

2.2.1 The Public Sector landscape in Scotland:

(REDACTED)

The Pertemps account delivery team in Scotland has filled assignments in the following categories of FPBs 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

FPBs aim to fulfil the five objectives that underpin the Scottish Government's core purpose:

- [Wealthier and Fairer](#)
Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- [Smarter](#)
Expand opportunities for people to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.
- [Healthier](#)
Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- [Safer and Stronger](#)
Help local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life.
- [Greener](#)
Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

To support the above objectives Pertemps focus in Scotland is to provide local jobs for local people via dedicated local delivery teams.

We offer all temporary workers free access to on-line training helping them develop skills required for the work environment. We place all temporary workers on full contracts of employment with additional benefits including access to pensions and a share save plan.

Across Scotland and throughout the UK we support local community events and national charities including; (REDACTED)

Pertemps has also been officially recognised for our outstanding commitment to the Armed Forces by achieving Gold Award status from the Ministry of Defence (MOD).

(REDACTED)

We understand the need for transparency in our dealings with the public sector and all associated individuals, 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 FPBs in their responses to these requests.

FPBs that will use these services:

Throughout the whole-life of the contract we will market and promote it's use to all FPBs so that they understand the contractual and financial benefits of using the framework and as stated we are currently supporting 84 FPBs.

As a supplier with 20 years' experience supplying temporary workers 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 FPBs 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 FPB in an efficient and timely manner.

How FPBs 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 access the framework to support specific projects that require a significant increase in skilled resource for a defined project over a planned period of time.

(REDACTED)

Each year we:

(REDACTED)

(DIAGRAM REDACTED)

Operational users are FPBs that have a continuous high demand for Pertemps' temporary workers to form an integral part of their workforce to support the delivery of core services.

For example, the (REDACTED) has had an on-going demand for between (REDACTED) and (REDACTED) temporary workers each week over the last 4 years. (REDACTED) requirement for staff ranges from entry level Administrative staff, Security staff, Executive Officers and Personal Secretaries. As (REDACTED) works within a defined graded structure we have created bespoke profiles for each grade

within our electronic ordering system. This has greatly improved the efficiency of the ordering and authorisation process for (REDACTED).

(DIAGRAM REDACTED)

Ad-hoc users, for example the (REDACTED), access the framework to recruit temporary workers as cover for holidays, maternity/paternity leave, increased workloads etc. where it is not appropriate or realistic to recruit a permanent member of staff. They tend to use lower volumes than Project and Operational users.

The use of temporary workers allows ad hoc users to meet service expectations without having to go through a lengthy and expensive recruitment process.

(DIAGRAM REDACTED)

(DIAGRAM REDACTED)

With over 20 years Public Sector MI Pertemps is in a unique position to plan for, and then implement, individual recruitment plans for each FPB, irrespective of their geographical location, skill set requirements or usage volumes and patterns.

Relationship management is a key part of the service offered and we consult with individual FPBs 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 FPBs 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 FPBs irrespective of the region or the volume of use.

2.3.1 Framework delivery:

(REDACTED)

(DIAGRAM REDACTED)

By introducing end-to-end technology to underpin service delivery, we will continue to transact on-line and deliver back office and process efficiencies across the framework. Technology will disseminate and manage the workflow for all assignments from all FPBs and where hiring managers have limited or no access to systems, technology is supported by telephone, email and manual systems.

In order to support delivery across Scotland Pertemps has, and will continue to invest in, a branch network that currently includes Edinburgh, Dundee, Rosyth, Aberdeen, Livingston and Glasgow with (REDACTED).

The most effective service delivery is born out of partnership and we have the financial stability, resource and experience to invest in the long-term objectives of the framework to the benefit of all stakeholders.

Our structure includes a board level Account Director, Account Managers, local delivery Team Leaders and Consultants with Payroll and Administrative support.

The Account Director and Account Managers are responsible for ensuring the strategic direction of the contract, as well as engagement at senior level. They will ensure our solution dovetails with the key drivers across FPBs and Scottish Government's five strategic objectives of making Scotland Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener.

The delivery teams are responsible for the continued business engagement, fulfilment of requirements, monitoring and measuring of SLA performance and providing robust management information (MI) that meets the needs of the framework and individual FPBs.

The number of dedicated consultants to worker ratio:

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

In order to determine the number of consultants for each geographical location Pertemps will assess the spread of FPBs, the number of temporary workers required and commuting distances from our own offices.

