

SUPPORTING

# RM6002 – PERMANENT RECRUITMENT SOLUTIONS



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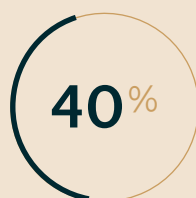
# AN INTRODUCTION TO BADENOCH + CLARK



Badenoch + Clark is the professional staffing brand of Adecco, one of the largest staffing companies in the world. Since 1978 Badenoch + Clark has supplied qualified professionals to clients on a temporary, interim and permanent basis. Our recruitment specialists leverage their knowledge, expertise and insight to over 4,000 clients every month.

Badenoch + Clark is a specialist in recruiting professionals for public sector organisations on a temporary, contract and permanent basis. Over the last 30 years we have developed strong commercial partnerships within Central Government, Local Authorities, Healthcare, Charities and Housing. Public sector recruitment currently constitutes around 40% of our total activity.

Our customers are serviced through dedicated account teams that specialise in the delivery to individual public sector markets. As experts in our field we are able to provide a best in class service to our customers including up-to-date market information, analysis, and candidate flow within each job category.



of our total activity is currently constituted by Public sector recruitment

At Badenoch + Clark, we know that successful recruitment has three key strands: understanding a client's requirements, offering specialist insight into individual vertical markets and making the right connections to provide a competitive edge. When you partner with us, we commit to fulfilling all of these crucial briefs to achieve your immediate business needs, as well as your long-term goals.

Badenoch + Clark office locations are designed to complement the requirements of our public sector clients. Our nationwide coverage allows us to capture the full impact of changes, challenges and constraints affecting Government.

## Our UK office locations include:

- + Birmingham
- + Brighton
- + Bristol
- + Cambridge
- + Edinburgh
- + Glasgow
- + Leeds
- + London (Head Office)
- + Manchester
- + Milton Keynes
- + Nottingham
- + Reading



#### HOW WE WORK WITH YOU

Our services are specifically designed to meet your individual requirements. As an employer working with Badenoch + Clark, you'll benefit from bespoke packages, access to a comprehensive network of high-value candidates, and a team of trusted advisers with vast industry experience. We work with our clients as trusted advisers, identifying, engaging and selecting the strongest candidates for any position.

Badenoch + Clark has implemented a Service Commitment Charter to ensure we provide you with the best possible service.

#### LASTING PARTNERSHIPS

We prize long-term connections over transactional relationships – especially in the fast-moving job markets of today. Our consultants build lasting partnerships with all of our clients, getting to know the specific demands of their business and the challenges they face to better deliver value on all levels. Working with Badenoch + Clark, you'll benefit from the reach and relationships of a global firm, while also enjoying a personal approach from our friendly, approachable consultants.

Over the years, our consultants have earned their status as industry experts, focusing on the individual vertical markets that make up our specialist teams.

# LOT 2: GENERAL RECRUITMENT – DIGITAL, DATA AND TECHNOLOGY (DDaT)

Badenoch + Clark has provided Digital, Data and Technology staff to the Public Sector for over 30 years. We have a proven track record of delivering talent on a permanent basis to Central Government, Local Government, NHS, Education and Not for Profit. Badenoch + Clark boast a dedicated team of experienced consultants. We support the delivery of a wide variety of programmes and projects through longstanding partnerships. Our reputation as trusted advisors among our established candidate networks empower us to mobilise talent, enabling us to support our clients with far reaching national campaigns and tailored individual resource alike. We have transacted with over 100 Public Sector clients within DDaT in 2018 across the UK.

