories are most critical to success.

We have provided sample KPIs which we might implement for the Authority in the following table:

(TABLE REDACTED)

Via our market monitor and hulse calculator we will constantly keep to abreast of changes in market conditions that affect specific skill sets. This will make you aware of any savings of skill sets become more common and less in demand by the wider market.

(REDACTED)

Cost Saving Examples

(REDACTED)

We have achieved (REDACTED)% cost and efficiency savings (on annualised recruitment spend of £(REDACTED)) for (REDACTED) through reduced time to hire, improved retention, increased accuracy of assignment matching and process efficiencies (through mid / back office improvements)

(REDACTED)

The (REDACTED) was faced with a challenge when implementing (REDACTED) to replace numerous HR and Payroll systems across 650 organisations throughout England and Wales. They required a significant increase in the number of data analysts with (REDACTED) experience.

Within three weeks of the initial conversation, Spring had utilised its comprehensive recruitment process and recruited 12 graduates with IT degrees and a strong knowledge of database systems. Spring also delivered a two week training course on (REDACTED) and data migration

Within two months the success of this approach resulted in further bulk requirements from (REDACTED), the (REDACTED) partnering contractor for this project, to use the same channel for their, almost identical, needs

The data analysts have been able to add value and take on the required responsibility more quickly than anticipated. They have received excellent feedback on their performance from the client and attrition has been negligible

Spring has placed 70 graduate employed consultants by the end of the campaign.

The cost savings being accrued by (REDACTED) and (REDACTED) are significant, with the price of the graduates approximately half of the price of a contractor data analyst. Furthermore, (REDACTED) and (REDACTED) realise that, with the option of taking such staff on permanently, this is not a short-term cost saving but one that will be enduring.

(REDACTED)

5. Problem Solving

Should our service not meet your expectations or the pre-defined service levels and KPIs set out in our SLA, we have a formal, documented issue resolution procedure in line with our ISO 9001:2000 accreditation. In addition to this Spring Technology would look to develop a tailored complaints procedure with the Authority and agree an escalation path and timescales within the SLA.

All indications of dissatisfaction with the level of service provided will be taken seriously and handled promptly and effectively. The guidance that we give to our account team personnel on what constitutes a complaint is as follows:

6. Escalation / Complaints

Through a clearly defined account structure, we verify that all communication channels are open, that there are clear lines of accountability and escalation is straightforward. The Account Manager is generally able to resolve all queries at a local level but, should it be required, the Account Director is the next level of escalation with the Managing Director of Spring Technology (REDACTED) as the ultimate escalation point.

Spring Technology's robust and proven performance monitoring and reviewing process; consisting of review meetings and management information based on agreed KPIs, means that any issues of non-performance within our service delivery are addressed promptly, openly and proactively, providing rapid resolution and prevention of recurrence

(REDACTED)

(DIAGRAM REDACTED)

(REDACTED)

1.3.4 Tenderers must provide a statement to clearly demonstrate their proposals for regular and effective communication with Framework Public Bodies throughout the framework duration, including reporting mechanisms for the provision of management information, out of hours procedures, complaints management (including escalation), and order cancellation processes.

1. Communication Approach

Achieving the ambitions of the framework will require a true partnership between the Framework Public Bodies and Spring Technology, with open, transparent and honest communication between all parties involved.

1.1 Framework Public Bodies

(REDACTED) will be entirely responsible for the engagement and relationship development of Framework Public Body hiring managers. (REDACTED) will work alongside Account Director, (REDACTED) and the Relationship Managers (who have operational responsibility) to best use their knowledge, experience and contacts to develop a first-class service and value add offering to present to the Authority on the framework.

From the outset, we would devise an engagement and communication program, which would be rolled out across the country. Initiatives would include:

- Launch days for hiring managers - these would extol the benefits of working with Spring Technology on the framework.
- Workshops and 'meet the team' seminars for senior departmental heads in order to develop relationships, understand service offerings and work in partnership to devise the best delivery solution, whilst discussing / understanding any concerns or frustrations and learnings from similar situations.
- Customer hiring managers will be 'matched' in terms of level of seniority (Line Manager, Senior Manager, Director). Through creating a clear engagement plan at each level, we can ensure excellent day to day delivery of the service at operational level through to strategic discussions (white papers, seminars etc.) at each government department and where appropriate offices
- Director/Executive level, enabling the development of a true partnership and continual evolution of the service.
- Framework case study / reference site creation – presenting reports to the customers on our relevant experience, achievements, challenges and outcomes will gain trust and increase engagement.
- We are committed to meeting all of our clients face to face. Our relationship managers and account manager will roadshow across each of their regions.
- We will also setup daily webinars and conferences in the 1st fortnight to allow hiring managers to engage our delivery and account team. We have found this useful for when setting up national frameworks with geographically dispersed stakeholders.
- We have a Public Sector LinkedIn Group which we can use to create a sub group for the Scottish Government / Framework to build a community to share ideas and best practice
 - Below we have provided a screenshot of our existing Public Sector LinkedIn page:

(REDACTED)

1.2 Authority Communication

Our aim is to provide a true local service with a national reach.

We propose regular meetings between our Account Management team and the Authority team to continually assess our performance against SLAs and to discuss cost saving initiatives. We propose the indicative account governance framework to form the basis of our relationship management strategy. We will look to refine this framework – and the people involved – during further discussions with you.

(REDACTED)

- *Weekly operational / tactical reviews* (ongoing business as usual): This will include the account manager, and optionally key members of the delivery team and relationship managers at Spring Technology. We will discuss results and challenges.
- *Monthly service delivery review*: This will include Authority business partners, managers and our account manager. We will discuss the direction of the account, conduct a comparison review and resource planning. We will also review the outcomes of any problems that have occurred and discuss how we can prevent these reoccurring.
- *Quarterly business review*: This will include the account manager and account director Spring Technology, most likely our branch manager and the account manager as well as any senior members of Authority and the Line Managers. We will discuss the progress of the account, assess performance and continuous improvement measures.
- *Annual executive review*: This will include the Spring Technology Director, Executive Sponsor and the account manager. We will discuss the yearly performance, your achievement of business objectives and the accounts strategic direction. The goal of this process will be to share results from the previous period, review any issues or elements of concern, and establish continuous improvement goals.

Our robust account structure means there is clear accountability for tasks and the account manager and account director will work closely with all of the account team to maintain the highest levels of service. This team is currently in place and delivers in the current format to GPS, MSTAR and Non-medical, Non Clinical

1.3 Framework Communication Experience

Spring Technology have a successfully track record in supporting frameworks and promoting uptake / understanding of the framework itself.