Best practice and our experience of delivering large contracts of this nature over the last 30+ years indicate that we require one dedicated consultant for (REDACTED) on assignment.

Across the North we currently have in place an (REDACTED) managing our current supply and promoting the framework to other FPBs across the region.

We also have a dedicated team of (REDACTED) in Payroll and Administration supporting the frameworks.

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

We use historic data to identify when individual FPBs have had traditionally varying levels of 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:

If there are any changes to key personnel, we commit to notify the FPBs with as much notice as possible. We will also ensure that there is an effective handover meeting where the leaving member of staff introduces their replacement to the FPB. An Account Manager will attend handover meetings wherever possible.

Pertemps has an internal handover procedure from outgoing staff to replacement staff and Account Managers will ensure the full understanding of the specific needs of each FPB. Any replacement staff have access to the specific operational guide for their regional clients and 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 satisfied with our proposed handover, and continued contact after the 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 FPB until the next scheduled service review meeting.

Our temporary workers will be notified of any changes to the team via email, SMS, telephone, newsletter or at on-site meetings.

Minimum experience level and designated responsibilities:

Account Director:

FIRP (Fellow of the Institute of Recruitment Professionals) with 20 years' experience managing recruitment teams delivering services to the public sector.

Key Accountabilities:

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

(REDACTED)

Key Accountabilities:

- Setting-up account processes and supporting documentation

- Ensuring delivery of required levels of service against the agreed SLAs and KPIs
- Attending monthly and quarterly review meetings
- Producing MI to measure delivery
- Driving continuous improvement initiatives
- Developing solutions that will deliver commercial and operational benefits to the client
- Handling any out of line situations

Account Manager(s) role and person specification:

Role responsibilities:

- Develop a detailed understanding and knowledge of the requirements of all allocated FPBs
- 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 FPB demands
- Analyse performance and MI (Management Information) in the search for new initiatives in achieving a continuously improving service
- Ensure 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 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
- Ensure that the terms of contracts are upheld

(REDACTED)

Local Delivery Teams:

Team members will have relevant recruitment experience in the public sector across Scotland.

Key Accountabilities:

- Recruitment and selection of temporary workers
 - Biographical interview
 - Referencing
 - On-line assessments
- Matching workers to FPBs
- Maintaining a pool of security cleared applicants
- Ensuring the recruitment plan is sufficient to meet demand
- Day-to-day management of workers
 - Performance management
 - Welfare management
- Maintaining and auditing worker records
- Ensuring the service is delivered to agreed SLAs
- Attending regular FPB review meetings
- Resolving day-to-day queries
- Carrying out satisfaction surveys
- Introducing local initiatives

Support function accountabilities:

- Supporting delivery teams in the recruitment and selection of temporary employees
- Creating and posting job adverts
- Processing of registration forms and Contracts of Employment
- Referencing and background checks
- Assessing candidates to agreed standards
- Assignment briefings and induction
- Payroll management
- Administrative support

2.3.2 Disclosure Scotland and Baseline Personnel Security Standard.

Pertemps processes to ensure compliance;

(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 applications
- 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)
- Notification to the FPBs should we become aware that any of our temporary workers have been convicted of any offence during the period of their assignment

We have also completed Identity Fraud Prevention training with Police Scotland as part of Operation Fairway.

All of 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 Scotland Certificate

(REDACTED)

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 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 the length of existing service verified in line with the 47 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:

(REDACTED)

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
- Investigation of any gaps in CVs
- Reasons for leaving previous work
- Previous public sector experience
- 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 temporary workers understand and adhere to confidentiality:

All Pertemps temporary workers 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, temporary workers 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 the 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 have access 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.

2.3.3 Recruitment, retention and matching of suitable candidates.

Recruitment:

Pertemps adopt, and will continue to adopt, a position of 'perpetual sourcing' across all FPB locations, never relying solely on already known workers or our existing candidate talent pools.

For administration, catering and manual roles we use a variety of local and national web based job boards and social media to promote the opportunities as well as our branch network across Scotland and our own website.

Across Scotland, Pertemps are able 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.

For most of the positions we advertise we find that candidate availability remains strong, even in the current 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 FPBs in that we have been a recognised supplier into the public sector for over 14 years across the country, hence we consistently receive many speculative applications and enquiries about opportunities.

