

Role Change Manual

Recruitment Manager

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Recruitment Role Change Manual

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Recruitment Role Change Manual

Preamble

Introduction

The introduction of a managed service model changes the role of the retained Recruitment Manager.

Typically, the manager is propelled instantly out of service delivery mode into the realm of strategic planning.

Whereas, one day, he or she is interviewing applicants, consulting with hiring managers and deciding upon assessment and selection approaches, the next day, he or she is being asked to focus on the Employer Brand, the Employment Market and supplier contract management.

Occasionally, the manager is left on their own to figure out what their new role should be, and very often this results in he or she supervising the supplier in pretty much the same way that they used to run the internal department.

Consequently, the company gains none of the strategic benefit which it was looking for and the services suffer because of constant meddling.

In order, therefore, for the change to succeed, it should be managed.

Purpose

The purpose of the Role Change Manual is to instruct the manager in the demands of the transformed role.

The Manual explains the responsibilities of the new role at a detailed level, far in advance of a typical Job Description.

It also provides instruction in practical, concrete tasks which, if performed, will help the manager succeed in the new role.

Because the tasks are concrete they can also be measured as Deliverables, thereby helping the organisation engage in a meaningful performance discussion with the manager.

The Manual is intended to be a guide for the first 12-18 months of the new role.

Recruitment Role Change Manual

Job Description

Job Role

To ensure that staffing strategy, policy and services meet corporate-wide objectives and operational needs and to manage the employment brand.

Key Responsibilities

1. Develops, reviews and continuously improves recruitment strategy and policy to meet current and changing needs of the organisation.
2. Determines cost-effective and valid staffing processes which are demonstrably impartial and compliant with applicable legal and industry obligations.
3. Determines staffing requirements and staffing plan on ongoing basis.
4. Ensures that the prime service provider (supplier) and any third party conform to the contractual Statement of Work and Service Level Agreement with respect to staffing services.
5. Ensures that the prime supplier and any third party conform to the contractual Pricing schedule with respect to staffing services.
6. Drives timely and effective issue identification, tracking and resolution.
7. Implements the vision. Develops, reviews and continuously improves the prime supplier and any third party services with respect to staffing.
8. Defines and pursues the Staffing systems strategy.
9. Manages the customer and provides subject matter expertise for recruitment policy and recruitment process outsourcing.
10. Manages contract provision, extension, renewal, termination and sourcing.

Recruitment Role Change Manual

Strategy & Policy

Understands staffing market trends

Analyses industry and country staffing norms, trends and changes.

Understands employment market sectors, unemployment rates, starting salaries, recruitment approaches, agencies' performance, selection tests, systems and online tools, competitors' recruitments volumes and practices etc.

Consults with the prime supplier regarding staffing market trends.

Presents Annual Staffing Report¹ as part of budget planning and objective-setting reviews summarising market and business findings and 1-3 years strategy recommendations.

Understands the business

Consults with HR and senior organisation management.

Understands the vision and plan within a 1-3 year horizon. Understands the organisation's overall priorities and departmental challenges. Understands the talent strategy and the skills and behaviours required in the future.

Obtains informal and formal feedback regarding staffing services quality. Determines Customer Surveys¹⁴ undertaken by prime supplier and analyses surveys results.

Presents Annual Staffing Report¹ as part of budget planning and objective setting reviews, summarising market and business findings and 1-3 years strategy recommendations.

Agrees staffing strategy

Identifies key staffing contributions to changing market conditions and business priorities. Establishes, where practical, a direct link between staffing strategy and the organisation's goals.

Defines, in agreement with HR management team and the customer, the organisation's staffing strategy. Defines strategic directives and priorities with respect to matters such as strategic hires, qualifications, future skills, brand promotion, diversity and equal opportunities, standardisation vs local differences, use and control of agencies, cost effectiveness etc.

Presents Annual Staffing Report¹ as part of budget planning and objective setting reviews summarising market and business findings and 1-3 years strategy recommendations.

Maintains policies

Develops, reviews and continuously improves staffing policies to meet current and changing needs of the organisation.

Consults with prime supplier, HR peers, including HRBPs to ensure policies are effective and identify improvements.

Ensures that policies strike the right balance between providing guidance and ensuring flexibility. Ensures that policies safeguard management discretion in all staffing matters.

Maintains definitive Staffing Policy Manual² in support of staffing strategy and applies version control.

Ensures that policies are distributed in a practical manner and made available for easy look-up by end users.

