



Government
Legal Department

Recruitment Services Procurement Specification

Directorate / Programme	Strategy, People and Culture	Project	Recruitment Services Procurement
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1 Introduction

- a. This document sets out services that the Supplier will provide to the Government Legal Department (the Buyer) under this contract and outlines:
 - i. the scope of the services that the Supplier shall provide to GLD
 - ii. the specific standards applicable to the provision of services by the Supplier
- b. GLD was established in 2015, drawing together the legal operations and activities across most central government departments into a single department. GLD is a non-ministerial government department and executive agency providing legal services to the majority of government departments and other publicly funded bodies in England and Wales. Our core purpose is to help the government to govern well, within the rule of law. Our work touches almost every aspect of public life – from national security to healthcare reforms, energy to the regulation of new technology, we provide legal advice to government departments on life changing subjects.
- c. GLD is one of the largest legal organisations in the UK, we have about 3,400 employees, around 2,600 of whom are lawyers. The remainder of our workforce are paralegals, business management and Cross-Functional Professionals (CFP). Our offices include London, Leeds, Bristol, Croydon and Manchester as well as overseas.
- d. Our cross-cutting expert service group of Litigation, Employment and Commercial Law provides specialist legal services to a wide range of government departments and public bodies. In addition, we have more than 14 client-facing advisory teams who provide legal advice on the development, design and implementation of government policies and decisions, draft secondary legislation and work with parliamentary counsel on primary legislation. GLD also depends on a range of vital corporate services which are essential to the smooth and efficient running of the department and provide the foundation to enable GLD to deliver outstanding legal services. Our corporate services include Strategy, Human Resources, Finance, Digital, Data and Technology, Communications, Security, Commercial, Project Delivery, Bona Vacantia and Knowledge & Innovation. For more information about our structure visit [gov.uk](https://www.gov.uk).
- e. On average, GLD recruits about 80 legal trainees and 350 Qualified Lawyers annually. Other departments recruit about 80 Qualified Lawyers every year.

The Supplier will provide the following services:

1.2 Core Services:

- a. The Supplier shall deliver recruitment schemes and associated assessment services in accordance with the [Civil Service Recruitment Principles](#) (and as updated in successive versions), including;
 - i. recruitment scheme for Qualified Lawyers, senior lawyers and specialist lawyers. This service shall be provided for GLD and Other Government Departments (OGDs) e.g. HMRC.
 - ii. recruitment for GLD early talent Schemes, including legal trainees (comprising graduate trainee solicitors and pupil barristers), and legal apprenticeships. The legal trainee service shall be provided for GLD and the wider Government Legal Profession (GLP). Majority of successful candidates are placed with GLD, and some are assigned to OGDs.
 - iii. targeted attraction and recruitment for hard to fill roles e.g. commercial lawyers and planning lawyers
 - iv. provide management information and market insights to facilitate decision making and enable continuous improvement of the end-to-end recruitment processes.
- b. The Supplier shall provide Media and Advertising – providing advice on relevant media (online and/or offline) for all legal and Cross Functional Professional roles (including SCS), develop and delivering social media strategy across GLD and suppliers' channels, arranging for adverts to be placed on agreed media etc.

1.3 Non-Core Services:

- a. The Suppliers shall provide ad-hoc support for select recruitment, in accordance with the [Civil Service Recruitment Principles](#) (and as updated in successive versions) including;
 - i. providing Surge Capacity support, (which for the purposes of this contract shall mean a period of support during high demand) for delivery of the end-to-end service for recruiting permanent employees into Cross Functional Professional Roles.
 - ii. providing surge capacity support for assessment, sifting and pre-sifting of high-volume campaigns for Senior Civil Servants (SCS); and talent mapping in specific locations

2 Core Services

2.1 Delivery Of Recruitment Scheme For Qualified Lawyers

2.1.1 The Supplier shall provide the following services for the GLD Qualified Lawyer recruitment scheme and ensure that the recruitment process shall operate at all stages in accordance with [Civil Service Recruitment Principles](#) (and as updated in successive versions).

2.1.2 Development of the campaign brief: The campaign brief is crucial in ensuring that the Supplier and the Buyer understand and agree the elements for each campaign. The campaign brief shall be developed by the Supplier in collaboration with the Buyer and shall include, but not exclusively, the following:

2.1.2.1 agreeing the recruitment process (including identification of and provision of access to suitable sifting and assessment tools and exercises, taking forward lessons learned from previous campaigns)

2.1.2.2 producing a campaign timetable to enable the recruitment process to be completed within a timeline to be defined by the Buyer

2.1.2.3 agreeing the communications and information to be provided to candidates and the Buyer at each stage of the process

2.1.2.4 advising on any potential Equality issues e.g. as regards the assessment and selection process; the use of bespoke and commercially available tests, tools and exercises at the sift and assessment stages

2.1.2.5 determining any specific requirements for higher clearances (particular focus on UK footprint)

2.1.2.6 identifying the optimal attraction strategy and marketing channels, targeting and messaging to maximise outcomes.