Examples of customer engagement levels with existing frameworks:

- Crown Commercial Services (NMNC); Spring have engaged 250+ customers
- Crown Commercial Services (Central Govt); Spring have engaged 60+ customers
- OGC (2002 – 2007): Spring engaged over 125 framework customers

1.4 Example Communication Plan

Spring Technology believes that our consultative approach to long term, strategic customer relationships will enable us to develop and maintain an understanding of Public Bodies. We believe that true business partnership, driven by a clearly defined communication strategy from both parties will facilitate the development of a service delivery solution which demonstrates our understanding of your business and the roles which we will support.

Spring Technology will always recommend that the appropriate members of our account management teams spend time within the respective Public Body. Please see the following sample communication plan which outlines the proposed activities and timescales designed to allow us to respond accurately and effectively to client recruitment requirements throughout the contract tenure.

(TABLE REDACTED)

(REDACTED)

2. Reporting Mechanisms

Spring Technology provides comprehensive management information to clients. We will agree the type, format and frequency of detailed Management Information Reports (MIR) against criteria set within our SLA with the respective Framework Public Body. We can provide reports in hard and soft copy with tables and illustrative graphics.

Reports will be provided to the Nominated Officer by the Account Manager at their request. Standard management reports available to our clients can include the following information:

<i>Requirement Information</i>	<i>Placement Information</i>
<ul style="list-style-type: none"> ▪ Number of requirements ▪ Number of positions ▪ Fill Rate (Won lost cancelled etc) ▪ CVs sent ▪ Interviews ▪ Retention rate ▪ Key skill information ▪ Charge rate ▪ Positions raised - average rate ▪ Fill rate by skill ▪ Time taken to fill position from raised date to fill date 	<ul style="list-style-type: none"> ▪ % Mark-ups ▪ Skill sets ▪ Duration / length of service ▪ Rate by skills ▪ Expenses and overtime data ▪ Spend reports
<i>Operational Information</i>	<i>Financial Information</i>
<ul style="list-style-type: none"> ▪ % Renewals Accepted / Declined ▪ Quarterly Rate Management Tracking ▪ Elapsed Time Service Level Report ▪ Headcount Summary ▪ Vacancy History ▪ New Vacancy Analysis ▪ Vacancy Skill Category 	<ul style="list-style-type: none"> ▪ Cost by line manager ▪ Cost by cost centre ▪ Invoicing accuracy ▪ Invoice queries ▪ Cost Centre History

Performance Management through MI

Management Information Reports are used as part of Spring Technology performance review mechanism, to identify areas of strength and areas for improvement. We strive to constantly evolve and challenge existing processes where improvements are possible.

Industry Leading Systems for Management Information

Spring Technology has industry-leading technology, which operates to an ISO certified Business Standards System. All of our processes are quality accredited and the system facilitates corrective and preventative actions. Our management system, (REDACTED), is Spring Technology primary tool for monitoring activity and control. The platform tracks all of Spring Technology internal activity, from initial conversation through to placement and invoicing, ensuring high service visibility and transparency. The system maintains data relating to all of Spring Technology Temps, permanent applicants and clients. The system is engineered to monitor and measure all activities associated with the recruitment cycle. Contract Managers have access to group-wide data, delivering a controlled process.

Capturing Diversity Statistics

Diversity statistics are collected as part of the registration of candidates with Spring Technology. We do not intend to use a supply chain for the delivery of this service. Diversity information is collected on an optional and confidential basis. It is made clear to candidates that the diversity questions asked play no part in the recruitment decision and that the information is held separately. This information is included in the reports sent to the Framework Public Body and/or Authority will be used as part of our assessment of the effectiveness of our candidate attraction techniques.

(REDACTED)

3. Out of Hours

We propose to build a dedicated recruitment team that would be committed to understanding the culture, values and vision of each Framework Public Body we work with on the framework. As a result of this dedicated team, Spring Technology will have the capacity and ability to offer 24 hour cover for any urgent requirements or to deal with any issues that may arise.

Typically, the Spring Technology team is contacted by mobile phone to provide the necessary out of hour's services which operates 24/ 7. This service will allow the Framework Public Body to place bookings or to raise any serious issues that have arisen on site. Spring Technology currently offer a 24 / 7 telephone service to over 100 clients in the UK and in all cases this works exceptionally well as a result of the strength of the relationship that the Spring Technology teams are able to build with the local hiring managers. Additionally, Spring Technology proposes to measure response times to all queries within the SLA so that we have full transparency of all response times 24 / 7 and can carry out remedial action if needed

4. Escalation / Complaints

Through a clearly defined account structure, we verify that all communication channels are open, that there are clear lines of accountability and escalation is straightforward. The Account Manager is generally able to resolve all queries at a local level but, should it be required, the Account Director is the next level of escalation with the Managing Director of Spring Personnel (REDACTED).

Spring Technology's robust and proven performance monitoring and reviewing process; consisting of review meetings and management information based on agreed KPIs, means that any issues of non-performance within our service delivery are addressed promptly, openly and proactively, providing rapid resolution and prevention of recurrence

(DIAGRAM REDACTED)

5. Order Cancellation

Order Cancellation

Prior to the commencement of any contractor, Public Bodies will have the option to terminate the order with no financial recourse. However, we would caution the use of order cancellation as it may impact on the framework, respective Public Body and Spring Technology's reputation if it occurs too often.

In the event of order cancellation, Spring Technology will obtain a briefing from the hiring manager as to why the role was cancelled and attempt to locate alternative work for the affected contractor.

Assignment Cancellation

We conduct performance appraisals for our workers on a quarterly basis. The purpose of the performance appraisal is for both manager and employee to have the opportunity to formally review performance and achievements during the appraisal, enabling our account servicing personnel to define the worker's performance objectives and pin-point training needs for the future. The outcome of the meeting should be a clear action plan for Spring Technology and the worker to enable them to achieve their full potential for the remaining period of their assignment, and gain maximum job satisfaction.

As the employer of the worker, Spring Technology assumes responsibility for conducting appraisals on behalf of our clients, with the support of job specific performance input from the hiring management community. We will conduct quarterly appraisals whilst the worker is assigned to the client in order to really understand their performance in relation to the objectives set by their line manager.

Whilst we will aim for performance reviews to be carried out on a quarterly basis, as a minimum, if a worker's performance or behavioural standard falls below an acceptable level they will also receive a performance review/ appraisal at this point.