**Job roles we are able to recruit for include:**

<p><b>QAT (Testing)</b></p> <p>Test Manager   Test Engineer   QAT Analyst</p>	<p><b>Product &amp; Delivery</b></p> <p>Delivery Manager   Programme Delivery Manager   Business Analyst   Product Manager   Service Owner</p>	<p><b>User-Centred Design</b></p> <p>User Researcher   Technical Writer   Content Designer   Content Strategist   Interaction Designer   Graphic Designer   Service Designer</p>
<p><b>Data</b></p> <p>Data Engineer   Performance Analyst   Data Architect   Data Scientist</p>	<p><b>Technical</b></p> <p>Software Developer   Dev Ops   Technical Architecture   Technical Specialist Architect   Security Architect   Network Architect   Infrastructure Engineer</p>	<p><b>IT Ops</b></p> <p>Business Relationship Manager   IT Service Manager   Command and Control Centre Manager   Service Transition Manager   Change and Release Manager   Engineer - End User Computing   Problem Manager   Incident Manager   Service Desk Manager   Engineer - Applications Operations   Engineer Infrastructure Operations</p>
<p><b>Senior DDaT</b></p> <p>Chief Digital &amp; Information Officer (CDIO)   Chief Information Officer   Chief Digital   Data and Technology Officer   Chief Digital and Technology Officer   Chief Digital Officer   Digital Director   Director of Digital   Digital Delivery Director   Director of Digital Services   Operations Digital Director   Chief Technology Officer   Chief Data Officer   Chief Data Architect   Chief Information Security Officer   Chief Technical Architect   Director Capability Digital   Data &amp; Technology   IT Delivery Programme Director   Director of Infrastructure and Platforms   Director of Common Technology Services   Digital Marketplace Director   Director Technology Strategic Solutions   Director of Digital Transformation Advisor   Director of Service Design and Standards   Director of Standards Assurance   Deputy Director Technology Standards   Deputy Director Engagement &amp; Departmental Support   Director of Technology Operations   Head of Data Platforms and Security   Head of Digital Programmes   Technology Lead   Head of Cloud Services   Head of Technology Lab   Head of Digital Security   Head of Infrastructure Services   Head of Integrating Technologies   Head of Digital Capability   Head of Digital Workplace   Head of Fraud   Error and Debt   Head of Data as a Service   Head of Performance Planning   Head of Enterprise Architecture   Head of Support Services   Head of Digital Programmes   Head of Software Engineering Practice   Programme Director   Head of Engineering and Architecture   Director of Infrastructure and Platforms Delivery   Director of Live Services   Head of Service Management   Head of Technology Architecture   Head of Infrastructure Architecture   Head of Application Architecture   Head of Business Alignment Architecture   Head of Digital Architecture   Head of Digital Operations   Head of Intelligence Systems   Head of Global IT   Head of Service Performance   Head of Information Technology</p>		

## CASE STUDY

### Competition and Markets Authority: ICT Cloud & Infrastructure Engineer

The Competition and Markets Authority (CMA) is a non-ministerial department. They work to promote competition for the benefit of consumers, both within and outside the UK. Their aim is to make markets work well for consumers, businesses and the economy.

Badenoch + Clark was engaged as a recruitment partner for CMA to deliver the permanent appointment of an ICT Cloud & Infrastructure Engineer as part of a larger campaign of permanent appointments.

There was a requirement to support CMA in the identification, selection and recruitment of experienced candidates to meet the following specification:

- Primary responsibility for the testing, integration, acceptance into service, maintenance of Cloud/infrastructure solutions, changes to Cloud architecture and operational management.
- Provide expert input into CMA's architecture governance forums on the impact of changes to Cloud architecture

The expectation was for all candidates submitted to have the relevant qualifications against a job description and person specification supplied by CMA.

#### Candidate Identification & Attraction

**Engage and Briefing:** At the commencement of the relationship, Badenoch + Clark ensured they engaged with CMA to fully understand the company, its strategy and values as well as the Employer Value Proposition. For each individual vacancy, a conversation took place with the client to qualify the role including salary, key role requirements, desirable and essential skills and the recruitment timeline.

**Action Plan & Resource Allocation:** An internal briefing session was held at the commencement of the permanent vacancy to establish a project plan to the timescales agreed. Resource and responsibilities were allocated according to the timescales and complexity of each vacancy. This method of team involvement ensured all team members were fully briefed and available to add value if required. A standard briefing pack and interview preparation documents were created for candidates.