2.1.3 Initial Eligibility Sift: The Supplier shall check submitted applications to ensure that all minimum standards are met which includes, but not limited to:

- a. academic standards
- b. professional qualifications
- c. post-qualified experience (where required)
- d. civil service nationality requirements
- e. any additional standards that are agreed during the development of the campaign brief

2.1.3.2 the Supplier shall follow-up with applicants where any further information is required

2.1.3.3 the Supplier shall inform the Buyer where issues of eligibility arise (e.g. overseas lawyers, those about to qualify etc.)

2.1.4 Assessments: the supplier shall procure and administer assessments as agreed with the Buyer, for example psychometric assessments and proctored case studies. The supplier will follow the processes set out in Annex 1. This is the current process undertaken for Qualified lawyers recruitment, but it is currently being reviewed and therefore subject to change. The supplier will implement all changes required in future versions without additional charge, unless extra cost can be evidenced clearly, in which case the supplier will supply the changes required without any surcharge.

2.1.4.1 the Supplier shall utilise pass mark setting(s) that is appropriate for assessments specified by the Buyer, for example dynamic pass mark setting for psychometric assessments and case studies

2.1.4.2 the Supplier shall provide assessment stage services, which could either be on the day or in advance, as specified by the Buyer. The Supplier shall provide the following for assessment stage;

- a. provision of Independent Facilitators whilst ensuring a diverse group of Panellists and Independent Facilitators. (Panellists to be provided by the Buyer)
- b. all logistics for the assessment days for candidates, Panellists and Independent Facilitators (London and Regional)
- c. backups and contingencies for candidates, Panellists and Independent Facilitators
- d. invigilators to observe individual candidate's written assessments under live exam conditions
- e. all the necessary elements for the smooth running of the day (briefing packs, joining instructions)
- f. briefings for Independent Facilitators and Panellists
- g. management of the results and feedback processes for candidates, Panellists, Independent Facilitators, and the Buyer.

2.1.4.3 where the Buyer indicates preference for in-person assessments, the Supplier shall provide accommodation and ensure that all aspects of the operating environment are suitable. and where this is not the case, shall take remedial action. All assessments are currently held remotely, there may however be situations (e.g. for reasonable adjustments) where the Buyer requires in-person assessment. The cost of accommodation shall be agreed with the buyer in advance.

- 2.1.4.4 the Supplier shall share with the Buyer the results of each assessment stage, in the agreed format, no later than 2 working days after completion of the relevant stage. On the following working day, the Supplier shall host a meeting, for key representatives from the Buyer to take delivery of the results and approve the progression of the highest scoring candidates to the final selection stage.
- 2.1.4.5 the Supplier shall maintain a master spreadsheet giving the details and results of candidates invited to the assessment stage (this shall include the scores achieved for the tests taken prior to the assessment stage (i.e. at the sift stage), diversity information, earliest start date etc
- 2.1.4.6 The Supplier shall process, and store candidate's data as directed in Schedule 20 – Processing Data
- 2.1.4.7 The Supplier shall provide data in a format that is cross-compatible with existing GLD data streams to ensure all assessment results can be fully accounted for from source ID to any offline test.
- 2.1.4.8 The Supplier shall produce for each candidate a detailed assessment report, which shall set out the overall score achieved against each of the competencies assessed at the assessment stage, and suitable commentary about strengths and development areas. Samples shall be provided to the Buyer for quality assurance purposes prior to despatch to candidates.
- a. the Supplier shall issue the detailed and accurate quality assured assessment feedback report to all assessment stage candidates (successful and unsuccessful) no later than 48 hours after completion of assessments
- b. the Supplier shall within 2 working days following the final assessment, provide the Buyer with the application forms and accurate quality assured detailed candidate feedback reports of those candidates who "passed" the assessment stage, and who shall be considered at the final selection stage for the offer of a position
- 2.1.4.9 The Supplier shall ensure that all staff involved in supplying the services required at the assessment stage shall do so with all due skill, care and diligence and shall possess such qualifications, skills and experience as are necessary for the proper supply of the services. The Supplier shall check and verify the qualifications.
- 2.1.4.10 The Supplier shall ensure that the Independent Facilitators and occupational psychologists provided are professionally qualified. The Supplier shall check and verify the qualifications and supply evidence on this on request.

2.1.5 Sift:

2.1.5.1 The Supplier shall liaise with the Buyer to identify Panellists from the Buyer's side.

2.1.5.2 The Supplier shall securely share with the Sift Panel, application forms, sift documentation and a list of all successful applicants from the Supplier's initial eligibility sift, at least 48 hours before Sift is scheduled to commence.