(REDACTED)

Quarterly appraisals will be supported by regular team meetings with the client and Spring Technology, as well as round table sessions amongst other client employees, during which we will discuss their perception of the performance of the workers, and any differences which they perceive to exist in the performance of the contingent workers in comparison to client permanent employees.

1.3.5 Tenderers must provide a mobilisation plan including key team members and stakeholders roles and responsibilities, tasks for completion by your staff, key dates and deadlines, proposals for marketing the new framework nationally in both rural and urban areas.

1. Mobilisation Approach

Spring Technology has considerable experience in implementing successful large scale frameworks such as Buying Solutions, GPS/CCS and MSTAR. There are several factors which we believe will drive the success of this programme, and will help to minimise risks. Spring Technology's experience is that the most successful mobilisations occur when we:

- Conduct a thorough analysis of clients' requirements,
- Create a clear plan of action, and then executing that plan,
- Continually work closely with our client/s
- Engaging in clear and effective communication on a regular basis.

It is essential that the Authority and the Framework Public Bodies are fully immersed in this process via the provision of appropriate sponsors.

We have attached a full project plan, but would welcome the opportunity to agree timescales and key dates – as we have only provided indicative timescales at this point. Below is a summary with key details of some of these primary factors – each of which will contribute significantly to the overall success of this framework mobilisation:

(REDACTED)

2. Mobilisation Governance

Executive Steering Group

The Steering Group will comprise senior stakeholders from both Spring Technology and the Authority. This will include the active participation of these senior stakeholders to ensure the appointment of the new contract is mandated throughout businesses, as well as acting as decision makers and a point of escalation during the transition process. Attendees from Spring Technology will include:

- Executive Sponsor
- Account Director
- Account Manager
- Relationship Manager
- Delivery Manger

(DIAGRAM REDACTED)

Project Review Board

The Authority will be required to appoint a project sponsor or project manager to be the first point of contact for the Spring Technology mobilisation manager and to work alongside them during the transition phase.

This individual should be a person empowered to make decisions regarding the project or that has a relationship with the decision makers, as well as being able to facilitate communications with the existing supplier(s) and the Authority hiring community.

The man-hours required from this individual are dependent on the size of the organisation and different work-streams of the project but in Spring Technology's experience this typically takes up between 50% to 90% of their time.

(REDACTED)

Due diligence participants

In order to focus the timelines for due diligence, which are typically between 1-3 weeks dependent on the size of the organisation and the number of participants required, it is recommended that Spring Technology and the Authority prepare a due diligence timetable highlighting the participants and time commitments required prior to the initial communications to the business.

As highlighted, a cross-section of the following participants are required to be available during the due diligence period.

- Incumbent supplier/Current resourcing team (if applicable)
- HR Stakeholders
- Key Hiring Managers (defined as those with significant stake in the solution, i.e. regular users of the current service)
- Supplier Management /Procurement
- Finance
- Risk/Compliance/Internal Audit
- IT.

Spring Technology will discuss the exact project resource required as the tender process progresses.

The following highlights the Spring Technology mobilisation roles and responsibilities.

(TABLE REDACTED)

4. Marketing the Framework

We have an inhouse marketing team and access to an external media agency, both of which we plan to leverage to 'market' the framework nationally. In conjunction with this, we plan to use the following methods:

Framework Relationship Manager

We will appoint (REDACTED) Framework Relationship Managers (or 'framework champions') to promote the utilisation of this frameworks with our existing Public Sector client base whilst also recognising the geographical demands of delivering such services. In our experience, the Public Sector seeks local expertise and knowledge as well as technical excellence and our structure addresses this.

Their role will be to promote the partnership as he engages with Spring Technology and Adecco Group clients. They will be able to demonstrate the key developments that we have put in place and the improved efficiencies that the Spring Technology / Authority partnership can deliver over the current approach to procurement.

They will review our approach to ensure it continues to align with the framework aims, and that all parties are collaborating effectively. Their key responsibilities are:

- Promotion of the framework
- Key point of contact and to act as a facilitator with other stakeholders
- Facilitate continuous improvement and the transferral of best practice
- Provide reports to Authority regarding uptake.

Spring Technology is committed to the Authority partnership and we wish to build on it, and overtime, improve our approach in promoting the partnership. We are ideally placed to promote the partnership across the public sector, including across our existing extensive client base. Our extensive work with Buying Solutions, GPS and MSTAR have given us keen insight into how best to market frameworks.

We are well aware of the 'snowball effect' that the more public bodies we are able to secure the greater the case and momentum to encourage others to use our frameworks. We are also well aware that the

(REDACTED)

demonstration of value for money and the delivery of best in class services are fundamental to this increased use – our proposals for management and delivery reflects these aspirations.

Promotion of the Partnership

Promotion of the Partnership will be undertaken through knowledge-sharing events, including our own client forums and events aimed at Scottish services. Alongside this, we would like to explore with Authority opportunities to do this jointly with our existing client base.

Spring Technology have access to a dedicated Marketing Team of (REDACTED) specialists, who manage an annual advertising budget (REDACTED). Our database holds (REDACTED) IT professional candidates, we partner with LinkedIn and other social media organisations. This channels a total of (REDACTED) CV's per day. We will leverage this function and budget in support of framework promotion activities and planning.

Spring Technology supports a number of Industry Forums and regularly hosts seminars, workshops and conferences which will provide additional opportunities for promotion and dissemination within and beyond the Partnership. Furthermore, we increasingly encourage e-communication for promotion of our activities, including email, extranets and internets – particularly knowledge-sharing forums.

We are confident that our proposals for Performance Management and the KPI engine will:

- Prove valuable in demonstrating the benefits of the partnerships to clients and in
- Provide success stories for sharing around the Industry in
- Support the Framework and its increased use.

Supported by this enabling technology, we have significant skills and experience in creating the feedback loops that turn data collection and processing into organisational learning and innovation. By operating benchmarking clubs, both virtual and physical, parties can network away from the job, benefit from the resources offered by other practitioners, share their experiences and learn from each other.

Additional Promotion activities we can include are:

- Adverts in relevant trade press to raise awareness
- Organisation's website advert re: the framework
- Supplier awareness day
- Item on the agenda of local procurement conference
- Attendance at national procurement conferences/events dependent on audience
- PIN notice in OJEU with relevant CPV codes
- Direct / indirect soft market test.