Briefs suppliers

Briefs supplier management team annually in a formal Annual Supplier Review³ regarding staffing strategy and policies, identifying changes and priorities.

Recruitment Role Change Manual

Processes

Benchmarks best practice

Develops Best-Practice Standards⁴ for staffing.

Understands "best-practice" in terms of optimum fit to the organisation's goals, balance of cost and effectiveness, and level of integration with non-staffing objectives. Understands that "best-practice" does not have to be "gold-plated", or "trade union-endorsed" unless such standards reflect the business goals or realities.

Benchmarks the staffing practices of competitors including selected "best-practice" companies every two years. Provides Benchmark Analysis⁵ and recommendations and agrees actions with own management.

Determines staffing processes.

Determines process maps and Standard Operations Procedures (SOPs) implemented by suppliers and own organisation.

Approves all selection tests, inventories, psychometrics and their providers, including contractual terms. (Note: develops policy and standards for selection tests, inventories, psychometrics and their providers.)

Approves all recruitment agencies and any other third party staffing providers, including contractual terms. (Note: develops policy and standards for agencies and third parties.)

Ensures that Staffing Process Manual⁶, including maps and SOPs, are maintained for all staffing, whether maintained by suppliers or own organisation. Signs-off Staffing Process Manual⁶.

Ensures legal compliance

Ensures processes comply with Data Privacy, Diversity and Equal opportunity policies and associated local legislation.

Ensures that processes assure compliance with local staffing related regulation and laws such as, immigration control, work permits, security clearance, illegal discrimination etc

Recruitment Role Change Manual

Staffing Requirements and Planning

Coordinates workforce planning

Runs a monthly resourcing and staffing forecast which projects staffing needs for a twelve month rolling period.

Ensures the reporting template can be efficiently completed by the business.

Supervises a monthly Workforce Planning Report⁷ of management data detailing actual and forecast staffing movements by employee category and department.

Meets regularly with Workforce Planning to understand the submitted forecasts in detail, the pressure points, reliability and any issues the Workforce Planner has identified.

Meets with HRBPs²⁶ and the Business directly to resolve forecasting issues and ensure robust forecasting process.

Establishes the staffing plan

Defines, quarterly, a 12 months, rolling Staffing Plan⁸ identifying targets for the candidate pool replenishment volumes, the actual hires, projected volume spikes and recruitment programmes by job or hiring category.

Validates the Staffing Plan with the business quarterly and ensures that the plan is implementable from a practical point of view, (interview resources, holidays, business schedules). Revises the plan where necessary in consultation with the business.

Sets staffing plan priorities for supplier

Communicates the Staffing Plan⁸ and requirements to the prime supplier and any 3rd parties in a quarterly planning meeting⁹. Ensures that the deliverables are understood and that the supplier or third parties have integrated, coordinated plans to deliver the plan. Identifies and resolves issues proactively in advance before any issues can impact business effectiveness.

Approves candidate pools and candidate pool levels and replenishment at quarterly Staffing Planning Review⁹ meetings.

Approves hiring orders/requisitions and passes to supplier to execute.

Sticks to planning and approvals and lets supplier get on with the job. Allows supplier to manage order fulfilment entirely from receipt of order to allocation of all work, advertisement, contact with hiring manager and HRBPs, candidate contact, screening, testing, interviewing, consultancy and selection.

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The Supplier Relationship

Earns the confidence of the supplier

Builds a constructive partnership and positive working relationship with key supplier personnel, especially the prime supplier's Services Manager.

Discusses services with supplier's Services Manager outside of formal meetings, not only when problems arise. Understands the nature of the supplier's current work, pressures and future plans. Acknowledges good work by the supplier, especially when the supplier shows flexibility and acts beyond the formal restrictions of the contract. Commends individual supplier recruiters to their manager when due.

Does not undermine the supplier's authority or reputation, especially in the eyes of the business customer. Directs the business customer to the supplier in all matters except escalations. Promotes, strengthens and endorses at all times direct communication and constructive relationships between business customers and the supplier.

Provides immediate escalation point

Remains available to the supplier 24/7 for consultation and decision making regarding any matter such for example policy interpretation, process clarification or staff complaints.

Provides supplier with contact information or deputy contact at all times.

Answers all email queries from supplier within 24 hours.

Ensures appropriate services administration

Determines the reports produced by the supplier.