Our recruitment campaigns 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 temporary workers recruited into the public sector across Scotland are from within their local area (REDACTED).

In addition our Marketing, PR and Digital team support our UK operations, and contract teams expand their pipeline and talent pools through a range of media and projects including:

1. A recent (REDACTED) investment in TV and radio campaigns as part of our brand awareness and candidate attraction strategy. This will be refreshed and repeated later in 2018
2. Investment in a (REDACTED) digitalised (REDACTED) initiative to enhance candidate experience with targeted intervention ultimately improving our recruitment and retention of quality temporary workers
3. Search engine sponsored advertising to attract candidates with relevant landing pages on Pertemps website assisting conversion of applications
4. Social media marketing attraction campaigns targeting candidates across the UK
5. Segmented talent pool database - this talent pool is contacted regularly with job alerts relevant to location and sector
6. Use of job aggregator websites to attract relevant candidates
7. Programmatic advertising to ensure Pertemps capture targeted passive candidates via non-specific job websites

Pertemps local presence across Scotland:

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

In order to support delivery across Scotland Pertemps has, and will continue to invest in a branch network that currently includes Edinburgh, Dundee, Rosyth, Aberdeen, Livingston and Glasgow with (REDACTED).

Our recruitment teams will travel to local areas in order to meet candidates on their 'home ground,' as well as to assess the locality ourselves.

Pertemps has access to over 140 job boards and advertise daily across all major jobsites including:

(REDACTED)

We advertise across local community centres and fair start Scotland service providers including:

(REDACTED)

For more remote areas, we advertise (REDACTED), as these have proven to be extremely valuable when sourcing skilled local talent.

Other applicant attraction strategies include:

(REDACTED)

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 temporary workers, potential candidates, clients and on-line communities that Pertemps is a brand that offers high quality recruitment services via evolving on-line digital channels.

Southern region:

Pertemps have worked in the past in remote areas within the Southern region to recruit for roles across 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 source a local person from a small community, or someone who is willing to travel further than the average commute in order to work

(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 (REDACTED)
- Relying 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

We consult with all FPBs 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 available candidates with various skills and profiles across all locations to ensure we have sufficient numbers of staff available so we can quickly respond to urgent requirements within the 48 hour response time in the specification.

Retention:

Pertemps recognise the importance of retaining temporary workers 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. A key element for all areas is our flexibility and commitment to on-going contact with candidates and workers through access to Pertemps (REDACTED), 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 temporary workers the opportunity to undertake on-line training free of charge. Examples include all types of Microsoft Office software, from beginner to advanced levels, as well as more specialised programmes such as audio typing 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.

Pertemps implemented full Contracts of Employment (CoE) for temporary workers over 14 years ago, and have enhanced this CoE to include (REDACTED), strengthening the mutuality between the temporary worker and Pertemps.

The CoE allows Pertemps to manage our temporary workers 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 skills requirements, and our temporary workers' aspirations.

The relationship between Pertemps and our temporary workers is clearly defined within the CoE and our employee handbook. There are additional clauses within the CoE that reinforce this relationship including:

(REDACTED)

All temporary workers 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 interventions including service visits, surgeries and evaluation surveys.

Pertemps has (REDACTED). 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 temporary workers do leave Pertemps, we conduct exit interviews to monitor and report on any trends that could identify any potential need for changes in the assignment and/or management of our workers.

Matching candidates to assignments:

(REDACTED)

Initial screening:

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

(REDACTED)

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:

(REDACTED)

Candidate Interview:

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

(REDACTED)

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 institutions in cases where references from two previous employers are not available. If a FPB 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 they sign their handbook to accept the terms and conditions of their employment.

2.3.4 - Pre-employment occupational health checks

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, we ensure that it is made available via audio mechanism or if a piece of equipment is required to enable a computerised evaluation to be done then we will source one. Pertemps will also interview off site in a location with suitable access for individuals with a 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 and are also asked to clarify the details of any adjustments required. This is discussed with FPBs prior to placement to assess if potential adjustments are available.

Pertemps also has a national contract with (REDACTED) for Occupational Health that provides Pertemps with a robust pre-employment health assessment service.

Pertemps' pre-employment questionnaire sections include:

(REDACTED)

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 the results of the review, signed by a 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:

(REDACTED)

A standard Pre-Employment Medical covers:

(REDACTED)

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

Reasonable adjustment:

Pertemps has been awarded the right to display the "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. To conduct annual reviews of the 5 commitments, providing 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 encourage their job applications. Pertemps displays the symbol within its branches and incorporate it in our letterheads and advertising and 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.