Marketing the Partnership; This will include a dedicated Authority microsite to promote the framework. This includes:

- A password protected area on the website with links to pages on appropriate Spring Technology business websites
- Placement of the Scottish Government logo on all Spring Technology exhibition stands at major national and regional events and on our web site
- Mention of Scottish Government in relevant Spring Technology customer newsletters which are distributed on average three times a year

We will work with the Authority to produce and use sales material in the field that encourages use of the partnership. We propose to develop a detailed communications and promotional activity plan along with associated resource and budget allocation in support of the agreed key areas for development. Appropriate controls will be agreed with the Authority to measure effective performance against the plan.

(DIAGRAM REDACTED)

(REDACTED)

Example Collateral

Below are a few examples of the type of collateral we can produce for the framework:

1. Dedicated LinkedIn Page

(REDACTED)

2. Client Microsite

Mobilisation Plan

(REDACTED)

(REDACTED)

1.3.6 Tenderers must provide a risk register, detailing any risks and the proposed mitigation measures you have identified in relation to the mobilisation of the framework and general service delivery, including risk likelihood, impact and mitigation.

Mobilisation Risk Register

Through Spring Technology's extensive experience of managing mobilisation programmes, a number of potential obstacles to success have been identified. The major challenges likely to face the Authority in mobilisation can be summarised as:

(TABLE REDACTED)

Framework Risks

Spring Technology is highly experienced in delivering this type of service across Scotland and the wider UK and has a sound and robust method of implementation, delivery and continuous service improvement. This method has contingency and risk management as a fundamental part of Spring Technology's role. We identify and proactively avoid issues which impact on successful service delivery.

We believe the primary area of risk to the ability to deliver to the framework agreement Service Levels is Disclosure Scotland checks. These clearances can cause delays in the recruitment delivery process. Spring Technology will always work proactively to identify and clear appropriate resources creating a pool of suitable vetted individuals to meet the Service Levels required. However, new resources attracted to the candidate pool or those previously without clearance will require processing. Spring Technology's current experiences show clearance to enhanced level is taking up to 10 working days but the process can take longer. Our ability to hold pre-vetted candidates for enhanced/standard Disclosure is limited by client acceptance or not of candidates with pre-held clearance.

Spring Technology recognises there are other risks appropriate to this framework specifically:

(TABLE REDACTED)

(REDACTED)

1.4.1 Please describe how your organisation proposes to ensure service continuity and the availability and retention of suitably skilled and qualified staff (both recruitment consultants and temporary workers/candidates put forward to fulfil temporary assignments) to meet framework requirements.

Your response should demonstrate that your organisation proposes to commit to being a best practice employer in this respect in the delivery of this framework; that your company takes the engagement and empowerment of staff seriously; takes a positive approach to skills and training; and demonstrates organisational integrity with regards to the delivery of those policies.

You should provide tangible and measurable examples that can be monitored and reported during framework and contract management procedures.

Workforce planning & candidate pooling

Assisting Framework Public Bodies with service continuity will require a proactive approach to candidate attraction. This means working with hiring managers to understand likely requirements over the coming months, and targeting the best contractors working locally and in your specific resource fields.

Pools of pre-screened contractors (who have been technically and personality matched to Framework Public Bodies) will be ring-fenced within our database. This method provides access to high calibre candidates that may not normally reply to adverts or be proactively searching for new roles. It also fosters long-term relationships with professionals in the industry. This pool will support service continuity by providing the breadth and depth of candidates to support peaks and troughs in demand.

Once a pool of quality contractors has been established, we maintain regular contact, tracking them throughout their projects with different organisations. This means we have advance notice of quality candidates' availability and can encourage them to use Spring Technology for future assignments. Spring will update the Authority regarding these candidates before they re-enter the candidate market.

Candidate attraction & networking

Spring Technology will use a range of techniques to source high quality contractors for the Framework Public Bodies. The chart below shows the proportion of techniques used for all Spring Technology roles. Our consultants use their knowledge of the recruitment market to design the best sourcing approach for each role. However the majority of these attraction techniques are carried out by our consultants on an ongoing basis, as they are constantly building networks of experienced and proven contractors who can be called upon at short notice.

(DIAGRAM REDACTED)

Best Practice Employer

Spring Technology are dedicated to earning the trust and loyalty of our candidates, Framework Public Bodies, the communities in which we operate and one another, by performing our work in accordance with our core values of respect, responsibility, honesty and integrity. Spring Technology have a network of branches that work and support local communities beyond offering employment opportunities. We run the Spring Technology Way To Work campaign supporting 18-24 year olds into employment through advice, support and up-skilling, work experience and our career centre. Colleagues throughout the country recently took part in a "Street Day" where we engaged over 8,000 young people to support them in their search for employment. Local branches also live and breathe this support year round through pro-actively visiting colleges throughout the year to share CV and interview tips. The importance of assisting young people in finding employment is echoed and supported throughout the Spring Technology Hierarchy. CEO, (REDACTED), worked closely with Deputy Prime Minister, Nick Clegg to launch the UK's 'Opening Doors Campaign' to support young people through local communities across the UK. Through working closely with local communities to engage young people and local educational establishments, we are able to reach a strong pool of apprentices and trainees with opportunities of this nature and connect them with our clients.

(REDACTED)

Workforce Skills and Training

Technology Led

Spring Technology are able to provide a range of training modules to Framework Public Bodies at no additional cost. We use our market leading assessment tool to work, evaluating our candidates' work motivations and, better still, assessing the fit between their preference and your work environment.

Keeping up to date with the latest trends, skills and market expectations isn't easy and often requires a lot of effort. AdeccoXpert is an online testing tool that allows businesses and their staff to stay ahead of the game.

We will use our market-leading assessment portal to work, evaluating our candidates' work motivations and, better still, assessing the fit between their preferences and your work environment. We'll answer your 3 most important questions:

- Can the person do the job?
- Will the person do the job?
- Will the person fit our work environment?

Right-Result guarantees more skilled, motivated and well-suited additions to your team. Our Consultants have access to over 450 assessments, looking at 3 key areas:

- Can Do determines if a candidate has the necessary skills to perform the tasks required.
- Will Do identifies and measures a candidate's motivation and expected behaviour at work based on Reliability and Conscientiousness; Stress Tolerance; Contact/Interaction with others; Motivation and Energy.
- Will Fit identifies the preferred working environment of the candidate and compares it with that of the vacancy.

For more advanced positions OPQ32 psychometric assessments can be used. By conducting a thorough, objective assessment in advance, interview time can be maximised. There's no better, faster or more cost-effective way to assess a candidate's skills or suitability.