2.1.5.3 the Supplier shall have back-up arrangements for providing application forms and sift documentation to the Buyer where these cannot be provided or received electronically.

2.1.5.4 the Supplier shall undertake a quality assurance exercise on sift results to ensure the scoring and ranking align with the Buyer's policies, processes and practices. The Supplier shall address any concerns with the Buyer

2.1.6 Interview Arrangements: The Supplier shall arrange and administer interviews for candidates that have been successful at assessment stage. This shall include:

2.1.6.1 liaising with the Buyer to identify Panellists from the Buyer's side.

2.1.6.2 providing information packs electronically to all Panellists as soon as interview slots are confirmed or at least 48 hours in advance; whichever is sooner.

2.1.6.3 the details of the pack requirements shall be amended at the campaign brief stage

2.1.6.4 Providing a pool of trained Independent Facilitators to take the role of independent members on interview panels. The Supplier shall accommodate any preferences that the Buyer has on the Independent Facilitators to be used and nominate suitably trained assessors to be included in the pool

2.1.6.5 providing (electronically) interview packs to Panellist, and having back-up arrangements in place where these cannot be provided or received electronically

2.1.6.6 maintaining a stock of written exercises (produced by the Buyer) and ensuring that repeat candidates are not given the same questions. The Supplier shall introduce at least a 2-year gap before the same written exercise is re-used.

2.1.6.7 the Supplier shall have the facility for each candidate to produce a response to the written exercise prior to the interview

- 2.1.6.8 the Supplier shall brief all Panellists and Independent Facilitators at the start of every campaign. The Buyer reserves the right to be involved in this process.
- 2.1.6.9 the Supplier shall train independent Facilitators on any changes or improvements to processes. The Buyer reserves the right to be involved in this process.
- 2.1.6.10 Independent Facilitators shall use the Supplier's corporate email address and equipment. Personal email/equipment is not allowed for data protection reasons.
- 2.1.6.11 the Supplier shall operate as a direct extension of the Buyer's internal Human Resources team, managing the end-to-end recruitment process. The Supplier's staff may be required to operate on the Buyer's systems, email addresses, equipment etc.
- 2.1.6.12 the Supplier shall manage any reasonable adjustments required by candidates, Panellists or Independent Facilitators
- 2.1.6.13 the Supplier shall provide the Buyer with a daily brief on the performance of reasonable adjustments provided, and any related issues occurring during interviews
- 2.1.6.14 the Supplier shall ensure candidates provide the required identity documentation e.g. proof of ID and qualifications, as set out in Annex 2.
- 2.1.6.15 the Supplier shall maintain a master spreadsheet giving the details and results of candidates invited to interview (e.g. including the scores achieved for tests undertaken prior to the assessment and diversity information). This shall be provided to the Buyer prior to the start of the interview;
- a. the Supplier shall update the master spreadsheet with the interview scores and any preferences given for vacant posts during the assessment. An up-to-date version shall be provided to the Buyer following each assessment day
- 2.1.7 Offer Negotiation: The Supplier shall manage the offer negotiation and confirmation of acceptance service for candidates where the Buyer has specified an offer should be made, unless told otherwise.

2.1.7.1 The Supplier shall provide the services as included below:

- a. issue “successful” notification to candidates being made an offer, following notification of the final selection decision by the Buyer. This notification shall initiate pre-employment checks, so accuracy is key.
- b. issue “unsuccessful” notifications or reserve list notifications as instructed by the Buyer
- c. liaise between the Buyer and the candidate being made the offer, until the offer of employment is accepted, and the pre-employment checks have all been completed
- d. actively engage with deferred candidates to ensure pre-employment checks are completed in time for their start date.
- e. conduct pre-employment checks in line with prevailing government Baseline Personnel Security Standard guidance, and notify the Buyer of any issues arising from the checks
- f. check all qualifications are acceptable and in-line with the campaign requirements
- g. provide the paperwork resulting from the completed pre-employment checks to the Buyer
- h. check list of all items (including signed copies if in-person verification has been completed) and the associated documents confirming they have seen original documentation"

2.1.8 Post Campaign: The Supplier shall deliver all post campaign actions as listed in this section

2.1.8.1 the Supplier shall conduct a Campaign feedback survey of candidates, Panellists and Independent Facilitators.