Approves all new reports to be undertaken by the supplier which will be used by the organisation. Maintains the management Reports Catalogue¹⁰ for Staffing Services.

Ensures that supplier reports on-time, according to the agreed quality.

Ensures that supplier implements the agreed meeting schedule. Respects the meeting schedule by attending meetings on time and minimising cancellations or changes.

Ensures that supplier supplies appropriate meeting agendas, materials and minutes in a timely fashion. Prepares for meetings by reading materials and reports beforehand.

Ensure that supplier keeps all registers up to date with respect to Staffing services (Risks, Issues, Change Control and Actions registers). Consults registers once per week.

Reviews performance regularly

Stays on top of the data reported by the supplier.

Analyses Staffing services activity, volumes, productivity, quality, trends on weekly and monthly basis. Understands exactly the replenishment status of candidate pools, the number of open ATRs, the number of candidates, the interview schedule, the selection ratios, any reported Issues or Risks.

Reviews risk mitigation, actions, status and issue resolution with the prime supplier once per week in a formal meeting. In particular, tracks quality issues such as, delays, lost time with HM, complaints or failures, weekly priorities etc. Identifies resolutions before business is impacted.

Reviews service and performance with the prime supplier once per month in a formal meeting. In particular, tracks SLA and KPI performance, charges and other financials, the Service Level Credits summary and Change Requests.

Holds supplier to account and ensures supplier in control of staffing activity. Identifies customer related delays and failure and intervenes to get back on track.

Provides monthly Performance Status Report¹¹ to HR Senior management and business management and HRBPs if appropriate.

Represents Staffing services at the Quarterly Governance Board review if requested.

Manages the Service Level Agreement

Agrees monthly "Primary Service Measures" (PSM) performance for Staffing Services and any Waivers or exceptions.

Maintains a formal, SLA Exceptions Register¹² of all agreed Waivers and exceptions and ensures that agreements are formally recorded and, where appropriate, approved by the OD Director and HR Operations.

Ensures full and accurate reporting of SLA performance by the supplier on a current, trend and average basis.

Validates that supplier achieved the Minimum Performance Level for Staffing PSMs or confirms the level of a Service Failure.

Determines when the formal Incidents and Issues procedure applies and ensures that a Service failure is investigated and corrective actions taken. Ensures that a formal Service Failure Report¹³ is made of the investigation, agrees actions and confirms completion in accordance with the Agreement.

Negotiates variations to the Staffing PSMs where appropriate, with the approval by their own manager and HR Operations. Ensures variations are agreed and recorded through Change Control.

Performs quality checks

Establishes and manages formal quality control process integrated with supplier QA controls and reporting.

Agrees Customer Surveys¹⁴ with supplier and customer and implements surveys.

Undertakes spot checks of internal vacancy notices, web advertisements, recorded telephone interactions and occasionally attends face-to-face interviews. Conducts spot checks in background and prior to Hiring Manager review so as not to undermine Provider.

Refrains from implementing personal preferences. Permits the supplier freedom of action within the scope of the Agreement.

Conducts annual audit of supplier and buyer conformance to agreed processes and standards. Provide supplier with Annual Process Audit¹⁵ report detailing findings and recommendations.

Provides annual Quality Assessment Report¹⁶ including results of supplier QA controls, Customer Surveys¹⁴, spot checks and response to Process Audit¹⁵ recommendations. Presents conclusions, an evaluation and improvement goals for the following year. Review progress formally in Annual Supplier Review³.

Coordinates all audits of staffing services.

Drives continuous improvement

Prioritises process and performance stabilisation in first year of services, ensure greatest possible stability to embed processes, focus on quality and assure performance. Discourages unnecessary change and determines when change is necessary.

- Signs-off contractual Stabilisation Quality Gate and closes Transformation and Transition project with respect to Staffing.
- Determines length of additional proving period to ensure that Staffing services and SLA performance are well established before Continuous Improvement commences.

Initiates and maintains controlled process for driving and managing continuous improvement of Staffing services within the parameters of the contract provisions such as Benchmarking, Change Control, Gainshare, Service Level Agreement, SOW etc.

Recruitment Role Change Manual

Pricing and Payment

Validates and approves invoices.

Validates stated Staffing volumes and services and charges and calculations.

Negotiates additional fees or changes

Agrees, and negotiates if necessary, any Consultancy or Supplementary services and associated charges relating to Staffing services, with the approval by their own manager and HR Operations.

