

### **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 levels.

#### **The Public Sector landscape in Scotland:**

(REDACTED)

The Public Sector in Scotland includes the 32 unitary local authorities, the NHS, the Scottish Government and other Central Government Public Bodies.

'Public Bodies' describes a range of organisations which have a direct relationship with the Scottish Government or Scottish Parliament, and for which they are responsible. They have a vital role in the delivery of public services in Scotland, as well as a significant contribution to the delivery of the Scottish Government's national outcomes and objectives.

In the last 4 years alone Pertemps has filled over (REDACTED) in the following categories of Public Bodies that make up the public sector landscape in Scotland:

- Executive Agencies
- Non Ministerial Departments (NMDs)
- Executive Non Departmental Public Bodies (NDPBs)
- Advisory NDPBs
- Tribunal NDPBs
- Public Corporations
- Health Bodies
- Parliamentary Bodies
- Other Significant National Bodies including Police, Fire and Rescue services
- Local Authorities

The local authorities are independent of central government, governed by council and are accountable to the electorate for the delivery of services.

Most, if not all of the above aim to fulfil the five objectives that underpin the Scottish Government's core purpose '*to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth*':

- Enabling businesses and people to increase their wealth and more people to share fairly in that wealth.
- Helping people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- Helping communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

- Expanding opportunities to succeed from nurture through to lifelong learning ensuring higher and more widely shared achievements.
- Improving Scotland's natural and built environment and the sustainable use and enjoyment of it.

(REDACTED)

Changes to Scotland's demographics, in the welfare system and the impact of the most recent economic recession, are placing an increased demand on certain public services. Amongst these are Health and Social Care Services, Advisory Services, Council Housing and Housing Association Schemes.

(REDACTED)

Although the population is now expecting more from public bodies, in reality there is now less money to deliver these services, as austerity measures continue resulting in reduced budgets. As such public bodies have had to introduce measures including pay freezes, voluntary and compulsory redundancies, and other efficiency measures, such as collaborative procurement exercises in order that they can not just maintain but increase their purchasing power. Following the outcome of the referendum Pertemps will continue to support the public sector through any resulting change programmes.

(REDACTED)

We understand the need for transparency in our dealings with the Public Sector and the public, particularly in terms of the Freedom of Information act. Through the collation of data and the comprehensive management information we produce we are able to respond quickly and support Scottish Government and Framework Partners in their responses to these requests.

**Framework Public Bodies who will use these services:**

We understand that by implementing the recommendations of the McClelland report, Public Bodies have collaborated to increase their purchasing power in procuring services and goods under collaborative framework agreements. However, whilst all Public Bodies can access the frameworks, we recognise that they have individual business needs and Pertemps will remain flexible in tailoring our solution to meet these unique demands.

We appreciate that it is the responsibility of Procurement Scotland, Pertemps and other suppliers who are awarded places on framework agreements to promote their use across the public sector. During implementation and through the whole-life of the contract we will market and promote the framework to all Public Bodies so that they understand the contractual and financial benefits of using the framework.

As a supplier with over 15 years experience supplying Flexible Employees throughout the public sector in Scotland, we have extensive knowledge of current and future demand patterns. We have significant historical data to draw down from, highlighting peaks and troughs in demand and the reasons why Framework Public Bodies use the framework.

We retain this knowledge through extensive training and investment in our staff ensuring that we are recognised as recruitment professionals with expertise in the public sector.

We deploy diverse recruitment strategies to identify quality candidates from all areas of Scotland. This pool of candidates is continually updated which allows us to deliver to the demands of each Framework Public Body in an efficient and timely manner.

### **How Framework Public Bodies will use the service:**

Our experience points to three main groups of user of the framework:

- Project users
- Operational users
- Ad-hoc users

**Project users** use the framework to support specific projects that require a significant increase in skilled resource for a defined project over a planned period of time.

An example of a Project user is (REDACTED)

(DIAGRAM REDACTED)

**Operational users** are Framework Public Bodies that have a continuous high demand for Pertemps' Flexible Employees to form an integral part of their workforce to support the delivery of core services.

The example below shows how the core Scottish Government has had an on-going demand for between (REDACTED) and (REDACTED) Flexible Employees each week over the last 5 years. The core Scottish Government are the devolved administration responsible for making and enforcing ministerial decisions in all areas for the day-to-day running of the country. There are seven directorates within the core Scottish Government as follows, each of which is headed by a Director-General:

- Communities
- Enterprise, Environment & Innovation
- Finance
- Health & Social Care
- Learning & Justice
- Strategy & External Affairs
- Permanent Secretary

The Scottish Government's requirement for staff grades can range from basic filing and administrative staff or security staff, to Policy Officers or Personal Secretaries. (REDACTED). This has greatly improved the efficiency of the ordering and authorisation process for the Scottish Government HR teams. Our delivery teams then liaise with the hiring manager on the order form to discuss any specific requirements for the role.

(DIAGRAM REDACTED)

**Ad-hoc users** use the framework to recruit Flexible Employees as cover for holidays, maternity/paternity leave, long term sickness etc. where it is not appropriate or realistic to recruit a permanent member of staff. They use much lower volumes than Project and Operational users.

(REDACTED). The use of flexible staff allows these clients to meet service expectations without having to go through a lengthy and expensive recruitment process.

(DIAGRAMS REDACTED)

With access to over 15 years of management information from supplying to the public sector in Scotland, Pertemps is in a unique position to plan for, and then implement, individual recruitment plans for each Framework Public Body, irrespective of their geographical location, skill set requirements or usage volumes and patterns.

Relationship management with Framework Public Bodies is a key part of the Account Management function and we consult with individual Public Bodies to promote the framework and understand their unique needs and how they may wish to access the framework.

Whilst there is a high concentration of Framework Public Bodies across the central belt this is not the only region that will access the framework. Pertemps apply a consistent and quality driven approach to all Framework Public Bodies irrespective of the region or the volume of use.

**Legislative and regulatory contexts at European, UK and Scottish levels:**

All related legislation is discussed and debated at European level. This can take many years with much iteration as with for example the Agency Worker Directive. Eventually having considered representation from all members of the European Union a Directive is written into European Law.

Individual countries must then review and interpret the general principles and obligations of any European Directive and present proposals outlining how they intend to bring this into Law and deliver against the Directive.

At a UK and Scottish level proposals are debated in Parliament and eventually legislation is brought in via a Parliamentary Bill.

For example we have had to modify existing Health and Safety and employment laws and regulations to ensure conformity with the Working Time Directive (WTD) and Agency Worker Directive (AWD) by implementing the Working Time Regulations (WTR) and Agency Worker Regulations (AWR).

(REDACTED)

### **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).

#### **Framework delivery:**

(REDACTED).

Our commitment to the public sector across Scotland is such that we have a contract delivery team with (REDACTED), working with the Scottish Government and Framework Public Bodies. The team's client base within the public sector is impressive and includes the Scottish Government and many of its main agencies including the (REDACTED) a number of local authorities.

In order to support this delivery across Scotland Pertemps has, and will continue to invest in, a branch network that currently includes Edinburgh City Centre, Dundee, Rosyth, Falkirk, Aberdeen, Livingston and three sites in Glasgow.

We believe the most effective models are born out of partnership, and we have the financial stability, resource and experience to invest during transition, in the early months of the contract and for the long-term, to the benefit of all stakeholders.

(REDACTED)

(DIAGRAM REDACTED)

#### **Engagement:**

Flexibility is key to the successful delivery of such contracts and the size of our team will increase to reflect any growth in volumes, with account team members recruited locally across Scotland to support the contract.

We will map the spread of Framework Public Body offices and Flexible Employee demand patterns as part of due diligence, during implementation, to ensure there are sufficient resources within our team.

(REDACTED)

Stakeholder engagement will be managed and driven by a well-defined strategy which will have a clear set of objectives, timetable, budget, and allocation of responsibilities. All members of the account team will be aware of the program, their responsibilities and understand the importance and implications.

(DIAGRAM REDACTED)

The Pertemps stakeholder engagement strategy (diagram 2) includes:

(REDACTED)

As detailed below the team will **plan**, **consult** and **implement** individual stakeholder engagement strategies aligned to the needs of each Framework Public Body. Whilst some may require a highly visible service with scheduled meetings and reporting others may simply require a monthly conference call and discussion about future requirements and service.

**Planning:**

- Create a timetable for Framework Public Bodies implementation
- Allocate specific responsibilities for each individual on the team
- Ascertain main contacts at each Framework Public Body with whom we do not currently have a relationship, and continue having regular contact with those we already have a relationship with
- Agree order processes and methods in line with requirements
- Contact any outgoing suppliers, line managers and existing Flexible Employees to ensure business as usual

**Consultation:**

- Consult with each Framework Public Body including the current temporary workforce to assure them that there will be no operational change
- Line managers will be invited to meet the Pertemps Account Management team in informal group meetings, in order that the team can fully assess their requirements
- Agree any grading structure with pay rates promoting the Scottish Living Wage of £7.65 wherever possible
- Agree the format and timescale with which each Framework Public Body would wish to receive their management information
- Agree order process, promoting use of technology and electronic ordering
- Agree timesheet processes, trying to promote electronic timesheets as a cost saving initiative as well as a greener alternative for reduced paper usage
- Agree invoicing process, again promoting consolidated invoicing and electronic invoicing for cost saving and environmental reasons
- Agree regularity and content of service review meetings

**Implementation:**

- By this point there will be an agreed timetable and allocated tasks in place which we will have to deliver to within the agreed timeframes
- Carry out relevant Health and Safety checks at Framework Public Body sites in order that we can supply staff without any administrative hold ups
- Regular meetings with Framework Public Bodies to update them on progress

**Resourcing:**

In order to ensure that Pertemps recruits quality applicants, possessing the skills and experience to perform well in their given roles, it is essential that wide reaching, efficient and on-going candidate attraction strategies are deployed.

(REDACTED)

The key to successful and diverse recruitment campaigns is to start from a sound understanding of the local labour market to establish the demographic, economic and competitor elements. Equally important, is to understand Framework Public Bodies strategic and operational needs. The combined evaluation of this information will enable Pertemps to target the market through individual recruitment strategies more accurately.

Research into demographics, competing employers, press penetration and selection, and commuting times in the local area will also ensure that Pertemps selects the right sourcing strategies, whilst closely monitoring equality, diversity and inclusion.

Our recruitment experience and longevity in the local communities across Scotland will benefit all Framework Public Bodies in that we are a recognised supplier into the public sector across Scotland and receive many speculative applications and enquiries about opportunities within this sector.

Our recruitment campaigns will continue to attract applications from across all communities, breaking down the barriers for ethnic minorities, disabled and other minority groups. The Pertemps team will treat all applicants fairly, consistently and supportively.

By recruiting within the local communities, Pertemps ensure that the majority of Flexible Employees recruited into the public sector across Scotland are from within their local area (98%). This also reflects our commitment to a Greener Scotland by helping reduce commuting times

#### **Screening and Vetting:**

##### **Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

##### **Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar
- Client specific assessments
- Word, Excel, PowerPoint

**Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

**Vetting:**

Pertemps are registered counter signatories for all levels of disclosure, including the PVG scheme, and are fully aware of BPSS and our obligations under the standard. We currently use the procedures for many of the Framework Public Bodies that we supply.

Benefits of our registration include control and accuracy of the applications being submitted, tracking of applications through the process and an invoicing facility that reduces administration.

As part of our implementation process we will visit each Framework Public Body and carry out due diligence to produce an operations guide, which will include details of the specific clearance required at each location by role or as necessary.

That said, when discussing an assignment with hiring managers we will qualify the role and determine any additional clearance that may be required.

As per the framework specification, two written references are applied for per candidate, and then evaluated to ensure they are relevant for the role. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request.

All Pertemps Flexible Employees are issued with Contracts of Employment and sign their handbook to accept our terms and conditions of employment.

**Assignment:**

Once the entire process has been completed and a candidate's suitability has been matched to the assignment they are appointed to a position.

Prior to the commencement of their first, and any subsequent assignment, temporary employees are fully briefed regarding expectations, and any additional administration is completed. All candidates sign an IT code of conduct and a confidentiality agreement (extracted from Official Secrets Act), in addition to the clauses covering these points in our contracts of employment. A signed declaration

stating both policies have been read and understood will be kept in the candidate's file for the duration of their employment with Pertemps.

Pertemps recognise the importance of retaining Flexible Employees once registered, and whilst on assignment, reducing the need for constant replenishment and replacement. Key to retaining Flexible Employees is our flexibility and commitment to on-going contact and communication with candidates and Flexible Employee with regular site visits providing an opportunity for our employees to meet and talk with members of the account team.

(REDACTED)

Pertemps offer all of Flexible Employees the opportunity to undertake on-line training free of charge at any time pre, during or post assignment and outside of normal working hours.

Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This offers them the opportunity to improve their skills and systems knowledge and gives them more choice in terms of the assignments they can be offered as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as urban and city centre placements.

#### **End to End Technology:**

By introducing end-to-end technology, to underpin service delivery, we transact on-line and deliver back office and transactional process efficiencies across the framework. Technology will disseminate and manage the workflow for all Flexible Employee orders from all Framework Public Bodies. Where hiring managers have limited or no access to systems, technology is supported by telephone, email and manual systems.

Pertemps has developed and implemented our online end-to-end technology Electronic Sourcing Solution (ESS). The system is designed to manage any request for Flexible Employees from the initial order through to assignment, timesheet authorisation and electronic invoicing.

(REDACTED)

#### **Continuous Improvement (CI):**

Our solution will have a continuous improvement plan linked to feedback from Framework Public Bodies, service users, stakeholders, Pertemps staff and Flexible Employees.

This improvement plan will become part of an agreed 'live' ongoing commitment to CI. The plan will be regularly reviewed, amended and added to.

The success of ensuring CI is based on a clearly defined measurable partnership between Pertemps and Framework Public Bodies and will involve:

- Ongoing dialogue and open communication
- Defined working procedures – set out in the organisation's operations guide
- Flexible SLAs – with both parties adhering to their responsibilities
- Defined performance monitoring systems – MI reporting procedures

- Strong governance-agreed governance structure and regular feedback meetings

(DIAGRAM REDACTED)

The Account Director is responsible for the monitoring of performance in delivering business as usual, and will ensure that the service continues to improve and meet the framework objectives. This involves constant evaluation, monitoring, reporting and engagement.

Pertemps consider the following framework imperative to a successful CI programme:

(DIAGRAM REDACTED)

Once processes and procedures are in place following implementation, it is important that CI becomes normal practice. Part of Pertemps' role is to continue to raise the bar of expectation and seek out 'total efficiency' ensuring Framework Public Bodies receive best value for money.

### **Governance**

The Pertemps approach aligns CI to governance through a project managed, communication orientated process, utilising a CI toolkit to manage, measure and deliver. CI targets should feature in any governance process.

### **Implementation**

CI should be a jointly defined project during the discovery phase of implementation and transition. Using existing management information as benchmark data, the Pertemps implementation and account team will work to understand where needs aren't being met, and where processes are restricting optimum performance.

These needs will be relayed to the account delivery team to identify whether they are measurable and achievable. They will then jointly draw up KPIs and SLAs regarding short, medium and long term improvement targets.

### **Feedback/review**

Regular review meetings with all stakeholders involved in the CI process should take place. These meetings are to confirm that the identified improvements have been carried out and that they meet an acceptable standard.

### **Targets**

Targets will be set through understanding of requirements balanced against what is achievable over time. Pertemps can then implement any process transformation aligned to decided targets.

When the team or an individual person is given a specific improvement task, it must always be clear what the task is, the standard required, and the level of authority and responsibility they have in achieving the task, and when the task will be reviewed. Pertemps will ensure that a method is in place for checking progress, e.g. Scorecard, specific CI SLA, service user meetings, supervision and joint stakeholder account meetings.

Pertemps will confirm that the identified improvements have been carried out and that they meet an acceptable standard. It is important that a timetable is established, in order to review progress and to give a clear signal to service users and staff that management is committed to improvement.

## **CI Tools**

Pertemps use several tools to ensure that the CI process leads to optimum performance including:

(DIAGRAM REDACTED)

### **Strategic Alignment**

It is imperative that all activities performed by Pertemps ultimately align to the Framework Public Bodies' agendas and strategies. The Account Director and Board Sponsor will ensure that strategic alignment is at the core of all activities and processes.

A measurement framework will be developed so progress can be measured and data can be collated to deliver clear, meaningful management information to all stakeholders.

### **Total Quality Management**

Pertemps will align all quality assurance activities with the CI programme. This will be an enabler in Pertemps ability to provide a productive service whilst achieving optimum cost efficiencies at any particular time.

### **Communications**

General recommended communication activities will include:

- Promoting among service users and staff the concepts of a collaborative approach and commitment to service improvement.
- Service user meetings to enable service users to have a forum to share and discuss issues concerning the performance of the framework and its activities. These meetings are to be recorded, minutes taken and action allocated, if appropriate. All details will be placed on the intranet, or emailed to nominated stakeholders
- Where there are specific issues or changes on which service users should be consulted, one-off meetings can be organised as part of business as usual
- The Account Director and framework contract owners will meet regularly to discuss the ongoing CI programme, its impact, activities, policies and procedures, challenges, strategy etc.
- Pertemps will work to ensure the best possible forums for promoting achievement and commitment to improvement are used, e.g. intranet, newsletters, weekly briefing sessions etc.

We have provided a few recent examples of how Pertemps approach to CI has led to the implementation of initiatives and how they have directly benefited our clients:

(DIAGRAM REDACTED)

### **Organisational structure:**

As stated earlier, Pertemps will appoint a Board sponsor, Account Director, Account Managers and an implementation team responsible for the mobilisation of the contract, initial and ongoing business engagement and driving continuous improvement.

The Account Managers and contract delivery teams are responsible for the continued business engagement, fulfilment of requirements, monitoring and measuring SLA performance and providing robust MI that would meet the needs of the framework and individual Framework Public Bodies.

As can be seen in the organisational structure below (diagram 5) local delivery teams will be managed on a day to day basis by Team Leaders and Account Managers reporting into the Account Director.

(DIAGRAM REDACTED)

### **Minimum experience level and designated responsibilities:**

#### **Account Director:**

FIRP (Fellow of the Institute of Recruitment Professionals) with 15 years experience managing recruitment teams delivering services to the public sector.

Key Accountabilities:

- Strategic development of the framework
- Senior level account review meetings
- Continuous improvement initiatives
- Implementation of legislative changes
- HR and policy advice

#### **Implementation Team:**

The team will be led by an Implementation Manager with 10 years experience within Pertemps, implementing large volume contracts. The team will include representatives from key support departments including; Quality, HR, H&S, IT and Accounts.

Key Accountabilities:

- Marketing and promoting the new Framework across Scotland
- Sourcing and appointment of additional account team members
- Transfer of Flexible Employees to new framework terms and rates
- Set-up and implementation of account processes and supporting documentation
- Implementation of IT platform and systems as required
- IT platform training via training seminars and web seminars as required

#### **Account Managers:**

(REDACTED)

Key Accountabilities:

- Set-up account processes and supporting documentation
- Ensure delivery of required levels of service against the agreed SLAs and KPIs
- Attend monthly and quarterly review meetings
- Production of MI to measure delivery
- Drive Continuous Improvement initiatives

- Develop solutions that will deliver commercial and operational benefits to the client
- Handle any out of line situations

**Local Delivery Teams:**

Team members will have between 2 and 5 years relevant recruitment experience.

**Key Accountabilities:**

- Recruitment and selection of Flexible Employees.
  - Biographical Interview
  - Referencing
  - On-line assessments
- Match Flexible Employees to Framework Public Body requirements
- Maintain a pool of security cleared applicants
- Ensure recruitment plan is sufficient to meet demand
- Day-to-day management of Flexible Employees
  - Performance management
  - Welfare management
- Maintain and audit Flexible Employer records
- Ensure the service is delivered to agreed SLAs
- Attend regular client review meetings
- Resolve any day-to-day queries
- Carry out customer satisfaction surveys
- Introduce new local initiatives

**Business Support function accountabilities:**

- Acknowledge receipt of orders
- Support delivery teams in the recruitment and selection of temporary employees
- Production and posting of job advertising
- Booking / vacancy management
- Processing of registration forms and Contracts of Employment
- Referencing and additional background checks
- Assessment and testing to agreed standards
- Assignment briefings and delivery of induction
- Payroll management
- General Administrative support

**Account Manager(s) role and person specification:**

**Role responsibilities:**

- Develop a detailed understanding and knowledge of the requirements of all allocated accounts
- Effectively monitor relationships during implementation and throughout servicing of accounts
- Develop, motivate and communicate with contract delivery teams to ensure high quality service delivery, consistent with client demands and KPIs / SLAs
- Analyse performance and MI (Management Information) in the search for new initiatives in achieving a continuously improving service
- Ensure that best practice is communicated to all internal teams to ensure an understanding of what is expected of them in delivering exceptional service
- Respond pro-actively to any problems or issues through thorough investigation, decision making and communication

- Analyse and organise financial and administrative information, to ensure we understand performance against operational and financial goals
- Provide vision and inspiration for the motivation of team members
- Create and maintain essential client relationships
- Make sure that the terms of contracts are upheld

**Person specification:**

(REDACTED)

**Account Manager(s) role and person specification:**

**Role responsibilities:**

- Develop a detailed understanding and knowledge of the requirements of all allocated accounts
- Effectively monitor relationships during implementation and throughout servicing of accounts
- Develop, motivate and communicate with contract delivery teams to ensure high quality service delivery, consistent with client demands and KPIs / SLAs
- Analyse performance and MI (Management Information) in the search for new initiatives in achieving a continuously improving service
- Ensure that best practice is communicated to all internal teams to ensure an understanding of what is expected of them in delivering exceptional service
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- Analyse and organise financial and administrative information, to ensure we understand performance against operational and financial goals
- Provide vision and inspiration for the motivation of team members
- Create and maintain essential client relationships
- Make sure that the terms of contracts are upheld

**Person specification:**

(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 pre-cleared 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. (Question Weighting - 10%)

### **Pertemps process to ensure compliance.**

(REDACTED)

Due to the resources we currently have in place and as a registered signatory we do not need to use any third party in the BPSS process.

(REDACTED)

Part of our induction and on going training programme for all new and existing staff includes detailed training on these processes which are reviewed biannually. This element of training covers the following:

- How to complete the BPSS documentation
- What information needs to be included with BPSS application
- What identification documents are required
- How to interpret and validate a Disclosure Scotland Certificate (these certificates must be dated within the last 12 months for clearance to be granted)
- We notify Framework Public Bodies should we become aware that any of our Flexible Employees have been convicted of any offence during the period of their assignment

All the above procedures are audited quarterly by our internal auditors to ensure compliance.

The BPSS process followed by Pertemps comprises the following stages that are carried out for all potential candidates applying to work within the public sector across Scotland:

- Stage 1: Identity Check - a check of identity documents via a commercially available ID verification scheme in line with the Home Office standards
- Stage 2: References and Employment History - a check of previous employment records and, in exceptional circumstances, a check of HMRC records
- Stage 3: Nationality Check and Immigration Status - a check of nationality and immigration status documents and, in exceptional circumstances, an independent check of Immigration and Nationality Directorate records
- Stage 4: Criminal Record Declaration - a self-declaration is present on our registration and interview documentation, however this must be verified by a Basic Disclosure Certificate from Disclosure Scotland

As part of our implementation process we will visit each Framework Public Body and carry out due diligence to produce an operations guide which will include details of the specific clearance required at each location.

That said, when discussing an assignment with hiring managers, we will qualify the role and determine any additional clearance, including those related to sensitive roles, that may be required for example:

(REDACTED)

Through diverse recruitment and attraction strategies, Pertemps have, and will continue to build and maintain, a 'pool' of security cleared candidates with the skills required for each geographical location. Using historical data and any additional information gained during contract implementation due diligence we will ensure these strategies are fit for purpose and evolve with the changing needs of each Framework Public Body.

(REDACTED)

#### **Matching security pre-cleared candidates to Framework Public Body requirements:**

##### **Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

##### **Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar
- Client specific assessments
- Word, Excel, PowerPoint

##### **Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

## **References**

As per the framework specification two written references are required for each candidate and evaluated to ensure they are relevant. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request. All applicant registration cards are signed off by the Team Leader to ensure compliance.

## **Ensuring Flexible Employees understand and adhere to confidentiality:**

All Pertemps Flexible Employees are issued with Contracts of Employment and must sign their handbook to accept the terms and conditions.

Once the entire process has been completed, and a candidate's suitability has been matched to the assignment, they are appointed.

Prior to the commencement of their first and any subsequent assignment, Flexible Employees are fully briefed regarding expectations and any additional administration is completed. All candidates sign an IT code of conduct and a confidentiality agreement (extracted from Official Secrets Act), in addition to the clauses covering these points in our contracts of employment. A signed declaration that policies have been read and understood will be kept in the candidate's file for the duration of their employment with Pertemps.

The agreement states that our candidates:

- Will not divulge or communicate trade secrets or confidential information which they may come into contact with throughout the delivery of their work duties
- They will not remove any digital or physical documentation from their work assignment
- They will surrender at the end of their assignment any documentation, identification or anything else of a sensitive nature
- They will comply with the Official Secrets Act.
- They will at no point speak to the press regarding anything they may witness, or information they may be privy to, during the execution of their duties

Prior to commencement of an assignment the application pack containing the candidates CV, interview notes, BPSS documentation and references is audited and signed off independently by the Quality and Compliance Consultant.

### **1.2.3**

Tenderers must provide details of the number of consultants to be dedicated to the East Region, how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed. (Question Weighting - 10%)

#### **The number of dedicated Consultants to flexible worker ratio:**

(REDACTED)

The number of consultants dedicated to the region will be assessed on a regular basis dependent on current demand in the area, allowing us to respond swiftly to any unexpected peaks in demand.

We will use historic data to identify when individual Framework Public Bodies have traditionally had peaks and troughs in their demand, allowing us to plan ahead, reorganise the team, or recruit additional resources to help maintain optimum service levels within the region at all times.

#### **Managing changes to key personnel:**

(REDACTED)

Perpetual has an internal handover procedure for all outgoing staff members to replacement staff and Account Managers to ensure the full understanding of the specific needs of each Framework Public Body. Any replacement staff will have access to, and have been trained using, the specific operational guide for their regional clients. Account Managers and experienced team members will provide additional support to replacement staff assigned to the client, to ensure consistency of service.

We encourage feedback from clients to confirm they are comfortable with our proposed handover, and continued contact after handover has taken place to ensure there has been no change in service delivery levels. The Account Managers will seek this feedback and maintain regular contact with the end client until the next scheduled service review meeting.

Our Flexible Employees will also be notified of any changes to the contract team that may impact them via email, SMS, telephone, newsletter or at on-site meetings.

#### **1.2.4**

Tenderers must provide details of their approach to ensure the recruitment, retention and matching of suitable candidates across the East Region. Your response must relate to both rural and urban areas within the East Region and demonstrate your proposed presence in this region 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). (Question Weighting - 15%)

##### **Recruitment:**

Pertemps are able to meet our client needs to recruit quality applicants, possessing the skills and experience to perform well in their given roles, because we deploy wide reaching, efficient and on-going candidate attraction strategies.

The key to our successful and diverse recruitment campaigns are:

- Have a comprehensive understanding of the resourcing requirements and timescales of our client
- To start from a sound understanding of the local labour market in order to establish the demographic, economic and competitor elements. Equally important, is to understand Framework Public Bodies strategic and operational needs. The combined evaluation of this information will enable Pertemps to target the market through individual recruitment strategies more accurately.
- Research into demographics, competing employers, press penetration and selection, and commuting times in the local area will also ensure that Pertemps selects the right sourcing strategies whilst closely monitoring and addressing equality, diversity and inclusion.
- To have a robust process which promotes a positive candidate experience and protects the brand of both Pertemps and Framework Public Body

For most of the positions we advertise we find that candidate availability remains strong, even in the recovering economic climate, with the majority of candidates sourced direct from web advertising and social media.

Our recruitment experience and longevity in the local communities across Scotland will benefit all Framework Public Bodies in that we are a recognised supplier into the public sector across Scotland, and receive many speculative applications and enquiries about opportunities.

Our recruitment campaigns will continue to attract applications from across all communities, breaking down the barriers for ethnic minorities, disabled and other minority groups. The Pertemps team will treat all applicants fairly, consistently and supportively.

By recruiting within the local communities, Pertemps ensure that the majority of Flexible Employees recruited into the public sector across Scotland are from within their local area (98%). This also reflects our commitment to ‘Greener Scotland’ by helping reduce commuting times.

### **Pertemps local presence across Scotland:**

Our offices are located in the heart of their respective town or city centres. We recruit by advertising all temporary vacancies on window displays and 'A' boards within our office locations, and encourage people to come in, register, and talk to us about their needs and aspirations, even if these do not fit any of our current assignments.

We will travel and take our recruitment teams out to local areas in order to highlight Framework Public Bodies as recruiters of choice and meet candidates on their 'home ground,' as well as to assess the locality ourselves if we are unfamiliar with it.

Pertemps advertise daily across all major jobsites including:

- S1 jobs
- Jobsite
- Pertemps website
- CV Library
- Total Jobs
- Jobcentre+

We advertise across local community centres and work programme service providers including:

- Schools
- Colleges
- Universities
- Community Centres
- Youth Centres
- Libraries
- Jobcentres
- Working Links

For more remote areas, we advertise in community and religious organisation's newsletters, post office and other local businesses' windows, as these have proven excellent places to advertise in the past.

Other applicant attraction strategies include:

- Recommend a friend scheme
- Open days and evenings
- Mail-shots and SMS messaging to registered candidates

In addition, Pertemps acknowledge and embrace the increasing importance of Social Media in supporting our service delivery in:

- Identifying industry trends
- Promoting client opportunities
- Sourcing candidates
- Directly communicating with existing and passive workers

Our objective is to establish confidence in our existing Flexible Employees, potential candidates, clients and on-line communities that Pertemps is a brand that offers high quality recruitment services via evolving on-line digital channels.

## **Eastern region**

Pertemps have worked in the past in remote areas within the Eastern region to recruit for roles within the administrative, manual and catering disciplines. Due to many factors recruitment for remote areas varies greatly from that experienced across more urban areas of Scotland.

Factors include:

- Lack of infrastructure, such as public transport network, which means we have to try to either get a local person from a small community, or someone who is willing to travel further than the average commute in order to work
- (REDACTED)
- (REDACTED)

In order to tackle these difficulties Pertemps have tried many strategies over the years, and those we have had most success with, are as follows:

- Community based advertising is a positive way to find skilled candidates who are perhaps not actively seeking a position. This can take the format of
  - Advertising in local business windows such as the Post Office
  - Advertising in local community centre
  - Advertising at educational institutes
  - Advertising in local newspapers
  - Advertising in religious organisation publications such as church newsletters
  - Contacting the local tourist board
- Rely less on traditional recruitment techniques which may work in urban locations.
- Pertemps have social media sites, newsletters, competitions and employee assistance programmes in order that staff working in remote areas are able to contact and interact with colleagues
- Pertemps operate a travel and subsistence allowance that allows staff to claim tax relief on their travelling expenses and their subsistence costs. This can act as a motivator when considering a longer commute as the Flexible Employee will receive the financial benefit of this.

We consult with all Framework Public Bodies to agree what we think the best way to recruit for each role is and are realistic with them on the likely timelines for any recruitment. We also work to build on our cleared bank of various skills and profiles within all locations to ensure we can quickly respond to urgent requirements.

## **Retention**

Pertemps recognise the importance of retaining Flexible Employees once registered and whilst on assignment, reducing the need for constant replenishment and replacement. The means by which we undertake this is similar, regardless of location. However a key element for all areas is our flexibility and commitment to on-going contact with candidates and workers through access to Pertemps on-site 'virtual' offices which use tools like Skype, and regular site visits, providing an opportunity for them to meet and talk with members of the account team.

Through candidate contact, Pertemps consultants ensure that applicants who are awaiting an assignment, or who are between assignments, are updated regularly on the progress of their application and status via telephone, email, SMS and newsletters.

Pertemps offers all of its Flexible Employees the opportunity to undertake on-line training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves their skills and systems knowledge and gives them more choice in terms of the assignments they can be offered as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as urban placements.

(REDACTED)

(REDACTED)

The relationship between Pertemps and our Flexible Employees is clearly defined within the CoE and our employee handbook. There are additional clauses within the CoE that enforce this relationship including:

- Availability for assignments
- Notice periods
- Processes for sickness and absenteeism reporting
- Holiday requests
- Redundancy pay from Pertemps
- Discipline and grievance processes
- Performance reviews
- Confidentiality
- WTR
- Pensions
- Training
- Maternity & Paternity leave

All Flexible Employees and hiring managers will be called at regular intervals to ensure both parties are happy with the assignment, and that any issues are dealt with promptly and effectively. Throughout the duration of the assignment, performance will continue to be monitored using a variety of tools including service visits, surgeries and evaluation surveys.

Pertemps has centralised email accounts for Flexible Employees monitored on an hourly basis. This allows the quick and satisfactory resolution of any queries.

Recorded sickness is monitored and 'back to work' interviews are conducted with all employees including relevant absence management process initiation in a consistent, fair and firm manner.

If and when Flexible Employees do leave Pertemps, we conduct exit interviews to monitor and report on any trends that could identify any potential needs for changes in the assignment and or management of our workers.

**Matching candidates to assignments:**

(REDACTED)

**Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

**Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar
- Client specific assessments
- Word, Excel, PowerPoint

**Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

**References:**

As per the framework specification, two written references are applied for per candidate, and evaluated to ensure they are relevant. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request.

Once the entire process has been completed and a candidate's suitability has been matched to the assignment, they are then appointed to a position. Prior to commencement they are fully briefed regarding expectations, and all appropriate administration is completed. They are issued with

Contracts of Employment, detailed assignment briefs and sign their handbook to accept the terms and conditions of their employment.

## 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. (Question Weighting - 12.5%)

### **Occupational Health Checks:**

Prior to interview candidates are asked if there are any adjustments required to make the application process easier for them. If partially sighted and unable to undertake a written assessment test, we ensure that the test is made available via audio mechanism or if a piece of 'kit' is required to enable a computerised evaluation to be done then we hire or borrow one. Pertemps will also interview off site in a location with suitable access for physical impairment.

During the registration process all candidates are asked to complete a Health questionnaire. They are asked if they have any allergies or medical conditions we would need to know about in the case of an emergency. Candidates are also asked if there are any adjustments that could be made in the potential work environment to make work easier for them. This is discussed with Framework Public Bodies prior to placement to assess if potential adjustments are available.

Pertemps also has a national contract with (REDACTED) provide Pertemps with a robust pre-employment health assessment service.

Pertemps pre-employment questionnaire sections include:

- Job Specification
- Occupational History and Exposure
- Medical History
- Health Status and Lifestyle
- Immunisation History (if relevant)

Questionnaires are reviewed by Occupational Health Nurses and can be referred to Occupational Health Physicians if further guidance is required. A reply (paper/electronic) indicating result of review, signed by clinician, is forwarded to Pertemps HR department highlighting any causes for concern or adjustments that may need to be made to accommodate employment.

If a full medical assessment is needed, these are again undertaken by an OH Nurse however can be reviewed by a Physician if required. (REDACTED) automatically arrange for those declaring the following conditions during their Pre-Employment Questionnaire:

- Back problems
- Heart disease
- Recent major surgery (within six months)
- Arthritis
- Psychological conditions
- Upper limb disorder
- High blood pressure
- Previous ill health/retirement
- Chronic fatigue

- Excessive sickness in previous employment

A standard Pre-Employment Medical covers:

- Completion and review of Health Questionnaire
- Height, weight, body mass Index
- Blood pressure, pulse
- Hearing test
- Lung function test
- Near & distance vision
- Colour Vision tested using Ishihara Colour Chart
- Musculoskeletal review and mobility & agility assessment
- Skin assessment
- Hand Arm Vibration Syndrome (HAVS) questionnaire
- Drug and alcohol test (if required)
- Blood profile (if required)

A verbal report is provided for the employee at the time of assessment while written confirmation of result (Fit/ Fit with restriction/ Unfit) is sent to Pertemps.

#### **Reasonable adjustment:**

Pertemps has been awarded the right to display the Two Ticks "Positive About Disabled People" symbol and is committed to achieving a truly diverse workforce.

This means that Pertemps as a Company has agreed to honour the following commitments:

1. To interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities
2. To ensure there is a mechanism in place to discuss with disabled workers how they can develop and use their abilities
3. To make every effort when employees become disabled to retain them in the business
4. To ensure that all employees develop the appropriate level of disability awareness to make the commitments work
5. Each year review the 5 commitments and feedback to employees and Jobcentre Plus about progress and future plans.

By using the symbol we are sending a clear message to disabled candidates that we welcome their job applications. Pertemps displays the symbol within its branches; the symbol is also incorporated into our letterheads and advertising/promotional material.

Pertemps are aware of the 'extended duties for businesses that provide services to members of the public and our duty to our employees' (as detailed in the Disability Discrimination Act 1995 amended on 1st October, 2004). We have dealt with this amendment in the same way in which we deal with policy and strategy for any other type of legislation affecting us. Our over-riding objective being to provide ease of access for as many candidates and customers as possible, whilst remaining 'flexible enough' to offer alternatives where required.

Prior to and during interview we ascertain if a candidate has any special needs and our trained consultants will take action as appropriate. If partially sighted and unable to undertake a written assessment test, we ensure that the test is made available via audio mechanism or if a piece of

equipment is required to enable a computerised evaluation to be done we will make this available. Pertemps will also interview off site in a location with suitable access for physical impairment.

(REDACTED)

**Equality Diversity and Inclusion (ED&I):**

Pertemps will ensure that our policies and procedures remain in line with existing and developing equality legislation. To ensure compliance and the adoption of Best Practice, we conduct Equality Impact Assessments, review our equality schemes and action plans, and consult with users, staff and key stakeholders to gather feedback on policies, performance and progress.