**Attraction & Search:** The team carried out a thorough process to identify candidates utilising, Database search, Advertising, Social Media attraction including LinkedIn, Client and Candidate networking and recommendations.



#### Outcome

Badenoch + Clark successfully supplied 6 candidates for first stage interview of which 3 progressed to 2nd stage and from these a successful appointment was made.

# LOT 3: GENERAL RECRUITMENT – CORPORATE

Badenoch + Clark has provided Corporate staff to the Public Sector for over 30 years. We have a proven track record of delivering talent on a permanent basis to Central Government, Local Government, NHS, Education and Not for Profit. Badenoch + Clark boast a dedicated team of experienced consultants. We support the delivery of a wide variety of programmes and projects through longstanding partnerships. Our reputation as trusted advisors among our established candidate networks empower us to mobilise talent, enabling us to support our clients with far reaching national campaigns and tailored individual resource alike. We have transacted with over 70 Public Sector clients within Corporate in 2018 across the UK.

Job roles we are able to recruit for include:

<p><b>HR</b></p> <p>HR Advisor   HR Advisor Specialist   HR Team Manager   Workforce Planning Manager   Recruitment Manager   Employment Relations Manager   Training Manager   Flexible Staffing Manager   Learning &amp; Development Manager   Recruitment Specialist   Diversity Manager   Benefits Manager   Payroll Administrator   Workforce Planning Analyst   Recruitment Relationship Manager   Vacancy Co-ordinator   HR Change Manager   HR Business Partner   Senior HR Business Partner</p>	<p><b>Commercial</b></p> <p>Supplies Manager   Purchasing Manager   Category Manager   Contracts Manager   E-Procurement Manager   Senior Buyer   Supply Chain Manager   Sourcing Manager   Commodity Manager   Logistics Manager   Bid Manager   Procurement Officer   Commercial Agreement Manager   Negotiator   Commercial Account Manager   Contracts Assistant   Commercial Reviewer   Commercial Officer   Product Manager   Vendor Manager   Sourcing Specialist   Procurement Specialist   Senior Procurement Specialist   Senior Category Lead   Senior Commercial Analyst   Category Lead   Customer Delivery Manager   Commercial Advisor   Strategic Category Manager</p>	
<p><b>Property</b></p> <p>User Researcher   Technical Writer   Content Designer   Content Strategist   Interaction Designer   Graphic Designer   Service Designer</p>	<p><b>Marcomms</b></p> <p>Data Engineer   Performance Analyst   Data Architect   Data Scientist</p>	<p><b>Legal</b></p> <p>Software Developer   Dev Ops   Technical Architecture   Technical Specialist Architect   Security Architect   Network Architect   Infrastructure Engineer</p>
<p><b>Senior Property</b></p> <p>Head of Estate Management   FM Director   Head of Planned Works   Chief Property Officer   Head of Safety   Environment and Engineering</p>		<p><b>Senior Corporate</b></p> <p>Head of Pay and Reward   Head of Communication   Head of Customer   Channels and Campaigns   Head of Business Operations   HR Director   Creative Director   Head of Governance   Head of Commissioning Intelligence   Head of Quality and Regulatory Affairs   Head of Pay and Reward   Head of Commissioning Intelligence   Head of Strategic Research   Director of Strategic Development   Director of Marketing and Communications   Director of Business Improvement   Account Director   Private Secretary   Director General   Chief Executive Officer</p>

Contact Details: Damian Hayes | 0207 634 0100 | [ccsperm@badenochandclark.com](mailto:ccsperm@badenochandclark.com)

## CASE STUDY

### NHS Digital: Chief People Officer

NHS Digital has a pivotal role to play in realising the ambitions of the Personalised Health and Care 2020 Portfolio, which has a value of £4.2bn over five years. They have a mandate to deliver a very broad and complex set of new technical applications, platforms, services and capabilities over the coming years to support the transformation of health and care.