(TABLE REDACTED)

Community Led

Spring Technology branches also work closely and in partnership with other service providers to support other local residents from various backgrounds. For example, our branches engage with local training providers and local charities, such as MENCAP to ensure our opportunities are accessible to all. A recent example is where we support (REDACTED) largest training providers with recruitment, such as (REDACTED). We hold open days and share recruitment opportunities with the organisations and their clients as a way of developing candidate pools and extending access to opportunities to. For example, a number of branches work directly with the Job Centre and local training providers on annual recruitment campaigns to support their clients with seasonal increases in their temporary workforce. This provides a number of diverse group's employment opportunities including invaluable experience for the long term unemployed. We also currently take referrals for candidates whom have completed their apprenticeships assisting many young people into work. If successful with this bid we will have the opportunity to further expand the relationship relevant to the increased number of opportunities.

Once people have engaged with our local branches we work closely with associates in helping them pursue their ambitions. We have an in house testing platform can be used to assess skills and ability. Using this, we can then assess possible employment opportunities within their chosen fields to gain the right experience to progress their careers. We can also support them in finding the right courses and training to up skill and develop. We also prioritise the development of the local workforce within our market research as an organisation. Spring Technology ran a national campaign; Unlocking Britain's Potential, where we assessed employer's requirements from their workforce and what development

(REDACTED)

needs to be offered to our current and future employees across Britain. This could be from Schools, Colleges, training providers or directly from employers. We actively shared our results from this research with our local branch communities to help with the wide spread understanding of what can be done to enhance the capability of both temporary and permanent workers throughout their academic and professional careers.

As well as supporting the local residents with employment opportunities, Spring Technology are committed to supporting the economic environment within the borough. It is important to ensure that local SME's are given opportunity to work with Managed Service Providers within their local markets. As a Group, we currently operate a number of Managed Services across London and at least 30% of spend within each is with local SME's. This is something that we look to continue. In order to ensure we work effectively in supporting local SME's, we operate a tier system across certain areas of our supply chain to ensure they are given a fair opportunity to support.

The ethos of the Social Value act is to support in generating social, economical and environmental benefits for communities. As an employment agency we strive to do the same through our core values of; respect, responsibility, honesty and integrity, and through the mentioned initiatives. Our strategies encourage and enable our local branches to support their local residents in their search for employment and development of their futures

Monitoring and Measurement

To enable us to measure and report on the success of these initiatives we can access real time information of the workforce that we provide Framework Public Bodies through our technology platform, Bond Adapt. When placing associates, we request information relating to the associate including; gender, race, religion, age range and post code area. This enables us to understand the diversity of the temporary workforce and ensure that we are supporting all local residents throughout the communities we operate in. Through monitoring these areas, we can identify where our initiatives are being successfully implemented and delivered and by which parties within our supply chain. It also enables us to address areas of our strategy need further development, in terms of both execution and supplier understanding, to make sure the diverse communities continue to benefit.

In order to ensure continued success, we also issue customer service surveys to both line managers and associates. This aids us in ensuring we provide not only social benefit, through offering employment opportunities and continued support to the boroughs temporary workforce, but that we deliver an exceptional service to the our clients hiring managers. Associates will be able to feed back on, among other things; their previous background, the development they have gained from their role, and the support and service they have received from their agency.

Both of these tools enable Spring Technology to monitor and evaluate the initiatives that we have in place.

Staff Development

Spring Technology's people strategy is focused on ensuring we have the best people in the right roles in order to create the best teams. Our people are encouraged to be creative, as we recognise this creativity is vital in ensuring we provide our clients with the best solutions. Spring Technology's flat hierarchy and open door policy creates a consultative and flexible way of working, enabling our teams to be results and action oriented.

Spring Technology is committed to a programme of personal and career development for all levels of staff. We aim to assist staff with performance improvement in their current role and offer a comprehensive range of training courses enable those interested to prepare for promotion. We support the development of our staff through the promotion of qualifications via recognised training bodies, as illustrated below:

- *The Chartered Institute of Personnel and Development (CIPD) qualification*

(REDACTED)

We actively encourage staff to train for their CIPD qualification as we believe it leads them to gain a better understanding of industry best practice and legislation and consequentially offer a better service to our clients.

- *International management diploma (IMD)*
IMD is one of the world's leading business schools with over 50 years' experience in developing the leadership capabilities of international business executives. We offer our staff a three-year training programme via the IMD, which provides a range of organisational learning activities including degrees, partnership and leadership programmes.
- *The Learning Portal*
Spring Technology offers all its employees access to our online training portal, the Learning Portal. The technology allows employees to develop career development programmes specific to their needs, as well as learn according to their own interests and time constraints. The Learning Portal offers over 1,000 free training courses with a range of testing and training programmes. Packages range from technical courses to leadership, certification, customer care and languages.

Spring Technology supplements this e-learning with instructor-led training and training bites led by our managers, as well as on-going coaching across key divisions and sites.

- *Social Talent*
The first key element is the recruiters themselves. As previously referenced, all Spring Technology recruiters go through an induction process and we actively encourage account specific training and familiarisation as part of implementation. In addition, as with all Spring Technology employees, a personal development plan identifies ongoing training needs. Some parts of this are standard, such as the Social Talent training course. This whole process ensures that recruiters are fully familiar with all of the tools at their disposal.
- *New hire employee orientation*
New starters are required to attend an induction course. The course includes a presentation from a senior member of the company and an overview of the company's key values, which include excellence, professionalism, ambition, innovation and passion.

We carry out probationary reviews and annual appraisals with all our staff using the appraisal report to highlight strengths and areas where improvements can be made. Line managers then work in partnership with Spring Technology's dedicated HR and Learning & Development Business Partners to identify specific training needs and create tailored personal development plans for each individual.

- *Recognise Long Serving Members of Staff*
Staff are incentivised by length of tenure i.e. 5 years, 10 years, 15 years. Incentives vary from financial remuneration through to company recognition events

1.4.2 Tenderers must provide details of how they will deliver continuous improvement throughout the duration of the framework. Your response must describe details of any measures to achieve greater efficiencies, simplify processes, and minimise errors and generally improve quality of service for the framework duration.

Spring Technology prides itself on the delivery of contracts which continue to evolve in line with our client's requirements, building on best practice and market innovations, to deliver services which deliver added value and year on year efficiencies to our client base.