Agrees, and negotiates if necessary, any Change Control fees relating to Staffing services, with the approval by their own manager and HR Operations.

Validates and approves Service Level Credits

Agrees credit calculation, any excused credits and Earnback, with the approval of own manager and HR Operations.

Validates and approves Staffing Service Level Credits in accordance with the Service Level Agreement, with the approval by their own manager and HR Operations.

Agrees, and negotiates where necessary, adjustments to charges, or relief on SLAs, with the approval by their own manager and HR Operations.

Validates and controls variable fees with respect to termination

If necessary, validates and approves Termination fees with respect to Staffing services, with the approval by their own manager and HR Operations.

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Incidents and Issues Resolution

Manages incidents and issues

Reviews risks, issues and actions on weekly basis. Understands the complexities. Has command of the details. Stays on top of the status of each risk, issue and action.

Implements the formal Incident and Issues Management procedure with respect to Staffing services.

- Agrees Issue/Incident Definition* and category of issue or incident in accordance with the procedure.
- Drives resolution in accordance with the standards described in the procedure.
- Determines when a Service Failure Report¹³ is appropriate, agrees recommendations and tracks implementation in accordance with the standards described in the procedure.

Demands results from the supplier and also protects supplier reputation. Insists upon both timely fixes and root cause resolution. Balances impact on the business and cost to the supplier fairly.

Resolves roadblocks in own organisation and ensures customers fulfil all their actions and obligations with respect to the resolution. Holds the customer to account and does not blame the supplier just because it's easier than managing the customer.

Leads the buyer response to serious incidents

Manages customer perception. Limits damage to supplier and HR reputation. Stays focussed on the incident recovery. Sees professional response to incident as a means to recover reputation.

Ensures supplier fulfils obligations. Uses direct channels to give supplier senior management, own manager and HR Operations forewarning of potential escalations and any failings in supplier response.

Coordinates and integrates joint buyer and supplier response. Ensures buyer fulfils obligations.

Keeps HR management and business informed appropriately.

Escalates promptly and appropriately

Manages escalations and exceptions from the supplier's Staffing services and decides when a Staffing service issue or incident is escalated in accordance with contractual provisions.

Prepares an issue or incident Escalation Document¹⁷, describing the matter concisely, including an impact analysis, the reason for escalation and the recommended actions.

Initiates the Disputes procedure if necessary, with the approval by their own manager and HR Operations.

Assures business continuity

Identifies risks to Staffing services continuity and maintains joint Contingency Plans¹⁸ with the supplier.

Validates supplier data recovery plans for Staffing services in conjunction with overall Disaster recovery validation.

Validates supplier disaster recovery plans for Staffing services in conjunction with overall Disaster recovery validation.

Change Control

Implements the formal Change Control procedure with respect to Staffing services.

- Initiates and defines Change Control Requests¹⁹ in accordance with the procedure.
- Agrees impact assessment, deployment plan and fees in accordance with the procedure.
- Obtains all necessary buyer approvals for the change and implements quality gate and acceptance criteria discipline appropriate to the scale of the change.
- Ensures all buyer assistance necessary for the change is provided.
- Manages implementation of change including business readiness, customer training and communication, any 3rd parties deliverables, quality assurance, etc.

Recruitment Role Change Manual

The Vision

Promotes the vision.

Ensures the transformation vision for Staffing is clearly and succinctly defined. Includes an updated Staffing Vision Statement² in the Annual Staffing Report¹. Involves stakeholders and obtains stakeholder buyoff where possible.

Agrees the vision with senior HR management team and obtains agreement with and commitment to the vision of senior business management.

Implements outsourced service concept

Implements end-to-end "business process outsourcing" ensuring that the supplier manages orders from ATR to Offer.

Ensures supplier operates independently and meets business needs directly and effectively without leaning on or occupying the time of retained HR. Makes order fulfilment a hassle-free, invisible service.

Ensures supplier exceeds SLA Primary Service Measures Minimum Service Levels.

Implements "prime supplier" concept, integrating all systems and third party services in one prime supplier so that there are no inter-supplier hand-offs and interfaces or multiple contracts and sourcing initiatives.

Implements "vanilla systems" concept where all systems maintenance, data maintenance and interfaces are included within core pricing. Avoids bespoke development.

Implements retained-HR Staffing vision

Steps back from day-to-day order deliveries, candidate contact, employee supervision, third party management and business customer progress chasing and crisis management.