To provide the human capital needed to deliver this mandate NHS Digital (NHSD) partnered with Badenoch + Clark to recruit 13–18 senior Director posts. NHSD wanted to move away from a traditional recruitment approach, given the seniority and complexity of their requirements, towards a solution that saw us completely embedded – a visible 100% presence and commitment across their principal locations for the duration of the contract.

Our first assignment was the recruitment of a Chief People Officer to drive the enterprise-wide cultural and behavioural change at the heart of their evolution into a sophisticated digital, commercial and performance-focused organisation.

#### Approach

**Our solution combined several threads:**

- + Project management of the delivery of an embedded recruitment solution that became seamlessly integrated with NHSD internal functions;
- + Permanent onsite presence with both the face credibility to act as a strategic partner with the Chief Executive and senior stakeholders;
- + Nationwide executive search capability across the public and private sectors;
- + Robust methodology to oversee and manage the end-to-end lifecycle of the recruitment exercise, including but not limited to shaping role profiles and person specifications, search and digital attraction, selection and assessment, overarching candidate management, induction and onboarding.

#### Outcome

Robust planning, measurement and reporting have been crucial but haven't prevented us from dealing rapidly and pragmatically with changing circumstances. Process and methodology can only take us so far – trust, openness and the shared commitment to turn the cliché of partnership into reality delivered a successful outcome.

Our campaign generated 139 candidates, from which a seven strong shortlist delivered four candidates (including three women) to final Panel interview. The quality of our work produced two appointable candidates, one of who was offered and accepted the post.

# LOT 5: GENERAL RECRUITMENT – PROJECT DELIVERY

Badenoch + Clark has provided project staff to the Public Sector for over 30 years. We have a proven track record of delivering talent on a permanent basis to Central Government, Local Government, NHS, Education and Not for Profit. Badenoch + Clark boast a dedicated team of experienced consultants. We support the delivery of a wide variety of programmes and projects through longstanding partnerships. Our reputation as trusted advisors among our established candidate networks empower us to mobilise talent, enabling us to support our clients with far reaching national campaigns and tailored individual resource alike. We have transacted with over 80 Public Sector clients within Corporate in 2018 across the UK.

Job roles we are able to recruit for include:

Programme and Project Management	Senior Project Delivery
Benefits Manager   Business Analyst   Business Case Manager   Change Analyst   Change Manager   Programme Manager   Programme Office Manager   Project Co-ordinator   Project Manager   Project Planner   Lead Project Planner   Project Support Officer   Research Manager   Researcher   Resource Pool Manager   Risk Manager   Senior/Lead Project Manager   Service Transition Manager   Programme Office Support   Senior Project Manager   Business Case Expert   Business Case Writer   Portfolio Planner   Strategic Planner   Surge Manager   Strategy Manager   Project Operations Manager   Resource Manager   Business Case Manager   Assurance Manager   Configuration Manager   Governance & Reporting Manager   Risk & Issues Manager   Project Advisor   Stakeholder Manager   Benefits Manager   Business Change Manager   Business Analyst	Programme Director   Programme Manager   Project Director   Head of Profession   Senior Responsible Officer   Sponsor   Head of Profession   Portfolio Director   Portfolio Manager   PMO Manager   PMO Director   Portfolio PMO Director

Contact Details: Damian Hayes | 0207 634 0100 | [ccsperm@badenochandclark.com](mailto:ccsperm@badenochandclark.com)

## CASE STUDY

### The Scottish Police Authority: Business Analysts & Project Managers

The Scottish Police Authority (SPA) was established under the Police and Fire Reform (Scotland) Act 2012 to maintain policing, promote policing principles and continuous improvement of policing, and to hold the Chief Constable to account.

Badenoch + Clark has been engaged as a recruitment partner for SPA to deliver a range of project delivery permanent appointments.

