

Case Study

Embedding Equality into Recruitment Contracts

Situation

- Previous Executive Recruitment agreement not well supported due to response from marketplace at time of tendering
- Challenge was to make new agreement 'better' including 'known' suppliers
- Most recruitment companies can deliver on paper
- Increasing pressure on institutions to deliver on Equality and Diversity
- Evolution of Athena Swann initiative
- Saw this as an opportunity to help institutions deliver and use this as a means of differentiation

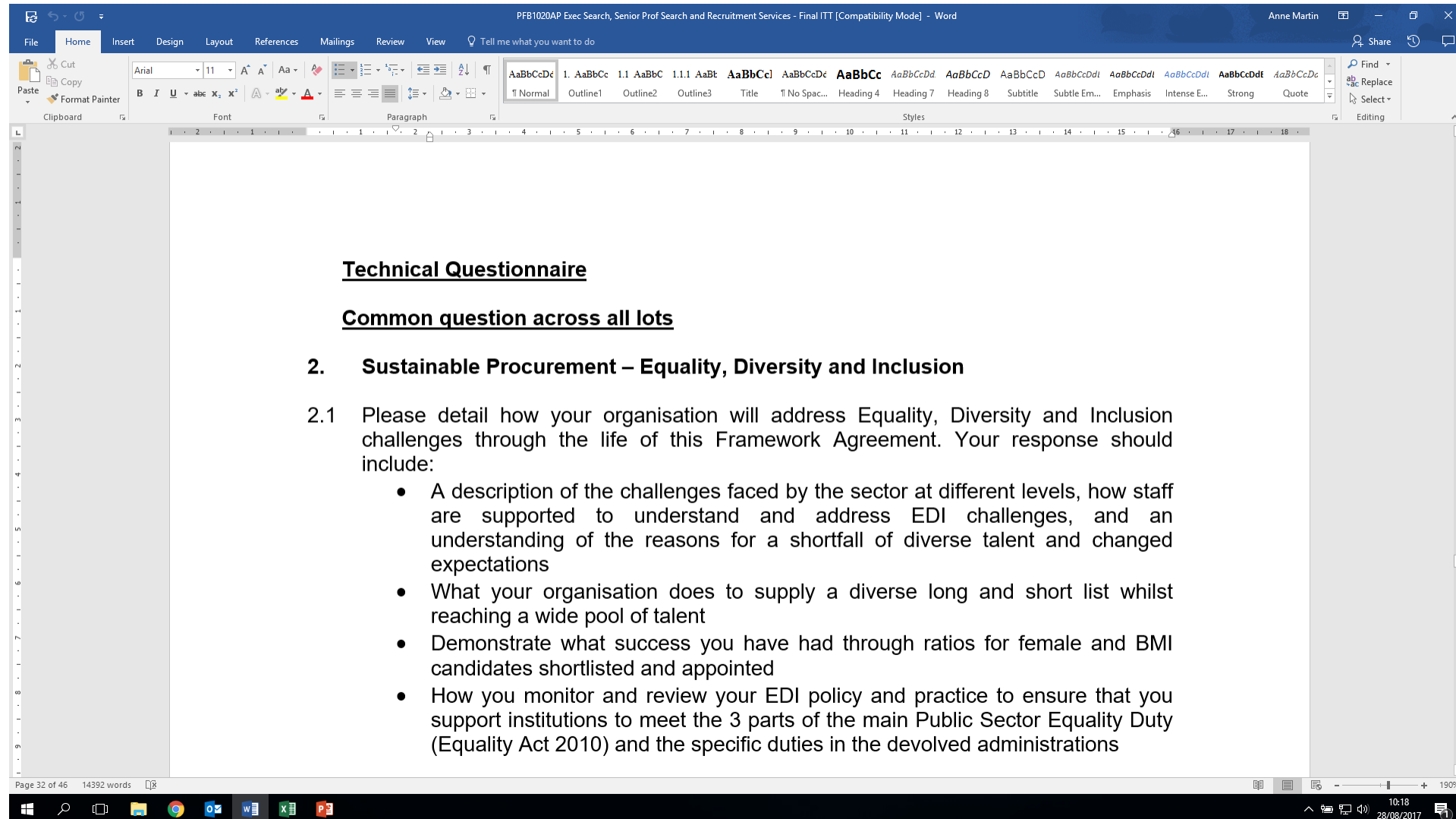
Background

- Institutions committed to improving the proportion of women and BME staff at senior levels, so paramount that supply chain shared this commitment and accountability.
- What stakeholders were looking for:
 - a preferred supplier list of executive search contractors who had undergone a competitive tendering process that included consideration of diversity as a key criterion
 - that the contractors on the list would be contractually required to supply a diverse longlist and were contractually bound to actively support BME and other applicants through the selection process