(REDACTED)

(REDACTED)

Our principle activity in relation to the execution of this contract will be to recruit, select, retain and manage the provision of Flexible Employees across the public sector in Scotland. In this regard the significant issues that form part of our service delivery include:

- Equality – through all stages of the recruitment process
- Accessibility of our service to all candidates and demographic groups
- Quality of systems and procedures
- Education – ability to understand diversity in the workplace and community
- Compliance – legislative compliance
- Continuous improvement – benchmarks and innovation
- Customer's strategic objectives
- Engaging in the community

We will gather diversity data from the outset by asking candidates to complete our ED&I monitoring form. We explain why it is important, that they are under no obligation to complete it and that it has no bearing on selection. Data is compared with local/national demographics and presented within our management information (MI) at contract review.

We monitor diversity of candidates selected and rejected at each stage of the process as well as the source of applications. We identify where specific groups are exiting the process and revisit applicants to investigate why and assess if the process needs adapting.

As an Equal Opportunities Employer our policies are such that we ensure that all people applying for work are treated in an equal and fair manner. Our policies and procedures are developed and evolve so that we are able to attract, source, interview and assess ever increasing volumes of people from diverse groups. Pertemps actively works to attract and place under-represented minorities into work.

To encourage applications from diverse groups we partner local outreach service providers, place advertising in specific community centres and hold open meetings and events. We work closely with education providers, work based learning providers and significant others to ensure that we offer the best advice and support to those seeking work, and to workers seeking skills development.

Organisations that we partner with include:

(LIST 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.

(Question Weighting - 10%)

### **Meeting service and order fulfilment rates from contract commencement date:**

(REDACTED)

(REDACTED)

(DIAGRAM REDACTED)

(REDACTED)

During implementation we will reconfirm our understanding of the number and type of candidates each Framework Public Body looks for, their peaks in demand and any upcoming projects that they are aware of that could require specific recruitment activities.

Using this information and previous recruitment statistics we are able to predict how many applicants are required in the pipeline by location and discipline to fulfil all requirements and deploy local attraction strategies accordingly.

Once we are asked to fill an assignment we will interrogate our front office CRM system (JobMatching). This system stores essential candidate information relating to start and end of assignments, performance, discipline and grievance (where appropriate), and attendance. A key feature of the system is that it will almost instantaneously produce a shortlist of candidates to fill specific vacancy requirements by:

- Skills
- Location
- Availability
- Salary
- Compliance checks
- Skills assessment results

We program JobMatching to ensure that candidates meet the specific referencing and verification checking standards required by each Framework Public Body prior to starting an assignment.

Once appropriate candidates have been identified, they are contacted immediately either by telephone, SMS Text Messaging or email to advise them of the assignment. Flexible Employees are added to the available list as and when their assignments come to an end so that they can be readily re-deployed to new assignments, maximising on their experience across the public sector.

A continuous commitment to the on-going selection and recruitment cycle is paramount to the overall success of the contract in building a pool that can be effectively deployed across our clients.

On an on-going basis the contract delivery teams will work closely with individual Framework Public Bodies to calculate the average number of new and replacement requirements in any 4-week cycle. This figure is converted into a demand plan per job type with an additional allowance for situations outside of our control, for example, leavers and candidates that do not pass the initial selection and screening process.

This final figure represents the total requirement for weekly candidate registrations to fulfil short, medium and long-term needs. The Pertemps account delivery teams would be responsible for ensuring that the required attraction strategies are in place to generate the volume of candidates needed to hit these demand figures at all times.

### **Qualifications/Licenses**

All candidates across all job categories undergo an initial screening to determine their potential suitability against basic criteria for the job role. The following process is also used to authenticate and verify candidate qualifications required to perform the role.

On completion of their application form all candidates are required to sign a declaration held within the registration file, which covers:

- Date of birth
- Qualifications and education
- Health and Safety – declaration read, understood and accepted
- 48 hour opt out agreement (as applicable)
- General health assessment declaration
- Rehabilitation of Offenders

Pertemps will obtain copies of all original certificates of accreditations, qualifications and licenses deemed necessary to carry out tasks within any assignment. They are date stamped and signed as seen by the consultant interviewing the candidate. All copies are stored within the candidate file for auditing.

Our in house matching system allows us to track renewal and expiry dates for licenses, permits, visas and certificates, and provides internal management information that is monitored regularly as part of our quality and performance systems. Our in house candidate matching system links to our email system and provides contract staff with notification of candidate document expiry dates ensuring a prompt and proactive system for managing renewals.

### **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. (Question Weighting - 12.5%)

#### **Sickness and Absenteeism:**

(REDACTED)

We have strict views on absenteeism, which is outlined to all our workers during induction and in their employment handbook. At the start of each assignment we further explain individual site processes so that they know who they must call on every day of absence (unless they have been signed off by a physician for a defined time period). We are therefore able to manage and report on absenteeism in an open, fair and consistent manner across our workforce.

Flexible Employees must inform a member of the contract delivery team if they are going to be late for work or absent. As soon as the contract delivery team is made aware of this they will contact the line manager and ascertain whether or not there is a need to replace or cover the shift for the worker.

We conduct return to work interviews with the outcome of each meeting held on the SAM system for future reference, audit and compliance. We carry out additional meetings with our workers when they are absent more than twice in any six month period. This is a formal meeting and can result in disciplinary action. A summary of this information will form part of the discussion during reviews with the individual Framework Public Body.

For long term sickness we will offer a replacement candidate to ease any operational pressure this causes our clients.

Temporary Worker Evaluation Forms (TWEFs) allow frank and open feedback from hiring managers for our workers at the end of each assignment and acts as a reference point for future assignments the worker is considered for. The TWEF provide feedback that allows us to assess how our staff perform in the work environment, rather than our opinion of their suitability through qualifications and experience

#### **Replacement of workers:**

In the unlikely event of a candidate being unsuitable Pertemps will discuss the reasons for the unsuitability of the candidate in order that a more suitable replacement can be found. We will also be able to assess any training requirements, or if the candidate would be more suitable elsewhere. We would agree a timeline for replacement with the hiring manager and find a replacement as soon as possible from our pool of cleared candidates.

(REDACTED)

### **Protecting Framework Public Bodies from employment relationship risks and claims:**

(REDACTED)

The above strengthens the mutuality between the Flexible Employee and Pertemps, and minimises the risk of any industrial tribunals or employment claims involving Framework Public Bodies. Indeed there have been no tribunal cases seeking to clarify the employment status of Pertemps Flexible Employee during the current framework with any Framework Public Body.

The relationship between Pertemps and our Flexible Employees is clearly defined within the CoE and our employee handbook. There are additional clauses within the CoE that enforce this relationship including:

- Availability for assignments
- Notice periods
- Processes for sickness and absenteeism reporting
- Holiday requests
- Redundancy pay from Pertemps
- Discipline and grievance processes
- Performance reviews
- Confidentiality
- Working time regulations (Holidays)
- Pensions
- Training
- Maternity & Paternity leave

It is important that hiring managers understand this relationship and do not conduct disciplinary, grievance or performance reviews. They can provide feedback, instruction and training, in order that our Flexible Employees can do the job, along with day-to-day supervision.

Pertemps will run a series of workshops, at the commencement of the Framework and throughout the lifetime of the contract, with hiring managers to ensure they are aware of their responsibilities and those of Pertemps and the contract delivery team. We will also provide a short guide, made available in hard copy and, if possible, published on the Framework Public Bodies intranet, to ensure that everyone understands where the responsibility for employment lies, and the actions that should be taken if there are any issues to be resolved.

### 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)

Where a Framework Public Body does not use open and fair competition to appoint a Flexible Employee into a permanent position, the fees charged will be scaled according to the time spent on assignment as a Flexible Employee.

Length of service	Temp to perm fee
0 – 6 weeks	(REDACTED)
7 – 12 weeks	(REDACTED)
13 weeks plus	(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.

(Question Weighting - 25%)

#### **Service Consistency**

(REDACTED)

Our ISO Quality System provides detailed work instructions for all staff within the company, to ensure everyone works in line with these standards. Every Pertemps branch, contract, and head office function has access to the Quality System via the intranet, which is kept up to date by the Quality Director, Audit team, Health and Safety, and Information Services departments.

Our Quality standard is both intuitive and effective, and consists of:

- Detailed operational guides for all framework contracts, updated by the Account Manager.
- Internal Audits – the compliance to processes including vetting across all framework contracts are audited on a quarterly basis.
- Weekly and quarterly spot checks
- Contract help-lines

To deliver the framework across Scotland Pertemps will:

- Co-ordinate contract delivery from our central Edinburgh location
- Deploy dedicated Account Management and Contract Delivery Teams
- (REDACTED)
- Measure and report performance against agreed Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) which include quality measures, timescales to fulfillment by:
  - The Framework as a whole
  - Region
  - Individual Framework Public Body
- Implement and audit consistent policies and procedures across the framework:
  - All candidates will be treated the same via consistent open and fair recruitment processes
  - There will be a consistent process for induction, management and support of Flexible Employees across the framework
  - All Flexible Employees will be employed on the same contract of employment
  - Consistent fixed pence margins and pay rates will be applied across all skill sets & geographies
- Implement a robust quality plan for the framework covering:
  - Contract Management
  - Flexible Employees
- Implement a clear and robust engagement strategy for Framework Public Bodies, Procurement Scotland, candidates, Flexible Employees, our direct employees and our partners e.g. work programme service providers, Job Centre Plus, Working Links etc.

### **Quality Plan:**

Quality plans are tabled below identifying some of the initial and ongoing quality measures, policies and procedures.

(TABLE REDACTED)

The plan for Flexible Employee shows the policies, procedures, tools and ongoing measures for the management of our staff when on assignment:

(TABLE REDACTED)

### **Business Continuity**

Whilst the above robust policies and procedures will ensure consistency of service levels across the framework, flexibility will be key to delivering a contract of this size and complexity taking into consideration the differing needs of individual Framework Public Bodies.

Our contract delivery teams, made up of regional and mobile employees, will be agile and scalable in responding to the diverse needs across Framework Public Bodies. Having a board level sponsor, Account Director and a flat company structure will ensure that any:

- Decision to benefit the direction of the framework can be made in a swift and decisive manner
  - Additional resources required to support a sudden unplanned peak in demand can be accessed
- It is essential that we build a comprehensive knowledge of each Framework Public Body, their business, operations, values and specific requirements in their temporary workforce. The contract delivery and account management teams will therefore invest a significant amount of time meeting with the Framework Public Bodies to expand their current understanding of individual operational needs, by site and by department.

The information gained from these meetings will be recorded within the operational guides and on Pertemps' front office system 'Jobmatching' and will be referred to at each stage of the recruitment process to ensure that Pertemps' local account team is providing the service and personnel to the contract, in line with individual site and departmental requirements.

The Account Managers will produce a customised, version controlled, Operational Guide, available in soft copy and over the Pertemps intranet. This guide will further ensure that everyone understands and operates according to specific requirements of the framework.

Should changes to any element of the contract occur the account management team will update the Operational Guides and 'Jobmatching' client file data, and inform all the delivery team members.

The account management team and our internal audit team will regularly audit the worker records, and payroll data for the contract in all locations ensuring consistency of delivery, rates and service.

Any complaints will be added to the framework issues log and forwarded to the relevant Account Manager, so that they can action and ensure prompt resolution.

Pertemps will also conduct regular surveys to ensure Flexible Employee and Framework Public Body hiring managers are happy with the service delivered, and that this is delivered in a consistent manner.

During framework implementation Pertemps will hold ‘awareness days’ where all members of the contract delivery team will meet to roll out the contract processes and procedures.

The ‘awareness day’ will cover:

- History, vision and culture of the Framework Public Body
- Order process and associated requirements including purchase order numbers and cost codes
- Recruitment process
- Compliance paperwork required for candidates including references and BPSS checks)
- Agreed pay rates and charging structure
- SLAs and KPIs
- Complaints process
- Other information specific to the framework

### **Managing periods of high and competing demand**

As outlined in our response in 1.2.1 Pertemps will deliver this framework agreement via a dedicated public sector account team, based across Scotland, deploying a range of robust recruitment and attraction strategies to ensure our solution meets all requirements. This will include peaks in demand and urgent requests for all urban and rural locations.

Flexibility is key to the successful delivery of such contracts and the size of our team will flex to reflect peaks and troughs in demand as well as overall growth in volumes, with account team members recruited locally across Scotland to support the contract.

(REDACTED)

We will agree individual engagement strategies aligned to the needs of each Framework Public Body, as whilst some may require a highly visible service with scheduled meetings and reporting, others may simply require a monthly conference call and discussion about future requirements and service.

Irrespective of the geographic location and in response to the evolving needs of the Framework Public Bodies Pertemps will ensure that:

- Individual attraction and fulfilment strategies are deployed across Scotland to meet demand
- All Flexible Employees are engaged on contracts of employment to mitigate risk
- A continual stream of candidates are put through BPSS and Disclosure Scotland to ensure a sufficient pool of staff at all times
- The MI we present is used to report, monitor and where appropriate implement action plans to meet all obligations under the contract

A clear understanding of each Framework Public Body and its individual nuances allows the delivery team to accurately discuss and position assignments to potential workers. Should a candidate be suitable for a number of competing assignments then we operate an open, honest and transparent policy and aim to empower the candidate to make a choice that they are fully committed to.

By being open and honest about assignments and the Framework Public Body environment etc. assists candidates in making an informed decision. In the long term this openness results in reduced attrition and improved performance and attitude to work.

The **case study for (REDACTED)** from our response to question 1.1.1 (repeated here for convenience) demonstrates our ability to manage periods of high and competing demand

(REDACTED)

(DIAGRAM 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. (Question Weighting - 15%)

Pertemps has continuous improvement as one of its core values and attributes. We seek improvement ideas and training needs from our employees and clients and have received various awards recognising the quality of our service delivery. These awards include the Government Opportunity awards in 2010 and 2011 for 'Best Service' which highlighted the quality, innovation and positive impact of the service provided by Pertemps across the public sector in Scotland.

Our commitment is such that we will pro-actively look to enhance performance, reduce costs and improve process efficiencies over the length of the new framework contract.

The Account Management team will be responsible for monitoring contractual performance against SLAs on a daily basis to check that we are not just meeting but exceeding expectations, and through constant evaluation of contractual MI they will be able to monitor performance against KPIs across all areas of service delivery.

Qualitative data will be gathered from the labour market, Flexible Employee surveys and evaluations, exit interviews, diversity statistics and the complaints / issue log.

Quantitative data will be derived from the labour market, management information (MI) analysis, spend analysis, measuring of baseline savings and reductions in costs due to initiatives such as consolidated invoicing

Through Supplier Relationship Management (SRM) we will seek to deliver continuous improvements in all elements of our service. We will set targets, monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will also conduct quality surveys across the user base and Flexible Employees.

The five areas outlined below encapsulate the essence of Supplier Relationship Management (SRM) and will ensure a true strategic partnership approach to the development of this framework. The Pertemps board sponsor and Account Director will be responsible for driving this relationship across Pertemps.

#### **Relationship Management**

- Facilitate relationships with strategic stakeholders at Framework level and across Framework Public Bodies
- Provide a point of escalation for all initiatives
- Facilitate introductions to other Pertemps clients

#### **Performance and Risk Management**

- Deploying and managing the performance of a dedicated delivery team
- Reporting, controlling and managing risk

### **Strategic Value**

- Owning and driving through agreed initiatives by presenting the business case to end users
- Identify and implement efficiency improvements for example end-to-end 'e' technology
- Share best practice identified from other Perntemps clients and suppliers for example diversity, risk management, environmental policy and data protection
- Share information on relevant legislation for example Agency Worker Regulations (AWR), pensions, National Insurance (NI) thresholds etc.

### **Capability and Quality**

- Monitor and measure user satisfaction feedback from managers, Flexible Employees and contract management team through electronic service evaluations and questionnaires, and apply action plans to drive continuous improvement
- Using comprehensive management information identify areas of enhancement / improvement and implement and monitor change

### **Financial Value**

- Measure/benchmark and report on the benefits and efficiencies derived from initiatives.
- Deliver reductions in whole of life cost for example:
  - Cashable Savings
    - Transfer of Flexible Employee to new contract rates
    - Control of pay rates
    - National Insurance only being charged on earnings above the lower earnings threshold
  - Non Cashable Savings
    - Introduction of E-invoicing and E-timesheet solutions, which will also improve carbon footprint of both businesses.
    - Consolidated invoices designed to 'speak to' individual Framework Public Bodies financial systems, reducing the time needed entering data onto internal ledgers
    - Introduction of hand scanners at large temporary user sites to record employees times, entering and leaving their assignment. This enables the automatic production of payroll, and leads to 0% invoice queries/ error rates.
    - Introduction of Skype and or conference calls avoiding unnecessary travel

Perntemps will invite specialists from within the organisation and other clients to contract review meetings to advise on areas of interest, for example:

- Employment legislation
- Workforce planning
- Employer Value proposition (EVP)
- Technology
- Legal
- Best Practice
- TUPE
- Environmental policy
- Diversity
- Sustainable recruitment

### **Staff performance:**

Through the dedicated account team we will seek to deliver continuous improvements in all elements of our service. Pertemps are a quality driven organisation and as such we will ensure that all our policies and procedures are updated in line with any legislative changes that may occur during the term of the contract.

We will monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will conduct quality surveys across the user base and Flexible Employees.

The contract delivery team members are in part rewarded by a bonus scheme which is based on performance and will be measured on a weekly basis against the KPIs and SLAs of the contract and the results of the quality surveys.

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- The operations guide is used to support training. This is updated in line with any changes to legislation, the contract or user requirements
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultants are reviewed weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employees are used to inform individual client service improvement plans
- Analysis of the contract MI to identify areas where improvements may be possible
- Introduction of electronic processes, where possible, to drive process efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK

Performance on the contract is linked directly to team members Personal Development Plan. If a training need or a performance issue identified then an agreed plan will be put in place.

The results from all the above activities are analysed and action plans produced and shared with the client and used to drive continuous improvement.

### **Flexible Employee performance:**

(REDACTED)

(REDACTED)

In the unlikely event of a candidate being unsuitable Pertemps will discuss the reasons for the unsuitability of the candidate in order that a more suitable replacement can be found. We will also be able to assess any training requirements, or if the candidate would be more suitable elsewhere. We

would agree a timeline for replacement with the hiring manager and find a replacement as soon as possible from our pool of cleared candidates.

Pertemps offers all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employee, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position with the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

Throughout the duration of the assignment, this will continue to be monitored using a variety of tools including service visits, staff surgeries and evaluation surveys.

Temporary Worker Evaluation Forms (TWEFs) allow frank and open feedback from hiring managers for our workers at the end of each assignment and acts as a reference point for future assignments the worker is considered for. The TWEF provide feedback that allows us to assess how our staff perform in the work environment, rather than our opinion of their suitability through qualifications and experience

Flexible Employees and clients have a dedicated point of contact to ensure a prompt response. Pertemps have centralised email accounts for Flexible Employees, monitored hourly. This allows for quick and satisfactory resolution of queries.

Recorded sickness is monitored closely and 'back to work' interviews are conducted with all employees and absences managed consistently, fairly and firmly.

### 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. (Question Weighting - 10%)

#### **Management Process to deliver a consistently high level of service:**

As with the current framework the Account Management team will work closely with the contract delivery teams to ensure that Framework Public Body requirements are managed by those with the relevant knowledge and experience, whilst at the same time ensuring all service levels are met in terms of fulfilment, quality, vetting process and reporting.

The Account Management team will ensure support and commitment across all internal functions including HR, IT, Legal, Payroll and Finance. This will involve:

- Internal meetings and regular review updates, with actions and objectives
- Full review & performance management against the contract Service Level Agreement (SLA) and Key Performance indicators (KPIs)
- Internal Audit
- Adherence to all company accredited procedures
- Review of attraction outcomes and volumes of available screened and vetted talent

The Account Management team will brief and train all team members to ensure objectives and service levels are understood and committed to. Subsequent performance is reviewed regularly through ongoing appraisals with team members to ensure that the high level of service demanded is met or exceeded.

Furthermore Pertemps will provide all contract delivery team members with a customised, version controlled, Operational Guide, through the company intranet. This guide will include information on:

- History, vision and culture of the Framework Public Body
- Order process & associated requirements including purchase order numbers and cost codes
- Recruitment process
- Any subcontract suppliers used for the authority where appropriate
- Compliance paperwork for candidate files including references, Disclosure Scotland, BPSS
- Agreed pay rates and charging structure
- SLAs and KPIs
- Complaints process
- Escalation
- Other information specific to the contract including continuous improvement initiatives

This guide ensures everyone understands and operates according to the specific requirements of the contract to deliver a high level consistent service across each and every Framework Public Body.

Should changes to any element of the contract occur the account management team would amend the Operational Guide and update the service delivery team by use of Skype, face to face meetings as well as circulating amended material to all concerned. The Account Management team are responsible

for drafting and carrying out all communication of an official contractual manner, meaning this is consistent and responses are monitored and recorded centrally. If further clarification or staff training is required then Pertemps will carry out internal seminars or webinars to ensure that the delivery team are kept fully up to date with the agreed ways of working.

The contract delivery team also have access to all head office support teams and facilities across Pertemps including:

- HR, Training, Quality, Finance, MI, Legal
- Audit compliance team
- Board Members
- Marketing
- IT and back office functions where formal SLAs exist

#### **Performance Monitoring:**

Through the dedicated account team we will seek to deliver continuous improvements in all elements of our service. Pertemps are a quality driven organisation and we will ensure that all of our policies and procedures are updated in line with any legislative changes that may occur during the term of the framework.

We will monitor measure and report on our service delivery against the agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all stakeholders we will conduct quality surveys across Framework Public Bodies and Flexible Employees.

The Account Management team's performance will be measured on a weekly basis against the KPIs and SLAs of the contract and the results of the quality surveys.

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultants are reviewed weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employees are used to inform individual client service improvement plans
- Analysis of the contractual MI, to identify any possible areas for improvement
- Introduction of electronic process initiatives, where possible, to drive efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK
- SRM – Supplier Relationship Management

Performance on the contract is linked directly to the individual team members' Personal Development Plan (PDP). If a training need is identified, or a performance issue raised then an agreed plan will be put in place.

The results from all the above activities are analysed and action plans produced and shared with the client. In our experience this analysis and measurement of current performance is used to drive continuous improvement.

### **Problem Solving – Dispute Resolution**

Pertemps views the raising of issues and complaints by our clients and/or Flexible Employees as a positive aid to improving our business because they may highlight procedural faults, the changing of which may improve the quality of service. All issues are therefore documented and followed up with the utmost care and attention.

All indications of dissatisfaction with the level of service provided have been and will continue to be taken seriously and handled properly and promptly. All complaints are recorded on our complaints database and the Issues Log whether identified by the Flexible Employee or Framework Public Body. Account Management access to historic issues logs ensure that we have been able to trend any issues or disputes and therefore put specific safeguards or auditable process changes in place to ensure that they do not occur again.

Every complaint received by telephone or in writing is acknowledged, investigated and replied to, preferably in writing, although there may be occasions where a problem can be easily resolved by a telephone call. Our standard practice is that each complaint must be acknowledged within two working days. If it is necessary this will be followed up by a visit to the user manager or Flexible Employee.

If complaints cannot be resolved locally, by the contract delivery team, they are passed to a Team Leader within 2 working days. If, for whatever reason, the matter cannot be dealt with at this level, it will be raised to Account Manager level within 3 working days and Director level within 5 working days for investigative, corrective and preventive action.

The action taken as a result of the complaint is recorded on our database and relevant correspondence is kept on file. Any correspondence sent out by the Account Manager or director will also be copied to the contract delivery team. There may be times where it is deemed necessary to make the client contract manager aware of a complaint, even though this has been resolved or is in the process of being resolved, in the unlikely event that there are any perceived negative repercussions.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Procurement Scotland and the individual Framework Public Body.

In addition, any such complaints from clients or Flexible Employees will be forwarded to the Pertemps Quality Director as part of our ISO responsibilities so that data can be compared, trends identified and process improvements implemented.

## **Value for money for all stakeholders**

Pertemps will pro-actively look to support Procurement Scotland and Framework Public Bodies reduce costs and improve process efficiencies over the length of the framework.

Through Supplier Relationship Management (SRM) we will seek to deliver continuous improvements in all elements of our service. We will monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will also conduct quality surveys across the user base and Flexible Employees.

The five areas outlined below encapsulate the essence of Supplier Relationship Management (SRM) and will ensure a true strategic partnership approach to the development of this framework. The Pertemps board sponsor and Account Director will be responsible for driving this relationship across Pertemps.

### **Relationship Management**

- Facilitate relationships with strategic stakeholders at Framework level and across Framework Public Bodies
- Provide a point of escalation for all initiatives
- Facilitate introductions to other Pertemps clients

### **Performance and Risk Management**

- Deploying and managing the performance of a dedicated delivery team
- Reporting, controlling and managing risk

### **Strategic Value**

- Owning and driving through agreed initiatives by presenting the business case to end users
- Identify and implement efficiency improvements for example end-to-end 'e' technology
- Share best practice identified from other Pertemps clients and suppliers for example diversity, risk management, environmental policy and data protection
- Share information on relevant legislation for example Agency Worker Regulations (AWR), pensions, National Insurance (NI) thresholds

### **Capability and Quality**

- Monitor and measure user satisfaction feedback from managers, Flexible Employees and contract management team through electronic service evaluations and questionnaires, and apply action plans to drive continuous improvement
- Using comprehensive management information identify areas of enhancement / improvement and implement and monitor change

### **Financial Value**

- Measure/benchmark and report on the benefits and efficiencies derived from initiatives.
- Deliver reductions in whole of life cost for example:
  - Cashable Savings
    - Transfer of Flexible Employees to new contract rates
    - Control of pay rates
    - National Insurance only being charged on earnings above the lower earnings threshold
  - Non Cashable Savings
    - Introduction of E-invoicing and E-timesheet solutions, which will also improve carbon footprint of both businesses.

- Consolidated invoices designed to 'speak to' individual Framework Public Bodies financial systems, reducing the time needed entering data onto internal ledgers
- Introduction of hand scanners at large temporary user sites to record employees times, entering and leaving their assignment. This enables the automatic production of payroll, and leads to 0% invoice queries/ error rates.
- Introduction of Skype and or conference calls to avoid unnecessary travel

Pertemps would invite specialists from within the organisation and other clients to contract review meetings to advise on areas of interest, for example:

- Employment legislation
- Workforce planning
- Employee value proposition (EVP)
- Technology
- Legal
- Best practice
- TUPE
- Environmental policy
- Diversity
- Sustainable recruitment

#### **Stakeholder engagement:**

Stakeholder engagement will be managed and driven by a well-defined strategy which will have a clear set of objectives, timetable, budget, and allocation of responsibilities. All members of the account team will be aware of the program, and understand the importance and implications. As well as stakeholders from within Procurement Scotland and Framework Public Bodies, other stakeholders engaged include the Pertemps delivery team, candidates, Flexible Workers on assignment and work programme service providers including Jobcentre Plus and Working Links.

The Pertemps stakeholder engagement strategy (diagram 2 below) includes:

- **Stakeholder identification** - who our stakeholders are across Framework Public Bodies
- **Stakeholder analysis** - a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on the framework
- **Information disclosure** - Communicating such information in a manner that is timely, understandable and accessible to our stakeholders
- **Stakeholder consultation** – Engaging stakeholders and seeking feedback from implementation and throughout the lifespan of the framework
- **Issue management** - How we respond (or are perceived to be responding) when issues are highlighted is important and could have significant implications for the framework performance
- **Stakeholder involvement** - To help satisfy concerns and promote transparency involving key stakeholders during mobilisation helps align objectives and mitigate potential future issues

(DIAGRAM REDACTED)

As detailed below the team will **plan**, **consult** and **implement** individual stakeholder engagement strategies aligned to the needs of each Framework Public Body. Whilst some may require a highly visible service with scheduled meetings and reporting others may simply require a monthly conference call and discussion about future requirements and service.

**Planning:**

- Create a timetable for Framework Public Bodies implementation
- Allocate specific responsibilities for each individual on the team
- Ascertain main contacts at each Framework Public Body with whom we do not currently have a relationship, and continue having regular contact with those we already have a relationship with
- Agree order processes and methods in line with requirements
- Contact any outgoing suppliers, line managers and existing Flexible Employees to ensure business as usual

**Consultation:**

- Consult with each Framework Public Body including the current temporary workforce to assure them that there will be no operational change
- Line managers will be invited to meet the Pertemps Account Management team in informal group meetings, in order that the team can fully assess their requirements
- Agree any grading structure with pay rates promoting the Scottish Living Wage of £7.65 wherever possible
- Agree the format and timescale with which each Framework Public Body would wish to receive their management information
- Agree order process, promoting use of technology and electronic ordering
- Agree timesheet processes, trying to promote electronic timesheets as a cost saving initiative as well as a greener alternative for reduced paper usage
- Agree invoicing process, again promoting consolidated invoicing and electronic invoicing for cost saving and environmental reasons
- Agree regularity and content of service review meetings

**Implementation:**

- By this point there will be an agreed timetable and allocated tasks in place which we will have to deliver to within the agreed timeframes
- Carry out relevant Health and Safety checks at Framework Public Body sites in order that we can supply staff without any administrative hold ups
- Regular meetings with Framework Public Bodies to update them on progress.

#### **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. (Weighting - 25%)

#### **Communication**

Through our expansive network of branches throughout Scotland the contract delivery team is local, dedicated to the contract, and focussed on developing close working relationships with user managers across the Framework Public Bodies, the existing workforce and potential Flexible Employees.

Local engagement on a day-to-day basis between the Pertemps contract delivery team and user managers will ensure regular and effective communication and develop close working relationships. There would however need to be ongoing formal review meetings to help monitor performance and drive continuous improvement.

Elements of our quality/audit plan are tabulated below. This identifies some of the initial and ongoing measures, policies and procedures Pertemps implements when awarded contracts, to help promote the agreement, and improve communication channels between user managers and the Pertemps contract delivery team.

(TABLE REDACTED)

## **Review Meetings**

The service review meetings would be formal meetings with agreed agenda items and format. Static items on the agenda would include:

- Key performance indicators (KPIs)
- Management information (MI) (monthly, quarterly and or 6 month trend analysis)
- Performance and risk management e.g. new legislation
- Financial performance – Spend per Framework Public Body / Baseline Savings
- Strategic Value Management and Continuous Improvement

Other forms of communication to be used would include:

- Contract newsletters
- User manager guides
- Dedicated web pages
- Emails
- Flyers / leaflets
- Forums / presentations

In addition, Pertemps acknowledge and embrace the increasing importance of Social Media in supporting communications and our service delivery by:

- Identifying industry trends
- Promoting client opportunities
- Sourcing candidates
- Directly communicating with existing and passive workers

Our objective is to establish confidence in our existing Flexible Employees, potential candidates, clients and on-line communities that Pertemps is a brand that offers high quality recruitment services via evolving on-line digital channels.

## **Management Information (MI)**

Pertemps understand the importance of management information in giving vital data to Scottish Ministers as a whole, as well as to individual Public Framework Bodies. A successful management information system will reap benefits for both the Public Framework Bodies and Pertemps, the provider, and allow both to gain insight to better align strategies and identify critical relationships and gaps along four key dimensions – people, process, culture and infrastructure.

A successful information system provides a framework for the Public Bodies and Pertemps to evaluate themselves relative to these dimensions. By understanding and improving alignment with these critical dimensions, the Public Bodies will be able to maximize the value and impact of information as a strategic asset to gain cost and efficiency advantages.

(REDACTED)

As part of Pertemps' commitment to continuous improvement we have a new system which we are introducing to clients that has evolved from ESS.

(REDACTED)

As such we have a dedicated member of the Business Support team to compile the individual users' MI in accordance with the Framework agreement, and they are contactable for any issues or queries regarding any aspect of Management Information.

#### **Out of Hours**

Pertemps' service availability and that of the contract delivery team will always mirror or exceed the requirements of the Framework.

Normal office hours for Pertemps branch network across Scotland and contract operations are 8am – 6pm Monday to Friday. There is also a 24/7 central help line manned by staff familiar with the contract and able to handle any general client enquiries. Issues can be escalated to the account management team and board sponsor via this 24/7 facility, in line with the escalation and complaints procedure outlined below.

Recruiting managers across the Framework Public Bodies will be made aware of all contact details and the methods available to them (e.g. email, fax, on-line contact, and telephone) through details published in Framework Public Body's handbooks and confirmed when taking assignment bookings.

Flexible Employees are all given a credit card size induction card containing the contact numbers at Pertemps and emergency contact numbers for out of hours situations.

Contact information will be distributed to all Framework Public Bodies and made available via the Pertemps web site, client pages or Scottish Ministers Intranet sites as appropriate.

Where there is a requirement for out of hours contact which is location or discipline specific, for example events in the evenings and at weekends requiring catering staff, a contract team member will be available out of hours via a dedicated mobile telephone number for both staff and client contact. They will also have access to a 'call off list' of suitable stand by workers and permission to call at short notice for replacements.

To report issues including attendance problems which don't require immediate assistance we provide a dedicated out of hours number with answer machine.

(REDACTED)

#### **Complaints Management**

Pertemps views the raising of issues and complaints by our clients and/or Flexible Employees as a positive aid to improving our business because they may highlight areas for procedural improvements, the changing of which may improve the quality of service. All issues are therefore documented and followed up with the utmost care and attention.

All indications of dissatisfaction with the level of service provided have been and will continue to be taken seriously and handled promptly. All complaints are recorded on our complaints database and the Issues Log whether identified by the Flexible Employee or Framework Public Body. Account Management access to historic issues logs ensure that we have been able to trend any issues or

disputes and therefore put specific safeguards or auditable process changes in place to ensure that they do not occur again.

Every complaint received by telephone or in writing is acknowledged, investigated and replied to, preferably in writing, although there may be occasions where a problem can be easily resolved by a telephone call. Our standard practice is that each complaint must be acknowledged within two working days. If it is necessary this will be followed up by a visit to the user manager or Flexible Employee.

If complaints cannot be resolved locally, by the contract delivery team, they are passed to a Team Leader within 2 working days. If, for whatever reason, the matter cannot be dealt with at this level, it will be raised to Account Manager level within 3 working days and Director level within 5 working days for investigative, corrective and preventive action.

The action taken as a result of the complaint is recorded on our database and relevant correspondence is kept on file. Any correspondence sent out by the Account Manager or Director will also be copied to the contract delivery team. There may be times where it is deemed necessary to make the client contract manager aware of a complaint, even though this has been resolved or is in the process of being resolved, in the unlikely event that there are any perceived negative repercussions.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Procurement Scotland and the individual Framework Public Body.

In addition, any such complaints from clients or Flexible Employees will be forwarded to the Pertemps Quality Director as part of our ISO responsibilities so that data can be compared, trends identified and process improvements implemented.

### **Order Cancellation**

It is critical that candidates in the recruitment process are managed effectively and that clear communication takes place. This will go some way to mitigate any grievance issues and also protect the individual Framework Public Body's brand in the local recruitment market place.

There is a clear process for such events including:

- Understand from HR and or hiring managers the rationale for the cancelled order:
  - Internal fill
  - On hold
  - Re-defined position
- Communicate with and manage any candidates that are part way through the process to mitigate any potential complaints and protect the organisation's brand
- Update all systems relating to the process and inform supply chain if needed
- Update all candidate records
- Wherever possible offer alternative assignment to the candidate concerned

Pertemps monitor and record all instances where orders are cancelled and the reasons for the cancellation and can feedback to individual Framework Public Bodies.

### **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 across the East Region in both rural and urban areas. ( Weighting - 12.5%)

A (REDACTED) mobilisation plan for the framework has been uploaded within this zip file in 'project office' (document 1.3.5 Mobilisation Plan) showing the key activities to be completed following the contract award date of 17<sup>th</sup> December 2014. Regular review meetings and conference calls between Pertemps, Procurement Scotland and Framework Public Bodies are scheduled throughout.

As an existing supplier supporting over (REDACTED) Framework Public Bodies across Scotland, Pertemps will ensure continuity of service and business as usual throughout this tender process and into the new contract, irrespective of the outcome of the process.

If unsuccessful with this tender then Pertemps is contractually bound to exit from your operations with minimal disruption and we confirm that our exit strategy will fully support the decision of Scottish Procurement. Pertemps will however ensure that we continue to provide our Flexible Employees with the high standard of engagement and support until such time their assignments come to an end. In addition to this Pertemps will make ourselves available to managers and stakeholders within the Framework Public Bodies should they need our support.

If successful there will be no cost of change and Pertemps will deliver immediate savings through (REDACTED). The existing contract delivery team will remain in place ensuring business as usual with no risk or disruption to the service across Framework Public Bodies.

Pertemps would however wish to re-evaluate the service offering by conducting a full 'needs analysis' review across all Framework Public Bodies, consulting with hiring managers to re-evaluate their current and future expectations. As part of this review we would carry out a 'value mapping' exercise of all current processes and information flows, modifying these where required ensuring we deliver the optimum solution.

We believe our existing Account Management and contract delivery team is sufficient in terms of knowledge and resource to implement and execute any changes to the framework requirements and they will be supported by Head office, IT, Finance, HR and support teams.

We will deploy a dedicated Implementation Team to deliver the mobilisation programme, alongside the contract delivery team.

The team will be led by an Implementation Manager (REDACTED).

#### **Key Accountabilities:**

- Sourcing and appointment of additional account team members
- Transfer of Flexible Employees to new framework terms and rates
- Set-up and implementation of account processes and supporting documentation
- Implementation of IT platform and systems as required
- IT platform training via training seminars and web seminars as required
- Marketing the new framework through workshops, seminars, newsletters, bulletins and face to face meetings.

Tools used by the team will include; MS Project and Excel, Risk Registers, Issues Log, documented minutes and action summaries.