Areas where we have delivered innovations and improvements in partnership with our clients include:

1. Continuous Improvement Plan

The Framework Lifecycle Plan (FLP) is a core part of our delivery approach and has been devised to support Spring Technology's continuous improvement methodology and provide governance, from an account management perspective, throughout the contract tenure. The FLP is owned by Spring Technology's senior operational managers and comprises of a number of key tasks. It draws on the expertise of other centralised Spring Technology's teams (Compliance, Pricing, Finance and Business Quality) – at agreed points in the contract duration – to work with the account management team to deliver a high level of customer service to Framework Public Bodies. The account lifecycle plan is completed at the end of the implementation period and will be bespoke to the Authority. Due to the dispersed nature of the Public Sector Framework Agreement, we will require one overarching FLP for the framework agreement and smaller / personalised ones for the Government Departments – tying into the main agreement.

(DIAGRAM REDACTED)

1.1 Circle of Continuous Service Improvement

The starting point is the Statement of Requirements. Spring Technology consider this to be the benchmark of the expected service the Authority and Framework Public Bodies can expect. As the Framework Public Bodies are engaged, this information is then used to identify key areas for service improvement, at a local level and where further customisation and cost savings can be identified. This becomes the benchmark and the process forms a continuous loop which means that each element of the service is revisited regularly and developed in keeping with changing business needs.

(REDACTED)

1.2 Building Continuous Improvement into the Contract

Continuous improvement and innovation will be also discussed in performance reviews. Through an agreed management approach of weekly, monthly and quarterly business reviews, we will discuss key operational and strategic matters with the Authority and Framework Public Bodies.

(REDACTED)

In order to support and improve KPI fulfilment, we will build on:

(REDACTED)

Continuous improvement and innovation will be discussed in performance reviews. Through an agreed management approach of weekly, monthly and quarterly business reviews, we will discuss key operational and strategic matters with the Authority.

(REDACTED)

2. Application of LEAN principles to the Framework (Simplification)

Since 2012, we have been enhancing the capabilities of our centralised service delivery functions at each of our national recruitment centres through an ongoing business change and improvement project, carried out in partnership with PwC.

We will apply these lean principles to the Framework when streamlining hiring and contingent labour-related processes and procedures.

The Lean project has provided a detailed due diligence analysis of existing delivery methodologies, behaviours, performance, capability, customer value and leadership. This analysis tracks every element of every process, working closely with existing onsite and offsite client account teams, to understand the specifics of the end to end hiring cycle to then determine the opportunity to eliminate waste and increase efficiency.

The Lean Performance Management System we have put in place has significantly increased the capacity of our off site delivery functions, which has in turn improved the quality of service delivery to our clients. As a direct result of the project's implementation, we are able to provide scalable delivery resources to support peaks and unforeseen recruitment demands quickly and efficiently, to meet the changing needs of our clients.

Areas of Focus:

The below figure outlines core areas of focus for this system which we would apply to framework:

(DIAGRAM REDACTED)

3. Satisfaction Surveys

Framework Public Bodies

Our relationship manager will be in constant contact with hiring managers. Through strong relationship management techniques, they will proactively probe into any issues, obtaining feedback as part of their daily work activities. Where appropriate, specific feedback will be logged as actions and included in the data produced for the service review meetings, along with the corresponding results.

For a more general, wider reaching feedback survey, we can also provide an online customer satisfaction survey facility which enables us to measure each element of our performance.

In our experience, online surveys are only effective when the majority of hiring managers are aware of the process and genuinely believe the information will be reviewed and actioned. This process therefore must be closely managed – and marketed to a certain degree – on the ground, via the on and off site delivery consultants.

Quarterly customer satisfaction surveys will be sent to all hiring managers that have recruited candidates during the time period being assessed. The results will then be collated by the management information (MI) team, who will send them on to the account manager to follow up any satisfactory or poor results.

Candidate

For candidates, our overarching aim is to provide a seamless recruitment service so that they perceive that they are interacting with one team, whether they are dealing with the Authority or a Framework Public Body. Strong relationships with qualified candidates result in improved process metrics, increased hiring manager satisfaction, and improved candidate satisfaction and retention. Our contractor care team and contractor 'charter' also aid in candidate satisfaction – as we put their wellbeing at the core of our service delivery.

Spring Technology will operate a 360 degree feedback process whereby performance and customer satisfaction is regularly collated and reviewed with any appropriate remedial measures being taken.

(REDACTED)

Electronic automated satisfaction surveys will be sent to all candidates, successful or not. To drive this we have a dedicated, centralised customer satisfaction and feedback team whose activities include:

(REDACTED)

4. Value Alignment

We understand continuous improvement to be a core tenant of Scottish Government's current drivers. This is a key component of the 'Scotland Performs' initiative with seven purposes; Spring Technology is a key partner in Scotland Performs. Scotland Performs measures and reports on your progress as the government in Scotland – and we plan to replicate these principles in our approach to continuous improvement for this Framework

(TABLE REDACTED)

(REDACTED)

1.5.1 Tenderers must provide details of proposals to support Scottish Government to meet overall Sustainable Procurement Policy through this framework agreement. This may include schemes such as:

- Electronic invoicing;
- Video conferencing for meetings;
- Green travel policies;
- Promoting careers in the Temporary and Interim Staff industry;
- Providing training opportunities and support to achieve qualifications;
- Supporting local communities e.g. sponsorship of local clubs etc.;
- Using social enterprises to support delivery of services.

Your response must demonstrate the steps you will take to deliver community benefits through this framework agreement, how these steps will ensure benefits are realised and the benefit that each step will deliver to communities.

1. Value Alignment

Scotland is currently enjoying a wave of social regeneration, with the highest employment rate of the four countries in the United Kingdom. We would welcome further discussion with the Authority and/or respective Framework Public Bodies to discuss how we could incorporate lessons learnt and initiatives from other accounts where social responsibility is woven into the contract.

Our sustainability agenda's are very much aligned. Your below vision statement resonates with our own corporate plan:

"To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth."

We strive to create and sustain a welcoming, fair, and ultimately enjoyable working environment for our colleagues and associates, and to support them in achieving their professional and personal goals. We must comply with all applicable legislation and internal rules. As partners to our clients, shareholders, public authorities and other stakeholders, we are reliable, competent and committed to a sustainable and inclusive service.

(DIAGRAM REDACTED)

Spring Technology strives to create community ecosystems wherever we operate. This is achieved by creating an operation which is reflective of the surrounding community. Staffing branches with local people, using local SME suppliers and supporting regional clients supports a policy of social regeneration.

2. Social Regeneration Initiatives

The following are a list of several CSR campaigns we have successfully deployed over the last 18 months.

2.1 Supporting Local Communities

Spring Technology strive to create community ecosystems wherever we operate. This is achieved by creating an operation which is reflective of the surrounding community. Staffing branches with local people, using local SME suppliers and supporting regional clients supports a policy of social regeneration.