2.1.8.2 the Supplier shall produce and provide an ‘end of Campaign’ report within 10 working days of the end of a single campaign, which shall include the following:

- a. details of the Supplier’s account team used for the campaign
- b. the end-to-end process used;
- c. the campaign timelines
- d. candidate application data including number of applications, applicant completion rate, number of applicants that passed pre-screen, time taken for each recruitment step,

- e. time to hire – as defined in schedule 10 (Performance) KPI Performance measure.
- f. the criteria used
- g. the final results
- h. the client satisfaction survey results
- i. the candidates' satisfaction survey results
- j. details of any complaints received, and resolutions implemented, number of complaints/enquiries received, time taken to respond to complaints/enquiries, time taken to resolve complaints/enquiries
- k. a cost breakdown (details of any discounts or savings made), including for media and advertising
- l. review and recommendation for improvement, particularly in relation to effectiveness/efficiencies of selection, costs, timescales, fairness, adverse impact
- m. reasonable adjustments records
- n. effectiveness of sourcing channels used including campaign reach, campaign impact, campaign return on investment, channel return on investment etc
- o. details of any FOI requests, subject Access, Data Protection Act requests received
- p. source data on applicants e.g. where they qualified, nationality, age etc
- q. withdrawal and drop-out rate at every stage of the campaign and reason for withdrawal
- r. diversity data drop-out rates i.e. tracking diversity data through the recruitment process, adverse impact, D&I social mobility
- s. undertake a session with the Buyer to discuss the lessons learned and any changes that should be implemented for future campaigns"
- t. a conclusion commenting on the overall effectiveness of the campaign

2.1.8.3 the Supplier shall attend a formal review of the Campaign with the Buyer no later than 10 working days after end of the campaign

2.1.8.4 the Supplier shall provide a standardised rate card for successful placement of applicants, as highlighted in Schedule 3 - Charges. The Buyer shall be invoiced for each candidate for whom the Supplier has successfully completed pre-employment checks and sent related documents to the Buyer's Human Resourcing team for onboarding. Should the candidate withdraw from the post before the start date the supplier shall refund the payment for that candidate

2.2 Delivery Of Recruitment For Early Talent Schemes, including Legal Trainees And Legal Apprenticeships

- 2.2.1 The GLD legal trainee scheme currently comprise 2 sub-schemes – trainee solicitor and pupil barrister, with recruitment for both running at different times of the year. This categorisation is subject to change to align with legal best practice or changes in the legal industry.
- 2.2.2 Currently, the trainee solicitor campaign launches in April and runs through until September when offers are made to candidates. Pupil barrister campaign aligns with the Pupillage Gateway and launches in January with offers being made in May of the same year. The specific period that the recruitment round for both campaigns are undertaken may vary in line with changes in the sector.
- 2.2.3 Candidates will typically take-up employment 2 years after the campaign is completed, however, this could vary. Both the pupil barrister and trainee solicitor training contracts are 2 years in duration and successful candidates are expected to qualify during this time.
- 2.2.4 We currently manage one campaign per annum for Solicitor Apprentices.
- 2.2.5 The Supplier shall be the primary point of contact for all candidates, from campaign launch to completion of pre-employment checks. The Supplier shall engage and communicate with candidates at all stages, including managing and issuing results of every stage
- 2.2.6 The Supplier is responsible for the delivery of key process aspects of early talent scheme recruitment and ensure that the recruitment process shall operate at all stages in accordance with [Civil Service Recruitment Principles](#). (and as updated in successive versions).
- 2.2.7 The Supplier shall provide services outlined in sections 2.1.2 (development of campaign brief), 2.1.3 (initial eligibility sift), 2.1.4 (assessments), 2.1.5 (sift), 2.1.6 (interview arrangements), 2.1.7 (offer negotiations) and 2.1.8 (post campaign actions), as they relate to early talent schemes
- 2.2.8 The Supplier shall provide assessments as outlined in Annex 1 This is the current process undertaken for Early Talent schemes, but it is currently being reviewed and therefore subject to change. The supplier will implement all changes required in future versions without additional charge, unless extra cost can be evidenced clearly, in which case the supplier will supply the changes required without surcharge.

2.2.9 In addition to services in 2.2.6 above, the supplier shall provide the following services for assessment stage of early talent schemes

2.2.9.1 the Supplier shall present an approach to design, test, refine and gain approval for the assessment stage before launch of the trainee recruitment scheme

2.2.9.2 the Supplier shall provide a minimum of 3 candidates, for interview, per trainee place on offer

2.2.9.3 the Supplier shall organise the assessment stage to meet the Buyer's needs. For legal trainees, this currently involves candidates completing a written exercise; and a competency-based interview, which includes testing orally the response of the candidate to the written exercise. The Supplier shall purchase assessments required for legal trainees

2.3 Applicant And Campaign Management System

2.3.1 The Supplier shall use the Civil Service applicant and campaign management systems (ATS) to manage all campaigns. The Civil Service currently uses [Oleeo](#) applicant management system.