(REDACTED)

### **Marketing and Promotion**

The following events and activities will be used to promote the contract:

- Series of formal presentations to all stakeholders and hiring managers, ideally supported by Procurement Scotland and or local sponsors
- Links between Procurement Scotland, Framework Public Bodies and Pertemps web pages
- One to one meetings across Framework Public Bodies where necessary
- ‘User Guide’ hard copy and or web pages for user managers
- Monthly Newsletter highlighting success stories from across the local and wider contract
- Posters and leaflets with the contact details for the local contract delivery team
  - On notice boards
  - In reception areas
- On-going ‘meet the team’ events
  - In receptions and as part of site visits and Flexible Employee surgeries

### **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. (Question Weighting - 12.5%)

During framework mobilisation all identified or perceived risks will be added to the current framework risk register. This is made available to Procurement Scotland and Framework Public Bodies project team members at all times and discussed at regular review meetings. Red, amber or green flags are attached to each risk in terms of likelihood, impact upon service should it occur. Contract team members are assigned to each risk with a target date for resolution.

Most of the risks outlined here can impact supply and so it is imperative that the communication and interface between all stakeholders, is open, timely and effective.

(DIAGRAM 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.

(Question weighting 5%)

#### **Service continuity and the availability and retention of suitably skilled and qualified staff:**

##### **Flexible Employees**

Pertemps recognise the importance of retaining staff whilst on assignment and once registered, reducing the need for constant replenishment and replacement.

(REDACTED)

A key element of retention for all areas is our flexibility and commitment to on-going contact with candidates and workers, and site visits. This provides an opportunity for workers to meet and talk with members of the account team and deal with any issues or concerns as they arise.

Through candidate contact, Pertemps consultants ensure that candidates awaiting assignment, or between assignments, are updated regularly on the progress of their application and status via telephone, email, SMS and newsletters. This means we lose as few cleared candidates as possible by ensuring we are managing their expectations of gaining placement with the public sector through Pertemps.

Pertemps offers all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employee, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position with the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

In addition to this, Pertemps are able to offer, through our training and development centre as well as through external and strategic partners, a full complement of NVQ assessments. This has proven very popular for our clients, with one of our contract clients having already put through over 600 permanent and contingent workers through the basic level NVQ in their subject areas.

Pertemps implemented full Contracts of Employment (CoE), for Flexible Employees over 10 years ago and have enhanced this CoE to include guaranteed hours, pension rights, an employee assistance

programme, share options and other benefits, strengthening the mutuality between the Flexible Employee and Pertemps.

The CoE allows Pertemps to manage our Flexible Employees in the same way as clients would manage their own permanent workforce. We operate a fully inclusive Welfare Management programme for our Flexible Employees providing development plans and training, in line with clients' skill requirements and our their aspirations. We are also able manage and resolve any issues before they become problems leading to a more motivated and committed workforce and higher staff retention.

From the candidate surveys conducted the Contract of Employment is shown to be a huge benefit for Flexible Employee's employment security and acts as a key differentiator of Pertemps above its competitors.

### **Pre-assignment Induction**

All Pertemps Flexible Employees are taken through a pre-assignment induction, which provides them with an indication of the role they are about to undertake, what is expected of them and how their success will be measured. The induction would be conducted by Pertemps and include (but is not limited to):

- Welcome address
- Overview of Framework Public Body
- Equality Diversity and Inclusion
- Health & Safety
- Confidentiality
- Hours of work
- Reporting lines
- Overtime arrangements
- Timekeeping and absenteeism
- Process for booking holiday and reporting absence
- Timesheet requirements
- Key contact names and telephone numbers

### **On Assignment**

- Pertemps offers all Flexible Employees the choice to receive their wages on a weekly or monthly basis to suit their personal circumstances.
- There are a number of other financial benefits that Pertemps offers to its Flexible Employees
  - Mobile Advantage Plan
  - Stakeholder Pension
  - Free pension and mortgage advice from qualified specialists.
- All Flexible Employees are called at regular intervals to ensure they are happy with the assignment, and that any issues are dealt with promptly. Throughout the duration of the assignment, this will continue to be monitored using a variety of tools including service visits, staff surgeries and evaluation surveys.
- Flexible Employees and clients have a dedicated point of contact to ensure a prompt response. Pertemps have centralised email accounts for Flexible Employees, monitored hourly. This allows for quick and satisfactory resolution of queries.
- Recorded sickness is monitored closely and 'back to work' interviews are conducted with all employees and absences managed consistently, fairly and firmly.

- If and when Flexible Employees do leave, Pertemps conduct exit interviews and report back to the client on their findings. This enables us to indemnify actions and work to prevent further losses. It also allows us to monitor and report back on any trends that could identify potential training needs for client managers.

During assignment Pertemps will dispatch a survey to all Flexible Employees at the end of their fourth week. The purpose of this survey is to quickly identify any initial concerns or worries that the Flexible Employee may have and implement any remedial actions where appropriate.

The survey seeks feedback on:

- Their perceived suitability of their skills to the role
- Timely receipt of information
- Accuracy of payroll
- Speed at error rectification
- Communication with them whilst on assignment

The results of the surveys are analysed and made available to Framework Public Bodies along with any suggested improvement plans. The surveys can be done in a number of different ways for example face to face, paper based or on-line.

Examples of initiatives developed for clients, to retain and manage temporary workforces:

- NVQ training programme

A cost efficient NVQ training programme delivered to a national client by Pertemps with 607 completed across the workforce. By up-skilling the temporary workforce we increase motivation, retain talent, increase productivity and reduce induction training.

(REDACTED)

#### **Pertemps delivery team members:**

Pertemps' biggest differentiator is the fact that our own permanent staff stay with us for longer than any of our comparative peers within this industry. Currently within our business Pertemps can boast an average length of service of over 11 years. Our employees stay with us because of the company culture and because they have a sense of ownership due to the share scheme introduced a number of years ago. The turnover of Pertemps staff for 2013 was only (REDACTED) compared with an industry average of almost 45%.

Pertemps values are respected and born out in our everyday operations and within the teams that deliver service across our clients. We are still a family business, although a large one, and that sense of family is very strong and visible. Our staff are the best testament to our values in their dealings with their peers, customers and the candidates and we are proud to have achieved the following awards and accreditations:

- 'Times Top 100 Companies to Work For' consecutively for past 8 years
- 'Britain's Top Employer'
- Investors in People standard for over 15 years
- ISO 9001 Quality accreditation

- REC qualified consultants by examination. Currently 50% of our management and recruitment consultancy staff with all new employees offered the opportunity
- Winner of the GO Awards Scotland – Best Service Category 2010 and 2011
- An NVQ accredited Training Centre
- Appointed a Founding Member and Trustee for the 'Centre for Tomorrow's Company'
- Appointed a Founding Member and Co-Sponsor of Midlands Excellence
- Supplies up to 35 of the FTSE Top 100 Companies
- Institute of Employment Consultants accredited Training Centre
- Nationwide network - over 200 branches in over 95 towns and cities
- Equal Opportunities Employer

Pertemps is also an active member of the Recruitment and Employment Confederation (REC), the Confederation of British Industry, the British Institute of Facilities Management and the Freight Transport Association.

Our management team consists of mainly internally promoted staff members. We encourage growth, development and opportunities from within rather than having to look outside our organisation for talent. As such our management team is extremely knowledgeable. Indeed, we are very proud that our current Chair person started in our business as an administrator and the whole of the current Main Board Directors all started within the operation as Consultants and have worked their way through the business.

Each employee has a Personal Development Plan (PDP) which is reviewed and discussed as part of Pertemps performance review process.

The REC qualification, the Certificate in Recruitment (Cert RP MIRP), is offered to all staff after 1 year of service, to demonstrate our commitment to our workforce and positioning our industry as a professional career choice. Pertemps also offer funding to undertake external relevant training e.g CiPD.

We recognise that when working on contracts or frameworks, the rewards and benefits need to be aligned to the quality of the service we deliver. We monitor this by ensuring we meet any SLAs and KPIs.

Any commission payments made to contract team members are linked directly to the SLA, KPIs and quality processes of the particular Framework Public Body, taking into consideration feedback from candidates and hiring managers as regards to the recruitment experience and quality of service received. It also includes the success of placing candidates and the retention of these candidates. This helps our consultants to focus on the quality of the candidates they place.

The consultants' KPIs are based around the following success ratios

- CVs to interview
- Attendance at interviews
- Success at interview
- Candidates fully completing vetting/compliance
- Fulfilment of roles (candidates starting on first day)
- Candidates completing training

- Attendance and lateness of candidates
- Attrition
- Customer satisfaction (surveys)
- Complaints
- Candidate satisfaction (surveys)

Our delivery team has a combined 80 years experience working with the public sector. We retain this knowledge through extensive training and investment in our staff ensuring that we are recognised as recruitment professionals with expertise in the public sector.

**Best Practice Employer:**

Pertemps will ensure that our policies and procedures remain in line with existing and developing equality legislation. To ensure compliance and the adoption of Best Practice, we conduct Equality Impact Assessments, review our equality schemes and action plans, and consult with users, staff and key stakeholders to gather feedback on policies, performance and progress.

As an Equal Opportunities Employer our policies are such that we ensure that all people applying for work are treated in an equal and fair manner. Our policies and procedures are developed and evolve so that we are able to attract, source, interview and assess people from diverse groups. Pertemps actively works in partnership with clients to attract and place under-represented minorities into work. Attraction strategies would be deployed across the region with an integrated approach to encourage candidates from all areas of the community.

Pertemps has been awarded the right to display the Two Ticks "Positive About Disabled People" symbol and are committed to achieving a truly diverse workforce. By using the symbol we are sending a clear message to disabled candidates that we welcome their job applications. Pertemps also displays the symbol within its branches as well as being incorporated into letterheads and advertising/promotional material.

Our chairman is a board member of Race for Opportunity (RfO) and our development programmes offer excellent equality training in recruitment, appraisal, selection, supervision and resource allocation.

To encourage applications from diverse groups we partner local outreach service providers, place advertising in specific community centres, and hold open meetings and events. We work closely with education providers, work based learning providers and significant others to ensure that we offer the best advice and support to those seeking work and to workers seeking skills development. Organisations that we partner with include:

(LIST REDACTED)

Pertemps maintains its involvement in shaping the future of employment legislation through our executive membership of professional bodies such as the Recruitment and Employment Federation (REC) and Race for Opportunity (RfO).

Our Chair is a Board Member of the RfO and our Quality Director is a Board member of the REC Ethics and Policy committee. This means we are always able to implement strategy to minimise the effect of any changes on our clients and our temporary workforce.

Knowledge and information gained from these affiliations is shared with our clients through presentations, roadshows and meetings, usually involving the HR and procurement departments of Framework Public Bodies. During the current framework we have delivered a number of seminars and training workshops including for example:

- Disability in the workplace
- Mock Industrial Tribunals in partnership with our legal partners
- The introduction of Agency Worker Regulations (AWR)

Having been in business for over 50 years Pertemps believes that our greatest asset is our people and everyone lives our corporate values which include:

***Reliable*** - *Each and every one of our employees is passionate about what they do. They are genuine when dealing with customers and are driven to deliver the best service imaginable.*

***Quality*** - *The quality of service we provide is fundamental to our very existence.*

***People Driven*** - *People are the heart of our daily business. The strong family values adopted back in 1961 still run through the core of the company today.*

***Integrity*** - *It is our policy to be open and transparent in everything we do.*

#### **Engagement and empowerment of staff**

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- The operations guide is used to support training. This is updated in line with any changes to legislation, the contract or user requirements.
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultant performance is measured weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employee are used to inform individual client service improvement plans
- Analysis of the contractual MI to identify possible areas for improvement
- Introduction of electronic processes, where possible, to drive process efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK

Performance on the contract is linked directly to team members' Personal Development Plan. If a training need is identified, or a performance issue is raised, then an agreed plan will be put in place.

In addition to formal training mentioned above, Pertemps provides training and support to the branch and site operations to ensure that all members of staff receive the training, coaching and support needed to provide for their development as well as delivering to the Framework Public Body's needs.

This may also include specific workshops relating to individual contract requirements, legislative requirements or new business initiatives.

The results from all the above activities are analysed and action plans are produced and shared with the client and used to drive continuous improvement.

The account management team will brief and train all supplying staff to ensure objectives and service levels are understood and committed to. Subsequent performance is reviewed regularly through ongoing appraisals with delivery staff to ensure that the high level of service demanded is met or exceeded.

**Measurable examples that can be monitored and reported during framework:**

Pertemps understand the importance of Management Information in giving vital data to Procurement Scotland and the individual Framework Public Bodies. A successful management information system will reap benefits for both the Framework Public Bodies and Pertemps, the provider, and allow both to gain insight to better align strategies and identify critical relationships and gaps along four key dimensions – people, process, culture and infrastructure.

A successful information system provides a method through which the Public Bodies and Pertemps can evaluate themselves relative to these dimensions. By understanding and improving alignment with these critical dimensions, the Public Bodies are able to maximise the value and impact of information as a strategic asset to gain cost and efficiency advantages.

We gather diversity data from the outset by asking applicants to complete our Equality, Diversity & Inclusion monitoring form. We explain why it is important, that they are under no obligation to complete it, and that it has no bearing on our selection process as this data is not shared prior to appointment. Data is compared with local/national demographics and presented within our MI at contract review.

We can further report on the following aspects of management procedures and processes.

- No. of Flexible Employees going through / completed our free online training per region.
- No. of available, security cleared staff per region
- No. of Pertemps staff that are going through / completed the Cert. RP MIRP
- Any other relevant Pertemps staff training.
- Any internal promotions (include handover plans) or awards.

#### **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.

(Question Weighting - 50%)

#### **Continuous Improvement (CI):**

Pertemps solution will have a continuous improvement plan linked to feedback from Framework Public Bodies, service users, stakeholders, Pertemps staff and Flexible Employees.

This improvement plan will become part of an agreed 'live' ongoing commitment to CI. The plan will be regularly reviewed, amended and added to.

The success of ensuring CI is based on a clearly defined measurable partnership between Pertemps and Framework Public Bodies and will involve:

- Ongoing dialogue and open communication
- Defined working procedures – set out in the organisation's operations guide
- Flexible SLAs – with both parties adhering to their responsibilities
- Defined performance monitoring systems – MI reporting procedures
- Strong governance-agreed governance structure and regular feedback meetings

(DIAGRAM REDACTED)

The Account Director is responsible for the monitoring of performance in delivering business as usual, and will ensure that the service continues to improve and meet the framework objectives. This involves constant evaluation, monitoring, reporting and engagement.

Pertemps consider the following framework imperative to a successful CI programme:

(DIAGRAM REDACTED)

Once processes and procedures are in place following implementation, it is important that CI becomes normal practice. Part of Pertemps' role is to continue to raise the bar of expectation and seek out 'total efficiency' ensuring Framework Public Bodies receive best value for money.

#### **Governance**

The Pertemps approach aligns CI to governance through a project managed, communication orientated process, utilising a CI toolkit to manage, measure and deliver. CI targets should feature in any governance process.

#### **Implementation**

CI should be a jointly defined project during the discovery phase of implementation and transition. Using existing management information as benchmark data, the Pertemps implementation and account team will work to understand where needs aren't being met, and where processes are restricting optimum performance.

These needs will be relayed to the account delivery team to identify whether they are measurable and achievable. They will then jointly draw up KPIs and SLAs regarding short, medium and long term improvement targets.

### **Feedback/review**

Regular review meetings with all stakeholders involved in the CI process should take place. These meetings are to confirm that the identified improvements have been carried out and that they meet an acceptable standard.

### **Targets**

Targets will be set through understanding of requirements balanced against what is achievable over time. Pertemps can then implement any process transformation aligned to decided targets.

When the team or an individual person is given a specific improvement task, it must always be clear what the task is, the standard required, and the level of authority and responsibility they have in achieving the task, and when the task will be reviewed. Pertemps will ensure that a method is in place for checking progress, e.g. Scorecard, specific CI SLA, service user meetings, supervision and joint stakeholder account meetings.

Pertemps will confirm that the identified improvements have been carried out and that they meet an acceptable standard. It is important that a timetable is established, in order to review progress and to give a clear signal to service users and staff that management is committed to improvement.

### **CI Tools**

Pertemps use several tools to ensure that the CI process leads to optimum performance including:

(DIAGRAM REDACTED)

### **Strategic Alignment**

It is imperative that all activities performed by Pertemps ultimately align to the Framework Public Bodies' agendas and strategies. The Account Director and Board Sponsor will ensure that strategic alignment is at the core of all activities and processes.

A measurement framework will be developed so progress can be measured and data can be collated to deliver clear, meaningful management information to all stakeholders.

### **Total Quality Management**

Pertemps will align all quality assurance activities with the CI programme. This will be an enabler in Pertemps ability to provide a productive service whilst achieving optimum cost efficiencies at any particular time.

## **Communications**

General recommended communication activities will include:

- Promoting among service users and staff the concepts of a collaborative approach and commitment to service improvement.
- Service user meetings to enable service users to have a forum to share and discuss issues concerning the performance of the framework and its activities. These meetings are to be recorded, minutes taken and action allocated, if appropriate. All details will be placed on the intranet, or emailed to nominated stakeholders
- Where there are specific issues or changes on which service users should be consulted, one-off meetings can be organised as part of business as usual
- The Account Director and framework contract owners will meet regularly to discuss the ongoing CI programme, its impact, activities, policies and procedures, challenges, strategy etc.
- Pertemps will work to ensure the best possible forums for promoting achievement and commitment to improvement are used, e.g. intranet, newsletters, weekly briefing sessions etc.

We have provided a few recent examples of how Pertemps approach to CI has led to the implementation of initiatives and how they have directly benefited our clients:

(DIAGRAM 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;
- Using social enterprises to support delivery of services.

(This Question will NOT be scored)

Pertemps recognises the main areas in which it impacts upon the environment and is committed to continuously improving performance in these areas:

- Reduction in energy
  - offices have automatic lighting that switches off when no movement is detected
- Reduced fuel consumption
  - car share schemes and low emission vehicle fleet
- Waste recycling
  - offices have paper, plastic, tin, cartridge and technology recycling
  - Engaging stationery suppliers who are committed to recycling and hold the ISO:14001 environmental accreditation, and apply market leading environmental initiatives:
    - Toner, paper and furniture recycling schemes
    - Re-usable packaging
    - Deliveries using vehicles powered by electricity, LPG and bio-fuels
    - Environmental appraisals
    - Managed delivery services
    - Environmental products
    - W.E.E.E destruction and recycling
  - All of the recycling schemes are designed to pick up your old waste at the same time as delivering your new supplies, eliminating the need for a separate recycling company and saving you time and money
- Prevention of pollution
  - Low emission vehicle fleet

The Board of Directors review our policies annually and our well-established policies and practices demonstrate our long-term commitment to the environment.

#### **Electronic invoicing and technology:**

During the life of the current framework we have introduced innovative technology solutions as part of a continuous improvement programme to drive efficiencies across the contract including on-line ordering, electronic timesheets and payslips and consolidated electronic invoicing. This has resulted in significant direct and indirect savings.

Pertemps has developed and implemented our online end-to-end technology Electronic Sourcing Solution (ESS). The system is designed to manage any requests for Flexible Employee from the initial order through to assignment and timesheet authorisation.

ESS has been enhanced and is now branded as Pertemps Agency Worker System (PAWS). This is a complete, modular, end-to-end web-based solution for the entire recruitment process. The system operates across all disciplines and job categories, is able to manage the supply chain and integrates seamlessly with third party HR and procurement systems, including SAP and Oracle.

The system is a fully hosted web-native application, developed and owned by Pertemps, requiring no capital investment (unless significant bespoke enhancements are required). The system speeds up recruitment cycles, drives process efficiencies and reduces cost. Every event is time and date stamped for MI reporting and audit purposes. Pertemps, where possible, would continue to roll out PAWS to Framework Public Bodies.

#### **Video conferencing for meetings:**

Pertemps use Skype and video-conferencing facilities across our business. We also use these facilities to hold client meetings and where possible hold initial discussions with potential candidates. Pertemps will continue to actively promote the use of Skype and also where possible offer a 'virtual' on-site presence for both hiring managers and Flexible Employees. This service would also be supported with face to face meetings when appropriate

#### **Green travel policies:**

Our pioneering fleet management system so impressed judges at the Energy Saving Trust Fleet Hero Awards that they crowned it winner in the Private Sector 250+ Cars category in 2006. This system continues to monitor and help control our CO2 emissions as does our choice of low emission vehicles used in the business. The system is increasingly being used by clients across their fleets of vehicles.

#### **Promoting careers in the Temporary and Interim Staff industry:**

Pertemps have been long standing members of the Recruitment Employment Confederation (REC) the industry's governing body, such that we now hold a seat on the Policy Board. Pertemps actively work with both the REC and the CBI to promote the industry because we are very aware of the benefits our business provides in terms of employment and career opportunities which help boosts the economy both locally and nationally. Pertemps actively promote our industry and services through proactive PR, sponsorship of local sports teams and community projects. We have and will continue to work with schools and colleges to offer workshops and guidance on writing a CV, preparing for interviews, the labour market and the merits of temping or being an interim

Pertemps implemented full Contracts of Employment (CoE), for Flexible Employees over 10 years ago and have enhanced this CoE to include guaranteed hours, pension rights, an employee assistance programme, share options and other benefits, strengthening the mutuality between the Flexible Employee and Pertemps.

The CoE allows Pertemps to HR manage our Flexible Employee in the same way as clients would manage their own permanent workforce. This helps retain workers through providing development plans and training in line with client skill requirements and our Flexible Employee' aspirations. From

candidate survey feedback our Contract of Employment is shown to be a huge benefit for employment security and acts as a key differentiator for Pertemps above our competitors.

#### **Providing training opportunities and support to achieve qualifications:**

Pertemps offers and will continue to offer all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employees, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

In addition to this, Pertemps are able to offer, through our training and development centre as well as through external and strategic partners, a full complement of NVQ assessments. This has proven very popular for our clients, with one of our contract clients having already put through over 600 permanent and Flexible Employees through the basic level NVQ in their subject areas.

Internally our consultants are encouraged to study for the REC qualification, the Certificate in Recruitment (Cert RP MIRP), which is offered to all staff after 1 year of service, to demonstrate our commitment to our workforce and positioning our industry as a professional career choice.

#### **Supporting local communities e.g. sponsorship of local clubs etc.**

As part of our wider CSR policy Pertemps support many charitable organisations across the communities we work in as well as local businesses and sports teams:

- Our Scottish operations Give As You Earn Fund has made several donations to charities in Scotland including; (REDACTED)
- In 2008 Pertemps raised (REDACTED) build their new headquarters.
- In 2013 Pertemps made a donation of (REDACTED) to a new (REDACTED) and will continue to support this facility annually.
- 21 years ago we started the (REDACTED) and so far have put up to (REDACTED) into the community. This included acquiring (REDACTED), in 2003 and turning it into a Community Foundation.
- Pertemps sponsor many 'grass roots' and senior sporting teams in swimming, football, netball, cricket, basketball and rugby for continued support of local communities across the UK.
- Pertemps match individual employees charity fund raising up to (REDACTED)

#### **Working with social enterprises to support delivery of services:**

- By delivering Government welfare to work programmes we help long-term unemployed and under-represented groups access opportunities in the workplace.
- We work with and advertise all assignments across work programme service providers including Jobcentre Plus, Working Links and Connexions.

### **1.6.1**

Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this framework, including details of any perceived implications and/or risks and how these will be mitigated.

(This Question will NOT be scored)

Pertemps are of the opinion that the Transfer of Undertakings (Protection of Employment) Regulations 2006 do not apply in respect of the framework.

### **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 levels.

#### **The Public Sector landscape in Scotland:**

(REDACTED)

The Public Sector in Scotland includes the 32 unitary local authorities, the NHS, the Scottish Government and other Central Government Public Bodies.

'Public Bodies' describes a range of organisations which have a direct relationship with the Scottish Government or Scottish Parliament, and for which they are responsible. They have a vital role in the delivery of public services in Scotland, as well as a significant contribution to the delivery of the Scottish Government's national outcomes and objectives.

In the last 4 years alone Pertemps has filled over (REDACTED) in the following categories of Public Bodies that make up the public sector landscape in Scotland:

- Executive Agencies
- Non Ministerial Departments (NMDs)
- Executive Non Departmental Public Bodies (NDPBs)
- Advisory NDPBs
- Tribunal NDPBs
- Public Corporations
- Health Bodies
- Parliamentary Bodies
- Other Significant National Bodies including Police, Fire and Rescue services
- Local Authorities

The local authorities are independent of central government, governed by council and are accountable to the electorate for the delivery of services.

Most, if not all of the above aim to fulfil the five objectives that underpin the Scottish Government's core purpose '*to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth*':

- Enabling businesses and people to increase their wealth and more people to share fairly in that wealth.
- Helping people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- Helping communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

- Expanding opportunities to succeed from nurture through to lifelong learning ensuring higher and more widely shared achievements.
- Improving Scotland's natural and built environment and the sustainable use and enjoyment of it.

(REDACTED)

Changes to Scotland's demographics, in the welfare system and the impact of the most recent economic recession, are placing an increased demand on certain public services. Amongst these are Health and Social Care Services, Advisory Services, Council Housing and Housing Association Schemes.

(REDACTED)

Although the population is now expecting more from public bodies, in reality there is now less money to deliver these services, as austerity measures continue resulting in reduced budgets. As such public bodies have had to introduce measures including pay freezes, voluntary and compulsory redundancies, and other efficiency measures, such as collaborative procurement exercises in order that they can not just maintain but increase their purchasing power. Following the outcome of the referendum Pertemps will continue to support the public sector through any resulting change programmes.

(REDACTED)

We understand the need for transparency in our dealings with the Public Sector and the public, particularly in terms of the Freedom of Information act. Through the collation of data and the comprehensive management information we produce we are able to respond quickly and support Scottish Government and Framework Partners in their responses to these requests.

**Framework Public Bodies who will use these services:**

We understand that by implementing the recommendations of the McClelland report, Public Bodies have collaborated to increase their purchasing power in procuring services and goods under collaborative framework agreements. However, whilst all Public Bodies can access the frameworks, we recognise that they have individual business needs and Pertemps will remain flexible in tailoring our solution to meet these unique demands.

We appreciate that it is the responsibility of Procurement Scotland, Pertemps and other suppliers who are awarded places on framework agreements to promote their use across the public sector. During implementation and through the whole-life of the contract we will market and promote the framework to all Public Bodies so that they understand the contractual and financial benefits of using the framework.

As a supplier with over 15 years experience supplying Flexible Employees throughout the public sector in Scotland, we have extensive knowledge of current and future demand patterns. We have significant historical data to draw down from, highlighting peaks and troughs in demand and the reasons why Framework Public Bodies use the framework.

We retain this knowledge through extensive training and investment in our staff ensuring that we are recognised as recruitment professionals with expertise in the public sector.

We deploy diverse recruitment strategies to identify quality candidates from all areas of Scotland. This pool of candidates is continually updated which allows us to deliver to the demands of each Framework Public Body in an efficient and timely manner.

### **How Framework Public Bodies will use the service:**

Our experience points to three main groups of user of the framework:

- Project users
- Operational users
- Ad-hoc users

**Project users** use the framework to support specific projects that require a significant increase in skilled resource for a defined project over a planned period of time.

An example of a Project user is (REDACTED)

(DIAGRAM REDACTED)

**Operational users** (REDACTED).

(REDACTED). The core Scottish Government are the devolved administration responsible for making and enforcing ministerial decisions in all areas for the day-to-day running of the country. There are seven directorates within the core Scottish Government as follows, each of which is headed by a Director-General:

- Communities
- Enterprise, Environment & Innovation
- Finance
- Health & Social Care
- Learning & Justice
- Strategy & External Affairs
- Permanent Secretary

The Scottish Government's requirement for staff grades can range from basic filing and administrative staff or security staff, to Policy Officers or Personal Secretaries. As the core Scottish Government works within a defined graded structure we have created bespoke profiles for each grade within our on-line electronic ordering system (ESS). This has greatly improved the efficiency of the ordering and authorisation process for the Scottish Government HR teams. Our delivery teams then liaise with the hiring manager on the order form to discuss any specific requirements for the role.

(DIAGRAM REDACTED)

**Ad-hoc users** use the framework to recruit Flexible Employees as cover for holidays, maternity/paternity leave, long term sickness etc. where it is not appropriate or realistic to recruit a permanent member of staff. They use much lower volumes than Project and Operational users.

(REDACTED). The use of flexible staff allows these clients to meet service expectations without having to go through a lengthy and expensive recruitment process.

(DIAGRAMS REDACTED)

With access to over 15 years of management information from supplying to the public sector in Scotland, Pertemps is in a unique position to plan for, and then implement, individual recruitment plans for each Framework Public Body, irrespective of their geographical location, skill set requirements or usage volumes and patterns.

Relationship management with Framework Public Bodies is a key part of the Account Management function and we consult with individual Public Bodies to promote the framework and understand their unique needs and how they may wish to access the framework.

Whilst there is a high concentration of Framework Public Bodies across the central belt this is not the only region that will access the framework. Pertemps apply a consistent and quality driven approach to all Framework Public Bodies irrespective of the region or the volume of use.

**Legislative and regulatory contexts at European, UK and Scottish levels:**

All related legislation is discussed and debated at European level. This can take many years with much iteration as with for example the Agency Worker Directive. Eventually having considered representation from all members of the European Union a Directive is written into European Law.

Individual countries must then review and interpret the general principles and obligations of any European Directive and present proposals outlining how they intend to bring this into Law and deliver against the Directive.

At a UK and Scottish level proposals are debated in Parliament and eventually legislation is brought in via a Parliamentary Bill.

For example we have had to modify existing Health and Safety and employment laws and regulations to ensure conformity with the Working Time Directive (WTD) and Agency Worker Directive (AWD) by implementing the Working Time Regulations (WTR) and Agency Worker Regulations (AWR).

(REDACTED)

- The introduction of Agency Worker Regulations (AWR)

### **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).

#### **Framework delivery:**

(REDACTED)

Our commitment to the public sector across Scotland is such that we have a contract delivery team (REDACTED), working with the Scottish Government and Framework Public Bodies. The team's client base within the public sector is impressive and includes the Scottish Government and many of its main agencies including the (REDACTED) and a number of local authorities.

In order to support this delivery across Scotland Pertemps has, and will continue to invest in, a branch network that currently includes Edinburgh City Centre, Dundee, Rosyth, Falkirk, Aberdeen, Livingston and three sites in Glasgow.

We believe the most effective models are born out of partnership, and we have the financial stability, resource and experience to invest during transition, in the early months of the contract and for the long-term, to the benefit of all stakeholders.

(REDACTED)

(DIAGRAM REDACTED)

#### **Engagement:**

Flexibility is key to the successful delivery of such contracts and the size of our team will increase to reflect any growth in volumes, with account team members recruited locally across Scotland to support the contract.

We will map the spread of Framework Public Body offices and Flexible Employee demand patterns as part of due diligence, during implementation, to ensure there are sufficient resources within our team.

(REDACTED)

Stakeholder engagement will be managed and driven by a well-defined strategy which will have a clear set of objectives, timetable, budget, and allocation of responsibilities. All members of the account team will be aware of the program, their responsibilities and understand the importance and implications.

(DIAGRAM REDACTED)

(REDACTED)

As detailed below the team will **plan**, **consult** and **implement** individual stakeholder engagement strategies aligned to the needs of each Framework Public Body. Whilst some may require a highly visible service with scheduled meetings and reporting others may simply require a monthly conference call and discussion about future requirements and service.

**Planning:**

- Create a timetable for Framework Public Bodies implementation
- Allocate specific responsibilities for each individual on the team
- Ascertain main contacts at each Framework Public Body with whom we do not currently have a relationship, and continue having regular contact with those we already have a relationship with
- Agree order processes and methods in line with requirements
- Contact any outgoing suppliers, line managers and existing Flexible Employees to ensure business as usual

**Consultation:**

- Consult with each Framework Public Body including the current temporary workforce to assure them that there will be no operational change
- Line managers will be invited to meet the Pertemps Account Management team in informal group meetings, in order that the team can fully assess their requirements
- Agree any grading structure with pay rates promoting the Scottish Living Wage of £7.65 wherever possible
- Agree the format and timescale with which each Framework Public Body would wish to receive their management information
- Agree order process, promoting use of technology and electronic ordering
- Agree timesheet processes, trying to promote electronic timesheets as a cost saving initiative as well as a greener alternative for reduced paper usage
- Agree invoicing process, again promoting consolidated invoicing and electronic invoicing for cost saving and environmental reasons
- Agree regularity and content of service review meetings

**Implementation:**

- By this point there will be an agreed timetable and allocated tasks in place which we will have to deliver to within the agreed timeframes
- Carry out relevant Health and Safety checks at Framework Public Body sites in order that we can supply staff without any administrative hold ups
- Regular meetings with Framework Public Bodies to update them on progress

**Resourcing:**

In order to ensure that Pertemps recruits quality applicants, possessing the skills and experience to perform well in their given roles, it is essential that wide reaching, efficient and on-going candidate attraction strategies are deployed.

(REDACTED)

The key to successful and diverse recruitment campaigns is to start from a sound understanding of the local labour market to establish the demographic, economic and competitor elements. Equally important, is to understand Framework Public Bodies strategic and operational needs. The combined evaluation of this information will enable Pertemps to target the market through individual recruitment strategies more accurately.

Research into demographics, competing employers, press penetration and selection, and commuting times in the local area will also ensure that Pertemps selects the right sourcing strategies, whilst closely monitoring equality, diversity and inclusion.

Our recruitment experience and longevity in the local communities across Scotland will benefit all Framework Public Bodies in that we are a recognised supplier into the public sector across Scotland and receive many speculative applications and enquiries about opportunities within this sector.

Our recruitment campaigns will continue to attract applications from across all communities, breaking down the barriers for ethnic minorities, disabled and other minority groups. The Pertemps team will treat all applicants fairly, consistently and supportively.

By recruiting within the local communities, Pertemps ensure that the majority of Flexible Employees recruited into the public sector across Scotland are from within their local area (98%). This also reflects our commitment to a Greener Scotland by helping reduce commuting times

### **Screening and Vetting:**

#### **Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

#### **Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar
- Client specific assessments
- Word, Excel, PowerPoint

#### **Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

**Vetting:**

Pertemps are registered counter signatories for all levels of disclosure, including the PVG scheme, and are fully aware of BPSS and our obligations under the standard. We currently use the procedures for many of the Framework Public Bodies that we supply.

Benefits of our registration include control and accuracy of the applications being submitted, tracking of applications through the process and an invoicing facility that reduces administration.

As part of our implementation process we will visit each Framework Public Body and carry out due diligence to produce an operations guide, which will include details of the specific clearance required at each location by role or as necessary.

That said, when discussing an assignment with hiring managers we will qualify the role and determine any additional clearance that may be required.

As per the framework specification, two written references are applied for per candidate, and then evaluated to ensure they are relevant for the role. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request.

All Pertemps Flexible Employees are issued with Contracts of Employment and sign their handbook to accept our terms and conditions of employment.

**Assignment:**

Once the entire process has been completed and a candidate's suitability has been matched to the assignment they are appointed to a position.

Prior to the commencement of their first, and any subsequent assignment, temporary employees are fully briefed regarding expectations, and any additional administration is completed. All candidates sign an IT code of conduct and a confidentiality agreement (extracted from Official Secrets Act), in addition to the clauses covering these points in our contracts of employment. A signed declaration stating both policies have been read and understood will be kept in the candidate's file for the duration of their employment with Pertemps.

Pertemps recognise the importance of retaining Flexible Employees once registered, and whilst on assignment, reducing the need for constant replenishment and replacement. Key to retaining Flexible

Employees is our flexibility and commitment to on-going contact and communication with candidates and Flexible Employee with regular site visits providing an opportunity for our employees to meet and talk with members of the account team.

(REDACTED)

Pertemps offer all of Flexible Employees the opportunity to undertake on-line training free of charge at any time pre, during or post assignment and outside of normal working hours.

Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This offers them the opportunity to improve their skills and systems knowledge and gives them more choice in terms of the assignments they can be offered as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as urban and city centre placements.

**End to End Technology:**

By introducing end-to-end technology, to underpin service delivery, we transact on-line and deliver back office and transactional process efficiencies across the framework. Technology will disseminate and manage the workflow for all Flexible Employee orders from all Framework Public Bodies. Where hiring managers have limited or no access to systems, technology is supported by telephone, email and manual systems.

Pertemps has developed and implemented our online end-to-end technology Electronic Sourcing Solution (ESS). The system is designed to manage any request for Flexible Employees from the initial order through to assignment, timesheet authorisation and electronic invoicing.

(REDACTED)

**Continuous Improvement (CI):**

Our solution will have a continuous improvement plan linked to feedback from Framework Public Bodies, service users, stakeholders, Pertemps staff and Flexible Employees.

This improvement plan will become part of an agreed 'live' ongoing commitment to CI. The plan will be regularly reviewed, amended and added to.

The success of ensuring CI is based on a clearly defined measurable partnership between Pertemps and Framework Public Bodies and will involve:

- Ongoing dialogue and open communication
- Defined working procedures – set out in the organisation's operations guide
- Flexible SLAs – with both parties adhering to their responsibilities
- Defined performance monitoring systems – MI reporting procedures
- Strong governance-agreed governance structure and regular feedback meetings

(DIAGRAM REDACTED)

The Account Director is responsible for the monitoring of performance in delivering business as usual, and will ensure that the service continues to improve and meet the framework objectives. This involves constant evaluation, monitoring, reporting and engagement.

Pertemps consider the following framework imperative to a successful CI programme:

(DIAGRAM REDACTED)

Once processes and procedures are in place following implementation, it is important that CI becomes normal practice. Part of Pertemps' role is to continue to raise the bar of expectation and seek out 'total efficiency' ensuring Framework Public Bodies receive best value for money.

### **Governance**

The Pertemps approach aligns CI to governance through a project managed, communication orientated process, utilising a CI toolkit to manage, measure and deliver. CI targets should feature in any governance process.

### **Implementation**

CI should be a jointly defined project during the discovery phase of implementation and transition. Using existing management information as benchmark data, the Pertemps implementation and account team will work to understand where needs aren't being met, and where processes are restricting optimum performance.