An example of this is our CSR programme where we sought to work in partnership with Jobcentre Plus centres to assist in providing training and careers advice to highly skilled candidates that had been made redundant during the recession and help them back into work.

(REDACTED)

At the time (REDACTED) were seeing a major increase in the number of customers coming through and needing their assistance. At this time they also saw a large increase in those customers who they classified as coming from professional end of market, i.e. they were highly skilled. (REDACTED) had less to offer these customers with regards to support and this was a major concern to them. They were pleased to partner with a credible organisation who could offer the advice and support needed by their customers - a partner who had the capability to link them to suitable roles - and hopefully find them suitable employment.

Spring Technology devised a programme to cover the key areas that the customers were concerned with which included, CV writing, interview advice, accessing roles and networking. The programme allowed all customers to link-up and networking was encouraged. An additional result from the workshops we have been running was that they have managed to build relationships and support groups which have also assisted with the job search.

Our workshop assisted with those candidates looking for work successfully finding a role. Over 60% of those people who attended the outplacement sessions found a role within three months.

2.2 Providing training opportunities and support to achieve qualifications

Although many workers have retained their employment in the past few years, the relatively low turnover in many roles has left almost an entire graduate generation struggling for meaningful work that reflects their skills and abilities. A huge number of recent graduates have struggled to find that all important first role following the completion of their studies, and the very real risk is that, if those roles are not generated very soon, we stand to irrevocably damage these young peoples' long-term employment prospects.

At the same time, many of the in-demand roles across all industry sectors, in 2014, demand some level of new media and IT skills – something our younger generations often have greater experience of than the more established workforce.

Spring Technology helps address youth unemployment in a number of ways. Our UK CEO (from Adecco Group), (REDACTED) has worked with Nick Clegg and the Deputy Prime Minister's office on the Opening Doors campaign, driving the social mobility agenda and ensuring a fair and open route to jobs for young people from all backgrounds. This manifests itself in our work with schools and higher-education institutions to assist with CV writing and interview techniques, but has also driven a broader awareness of the advantages companies can gain from a strong apprentice or work experience programme.

In addition, our Groups 'Next Generation' programme is a very successful alternative to the traditional graduate scheme approach many companies have taken in the past, which can leave participants with a broad base of knowledge, but little in the way of specific skills, and often no guarantee of a role at the end of it. Next Generation focuses its efforts in IT and technical services, and sources, selects, on-boards and cares for the workers, providing them with ongoing training as well as pastoral care, relieving the pressure on internal HR departments and delivering up fully-fledged recruits at the end of the programme.

2.3 Disability Talent Pool

We understand diversity and equality are at the forefront of many public sector organisations agenda at the moment. We are well placed to assist Public Bodies in attracting a wide range of diverse candidates. Below are examples of where we have successfully deployed these strategies:

- (REDACTED) awarded (REDACTED) the first Gold Standard for its success in business diversity. One of the unique programmes that helped (REDACTED) to achieve this accreditation was the introduction of the disability talent pool, designed in conjunction with Adecco Group, to encourage applications from disabled people for roles within (REDACTED). Through this talent pool, every disabled candidate that meets the minimum person specification for the role is guaranteed an interview.

(REDACTED)

Disabled applicants who subsequently get through to second interview, but who are ultimately unsuccessful in their application, are then automatically placed into the pool due to the fact that, in spite of their disability, they have been able to demonstrate skills and attributes which are attractive to (REDACTED). By flagging these candidates within the system, we are able to ensure that our recruiters receive message prompts to indicate the suitability of disabled applicants for particular roles, thereby creating an environment which is fully inclusive of the disabled community.

- The disability talent pool has been extremely successful, allowing us to meet and exceed (REDACTED) 6-10% inclusion targets for this particular diversity stream. As a result of this success, and in response to our ability to meet (REDACTED) targets (18-29%) at the candidate attraction stage, but not at the actual placement stage, Adecco is launching the (REDACTED) talent pool to ensure we meet our targets at every stage of the hiring process, from attraction, to interview, to placement.

2.4 Promoting careers in the Temporary and Interim Staff industry

The social and economic contribution of companies Spring Technology and our parent (Adecco Group) to the world of work has never been of greater value. Our day to day activities – as well as global and local programmes enable or improve the way to work for hundreds of thousands of people.

We help people of all backgrounds find their way to work – those starting out on their careers and experienced professionals, people with diverse ethnic backgrounds, levels and types of skills and ambitions. Better work, better life is what we know about. As the global industry leader, we feel it is our responsibility to improve the world of work for everybody.

Way to Work

Adecco Group colleagues from across the globe united to tackle the growing problem of youth unemployment as part of the “Way to Work” initiative and heavily invested in being in touch with key employment initiatives.

Our aim was to encourage, inspire and create optimism through actively listening to the employment market. We found that young people have been hardest hit by the worrying shortage of jobs in the UK and recognised that we need to be in touch with communities in order to inspire, innovate and succeed. In the UK alone, the unemployment rate for 16-24 year olds is three times higher than for the over 25s.

Representatives from each of Adecco Group’s family of brands held careers clinics at schools, colleges and universities around the country, with teams promoting the activity on the streets.

In the UK alone, we achieved some exceptional results:

- Participation from over 1000 consultants
- 70 consultants and managers running career clinics at seven universities
- Presentations given at 75 schools
- CV, interview and careers advice delivered to 10,000 people
- 31,134 click-throughs to waytowork.com.
-

2.5 Green Policies

Adecco Group has set an emission reduction target of 12% by 2022 and we expect to reach this goal through concrete action such as:

- Decreasing our use of electricity and fossil energy
- Decreasing the amount of CO2 emissions through the reduction of air miles flown
- Increasing the number of environmentally friendly cars in our fleets
- Decreasing the amount of paper used and increasing the use of electronic documents
- Increasing the proportion of environmentally friendly paper where possible

(REDACTED)

- Encouraging the re-use and recycling of paper
- Encouraging the use and recycling of other recyclable products.

We recycle whatever we can – paper, ink cartridges, mobile phones and equipment. At the moment, at least 50% of our stationery is from sustainable forests. Fair-trade and organic products are provided in all our staff kitchens and we're assessing how to process food waste. We have asked our cleaning companies to use environmentally friendly and non animal tested products.