- Focuses effort on supporting business strategy, change, efficiency and continuous improvement.
- Reduces internal effort and resources devoted to staffing order fulfilment.
- Removes silos. Operates in the "One Company" interest. Makes the integrated technology strategy succeed in the place of best of breed.

Exerts corporate oversight over recruitment practices and activity in all locations. Avoids bureaucracy and establishes appropriate, light touch, reporting and review procedures to ensure that Staffing data is captured and corporate standards applied.

Drives business change

Analyses current state versus the vision and develops Business Change Plan²¹.

Implements employee and manager self-service.

Ensures hiring managers comply with changed staffing processes and supplier service requirements.

Weans Hiring Managers off non-standard process requests with the goal of eliminating exceptions. Provides data and analysis to outline the level of unnecessary bespoke staffing requests. Explains the efficiency, turnaround and cost benefits of standardisation.

Shifts the design of selection approach from Hiring Manager to Staffing Services.

Educates Hiring managers about predictive validity, selection reliability in general and market approaches to increasing validity. Educates hiring managers about behaviour characteristics and situational inventories and linking the behavioural characteristics of new hires to corporate talent goals. Introduces structured (behaviour/competence linked) interviewing. Takes charge.

Demonstrates professional attitude and value of Staffing Services.

Provides for managers to be trained and become proficient in interviewing skills.

Ensures supplier provides options for face interviewing for shortlisting or HR support purposes and trains educates managers to decline, use or delegate interviewing appropriately.

Recruitment Role Change Manual

Systems User Requirements

Conducts market research

Understands recruitment systems available in the market and the comparative functionality, including front-end and integration capabilities.

Maintains record of requirements

Maintains a System Specification²² that matches the Staffing systems strategy²⁵ and a Systems Gap Analysis²³ of strategy requirements compared with the actual system functionality.

Maintains a System Enhancements Log²⁴ agreed with the supplier. Implements the Change Control procedure when appropriate. Tracks the implementation of enhancements.

Influences supplier systems development

Participates in conjunction with HR Operations in prime supplier's customer consultation group(s). Exerts influence within customer group(s).

Develops mutually constructive relationship with prime supplier product development.

Uses relationship and supplier customer groups to pursue systems functionality agenda with the prime supplier with respect to Staffing functionality.

Reports annually

Reports annually on Staffing systems strategy²⁵, including front-end and integration, at the Annual Supplier Review³ and in the Annual Staffing Report¹.

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Customer Management

Meets with the customer

Meets with HRBPs once per month²⁶ to review workforce planning report, forecast changes, candidate pool status, candidate complaints volumes/status, qualitative feedback and supplier performance.

Meets 1 on 1 with department heads²⁷ twice per annum to maintain customer relationship, get feedback, head off problems and promote Staffing services.

Avoids getting involved with the customer during the order fulfilment process.

Implements customer feedback

Ensures customer feedback is acted upon and that the customer knows that it has been acted upon.

Tracks implementation of Customer Surveys¹⁴ recommendations.

Arbitrates disputes and complaints

Arbitrates regarding unresolved customer issues and escalations directly with the hiring manager who has raised the issue.

Ensures that issues have been reported to the supplier Services Delivery Manager in the first instance and the supplier is provided with an opportunity to resolve.

Ensures the supplier delivers the agreed standards and service.

Where not a clear matter of standards or service, attempts a win-win solution and balances Hiring Manager's need with contract and supplier scope. Educates the hiring manager if necessary regarding contractual terms and the corporate vision.

Negotiates with the approval of own manager and HR Operations, if a solution requires change to process or contract.

Promotes and wins customer acceptance of the supplier and the new services. Ensures that the customer is aware of, and where practical, buys into the HR vision.

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Contractual and Commercial Terms

Manages 3rd Parties

Oversees selection, implementation and performance of 3rd Party suppliers e.g. internet job boards, recruitment agencies, recruitment media, testing and assessment suppliers.

Ensures, where practical, that 3rd Parties are subcontracted to the prime supplier or negotiates a tripartite agreement.

Ensures that systems integration and interfaces do not end up a buyer responsibility. Ensures that hand offs between suppliers do not become an area managed by buyer, or an area where supplier accountability is reduced.

Involves Strategic Sourcing and obtains approval of own manager and HR Operations. Works with Strategic Sourcing to ensure appropriate preferred supplier lists, contractual terms and service dimensions are maintained.

Where subcontracting or tripartite contracting is not practical, assumes responsibility of managing the 3rd Party contracts and performance, interfaces, relationships, hand offs and inter-supplier issue resolution.