These needs will be relayed to the account delivery team to identify whether they are measurable and achievable. They will then jointly draw up KPIs and SLAs regarding short, medium and long term improvement targets.

### **Feedback/review**

Regular review meetings with all stakeholders involved in the CI process should take place. These meetings are to confirm that the identified improvements have been carried out and that they meet an acceptable standard.

### **Targets**

Targets will be set through understanding of requirements balanced against what is achievable over time. Pertemps can then implement any process transformation aligned to decided targets.

When the team or an individual person is given a specific improvement task, it must always be clear what the task is, the standard required, and the level of authority and responsibility they have in achieving the task, and when the task will be reviewed. Pertemps will ensure that a method is in place for checking progress, e.g. Scorecard, specific CI SLA, service user meetings, supervision and joint stakeholder account meetings.

Pertemps will confirm that the identified improvements have been carried out and that they meet an acceptable standard. It is important that a timetable is established, in order to review progress and to give a clear signal to service users and staff that management is committed to improvement.

## **CI Tools**

Pertemps use several tools to ensure that the CI process leads to optimum performance including:

(DIAGRAM DELETED)

### **Strategic Alignment**

It is imperative that all activities performed by Pertemps ultimately align to the Framework Public Bodies' agendas and strategies. The Account Director and Board Sponsor will ensure that strategic alignment is at the core of all activities and processes.

A measurement framework will be developed so progress can be measured and data can be collated to deliver clear, meaningful management information to all stakeholders.

### **Total Quality Management**

Pertemps will align all quality assurance activities with the CI programme. This will be an enabler in Pertemps ability to provide a productive service whilst achieving optimum cost efficiencies at any particular time.

### **Communications**

General recommended communication activities will include:

- Promoting among service users and staff the concepts of a collaborative approach and commitment to service improvement.
- Service user meetings to enable service users to have a forum to share and discuss issues concerning the performance of the framework and its activities. These meetings are to be recorded, minutes taken and action allocated, if appropriate. All details will be placed on the intranet, or emailed to nominated stakeholders
- Where there are specific issues or changes on which service users should be consulted, one-off meetings can be organised as part of business as usual
- The Account Director and framework contract owners will meet regularly to discuss the ongoing CI programme, its impact, activities, policies and procedures, challenges, strategy etc.
- Pertemps will work to ensure the best possible forums for promoting achievement and commitment to improvement are used, e.g. intranet, newsletters, weekly briefing sessions etc.

We have provided a few recent examples of how Pertemps approach to CI has led to the implementation of initiatives and how they have directly benefited our clients:

(DIAGRAM REDACTED)

### **Organisational structure:**

As stated earlier, Pertemps will appoint a Board sponsor, Account Director, Account Managers and an implementation team responsible for the mobilisation of the contract, initial and ongoing business engagement and driving continuous improvement.

The Account Managers and contract delivery teams are responsible for the continued business engagement, fulfilment of requirements, monitoring and measuring SLA performance and providing robust MI that would meet the needs of the framework and individual Framework Public Bodies.

As can be seen in the organisational structure below (diagram 5) local delivery teams will be managed on a day to day basis by Team Leaders and Account Managers reporting into the Account Director.

(DIAGRAM REDACTED)

### **Minimum experience level and designated responsibilities:**

#### **Account Director:**

FIRP (Fellow of the Institute of Recruitment Professionals) with 15 years experience managing recruitment teams delivering services to the public sector.

Key Accountabilities:

- Strategic development of the framework
- Senior level account review meetings
- Continuous improvement initiatives
- Implementation of legislative changes
- HR and policy advice

#### **Implementation Team:**

The team will be led by an Implementation Manager with 10 years experience within Pertemps, implementing large volume contracts. The team will include representatives from key support departments including; Quality, HR, H&S, IT and Accounts.

Key Accountabilities:

- Marketing and promoting the new Framework across Scotland
- Sourcing and appointment of additional account team members
- Transfer of Flexible Employees to new framework terms and rates
- Set-up and implementation of account processes and supporting documentation
- Implementation of IT platform and systems as required
- IT platform training via training seminars and web seminars as required

#### **Account Managers:**

(REDACTED)

Key Accountabilities:

- Set-up account processes and supporting documentation
- Ensure delivery of required levels of service against the agreed SLAs and KPIs
- Attend monthly and quarterly review meetings
- Production of MI to measure delivery

- Drive Continuous Improvement initiatives
- Develop solutions that will deliver commercial and operational benefits to the client
- Handle any out of line situations

**Local Delivery Teams:**

Team members will have between 2 and 5 years relevant recruitment experience.

**Key Accountabilities:**

- Recruitment and selection of Flexible Employees.
  - Biographical Interview
  - Referencing
  - On-line assessments
- Match Flexible Employees to Framework Public Body requirements
- Maintain a pool of security cleared applicants
- Ensure recruitment plan is sufficient to meet demand
- Day-to-day management of Flexible Employees
  - Performance management
  - Welfare management
- Maintain and audit Flexible Employer records
- Ensure the service is delivered to agreed SLAs
- Attend regular client review meetings
- Resolve any day-to-day queries
- Carry out customer satisfaction surveys
- Introduce new local initiatives

**Business Support function accountabilities:**

- Acknowledge receipt of orders
- Support delivery teams in the recruitment and selection of temporary employees
- Production and posting of job advertising
- Booking / vacancy management
- Processing of registration forms and Contracts of Employment
- Referencing and additional background checks
- Assessment and testing to agreed standards
- Assignment briefings and delivery of induction
- Payroll management
- General Administrative support

**Account Manager(s) role and person specification:**

**Role responsibilities:**

- Develop a detailed understanding and knowledge of the requirements of all allocated accounts
- Effectively monitor relationships during implementation and throughout servicing of accounts
- Develop, motivate and communicate with contract delivery teams to ensure high quality service delivery, consistent with client demands and KPIs / SLAs
- Analyse performance and MI (Management Information) in the search for new initiatives in achieving a continuously improving service
- Ensure that best practice is communicated to all internal teams to ensure an understanding of what is expected of them in delivering exceptional service

- Respond pro-actively to any problems or issues through thorough investigation, decision making and communication
- Analyse and organise financial and administrative information, to ensure we understand performance against operational and financial goals
- Provide vision and inspiration for the motivation of team members
- Create and maintain essential client relationships
- Make sure that the terms of contracts are upheld

(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 pre-cleared 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. (Question Weighting - 10%)

### **Pertemps process to ensure compliance.**

(REDACTED)

Due to the resources we currently have in place and as a registered signatory we do not need to use any third party in the BPSS process.

(REDACTED) Part of our induction and on going training programme for all new and existing staff includes detailed training on these processes which are reviewed biannually. This element of training covers the following:

- How to complete the BPSS documentation
- What information needs to be included with BPSS application
- What identification documents are required
- How to interpret and validate a Disclosure Scotland Certificate (these certificates must be dated within the last 12 months for clearance to be granted)
- We notify Framework Public Bodies should we become aware that any of our Flexible Employees have been convicted of any offence during the period of their assignment

All the above procedures are audited quarterly by our internal auditors to ensure compliance.

The BPSS process followed by Pertemps comprises the following stages that are carried out for all potential candidates applying to work within the public sector across Scotland:

- Stage 1: Identity Check - a check of identity documents via a commercially available ID verification scheme in line with the Home Office standards
- Stage 2: References and Employment History - a check of previous employment records and, in exceptional circumstances, a check of HMRC records
- Stage 3: Nationality Check and Immigration Status - a check of nationality and immigration status documents and, in exceptional circumstances, an independent check of Immigration and Nationality Directorate records
- Stage 4: Criminal Record Declaration - a self-declaration is present on our registration and interview documentation, however this must be verified by a Basic Disclosure Certificate from Disclosure Scotland

As part of our implementation process we will visit each Framework Public Body and carry out due diligence to produce an operations guide which will include details of the specific clearance required at each location.

That said, when discussing an assignment with hiring managers, we will qualify the role and determine any additional clearance, including those related to sensitive roles, that may be required for example:

(REDACTED)

Through diverse recruitment and attraction strategies, Pertemps have, and will continue to build and maintain, a 'pool' of security cleared candidates with the skills required for each geographical location. Using historical data and any additional information gained during contract implementation due diligence we will ensure these strategies are fit for purpose and evolve with the changing needs of each Framework Public Body.

(REDACTED)

#### **Matching security pre-cleared candidates to Framework Public Body requirements:**

##### **Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

##### **Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar
- Client specific assessments
- Word, Excel, PowerPoint

##### **Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

## **References**

As per the framework specification two written references are required for each candidate and evaluated to ensure they are relevant. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request. All applicant registration cards are signed off by the Team Leader to ensure compliance.

## **Ensuring Flexible Employees understand and adhere to confidentiality:**

All Pertemps Flexible Employees are issued with Contracts of Employment and must sign their handbook to accept the terms and conditions.

Once the entire process has been completed, and a candidate's suitability has been matched to the assignment, they are appointed.

Prior to the commencement of their first and any subsequent assignment, Flexible Employees are fully briefed regarding expectations and any additional administration is completed. All candidates sign an IT code of conduct and a confidentiality agreement (extracted from Official Secrets Act), in addition to the clauses covering these points in our contracts of employment. A signed declaration that policies have been read and understood will be kept in the candidate's file for the duration of their employment with Pertemps.

The agreement states that our candidates:

- Will not divulge or communicate trade secrets or confidential information which they may come into contact with throughout the delivery of their work duties
- They will not remove any digital or physical documentation from their work assignment
- They will surrender at the end of their assignment any documentation, identification or anything else of a sensitive nature
- They will comply with the Official Secrets Act.
- They will at no point speak to the press regarding anything they may witness, or information they may be privy to, during the execution of their duties

Prior to commencement of an assignment the application pack containing the candidates CV, interview notes, BPSS documentation and references is audited and signed off independently by the Quality and Compliance Consultant.

### **1.2.3**

Tenderers must provide details of the number of consultants to be dedicated to the North Region, how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed. (Question Weighting - 10%)

#### **The number of dedicated Consultants to flexible worker ratio:**

(REDACTED)

The number of consultants dedicated to the region will be assessed on a regular basis dependent on current demand in the area, allowing us to respond swiftly to any unexpected peaks in demand.

We will use historic data to identify when individual Framework Public Bodies have traditionally had peaks and troughs in their demand, allowing us to plan ahead, reorganise the team, or recruit additional resources to help maintain optimum service levels within the region at all times.

#### **Managing changes to key personnel:**

(REDACTED)

Perpetual has an internal handover procedure for all outgoing staff members to replacement staff and Account Managers to ensure the full understanding of the specific needs of each Framework Public Body. Any replacement staff will have access to, and have been trained using, the specific operational guide for their regional clients. Account Managers and experienced team members will provide additional support to replacement staff assigned to the client, to ensure consistency of service.

We encourage feedback from clients to confirm they are comfortable with our proposed handover, and continued contact after handover has taken place to ensure there has been no change in service delivery levels. The Account Managers will seek this feedback and maintain regular contact with the end client until the next scheduled service review meeting.

Our Flexible Employees will also be notified of any changes to the contract team that may impact them via email, SMS, telephone, newsletter or at on-site meetings.

#### **1.2.4**

Tenderers must provide details of their approach to ensure the recruitment, retention and matching of suitable candidates across the North Region. Your response must relate to both rural and urban areas within the North Region and demonstrate your proposed presence in this region 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). (Question Weighting - 15%)

##### **Recruitment:**

Pertemps are able to meet our client needs to recruit quality applicants, possessing the skills and experience to perform well in their given roles, because we deploy wide reaching, efficient and on-going candidate attraction strategies.

The key to our successful and diverse recruitment campaigns are:

- Have a comprehensive understanding of the resourcing requirements and timescales of our client
- To start from a sound understanding of the local labour market in order to establish the demographic, economic and competitor elements. Equally important, is to understand Framework Public Bodies strategic and operational needs. The combined evaluation of this information will enable Pertemps to target the market through individual recruitment strategies more accurately.
- Research into demographics, competing employers, press penetration and selection, and commuting times in the local area will also ensure that Pertemps selects the right sourcing strategies whilst closely monitoring and addressing equality, diversity and inclusion.
- To have a robust process which promotes a positive candidate experience and protects the brand of both Pertemps and Framework Public Body

For most of the positions we advertise we find that candidate availability remains strong, even in the recovering economic climate, with the majority of candidates sourced direct from web advertising and social media.

Our recruitment experience and longevity in the local communities across Scotland will benefit all Framework Public Bodies in that we are a recognised supplier into the public sector across Scotland, and receive many speculative applications and enquiries about opportunities.

Our recruitment campaigns will continue to attract applications from across all communities, breaking down the barriers for ethnic minorities, disabled and other minority groups. The Pertemps team will treat all applicants fairly, consistently and supportively.

By recruiting within the local communities, Pertemps ensure that the majority of Flexible Employees recruited into the public sector across Scotland are from within their local area (98%). This also reflects our commitment to ‘Greener Scotland’ by helping reduce commuting times.

### **Pertemps local presence across Scotland:**

Our offices are located in the heart of their respective town or city centres. We recruit by advertising all temporary vacancies on window displays and 'A' boards within our office locations, and encourage people to come in, register, and talk to us about their needs and aspirations, even if these do not fit any of our current assignments.

We will travel and take our recruitment teams out to local areas in order to highlight Framework Public Bodies as recruiters of choice and meet candidates on their 'home ground,' as well as to assess the locality ourselves if we are unfamiliar with it.

Pertemps advertise daily across all major jobsites including:

- S1 jobs
- Jobsite
- Pertemps website
- CV Library
- Total Jobs
- Jobcentre+

We advertise across local community centres and work programme service providers including:

- Schools
- Colleges
- Universities
- Community Centres
- Youth Centres
- Libraries
- Jobcentres
- Working Links

For more remote areas, we advertise in community and religious organisation's newsletters, post office and other local businesses' windows, as these have proven excellent places to advertise in the past.

Other applicant attraction strategies include:

- Recommend a friend scheme
- Open days and evenings
- Mail-shots and SMS messaging to registered candidates

In addition, Pertemps acknowledge and embrace the increasing importance of Social Media in supporting our service delivery in:

- Identifying industry trends
- Promoting client opportunities
- Sourcing candidates
- Directly communicating with existing and passive workers

Our objective is to establish confidence in our existing Flexible Employees, potential candidates, clients and on-line communities that Pertemps is a brand that offers high quality recruitment services via evolving on-line digital channels.

## **Northern region**

Pertemps have worked in the past in remote areas within the Northern region to recruit for roles within the administrative, manual and catering disciplines. Due to many factors recruitment for remote areas varies greatly from that experienced across the central belt of Scotland.

Factors include:

- Lack of infrastructure, such as public transport network, means we have to try to either get a local person from a small community, or someone who is willing to travel further than the average commute in order to work
- Quite often work locations are remote. (REDACTED) from the small village of (REDACTED) and 20km from the larger population base of (REDACTED). We therefore aim to attract candidates from (REDACTED) with a population of around 1000.
- Flexible Workers can feel isolated due to working in remote locations or from a lack of local presence. Regular emails, SMS messages and telephone calls are particularly important in keeping them informed and updated

In order to tackle these difficulties Pertemps have tried many strategies over the years, those we have had most success with are as follows:

- Community based advertising is a positive way to find skilled candidates who are perhaps not actively seeking a position. This can take the format of
  - Advertising in local business windows such as the Post Office
  - Advertising in local community centre
  - Advertising at educational institutes
  - Advertising in local newspapers
  - Advertising in religious organisation publications such as church newsletters
  - Contacting the local tourist board – this is a technique we have had great success with in the past. On one occasion we were able to locate a candidate on the (REDACTED) using this method
- Rely less on traditional recruitment techniques which may work in urban locations.
- Pertemps already have an Aberdeen office but will also be opening an office in Inverness in order to increase our presence and brand awareness in the Northern region
- Pertemps have social media sites, newsletters, competitions and employee assistance programmes in order that staff working in remote areas are able to contact and interact with colleagues
- Pertemps operate a travel and subsistence allowance that allows staff to claim tax relief on their travelling expenses and their subsistence costs. This can act as a motivator when considering a longer commute as the Flexible Employee will receive the financial benefit of this.

We consult with all Framework Public Bodies to agree what we think the best way to recruit for each role is and are realistic with them on the likely timelines for any recruitment. We also work to build on our cleared bank of various skills and profiles within all locations to ensure we can quickly respond to urgent requirements.

## **Retention**

Pertemps recognise the importance of retaining Flexible Employees once registered and whilst on assignment, reducing the need for constant replenishment and replacement. The means by which we undertake this is similar, regardless of location. However a key element for all areas is our flexibility and commitment to on-going contact with candidates and workers through access to Pertemps on-site 'virtual' offices which use tools like Skype, and regular site visits, providing an opportunity for them to meet and talk with members of the account team.

Through candidate contact, Pertemps consultants ensure that applicants who are awaiting an assignment, or who are between assignments, are updated regularly on the progress of their application and status via telephone, email, SMS and newsletters.

Pertemps offers all of its Flexible Employees the opportunity to undertake on-line training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves their skills and systems knowledge and gives them more choice in terms of the assignments they can be offered as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as urban placements.

(REDACTED)

The relationship between Pertemps and our Flexible Employees is clearly defined within the CoE and our employee handbook. There are additional clauses within the CoE that enforce this relationship including:

- Availability for assignments
- Notice periods
- Processes for sickness and absenteeism reporting
- Holiday requests
- Redundancy pay from Pertemps
- Discipline and grievance processes
- Performance reviews
- Confidentiality
- WTR
- Pensions
- Training
- Maternity & Paternity leave

All Flexible Employees and hiring managers will be called at regular intervals to ensure both parties are happy with the assignment, and that any issues are dealt with promptly and effectively. Throughout the duration of the assignment, performance will continue to be monitored using a variety of tools including service visits, surgeries and evaluation surveys.

Pertemps has centralised email accounts for Flexible Employees monitored on an hourly basis. This allows the quick and satisfactory resolution of any queries.

Recorded sickness is monitored and 'back to work' interviews are conducted with all employees including relevant absence management process initiation in a consistent, fair and firm manner.

If and when Flexible Employees do leave Pertemps, we conduct exit interviews to monitor and report on any trends that could identify any potential needs for changes in the assignment and or management of our workers.

#### **Matching candidates to assignments:**

(REDACTED)

#### **Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

#### **Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar
- Client specific assessments
- Word, Excel, PowerPoint

#### **Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

#### **References:**

As per the framework specification, two written references are applied for per candidate, and evaluated to ensure they are relevant. Typically they are sought from previous employers or

educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request.

Once the entire process has been completed and a candidate's suitability has been matched to the assignment, they are then appointed to a position. Prior to commencement they are fully briefed regarding expectations, and all appropriate administration is completed. They are issued with Contracts of Employment, detailed assignment briefs and sign their handbook to accept the terms and conditions of their employment.

## 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. (Question Weighting - 12.5%)

### **Occupational Health Checks:**

Prior to interview candidates are asked if there are any adjustments required to make the application process easier for them. If partially sighted and unable to undertake a written assessment test, we ensure that the test is made available via audio mechanism or if a piece of 'kit' is required to enable a computerised evaluation to be done then we hire or borrow one. Pertemps will also interview off site in a location with suitable access for physical impairment.

During the registration process all candidates are asked to complete a Health questionnaire. They are asked if they have any allergies or medical conditions we would need to know about in the case of an emergency. Candidates are also asked if there are any adjustments that could be made in the potential work environment to make work easier for them. This is discussed with Framework Public Bodies prior to placement to assess if potential adjustments are available.

Pertemps also has a national contract with (REDACTED) provide Pertemps with a robust pre-employment health assessment service.

Pertemps pre-employment questionnaire sections include:

- Job Specification
- Occupational History and Exposure
- Medical History
- Health Status and Lifestyle
- Immunisation History (if relevant)

Questionnaires are reviewed by Occupational Health Nurses and can be referred to Occupational Health Physicians if further guidance is required. A reply (paper/electronic) indicating result of review, signed by clinician, is forwarded to Pertemps HR department highlighting any causes for concern or adjustments that may need to be made to accommodate employment.

If a full medical assessment is needed, these are again undertaken by an OH Nurse however can be reviewed by a Physician if required. (REDACTED) automatically arrange for those declaring the following conditions during their Pre-Employment Questionnaire:

- Back problems
- Heart disease
- Recent major surgery (within six months)
- Arthritis
- Psychological conditions
- Upper limb disorder
- High blood pressure
- Previous ill health/retirement
- Chronic fatigue

- Excessive sickness in previous employment

A standard Pre-Employment Medical covers:

- Completion and review of Health Questionnaire
- Height, weight, body mass Index
- Blood pressure, pulse
- Hearing test
- Lung function test
- Near & distance vision
- Colour Vision tested using Ishihara Colour Chart
- Musculoskeletal review and mobility & agility assessment
- Skin assessment
- Hand Arm Vibration Syndrome (HAVS) questionnaire
- Drug and alcohol test (if required)
- Blood profile (if required)

A verbal report is provided for the employee at the time of assessment while written confirmation of result (Fit/ Fit with restriction/ Unfit) is sent to Pertemps.

#### **Reasonable adjustment:**

Pertemps has been awarded the right to display the Two Ticks "Positive About Disabled People" symbol and is committed to achieving a truly diverse workforce.

This means that Pertemps as a Company has agreed to honour the following commitments:

1. To interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities
2. To ensure there is a mechanism in place to discuss with disabled workers how they can develop and use their abilities
3. To make every effort when employees become disabled to retain them in the business
4. To ensure that all employees develop the appropriate level of disability awareness to make the commitments work
5. Each year review the 5 commitments and feedback to employees and Jobcentre Plus about progress and future plans.

By using the symbol we are sending a clear message to disabled candidates that we welcome their job applications. Pertemps displays the symbol within its branches; the symbol is also incorporated into our letterheads and advertising/promotional material.

Pertemps are aware of the 'extended duties for businesses that provide services to members of the public and our duty to our employees' (as detailed in the Disability Discrimination Act 1995 amended on 1st October, 2004). We have dealt with this amendment in the same way in which we deal with policy and strategy for any other type of legislation affecting us. Our over-riding objective being to provide ease of access for as many candidates and customers as possible, whilst remaining 'flexible enough' to offer alternatives where required.

Prior to and during interview we ascertain if a candidate has any special needs and our trained consultants will take action as appropriate. If partially sighted and unable to undertake a written assessment test, we ensure that the test is made available via audio mechanism or if a piece of

equipment is required to enable a computerised evaluation to be done we will make this available. Pertemps will also interview off site in a location with suitable access for physical impairment.

(REDACTED)

**Equality Diversity and Inclusion (ED&I):**

Pertemps will ensure that our policies and procedures remain in line with existing and developing equality legislation. To ensure compliance and the adoption of Best Practice, we conduct Equality Impact Assessments, review our equality schemes and action plans, and consult with users, staff and key stakeholders to gather feedback on policies, performance and progress.

(REDACTED)

Our principle activity in relation to the execution of this contract will be to recruit, select, retain and manage the provision of Flexible Employees across the public sector in Scotland. In this regard the significant issues that form part of our service delivery include:

- Equality – through all stages of the recruitment process
- Accessibility of our service to all candidates and demographic groups
- Quality of systems and procedures
- Education – ability to understand diversity in the workplace and community
- Compliance – legislative compliance
- Continuous improvement – benchmarks and innovation
- Customer's strategic objectives
- Engaging in the community

We will gather diversity data from the outset by asking candidates to complete our ED&I monitoring form. We explain why it is important, that they are under no obligation to complete it and that it has no bearing on selection. Data is compared with local/national demographics and presented within our management information (MI) at contract review.

We monitor diversity of candidates selected and rejected at each stage of the process as well as the source of applications. We identify where specific groups are exiting the process and revisit applicants to investigate why and assess if the process needs adapting.

As an Equal Opportunities Employer our policies are such that we ensure that all people applying for work are treated in an equal and fair manner. Our policies and procedures are developed and evolve so that we are able to attract, source, interview and assess ever increasing volumes of people from diverse groups. Pertemps actively works to attract and place under-represented minorities into work.

To encourage applications from diverse groups we partner local outreach service providers, place advertising in specific community centres and hold open meetings and events. We work closely with education providers, work based learning providers and significant others to ensure that we offer the best advice and support to those seeking work, and to workers seeking skills development.

Organisations that we partner with include:

(LIST 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.

(Question Weighting - 10%)

### **Meeting service and order fulfilment rates from contract commencement date:**

(REDACTED)

(DIAGRAM REDACTED)

(REDACTED)

Part of this includes a planned expansion into the Northern region of Scotland, where we are currently sourcing an office location in Inverness, to go alongside our branch in Aberdeen and further ramping up our recruitment in the Northern region, especially in the North West.

During implementation we will reconfirm our understanding of the number and type of candidates each Framework Public Body looks for, their peaks in demand and any upcoming projects that they are aware of that could require specific recruitment activities.

Using this information and previous recruitment statistics we are able to predict how many applicants are required in the pipeline by location and discipline to fulfil all requirements and deploy local attraction strategies accordingly.

Once we are asked to fill an assignment we will interrogate our front office CRM system (JobMatching). This system stores essential candidate information relating to start and end of assignments, performance, discipline and grievance (where appropriate), and attendance. A key feature of the system is that it will almost instantaneously produce a shortlist of candidates to fill specific vacancy requirements by:

- Skills
- Location
- Availability
- Salary
- Compliance checks
- Skills assessment results

We program JobMatching to ensure that candidates meet the specific referencing and verification checking standards required by each Framework Public Body prior to starting an assignment.

Once appropriate candidates have been identified, they are contacted immediately either by telephone, SMS Text Messaging or email to advise them of the assignment. Flexible Employees are added to the available list as and when their assignments come to an end so that they can be readily re-deployed to new assignments, maximising on their experience across the public sector.

A continuous commitment to the on-going selection and recruitment cycle is paramount to the overall success of the contract in building a pool that can be effectively deployed across our clients.

On an on-going basis the contract delivery teams will work closely with individual Framework Public Bodies to calculate the average number of new and replacement requirements in any 4-week cycle. This figure is converted into a demand plan per job type with an additional allowance for situations outside of our control, for example, leavers and candidates that do not pass the initial selection and screening process.

This final figure represents the total requirement for weekly candidate registrations to fulfil short, medium and long-term needs. The Pertemps account delivery teams would be responsible for ensuring that the required attraction strategies are in place to generate the volume of candidates needed to hit these demand figures at all times.

### **Qualifications/Licenses**

All candidates across all job categories undergo an initial screening to determine their potential suitability against basic criteria for the job role. The following process is also used to authenticate and verify candidate qualifications required to perform the role.

On completion of their application form all candidates are required to sign a declaration held within the registration file, which covers:

- Date of birth
- Qualifications and education
- Health and Safety – declaration read, understood and accepted
- 48 hour opt out agreement (as applicable)
- General health assessment declaration
- Rehabilitation of Offenders

Pertemps will obtain copies of all original certificates of accreditations, qualifications and licenses deemed necessary to carry out tasks within any assignment. They are date stamped and signed as seen by the consultant interviewing the candidate. All copies are stored within the candidate file for auditing.

Our in house matching system allows us to track renewal and expiry dates for licenses, permits, visas and certificates, and provides internal management information that is monitored regularly as part of our quality and performance systems. Our in house candidate matching system links to our email system and provides contract staff with notification of candidate document expiry dates ensuring a prompt and proactive system for managing renewals.

### **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. (Question Weighting - 12.5%)

#### **Sickness and Absenteeism:**

(REDACTED)

We have strict views on absenteeism, which is outlined to all our workers during induction and in their employment handbook. At the start of each assignment we further explain individual site processes so that they know who they must call on every day of absence (unless they have been signed off by a physician for a defined time period). We are therefore able to manage and report on absenteeism in an open, fair and consistent manner across our workforce.

Flexible Employees must inform a member of the contract delivery team if they are going to be late for work or absent. As soon as the contract delivery team is made aware of this they will contact the line manager and ascertain whether or not there is a need to replace or cover the shift for the worker.

We conduct return to work interviews with the outcome of each meeting held on the SAM system for future reference, audit and compliance. We carry out additional meetings with our workers when they are absent more than twice in any six month period. This is a formal meeting and can result in disciplinary action. A summary of this information will form part of the discussion during reviews with the individual Framework Public Body.

For long term sickness we will offer a replacement candidate to ease any operational pressure this causes our clients.

Temporary Worker Evaluation Forms (TWEFs) allow frank and open feedback from hiring managers for our workers at the end of each assignment and acts as a reference point for future assignments the worker is considered for. The TWEF provide feedback that allows us to assess how our staff perform in the work environment, rather than our opinion of their suitability through qualifications and experience

#### **Replacement of workers:**

In the unlikely event of a candidate being unsuitable Pertemps will discuss the reasons for the unsuitability of the candidate in order that a more suitable replacement can be found. We will also be able to assess any training requirements, or if the candidate would be more suitable elsewhere. We would agree a timeline for replacement with the hiring manager and find a replacement as soon as possible from our pool of cleared candidates.

(REDACTED)

### **Protecting Framework Public Bodies from employment relationship risks and claims:**

(REDACTED)

The above strengthens the mutuality between the Flexible Employee and Pertemps, and minimises the risk of any industrial tribunals or employment claims involving Framework Public Bodies. Indeed there have been no tribunal cases seeking to clarify the employment status of Pertemps Flexible Employee during the current framework with any Framework Public Body.

The relationship between Pertemps and our Flexible Employees is clearly defined within the CoE and our employee handbook. There are additional clauses within the CoE that enforce this relationship including:

- Availability for assignments
- Notice periods
- Processes for sickness and absenteeism reporting
- Holiday requests
- Redundancy pay from Pertemps
- Discipline and grievance processes
- Performance reviews
- Confidentiality
- Working time regulations (Holidays)
- Pensions
- Training
- Maternity & Paternity leave

It is important that hiring managers understand this relationship and do not conduct disciplinary, grievance or performance reviews. They can provide feedback, instruction and training, in order that our Flexible Employees can do the job, along with day-to-day supervision.

Pertemps will run a series of workshops, at the commencement of the Framework and throughout the lifetime of the contract, with hiring managers to ensure they are aware of their responsibilities and those of Pertemps and the contract delivery team. We will also provide a short guide, made available in hard copy and, if possible, published on the Framework Public Bodies intranet, to ensure that everyone understands where the responsibility for employment lies, and the actions that should be taken if there are any issues to be resolved.

### 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)

Where a Framework Public Body does not use open and fair competition to appoint a Flexible Employee into a permanent position, the fees charged will be scaled according to the time spent on assignment as a Flexible Employee.

Length of service	Temp to perm fee
0 – 6 weeks	(REDACTED)
7 – 12 weeks	(REDACTED)
13 weeks plus	(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.

(Question Weighting - 25%)

#### **Service Consistency**

(REDACTED)

Our ISO Quality System provides detailed work instructions for all staff within the company, to ensure everyone works in line with these standards. Every Pertemps branch, contract, and head office function has access to the Quality System via the intranet, which is kept up to date by the Quality Director, Audit team, Health and Safety, and Information Services departments.

Our Quality standard is both intuitive and effective, and consists of:

- Detailed operational guides for all framework contracts, updated by the Account Manager.
- Internal Audits – the compliance to processes including vetting across all framework contracts are audited on a quarterly basis.
- Weekly and quarterly spot checks
- Contract help-lines

To deliver the framework across Scotland Pertemps will:

- Co-ordinate contract delivery from our central Edinburgh location
- Deploy dedicated Account Management and Contract Delivery Teams
- (REDACTED)
- Measure and report performance against agreed Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) which include quality measures, timescales to fulfillment by:
  - The Framework as a whole
  - Region
  - Individual Framework Public Body
- Implement and audit consistent policies and procedures across the framework:
  - All candidates will be treated the same via consistent open and fair recruitment processes
  - There will be a consistent process for induction, management and support of Flexible Employees across the framework
  - All Flexible Employees will be employed on the same contract of employment
  - Consistent fixed pence margins and pay rates will be applied across all skill sets & geographies
- Implement a robust quality plan for the framework covering:
  - Contract Management
  - Flexible Employees
- Implement a clear and robust engagement strategy for Framework Public Bodies, Procurement Scotland, candidates, Flexible Employees, our direct employees and our partners e.g. work programme service providers, Job Centre Plus, Working Links etc.

### **Quality Plan:**

Quality plans are tabled below identifying some of the initial and ongoing quality measures, policies and procedures.

(DIAGRAM REDACTED)

The plan for Flexible Employee shows the policies, procedures, tools and ongoing measures for the management of our staff when on assignment:

(DIAGRAM REDACTED)

### **Business Continuity**

Whilst the above robust policies and procedures will ensure consistency of service levels across the framework, flexibility will be key to delivering a contract of this size and complexity taking into consideration the differing needs of individual Framework Public Bodies.

Our contract delivery teams, made up of regional and mobile employees, will be agile and scalable in responding to the diverse needs across Framework Public Bodies. Having a board level sponsor, Account Director and a flat company structure will ensure that any:

- Decision to benefit the direction of the framework can be made in a swift and decisive manner
  - Additional resources required to support a sudden unplanned peak in demand can be accessed
- It is essential that we build a comprehensive knowledge of each Framework Public Body, their business, operations, values and specific requirements in their temporary workforce. The contract delivery and account management teams will therefore invest a significant amount of time meeting with the Framework Public Bodies to expand their current understanding of individual operational needs, by site and by department.

The information gained from these meetings will be recorded within the operational guides and on Pertemps' front office system 'Jobmatching' and will be referred to at each stage of the recruitment process to ensure that Pertemps' local account team is providing the service and personnel to the contract, in line with individual site and departmental requirements.

The Account Managers will produce a customised, version controlled, Operational Guide, available in soft copy and over the Pertemps intranet. This guide will further ensure that everyone understands and operates according to specific requirements of the framework.

Should changes to any element of the contract occur the account management team will update the Operational Guides and 'Jobmatching' client file data, and inform all the delivery team members.

The account management team and our internal audit team will regularly audit the worker records, and payroll data for the contract in all locations ensuring consistency of delivery, rates and service.

Any complaints will be added to the framework issues log and forwarded to the relevant Account Manager, so that they can action and ensure prompt resolution.

Pertemps will also conduct regular surveys to ensure Flexible Employee and Framework Public Body hiring managers are happy with the service delivered, and that this is delivered in a consistent manner.

During framework implementation Pertemps will hold ‘awareness days’ where all members of the contract delivery team will meet to roll out the contract processes and procedures.

The ‘awareness day’ will cover:

- History, vision and culture of the Framework Public Body
- Order process and associated requirements including purchase order numbers and cost codes
- Recruitment process
- Compliance paperwork required for candidates including references and BPSS checks)
- Agreed pay rates and charging structure
- SLAs and KPIs
- Complaints process
- Other information specific to the framework

### **Managing periods of high and competing demand**

As outlined in our response in 1.2.1 Pertemps will deliver this framework agreement via a dedicated public sector account team, based across Scotland, deploying a range of robust recruitment and attraction strategies to ensure our solution meets all requirements. This will include peaks in demand and urgent requests for all urban and rural locations.

Flexibility is key to the successful delivery of such contracts and the size of our team will flex to reflect peaks and troughs in demand as well as overall growth in volumes, with account team members recruited locally across Scotland to support the contract.

We will map the spread of Framework Public Body offices and Flexible Employee demand patterns as part of due diligence, during implementation, to ensure there are sufficient resources within our team.

In order to support this delivery across Scotland Pertemps has, and will continue to invest in, a branch network that currently includes Edinburgh City Centre, Dundee, Rosyth, Falkirk, Aberdeen, Livingston and three sites in Glasgow.

We will agree individual engagement strategies aligned to the needs of each Framework Public Body, as whilst some may require a highly visible service with scheduled meetings and reporting, others may simply require a monthly conference call and discussion about future requirements and service.

Irrespective of the geographic location and in response to the evolving needs of the Framework Public Bodies Pertemps will ensure that:

- Individual attraction and fulfilment strategies are deployed across Scotland to meet demand
- All Flexible Employees are engaged on contracts of employment to mitigate risk
- A continual stream of candidates are put through BPSS and Disclosure Scotland to ensure a sufficient pool of staff at all times
- The MI we present is used to report, monitor and where appropriate implement action plans to meet all obligations under the contract

A clear understanding of each Framework Public Body and its individual nuances allows the delivery team to accurately discuss and position assignments to potential workers. Should a candidate be

suitable for a number of competing assignments then we operate an open, honest and transparent policy and aim to empower the candidate to make a choice that they are fully committed to.

By being open and honest about assignments and the Framework Public Body environment etc. assists candidates in making an informed decision. In the long term this openness results in reduced attrition and improved performance and attitude to work.

The **case study for (REDACTED)** from our response to question 1.1.1 (repeated here for convenience) demonstrates our ability to manage periods of high and competing demand

(REDACTED)

(DIAGRAM 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. (Question Weighting - 15%)

Pertemps has continuous improvement as one of its core values and attributes. We seek improvement ideas and training needs from our employees and clients and have received various awards recognising the quality of our service delivery. These awards include the Government Opportunity awards in 2010 and 2011 for 'Best Service' which highlighted the quality, innovation and positive impact of the service provided by Pertemps across the public sector in Scotland.

Our commitment is such that we will pro-actively look to enhance performance, reduce costs and improve process efficiencies over the length of the new framework contract.

The Account Management team will be responsible for monitoring contractual performance against SLAs on a daily basis to check that we are not just meeting but exceeding expectations, and through constant evaluation of contractual MI they will be able to monitor performance against KPIs across all areas of service delivery.

Qualitative data will be gathered from the labour market, Flexible Employee surveys and evaluations, exit interviews, diversity statistics and the complaints / issue log.

Quantitative data will be derived from the labour market, management information (MI) analysis, spend analysis, measuring of baseline savings and reductions in costs due to initiatives such as consolidated invoicing

Through Supplier Relationship Management (SRM) we will seek to deliver continuous improvements in all elements of our service. We will set targets, monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will also conduct quality surveys across the user base and Flexible Employees.