(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.

Our Chairwoman sits on the board of Race for Opportunity (RfO) and our development programmes offer excellent equality training in recruitment, appraisal, selection, supervision and resource allocation. In addition we provide training and company briefings on specific and evolving equality issues through updates on our intranet.

Alongside previous awards from Remploy, Two-ticks (now Disability Confident) and Age-positive, Pertemps has twice been awarded the Gold Standard for achievement in race and gender inclusion in the RfO benchmark programme.

Our principle activity in relation to the execution of this contract will be to recruit, select, retain and manage the provision of temporary workers 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 with 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 and offer additional support, where required.

To encourage applications from diverse groups we partner local outreach service providers, (REDACTED) 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:

(REDACTED)

Once assigned a key element of our service and commitment to our workers is on-going contact with candidates and access to the Pertemps team and support functions using a range of interventions including Skype, regular site visits and providing every opportunity for them to meet and talk with members of the account team.

2.3.5 – Management of sickness absence and absenteeism

Sickness and Absenteeism:

(REDACTED)

We have strict views on absenteeism, which is outlined to all our workers during induction and in their employee handbook. At the start of each assignment we confirm individual site processes so that they are aware of who they must call for 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.

Temporary workers must inform a member of the contract delivery team if they are going to be late for work, or absent. As soon as the team are 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. (REDACTED) A summary of this information will form part of the discussion during reviews with the individual FPB.

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 for honest 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 to be considered for. The TWEFs 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 this so that a more suitable replacement can be found. We will also be able to assess any training requirements, or determine if the candidate can be placed in a more appropriate assignment. We would agree a time-scale for a replacement with the hiring manager.

(REDACTED)

Protecting Framework Public Bodies from employment relationship risks and claims:

(REDACTED)

The relationship between Pertemps and our temporary workers is clearly defined within the CoE and our employee handbook.

There are additional clauses within the CoE that enforce this relationship including:

(REDACTED)

It is important that hiring managers understand this relationship and do not conduct disciplinary, grievance or performance reviews. They can, however, provide feedback, instruction and training in order that our temporary workers can successfully complete their assignment, along with day-to-day supervision.

Pertemps will run a series of workshops, at the commencement of the new 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 FPBs 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.

2.4.1 - Maintaining a consistently high service level

As with the current framework the Pertemps Account Management team will work closely with the delivery teams to ensure that FPB requirements are managed by those with the relevant knowledge and experience, whilst at the same time ensuring service levels are met in terms of fulfilment, quality, vetting 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:

(REDACTED)

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 through ongoing appraisals with team members to ensure that a high level of service is met or exceeded.

Furthermore Pertemps will provide all team members with a customised, version controlled, Operational Guide. This guide will include information on:

(REDACTED)

Should changes to any element of the contract occur the Account Managers would amend the guide and update the delivery team by Skype or face to face meetings as well as circulating amended material to all concerned. 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 including:

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

Performance Monitoring:

We monitor, measure and report on 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 conduct quality surveys across FPBs and temporary workers.

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

- All staff on the contract receive training to ensure a full understanding of the contractual requirements and how best to deliver them
- Regular contract delivery meetings 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
- Client review meetings are held to discuss current service levels and improvements
- Surveys of both clients and temporary workers are used to inform individual client service improvement plans
- Analysis of contractual MI helps identify any possible areas for improvement
- Introduction of electronic process initiatives, where possible, to drive efficiencies and allow contract team members to focus on customer facing activities
- Share best practice from other contracts across the UK

Performance on the contract is linked directly to the team members' Personal Development Plans. If a training need is identified, or a performance issue raised then an agreed plan is 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 or temporary workers as an aid to improving service as they may highlight procedural faults, the changing of which may improve the quality of service. All issues are therefore documented and followed up with care and attention.

All complaints are recorded on our complaints database and the Issues Log whether identified by the temporary worker or FPB. Every complaint received by telephone or in writing (REDACTED).

Our standard practice is that each complaint must be acknowledged (REDACTED). If it is necessary this will be followed up by a visit to the hiring manager or temporary worker.

If complaints cannot be resolved locally by the delivery team they are passed to a Team Leader (REDACTED). If the matter cannot be dealt with at this level, it will be raised to Account Manager level (REDACTED) and Account Director level (REDACTED) 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 Account Director will also be copied to the contract delivery team.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Scottish Procurement and the individual FPB.