Manages supplier terms and conditions

Ensures, in conjunction with HR Operations, that all aspects of suppliers' contractual obligations to buyer and buyer' obligations to suppliers are fulfilled in accordance with the contracts.

Understands contractual conditions regarding matters such as data protection, liabilities, remedies, representation and warranties, intellectual property, software licences etc

Manages staffing services renewal

Participates from a staffing perspective in any decision to extend current service contract(s).

Represents staffing perspective in prime supplier contract sourcing process, led by Strategic Sourcing and HR Operations. Develops any revised SOW, SLAs, systems requirements and Pricing methods for RFP and contract based on learnings of the current period.

Participates from a staffing perspective in the selection of a new supplier or decision to renew or renegotiate contract with current supplier.

Manages staffing services termination

Ensures smooth termination or transition of services in the case of the end of term or termination of current services.

Ensures the quality of and manages the termination and transition plans.

Recruitment Role Change Manual

Summary of Deliverables

Ref	Deliverable	Description	Timing
1	Annual Staffing Report and formal review/approval	Summarises market and business findings and presents vision and 1-3 years strategy ppt including systems strategy to HR team.	Presents annually
2	Staffing Policy Manual	Staffing section of HR policies manual covering all staffing specific policies	Updated on ongoing basis
3	Annual Supplier Review	Presents feedback ppt to supplier mgmt re. EI strategy & policies, supplier performance, quality assessment report & systems	Presents annually
4	Best-Practice Standards	1 page agreed expression in bullet form of what "best-practice" means to buyer	Updated June every 2 years
5	Benchmark Analysis	Report doc of comparative data/conclusions derived from selected competitor practice.	September every 2 years
6	Staffing Processes Manual	Manual of all staffing processes including process maps and SOPs but excluding WIs.	Updated on ongoing basis
7	Workforce Planning Report	Details actual and forecast staffing movements by employee category and department.	Monthly 2 weeks in arrears
8	Staffing Plan	Identifies volumes and dates for candidate pool replenishment and actual hires including recruitment programmes for 12 months.	Quarterly 2 weeks in arrears
9	Staffing Planning Review	Formal meeting to brief supplier on staffing plan and agree supplier action plans.	Quarterly 2 weeks in arrears
10	Reports Catalogue	Specifies all agreed reports including report definition and frequency and distribution.	Updated on ongoing basis
11	Performance Status Report	Summarises Staffing services performance metrics for buyer management.	Monthly
12	SLA Exceptions Register	Logs all agreed Waivers and exceptions formally including definition, date agreed, month(s) applies.	Monthly
13	Service Failure Report	Records joint investigation of findings and actions in case of service failure.	As required
14	Customer Survey	Surveys representative group of Hiring Managers to obtain feedback on service quality.	Annually
15	Annual Process Audit	Audits selected processes every year to validate supplier conformance to Process Manuals.	Annually

Ref	Deliverable	Description	Timing
16	Quality Assessment Report	Evaluates overall quality of supplier Staffing services including results of surveys, spot checks and process audit.	Annually
17	Escalation Document	Describes actions taken to date, reason for escalation and recommended actions.	As required
18	Contingency Plans	Assesses key service continuity risks and describes contingency plan(s) in agreed document.	Updated annually
19	Change Control Request	Describes the change, any impacts and requirements clearly in formal document.	As required
20	Staffing Vision Statement	1 page statement of Staffing vision included in Annual Staffing Report to ensure organisation alignment and agreement.	Updated annually
21	Business Change Plan	Describes calendar year goals, communications and action plan to bring about business alignment with Staffing vision.	Updated annually
22	System Specification	Specifies ideal systems functionality to deliver the Staffing systems strategy.	Updated annually
23	Systems Gap Analysis	Describes the gaps in functionality between the strategy requirements and the actual system.	Updated annually
24	Systems Enhancements Log	Records all enhancements agreed with the supplier including delivery date and status.	Updated on ongoing basis
25	Systems Strategy	Defines systems strategy, including front-end and integration, at the Annual Supplier Review and in the Annual Staffing Report	Updated annually
26	HRBP Meeting	Reviews workforce planning, forecast changes, candidate pool status, candidate complaints volumes/status, qualitative feedback and supplier performance	Monthly
27	Business Customer 1 on 1s	Maintains customer relationship, get feedback, head off problems and promote services.	Twice per year