The five areas outlined below encapsulate the essence of Supplier Relationship Management (SRM) and will ensure a true strategic partnership approach to the development of this framework. The Pertemps board sponsor and Account Director will be responsible for driving this relationship across Pertemps.

#### **Relationship Management**

- Facilitate relationships with strategic stakeholders at Framework level and across Framework Public Bodies
- Provide a point of escalation for all initiatives
- Facilitate introductions to other Pertemps clients

#### **Performance and Risk Management**

- Deploying and managing the performance of a dedicated delivery team
- Reporting, controlling and managing risk

### **Strategic Value**

- Owning and driving through agreed initiatives by presenting the business case to end users
- Identify and implement efficiency improvements for example end-to-end 'e' technology
- Share best practice identified from other Perntemps clients and suppliers for example diversity, risk management, environmental policy and data protection
- Share information on relevant legislation for example Agency Worker Regulations (AWR), pensions, National Insurance (NI) thresholds etc.

### **Capability and Quality**

- Monitor and measure user satisfaction feedback from managers, Flexible Employees and contract management team through electronic service evaluations and questionnaires, and apply action plans to drive continuous improvement
- Using comprehensive management information identify areas of enhancement / improvement and implement and monitor change

### **Financial Value**

- Measure/benchmark and report on the benefits and efficiencies derived from initiatives.
- Deliver reductions in whole of life cost for example:
  - Cashable Savings
    - Transfer of Flexible Employee to new contract rates
    - Control of pay rates
    - National Insurance only being charged on earnings above the lower earnings threshold
  - Non Cashable Savings
    - Introduction of E-invoicing and E-timesheet solutions, which will also improve carbon footprint of both businesses.
    - Consolidated invoices designed to 'speak to' individual Framework Public Bodies financial systems, reducing the time needed entering data onto internal ledgers
    - Introduction of hand scanners at large temporary user sites to record employees times, entering and leaving their assignment. This enables the automatic production of payroll, and leads to 0% invoice queries/ error rates.
    - Introduction of Skype and or conference calls avoiding unnecessary travel

Perntemps will invite specialists from within the organisation and other clients to contract review meetings to advise on areas of interest, for example:

- Employment legislation
- Workforce planning
- Employer Value proposition (EVP)
- Technology
- Legal
- Best Practice
- TUPE
- Environmental policy
- Diversity
- Sustainable recruitment

### **Staff performance:**

Through the dedicated account team we will seek to deliver continuous improvements in all elements of our service. Pertemps are a quality driven organisation and as such we will ensure that all our policies and procedures are updated in line with any legislative changes that may occur during the term of the contract.

We will monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will conduct quality surveys across the user base and Flexible Employees.

The contract delivery team members are in part rewarded by a bonus scheme which is based on performance and will be measured on a weekly basis against the KPIs and SLAs of the contract and the results of the quality surveys.

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- The operations guide is used to support training. This is updated in line with any changes to legislation, the contract or user requirements
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultants are reviewed weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employees are used to inform individual client service improvement plans
- Analysis of the contract MI to identify areas where improvements may be possible
- Introduction of electronic processes, where possible, to drive process efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK

Performance on the contract is linked directly to team members Personal Development Plan. If a training need or a performance issue identified then an agreed plan will be put in place.

The results from all the above activities are analysed and action plans produced and shared with the client and used to drive continuous improvement.

### **Flexible Employee performance:**

(REDACTED)

In the unlikely event of a candidate being unsuitable Pertemps will discuss the reasons for the unsuitability of the candidate in order that a more suitable replacement can be found. We will also be able to assess any training requirements, or if the candidate would be more suitable elsewhere. We would agree a timeline for replacement with the hiring manager and find a replacement as soon as possible from our pool of cleared candidates.

Pertemps offers all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employee, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position with the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

Throughout the duration of the assignment, this will continue to be monitored using a variety of tools including service visits, staff surgeries and evaluation surveys.

Temporary Worker Evaluation Forms (TWEFs) allow frank and open feedback from hiring managers for our workers at the end of each assignment and acts as a reference point for future assignments the worker is considered for. The TWEF provide feedback that allows us to assess how our staff perform in the work environment, rather than our opinion of their suitability through qualifications and experience

Flexible Employees and clients have a dedicated point of contact to ensure a prompt response. Pertemps have centralised email accounts for Flexible Employees, monitored hourly. This allows for quick and satisfactory resolution of queries.

Recorded sickness is monitored closely and 'back to work' interviews are conducted with all employees and absences managed consistently, fairly and firmly.

### 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. (Question Weighting - 10%)

#### **Management Process to deliver a consistently high level of service:**

As with the current framework the Account Management team will work closely with the contract delivery teams to ensure that Framework Public Body requirements are managed by those with the relevant knowledge and experience, whilst at the same time ensuring all service levels are met in terms of fulfilment, quality, vetting process and reporting.

The Account Management team will ensure support and commitment across all internal functions including HR, IT, Legal, Payroll and Finance. This will involve:

- Internal meetings and regular review updates, with actions and objectives
- Full review & performance management against the contract Service Level Agreement (SLA) and Key Performance indicators (KPIs)
- Internal Audit
- Adherence to all company accredited procedures
- Review of attraction outcomes and volumes of available screened and vetted talent

The Account Management team will brief and train all team members to ensure objectives and service levels are understood and committed to. Subsequent performance is reviewed regularly through ongoing appraisals with team members to ensure that the high level of service demanded is met or exceeded.

Furthermore Pertemps will provide all contract delivery team members with a customised, version controlled, Operational Guide, through the company intranet. This guide will include information on:

- History, vision and culture of the Framework Public Body
- Order process & associated requirements including purchase order numbers and cost codes
- Recruitment process
- Any subcontract suppliers used for the authority where appropriate
- Compliance paperwork for candidate files including references, Disclosure Scotland, BPSS
- Agreed pay rates and charging structure
- SLAs and KPIs
- Complaints process
- Escalation
- Other information specific to the contract including continuous improvement initiatives

This guide ensures everyone understands and operates according to the specific requirements of the contract to deliver a high level consistent service across each and every Framework Public Body.

Should changes to any element of the contract occur the account management team would amend the Operational Guide and update the service delivery team by use of Skype, face to face meetings as well as circulating amended material to all concerned. The Account Management team are responsible

for drafting and carrying out all communication of an official contractual manner, meaning this is consistent and responses are monitored and recorded centrally. If further clarification or staff training is required then Pertemps will carry out internal seminars or webinars to ensure that the delivery team are kept fully up to date with the agreed ways of working.

The contract delivery team also have access to all head office support teams and facilities across Pertemps including:

- HR, Training, Quality, Finance, MI, Legal
- Audit compliance team
- Board Members
- Marketing
- IT and back office functions where formal SLAs exist

#### **Performance Monitoring:**

Through the dedicated account team we will seek to deliver continuous improvements in all elements of our service. Pertemps are a quality driven organisation and we will ensure that all of our policies and procedures are updated in line with any legislative changes that may occur during the term of the framework.

We will monitor measure and report on our service delivery against the agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all stakeholders we will conduct quality surveys across Framework Public Bodies and Flexible Employees.

The Account Management team's performance will be measured on a weekly basis against the KPIs and SLAs of the contract and the results of the quality surveys.

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultants are reviewed weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employees are used to inform individual client service improvement plans
- Analysis of the contractual MI, to identify any possible areas for improvement
- Introduction of electronic process initiatives, where possible, to drive efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK
- SRM – Supplier Relationship Management

Performance on the contract is linked directly to the individual team members' Personal Development Plan (PDP). If a training need is identified, or a performance issue raised then an agreed plan will be put in place.

The results from all the above activities are analysed and action plans produced and shared with the client. In our experience this analysis and measurement of current performance is used to drive continuous improvement.

### **Problem Solving – Dispute Resolution**

Pertemps views the raising of issues and complaints by our clients and/or Flexible Employees as a positive aid to improving our business because they may highlight procedural faults, the changing of which may improve the quality of service. All issues are therefore documented and followed up with the utmost care and attention.

All indications of dissatisfaction with the level of service provided have been and will continue to be taken seriously and handled properly and promptly. All complaints are recorded on our complaints database and the Issues Log whether identified by the Flexible Employee or Framework Public Body. Account Management access to historic issues logs ensure that we have been able to trend any issues or disputes and therefore put specific safeguards or auditable process changes in place to ensure that they do not occur again.

Every complaint received by telephone or in writing is acknowledged, investigated and replied to, preferably in writing, although there may be occasions where a problem can be easily resolved by a telephone call. Our standard practice is that each complaint must be acknowledged within two working days. If it is necessary this will be followed up by a visit to the user manager or Flexible Employee.

If complaints cannot be resolved locally, by the contract delivery team, they are passed to a Team Leader within 2 working days. If, for whatever reason, the matter cannot be dealt with at this level, it will be raised to Account Manager level within 3 working days and Director level within 5 working days for investigative, corrective and preventive action.

The action taken as a result of the complaint is recorded on our database and relevant correspondence is kept on file. Any correspondence sent out by the Account Manager or director will also be copied to the contract delivery team. There may be times where it is deemed necessary to make the client contract manager aware of a complaint, even though this has been resolved or is in the process of being resolved, in the unlikely event that there are any perceived negative repercussions.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Procurement Scotland and the individual Framework Public Body.

In addition, any such complaints from clients or Flexible Employees will be forwarded to the Pertemps Quality Director as part of our ISO responsibilities so that data can be compared, trends identified and process improvements implemented.

## **Value for money for all stakeholders**

Pertemps will pro-actively look to support Procurement Scotland and Framework Public Bodies reduce costs and improve process efficiencies over the length of the framework.

Through Supplier Relationship Management (SRM) we will seek to deliver continuous improvements in all elements of our service. We will monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will also conduct quality surveys across the user base and Flexible Employees.

The five areas outlined below encapsulate the essence of Supplier Relationship Management (SRM) and will ensure a true strategic partnership approach to the development of this framework. The Pertemps board sponsor and Account Director will be responsible for driving this relationship across Pertemps.

### **Relationship Management**

- Facilitate relationships with strategic stakeholders at Framework level and across Framework Public Bodies
- Provide a point of escalation for all initiatives
- Facilitate introductions to other Pertemps clients

### **Performance and Risk Management**

- Deploying and managing the performance of a dedicated delivery team
- Reporting, controlling and managing risk

### **Strategic Value**

- Owning and driving through agreed initiatives by presenting the business case to end users
- Identify and implement efficiency improvements for example end-to-end 'e' technology
- Share best practice identified from other Pertemps clients and suppliers for example diversity, risk management, environmental policy and data protection
- Share information on relevant legislation for example Agency Worker Regulations (AWR), pensions, National Insurance (NI) thresholds

### **Capability and Quality**

- Monitor and measure user satisfaction feedback from managers, Flexible Employees and contract management team through electronic service evaluations and questionnaires, and apply action plans to drive continuous improvement
- Using comprehensive management information identify areas of enhancement / improvement and implement and monitor change

### **Financial Value**

- Measure/benchmark and report on the benefits and efficiencies derived from initiatives.
- Deliver reductions in whole of life cost for example:
  - Cashable Savings
    - Transfer of Flexible Employees to new contract rates
    - Control of pay rates
    - National Insurance only being charged on earnings above the lower earnings threshold
  - Non Cashable Savings
    - Introduction of E-invoicing and E-timesheet solutions, which will also improve carbon footprint of both businesses.

- Consolidated invoices designed to 'speak to' individual Framework Public Bodies financial systems, reducing the time needed entering data onto internal ledgers
- Introduction of hand scanners at large temporary user sites to record employees times, entering and leaving their assignment. This enables the automatic production of payroll, and leads to 0% invoice queries/ error rates.
- Introduction of Skype and or conference calls to avoid unnecessary travel

Pertemps would invite specialists from within the organisation and other clients to contract review meetings to advise on areas of interest, for example:

- Employment legislation
- Workforce planning
- Employee value proposition (EVP)
- Technology
- Legal
- Best practice
- TUPE
- Environmental policy
- Diversity
- Sustainable recruitment

#### **Stakeholder engagement:**

Stakeholder engagement will be managed and driven by a well-defined strategy which will have a clear set of objectives, timetable, budget, and allocation of responsibilities. All members of the account team will be aware of the program, and understand the importance and implications. As well as stakeholders from within Procurement Scotland and Framework Public Bodies, other stakeholders engaged include the Pertemps delivery team, candidates, Flexible Workers on assignment and work programme service providers including Jobcentre Plus and Working Links.

The Pertemps stakeholder engagement strategy (diagram 2 below) includes:

- **Stakeholder identification** - who our stakeholders are across Framework Public Bodies
- **Stakeholder analysis** - a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on the framework
- **Information disclosure** - Communicating such information in a manner that is timely, understandable and accessible to our stakeholders
- **Stakeholder consultation** – Engaging stakeholders and seeking feedback from implementation and throughout the lifespan of the framework
- **Issue management** - How we respond (or are perceived to be responding) when issues are highlighted is important and could have significant implications for the framework performance
- **Stakeholder involvement** - To help satisfy concerns and promote transparency involving key stakeholders during mobilisation helps align objectives and mitigate potential future issues

(DIAGRAM REDACTED)

As detailed below the team will **plan, consult** and **implement** individual stakeholder engagement strategies aligned to the needs of each Framework Public Body. Whilst some may require a highly visible service with scheduled meetings and reporting others may simply require a monthly conference call and discussion about future requirements and service.

**Planning:**

- Create a timetable for Framework Public Bodies implementation
- Allocate specific responsibilities for each individual on the team
- Ascertain main contacts at each Framework Public Body with whom we do not currently have a relationship, and continue having regular contact with those we already have a relationship with
- Agree order processes and methods in line with requirements
- Contact any outgoing suppliers, line managers and existing Flexible Employees to ensure business as usual

**Consultation:**

- Consult with each Framework Public Body including the current temporary workforce to assure them that there will be no operational change
- Line managers will be invited to meet the Pertemps Account Management team in informal group meetings, in order that the team can fully assess their requirements
- Agree any grading structure with pay rates promoting the Scottish Living Wage of £7.65 wherever possible
- Agree the format and timescale with which each Framework Public Body would wish to receive their management information
- Agree order process, promoting use of technology and electronic ordering
- Agree timesheet processes, trying to promote electronic timesheets as a cost saving initiative as well as a greener alternative for reduced paper usage
- Agree invoicing process, again promoting consolidated invoicing and electronic invoicing for cost saving and environmental reasons
- Agree regularity and content of service review meetings

**Implementation:**

- By this point there will be an agreed timetable and allocated tasks in place which we will have to deliver to within the agreed timeframes
- Carry out relevant Health and Safety checks at Framework Public Body sites in order that we can supply staff without any administrative hold ups
- Regular meetings with Framework Public Bodies to update them on progress.

#### **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. (Weighting - 25%)

#### **Communication**

Through our expansive network of branches throughout Scotland the contract delivery team is local, dedicated to the contract, and focussed on developing close working relationships with user managers across the Framework Public Bodies, the existing workforce and potential Flexible Employees.

Local engagement on a day-to-day basis between the Pertemps contract delivery team and user managers will ensure regular and effective communication and develop close working relationships. There would however need to be ongoing formal review meetings to help monitor performance and drive continuous improvement.

Elements of our quality/audit plan are tabulated below. This identifies some of the initial and ongoing measures, policies and procedures Pertemps implements when awarded contracts, to help promote the agreement, and improve communication channels between user managers and the Pertemps contract delivery team.

(DIAGRAM REDACTED)

#### **Review Meetings**

The service review meetings would be formal meetings with agreed agenda items and format. Static items on the agenda would include:

- Key performance indicators (KPIs)
- Management information (MI) (monthly, quarterly and or 6 month trend analysis)
- Performance and risk management e.g. new legislation
- Financial performance – Spend per Framework Public Body / Baseline Savings
- Strategic Value Management and Continuous Improvement

Other forms of communication to be used would include:

- Contract newsletters
- User manager guides
- Dedicated web pages
- Emails
- Flyers / leaflets
- Forums / presentations

In addition, Pertemps acknowledge and embrace the increasing importance of Social Media in supporting communications and our service delivery by:

- Identifying industry trends
- Promoting client opportunities
- Sourcing candidates
- Directly communicating with existing and passive workers

Our objective is to establish confidence in our existing Flexible Employees, potential candidates, clients and on-line communities that Pertemps is a brand that offers high quality recruitment services via evolving on-line digital channels.

### **Management Information (MI)**

Pertemps understand the importance of management information in giving vital data to Scottish Ministers as a whole, as well as to individual Public Framework Bodies. A successful management information system will reap benefits for both the Public Framework Bodies and Pertemps, the provider, and allow both to gain insight to better align strategies and identify critical relationships and gaps along four key dimensions – people, process, culture and infrastructure.

A successful information system provides a framework for the Public Bodies and Pertemps to evaluate themselves relative to these dimensions. By understanding and improving alignment with these critical dimensions, the Public Bodies will be able to maximize the value and impact of information as a strategic asset to gain cost and efficiency advantages.

(REDACTED)

As part of Pertemps' commitment to continuous improvement we have a new system which we are introducing to clients that has evolved from ESS.

(REDACTED)

As such we have a dedicated member of the Business Support team to compile the individual users' MI in accordance with the Framework agreement, and they are contactable for any issues or queries regarding any aspect of Management Information.

### **Out of Hours**

Pertemps' service availability and that of the contract delivery team will always mirror or exceed the requirements of the Framework.

Normal office hours for Pertemps branch network across Scotland and contract operations are 8am – 6pm Monday to Friday. There is also a 24/7 central help line manned by staff familiar with the contract and able to handle any general client enquiries. Issues can be escalated to the account management team and board sponsor via this 24/7 facility, in line with the escalation and complaints procedure outlined below.

Recruiting managers across the Framework Public Bodies will be made aware of all contact details and the methods available to them (e.g. email, fax, on-line contact, and telephone) through details published in Framework Public Body's handbooks and confirmed when taking assignment bookings.

Flexible Employees are all given a credit card size induction card containing the contact numbers at Pertemps and emergency contact numbers for out of hours situations.

Contact information will be distributed to all Framework Public Bodies and made available via the Pertemps web site, client pages or Scottish Ministers Intranet sites as appropriate.

Where there is a requirement for out of hours contact which is location or discipline specific, for example events in the evenings and at weekends requiring catering staff, a contract team member will be available out of hours via a dedicated mobile telephone number for both staff and client contact. They will also have access to a 'call off list' of suitable stand by workers and permission to call at short notice for replacements.

To report issues including attendance problems which don't require immediate assistance we provide a dedicated out of hours number with answer machine.

(REDACTED)

### **Complaints Management**

Pertemps views the raising of issues and complaints by our clients and/or Flexible Employees as a positive aid to improving our business because they may highlight areas for procedural improvements, the changing of which may improve the quality of service. All issues are therefore documented and followed up with the utmost care and attention.

All indications of dissatisfaction with the level of service provided have been and will continue to be taken seriously and handled promptly. All complaints are recorded on our complaints database and the Issues Log whether identified by the Flexible Employee or Framework Public Body. Account Management access to historic issues logs ensure that we have been able to trend any issues or disputes and therefore put specific safeguards or auditable process changes in place to ensure that they do not occur again.

Every complaint received by telephone or in writing is acknowledged, investigated and replied to, preferably in writing, although there may be occasions where a problem can be easily resolved by a telephone call. Our standard practice is that each complaint must be acknowledged within two working days. If it is necessary this will be followed up by a visit to the user manager or Flexible Employee.

If complaints cannot be resolved locally, by the contract delivery team, they are passed to a Team Leader within 2 working days. If, for whatever reason, the matter cannot be dealt with at this level, it will be raised to Account Manager level within 3 working days and Director level within 5 working days for investigative, corrective and preventive action.

The action taken as a result of the complaint is recorded on our database and relevant correspondence is kept on file. Any correspondence sent out by the Account Manager or Director will also be copied to the contract delivery team. There may be times where it is deemed necessary to make the client contract manager aware of a complaint, even though this has been resolved or is in the process of being resolved, in the unlikely event that there are any perceived negative repercussions.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Procurement Scotland and the individual Framework Public Body.

In addition, any such complaints from clients or Flexible Employees will be forwarded to the Pertemps Quality Director as part of our ISO responsibilities so that data can be compared, trends identified and process improvements implemented.

### **Order Cancellation**

It is critical that candidates in the recruitment process are managed effectively and that clear communication takes place. This will go some way to mitigate any grievance issues and also protect the individual Framework Public Body's brand in the local recruitment market place.

There is a clear process for such events including:

- Understand from HR and or hiring managers the rationale for the cancelled order:
  - Internal fill
  - On hold
  - Re-defined position
- Communicate with and manage any candidates that are part way through the process to mitigate any potential complaints and protect the organisation's brand
- Update all systems relating to the process and inform supply chain if needed
- Update all candidate records
- Wherever possible offer alternative assignment to the candidate concerned

Pertemps monitor and record all instances where orders are cancelled and the reasons for the cancellation and can feedback to individual Framework Public Bodies.

### 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 across the North Region in both rural and urban areas. ( Weighting - 12.5%)

A (REDACTED) mobilisation plan for the framework has been uploaded within this zip file in 'project office' (document 1.3.5 Mobilisation Plan) showing the key activities to be completed following the contract award date of 17<sup>th</sup> December 2014. Regular review meetings and conference calls between Pertemps, Procurement Scotland and Framework Public Bodies are scheduled throughout.

As an existing supplier supporting over (REDACTED) Framework Public Bodies across Scotland, Pertemps will ensure continuity of service and business as usual throughout this tender process and into the new contract, irrespective of the outcome of the process.

If unsuccessful with this tender then Pertemps is contractually bound to exit from your operations with minimal disruption and we confirm that our exit strategy will fully support the decision of Scottish Procurement. Pertemps will however ensure that we continue to provide our Flexible Employees with the high standard of engagement and support until such time their assignments come to an end. In addition to this Pertemps will make ourselves available to managers and stakeholders within the Framework Public Bodies should they need our support.

If successful there will be no cost of change and Pertemps will deliver immediate savings through (REDACTED). The existing contract delivery team will remain in place ensuring business as usual with no risk or disruption to the service across Framework Public Bodies.

Pertemps would however wish to re-evaluate the service offering by conducting a full 'needs analysis' review across all Framework Public Bodies, consulting with hiring managers to re-evaluate their current and future expectations. As part of this review we would carry out a 'value mapping' exercise of all current processes and information flows, modifying these where required ensuring we deliver the optimum solution.

We believe our existing Account Management and contract delivery team is sufficient in terms of knowledge and resource to implement and execute any changes to the framework requirements and they will be supported by Head office, IT, Finance, HR and support teams.

We will deploy a dedicated Implementation Team to deliver the mobilisation programme, alongside the contract delivery team.

The team will be led by an Implementation Manager with (REDACTED)

#### Key Accountabilities:

- Sourcing and appointment of additional account team members
- Transfer of Flexible Employees to new framework terms and rates
- Set-up and implementation of account processes and supporting documentation
- Implementation of IT platform and systems as required
- IT platform training via training seminars and web seminars as required
- Marketing the new framework through workshops, seminars, newsletters, bulletins and face to face meetings.

Tools used by the team will include; MS Project and Excel, Risk Registers, Issues Log, documented minutes and action summaries.

Our plan is divided into (REDACTED) specific phases, Planning, Consultation and Mobilisation each with responsibilities to be actioned by Pertemps, Procurement Scotland and Framework Public Bodies stakeholders.

(REDACTED)

### **Marketing and Promotion**

The following events and activities will be used to promote the contract:

- Series of formal presentations to all stakeholders and hiring managers, ideally supported by Procurement Scotland and or local sponsors
- Links between Procurement Scotland, Framework Public Bodies and Pertemps web pages
- One to one meetings across Framework Public Bodies where necessary
- ‘User Guide’ hard copy and or web pages for user managers
- Monthly Newsletter highlighting success stories from across the local and wider contract
- Posters and leaflets with the contact details for the local contract delivery team
  - On notice boards
  - In reception areas
- On-going ‘meet the team’ events
  - In receptions and as part of site visits and Flexible Employee surgeries

### **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. (Question Weighting - 12.5%)

During framework mobilisation all identified or perceived risks will be added to the current framework risk register. This is made available to Procurement Scotland and Framework Public Bodies project team members at all times and discussed at regular review meetings. Red, amber or green flags are attached to each risk in terms of likelihood, impact upon service should it occur. Contract team members are assigned to each risk with a target date for resolution.

Most of the risks outlined here can impact supply and so it is imperative that the communication and interface between all stakeholders, is open, timely and effective.

(DIAGRAM 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.

(Question weighting 5%)

#### **Service continuity and the availability and retention of suitably skilled and qualified staff:**

##### **Flexible Employees**

Pertemps recognise the importance of retaining staff whilst on assignment and once registered, reducing the need for constant replenishment and replacement.

(REDACTED)

(TABLE REDACTED)

A key element of retention for all areas is our flexibility and commitment to on-going contact with candidates and workers, and site visits. This provides an opportunity for workers to meet and talk with members of the account team and deal with any issues or concerns as they arise.

Through candidate contact, Pertemps consultants ensure that candidates awaiting assignment, or between assignments, are updated regularly on the progress of their application and status via telephone, email, SMS and newsletters. This means we lose as few cleared candidates as possible by ensuring we are managing their expectations of gaining placement with the public sector through Pertemps.

Pertemps offers all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employee, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position with the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

In addition to this, Pertemps are able to offer, through our training and development centre as well as through external and strategic partners, a full complement of NVQ assessments. This has proven very popular for our clients, with one of our contract clients having already put through over 600 permanent and contingent workers through the basic level NVQ in their subject areas.

Pertemps implemented full Contracts of Employment (CoE), for Flexible Employees over 10 years ago and have enhanced this CoE to include guaranteed hours, pension rights, an employee assistance programme, share options and other benefits, strengthening the mutuality between the Flexible Employee and Pertemps.

The CoE allows Pertemps to manage our Flexible Employees in the same way as clients would manage their own permanent workforce. We operate a fully inclusive Welfare Management programme for our Flexible Employees providing development plans and training, in line with clients' skill requirements and our their aspirations. We are also able manage and resolve any issues before they become problems leading to a more motivated and committed workforce and higher staff retention.

From the candidate surveys conducted the Contract of Employment is shown to be a huge benefit for Flexible Employee's employment security and acts as a key differentiator of Pertemps above its competitors.

### **Pre-assignment Induction**

All Pertemps Flexible Employees are taken through a pre-assignment induction, which provides them with an indication of the role they are about to undertake, what is expected of them and how their success will be measured. The induction would be conducted by Pertemps and include (but is not limited to):

- Welcome address
- Overview of Framework Public Body
- Equality Diversity and Inclusion
- Health & Safety
- Confidentiality
- Hours of work
- Reporting lines
- Overtime arrangements
- Timekeeping and absenteeism
- Process for booking holiday and reporting absence
- Timesheet requirements
- Key contact names and telephone numbers

### **On Assignment**

- Pertemps offers all Flexible Employees the choice to receive their wages on a weekly or monthly basis to suit their personal circumstances.
- There are a number of other financial benefits that Pertemps offers to its Flexible Employees
  - Mobile Advantage Plan
  - Stakeholder Pension
  - Free pension and mortgage advice from qualified specialists.
- All Flexible Employees are called at regular intervals to ensure they are happy with the assignment, and that any issues are dealt with promptly. Throughout the duration of the assignment, this will continue to be monitored using a variety of tools including service visits, staff surgeries and evaluation surveys.
- Flexible Employees and clients have a dedicated point of contact to ensure a prompt response. Pertemps have centralised email accounts for Flexible Employees, monitored hourly. This allows for quick and satisfactory resolution of queries.

- Recorded sickness is monitored closely and 'back to work' interviews are conducted with all employees and absences managed consistently, fairly and firmly.
- If and when Flexible Employees do leave, Pertemps conduct exit interviews and report back to the client on their findings. This enables us to indemnify actions and work to prevent further losses. It also allows us to monitor and report back on any trends that could identify potential training needs for client managers.

During assignment Pertemps will dispatch a survey to all Flexible Employees at the end of their fourth week. The purpose of this survey is to quickly identify any initial concerns or worries that the Flexible Employee may have and implement any remedial actions where appropriate.

The survey seeks feedback on:

- Their perceived suitability of their skills to the role
- Timely receipt of information
- Accuracy of payroll
- Speed at error rectification
- Communication with them whilst on assignment

The results of the surveys are analysed and made available to Framework Public Bodies along with any suggested improvement plans. The surveys can be done in a number of different ways for example face to face, paper based or on-line.

Examples of initiatives developed for clients, to retain and manage temporary workforces:

- NVQ training programme

A cost efficient NVQ training programme delivered to a national client by Pertemps with 607 completed across the workforce. By up-skilling the temporary workforce we increase motivation, retain talent, increase productivity and reduce induction training.

(REDACTED)

#### **Pertemps delivery team members:**

Pertemps' biggest differentiator is the fact that our own permanent staff stay with us for longer than any of our comparative peers within this industry. Currently within our business Pertemps can boast an average length of service of over 11 years. Our employees stay with us because of the company culture and because they have a sense of ownership due to the share scheme introduced a number of years ago. The turnover of Pertemps staff for 2013 was only (REDACTED) compared with an industry average of almost 45%.

Pertemps values are respected and born out in our everyday operations and within the teams that deliver service across our clients. We are still a family business, although a large one, and that sense of family is very strong and visible. Our staff are the best testament to our values in their dealings with their peers, customers and the candidates and we are proud to have achieved the following awards and accreditations:

- 'Times Top 100 Companies to Work For' consecutively for past 8 years
- 'Britain's Top Employer'
- Investors in People standard for over 15 years

- ISO 9001 Quality accreditation
- REC qualified consultants by examination. Currently 50% of our management and recruitment consultancy staff with all new employees offered the opportunity
- Winner of the GO Awards Scotland – Best Service Category 2010 and 2011
- An NVQ accredited Training Centre
- Appointed a Founding Member and Trustee for the 'Centre for Tomorrow's Company'
- Appointed a Founding Member and Co-Sponsor of Midlands Excellence
- Supplies up to 35 of the FTSE Top 100 Companies
- Institute of Employment Consultants accredited Training Centre
- Nationwide network - over 200 branches in over 95 towns and cities
- Equal Opportunities Employer

Pertemps is also an active member of the Recruitment and Employment Confederation (REC), the Confederation of British Industry, the British Institute of Facilities Management and the Freight Transport Association.

Our management team consists of mainly internally promoted staff members. We encourage growth, development and opportunities from within rather than having to look outside our organisation for talent. As such our management team is extremely knowledgeable. Indeed, we are very proud that our current Chair person started in our business as an administrator and the whole of the current Main Board Directors all started within the operation as Consultants and have worked their way through the business.

Each employee has a Personal Development Plan (PDP) which is reviewed and discussed as part of Pertemps performance review process.

The REC qualification, the Certificate in Recruitment (Cert RP MIRP), is offered to all staff after 1 year of service, to demonstrate our commitment to our workforce and positioning our industry as a professional career choice. Pertemps also offer funding to undertake external relevant training e.g CiPD.

We recognise that when working on contracts or frameworks, the rewards and benefits need to be aligned to the quality of the service we deliver. We monitor this by ensuring we meet any SLAs and KPIs.

Any commission payments made to contract team members are linked directly to the SLA, KPIs and quality processes of the particular Framework Public Body, taking into consideration feedback from candidates and hiring managers as regards to the recruitment experience and quality of service received. It also includes the success of placing candidates and the retention of these candidates. This helps our consultants to focus on the quality of the candidates they place.

The consultants' KPIs are based around the following success ratios

- CVs to interview
- Attendance at interviews
- Success at interview
- Candidates fully completing vetting/compliance
- Fulfilment of roles (candidates starting on first day)
- Candidates completing training

- Attendance and lateness of candidates
- Attrition
- Customer satisfaction (surveys)
- Complaints
- Candidate satisfaction (surveys)

Our delivery team has a combined 80 years experience working with the public sector. We retain this knowledge through extensive training and investment in our staff ensuring that we are recognised as recruitment professionals with expertise in the public sector.

**Best Practice Employer:**

Pertemps will ensure that our policies and procedures remain in line with existing and developing equality legislation. To ensure compliance and the adoption of Best Practice, we conduct Equality Impact Assessments, review our equality schemes and action plans, and consult with users, staff and key stakeholders to gather feedback on policies, performance and progress.

As an Equal Opportunities Employer our policies are such that we ensure that all people applying for work are treated in an equal and fair manner. Our policies and procedures are developed and evolve so that we are able to attract, source, interview and assess people from diverse groups. Pertemps actively works in partnership with clients to attract and place under-represented minorities into work. Attraction strategies would be deployed across the region with an integrated approach to encourage candidates from all areas of the community.

Pertemps has been awarded the right to display the Two Ticks "Positive About Disabled People" symbol and are committed to achieving a truly diverse workforce. By using the symbol we are sending a clear message to disabled candidates that we welcome their job applications. Pertemps also displays the symbol within its branches as well as being incorporated into letterheads and advertising/promotional material.

Our chairman is a board member of Race for Opportunity (RfO) and our development programmes offer excellent equality training in recruitment, appraisal, selection, supervision and resource allocation.

To encourage applications from diverse groups we partner local outreach service providers, place advertising in specific community centres, and hold open meetings and events. We work closely with education providers, work based learning providers and significant others to ensure that we offer the best advice and support to those seeking work and to workers seeking skills development. Organisations that we partner with include:

(LIST REDACTED)

Pertemps maintains its involvement in shaping the future of employment legislation through our executive membership of professional bodies such as the Recruitment and Employment Federation (REC) and Race for Opportunity (RfO).

Our Chair is a Board Member of the RfO and our Quality Director is a Board member of the REC Ethics and Policy committee. This means we are always able to implement strategy to minimise the effect of any changes on our clients and our temporary workforce.

Knowledge and information gained from these affiliations is shared with our clients through presentations, roadshows and meetings, usually involving the HR and procurement departments of Framework Public Bodies. During the current framework we have delivered a number of seminars and training workshops including for example:

- Disability in the workplace
- Mock Industrial Tribunals in partnership with our legal partners
- The introduction of Agency Worker Regulations (AWR)

Having been in business for over 50 years Pertemps believes that our greatest asset is our people and everyone lives our corporate values which include:

***Reliable*** - *Each and every one of our employees is passionate about what they do. They are genuine when dealing with customers and are driven to deliver the best service imaginable.*

***Quality*** - *The quality of service we provide is fundamental to our very existence.*

***People Driven*** - *People are the heart of our daily business. The strong family values adopted back in 1961 still run through the core of the company today.*

***Integrity*** - *It is our policy to be open and transparent in everything we do.*

#### **Engagement and empowerment of staff**

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- The operations guide is used to support training. This is updated in line with any changes to legislation, the contract or user requirements.
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultant performance is measured weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employee are used to inform individual client service improvement plans
- Analysis of the contractual MI to identify possible areas for improvement
- Introduction of electronic processes, where possible, to drive process efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK

Performance on the contract is linked directly to team members' Personal Development Plan. If a training need is identified, or a performance issue is raised, then an agreed plan will be put in place.

In addition to formal training mentioned above, Pertemps provides training and support to the branch and site operations to ensure that all members of staff receive the training, coaching and support needed to provide for their development as well as delivering to the Framework Public Body's needs.

This may also include specific workshops relating to individual contract requirements, legislative requirements or new business initiatives.

The results from all the above activities are analysed and action plans are produced and shared with the client and used to drive continuous improvement.

The account management team will brief and train all supplying staff to ensure objectives and service levels are understood and committed to. Subsequent performance is reviewed regularly through ongoing appraisals with delivery staff to ensure that the high level of service demanded is met or exceeded.

**Measurable examples that can be monitored and reported during framework:**

Pertemps understand the importance of Management Information in giving vital data to Procurement Scotland and the individual Framework Public Bodies. A successful management information system will reap benefits for both the Framework Public Bodies and Pertemps, the provider, and allow both to gain insight to better align strategies and identify critical relationships and gaps along four key dimensions – people, process, culture and infrastructure.

A successful information system provides a method through which the Public Bodies and Pertemps can evaluate themselves relative to these dimensions. By understanding and improving alignment with these critical dimensions, the Public Bodies are able to maximise the value and impact of information as a strategic asset to gain cost and efficiency advantages.

We gather diversity data from the outset by asking applicants to complete our Equality, Diversity & Inclusion monitoring form. We explain why it is important, that they are under no obligation to complete it, and that it has no bearing on our selection process as this data is not shared prior to appointment. Data is compared with local/national demographics and presented within our MI at contract review.

We can further report on the following aspects of management procedures and processes.

- No. of Flexible Employees going through / completed our free online training per region.
- No. of available, security cleared staff per region
- No. of Pertemps staff that are going through / completed the Cert. RP MIRP
- Any other relevant Pertemps staff training.
- Any internal promotions (include handover plans) or awards.

#### **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.

(Question Weighting - 50%)

#### **Continuous Improvement (CI):**

Pertemps solution will have a continuous improvement plan linked to feedback from Framework Public Bodies, service users, stakeholders, Pertemps staff and Flexible Employees.

This improvement plan will become part of an agreed 'live' ongoing commitment to CI. The plan will be regularly reviewed, amended and added to.

The success of ensuring CI is based on a clearly defined measurable partnership between Pertemps and Framework Public Bodies and will involve:

- Ongoing dialogue and open communication
- Defined working procedures – set out in the organisation's operations guide
- Flexible SLAs – with both parties adhering to their responsibilities
- Defined performance monitoring systems – MI reporting procedures
- Strong governance-agreed governance structure and regular feedback meetings

(DIAGRAM REDACTED)

The Account Director is responsible for the monitoring of performance in delivering business as usual, and will ensure that the service continues to improve and meet the framework objectives. This involves constant evaluation, monitoring, reporting and engagement.

Pertemps consider the following framework imperative to a successful CI programme:

(DIAGRAM REDACTED)

Once processes and procedures are in place following implementation, it is important that CI becomes normal practice. Part of Pertemps' role is to continue to raise the bar of expectation and seek out 'total efficiency' ensuring Framework Public Bodies receive best value for money.