- Non-renewable resources will be conserved as much as possible.
- Recycled materials will be utilised wherever practicable and cost effective.
- Use of paper will be minimised through the use of as much electronic storage as is practicable IT systems allow optimum electronic filing of documents reducing printing and storage of hard copy documents.
- Where hard copies are essential e.g. legal, accounts, HR, we utilise external scanning services so all documents are stored remotely in soft copy reducing subsequent dependence on hard copies.
- As a last resort where paper hard copies are required to be produced, both sides of the paper will be used.
- Waste paper will be collected separately from the main garbage and recycled.
- All toner cartridges are recycled via a charitable organisation.
- The Company use recycled toner cartridges where the reduced printing performance does not impact negatively on the business.
- Fluorescent light fittings are collected and removed and taken for recycling.

The group is committed to minimising landfill and will recycle most office waste products; however certain wastes i.e. food will be disposed of using landfill. Wherever possible we will ensure that transportation and disposal of waste will comply with current safe practice.

Where practicable and possible the elements of waste produced by Company activities will be recycled. These include paper, card and cardboard, bottles and cans (both steel and aluminium) and recyclable plastics. In all cases waste disposal will comply with current laws and regulations.

2.6 Video conferencing for meetings

Whilst we endeavour to meet all candidates and clients face to face wherever possible, we realise there may be circumstance where this may not be possible.

We have a range of video interview technology at our disposal, such as Skype, WebEx and GoToMeetings.

(REDACTED)

2.7 Electronic Invoicing / timesheets / contracts

Spring can offer full electronic documentation so our clients and candidates need not receive any paper based communication. This is done via our contractor portal. This self-service online portal is for the management of timesheets, invoices and remittance advices. In addition, Contractors' contracts are issued and accepted via this portal, including any client specific contractual documentation e.g. non-disclosure agreements and confidentiality agreements. It automates the time-sheeting and expenses process and provides stakeholders with visibility to accurate and real-time billing and payment data.

(REDACTED)

Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this

Based on our understanding of the framework, we do not believe TUPE will be required to deliver any of the services in scope. However, in the event TUPE is required in the future, we have provided a method statement as to how we would perform the transfer of undertaking.

As a Group, we have extensive experience in managing the transfer under TUPE of in-house recruitment or HR personnel or resourcing professionals employed by other service providers either as a result of a sole incumbent relationship or through the provision of discreet contracted services.

Below we have provided method statements of the transfer of staff and for the migration of existing contractors:

In-house Recruitment Team

Through our extensive experience of transferring staff into Adecco Group (REDACTED), we have developed a tried and tested approach with experienced HR professionals who oversee any TUPE programme. The programme provides strong and clear support and reassurance from a very early stage and ensures that the integration process is as smooth and seamless as possible.

For all organisations we have worked with, the key to seamless staff transfer is an effective and accessible communications programme, which ensures that each individual obtains all possible information and understands fully what the transfer will mean to them.

Our TUPE programme comes into effect from the initial point of contact with at risk staff. The programme works best by focusing on a variety of activities to ease the integration process and reassure all individuals transferring. For all transfer programmes we appoint a dedicated Staff Integration Manager who is responsible for organising a multi-level communications initiative.

Based on work that we have undertaken in public sector and other private regulated business sectors we have developed a close relationship with, and understanding of the role of, trade unions at National, Regional and Local level. We recognise the important role of the unions, and agree recognition rights to the trade unions who represent transferring staff. We always comply fully with the TUPE Regulations in respect of trade union representation of staff during a transfer and undertake appropriate consultation with unions and staff groups on a regular and continuing basis.

Our TUPE programme provides strong and clear support and reassurance from a very early stage and ensures that the integration process is as smooth and seamless as possible.

As part of our TUPE programme, we ensure that all staff are effectively inducted into Spring Technology and that they are able to deliver the service immediately. During the very early life of the contract, we will deliver knowledge training for managers that will be complemented by a 2-day management workshop for all line managers.

Contractors

Migration

Our Group in-house HR, legal and implementation teams are industry leading experts in migration and work closely with our account teams, impacted employees and clients to ensure a smooth transition.

Spring Technology uses our wealth of experience, proven processes, and industry best practice techniques to ensure that bespoke transfer plans are developed which allow us to effectively introduce change of circumstances to individual agency workers affected by the transition in question.

Traditionally there are three types of migration strategies we can deploy. An approach is agreed with client and we then initiate the relevant next steps as listed below:

(REDACTED)

(DIAGRAM REDACTED)

Internal client communications

Prior to the initial communication with the workforce, Spring Technology will recommend that the client hiring community is updated on the upcoming transition process. From experience, we are aware that workers will direct their initial questions to their hiring manager, and it is important that they are in a position to put the worker at ease and direct them to the correct Spring Technology contact who will be able to immediately resolve any queries they may have in relation to the transition process.

Initial communication to workers

This initial communication is delivered by the incumbent supplier and outlines the upcoming change to the workforce. Spring Technology ensures that we have control and input into the creation of this piece of communication in order to make sure that it meets the specifics of requirements and communicates a message which enables us to engage with our workforce in the most positive manner.

Presentation to workers

The presentation can be in the form of a large conference or it can be carried out within smaller groups. The method of communication will be selected based upon the specific requirements of the customer. During the presentation process, the workers will be issued with transfer packs and an additional overview of the impending transfer process.

Worker one-to-one consultations

Following the presentation process, Spring Technology offers the workers the opportunity to have a formal one to one meeting with one of our representatives. This provides them with a unique opportunity to discuss any queries they may have in relation to the transfer process, whilst providing us with an opportunity to promote the benefits of the transfer and to define our company profile. This enables us to engage and motivate each of these new members of our contingent workforce.

Case Study Transferring People under TUPE Regulations at (REDACTED)

We successfully managed the transfer under TUPE regulations of two teams in two stages:

- Firstly, we transferred a team of people who were the existing on-site (REDACTED) in-house recruitment function managing IT contract recruitment.
- Secondly, we transferred people working for (REDACTED) in (REDACTED) and (REDACTED).

For both exercises we managed all processes in consultation with our HR department to ensure compliance to the spirit as well as the letter of the TUPE regulations.

(REDACTED), the people affected and the outgoing supplier perceived the transfer of personnel as highly successful. The project was completed within agreed timelines and personnel were quickly and effectively inducted into the company culture.

Other examples of where we have migrated workers include:

Customer	Number of migrated workers	Customer	Number of migrated workers
(REDACTED)	200	(REDACTED)	500
(REDACTED)	230	(REDACTED)	287
(REDACTED)	410	(REDACTED)	200
(REDACTED)	600	(REDACTED)	200
(REDACTED)	200	(REDACTED)	120

(REDACTED)

(REDACTED)	170	(REDACTED)	180
(REDACTED)	100	(REDACTED)	100