 - an understanding of what the contractors were doing to encourage women and BME candidates to consider senior leadership roles; coaching/finding role models etc.

Key Procurement Issue

- Knew what outcome was but not how to get there
- Stakeholder's knew what they wanted the framework to do but the difficulty was understanding the issue and translating this into a question in a tender.
- Contacted
 - Athena Swann (Tina Donnelly, Heriot Watt)
 - Equality Challenge Unit
 - SATEO (Sustainable Advantage Through Equality In Organisations <http://www.sateo.co.uk/>)

Final Tender Question: Sustainable Procurement – Equality, Diversity and Inclusion



The screenshot shows a Microsoft Word document titled "PFB1020AP Exec Search, Senior Prof Search and Recruitment Services - Final ITT [Compatibility Mode] - Word". The document content is as follows:

Technical Questionnaire

Common question across all lots

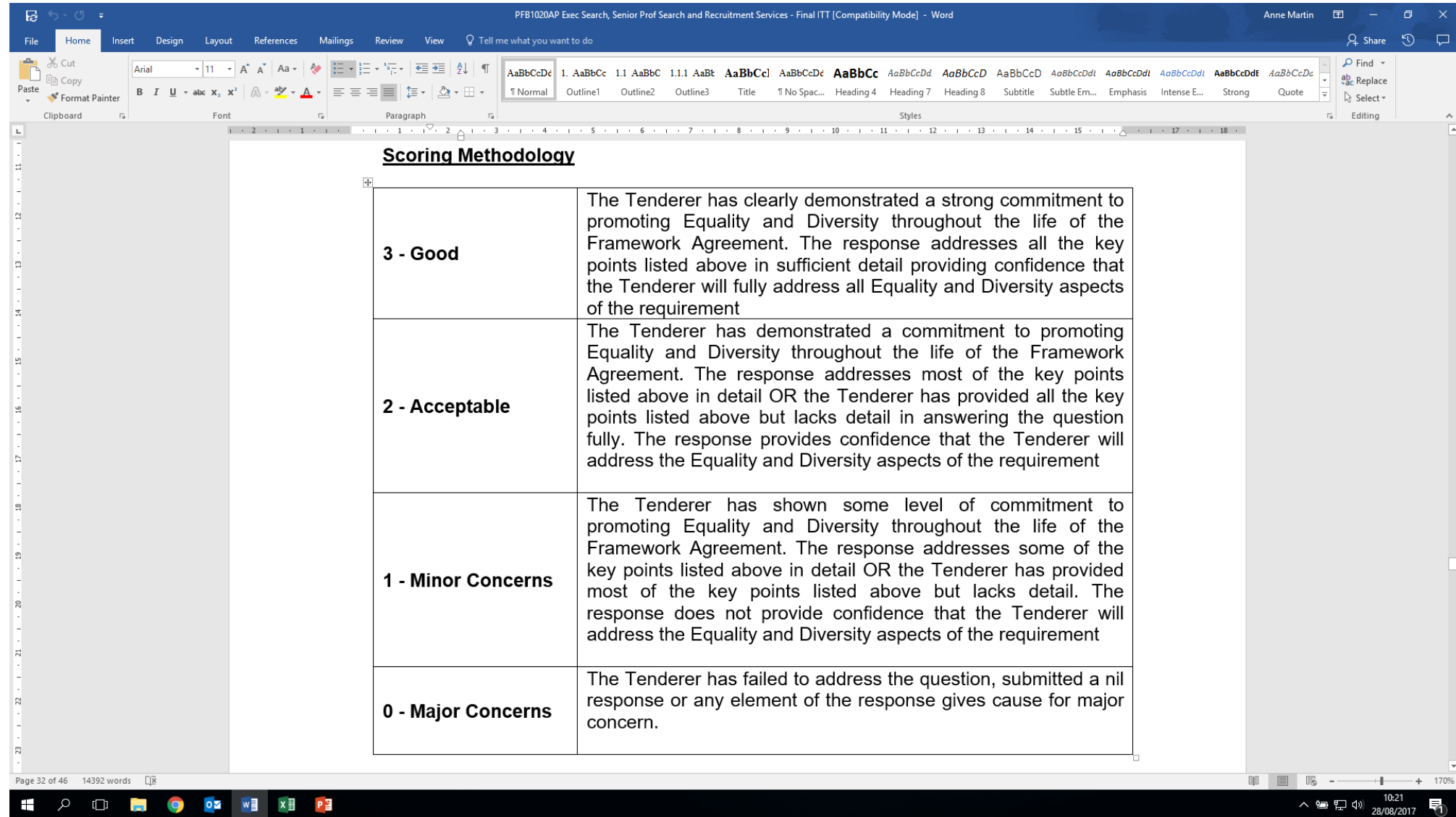
2. Sustainable Procurement – Equality, Diversity and Inclusion