In addition, any complaints will be forwarded to our 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 FPBs reduce costs and improve process efficiencies over the duration 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 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 FPBs we will conduct quality surveys across hiring managers and temporary workers.

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

Relationship Management

- Facilitating relationships with strategic stakeholders at framework level and across FPBs
- Providing a point of escalation for all initiatives
- Facilitating 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
- Identifying and implementing efficiency improvements
- Sharing best practice from other Pertemps clients for example diversity, risk management, environmental policy and data protection
- Sharing information on relevant legislation for example IR35 and pensions

Capability and Quality

- Monitoring and measuring satisfaction from managers, temporary workers and the contract management team through electronic service evaluations and questionnaires, and applying action plans to drive continuous improvement
- Using comprehensive management information to identify areas of enhancement / improvement and implementing and monitoring change

Financial Value

- Measuring/benchmarking and reporting on the benefits and efficiencies derived from initiatives
- Delivering reductions in whole of life cost for example:
 - Cashable Savings
 - Control of pay rates
 - National Insurance only being charged on earnings above the earnings threshold
 - Non-cashable Savings
 - Introduction of E-solutions, which will improve the carbon footprints of both businesses
 - Consolidated invoices designed to 'speak to' individual FPBs financial systems, reducing the time needed entering data onto internal ledgers
 - Introduction of Skype and conference calls to avoid unnecessary travel

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

- Employment legislation
- Workforce planning
- Employee value proposition (EVP)
- Technology
- Best practice
- TUPE

- Environmental policy
- Diversity
- Sustainable recruitment

Stakeholder engagement:

Stakeholder engagement is managed and driven by a strategy with 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 Scottish Procurement and FPBs other stakeholders engaged include the Pertemps delivery team, candidates and temporary workers.

The stakeholder engagement strategy includes:

- **Stakeholder identification** - who our stakeholders are across FPBs
- **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 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 which helps align objectives and mitigate potential future issues

2.4.2 Regular and effective communication and reporting

Communication:

Across our expansive network of branches throughout Scotland the contract delivery team is local, dedicated, and focussed on developing close working relationships with hiring managers across the FPBs, the existing temporary workforce and potential candidates.

Local engagement on a day-to-day basis between the Pertemps contract delivery team and hiring 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.

(REDACTED)

(TABLE REDACTED)

Review Meetings:

The service review meetings will be formal, with agenda items and format agreed in advance.

Static items on the agenda should 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 by FPB
- Continuous Improvement – initiatives and outcomes

Other forms of communication to be used would include:

(REDACTED)

Social Media will be used to:

- Promote FPB opportunities
- Source candidates
- Communicate with existing and passive workers

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

As such, Pertemps has a dedicated member of our Business Support team to compile MI reports in accordance with the Framework agreement, and they are contactable for any issues or queries regarding any aspect of MI.

Pertemps has implemented and used to great effect an online procurement and vendor management application. This system manages requests for staff right from the initial placement of the order and until the selected worker starts their assignment. In addition the system provides financial management information, drilling down to individual timesheets for temporary workers. (REDACTED).

As part of Pertemps' commitment to continuous improvement we enhance and develop this system in line with legislative needs and in response to requests from clients and our delivery teams.

The system (REDACTED) 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, legislation responsibilities such as those associated with the Agency Worker Regulations (AWR) and integrates seamlessly with third party HR and procurement systems, including SAP and Oracle.

The system is a fully hosted web-native application, (REDACTED) (unless significant bespoke enhancements are required). The system speeds up recruitment cycles, drives process improvements and brings down costs. Every event is time and date stamped for MI reporting and audit, making for an even more efficient and intuitive web-based solution.

Out of Hours:

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

Normal office hours for Pertemps branch network across Scotland and contract operations are 8.30am – 5.00pm Monday to Friday. There is also a 24/7 help line manned by staff with extensive knowledge of the contract and who are able to handle any 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 FPBs 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 FPB's handbooks and confirmed when taking assignment bookings.

Temporary workers are all given a credit card sized induction document containing the contact numbers for Pertemps and emergency contact numbers for out of hours situations.

Contact information will be distributed to all FPBs 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 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 an answering machine.