2.3.2 The Buyer's contract with Oleeo will expire during the life of the contract with the Supplier. The Supplier shall use their applicant and campaign management system to manage all campaigns following expiration of the Buyer's contract with Oleeo, if required. In addition, the Buyer may require the Supplier to use the Supplier's campaign management system on select campaigns from beginning of the contract, as required. Where the Supplier utilise their campaign management system, they shall;

2.3.2.1 provide the Buyer access to data via their campaign management systems to enable data reporting and analysis

2.3.2.2 identify how they will build processes to work alongside the Buyer's campaign management system to ensure data sharing is enabled

2.3.3 Where the Supplier use their campaign management system, they shall ensure that the system provides.

2.3.3.1 a clear audit trail for each applicant

2.3.3.2 ability to manage Disability Confident and 'a great place for veterans' scheme candidates in accordance with the rules of the schemes. The Supplier shall ensure flexibility to adapt to and manage any future schemes

- 2.3.3.3 back-up facilities where necessary for any candidates unable to access the Internet to submit their applications; ensuring that an offline application facility is available for those applicants who, for example, due to disability are unable to access online content
- 2.3.3.4 the facility to collect and manage contact details of those interested in applying for roles with the client to provide notifications and information to the individuals on upcoming campaigns and engagement opportunities (the 'Expression of Interest' list)
- 2.3.3.5 detailed tracking of campaign journeys, including tracking marketing performance and conversion rates on marketing channels. Further details of the management information required is provided in Schedule 13 – Contract Management
- 2.3.3.6 collect equal opportunities/diversity information (e.g. ethnicity, disability, socio-economic) from applicants, via a questionnaire which forms part of the application form, and which shall be used to produce anonymised management information throughout the process.
- 2.3.3.7 The Supplier shall ensure tracking on the application forms to enable reporting on the campaign and traffic sources (e.g. online/offline advertising campaigns, search engines and social media)
- 2.3.4 The Supplier shall work with the Buyer to review the existing online application form and refine it if required. A print friendly version shall be provided to the Buyer for each applicant.
- 2.3.5 The Supplier shall review (minimum annually) the application process and online application form following and prior to each annual recruitment campaign; and the Supplier shall make any changes as agreed with the Buyer
- 2.3.6 The Buyer shall publish campaigns on the [Civil Service Jobs](#) website and share link with the Supplier to facilitate media and advertising outcomes.
- 2.3.7 Where existing ATS systems do not offer pre-screening capability, the Supplier shall utilise pre-screening questions to enable those applicants who do not meet the advertised minimum eligibility criteria e.g. academic, Civil Service nationality requirements) to be automatically rejected.
- 2.3.8 The Supplier shall administer tests and shall provide adverse impact analysis on the results delivered and advice on the cut-off scores to be applied, in line with the buyers D&I/strategic objectives. For example, adverse impact assessment on protected characteristics.

2.3.9 the Supplier shall possess design capability for the development of tests as well as the facility to source specific tests and assessment tools as required (and supporting materials including practice tests) and shall deliver the test administration and scores/profiles to integrate, where possible, with the buyer's systems

2.3.10 The Supplier shall ensure that a clear contact and feedback mechanism is in place for the Buyer and candidates.

2.4 Management Of The Candidate experience

2.4.1 The Supplier shall conduct user research throughout delivery of the contract to identify user needs and solutions.

2.4.2 The Supplier shall be the primary point of contact for all Candidates from campaign launch to completion of pre-employment checks. The Supplier shall engage and communicate with Candidates at all stages including managing and issuing results of every stage.

2.4.3 The Supplier shall develop the facility to ensure they are regularly engaging with candidates throughout the process, ensuring that candidates remain active within the process.

2.4.4 The Supplier shall effectively engage directly with candidate, in person or on the phone, throughout the process to ensure a high-quality service is provided to all candidates. The Supplier may use technology to support the underlying transactional processes, but this shall not replace key touch points with candidates.

2.4.5 The Supplier shall establish and provide contact channels (online, email and phone) and a clear process to manage candidate enquiries and requests, and keep candidates informed of their application progress.

2.4.6 The Supplier shall provide a pre-assessment service which shall include:

2.4.6.1 providing (throughout the duration of the campaign) a manned call centre during business hours (9 am – 6 pm) and having arrangements in place to manage out of hours enquiries. The Supplier shall answer all calls in 30 seconds.

2.4.6.2 monitoring application numbers to identify the need for any intervention during a campaign

2.4.6.3 conducting eligibility checks, including following-up with applicants to ensure they meet GLD eligibility requirements. Eligibility checks are currently undertaken on all applicants once the application deadline has passed. However, consideration could be given to these checks being made at a later stage on a reduced number of candidates