2.1 Please detail how your organisation will address Equality, Diversity and Inclusion challenges through the life of this Framework Agreement. Your response should include:

- A description of the challenges faced by the sector at different levels, how staff are supported to understand and address EDI challenges, and an understanding of the reasons for a shortfall of diverse talent and changed expectations
- What your organisation does to supply a diverse long and short list whilst reaching a wide pool of talent
- Demonstrate what success you have had through ratios for female and BMI candidates shortlisted and appointed
- How you monitor and review your EDI policy and practice to ensure that you support institutions to meet the 3 parts of the main Public Sector Equality Duty (Equality Act 2010) and the specific duties in the devolved administrations

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Scoring Methodology



The screenshot shows a Microsoft Word document titled "PFB1020AP Exec Search, Senior Prof Search and Recruitment Services - Final ITT [Compatibility Mode] - Word". The document content is a table with the following structure:

Scoring Methodology	
3 - Good	The Tenderer has clearly demonstrated a strong commitment to promoting Equality and Diversity throughout the life of the Framework Agreement. The response addresses all the key points listed above in sufficient detail providing confidence that the Tenderer will fully address all Equality and Diversity aspects of the requirement
2 - Acceptable	The Tenderer has demonstrated a commitment to promoting Equality and Diversity throughout the life of the Framework Agreement. The response addresses most of the key points listed above in detail OR the Tenderer has provided all the key points listed above but lacks detail in answering the question fully. The response provides confidence that the Tenderer will address the Equality and Diversity aspects of the requirement
1 - Minor Concerns	The Tenderer has shown some level of commitment to promoting Equality and Diversity throughout the life of the Framework Agreement. The response addresses some of the key points listed above in detail OR the Tenderer has provided most of the key points listed above but lacks detail. The response does not provide confidence that the Tenderer will address the Equality and Diversity aspects of the requirement
0 - Major Concerns	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

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Results

- **Good:**

- 8 suppliers out of 36
- 7 of these successful

- **Acceptable:**

- 12 suppliers out of 36
- 7 of these successful

- **Minor Concerns:**

- 12 suppliers out of 36
- 2 of these successful

- **Major Concerns:**

- 4 suppliers out of 36
- none successful

Future

- Standard KPI's in contract but discussion with HR – Equality and Diversity and Athena Swann regarding additional measures
 - how the framework is performing in terms of females and black and minority ethnic (BME candidates)
 - report on the gender and ethnicity breakdown of longlists, shortlist, appointments
 - separated by role-type such as academic and professional services
- Dashboard – institutional and sector, trends