(REDACTED)

Complaints Management:

Pertemps views the raising of issues and complaints by our clients and/or temporary workers as a positive aid to improving our business as they may highlight areas for procedural improvements, the changing of which may improve the quality of service overall. Any 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 database and an Issues Log whether identified by the temporary worker or a FPB. 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 (REDACTED). If it is necessary this will be followed up by a visit to the user manager or temporary worker.

If complaints cannot be resolved locally by the contract delivery team, they are passed to a Team Leader (REDACTED). If, for whatever reason, the matter cannot be dealt with at this level, it will be raised to Account Manager level (REDACTED) and Director level within (REDACTED) 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. A copy of information sent out by the Account Manager or Director will also be provided 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 when resolved or in the process of being resolved, to avoid any perceived negative repercussions.

Issues or complaints on the Issues Log will be reviewed at contract review meetings with Scottish Procurement and the individual FPB.

In addition, any such complaints from clients or temporary workers 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 FPB's brand in the local recruitment market place.

There is a clear process for such events including:

- Understanding from HR and or hiring managers the rationale for the cancelled order:
 - Internal fill

- On hold
- Re-defined position
- Communicating with and managing any candidates that are part way through the process to mitigate any potential complaints and protect the FPB's brand
- Updating all systems
- Updating all candidate records
- Wherever possible offering an alternative assignment to the candidate concerned

Pertemps monitor and record all instances where orders are cancelled and the reasons for the cancellation and report these within monthly MI.

2.4.3 - Mobilisation of the framework

As an existing supplier currently supporting (REDACTED) and having experience supplying many other customers that have accessed the framework previously, Pertemps will ensure continuity of service and business as usual throughout this tender process and into the new contract.

If successful there will be no cost of change to FPBs and the existing Pertemps contract delivery team will remain in place ensuring business as usual with no risk or disruption to the service across FPBs.

Pertemps would however wish to re-evaluate the service offering by conducting a full 'needs analysis' review across all FPBs, 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. That said, as and when required, the team will be supported by head office functions across HR, IT, Payroll, Finance, Marketing and other administrative teams.

Key Accountabilities of the Account Director and Account Management team during transition to the new framework are outlined below:

- Sourcing and appointment of any additional account team members
- Updating temporary workers to new framework terms and rates, where applicable
- Set-up and implementation of any new account processes and supporting documentation
- Implementation of any new IT systems as required
- IT and systems training as required
- Marketing the new framework through workshops, seminars, newsletters, bulletins and face to face meetings throughout the lifetime of the contract

Implementation of new contracts or transition to a new framework is divided into 3 specific phases, Planning, Consultation and Mobilisation, each with responsibilities to be actioned by Pertemps, Scottish Procurement and FPBs.

It is anticipated that there would be tailored plans in place for individual FPBs transitioning to the new framework and those accessing the framework for the first time. Our understanding of the FPBs and our relationships with key stakeholders and hiring managers will allow for a seamless transition to the new framework and the introduction of new services.

(REDACTED)

Marketing and Promotion

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

- A series of formal presentations to all stakeholders and hiring managers, ideally supported by Scottish Procurement and/or local sponsors
- Links between Scottish Procurement, FPBs and Pertemps web pages
- One to one meetings across FPBs where necessary

- ‘Operational Guide’ hard copy and/or web pages for user managers
- Monthly Newsletters 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 temporary worker surgeries

Ensuring sufficient numbers of suitably qualified candidates:

As an existing framework supplier Pertemps has a talent pool of pre-existing temporary workers covering the full remit of requirements under the framework. As such we are ready to continue supporting all Public Bodies with quality supply from the new service commencement date.

In the last 4 years Pertemps has filled over (REDACTED) assignments with over (REDACTED) and we are therefore confident that we already have sufficient numbers of suitably qualified candidates to deliver the service at the go live date.

Access to qualified candidates for IT and specialist interim assignments: The current Pertemps delivery team in Scotland will be supported by our specialist consultant divisions in Scotland as well as specialist recruitment teams from within our Shared Service Delivery Centre (SSDC). Under the guidance of the Account Director and Account Managers, these teams and individuals will be targeted to fulfil increasing numbers of senior and specialist contractor roles for all FPBs.

The delivery team also has access to talent within the wider Pertemps Network Group. These group companies are all specialist brands in their own right and have access to unique talent pools and candidate networks developed over many years. Pertemps has over 40 businesses focused on their specific fields of expertise and will bring value to our sourcing strategies for FPBs across Scotland.