There was a requirement to support SPA in the identification, selection and recruitment of experienced candidates across several Business Analyst and Project Manager permanent vacancies. The expectation was for all candidates submitted to have the relevant qualifications against a job description and person specification supplied by SPA.

#### Candidate Identification & Attraction

**Engage and Briefing:** At the commencement of the relationship, Badenoch + Clark ensured they engaged with SPA to fully understand the company, its strategy and values as well as the Employer Value Proposition. For each individual vacancy, a conversation took place with the client to qualify the role including salary, key role requirements, desirable and essential skills and the recruitment timeline.

**Action Plan & Resource Allocation:** An internal briefing session was held at the commencement of each permanent vacancy to establish a project plan to the timescales agreed. Resource and responsibilities were allocated according to the timescales and complexity of each vacancy. This method of team involvement ensured all team members were fully briefed and available to add value if required. A standard briefing pack and interview preparation documents were created for candidates.

**Attraction & Search:** The team carried out a thorough process to identify candidates utilising Database search, Advertising, Social Media attraction including LinkedIn, Client and Candidate networking and recommendations.

#### Outcome

In the last 12 month period, Badenoch + Clark has successfully supplied the following posts: Six Business Analysts and two Project Managers.

# DELIVERING EQUALITY, DIVERSITY AND INCLUSION

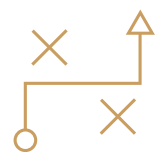


Badenoch + Clark takes its EDI commitments seriously. We:

- + Understand the difference between equal opportunities and screening for diversity criteria
- + Provide clients specific talent pool and candidates based upon technical abilities and cultural match
- + Operate an unbiased attraction and screening process through a skill led and background neutral approach
- + Enforce back to back contracts to ensure any of our suppliers operate by the same high standards we do
- + Use a diversity monitoring form, complimented by procedures to monitor the effectiveness of our system
- + Carry out a diversity analysis every 6 months on all candidates placed
- + Provide tailored diversity MI to you at regularly agreed intervals
- + Design candidate attraction strategies to ensure vacancies are open to all qualified candidates, including flexible working, assessment centres etc.

Badenoch + Clark is a key driver in this field, championing the positive impact that having diversity across all areas of an organisation has, not only on the perception of an organisation, but also on the benefits it brings to the ideas mix. We have recently signed the Leadership 2025 recruiters pledge to illustrate our longstanding commitment to diversity, and have an outstanding track record of both supporting, and challenging our clients in this area. Attracting individuals from a range of backgrounds to apply for opportunities, particularly at this level, requires a proactive approach. Any advertising needs to be supported by a clear search campaign from a project team who have taken the time to understand your organisation. This enables us to be best positioned to alleviate any concerns candidates may have, encouraging them to apply with confidence.

We advertise our roles in places that will be easily accessed to all groups in society. This includes social media marketing on sites. We would particularly recommend supplementing our sector/specialism-specific online sourcing with diversity-focused websites which we would happily discuss with you.





#### Measuring our commitments

We actively monitor all registered candidates by gender, age, religion, ethnicity and disability to ensure equality in opportunity for all candidates. Monitoring is conducted on an anonymous and voluntary basis in line with the Data Protection Act/GDPR. We adapt our sourcing methods based on these results to ensure that we maintain and encourage a diverse pool of candidates.

We are able to provide diversity monitoring information as part of our management information reporting. This information is collected both via our own diversity monitoring form or through your own diversity forms which are sent to candidates for completion. Some clients request that data be collected for all submitted candidates submitted and others only for placed candidates. In many cases, clients ask for us to retain diversity information on file, and we are audited to ensure compliance with this request.

We also work with our client hiring communities to ensure consistency in the understanding of unconscious bias in recruitment. Whilst we focus on all strands of diversity, we understand that Dudley MBC may have different challenges targeting candidates from different underrepresented groups. We would therefore work with you to ensure that Badenoach + Clark is aligned to your focus. We would create a diversity monitoring process providing specific detailed and useful information.