- 2.4.6.4 ensuring that candidates are aware of, and are provided with access to complete all online tests by the required deadlines
- 2.4.6.5 providing appropriate level of support to applicants who experience difficulties in completing the online application form, online tests etc. without compromising the integrity of the tests. The Supplier shall provide this support within 24 hours.
- 2.4.6.6 proactively providing and managing reasonable adjustment requirements for all candidates
- 2.4.6.7 providing the Buyer with regular updates throughout the duration of the application period in a format to be agreed with the Buyer
- 2.4.6.8 providing written feedback to candidates at all stages of the process
- 2.4.6.9 ensuring that all campaign adverts contain information about how to make a complaint in line with the Buyer's complaint process, as described in schedule 13 Contract Management, or as updated in writing by the Buyer
- 2.4.7 The Supplier shall provide advice and guidance to all users, including Panellists and applicants, on all aspects of the recruitment process, using online and/or offline methods to ensure understanding and transparency of the process.
- 2.4.8 The Supplier shall ensure that appropriate procedures are in place for notifying candidates promptly of success or failure at each stage of the process, prior to and following the assessment.
- 2.4.9 Where requested, the Supplier shall provide input into the management of:
 - 2.4.9.1 Subject Access Requests (SARs), and Freedom of Information (FOI) requests
 - 2.4.9.2 Data Protection Act (DPA) requests in line with legislative requirements and as required and within specified time limits
- 2.4.10 The Supplier shall develop and maintain a talent pipeline approach and evidence how the approach targets talent for specialist and regional roles.
- 2.4.11 The Supplier shall establish and provide contact channels (online, email and phone) and a clear process to manage candidate enquiries, feedback and requests that create an audit trail
- 2.4.12 The Supplier shall ensure that as a minimum the users have access to the following functionality for accessing help and guidance:

2.4.12.1 provide a single point of contact for all queries relating to recruitment campaigns and applications

2.4.12.2 an accessible process for candidates and the Buyer to provide feedback and resolve any issues

2.4.13 The Supplier shall ensure that the Service is accessible for all users and shall ensure candidates are not excluded due to accessibility needs not being met or due to lack of access to technology.

2.4.14 The Supplier shall conduct user journey mapping and identify opportunities for improvement to use as part of the implementation stage and continuous improvement.

2.4.15 The Supplier shall identify technology that shall improve customer experience and attract best in class candidates.

2.4.16 the Supplier shall engage with applicants to understand their needs, both for the application process and a career at the Buyer's organisation

2.5 Continuous Improvement Approach

2.5.1 The Supplier shall continue to improve the service in line with schedule 11 – Continuous Improvement.

2.6 Review And Design Of The Service

2.6.1 The service shall be reviewed in accordance with Schedule 11 (Continuous Improvement)

2.7 Develop Recruitment Market Insights

2.7.1 The Supplier shall be proactive in monitoring the recruitment market including legal (qualified and early talent) and corporate services professions within the Buyer's organisation.

2.7.2 The Supplier shall provide regular briefings (monthly) and more detailed insight reports (quarterly) to include: labour market trends, new development in recruitment, competitor behaviour, salary information, employment practices, location trends, technological advancement and its use in recruitment e.g. artificial intelligence, impacts of various marketing channels, features of the recruitment to different legal disciplines (e.g. advisory, commercial, employment and trade lawyers) and diversity and inclusion.

2.8 Targeted Attraction And Recruitment For Hard To Fill Roles, e.g. Commercial Lawyers

- 2.8.1 The Supplier shall identify and target the right candidates for the job profile provided by the Buyer and utilise best in class attraction strategy and the Buyer's employee value proposition, for specialist hard-to-fill roles
- 2.8.2 The Supplier shall manage the end-to-end process, utilising the recruitment process outlined in section 2.1 of this specification (delivery of recruitment scheme for qualified lawyers)
- 2.8.3 The Supplier shall create a talent pool of lawyers across the United Kingdom

2.9 Media And Advertising

- 2.9.1 For each recruitment campaign, the Supplier shall demonstrate an understanding of the requirements and the target audience and advise on relevant media (online and/or offline), including social media for each campaign. This shall include:
 - 2.9.1.1 an "Always On" media strategy in addition to having a campaign-based advertising strategy
 - 2.9.1.2 expert advice and support around advertising and attraction more generally, including diversity
 - 2.9.1.3 production of a (generic) template advertisement and bespoke advertisements, as required, for individual campaigns and any continuous recruitment schemes
 - 2.9.1.4 arrangements for advertisements to be placed in agreed media
 - 2.9.1.5 liaison with Buyer's Communications team to ensure social media posting of campaigns are translated across both that of the Supplier and Buyer's own platforms/channels
 - 2.9.1.6 monitoring applicant numbers and identifying the need for any interventions during a campaign
- 2.9.2 the Supplier shall demonstrate an understanding of the marketing requirements, audience and delivery channels for each recruitment campaign through delivery of a campaign marketing strategy and delivery schedule.