A selection of these businesses and their particular niche sectors include:

- **Procurement** – (REDACTED)
- **Health, Safety & Environment** – (REDACTED)
- **Legal** – (REDACTED)
- **Sales & Marketing** – (REDACTED)
- **Contact Centre (senior appointments)** – (REDACTED)
- **Finance & Accounting** – (REDACTED)
- **Executive Search** – (REDACTED)
- **Engineering/Technical** – (REDACTED)
- **IT/IS** – (REDACTED)

Our candidate attraction strategy ensures availability of quality temporary workers by adopting a position of ‘perpetual sourcing’, never relying solely on current ‘known’ candidates. This ensures we

are refreshing the choice of candidates for hiring managers and making the best talent accessible to them at any given time.

We will work closely with each FPB user to understand future needs/hiring patterns and any pending projects that may require a spike in temporary worker requirements. 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. Armed with this knowledge we deploy local attraction strategies accordingly to ensure readiness and quality in terms of skills and numbers required.

Ensuring the authenticity of candidate qualifications:

All candidates across all job categories undergo 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. This system also 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.

If unsuccessful with this tender, 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 temporary workers 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 hiring managers and stakeholders within the FPBs should they need our support.

2.5.1 – Delivering continuous improvement

Continuous Improvement (CI):

The Pertemps solution will have a continuous improvement plan linked to feedback from FPBs, service users, stakeholders, Pertemps staff and temporary workers.

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 FPBs and will involve:

- Ongoing dialogue and open communication
- Defined working procedures – set out in the organisation's operational 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 (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 FPBs 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 will 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 FPBs' 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
- FPB 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, Account Managers 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.

Examples of CI initiatives designed and introduced by Pertemps – the following initiatives are some of those that Pertemps has formulated and implemented with existing clients.

(REDACTED)

(DIAGRAM REDACTED)

2.6.1 Data Protection and Information Security

Data Storage and Access:

(REDACTED)

Managing Risk:

Risk management is a fundamental part of (REDACTED) and decisions regarding information security developments, how we interpret the results of incident reviews, and audits (internal and external) are based on this process. Our methodology includes a review process which is subject to regular updates and review, and is central to information security planning and decision making.

A variety of risk scenarios are identified and linked to specific information assets. In each case the threats and vulnerabilities are identified and linked to an appropriate impact assessment, based on identification of whether confidentiality, integrity, or availability would be compromised in the scenario.

The analysis of risk scenarios includes:

- Identifying information assets associated to the risk scenario
- Detailing the asset owner (or risk) owner
- Splitting of threat from vulnerability
- Referencing whether confidentiality, integrity, or availability is being impacted within the risk scenario
- Listing current countermeasures including, where appropriate or possible, a reference to the controls within the (REDACTED)
- Developing an appropriate risk treatment plan, based on the risk treatment criteria.

Each risk scenario is then graded on impact and likelihood as very high (5), high (4), medium (3), low (2) or very low (1). These numbers are then multiplied to give a risk level on a scale of 1-25 to provide a gross untreated level of risk. Risk treatments are then identified to further reduce the risk, where possible, to the desired risk level.

Back Up and Disaster Recovery:

(REDACTED)

Network Security:

(REDACTED)

2.7.1 Commitment to fair work practices:

Pertemps is committed to fairness, equality, inclusion and diversity in the workplace with an unbiased approach regardless of an individual's characteristics including age, gender, sexual orientation, race etc. We believe this is translated from our policies through to our working practices in all areas including recruitment, pay, learning and development, progression, recognition and reward.

(REDACTED)

Promoting careers in the temporary and interim staff industry:

Pertemps has been a long standing member 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 boost the economy both locally and nationally. Pertemps actively promote our industry and services through 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 is also a member of the Association of Professional Staffing Companies (APSCo).

(REDACTED)

Providing training opportunities to local people and support them to achieve qualifications:

Pertemps offers and will continue to offer all of its temporary workers 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 temporary workers, 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.

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.

Employee Appraisals:

Employee appraisals are conducted on a quarterly basis. These appraisals are underpinned by open two-way communication in order that staff have a clear picture of the direction in which Pertemps is moving and how they can contribute to it. Individual's personal aspirations and life style requirements are discussed and incorporated into the overall objectives.