#### **Governance**

The Pertemps approach aligns CI to governance through a project managed, communication orientated process, utilising a CI toolkit to manage, measure and deliver. CI targets should feature in any governance process.

## **Implementation**

CI should be a jointly defined project during the discovery phase of implementation and transition. Using existing management information as benchmark data, the Pertemps implementation and account team will work to understand where needs aren't being met, and where processes are restricting optimum performance.

These needs will be relayed to the account delivery team to identify whether they are measurable and achievable. They will then jointly draw up KPIs and SLAs regarding short, medium and long term improvement targets.

## **Feedback/review**

Regular review meetings with all stakeholders involved in the CI process should take place. These meetings are to confirm that the identified improvements have been carried out and that they meet an acceptable standard.

## **Targets**

Targets will be set through understanding of requirements balanced against what is achievable over time. Pertemps can then implement any process transformation aligned to decided targets.

When the team or an individual person is given a specific improvement task, it must always be clear what the task is, the standard required, and the level of authority and responsibility they have in achieving the task, and when the task will be reviewed. Pertemps will ensure that a method is in place for checking progress, e.g. Scorecard, specific CI SLA, service user meetings, supervision and joint stakeholder account meetings.

Pertemps will confirm that the identified improvements have been carried out and that they meet an acceptable standard. It is important that a timetable is established, in order to review progress and to give a clear signal to service users and staff that management is committed to improvement.

## **CI Tools**

Pertemps use several tools to ensure that the CI process leads to optimum performance including:

(DIAGRAM REDACTED)

## **Strategic Alignment**

It is imperative that all activities performed by Pertemps ultimately align to the Framework Public Bodies' agendas and strategies. The Account Director and Board Sponsor will ensure that strategic alignment is at the core of all activities and processes.

A measurement framework will be developed so progress can be measured and data can be collated to deliver clear, meaningful management information to all stakeholders.

## **Total Quality Management**

Pertemps will align all quality assurance activities with the CI programme. This will be an enabler in Pertemps ability to provide a productive service whilst achieving optimum cost efficiencies at any particular time.

## **Communications**

General recommended communication activities will include:

- Promoting among service users and staff the concepts of a collaborative approach and commitment to service improvement.
- Service user meetings to enable service users to have a forum to share and discuss issues concerning the performance of the framework and its activities. These meetings are to be recorded, minutes taken and action allocated, if appropriate. All details will be placed on the intranet, or emailed to nominated stakeholders
- Where there are specific issues or changes on which service users should be consulted, one-off meetings can be organised as part of business as usual
- The Account Director and framework contract owners will meet regularly to discuss the ongoing CI programme, its impact, activities, policies and procedures, challenges, strategy etc.
- Pertemps will work to ensure the best possible forums for promoting achievement and commitment to improvement are used, e.g. intranet, newsletters, weekly briefing sessions etc.

We have provided a few recent examples of how Pertemps approach to CI has led to the implementation of initiatives and how they have directly benefited our clients:

(DIAGRAM 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;
- Using social enterprises to support delivery of services.

(This Question will NOT be scored)

Pertemps recognises the main areas in which it impacts upon the environment and is committed to continuously improving performance in these areas:

- Reduction in energy
  - offices have automatic lighting that switches off when no movement is detected
- Reduced fuel consumption
  - car share schemes and low emission vehicle fleet
- Waste recycling
  - offices have paper, plastic, tin, cartridge and technology recycling
  - Engaging stationery suppliers who are committed to recycling and hold the ISO:14001 environmental accreditation, and apply market leading environmental initiatives:
    - Toner, paper and furniture recycling schemes
    - Re-usable packaging
    - Deliveries using vehicles powered by electricity, LPG and bio-fuels
    - Environmental appraisals
    - Managed delivery services
    - Environmental products
    - W.E.E.E destruction and recycling
  - All of the recycling schemes are designed to pick up your old waste at the same time as delivering your new supplies, eliminating the need for a separate recycling company and saving you time and money
- Prevention of pollution
  - Low emission vehicle fleet

The Board of Directors review our policies annually and our well-established policies and practices demonstrate our long-term commitment to the environment.

#### **Electronic invoicing and technology:**

During the life of the current framework we have introduced innovative technology solutions as part of a continuous improvement programme to drive efficiencies across the contract including on-line ordering, electronic timesheets and payslips and consolidated electronic invoicing. This has resulted in significant direct and indirect savings.

(REDACTED)

### **Video conferencing for meetings:**

Pertemps use Skype and video-conferencing facilities across our business. We also use these facilities to hold client meetings and where possible hold initial discussions with potential candidates. Pertemps will continue to actively promote the use of Skype and also where possible offer a 'virtual' on-site presence for both hiring managers and Flexible Employees. This service would also be supported with face to face meetings when appropriate

### **Green travel policies:**

Our pioneering fleet management system so impressed judges at the Energy Saving Trust Fleet Hero Awards that they crowned it winner in the Private Sector 250+ Cars category in 2006. This system continues to monitor and help control our CO2 emissions as does our choice of low emission vehicles used in the business. The system is increasingly being used by clients across their fleets of vehicles.

### **Promoting careers in the Temporary and Interim Staff industry:**

Pertemps have been long standing members of the Recruitment Employment Confederation (REC) the industry's governing body, such that we now hold a seat on the Policy Board. Pertemps actively work with both the REC and the CBI to promote the industry because we are very aware of the benefits our business provides in terms of employment and career opportunities which help boosts the economy both locally and nationally. Pertemps actively promote our industry and services through proactive PR, sponsorship of local sports teams and community projects. We have and will continue to work with schools and colleges to offer workshops and guidance on writing a CV, preparing for interviews, the labour market and the merits of temping or being an interim

Pertemps implemented full Contracts of Employment (CoE), for Flexible Employees over 10 years ago and have enhanced this CoE to include guaranteed hours, pension rights, an employee assistance programme, share options and other benefits, strengthening the mutuality between the Flexible Employee and Pertemps.

The CoE allows Pertemps to HR manage our Flexible Employee in the same way as clients would manage their own permanent workforce. This helps retain workers through providing development plans and training in line with client skill requirements and our Flexible Employee' aspirations. From candidate survey feedback our Contract of Employment is shown to be a huge benefit for employment security and acts as a key differentiator for Pertemps above our competitors.

### **Providing training opportunities and support to achieve qualifications:**

Pertemps offers and will continue to offer all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employees, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

In addition to this, Pertemps are able to offer, through our training and development centre as well as through external and strategic partners, a full complement of NVQ assessments. This has proven very popular for our clients, with one of our contract clients having already put through over 600 permanent and Flexible Employees through the basic level NVQ in their subject areas.

Internally our consultants are encouraged to study for the REC qualification, the Certificate in Recruitment (Cert RP MIRP), which is offered to all staff after 1 year of service, to demonstrate our commitment to our workforce and positioning our industry as a professional career choice.

#### **Supporting local communities e.g. sponsorship of local clubs etc.**

As part of our wider CSR policy Pertemps support many charitable organisations across the communities we work in as well as local businesses and sports teams:

- Our Scottish operations Give As You Earn Fund has made several donations to charities in Scotland including; (REDACTED)
- In 2008 Pertemps raised (REDACTED) build their new headquarters.
- In 2013 Pertemps made a donation of (REDACTED) to a new (REDACTED) and will continue to support this facility annually.
- 21 years ago we started the (REDACTED) and so far have put up to (REDACTED) into the community. This included acquiring (REDACTED), in 2003 and turning it into a Community Foundation.
- Pertemps sponsor many 'grass roots' and senior sporting teams in swimming, football, netball, cricket, basketball and rugby for continued support of local communities across the UK.
- Pertemps match individual employees charity fund raising up to (REDACTED)

#### **Working with social enterprises to support delivery of services:**

- By delivering Government welfare to work programmes we help long-term unemployed and under-represented groups access opportunities in the workplace.
- We work with and advertise all assignments across work programme service providers including Jobcentre Plus, Working Links and Connexions.

### **1.6.1**

Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this framework, including details of any perceived implications and/or risks and how these will be mitigated.

(This Question will NOT be scored)

Pertemps are of the opinion that the Transfer of Undertakings (Protection of Employment) Regulations 2006 do not apply in respect of the framework.

### **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 levels.

#### **The Public Sector landscape in Scotland:**

(REDACTED)

The Public Sector in Scotland includes the 32 unitary local authorities, the NHS, the Scottish Government and other Central Government Public Bodies.

'Public Bodies' describes a range of organisations which have a direct relationship with the Scottish Government or Scottish Parliament, and for which they are responsible. They have a vital role in the delivery of public services in Scotland, as well as a significant contribution to the delivery of the Scottish Government's national outcomes and objectives.

In the last 4 years alone Pertemps has filled over (REDACTED) in the following categories of Public Bodies that make up the public sector landscape in Scotland:

- Executive Agencies
- Non Ministerial Departments (NMDs)
- Executive Non Departmental Public Bodies (NDPBs)
- Advisory NDPBs
- Tribunal NDPBs
- Public Corporations
- Health Bodies
- Parliamentary Bodies
- Other Significant National Bodies including Police, Fire and Rescue services
- Local Authorities

The local authorities are independent of central government, governed by council and are accountable to the electorate for the delivery of services.

Most, if not all of the above aim to fulfil the five objectives that underpin the Scottish Government's core purpose '*to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth*':

- Enabling businesses and people to increase their wealth and more people to share fairly in that wealth.
- Helping people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- Helping communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

- Expanding opportunities to succeed from nurture through to lifelong learning ensuring higher and more widely shared achievements.
- Improving Scotland's natural and built environment and the sustainable use and enjoyment of it.

(REDACTED).

Changes to Scotland's demographics, in the welfare system and the impact of the most recent economic recession, are placing an increased demand on certain public services. Amongst these are Health and Social Care Services, Advisory Services, Council Housing and Housing Association Schemes.

(REDACTED)

Although the population is now expecting more from public bodies, in reality there is now less money to deliver these services, as austerity measures continue resulting in reduced budgets. As such public bodies have had to introduce measures including pay freezes, voluntary and compulsory redundancies, and other efficiency measures, such as collaborative procurement exercises in order that they can not just maintain but increase their purchasing power. Following the outcome of the referendum Pertemps will continue to support the public sector through any resulting change programmes.

(REDACTED)

(REDACTED)

We understand the need for transparency in our dealings with the Public Sector and the public, particularly in terms of the Freedom of Information act. Through the collation of data and the comprehensive management information we produce we are able to respond quickly and support Scottish Government and Framework Partners in their responses to these requests.

#### **Framework Public Bodies who will use these services:**

We understand that by implementing the recommendations of the McClelland report, Public Bodies have collaborated to increase their purchasing power in procuring services and goods under collaborative framework agreements. However, whilst all Public Bodies can access the frameworks, we recognise that they have individual business needs and Pertemps will remain flexible in tailoring our solution to meet these unique demands.

We appreciate that it is the responsibility of Procurement Scotland, Pertemps and other suppliers who are awarded places on framework agreements to promote their use across the public sector. During implementation and through the whole-life of the contract we will market and promote the framework to all Public Bodies so that they understand the contractual and financial benefits of using the framework.

As a supplier with over 15 years experience supplying Flexible Employees throughout the public sector in Scotland, we have extensive knowledge of current and future demand patterns. We have significant historical data to draw down from, highlighting peaks and troughs in demand and the reasons why Framework Public Bodies use the framework.

We retain this knowledge through extensive training and investment in our staff ensuring that we are recognised as recruitment professionals with expertise in the public sector.

We deploy diverse recruitment strategies to identify quality candidates from all areas of Scotland. This pool of candidates is continually updated which allows us to deliver to the demands of each Framework Public Body in an efficient and timely manner.

#### **How Framework Public Bodies will use the service:**

Our experience points to three main groups of user of the framework:

- Project users
- Operational users
- Ad-hoc users

**Project users** use the framework to support specific projects that require a significant increase in skilled resource for a defined project over a planned period of time.

An example of a Project user is (REDACTED)

(DIAGRAM REDACTED)

#### **Operational users (REDACTED).**

(REDACTED). The core Scottish Government are the devolved administration responsible for making and enforcing ministerial decisions in all areas for the day-to-day running of the country. There are seven directorates within the core Scottish Government as follows, each of which is headed by a Director-General:

- Communities
- Enterprise, Environment & Innovation
- Finance
- Health & Social Care
- Learning & Justice
- Strategy & External Affairs
- Permanent Secretary

The Scottish Government's requirement for staff grades can range from basic filing and administrative staff or security staff, to Policy Officers or Personal Secretaries. (REDACTED) This has greatly improved the efficiency of the ordering and authorisation process for the Scottish Government HR teams. Our delivery teams then liaise with the hiring manager on the order form to discuss any specific requirements for the role.

(DIAGRAM REDACTED)

**Ad-hoc users** use the framework to recruit Flexible Employees as cover for holidays, maternity/paternity leave, long term sickness etc. where it is not appropriate or realistic to recruit a permanent member of staff. They use much lower volumes than Project and Operational users.

The example below shows (REDACTED) limited use of Flexible Employees in an ad-hoc manner with the key reasons for the bookings. The use of flexible staff allows these clients to meet service expectations without having to go through a lengthy and expensive recruitment process.

(DIAGRAMS REDACTED)

With access to over 15 years of management information from supplying to the public sector in Scotland, Pertemps is in a unique position to plan for, and then implement, individual recruitment plans for each Framework Public Body, irrespective of their geographical location, skill set requirements or usage volumes and patterns.

Relationship management with Framework Public Bodies is a key part of the Account Management function and we consult with individual Public Bodies to promote the framework and understand their unique needs and how they may wish to access the framework.

Whilst there is a high concentration of Framework Public Bodies across the central belt this is not the only region that will access the framework. Pertemps apply a consistent and quality driven approach to all Framework Public Bodies irrespective of the region or the volume of use.

#### **Legislative and regulatory contexts at European, UK and Scottish levels:**

All related legislation is discussed and debated at European level. This can take many years with much iteration as with for example the Agency Worker Directive. Eventually having considered representation from all members of the European Union a Directive is written into European Law.

Individual countries must then review and interpret the general principles and obligations of any European Directive and present proposals outlining how they intend to bring this into Law and deliver against the Directive.

At a UK and Scottish level proposals are debated in Parliament and eventually legislation is brought in via a Parliamentary Bill.

(REDACTED)

### **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).

#### **Framework delivery:**

(REDACTED)

(REDACTED)

Our commitment to the public sector across Scotland is such that we have a contract delivery team (REDACTED), working with the Scottish Government and Framework Public Bodies. The team's client base within the public sector is impressive and includes the Scottish Government and many of its main agencies including the (REDACTED) and a number of local authorities.

In order to support this delivery across Scotland Pertemps has, and will continue to invest in, a branch network that currently includes Edinburgh City Centre, Dundee, Rosyth, Falkirk, Aberdeen, Livingston and three sites in Glasgow.

We believe the most effective models are born out of partnership, and we have the financial stability, resource and experience to invest during transition, in the early months of the contract and for the long-term, to the benefit of all stakeholders.

(REDACTED)

(DIAGRAM REDACTED)

#### **Engagement:**

Flexibility is key to the successful delivery of such contracts and the size of our team will increase to reflect any growth in volumes, with account team members recruited locally across Scotland to support the contract.

We will map the spread of Framework Public Body offices and Flexible Employee demand patterns as part of due diligence, during implementation, to ensure there are sufficient resources within our team.

(REDACTED)

Stakeholder engagement will be managed and driven by a well-defined strategy which will have a clear set of objectives, timetable, budget, and allocation of responsibilities. All members of the account team will be aware of the program, their responsibilities and understand the importance and implications.

(DIAGRAM REDACTED)

The Pertemps stakeholder engagement strategy (diagram 2) includes:

(REDACTED)

As detailed below the team will **plan**, **consult** and **implement** individual stakeholder engagement strategies aligned to the needs of each Framework Public Body. Whilst some may require a highly visible service with scheduled meetings and reporting others may simply require a monthly conference call and discussion about future requirements and service.

**Planning:**

- Create a timetable for Framework Public Bodies implementation
- Allocate specific responsibilities for each individual on the team
- Ascertain main contacts at each Framework Public Body with whom we do not currently have a relationship, and continue having regular contact with those we already have a relationship with
- Agree order processes and methods in line with requirements
- Contact any outgoing suppliers, line managers and existing Flexible Employees to ensure business as usual

**Consultation:**

- Consult with each Framework Public Body including the current temporary workforce to assure them that there will be no operational change
- Line managers will be invited to meet the Pertemps Account Management team in informal group meetings, in order that the team can fully assess their requirements
- Agree any grading structure with pay rates promoting the Scottish Living Wage of £7.65 wherever possible
- Agree the format and timescale with which each Framework Public Body would wish to receive their management information
- Agree order process, promoting use of technology and electronic ordering
- Agree timesheet processes, trying to promote electronic timesheets as a cost saving initiative as well as a greener alternative for reduced paper usage
- Agree invoicing process, again promoting consolidated invoicing and electronic invoicing for cost saving and environmental reasons
- Agree regularity and content of service review meetings

**Implementation:**

- By this point there will be an agreed timetable and allocated tasks in place which we will have to deliver to within the agreed timeframes
- Carry out relevant Health and Safety checks at Framework Public Body sites in order that we can supply staff without any administrative hold ups
- Regular meetings with Framework Public Bodies to update them on progress

## **Resourcing:**

In order to ensure that Pertemps recruits quality applicants, possessing the skills and experience to perform well in their given roles, it is essential that wide reaching, efficient and on-going candidate attraction strategies are deployed.

(REDACTED)

The key to successful and diverse recruitment campaigns is to start from a sound understanding of the local labour market to establish the demographic, economic and competitor elements. Equally important, is to understand Framework Public Bodies strategic and operational needs. The combined evaluation of this information will enable Pertemps to target the market through individual recruitment strategies more accurately.

Research into demographics, competing employers, press penetration and selection, and commuting times in the local area will also ensure that Pertemps selects the right sourcing strategies, whilst closely monitoring equality, diversity and inclusion.

Our recruitment experience and longevity in the local communities across Scotland will benefit all Framework Public Bodies in that we are a recognised supplier into the public sector across Scotland and receive many speculative applications and enquiries about opportunities within this sector.

Our recruitment campaigns will continue to attract applications from across all communities, breaking down the barriers for ethnic minorities, disabled and other minority groups. The Pertemps team will treat all applicants fairly, consistently and supportively.

By recruiting within the local communities, Pertemps ensure that the majority of Flexible Employees recruited into the public sector across Scotland are from within their local area (98%). This also reflects our commitment to a Greener Scotland by helping reduce commuting times

## **Screening and Vetting:**

### **Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

### **Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar

- Client specific assessments
- Word, Excel, PowerPoint

**Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

**Vetting:**

Pertemps are registered counter signatories for all levels of disclosure, including the PVG scheme, and are fully aware of BPSS and our obligations under the standard. We currently use the procedures for many of the Framework Public Bodies that we supply.

Benefits of our registration include control and accuracy of the applications being submitted, tracking of applications through the process and an invoicing facility that reduces administration.

As part of our implementation process we will visit each Framework Public Body and carry out due diligence to produce an operations guide, which will include details of the specific clearance required at each location by role or as necessary.

That said, when discussing an assignment with hiring managers we will qualify the role and determine any additional clearance that may be required.

As per the framework specification, two written references are applied for per candidate, and then evaluated to ensure they are relevant for the role. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request.

All Pertemps Flexible Employees are issued with Contracts of Employment and sign their handbook to accept our terms and conditions of employment.

**Assignment:**

Once the entire process has been completed and a candidate's suitability has been matched to the assignment they are appointed to a position.

Prior to the commencement of their first, and any subsequent assignment, temporary employees are fully briefed regarding expectations, and any additional administration is completed. All candidates sign an IT code of conduct and a confidentiality agreement (extracted from Official Secrets Act), in addition to the clauses covering these points in our contracts of employment. A signed declaration stating both policies have been read and understood will be kept in the candidate's file for the duration of their employment with Pertemps.

Pertemps recognise the importance of retaining Flexible Employees once registered, and whilst on assignment, reducing the need for constant replenishment and replacement. Key to retaining Flexible Employees is our flexibility and commitment to on-going contact and communication with candidates and Flexible Employee with regular site visits providing an opportunity for our employees to meet and talk with members of the account team.

(REDACTED)

Pertemps offer all of Flexible Employees the opportunity to undertake on-line training free of charge at any time pre, during or post assignment and outside of normal working hours.

Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This offers them the opportunity to improve their skills and systems knowledge and gives them more choice in terms of the assignments they can be offered as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as urban and city centre placements.

#### **End to End Technology:**

By introducing end-to-end technology, to underpin service delivery, we transact on-line and deliver back office and transactional process efficiencies across the framework. Technology will disseminate and manage the workflow for all Flexible Employee orders from all Framework Public Bodies. Where hiring managers have limited or no access to systems, technology is supported by telephone, email and manual systems.

Pertemps has developed and implemented our online end-to-end technology Electronic Sourcing Solution (ESS). The system is designed to manage any request for Flexible Employees from the initial order through to assignment, timesheet authorisation and electronic invoicing.

(REDACTED)

(REDACTED)

(REDACTED)

#### **Continuous Improvement (CI):**

Our solution will have a continuous improvement plan linked to feedback from Framework Public Bodies, service users, stakeholders, Pertemps staff and Flexible Employees.

This improvement plan will become part of an agreed ‘live’ ongoing commitment to CI. The plan will be regularly reviewed, amended and added to.

The success of ensuring CI is based on a clearly defined measurable partnership between Pertemps and Framework Public Bodies and will involve:

- Ongoing dialogue and open communication
- Defined working procedures – set out in the organisation’s operations guide
- Flexible SLAs – with both parties adhering to their responsibilities
- Defined performance monitoring systems – MI reporting procedures
- Strong governance-agreed governance structure and regular feedback meetings

(DIAGRAM REDACTED)

The Account Director is responsible for the monitoring of performance in delivering business as usual, and will ensure that the service continues to improve and meet the framework objectives. This involves constant evaluation, monitoring, reporting and engagement.

Pertemps consider the following framework imperative to a successful CI programme:

(DIAGRAM REDACTED)

Once processes and procedures are in place following implementation, it is important that CI becomes normal practice. Part of Pertemps’ role is to continue to raise the bar of expectation and seek out ‘total efficiency’ ensuring Framework Public Bodies receive best value for money.

### **Governance**

The Pertemps approach aligns CI to governance through a project managed, communication orientated process, utilising a CI toolkit to manage, measure and deliver. CI targets should feature in any governance process.

### **Implementation**

CI should be a jointly defined project during the discovery phase of implementation and transition. Using existing management information as benchmark data, the Pertemps implementation and account team will work to understand where needs aren’t being met, and where processes are restricting optimum performance.

These needs will be relayed to the account delivery team to identify whether they are measurable and achievable. They will then jointly draw up KPIs and SLAs regarding short, medium and long term improvement targets.

## **Feedback/review**

Regular review meetings with all stakeholders involved in the CI process should take place. These meetings are to confirm that the identified improvements have been carried out and that they meet an acceptable standard.

## **Targets**

Targets will be set through understanding of requirements balanced against what is achievable over time. Pertemps can then implement any process transformation aligned to decided targets.

When the team or an individual person is given a specific improvement task, it must always be clear what the task is, the standard required, and the level of authority and responsibility they have in achieving the task, and when the task will be reviewed. Pertemps will ensure that a method is in place for checking progress, e.g. Scorecard, specific CI SLA, service user meetings, supervision and joint stakeholder account meetings.

Pertemps will confirm that the identified improvements have been carried out and that they meet an acceptable standard. It is important that a timetable is established, in order to review progress and to give a clear signal to service users and staff that management is committed to improvement.

## **CI Tools**

Pertemps use several tools to ensure that the CI process leads to optimum performance including:

(DIAGRAM REDACTED)

## **Strategic Alignment**

It is imperative that all activities performed by Pertemps ultimately align to the Framework Public Bodies' agendas and strategies. The Account Director and Board Sponsor will ensure that strategic alignment is at the core of all activities and processes.

A measurement framework will be developed so progress can be measured and data can be collated to deliver clear, meaningful management information to all stakeholders.

## **Total Quality Management**

Pertemps will align all quality assurance activities with the CI programme. This will be an enabler in Pertemps ability to provide a productive service whilst achieving optimum cost efficiencies at any particular time.

## **Communications**

General recommended communication activities will include:

- Promoting among service users and staff the concepts of a collaborative approach and commitment to service improvement.

- Service user meetings to enable service users to have a forum to share and discuss issues concerning the performance of the framework and its activities. These meetings are to be recorded, minutes taken and action allocated, if appropriate. All details will be placed on the intranet, or emailed to nominated stakeholders
- Where there are specific issues or changes on which service users should be consulted, one-off meetings can be organised as part of business as usual
- The Account Director and framework contract owners will meet regularly to discuss the ongoing CI programme, its impact, activities, policies and procedures, challenges, strategy etc.
- Pertemps will work to ensure the best possible forums for promoting achievement and commitment to improvement are used, e.g. intranet, newsletters, weekly briefing sessions etc.

We have provided a few recent examples of how Pertemps approach to CI has led to the implementation of initiatives and how they have directly benefited our clients:

(DIAGRAM REDACTED)

#### **Organisational structure:**

As stated earlier, Pertemps will appoint a Board sponsor, Account Director, Account Managers and an implementation team responsible for the mobilisation of the contract, initial and ongoing business engagement and driving continuous improvement.

The Account Managers and contract delivery teams are responsible for the continued business engagement, fulfilment of requirements, monitoring and measuring SLA performance and providing robust MI that would meet the needs of the framework and individual Framework Public Bodies.

As can be seen in the organisational structure below (diagram 5) local delivery teams will be managed on a day to day basis by Team Leaders and Account Managers reporting into the Account Director.

(DIAGRAM REDACTED)

#### **Minimum experience level and designated responsibilities:**

##### **Account Director:**

FIRP (Fellow of the Institute of Recruitment Professionals) with 15 years experience managing recruitment teams delivering services to the public sector.

##### **Key Accountabilities:**

- Strategic development of the framework
- Senior level account review meetings
- Continuous improvement initiatives
- Implementation of legislative changes
- HR and policy advice

##### **Implementation Team:**

The team will be led by an Implementation Manager with 10 years experience within Pertemps, implementing large volume contracts. The team will include representatives from key support departments including; Quality, HR, H&S, IT and Accounts.

**Key Accountabilities:**

- Marketing and promoting the new Framework across Scotland
- Sourcing and appointment of additional account team members
- Transfer of Flexible Employees to new framework terms and rates
- Set-up and implementation of account processes and supporting documentation
- Implementation of IT platform and systems as required
- IT platform training via training seminars and web seminars as required

**Account Managers:**

(REDACTED)

**Key Accountabilities:**

- Set-up account processes and supporting documentation
- Ensure delivery of required levels of service against the agreed SLAs and KPIs
- Attend monthly and quarterly review meetings
- Production of MI to measure delivery
- Drive Continuous Improvement initiatives
- Develop solutions that will deliver commercial and operational benefits to the client
- Handle any out of line situations

**Local Delivery Teams:**

Team members will have between 2 and 5 years relevant recruitment experience.

**Key Accountabilities:**

- Recruitment and selection of Flexible Employees.
  - Biographical Interview
  - Referencing
  - On-line assessments
- Match Flexible Employees to Framework Public Body requirements
- Maintain a pool of security cleared applicants
- Ensure recruitment plan is sufficient to meet demand
- Day-to-day management of Flexible Employees
  - Performance management
  - Welfare management
- Maintain and audit Flexible Employer records
- Ensure the service is delivered to agreed SLAs
- Attend regular client review meetings
- Resolve any day-to-day queries
- Carry out customer satisfaction surveys
- Introduce new local initiatives

**Business Support function accountabilities:**

- Acknowledge receipt of orders
- Support delivery teams in the recruitment and selection of temporary employees
- Production and posting of job advertising

- Booking / vacancy management
- Processing of registration forms and Contracts of Employment
- Referencing and additional background checks
- Assessment and testing to agreed standards
- Assignment briefings and delivery of induction
- Payroll management
- General Administrative support

**Account Manager(s) role and person specification:**

**Role responsibilities:**

- Develop a detailed understanding and knowledge of the requirements of all allocated accounts
- Effectively monitor relationships during implementation and throughout servicing of accounts
- Develop, motivate and communicate with contract delivery teams to ensure high quality service delivery, consistent with client demands and KPIs / SLAs
- Analyse performance and MI (Management Information) in the search for new initiatives in achieving a continuously improving service
- Ensure that best practice is communicated to all internal teams to ensure an understanding of what is expected of them in delivering exceptional service
- Respond pro-actively to any problems or issues through thorough investigation, decision making and communication
- Analyse and organise financial and administrative information, to ensure we understand performance against operational and financial goals
- Provide vision and inspiration for the motivation of team members
- Create and maintain essential client relationships
- Make sure that the terms of contracts are upheld

(REDACTION)

## 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 pre-cleared 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. (Question Weighting - 10%)

### **Pertemps process to ensure compliance.**

(REDACTED)

(REDACTED)

(REDACTED)

Due to the resources we currently have in place and as a registered signatory we do not need to use any third party in the BPSS process.

(REDACTED). Part of our induction and on going training programme for all new and existing staff includes detailed training on these processes which are reviewed biannually. This element of training covers the following:

- How to complete the BPSS documentation
- What information needs to be included with BPSS application
- What identification documents are required
- How to interpret and validate a Disclosure Scotland Certificate (these certificates must be dated within the last 12 months for clearance to be granted)
- We notify Framework Public Bodies should we become aware that any of our Flexible Employees have been convicted of any offence during the period of their assignment

All the above procedures are audited quarterly by our internal auditors to ensure compliance.

The BPSS process followed by Pertemps comprises the following stages that are carried out for all potential candidates applying to work within the public sector across Scotland:

- Stage 1: Identity Check - a check of identity documents via a commercially available ID verification scheme in line with the Home Office standards
- Stage 2: References and Employment History - a check of previous employment records and, in exceptional circumstances, a check of HMRC records
- Stage 3: Nationality Check and Immigration Status - a check of nationality and immigration status documents and, in exceptional circumstances, an independent check of Immigration and Nationality Directorate records
- Stage 4: Criminal Record Declaration - a self-declaration is present on our registration and interview documentation, however this must be verified by a Basic Disclosure Certificate from Disclosure Scotland

As part of our implementation process we will visit each Framework Public Body and carry out due diligence to produce an operations guide which will include details of the specific clearance required at each location.

That said, when discussing an assignment with hiring managers, we will qualify the role and determine any additional clearance, including those related to sensitive roles, that may be required for example:

(REDACTED)

Through diverse recruitment and attraction strategies, Pertemps have, and will continue to build and maintain, a ‘pool’ of security cleared candidates with the skills required for each geographical location. Using historical data and any additional information gained during contract implementation due diligence we will ensure these strategies are fit for purpose and evolve with the changing needs of each Framework Public Body.

(REDACTED)

#### **Matching security pre-cleared candidates to Framework Public Body requirements:**

##### **Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

##### **Assessments:**

All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
- Telephone – listening & keying
- Numerical and clerical typing
- English grammar
- Client specific assessments
- Word, Excel, PowerPoint

##### **Candidate Interview:**

Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work

- Previous Public Sector work
- General aspirations for future work
- Political allegiances for some sensitive roles

### **References**

As per the framework specification two written references are required for each candidate and evaluated to ensure they are relevant. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request. All applicant registration cards are signed off by the Team Leader to ensure compliance.

### **Ensuring Flexible Employees understand and adhere to confidentiality:**

All Pertemps Flexible Employees are issued with Contracts of Employment and must sign their handbook to accept the terms and conditions.

Once the entire process has been completed, and a candidate's suitability has been matched to the assignment, they are appointed.

Prior to the commencement of their first and any subsequent assignment, Flexible Employees are fully briefed regarding expectations and any additional administration is completed. All candidates sign an IT code of conduct and a confidentiality agreement (extracted from Official Secrets Act), in addition to the clauses covering these points in our contracts of employment. A signed declaration that policies have been read and understood will be kept in the candidate's file for the duration of their employment with Pertemps.

The agreement states that our candidates:

- Will not divulge or communicate trade secrets or confidential information which they may come into contact with throughout the delivery of their work duties
- They will not remove any digital or physical documentation from their work assignment
- They will surrender at the end of their assignment any documentation, identification or anything else of a sensitive nature
- They will comply with the Official Secrets Act.
- They will at no point speak to the press regarding anything they may witness, or information they may be privy to, during the execution of their duties

Prior to commencement of an assignment the application pack containing the candidates CV, interview notes, BPSS documentation and references is audited and signed off independently by the Quality and Compliance Consultant.

### **1.2.3**

Tenderers must provide details of the number of consultants to be dedicated to the West Region, how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed. (Question Weighting - 10%)

#### **The number of dedicated Consultants to flexible worker ratio:**

(REDACTED)

(REDACTED)

The number of consultants dedicated to the region will be assessed on a regular basis dependent on current demand in the area, allowing us to respond swiftly to any unexpected peaks in demand.

We will use historic data to identify when individual Framework Public Bodies have traditionally had peaks and troughs in their demand, allowing us to plan ahead, reorganise the team, or recruit additional resources to help maintain optimum service levels within the region at all times.

#### **Managing changes to key personnel:**

(REDACTED)

Pertemps has an internal handover procedure for all outgoing staff members to replacement staff and Account Managers to ensure the full understanding of the specific needs of each Framework Public Body. Any replacement staff will have access to, and have been trained using, the specific operational guide for their regional clients. Account Managers and experienced team members will provide additional support to replacement staff assigned to the client, to ensure consistency of service.

We encourage feedback from clients to confirm they are comfortable with our proposed handover, and continued contact after handover has taken place to ensure there has been no change in service delivery levels. The Account Managers will seek this feedback and maintain regular contact with the end client until the next scheduled service review meeting.

Our Flexible Employees will also be notified of any changes to the contract team that may impact them via email, SMS, telephone, newsletter or at on-site meetings.

#### **1.2.4**

Tenderers must provide details of their approach to ensure the recruitment, retention and matching of suitable candidates across the West Region. Your response must relate to both rural and urban areas within the West Region and demonstrate your proposed presence in this region 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). (Question Weighting - 15%)

##### **Recruitment:**

Pertemps are able to meet our client needs to recruit quality applicants, possessing the skills and experience to perform well in their given roles, because we deploy wide reaching, efficient and on-going candidate attraction strategies.

The key to our successful and diverse recruitment campaigns are:

- Have a comprehensive understanding of the resourcing requirements and timescales of our client
- To start from a sound understanding of the local labour market in order to establish the demographic, economic and competitor elements. Equally important, is to understand Framework Public Bodies strategic and operational needs. The combined evaluation of this information will enable Pertemps to target the market through individual recruitment strategies more accurately.
- Research into demographics, competing employers, press penetration and selection, and commuting times in the local area will also ensure that Pertemps selects the right sourcing strategies whilst closely monitoring and addressing equality, diversity and inclusion.
- To have a robust process which promotes a positive candidate experience and protects the brand of both Pertemps and Framework Public Body

For most of the positions we advertise we find that candidate availability remains strong, even in the recovering economic climate, with the majority of candidates sourced direct from web advertising and social media.

Our recruitment experience and longevity in the local communities across Scotland will benefit all Framework Public Bodies in that we are a recognised supplier into the public sector across Scotland, and receive many speculative applications and enquiries about opportunities.

Our recruitment campaigns will continue to attract applications from across all communities, breaking down the barriers for ethnic minorities, disabled and other minority groups. The Pertemps team will treat all applicants fairly, consistently and supportively.

By recruiting within the local communities, Pertemps ensure that the majority of Flexible Employees recruited into the public sector across Scotland are from within their local area (98%). This also reflects our commitment to ‘Greener Scotland’ by helping reduce commuting times.

### **Pertemps local presence across Scotland:**

Our offices are located in the heart of their respective town or city centres. We recruit by advertising all temporary vacancies on window displays and 'A' boards within our office locations, and encourage people to come in, register, and talk to us about their needs and aspirations, even if these do not fit any of our current assignments.

We will travel and take our recruitment teams out to local areas in order to highlight Framework Public Bodies as recruiters of choice and meet candidates on their 'home ground,' as well as to assess the locality ourselves if we are unfamiliar with it.

Pertemps advertise daily across all major jobsites including:

- S1 jobs
- Jobsite
- Pertemps website
- CV Library
- Total Jobs
- Jobcentre+

We advertise across local community centres and work programme service providers including:

- Schools
- Colleges
- Universities
- Community Centres
- Youth Centres
- Libraries
- Jobcentres
- Working Links

For more remote areas, we advertise in community and religious organisation's newsletters, post office and other local businesses' windows, as these have proven excellent places to advertise in the past.

Other applicant attraction strategies include:

- Recommend a friend scheme
- Open days and evenings
- Mail-shots and SMS messaging to registered candidates

In addition, Pertemps acknowledge and embrace the increasing importance of Social Media in supporting our service delivery in:

- Identifying industry trends
- Promoting client opportunities
- Sourcing candidates
- Directly communicating with existing and passive workers

Our objective is to establish confidence in our existing Flexible Employees, potential candidates, clients and on-line communities that Pertemps is a brand that offers high quality recruitment services via evolving on-line digital channels.

## **Western region**

Pertemps have worked in the past in remote areas within the Western region to recruit for roles within the administrative, manual and catering disciplines. Due to many factors recruitment for remote areas varies greatly from that experienced across more urban areas of Scotland.

Factors include:

- Lack of infrastructure, such as public transport network, which means we have to try to either get a local person from a small community, or someone who is willing to travel further than the average commute in order to work
- (REDACTED)
- (REDACTED)

In order to tackle these difficulties Pertemps have tried many strategies over the years, and those we have had most success with, are as follows:

- Community based advertising is a positive way to find skilled candidates who are perhaps not actively seeking a position. This can take the format of
  - Advertising in local business windows such as the Post Office
  - Advertising in local community centre
  - Advertising at educational institutes
  - Advertising in local newspapers
  - Advertising in religious organisation publications such as church newsletters
  - Contacting the local tourist board
- Rely less on traditional recruitment techniques which may work in urban locations.
- Pertemps have social media sites, newsletters, competitions and employee assistance programmes in order that staff working in remote areas are able to contact and interact with colleagues.
- Pertemps operate a travel and subsistence allowance that allows staff to claim tax relief on their travelling expenses and their subsistence costs. This can act as a motivator when considering a longer commute as the Flexible Employee will receive the financial benefit of this.