- 2.9.2.1 the Supplier shall provide recommendations on the optimum marketing channels to use to ensure the Buyer's requirements are met. This shall include assessing the regional performance of marketing channels using data from past performance and market intelligence
- 2.9.2.2 the Supplier shall develop intelligence on how to reach certain subsets of the market e.g. specialist lawyers, senior civil servant roles. This intelligence shall be used to inform the campaign marketing strategy
- 2.9.2.3 the Supplier shall ensure the correct Buyer branding is in place for each recruitment campaign. The Supplier shall use branding assets from the Buyer's Employee Value Proposition (EVP) and work with the Buyer to ensure branding used in campaigns is approved before the campaign launches. Where the campaign requires alternative branding assets, the Supplier shall work with the Buyer to define and develop these assets
- 2.9.2.4 the Supplier shall ensure analysis is included in the end of campaign reports and identify opportunities to improve performance for future campaigns. This analysis shall also include analysis on engagement conversion rates (e.g. Open evening attendees that have applied and accepted offers from the Buyer)
- 2.9.3 The Supplier shall develop and advise on sourcing strategies to match the unique demand of each role, e.g leveraging industry specific platforms, professional networks and passive talent pools.
- 2.9.4 The supplier shall take advantage of economies of scale to provide best in class media and advertising services whilst ensuring value for money
 - 2.9.4.1 The Supplier shall at all times be open and transparent in regard to charges for placement of media/advertising and shall provide the Buyer with data relating to charges when requested. The Supplier shall not include surcharge for media and advertising services
 - 2.9.4.2 The Supplier shall disclose to the Buyer any commission, discount or rebate earned by the Supplier in respect of third-party costs related to media and advertising. The Buyer will receive the full benefit of such commission, discounts or rebates.
 - 2.9.4.3 The Buyer shall reimburse the supplier for charges made to them for use of media channels, however, the Supplier shall not include any surcharge
- 2.9.5 the Supplier shall host the [GLD Recruitment Microsite](#) which shall include rich content and media supporting the GLD EVP.

2.9.5.1 The Supplier shall work with the GLD to ensure the content of the microsites aligns with the information contained in [GLD's GOV.UK page](#) and [Civil Service Careers site](#)

2.9.5.2 The Supplier shall keep the microsite up-to-date and relevant

2.9.5.3 the Supplier shall work with the Buyer to create content to feed into the Candidate's journey at key points including biographies of key individuals and summaries of the hiring teams.

3 Non-Core Services:

3.1 Delivery Of Recruitment For Cross Functional Professionals

3.1.1 Recruitment of Cross Functional Professionals is administered and managed by the Buyer's human resourcing (HR) team. The Supplier shall provide surge support for the recruitment for Cross Functional Professionals when there is surge in CFP campaigns beyond what the Buyer's HR team can accommodate.

3.1.2 The Supplier shall provide this service on a needs basis when instructed by the Buyer.

3.1.3 The Supplier shall provide services outlined in sections 2.1.2 (development of campaign brief), 2.1.3 (initial eligibility sift), 2.1.4 (assessments), 2.1.5 (sift), 2.1.6 (interview arrangements), 2.1.7 (offer negotiations) and 2.1.8 (post campaign actions), as they relate to Cross Functional Professional recruitment.

3.2 Delivery Of Senior Civil Servants Recruitment

3.2.1 Recruitment of Senior Civil Servants is administered and managed by the Buyer's human resourcing (HR) team. The Supplier shall provide surge support for the recruitment for Senior Civil Servants when there is surge in campaigns beyond what the Buyer's HR team can accommodate.