Performance Reviews:

Following on from initial recruitment, our staff undergo annual Performance Reviews supported with quarterly objective appraisals. Within this process all training requirements are identified and implemented. For contract teams, this training would include all aspects of 'contract' training

required to support and administer the contract to the agreed service levels. Feedback from client user managers would be sought and seen as an integral part of the process.

Ongoing learning - Online Courses:

(REDACTED)

Equality and diversity initiatives:

- 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 temporary assignments across work programme service providers including Jobcentre Plus, Working Links and Connexions.

(REDACTED)

Other information pertinent to this question:

- Pertemps have no barriers in place to stop trade union membership
- We have met our obligations in terms of gender pay reporting and have no issues in this respect
- As a business we run regular employee engagement surveys and working parties always include representation from across our business and at all levels to ensure input from across our business
- We run surgeries and forums for temporary workers to give voice and raise any issues or ideas
- Recognition schemes are in place for permanent staff and temporary workers at all levels
- All Pertemps staff are encouraged to support local community initiatives and charities with Pertemps match funding monies raised up to £500 for local charities.

2.8.1 Corporate Social Responsibility (CSR)

Pertemps confirm that, where appropriate, we will support the Scottish Ministers on Sustainability and CSR in delivering the services required.

Pertemps' CSR policy statement

Aim:

For Pertemps, Corporate Social Responsibility is about living the values through behaviours that ensure we have a positive impact on our people, the communities we work in and the wider environment: and build the trust and respect of our people, customers and stakeholders.

As a UK provider of recruitment services we are active through our market presence, applicants and our supply chain. Our corporate responsibility stretches to both the direct and indirect impacts of our business. It is an integral part of our business decision making process. The content reflects some of our priorities as a member of society and as a business. Our foremost responsibility is towards our people, customers, applicants and supply partners and the quality of service we provide.

Our Core Purpose:

Create a sustainable and profitable business through the delivery of recruitment solutions for the benefit of our customers, applicants, employees and communities in which we work.

Commitment:

- Valuing our people through effective employee engagement
- Adding value to our partners
- Leading the company to a successful and sustainable future
- Understanding the impact we have on the environment
- Establishing a foundation underpinned by quality
- Social awareness and responsibility to the communities that we work and live in

Evidence of business practice:

We expect our employees to comply with the respective legislation and company policies consistent with best practice standards.. We are committed to the highest standards of responsible behaviour and integrity in all our relationships with authorities, customers, applicants, employees and communities in which we work.

To evidence compliance to this policy the following documents are available:

- Delivering corporate responsibility
- Equality Diversity and Inclusion policy
- Business Case for Equality Diversity and Inclusion
- Environmental policy
- Quality policy
- Anti bribery and corruption policy
- Ethical trading policy
- Code of Practice for providers of secondary supplier services
- Other related policy statements and procedure

Environmental well-being:

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
- 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.

2.9.1 Community benefits and equality and diversity:

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 boost 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

(REDACTED)

Providing training opportunities to local people and support them to achieve qualifications:

Pertemps offers and will continue to offer all of its temporary workers 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 temporary workers, 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.

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.

Equality and diversity initiatives

- 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 temporary assignments across work programme service providers including Jobcentre Plus, Working Links and Connexions.

The work Pertemps does and the equality and diversity initiatives we support has resulted in us receiving a Gold Award in Race For Opportunity Benchmarking Survey where our scores were above our industry average and above the Public and Private Sector Index averages.

We have also been nominated a 'Top Employer for Race' by Business in the Community as well as an award for the being the 'Best Recruitment Outsourcer' by Recruiter, part of which recognised our achievement in improving diversity across our client base.

Listed below are a few examples of some of the initiatives in place:

(REDACTED)

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:

- Across Scotland and throughout the UK we support local community events and national charities including; (REDACTED)
- Our Scottish operations have also made several donations to charities in Scotland including; (REDACTED)
- In 2008 Pertemps raised (REDACTED)
- In 2016 Pertemps made a donation of (REDACTED)
- 25 years ago we started the Birmingham and Black Country Community Foundation and so far have put (REDACTED)
- 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 (REDACTED)

Environmental well-being:

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 destruction and recycling
- 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 implemented online end-to-end technology designed to manage any requests for temporary worker from the initial order through to assignment and timesheet authorisation.

Video conferencing for meetings:

Pertemps use 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 temporary workers. 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.

2.10.1 - Statement on Transfer of Undertakings (Protection of Employment) Regulations 2006

(REDACTED)