We consult with all Framework Public Bodies to agree what we think the best way to recruit for each role is and are realistic with them on the likely timelines for any recruitment. We also work to build on our cleared bank of various skills and profiles within all locations to ensure we can quickly respond to urgent requirements.

## **Retention**

Pertemps recognise the importance of retaining Flexible Employees once registered and whilst on assignment, reducing the need for constant replenishment and replacement. The means by which we undertake this is similar, regardless of location. However a key element for all areas is our flexibility and commitment to on-going contact with candidates and workers through access to Pertemps on-site 'virtual' offices which use tools like Skype, and regular site visits, providing an opportunity for them to meet and talk with members of the account team.

Through candidate contact, Pertemps consultants ensure that applicants who are awaiting an assignment, or who are between assignments, are updated regularly on the progress of their application and status via telephone, email, SMS and newsletters.

Pertemps offers all of its Flexible Employees the opportunity to undertake on-line training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves their skills and systems knowledge and gives them more choice in terms of the assignments they can be offered as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as urban placements.

(REDACTED)

The relationship between Pertemps and our Flexible Employees is clearly defined within the CoE and our employee handbook. There are additional clauses within the CoE that enforce this relationship including:

- Availability for assignments
- Notice periods
- Processes for sickness and absenteeism reporting
- Holiday requests
- Redundancy pay from Pertemps
- Discipline and grievance processes
- Performance reviews
- Confidentiality
- WTR
- Pensions
- Training
- Maternity & Paternity leave

All Flexible Employees and hiring managers will be called at regular intervals to ensure both parties are happy with the assignment, and that any issues are dealt with promptly and effectively. Throughout the duration of the assignment, performance will continue to be monitored using a variety of tools including service visits, surgeries and evaluation surveys.

Pertemps has centralised email accounts for Flexible Employees monitored on an hourly basis. This allows the quick and satisfactory resolution of any queries.

Recorded sickness is monitored and 'back to work' interviews are conducted with all employees including relevant absence management process initiation in a consistent, fair and firm manner.

If and when Flexible Employees do leave Pertemps, we conduct exit interviews to monitor and report on any trends that could identify any potential needs for changes in the assignment and/or management of our workers.

#### **Matching candidates to assignments:**

(REDACTED)

**Initial screening:**

All candidates across all categories undergo an initial screening to determine their potential suitability against basic criteria for each job role. This includes the following as a minimum:

- Candidate skills and experience match the requirement criteria
- Commitment to the length of assignment
- Previous relevant experience
- Driving licence (where appropriate)
- Qualifications and training (where appropriate)
- Previous public Sector work history explored and length of existing service verified in line with the 23 month ruling

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All workers are assessed against a minimum standard, which can be client specific, with the benchmark set against internal permanent workers. Assessments typically cover:

- Data Entry – alpha and numeric
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- Client specific assessments
- Word, Excel, PowerPoint

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Throughout the face-to-face interview, candidates are evaluated across the following areas to ensure their suitability for the assignment.

- Previous employment history
- Evidence of behavioural competencies specifically defined for the role
- Availability for work (start date, working hours)
- Commitment to the length of assignment
- Acceptance of contract terms
- Investigate any gaps in CVs
- Reasons for leaving previous work
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- General aspirations for future work
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**References:**

As per the framework specification, two written references are applied for per candidate, and evaluated to ensure they are relevant. Typically they are sought from previous employers or educational facilities in cases where references from two previous employers are not available. If a Framework Public Body requires additional referencing then Pertemps will comply with the request.

Once the entire process has been completed and a candidate's suitability has been matched to the assignment, they are then appointed to a position. Prior to commencement they are fully briefed regarding expectations, and all appropriate administration is completed. They are issued with Contracts of Employment, detailed assignment briefs and sign their handbook to accept the terms and conditions of their employment.

## **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. (Question Weighting - 12.5%)

### **Occupational Health Checks:**

Prior to interview candidates are asked if there are any adjustments required to make the application process easier for them. If partially sighted and unable to undertake a written assessment test, we ensure that the test is made available via audio mechanism or if a piece of 'kit' is required to enable a computerised evaluation to be done then we hire or borrow one. Pertemps will also interview off site in a location with suitable access for physical impairment.

During the registration process all candidates are asked to complete a Health questionnaire. They are asked if they have any allergies or medical conditions we would need to know about in the case of an emergency. Candidates are also asked if there are any adjustments that could be made in the potential work environment to make work easier for them. This is discussed with Framework Public Bodies prior to placement to assess if potential adjustments are available.

Pertemps also has a national contract with (REDACTED). (REDACTED) provide Pertemps with a robust pre-employment health assessment service.

Pertemps pre-employment questionnaire sections include:

- Job Specification
- Occupational History and Exposure
- Medical History
- Health Status and Lifestyle
- Immunisation History (if relevant)

Questionnaires are reviewed by Occupational Health Nurses and can be referred to Occupational Health Physicians if further guidance is required. A reply (paper/electronic) indicating result of review, signed by clinician, is forwarded to Pertemps HR department highlighting any causes for concern or adjustments that may need to be made to accommodate employment.

If a full medical assessment is needed, these are again undertaken by an OH Nurse however can be reviewed by a Physician if required. (REDACTED) automatically arrange for those declaring the following conditions during their Pre-Employment Questionnaire:

- Back problems
- Heart disease
- Recent major surgery (within six months)
- Arthritis
- Psychological conditions
- Upper limb disorder
- High blood pressure
- Previous ill health/retirement
- Chronic fatigue

- Excessive sickness in previous employment

A standard Pre-Employment Medical covers:

- Completion and review of Health Questionnaire
- Height, weight, body mass Index
- Blood pressure, pulse
- Hearing test
- Lung function test
- Near & distance vision
- Colour Vision tested using Ishihara Colour Chart
- Musculoskeletal review and mobility & agility assessment
- Skin assessment
- Hand Arm Vibration Syndrome (HAVS) questionnaire
- Drug and alcohol test (if required)
- Blood profile (if required)

A verbal report is provided for the employee at the time of assessment while written confirmation of result (Fit/ Fit with restriction/ Unfit) is sent to Pertemps.

#### **Reasonable adjustment:**

Pertemps has been awarded the right to display the Two Ticks "Positive About Disabled People" symbol and is committed to achieving a truly diverse workforce.

This means that Pertemps as a Company has agreed to honour the following commitments:

1. To interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities
2. To ensure there is a mechanism in place to discuss with disabled workers how they can develop and use their abilities
3. To make every effort when employees become disabled to retain them in the business
4. To ensure that all employees develop the appropriate level of disability awareness to make the commitments work
5. Each year review the 5 commitments and feedback to employees and Jobcentre Plus about progress and future plans.

By using the symbol we are sending a clear message to disabled candidates that we welcome their job applications. Pertemps displays the symbol within its branches; the symbol is also incorporated into our letterheads and advertising/promotional material.

Pertemps are aware of the 'extended duties for businesses that provide services to members of the public and our duty to our employees' (as detailed in the Disability Discrimination Act 1995 amended on 1st October, 2004). We have dealt with this amendment in the same way in which we deal with policy and strategy for any other type of legislation affecting us. Our over-riding objective being to provide ease of access for as many candidates and customers as possible, whilst remaining 'flexible enough' to offer alternatives where required.

Prior to and during interview we ascertain if a candidate has any special needs and our trained consultants will take action as appropriate. If partially sighted and unable to undertake a written assessment test, we ensure that the test is made available via audio mechanism or if a piece of

equipment is required to enable a computerised evaluation to be done we will make this available. Pertemps will also interview off site in a location with suitable access for physical impairment.

(REDACTED)

**Equality Diversity and Inclusion (ED&I):**

Pertemps will ensure that our policies and procedures remain in line with existing and developing equality legislation. To ensure compliance and the adoption of Best Practice, we conduct Equality Impact Assessments, review our equality schemes and action plans, and consult with users, staff and key stakeholders to gather feedback on policies, performance and progress.

(REDACTED)

(REDACTED)

Our principle activity in relation to the execution of this contract will be to recruit, select, retain and manage the provision of Flexible Employees across the public sector in Scotland. In this regard the significant issues that form part of our service delivery include:

- Equality – through all stages of the recruitment process
- Accessibility of our service to all candidates and demographic groups
- Quality of systems and procedures
- Education – ability to understand diversity in the workplace and community
- Compliance – legislative compliance
- Continuous improvement – benchmarks and innovation
- Customer's strategic objectives
- Engaging in the community

We will gather diversity data from the outset by asking candidates to complete our ED&I monitoring form. We explain why it is important, that they are under no obligation to complete it and that it has no bearing on selection. Data is compared with local/national demographics and presented within our management information (MI) at contract review.

We monitor diversity of candidates selected and rejected at each stage of the process as well as the source of applications. We identify where specific groups are exiting the process and revisit applicants to investigate why and assess if the process needs adapting.

As an Equal Opportunities Employer our policies are such that we ensure that all people applying for work are treated in an equal and fair manner. Our policies and procedures are developed and evolve so that we are able to attract, source, interview and assess ever increasing volumes of people from diverse groups. Pertemps actively works to attract and place under-represented minorities into work.

To encourage applications from diverse groups we partner local outreach service providers, place advertising in specific community centres and hold open meetings and events. We work closely with education providers, work based learning providers and significant others to ensure that we offer the best advice and support to those seeking work, and to workers seeking skills development.

Organisations that we partner with include:

(LIST 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.

(Question Weighting - 10%)

#### **Meeting service and order fulfilment rates from contract commencement date:**

(REDACTED)

(REDACTED)

(DIAGRAM REDACTED)

(REDACTED)

(REDACTED)

During implementation we will reconfirm our understanding of the number and type of candidates each Framework Public Body looks for, their peaks in demand and any upcoming projects that they are aware of that could require specific recruitment activities.

Using this information and previous recruitment statistics we are able to predict how many applicants are required in the pipeline by location and discipline to fulfil all requirements and deploy local attraction strategies accordingly.

Once we are asked to fill an assignment we will interrogate our front office CRM system (JobMatching). This system stores essential candidate information relating to start and end of assignments, performance, discipline and grievance (where appropriate), and attendance. A key feature of the system is that it will almost instantaneously produce a shortlist of candidates to fill specific vacancy requirements by:

- Skills
- Location
- Availability
- Salary
- Compliance checks
- Skills assessment results

We program JobMatching to ensure that candidates meet the specific referencing and verification checking standards required by each Framework Public Body prior to starting an assignment.

Once appropriate candidates have been identified, they are contacted immediately either by telephone, SMS Text Messaging or email to advise them of the assignment. Flexible Employees are

added to the available list as and when their assignments come to an end so that they can be readily re-deployed to new assignments, maximising on their experience across the public sector.

A continuous commitment to the on-going selection and recruitment cycle is paramount to the overall success of the contract in building a pool that can be effectively deployed across our clients.

On an on-going basis the contract delivery teams will work closely with individual Framework Public Bodies to calculate the average number of new and replacement requirements in any 4-week cycle. This figure is converted into a demand plan per job type with an additional allowance for situations outside of our control, for example, leavers and candidates that do not pass the initial selection and screening process.

This final figure represents the total requirement for weekly candidate registrations to fulfil short, medium and long-term needs. The Pertemps account delivery teams would be responsible for ensuring that the required attraction strategies are in place to generate the volume of candidates needed to hit these demand figures at all times.

### **Qualifications/Licenses**

All candidates across all job categories undergo an initial screening to determine their potential suitability against basic criteria for the job role. The following process is also used to authenticate and verify candidate qualifications required to perform the role.

On completion of their application form all candidates are required to sign a declaration held within the registration file, which covers:

- Date of birth
- Qualifications and education
- Health and Safety – declaration read, understood and accepted
- 48 hour opt out agreement (as applicable)
- General health assessment declaration
- Rehabilitation of Offenders

Pertemps will obtain copies of all original certificates of accreditations, qualifications and licenses deemed necessary to carry out tasks within any assignment. They are date stamped and signed as seen by the consultant interviewing the candidate. All copies are stored within the candidate file for auditing.

Our in house matching system allows us to track renewal and expiry dates for licenses, permits, visas and certificates, and provides internal management information that is monitored regularly as part of our quality and performance systems. Our in house candidate matching system links to our email system and provides contract staff with notification of candidate document expiry dates ensuring a prompt and proactive system for managing renewals.

### **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. (Question Weighting - 12.5%)

#### **Sickness and Absenteeism:**

(REDACTED)

We have strict views on absenteeism, which is outlined to all our workers during induction and in their employment handbook. At the start of each assignment we further explain individual site processes so that they know who they must call on every day of absence (unless they have been signed off by a physician for a defined time period). We are therefore able to manage and report on absenteeism in an open, fair and consistent manner across our workforce.

Flexible Employees must inform a member of the contract delivery team if they are going to be late for work or absent. As soon as the contract delivery team is made aware of this they will contact the line manager and ascertain whether or not there is a need to replace or cover the shift for the worker.

We conduct return to work interviews with the outcome of each meeting held on the SAM system for future reference, audit and compliance. We carry out additional meetings with our workers when they are absent more than twice in any six month period. This is a formal meeting and can result in disciplinary action. A summary of this information will form part of the discussion during reviews with the individual Framework Public Body.

For long term sickness we will offer a replacement candidate to ease any operational pressure this causes our clients.

Temporary Worker Evaluation Forms (TWEFs) allow frank and open feedback from hiring managers for our workers at the end of each assignment and acts as a reference point for future assignments the worker is considered for. The TWEF provide feedback that allows us to assess how our staff perform in the work environment, rather than our opinion of their suitability through qualifications and experience

#### **Replacement of workers:**

In the unlikely event of a candidate being unsuitable Pertemps will discuss the reasons for the unsuitability of the candidate in order that a more suitable replacement can be found. We will also be able to assess any training requirements, or if the candidate would be more suitable elsewhere. We would agree a timeline for replacement with the hiring manager and find a replacement as soon as possible from our pool of cleared candidates.

(REDACTED)

**Protecting Framework Public Bodies from employment relationship risks and claims:**

(REDACTED)

The above strengthens the mutuality between the Flexible Employee and Pertemps, and minimises the risk of any industrial tribunals or employment claims involving Framework Public Bodies. Indeed there have been no tribunal cases seeking to clarify the employment status of Pertemps Flexible Employee during the current framework with any Framework Public Body.

The relationship between Pertemps and our Flexible Employees is clearly defined within the CoE and our employee handbook. There are additional clauses within the CoE that enforce this relationship including:

- Availability for assignments
- Notice periods
- Processes for sickness and absenteeism reporting
- Holiday requests
- Redundancy pay from Pertemps
- Discipline and grievance processes
- Performance reviews
- Confidentiality
- Working time regulations (Holidays)
- Pensions
- Training
- Maternity & Paternity leave

It is important that hiring managers understand this relationship and do not conduct disciplinary, grievance or performance reviews. They can provide feedback, instruction and training, in order that our Flexible Employees can do the job, along with day-to-day supervision.

Pertemps will run a series of workshops, at the commencement of the Framework and throughout the lifetime of the contract, with hiring managers to ensure they are aware of their responsibilities and those of Pertemps and the contract delivery team. We will also provide a short guide, made available in hard copy and, if possible, published on the Framework Public Bodies intranet, to ensure that everyone understands where the responsibility for employment lies, and the actions that should be taken if there are any issues to be resolved.

### 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)

Where a Framework Public Body does not use open and fair competition to appoint a Flexible Employee into a permanent position, the fees charged will be scaled according to the time spent on assignment as a Flexible Employee.

Length of service	Temp to perm fee
0 – 6 weeks	(REDACTED)
7 – 12 weeks	(REDACTED)
13 weeks plus	(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.

(Question Weighting - 25%)

#### **Service Consistency**

(REDACTED)

Our ISO Quality System provides detailed work instructions for all staff within the company, to ensure everyone works in line with these standards. Every Pertemps branch, contract, and head office function has access to the Quality System via the intranet, which is kept up to date by the Quality Director, Audit team, Health and Safety, and Information Services departments.

Our Quality standard is both intuitive and effective, and consists of:

- Detailed operational guides for all framework contracts, updated by the Account Manager.
- Internal Audits – the compliance to processes including vetting across all framework contracts are audited on a quarterly basis.
- Weekly and quarterly spot checks
- Contract help-lines

To deliver the framework across Scotland Pertemps will:

- Co-ordinate contract delivery from our central Edinburgh location
- Deploy dedicated Account Management and Contract Delivery Teams
- (REDACTED)
- Measure and report performance against agreed Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) which include quality measures, timescales to fulfillment by:
  - The Framework as a whole
  - Region
  - Individual Framework Public Body
- Implement and audit consistent policies and procedures across the framework:
  - All candidates will be treated the same via consistent open and fair recruitment processes
  - There will be a consistent process for induction, management and support of Flexible Employees across the framework
  - All Flexible Employees will be employed on the same contract of employment
  - Consistent fixed pence margins and pay rates will be applied across all skill sets & geographies
- Implement a robust quality plan for the framework covering:
  - Contract Management
  - Flexible Employees
- Implement a clear and robust engagement strategy for Framework Public Bodies, Procurement Scotland, candidates, Flexible Employees, our direct employees and our partners e.g. work programme service providers, Job Centre Plus, Working Links etc.

### **Quality Plan:**

Quality plans are tabled below identifying some of the initial and ongoing quality measures, policies and procedures.

(TABLE REDACTED)

The plan for Flexible Employee shows the policies, procedures, tools and ongoing measures for the management of our staff when on assignment:

(TABLE REDACTED)

### **Business Continuity**

Whilst the above robust policies and procedures will ensure consistency of service levels across the framework, flexibility will be key to delivering a contract of this size and complexity taking into consideration the differing needs of individual Framework Public Bodies.

Our contract delivery teams, made up of regional and mobile employees, will be agile and scalable in responding to the diverse needs across Framework Public Bodies. Having a board level sponsor, Account Director and a flat company structure will ensure that any:

- Decision to benefit the direction of the framework can be made in a swift and decisive manner
  - Additional resources required to support a sudden unplanned peak in demand can be accessed
- It is essential that we build a comprehensive knowledge of each Framework Public Body, their business, operations, values and specific requirements in their temporary workforce. The contract delivery and account management teams will therefore invest a significant amount of time meeting with the Framework Public Bodies to expand their current understanding of individual operational needs, by site and by department.

The information gained from these meetings will be recorded within the operational guides and on Pertemps' front office system 'Jobmatching' and will be referred to at each stage of the recruitment process to ensure that Pertemps' local account team is providing the service and personnel to the contract, in line with individual site and departmental requirements.

The Account Managers will produce a customised, version controlled, Operational Guide, available in soft copy and over the Pertemps intranet. This guide will further ensure that everyone understands and operates according to specific requirements of the framework.

Should changes to any element of the contract occur the account management team will update the Operational Guides and 'Jobmatching' client file data, and inform all the delivery team members.

The account management team and our internal audit team will regularly audit the worker records, and payroll data for the contract in all locations ensuring consistency of delivery, rates and service.

Any complaints will be added to the framework issues log and forwarded to the relevant Account Manager, so that they can action and ensure prompt resolution.

Pertemps will also conduct regular surveys to ensure Flexible Employee and Framework Public Body hiring managers are happy with the service delivered, and that this is delivered in a consistent manner.

During framework implementation Pertemps will hold ‘awareness days’ where all members of the contract delivery team will meet to roll out the contract processes and procedures.

The ‘awareness day’ will cover:

- History, vision and culture of the Framework Public Body
- Order process and associated requirements including purchase order numbers and cost codes
- Recruitment process
- Compliance paperwork required for candidates including references and BPSS checks)
- Agreed pay rates and charging structure
- SLAs and KPIs
- Complaints process
- Other information specific to the framework

#### **Managing periods of high and competing demand**

As outlined in our response in 1.2.1 Pertemps will deliver this framework agreement via a dedicated public sector account team, based across Scotland, deploying a range of robust recruitment and attraction strategies to ensure our solution meets all requirements. This will include peaks in demand and urgent requests for all urban and rural locations.

Flexibility is key to the successful delivery of such contracts and the size of our team will flex to reflect peaks and troughs in demand as well as overall growth in volumes, with account team members recruited locally across Scotland to support the contract.

We will map the spread of Framework Public Body offices and Flexible Employee demand patterns as part of due diligence, during implementation, to ensure there are sufficient resources within our team.

In order to support this delivery across Scotland Pertemps has, and will continue to invest in, a branch network that currently includes Edinburgh City Centre, Dundee, Rosyth, Falkirk, Aberdeen, Livingston and three sites in Glasgow.

(REDACTED)

(REDACTED)

- Individual attraction and fulfilment strategies are deployed across Scotland to meet demand
- All Flexible Employees are engaged on contracts of employment to mitigate risk
- A continual stream of candidates are put through BPSS and Disclosure Scotland to ensure a sufficient pool of staff at all times
- The MI we present is used to report, monitor and where appropriate implement action plans to meet all obligations under the contract

A clear understanding of each Framework Public Body and its individual nuances allows the delivery team to accurately discuss and position assignments to potential workers. Should a candidate be

suitable for a number of competing assignments then we operate an open, honest and transparent policy and aim to empower the candidate to make a choice that they are fully committed to.

By being open and honest about assignments and the Framework Public Body environment etc. assists candidates in making an informed decision. In the long term this openness results in reduced attrition and improved performance and attitude to work.

The **case study for (REDACTED)** from our response to question 1.1.1 (repeated here for convenience) demonstrates our ability to manage periods of high and competing demand

(REDACTED)

(DIAGRAM 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. (Question Weighting - 15%)

Pertemps has continuous improvement as one of its core values and attributes. We seek improvement ideas and training needs from our employees and clients and have received various awards recognising the quality of our service delivery. These awards include the Government Opportunity awards in 2010 and 2011 for 'Best Service' which highlighted the quality, innovation and positive impact of the service provided by Pertemps across the public sector in Scotland.

Our commitment is such that we will pro-actively look to enhance performance, reduce costs and improve process efficiencies over the length of the new framework contract.

The Account Management team will be responsible for monitoring contractual performance against SLAs on a daily basis to check that we are not just meeting but exceeding expectations, and through constant evaluation of contractual MI they will be able to monitor performance against KPIs across all areas of service delivery.

Qualitative data will be gathered from the labour market, Flexible Employee surveys and evaluations, exit interviews, diversity statistics and the complaints / issue log.

Quantitative data will be derived from the labour market, management information (MI) analysis, spend analysis, measuring of baseline savings and reductions in costs due to initiatives such as consolidated invoicing

Through Supplier Relationship Management (SRM) we will seek to deliver continuous improvements in all elements of our service. We will set targets, monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will also conduct quality surveys across the user base and Flexible Employees.

The five areas outlined below encapsulate the essence of Supplier Relationship Management (SRM) and will ensure a true strategic partnership approach to the development of this framework. The Pertemps board sponsor and Account Director will be responsible for driving this relationship across Pertemps.

#### **Relationship Management**

- Facilitate relationships with strategic stakeholders at Framework level and across Framework Public Bodies
- Provide a point of escalation for all initiatives
- Facilitate introductions to other Pertemps clients

#### **Performance and Risk Management**

- Deploying and managing the performance of a dedicated delivery team
- Reporting, controlling and managing risk

### **Strategic Value**

- Owning and driving through agreed initiatives by presenting the business case to end users
- Identify and implement efficiency improvements for example end-to-end 'e' technology
- Share best practice identified from other Perntemps clients and suppliers for example diversity, risk management, environmental policy and data protection
- Share information on relevant legislation for example Agency Worker Regulations (AWR), pensions, National Insurance (NI) thresholds etc.

### **Capability and Quality**

- Monitor and measure user satisfaction feedback from managers, Flexible Employees and contract management team through electronic service evaluations and questionnaires, and apply action plans to drive continuous improvement
- Using comprehensive management information identify areas of enhancement / improvement and implement and monitor change

### **Financial Value**

- Measure/benchmark and report on the benefits and efficiencies derived from initiatives.
- Deliver reductions in whole of life cost for example:
  - Cashable Savings
    - Transfer of Flexible Employee to new contract rates
    - Control of pay rates
    - National Insurance only being charged on earnings above the lower earnings threshold
  - Non Cashable Savings
    - Introduction of E-invoicing and E-timesheet solutions, which will also improve carbon footprint of both businesses.
    - Consolidated invoices designed to 'speak to' individual Framework Public Bodies financial systems, reducing the time needed entering data onto internal ledgers
    - Introduction of hand scanners at large temporary user sites to record employees times, entering and leaving their assignment. This enables the automatic production of payroll, and leads to 0% invoice queries/ error rates.
    - Introduction of Skype and or conference calls avoiding unnecessary travel

Perntemps will invite specialists from within the organisation and other clients to contract review meetings to advise on areas of interest, for example:

- Employment legislation
- Workforce planning
- Employer Value proposition (EVP)
- Technology
- Legal
- Best Practice
- TUPE
- Environmental policy
- Diversity
- Sustainable recruitment

### **Staff performance:**

Through the dedicated account team we will seek to deliver continuous improvements in all elements of our service. Pertemps are a quality driven organisation and as such we will ensure that all our policies and procedures are updated in line with any legislative changes that may occur during the term of the contract.

We will monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will conduct quality surveys across the user base and Flexible Employees.

The contract delivery team members are in part rewarded by a bonus scheme which is based on performance and will be measured on a weekly basis against the KPIs and SLAs of the contract and the results of the quality surveys.

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- The operations guide is used to support training. This is updated in line with any changes to legislation, the contract or user requirements
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultants are reviewed weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employees are used to inform individual client service improvement plans
- Analysis of the contract MI to identify areas where improvements may be possible
- Introduction of electronic processes, where possible, to drive process efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK

Performance on the contract is linked directly to team members Personal Development Plan. If a training need or a performance issue identified then an agreed plan will be put in place.

The results from all the above activities are analysed and action plans produced and shared with the client and used to drive continuous improvement.

### **Flexible Employee performance:**

(REDACTED)

(REDACTED)

In the unlikely event of a candidate being unsuitable Pertemps will discuss the reasons for the unsuitability of the candidate in order that a more suitable replacement can be found. We will also be able to assess any training requirements, or if the candidate would be more suitable elsewhere. We

would agree a timeline for replacement with the hiring manager and find a replacement as soon as possible from our pool of cleared candidates.

Pertemps offers all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employee, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position with the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

Throughout the duration of the assignment, this will continue to be monitored using a variety of tools including service visits, staff surgeries and evaluation surveys.

Temporary Worker Evaluation Forms (TWEFs) allow frank and open feedback from hiring managers for our workers at the end of each assignment and acts as a reference point for future assignments the worker is considered for. The TWEF provide feedback that allows us to assess how our staff perform in the work environment, rather than our opinion of their suitability through qualifications and experience

Flexible Employees and clients have a dedicated point of contact to ensure a prompt response. Pertemps have centralised email accounts for Flexible Employees, monitored hourly. This allows for quick and satisfactory resolution of queries.

Recorded sickness is monitored closely and 'back to work' interviews are conducted with all employees and absences managed consistently, fairly and firmly.

### **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. (Question Weighting - 10%)

#### **Management Process to deliver a consistently high level of service:**

As with the current framework the Account Management team will work closely with the contract delivery teams to ensure that Framework Public Body requirements are managed by those with the relevant knowledge and experience, whilst at the same time ensuring all service levels are met in terms of fulfilment, quality, vetting process and reporting.

The Account Management team will ensure support and commitment across all internal functions including HR, IT, Legal, Payroll and Finance. This will involve:

- Internal meetings and regular review updates, with actions and objectives
- Full review & performance management against the contract Service Level Agreement (SLA) and Key Performance indicators (KPIs)
- Internal Audit
- Adherence to all company accredited procedures
- Review of attraction outcomes and volumes of available screened and vetted talent

The Account Management team will brief and train all team members to ensure objectives and service levels are understood and committed to. Subsequent performance is reviewed regularly through ongoing appraisals with team members to ensure that the high level of service demanded is met or exceeded.

Furthermore Pertemps will provide all contract delivery team members with a customised, version controlled, Operational Guide, through the company intranet. This guide will include information on:

- History, vision and culture of the Framework Public Body
- Order process & associated requirements including purchase order numbers and cost codes
- Recruitment process
- Any subcontract suppliers used for the authority where appropriate
- Compliance paperwork for candidate files including references, Disclosure Scotland, BPSS
- Agreed pay rates and charging structure
- SLAs and KPIs
- Complaints process
- Escalation
- Other information specific to the contract including continuous improvement initiatives

This guide ensures everyone understands and operates according to the specific requirements of the contract to deliver a high level consistent service across each and every Framework Public Body.

Should changes to any element of the contract occur the account management team would amend the Operational Guide and update the service delivery team by use of Skype, face to face meetings as well as circulating amended material to all concerned. The Account Management team are responsible

for drafting and carrying out all communication of an official contractual manner, meaning this is consistent and responses are monitored and recorded centrally. If further clarification or staff training is required then Pertemps will carry out internal seminars or webinars to ensure that the delivery team are kept fully up to date with the agreed ways of working.

The contract delivery team also have access to all head office support teams and facilities across Pertemps including:

- HR, Training, Quality, Finance, MI, Legal
- Audit compliance team
- Board Members
- Marketing
- IT and back office functions where formal SLAs exist

#### **Performance Monitoring:**

Through the dedicated account team we will seek to deliver continuous improvements in all elements of our service. Pertemps are a quality driven organisation and we will ensure that all of our policies and procedures are updated in line with any legislative changes that may occur during the term of the framework.

We will monitor measure and report on our service delivery against the agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all stakeholders we will conduct quality surveys across Framework Public Bodies and Flexible Employees.

The Account Management team's performance will be measured on a weekly basis against the KPIs and SLAs of the contract and the results of the quality surveys.

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultants are reviewed weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employees are used to inform individual client service improvement plans
- Analysis of the contractual MI, to identify any possible areas for improvement
- Introduction of electronic process initiatives, where possible, to drive efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK
- SRM – Supplier Relationship Management

Performance on the contract is linked directly to the individual team members' Personal Development Plan (PDP). If a training need is identified, or a performance issue raised then an agreed plan will be put in place.

The results from all the above activities are analysed and action plans produced and shared with the client. In our experience this analysis and measurement of current performance is used to drive continuous improvement.

### **Problem Solving – Dispute Resolution**

Pertemps views the raising of issues and complaints by our clients and/or Flexible Employees as a positive aid to improving our business because they may highlight procedural faults, the changing of which may improve the quality of service. All issues are therefore documented and followed up with the utmost care and attention.

All indications of dissatisfaction with the level of service provided have been and will continue to be taken seriously and handled properly and promptly. All complaints are recorded on our complaints database and the Issues Log whether identified by the Flexible Employee or Framework Public Body. Account Management access to historic issues logs ensure that we have been able to trend any issues or disputes and therefore put specific safeguards or auditable process changes in place to ensure that they do not occur again.

Every complaint received by telephone or in writing is acknowledged, investigated and replied to, preferably in writing, although there may be occasions where a problem can be easily resolved by a telephone call. Our standard practice is that each complaint must be acknowledged within two working days. If it is necessary this will be followed up by a visit to the user manager or Flexible Employee.

If complaints cannot be resolved locally, by the contract delivery team, they are passed to a Team Leader within 2 working days. If, for whatever reason, the matter cannot be dealt with at this level, it will be raised to Account Manager level within 3 working days and Director level within 5 working days for investigative, corrective and preventive action.

The action taken as a result of the complaint is recorded on our database and relevant correspondence is kept on file. Any correspondence sent out by the Account Manager or director will also be copied to the contract delivery team. There may be times where it is deemed necessary to make the client contract manager aware of a complaint, even though this has been resolved or is in the process of being resolved, in the unlikely event that there are any perceived negative repercussions.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Procurement Scotland and the individual Framework Public Body.

In addition, any such complaints from clients or Flexible Employees will be forwarded to the Pertemps Quality Director as part of our ISO responsibilities so that data can be compared, trends identified and process improvements implemented.

## **Value for money for all stakeholders**

Pertemps will pro-actively look to support Procurement Scotland and Framework Public Bodies reduce costs and improve process efficiencies over the length of the framework.

Through Supplier Relationship Management (SRM) we will seek to deliver continuous improvements in all elements of our service. We will monitor, measure, and report on our service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all Framework Public Bodies we will also conduct quality surveys across the user base and Flexible Employees.

The five areas outlined below encapsulate the essence of Supplier Relationship Management (SRM) and will ensure a true strategic partnership approach to the development of this framework. The Pertemps board sponsor and Account Director will be responsible for driving this relationship across Pertemps.

### **Relationship Management**

- Facilitate relationships with strategic stakeholders at Framework level and across Framework Public Bodies
- Provide a point of escalation for all initiatives
- Facilitate introductions to other Pertemps clients

### **Performance and Risk Management**

- Deploying and managing the performance of a dedicated delivery team
- Reporting, controlling and managing risk

### **Strategic Value**

- Owning and driving through agreed initiatives by presenting the business case to end users
- Identify and implement efficiency improvements for example end-to-end 'e' technology
- Share best practice identified from other Pertemps clients and suppliers for example diversity, risk management, environmental policy and data protection
- Share information on relevant legislation for example Agency Worker Regulations (AWR), pensions, National Insurance (NI) thresholds

### **Capability and Quality**

- Monitor and measure user satisfaction feedback from managers, Flexible Employees and contract management team through electronic service evaluations and questionnaires, and apply action plans to drive continuous improvement
- Using comprehensive management information identify areas of enhancement / improvement and implement and monitor change

### **Financial Value**

- Measure/benchmark and report on the benefits and efficiencies derived from initiatives.
- Deliver reductions in whole of life cost for example:
  - Cashable Savings
    - Transfer of Flexible Employees to new contract rates
    - Control of pay rates
    - National Insurance only being charged on earnings above the lower earnings threshold
  - Non Cashable Savings
    - Introduction of E-invoicing and E-timesheet solutions, which will also improve carbon footprint of both businesses.

- Consolidated invoices designed to 'speak to' individual Framework Public Bodies financial systems, reducing the time needed entering data onto internal ledgers
- Introduction of hand scanners at large temporary user sites to record employees times, entering and leaving their assignment. This enables the automatic production of payroll, and leads to 0% invoice queries/ error rates.
- Introduction of Skype and or conference calls to avoid unnecessary travel

Pertemps would invite specialists from within the organisation and other clients to contract review meetings to advise on areas of interest, for example:

- Employment legislation
- Workforce planning
- Employee value proposition (EVP)
- Technology
- Legal
- Best practice
- TUPE
- Environmental policy
- Diversity
- Sustainable recruitment

#### **Stakeholder engagement:**

Stakeholder engagement will be managed and driven by a well-defined strategy which will have a clear set of objectives, timetable, budget, and allocation of responsibilities. All members of the account team will be aware of the program, and understand the importance and implications. As well as stakeholders from within Procurement Scotland and Framework Public Bodies, other stakeholders engaged include the Pertemps delivery team, candidates, Flexible Workers on assignment and work programme service providers including Jobcentre Plus and Working Links.

The Pertemps stakeholder engagement strategy (diagram 2 below) includes:

- **Stakeholder identification** - who our stakeholders are across Framework Public Bodies
- **Stakeholder analysis** - a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on the framework
- **Information disclosure** - Communicating such information in a manner that is timely, understandable and accessible to our stakeholders
- **Stakeholder consultation** – Engaging stakeholders and seeking feedback from implementation and throughout the lifespan of the framework
- **Issue management** - How we respond (or are perceived to be responding) when issues are highlighted is important and could have significant implications for the framework performance
- **Stakeholder involvement** - To help satisfy concerns and promote transparency involving key stakeholders during mobilisation helps align objectives and mitigate potential future issues

(DIAGRAM REDACTED)

As detailed below the team will **plan**, **consult** and **implement** individual stakeholder engagement strategies aligned to the needs of each Framework Public Body. Whilst some may require a highly visible service with scheduled meetings and reporting others may simply require a monthly conference call and discussion about future requirements and service.

**Planning:**

- Create a timetable for Framework Public Bodies implementation
- Allocate specific responsibilities for each individual on the team
- Ascertain main contacts at each Framework Public Body with whom we do not currently have a relationship, and continue having regular contact with those we already have a relationship with
- Agree order processes and methods in line with requirements
- Contact any outgoing suppliers, line managers and existing Flexible Employees to ensure business as usual

**Consultation:**

- Consult with each Framework Public Body including the current temporary workforce to assure them that there will be no operational change
- Line managers will be invited to meet the Pertemps Account Management team in informal group meetings, in order that the team can fully assess their requirements
- Agree any grading structure with pay rates promoting the Scottish Living Wage of £7.65 wherever possible
- Agree the format and timescale with which each Framework Public Body would wish to receive their management information
- Agree order process, promoting use of technology and electronic ordering
- Agree timesheet processes, trying to promote electronic timesheets as a cost saving initiative as well as a greener alternative for reduced paper usage
- Agree invoicing process, again promoting consolidated invoicing and electronic invoicing for cost saving and environmental reasons
- Agree regularity and content of service review meetings

**Implementation:**

- By this point there will be an agreed timetable and allocated tasks in place which we will have to deliver to within the agreed timeframes
- Carry out relevant Health and Safety checks at Framework Public Body sites in order that we can supply staff without any administrative hold ups
- Regular meetings with Framework Public Bodies to update them on progress.

#### **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. (Weighting - 25%)

#### **Communication**

Through our expansive network of branches throughout Scotland the contract delivery team is local, dedicated to the contract, and focussed on developing close working relationships with user managers across the Framework Public Bodies, the existing workforce and potential Flexible Employees.