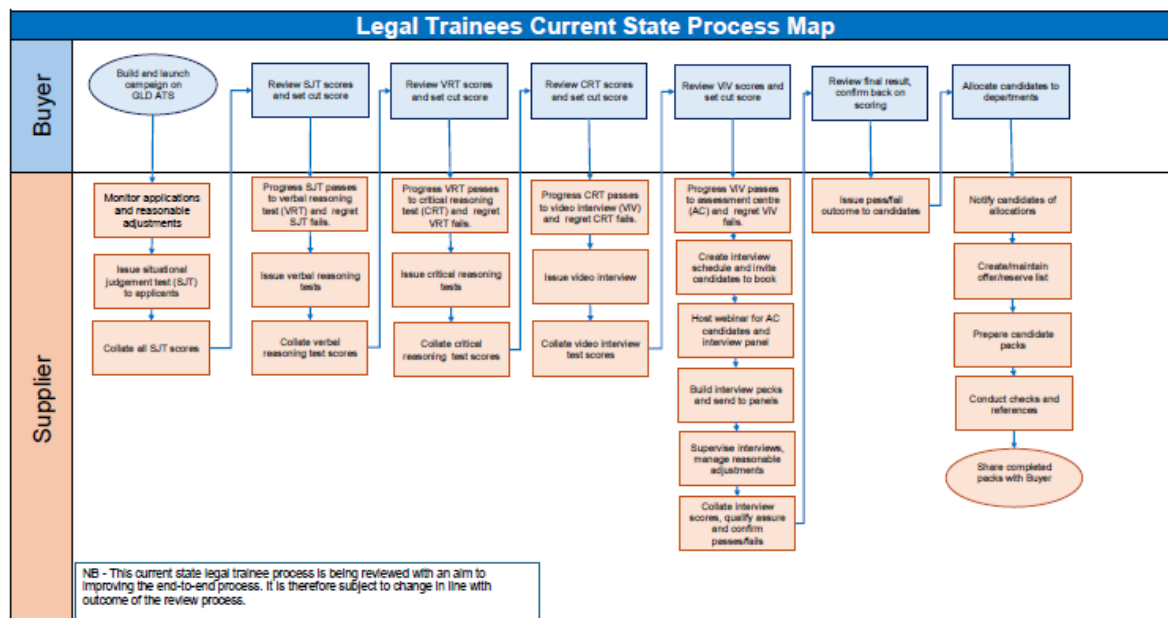
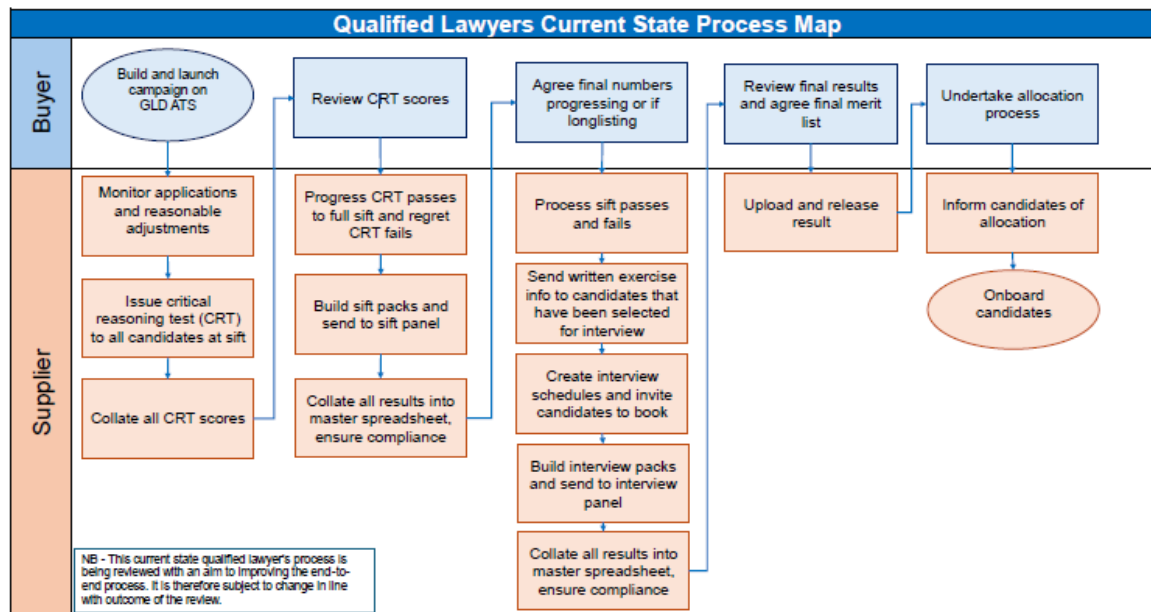
3.2.2 The Supplier shall provide surge capacity support with assessment, pre-sifting, sifting and end-to-end process in periods of high demand

3.2.3 The Supplier shall provide market research and talent mapping information for locations defined by the Buyer

3.2.4 The Supplier shall provide this service on a needs basis when instructed by the Buyer.

3.2.5 The Supplier shall provide services outlined in sections 2.1.2 (development of campaign brief), 2.1.3 (initial eligibility sift), 2.1.4 (assessments), 2.1.5 (sift), 2.1.6 (interview arrangements), 2.1.7 (offer negotiations) and 2.1.8 (post campaign actions), as they relate to Cross Functional Professional recruitment.

ANNEX 1: Process Maps



Annex 2:

Resourcing Operations – Guidance on acceptable forms of ID for Interview

- ☐ Passport for any country (Expiry date not exceeding 2 years)
- ☐ Current biometric residence permit for the UK
- ☐ Current full or provisional photo card driving licence from the UK, Isle of Man or Channel Islands).
- ☐ A national identity photocard: from an EU country.

If the candidate does not hold any photographic ID in the list above, they

must show both of the following:

- ☐ 1 x Proof of address (as per BPSS guidelines)
- ☐ Birth Certificate

Interview I.D. Verification Process – Panel Guidance

All candidates are required to present their original photographic ID (listed above) at the start of the interview.

1. Please ask the candidate to hold up their ID so you can confirm their likeness to the photograph.
2. The ID should then be positioned close enough to the camera, with no blurred or virtual background, to allow you to verify that the name on the document matches the candidate you are interviewing.

If you have any concerns about the validity of the documentation, or if the candidate is unable to provide the required proof of ID, pause the interview and contact HR Resourcing Operations immediately.