Local engagement on a day-to-day basis between the Pertemps contract delivery team and user managers will ensure regular and effective communication and develop close working relationships. There would however need to be ongoing formal review meetings to help monitor performance and drive continuous improvement.

Elements of our quality/audit plan are tabulated below. This identifies some of the initial and ongoing measures, policies and procedures Pertemps implements when awarded contracts, to help promote the agreement, and improve communication channels between user managers and the Pertemps contract delivery team.

(TABLE REDACTED)

#### **Review Meetings**

The service review meetings would be formal meetings with agreed agenda items and format. Static items on the agenda would include:

- Key performance indicators (KPIs)
- Management information (MI) (monthly, quarterly and or 6 month trend analysis)
- Performance and risk management e.g. new legislation
- Financial performance – Spend per Framework Public Body / Baseline Savings
- Strategic Value Management and Continuous Improvement

Other forms of communication to be used would include:

- Contract newsletters
- User manager guides
- Dedicated web pages
- Emails
- Flyers / leaflets
- Forums / presentations

In addition, Pertemps acknowledge and embrace the increasing importance of Social Media in supporting communications and our service delivery by:

- Identifying industry trends
- Promoting client opportunities
- Sourcing candidates
- Directly communicating with existing and passive workers

Our objective is to establish confidence in our existing Flexible Employees, potential candidates, clients and on-line communities that Pertemps is a brand that offers high quality recruitment services via evolving on-line digital channels.

### **Management Information (MI)**

Pertemps understand the importance of management information in giving vital data to Scottish Ministers as a whole, as well as to individual Public Framework Bodies. A successful management information system will reap benefits for both the Public Framework Bodies and Pertemps, the provider, and allow both to gain insight to better align strategies and identify critical relationships and gaps along four key dimensions – people, process, culture and infrastructure.

A successful information system provides a framework for the Public Bodies and Pertemps to evaluate themselves relative to these dimensions. By understanding and improving alignment with these critical dimensions, the Public Bodies will be able to maximize the value and impact of information as a strategic asset to gain cost and efficiency advantages.

(REDACTED)

As part of Pertemps' commitment to continuous improvement we have a new system which we are introducing to clients that has evolved from ESS.

(REDACTED)

As such we have a dedicated member of the Business Support team to compile the individual users' MI in accordance with the Framework agreement, and they are contactable for any issues or queries regarding any aspect of Management Information.

### **Out of Hours**

Pertemps' service availability and that of the contract delivery team will always mirror or exceed the requirements of the Framework.

Normal office hours for Pertemps branch network across Scotland and contract operations are 8am – 6pm Monday to Friday. There is also a 24/7 central help line manned by staff familiar with the contract and able to handle any general client enquiries. Issues can be escalated to the account management team and board sponsor via this 24/7 facility, in line with the escalation and complaints procedure outlined below.

Recruiting managers across the Framework Public Bodies will be made aware of all contact details and the methods available to them (e.g. email, fax, on-line contact, and telephone) through details published in Framework Public Body's handbooks and confirmed when taking assignment bookings.

Flexible Employees are all given a credit card size induction card containing the contact numbers at Pertemps and emergency contact numbers for out of hours situations.

Contact information will be distributed to all Framework Public Bodies and made available via the Pertemps web site, client pages or Scottish Ministers Intranet sites as appropriate.

Where there is a requirement for out of hours contact which is location or discipline specific, for example events in the evenings and at weekends requiring catering staff, a contract team member will be available out of hours via a dedicated mobile telephone number for both staff and client contact. They will also have access to a 'call off list' of suitable stand by workers and permission to call at short notice for replacements.

To report issues including attendance problems which don't require immediate assistance we provide a dedicated out of hours number with answer machine.

(REDACTED)

### **Complaints Management**

Pertemps views the raising of issues and complaints by our clients and/or Flexible Employees as a positive aid to improving our business because they may highlight areas for procedural improvements, the changing of which may improve the quality of service. All issues are therefore documented and followed up with the utmost care and attention.

All indications of dissatisfaction with the level of service provided have been and will continue to be taken seriously and handled promptly. All complaints are recorded on our complaints database and the Issues Log whether identified by the Flexible Employee or Framework Public Body. Account Management access to historic issues logs ensure that we have been able to trend any issues or disputes and therefore put specific safeguards or auditable process changes in place to ensure that they do not occur again.

Every complaint received by telephone or in writing is acknowledged, investigated and replied to, preferably in writing, although there may be occasions where a problem can be easily resolved by a telephone call. Our standard practice is that each complaint must be acknowledged within two working days. If it is necessary this will be followed up by a visit to the user manager or Flexible Employee.

If complaints cannot be resolved locally, by the contract delivery team, they are passed to a Team Leader within 2 working days. If, for whatever reason, the matter cannot be dealt with at this level, it will be raised to Account Manager level within 3 working days and Director level within 5 working days for investigative, corrective and preventive action.

The action taken as a result of the complaint is recorded on our database and relevant correspondence is kept on file. Any correspondence sent out by the Account Manager or Director will also be copied to the contract delivery team. There may be times where it is deemed necessary to make the client contract manager aware of a complaint, even though this has been resolved or is in the process of being resolved, in the unlikely event that there are any perceived negative repercussions.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Procurement Scotland and the individual Framework Public Body.

In addition, any such complaints from clients or Flexible Employees will be forwarded to the Pertemps Quality Director as part of our ISO responsibilities so that data can be compared, trends identified and process improvements implemented.

### **Order Cancellation**

It is critical that candidates in the recruitment process are managed effectively and that clear communication takes place. This will go some way to mitigate any grievance issues and also protect the individual Framework Public Body's brand in the local recruitment market place.

There is a clear process for such events including:

- Understand from HR and or hiring managers the rationale for the cancelled order:
  - Internal fill
  - On hold
  - Re-defined position
- Communicate with and manage any candidates that are part way through the process to mitigate any potential complaints and protect the organisation's brand
- Update all systems relating to the process and inform supply chain if needed
- Update all candidate records
- Wherever possible offer alternative assignment to the candidate concerned

Pertemps monitor and record all instances where orders are cancelled and the reasons for the cancellation and can feedback to individual Framework Public Bodies.

### **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 across the East Region in both rural and urban areas. ( Weighting - 12.5%)

A (REDACTED) mobilisation plan for the framework has been uploaded within this zip file in 'project office' (document 1.3.5 Mobilisation Plan) showing the key activities to be completed following the contract award date of 17<sup>th</sup> December 2014. Regular review meetings and conference calls between Pertemps, Procurement Scotland and Framework Public Bodies are scheduled throughout.

As an existing supplier supporting over (REDACTED) Framework Public Bodies across Scotland, Pertemps will ensure continuity of service and business as usual throughout this tender process and into the new contract, irrespective of the outcome of the process.

If unsuccessful with this tender then Pertemps is contractually bound to exit from your operations with minimal disruption and we confirm that our exit strategy will fully support the decision of Scottish Procurement. Pertemps will however ensure that we continue to provide our Flexible Employees with the high standard of engagement and support until such time their assignments come to an end. In addition to this Pertemps will make ourselves available to managers and stakeholders within the Framework Public Bodies should they need our support.

If successful there will be no cost of change and Pertemps will deliver immediate savings through (REDACTED). The existing contract delivery team will remain in place ensuring business as usual with no risk or disruption to the service across Framework Public Bodies.

Pertemps would however wish to re-evaluate the service offering by conducting a full 'needs analysis' review across all Framework Public Bodies, consulting with hiring managers to re-evaluate their current and future expectations. As part of this review we would carry out a 'value mapping' exercise of all current processes and information flows, modifying these where required ensuring we deliver the optimum solution.

We believe our existing Account Management and contract delivery team is sufficient in terms of knowledge and resource to implement and execute any changes to the framework requirements and they will be supported by Head office, IT, Finance, HR and support teams.

We will deploy a dedicated Implementation Team to deliver the mobilisation programme, alongside the contract delivery team.

The team will be led by an Implementation Manager (REDACTED).

#### **Key Accountabilities:**

- Sourcing and appointment of additional account team members
- Transfer of Flexible Employees to new framework terms and rates
- Set-up and implementation of account processes and supporting documentation
- Implementation of IT platform and systems as required
- IT platform training via training seminars and web seminars as required
- Marketing the new framework through workshops, seminars, newsletters, bulletins and face to face meetings.

Tools used by the team will include; MS Project and Excel, Risk Registers, Issues Log, documented minutes and action summaries.

(REDACTED)

### **Marketing and Promotion**

The following events and activities will be used to promote the contract:

- Series of formal presentations to all stakeholders and hiring managers, ideally supported by Procurement Scotland and or local sponsors
- Links between Procurement Scotland, Framework Public Bodies and Pertemps web pages
- One to one meetings across Framework Public Bodies where necessary
- ‘User Guide’ hard copy and or web pages for user managers
- Monthly Newsletter highlighting success stories from across the local and wider contract
- Posters and leaflets with the contact details for the local contract delivery team
  - On notice boards
  - In reception areas
- On-going ‘meet the team’ events
  - In receptions and as part of site visits and Flexible Employee surgeries

### **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. (Question Weighting - 12.5%)

During framework mobilisation all identified or perceived risks will be added to the current framework risk register. This is made available to Procurement Scotland and Framework Public Bodies project team members at all times and discussed at regular review meetings. Red, amber or green flags are attached to each risk in terms of likelihood, impact upon service should it occur. Contract team members are assigned to each risk with a target date for resolution.

Most of the risks outlined here can impact supply and so it is imperative that the communication and interface between all stakeholders, is open, timely and effective.

(TABLE 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.

(Question weighting 5%)

#### **Service continuity and the availability and retention of suitably skilled and qualified staff:**

##### **Flexible Employees**

Pertemps recognise the importance of retaining staff whilst on assignment and once registered, reducing the need for constant replenishment and replacement.

(REDACTED)

A key element of retention for all areas is our flexibility and commitment to on-going contact with candidates and workers, and site visits. This provides an opportunity for workers to meet and talk with members of the account team and deal with any issues or concerns as they arise.

Through candidate contact, Pertemps consultants ensure that candidates awaiting assignment, or between assignments, are updated regularly on the progress of their application and status via telephone, email, SMS and newsletters. This means we lose as few cleared candidates as possible by ensuring we are managing their expectations of gaining placement with the public sector through Pertemps.

Pertemps offers all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employee, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position with the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

In addition to this, Pertemps are able to offer, through our training and development centre as well as through external and strategic partners, a full complement of NVQ assessments. This has proven very popular for our clients, with one of our contract clients having already put through over 600 permanent and contingent workers through the basic level NVQ in their subject areas.

Pertemps implemented full Contracts of Employment (CoE), for Flexible Employees over 10 years ago and have enhanced this CoE to include guaranteed hours, pension rights, an employee assistance

programme, share options and other benefits, strengthening the mutuality between the Flexible Employee and Pertemps.

The CoE allows Pertemps to manage our Flexible Employees in the same way as clients would manage their own permanent workforce. We operate a fully inclusive Welfare Management programme for our Flexible Employees providing development plans and training, in line with clients' skill requirements and our their aspirations. We are also able manage and resolve any issues before they become problems leading to a more motivated and committed workforce and higher staff retention.

From the candidate surveys conducted the Contract of Employment is shown to be a huge benefit for Flexible Employee's employment security and acts as a key differentiator of Pertemps above its competitors.

### **Pre-assignment Induction**

All Pertemps Flexible Employees are taken through a pre-assignment induction, which provides them with an indication of the role they are about to undertake, what is expected of them and how their success will be measured. The induction would be conducted by Pertemps and include (but is not limited to):

- Welcome address
- Overview of Framework Public Body
- Equality Diversity and Inclusion
- Health & Safety
- Confidentiality
- Hours of work
- Reporting lines
- Overtime arrangements
- Timekeeping and absenteeism
- Process for booking holiday and reporting absence
- Timesheet requirements
- Key contact names and telephone numbers

### **On Assignment**

- Pertemps offers all Flexible Employees the choice to receive their wages on a weekly or monthly basis to suit their personal circumstances.
- There are a number of other financial benefits that Pertemps offers to its Flexible Employees
  - Mobile Advantage Plan
  - Stakeholder Pension
  - Free pension and mortgage advice from qualified specialists.
- All Flexible Employees are called at regular intervals to ensure they are happy with the assignment, and that any issues are dealt with promptly. Throughout the duration of the assignment, this will continue to be monitored using a variety of tools including service visits, staff surgeries and evaluation surveys.
- Flexible Employees and clients have a dedicated point of contact to ensure a prompt response. Pertemps have centralised email accounts for Flexible Employees, monitored hourly. This allows for quick and satisfactory resolution of queries.
- Recorded sickness is monitored closely and 'back to work' interviews are conducted with all employees and absences managed consistently, fairly and firmly.

- If and when Flexible Employees do leave, Pertemps conduct exit interviews and report back to the client on their findings. This enables us to indemnify actions and work to prevent further losses. It also allows us to monitor and report back on any trends that could identify potential training needs for client managers.

During assignment Pertemps will dispatch a survey to all Flexible Employees at the end of their fourth week. The purpose of this survey is to quickly identify any initial concerns or worries that the Flexible Employee may have and implement any remedial actions where appropriate.

The survey seeks feedback on:

- Their perceived suitability of their skills to the role
- Timely receipt of information
- Accuracy of payroll
- Speed at error rectification
- Communication with them whilst on assignment

The results of the surveys are analysed and made available to Framework Public Bodies along with any suggested improvement plans. The surveys can be done in a number of different ways for example face to face, paper based or on-line.

Examples of initiatives developed for clients, to retain and manage temporary workforces:

- NVQ training programme

A cost efficient NVQ training programme delivered to a national client by Pertemps with 607 completed across the workforce. By up-skilling the temporary workforce we increase motivation, retain talent, increase productivity and reduce induction training.

(REDACTED)

#### **Pertemps delivery team members:**

Pertemps' biggest differentiator is the fact that our own permanent staff stay with us for longer than any of our comparative peers within this industry. Currently within our business Pertemps can boast an average length of service of over 11 years. Our employees stay with us because of the company culture and because they have a sense of ownership due to the share scheme introduced a number of years ago. The turnover of Pertemps staff for 2013 was only (REDACTED) compared with an industry average of almost 45%.

Pertemps values are respected and born out in our everyday operations and within the teams that deliver service across our clients. We are still a family business, although a large one, and that sense of family is very strong and visible. Our staff are the best testament to our values in their dealings with their peers, customers and the candidates and we are proud to have achieved the following awards and accreditations:

- 'Times Top 100 Companies to Work For' consecutively for past 8 years
- 'Britain's Top Employer'
- Investors in People standard for over 15 years
- ISO 9001 Quality accreditation

- REC qualified consultants by examination. Currently 50% of our management and recruitment consultancy staff with all new employees offered the opportunity
- Winner of the GO Awards Scotland – Best Service Category 2010 and 2011
- An NVQ accredited Training Centre
- Appointed a Founding Member and Trustee for the 'Centre for Tomorrow's Company'
- Appointed a Founding Member and Co-Sponsor of Midlands Excellence
- Supplies up to 35 of the FTSE Top 100 Companies
- Institute of Employment Consultants accredited Training Centre
- Nationwide network - over 200 branches in over 95 towns and cities
- Equal Opportunities Employer

Pertemps is also an active member of the Recruitment and Employment Confederation (REC), the Confederation of British Industry, the British Institute of Facilities Management and the Freight Transport Association.

Our management team consists of mainly internally promoted staff members. We encourage growth, development and opportunities from within rather than having to look outside our organisation for talent. As such our management team is extremely knowledgeable. Indeed, we are very proud that our current Chair person started in our business as an administrator and the whole of the current Main Board Directors all started within the operation as Consultants and have worked their way through the business.

Each employee has a Personal Development Plan (PDP) which is reviewed and discussed as part of Pertemps performance review process.

The REC qualification, the Certificate in Recruitment (Cert RP MIRP), is offered to all staff after 1 year of service, to demonstrate our commitment to our workforce and positioning our industry as a professional career choice. Pertemps also offer funding to undertake external relevant training e.g CiPD.

We recognise that when working on contracts or frameworks, the rewards and benefits need to be aligned to the quality of the service we deliver. We monitor this by ensuring we meet any SLAs and KPIs.

Any commission payments made to contract team members are linked directly to the SLA, KPIs and quality processes of the particular Framework Public Body, taking into consideration feedback from candidates and hiring managers as regards to the recruitment experience and quality of service received. It also includes the success of placing candidates and the retention of these candidates. This helps our consultants to focus on the quality of the candidates they place.

The consultants' KPIs are based around the following success ratios

- CVs to interview
- Attendance at interviews
- Success at interview
- Candidates fully completing vetting/compliance
- Fulfilment of roles (candidates starting on first day)
- Candidates completing training
- Attendance and lateness of candidates

- Attrition
- Customer satisfaction (surveys)
- Complaints
- Candidate satisfaction (surveys)

Our delivery team has a combined 80 years experience working with the public sector. We retain this knowledge through extensive training and investment in our staff ensuring that we are recognised as recruitment professionals with expertise in the public sector.

**Best Practice Employer:**

Pertemps will ensure that our policies and procedures remain in line with existing and developing equality legislation. To ensure compliance and the adoption of Best Practice, we conduct Equality Impact Assessments, review our equality schemes and action plans, and consult with users, staff and key stakeholders to gather feedback on policies, performance and progress.

As an Equal Opportunities Employer our policies are such that we ensure that all people applying for work are treated in an equal and fair manner. Our policies and procedures are developed and evolve so that we are able to attract, source, interview and assess people from diverse groups. Pertemps actively works in partnership with clients to attract and place under-represented minorities into work. Attraction strategies would be deployed across the region with an integrated approach to encourage candidates from all areas of the community.

Pertemps has been awarded the right to display the Two Ticks "Positive About Disabled People" symbol and are committed to achieving a truly diverse workforce. By using the symbol we are sending a clear message to disabled candidates that we welcome their job applications. Pertemps also displays the symbol within its branches as well as being incorporated into letterheads and advertising/promotional material.

Our chairman is a board member of Race for Opportunity (RfO) and our development programmes offer excellent equality training in recruitment, appraisal, selection, supervision and resource allocation.

To encourage applications from diverse groups we partner local outreach service providers, place advertising in specific community centres, and hold open meetings and events. We work closely with education providers, work based learning providers and significant others to ensure that we offer the best advice and support to those seeking work and to workers seeking skills development. Organisations that we partner with include:

(LIST REDACTED)

Pertemps maintains its involvement in shaping the future of employment legislation through our executive membership of professional bodies such as the Recruitment and Employment Federation (REC) and Race for Opportunity (RfO).

Our Chair is a Board Member of the RfO and our Quality Director is a Board member of the REC Ethics and Policy committee. This means we are always able to implement strategy to minimise the effect of any changes on our clients and our temporary workforce.

Knowledge and information gained from these affiliations is shared with our clients through presentations, roadshows and meetings, usually involving the HR and procurement departments of Framework Public Bodies. During the current framework we have delivered a number of seminars and training workshops including for example:

- Disability in the workplace
- Mock Industrial Tribunals in partnership with our legal partners
- The introduction of Agency Worker Regulations (AWR)

Having been in business for over 50 years Pertemps believes that our greatest asset is our people and everyone lives our corporate values which include:

***Reliable*** - *Each and every one of our employees is passionate about what they do. They are genuine when dealing with customers and are driven to deliver the best service imaginable.*

***Quality*** - *The quality of service we provide is fundamental to our very existence.*

***People Driven*** - *People are the heart of our daily business. The strong family values adopted back in 1961 still run through the core of the company today.*

***Integrity*** - *It is our policy to be open and transparent in everything we do.*

#### **Engagement and empowerment of staff**

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place in relation to the contract delivery team:

- All staff on the contract will be taken through a detailed training process to ensure a full understanding of the contractual requirements and how best to deliver them
- The operations guide is used to support training. This is updated in line with any changes to legislation, the contract or user requirements.
- Regular contract delivery meetings will also ensure that team knowledge is updated to reflect any contractual changes and the improvements to be delivered
- Consultant performance is measured weekly against a detailed set of KPIs which reflect the contractual SLAs and service requirements of the contract
- On top of regular calls, client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and Flexible Employee are used to inform individual client service improvement plans
- Analysis of the contractual MI to identify possible areas for improvement
- Introduction of electronic processes, where possible, to drive process efficiencies and allow contract team members to focus on more customer facing activities
- Share best practice from other contracts across the UK

Performance on the contract is linked directly to team members' Personal Development Plan. If a training need is identified, or a performance issue is raised, then an agreed plan will be put in place.

In addition to formal training mentioned above, Pertemps provides training and support to the branch and site operations to ensure that all members of staff receive the training, coaching and support needed to provide for their development as well as delivering to the Framework Public Body's needs.

This may also include specific workshops relating to individual contract requirements, legislative requirements or new business initiatives.

The results from all the above activities are analysed and action plans are produced and shared with the client and used to drive continuous improvement.

The account management team will brief and train all supplying staff to ensure objectives and service levels are understood and committed to. Subsequent performance is reviewed regularly through ongoing appraisals with delivery staff to ensure that the high level of service demanded is met or exceeded.

**Measurable examples that can be monitored and reported during framework:**

Pertemps understand the importance of Management Information in giving vital data to Procurement Scotland and the individual Framework Public Bodies. A successful management information system will reap benefits for both the Framework Public Bodies and Pertemps, the provider, and allow both to gain insight to better align strategies and identify critical relationships and gaps along four key dimensions – people, process, culture and infrastructure.

A successful information system provides a method through which the Public Bodies and Pertemps can evaluate themselves relative to these dimensions. By understanding and improving alignment with these critical dimensions, the Public Bodies are able to maximise the value and impact of information as a strategic asset to gain cost and efficiency advantages.

We gather diversity data from the outset by asking applicants to complete our Equality, Diversity & Inclusion monitoring form. We explain why it is important, that they are under no obligation to complete it, and that it has no bearing on our selection process as this data is not shared prior to appointment. Data is compared with local/national demographics and presented within our MI at contract review.

We can further report on the following aspects of management procedures and processes.

- No. of Flexible Employees going through / completed our free online training per region.
- No. of available, security cleared staff per region
- No. of Pertemps staff that are going through / completed the Cert. RP MIRP
- Any other relevant Pertemps staff training.
- Any internal promotions (include handover plans) or awards.

#### **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.

(Question Weighting - 50%)

#### **Continuous Improvement (CI):**

Pertemps solution will have a continuous improvement plan linked to feedback from Framework Public Bodies, service users, stakeholders, Pertemps staff and Flexible Employees.

This improvement plan will become part of an agreed 'live' ongoing commitment to CI. The plan will be regularly reviewed, amended and added to.

The success of ensuring CI is based on a clearly defined measurable partnership between Pertemps and Framework Public Bodies and will involve:

- Ongoing dialogue and open communication
- Defined working procedures – set out in the organisation's operations guide
- Flexible SLAs – with both parties adhering to their responsibilities
- Defined performance monitoring systems – MI reporting procedures
- Strong governance-agreed governance structure and regular feedback meetings

(DIAGRAM REDACTED)

The Account Director is responsible for the monitoring of performance in delivering business as usual, and will ensure that the service continues to improve and meet the framework objectives. This involves constant evaluation, monitoring, reporting and engagement.

Pertemps consider the following framework imperative to a successful CI programme:

(DIAGRAM REDACTED)

Once processes and procedures are in place following implementation, it is important that CI becomes normal practice. Part of Pertemps' role is to continue to raise the bar of expectation and seek out 'total efficiency' ensuring Framework Public Bodies receive best value for money.

#### **Governance**

The Pertemps approach aligns CI to governance through a project managed, communication orientated process, utilising a CI toolkit to manage, measure and deliver. CI targets should feature in any governance process.

## **Implementation**

CI should be a jointly defined project during the discovery phase of implementation and transition. Using existing management information as benchmark data, the Pertemps implementation and account team will work to understand where needs aren't being met, and where processes are restricting optimum performance.

These needs will be relayed to the account delivery team to identify whether they are measurable and achievable. They will then jointly draw up KPIs and SLAs regarding short, medium and long term improvement targets.

## **Feedback/review**

Regular review meetings with all stakeholders involved in the CI process should take place. These meetings are to confirm that the identified improvements have been carried out and that they meet an acceptable standard.

## **Targets**

Targets will be set through understanding of requirements balanced against what is achievable over time. Pertemps can then implement any process transformation aligned to decided targets.

When the team or an individual person is given a specific improvement task, it must always be clear what the task is, the standard required, and the level of authority and responsibility they have in achieving the task, and when the task will be reviewed. Pertemps will ensure that a method is in place for checking progress, e.g. Scorecard, specific CI SLA, service user meetings, supervision and joint stakeholder account meetings.

Pertemps will confirm that the identified improvements have been carried out and that they meet an acceptable standard. It is important that a timetable is established, in order to review progress and to give a clear signal to service users and staff that management is committed to improvement.

## **CI Tools**

Pertemps use several tools to ensure that the CI process leads to optimum performance including:

(DIAGRAM REDACTED)

## **Strategic Alignment**

It is imperative that all activities performed by Pertemps ultimately align to the Framework Public Bodies' agendas and strategies. The Account Director and Board Sponsor will ensure that strategic alignment is at the core of all activities and processes.

A measurement framework will be developed so progress can be measured and data can be collated to deliver clear, meaningful management information to all stakeholders.

## **Total Quality Management**

Pertemps will align all quality assurance activities with the CI programme. This will be an enabler in Pertemps ability to provide a productive service whilst achieving optimum cost efficiencies at any particular time.

## **Communications**

General recommended communication activities will include:

- Promoting among service users and staff the concepts of a collaborative approach and commitment to service improvement.
- Service user meetings to enable service users to have a forum to share and discuss issues concerning the performance of the framework and its activities. These meetings are to be recorded, minutes taken and action allocated, if appropriate. All details will be placed on the intranet, or emailed to nominated stakeholders
- Where there are specific issues or changes on which service users should be consulted, one-off meetings can be organised as part of business as usual
- The Account Director and framework contract owners will meet regularly to discuss the ongoing CI programme, its impact, activities, policies and procedures, challenges, strategy etc.
- Pertemps will work to ensure the best possible forums for promoting achievement and commitment to improvement are used, e.g. intranet, newsletters, weekly briefing sessions etc.

We have provided a few recent examples of how Pertemps approach to CI has led to the implementation of initiatives and how they have directly benefited our clients:

(TABLE 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;
- Using social enterprises to support delivery of services.

(This Question will NOT be scored)

Pertemps recognises the main areas in which it impacts upon the environment and is committed to continuously improving performance in these areas:

- Reduction in energy
  - offices have automatic lighting that switches off when no movement is detected
- Reduced fuel consumption
  - car share schemes and low emission vehicle fleet
- Waste recycling
  - offices have paper, plastic, tin, cartridge and technology recycling
  - Engaging stationery suppliers who are committed to recycling and hold the ISO:14001 environmental accreditation, and apply market leading environmental initiatives:
    - Toner, paper and furniture recycling schemes
    - Re-usable packaging
    - Deliveries using vehicles powered by electricity, LPG and bio-fuels
    - Environmental appraisals
    - Managed delivery services
    - Environmental products
    - W.E.E.E destruction and recycling
  - All of the recycling schemes are designed to pick up your old waste at the same time as delivering your new supplies, eliminating the need for a separate recycling company and saving you time and money
- Prevention of pollution
  - Low emission vehicle fleet

The Board of Directors review our policies annually and our well-established policies and practices demonstrate our long-term commitment to the environment.

#### **Electronic invoicing and technology:**

During the life of the current framework we have introduced innovative technology solutions as part of a continuous improvement programme to drive efficiencies across the contract including on-line ordering, electronic timesheets and payslips and consolidated electronic invoicing. This has resulted in significant direct and indirect savings.

Pertemps has developed and implemented our online end-to-end technology Electronic Sourcing Solution (ESS). The system is designed to manage any requests for Flexible Employee from the initial order through to assignment and timesheet authorisation.

ESS has been enhanced and is now branded as Pertemps Agency Worker System (PAWS). This is a complete, modular, end-to-end web-based solution for the entire recruitment process. The system operates across all disciplines and job categories, is able to manage the supply chain and integrates seamlessly with third party HR and procurement systems, including SAP and Oracle.

The system is a fully hosted web-native application, developed and owned by Pertemps, requiring no capital investment (unless significant bespoke enhancements are required). The system speeds up recruitment cycles, drives process efficiencies and reduces cost. Every event is time and date stamped for MI reporting and audit purposes. Pertemps, where possible, would continue to roll out PAWS to Framework Public Bodies.

#### **Video conferencing for meetings:**

Pertemps use Skype and video-conferencing facilities across our business. We also use these facilities to hold client meetings and where possible hold initial discussions with potential candidates. Pertemps will continue to actively promote the use of Skype and also where possible offer a 'virtual' on-site presence for both hiring managers and Flexible Employees. This service would also be supported with face to face meetings when appropriate

#### **Green travel policies:**

Our pioneering fleet management system so impressed judges at the Energy Saving Trust Fleet Hero Awards that they crowned it winner in the Private Sector 250+ Cars category in 2006. This system continues to monitor and help control our CO2 emissions as does our choice of low emission vehicles used in the business. The system is increasingly being used by clients across their fleets of vehicles.

#### **Promoting careers in the Temporary and Interim Staff industry:**

Pertemps have been long standing members of the Recruitment Employment Confederation (REC) the industry's governing body, such that we now hold a seat on the Policy Board. Pertemps actively work with both the REC and the CBI to promote the industry because we are very aware of the benefits our business provides in terms of employment and career opportunities which help boosts the economy both locally and nationally. Pertemps actively promote our industry and services through proactive PR, sponsorship of local sports teams and community projects. We have and will continue to work with schools and colleges to offer workshops and guidance on writing a CV, preparing for interviews, the labour market and the merits of temping or being an interim

Pertemps implemented full Contracts of Employment (CoE), for Flexible Employees over 10 years ago and have enhanced this CoE to include guaranteed hours, pension rights, an employee assistance programme, share options and other benefits, strengthening the mutuality between the Flexible Employee and Pertemps.

The CoE allows Pertemps to HR manage our Flexible Employee in the same way as clients would manage their own permanent workforce. This helps retain workers through providing development plans and training in line with client skill requirements and our Flexible Employee' aspirations. From

candidate survey feedback our Contract of Employment is shown to be a huge benefit for employment security and acts as a key differentiator for Pertemps above our competitors.

#### **Providing training opportunities and support to achieve qualifications:**

Pertemps offers and will continue to offer all of its Flexible Employees the opportunity to undertake systems training free of charge. Examples of the training we can offer are all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing training and data entry. This improves the skill set and systems knowledge of our Flexible Employees, and gives them more choice in terms of the assignments they can be offered, as well as a higher chance of successfully attaining a position within the public sector. This works particularly well in rural locations where jobs are limited and do not arise in the same volume as city centre placements.

In addition to this, Pertemps are able to offer, through our training and development centre as well as through external and strategic partners, a full complement of NVQ assessments. This has proven very popular for our clients, with one of our contract clients having already put through over 600 permanent and Flexible Employees through the basic level NVQ in their subject areas.

Internally our consultants are encouraged to study for the REC qualification, the Certificate in Recruitment (Cert RP MIRP), which is offered to all staff after 1 year of service, to demonstrate our commitment to our workforce and positioning our industry as a professional career choice.

#### **Supporting local communities e.g. sponsorship of local clubs etc.**

As part of our wider CSR policy Pertemps support many charitable organisations across the communities we work in as well as local businesses and sports teams:

- Our Scottish operations Give As You Earn Fund has made several donations to charities in Scotland including; (REDACTED)
- In 2008 Pertemps raised (REDACTED) build their new headquarters.
- In 2013 Pertemps made a donation of (REDACTED) to a new (REDACTED) and will continue to support this facility annually.
- 21 years ago we started the (REDACTED) and so far have put up to (REDACTED) into the community. This included acquiring (REDACTED), in 2003 and turning it into a Community Foundation.
- Pertemps sponsor many 'grass roots' and senior sporting teams in swimming, football, netball, cricket, basketball and rugby for continued support of local communities across the UK.
- Pertemps match individual employees charity fund raising up to (REDACTED)

#### **Working with social enterprises to support delivery of services:**

- By delivering Government welfare to work programmes we help long-term unemployed and under-represented groups access opportunities in the workplace.
- We work with and advertise all assignments across work programme service providers including Jobcentre Plus, Working Links and Connexions.

### **1.6.1**

Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this framework, including details of any perceived implications and/or risks and how these will be mitigated.

(This Question will NOT be scored)

Pertemps are of the opinion that the Transfer of Undertakings (Protection of Employment) Regulations 2006 do not apply in respect of the framework.

This and the following 1 page comprise Schedule 2 to the Framework Agreement between the Scottish Ministers and Pertemps Recruitment Partnership Limited.

## SCHEDULE 2 - PRICING SCHEDULE

**All commission rates are fixed for a minimum of 3 years from the commencement of the Framework Agreement and for the length of any individual call off contract under the Framework.**

### Pertemps Recruitment Partnership Limited – Temp Catering and Manual North

<b>Example Role Types</b>	<b>Commission rate</b>	<b>£0.00 (excluding VAT)</b>
Catering Assistant	Commission Rate per hour	(REDACTED)
Cook	Commission Rate per hour	(REDACTED)
Janitor	Commission Rate per hour	(REDACTED)
Cleaner	Commission Rate per hour	(REDACTED)
Refuse Loader	Commission Rate per hour	(REDACTED)
Street/Road Sweeper	Commission Rate per hour	(REDACTED)
Gardener	Commission Rate per hour	(REDACTED)
HGV Driver	Commission Rate per hour	(REDACTED)
Driver (non HGV)	Commission Rate per hour	(REDACTED)
Labourer	Commission Rate per hour	(REDACTED)
Skilled Labourer	Commission Rate per hour	(REDACTED)
Civic Amenity Site Operative	Commission Rate per hour	(REDACTED)

### Role Types

Many different categories of temporary admin role will be required. This pricing schedule contains examples of the types of roles that *may* be required. These examples will be used as grades to which similar or equivalent roles will be matched by the Framework Public Body in consultation with the Contractor. Contractors must understand that the job roles and volumes will vary depending on the requirements of the individual Framework Public Body.

### Hourly Pay Rates

Hourly pay rates are not included as part of this Pricing Schedule. However, hourly pay rates must be discussed and agreed with the Client for each individual assignment, taking into account all current employment legislation and in compliance where appropriate, with the Agency Workers Regulations 2010. Where overtime rates are paid as standard in an industry (e.g. the construction trade) and the Client agrees to pay overtime rates, the Contractor will be required to pay the overtime rate in line with buying organisation's policies for permanent workers.

### Living Wage

The Scottish Government is committed to supporting the Living Wage in its public sector pay policy for the duration of this parliament [to 2015-16]. The Agency Workers Regulations 2010 require equal pay for agency workers doing the same or similar work to that of permanent employees. Where public sector pay policy applies this means agency workers will be receiving an hourly rate of pay at or above the Living Wage. Framework Public Bodies that do not fall within the public sector pay policy remit will be required to consider their own position with regards to payment of the Living Wage.

### Temporary to Permanent Fees

Where a temporary worker/candidate of the Contractor is employed to a full-time or fixed-term post by a Framework Public Body, following fair and open recruitment competition, the Contractor will not be entitled to charge a temporary to permanent fee, providing the worker has been assigned to the Framework Public Body for 6 weeks.

However where a fee is payable, (e.g. where the temporary worker has been assigned to the Framework Public Body for less than 6 weeks, and/or did not compete in a fair and open recruitment competition along with all other applicants responding to a public or internal advertisement, such as advertisements placed on the Work for Scotland Website, myjobscotland, Civil Service Website and the Job Centre and/or in the National Press), the following formula will be used to calculate any temporary to permanent fees:

<b>Duration of Temporary Contract</b>	<b>Fee</b>
0-6 weeks	(REDACTED)
7 - 12 weeks	(REDACTED)
13 weeks +	(REDACTED)

This and the following 1 page comprise Schedule 2 to the Framework Agreement between the Scottish Ministers and Pertemps Recruitment Partnership Limited.

## SCHEDULE 2 - PRICING SCHEDULE

**All commission rates are fixed for a minimum of 3 years from the commencement of the Framework Agreement and for the length of any individual call off contract under the Framework.**

### Pertemps Recruitment Partnership Limited – Temp Catering and Manual East

Example Role Types	Commission rate	£0.00 (excluding VAT)
Catering Assistant	Commission rate, per hour	(REDACTED)
Hospitality Representative	Commission rate, per hour	(REDACTED)
Chef	Commission rate, per hour	(REDACTED)
Refuse Worker/Collector	Commission rate, per hour	(REDACTED)
Driver (non HGV)	Commission rate, per hour	(REDACTED)
Stores Assistant	Commission rate, per hour	(REDACTED)
Labourer	Commission rate, per hour	(REDACTED)
Skilled Labourer	Commission rate, per hour	(REDACTED)

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### Pertemps Recruitment Partnership Limited – Temp Catering and Manual West

<b>Example Role Types</b>	<b>Commission rate</b>	<b>£0.00 (excluding VAT)</b>
Janitor	Commission Rate per hour	(REDACTED)
Refuse Worker/Collector	Commission Rate per hour	(REDACTED)
Street/Road Sweeper	Commission Rate per hour	(REDACTED)
Gardener	Commission Rate per hour	(REDACTED)
Labourer	Commission Rate per hour	(REDACTED)
Cleaner	Commission Rate per hour	(REDACTED)
Driver (Non HGV)	Commission Rate per hour	(REDACTED)
Electrician	Commission Rate per hour	(REDACTED)
Kitchen Supervisor	Commission Rate per hour	(REDACTED)
Waitress/Waiter	Commission Rate per hour	(REDACTED)
Catering Assistant	Commission Rate per hour	(REDACTED)
Hospitality Representative	Commission Rate per hour	(REDACTED)
Chef	Commission Rate per hour	(REDACTED)
Executive Chef	Commission Rate per hour	(REDACTED)

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0-6 weeks	(REDACTED)
7 - 12 weeks	(REDACTED)
13 weeks +	(REDACTED)