



## **Executive Search & Selection Proposal**

**Executive Manager, Regeneration & Estates  
West Lancashire District Council**

**Prepared by Grant Taylor, Head of Practice  
Executive Search & Selection**

**July 2007**

**Private and Confidential**

Clive Walsh  
Human Resources Manager  
52 Derby Street  
Ormskirk  
West Lancashire  
L39 2DF

Submitted by email: [clive.walsh@westlancsdc.gov.uk](mailto:clive.walsh@westlancsdc.gov.uk)

25<sup>th</sup> July 2007

Dear Clive,

**APPOINTMENT OF EXECUTIVE MANAGER, REGENERATION & ESTATES**

Many thanks for the opportunity to tender to recruit the above titled position; on behalf of the Executive Search & Selection team at TMP I am delighted to be submitting this brief proposal document. I thought it useful to structure the document as follows:

- Our understanding of your requirements
- Our methodology
- Fees and Costs
- Project timing
- TMP Delivery Team
- Diversity & Equality

I hope, that this document not only outlines our understanding of the role, how we would go about recruiting this position and our ability to undertake the exercise, but also our enthusiasm for securing and delivering a first rate shortlist of candidates for you.

I look forward to hearing your feedback.

Yours sincerely

Grant Taylor

**Head of Practice, Executive Search & Selection**  
**TMP People Consulting**  
**020 7406 5919**  
[grant.taylor@tmpw.co.uk](mailto:grant.taylor@tmpw.co.uk)

## CONTEXT

We recognise that West Lancashire District Council has just achieved an Excellent CPA rating, so well done, and that you intend to become a flagship district council, not only satisfying customers, but delighting them.

Your seven priorities are:

- Protecting and improving street scene and the environment
- Fighting crime and the fear of crime
- Working to create good jobs for local people
- Improving housing
- Delivering cost-effective services that will delight the customer
- Improving the health of local communities
- Providing opportunities for leisure and culture

**....and this role will impact on many of them.**

There is a significant portfolio of redevelopment work, including proposals for the regeneration of Skelmersdale town centre, which includes a new high street and a range of new housing and the Burscough village centre revamp. The council offices are near the end of their useful life and the council will soon decide between a major refurbishment and / or redevelopment onto adjacent land. The combination of exciting economic development and regeneration coupled with large estate's programmes are positive ingredients in building a proposition to attract the highest calibre candidates to West Lancashire District Council.

Our key aim as ever is to be proactive and ensure that you have the broadest field of high calibre candidates to choose from. This person is important in delivering economic development and regeneration as well as key Council priorities, and the challenge will be to find somebody who can bring innovation to service leadership and have the customer focus to make the changes real.

With regard the role itself our recent experience of recruiting regeneration professionals both nationally and in the North West suggest that the profession is currently a "transient" group, often staying in organisations for c2 years before moving on. This recruitment landscape is given further complexity given the myriad of organisations involved in regeneration schemes linked to Liverpool City of Culture and London 2012. A high proportion of these individuals are earning significant day rates as private sector Consultants.

However, we're confident that a combination of targeted executive search and effective recruitment advertising coupled with the positive profile around future developments that West Lancashire can offer as an organisation should prove to generate a strong pool of candidates.

Given that summer is now upon us, we would recommend that you exercise caution in respect to letting speed dictate the process. We can of course move quickly but we would also highlight that as we approach the summer, candidates will be increasingly difficult to access and whilst it is important that we agree a process and timetable, it is often advisable, to a degree, that over the summer month's we don't let process get in the way of a good candidate and we maintain a degree of flexibility.

Our suggested approach would be to start executive search immediately, rather than wait until September to advertise. We would never advocate advertising alone for a senior role in August, the return on investment is proven to be poor. If by September the executive search had not identified a wide enough range of suitable candidates we would continue the search, as outlined in our timetable, and take a view whether investing in advertising would be worthwhile at that point. This approach would not cost you any more as our consultancy fees are fixed, and may both speed up the process and save you the cost of advertising.

## OUR APPROACH

Our Total TMP approach is one of open, honest partnerships; our relationships are wholly client and candidate driven, commercial in execution yet driven by strict quality parameters. In delivering for our clients the team will always demonstrate probity and the appropriate behaviours you would expect from an organisation that has an excellent track record across the sector.

Solid relationships are our lifeblood, whether that's internally with our colleagues in our advertising business or with you as our clients, we will be with you through every step of this important recruitment exercise. Importantly we will not take over the process, we are always keen to stress that TMP do not recruit this person, you do, with our support and facilitation.

Here we identify every part of our full process so that you can understand what we do at each stage however, as we outline later, our approach may not include every element.

- **Briefings and documentation**

As part of the preparatory work we would find it helpful to have briefings with the relevant stakeholders, particularly the Deputy Chief Executive and relevant Portfolio Holder to gain buy in and understand the key drivers behind making a successful appointment. Such briefings will help to define the framework for the exercise. Other relevant stakeholders such as peers or other interested parties can be knowledgeable on the types of organisations and perhaps individuals that it would be worth approaching who have the ability and skills to add value in this role.

The discussions held will also help us construct the candidate briefing document, which will form the cornerstone of the recruitment process and be disseminated to interested candidates, by email, post or through a recruitment website (see below).

### **Recruitment Website**

Increasingly we advocate using a recruitment website instead of information packs. Key features are:

- Bespoke page design
- Up to 7 pages with content of our choice (content can include text/graphics and/or text and/or PDF/Word/Excel etc. downloadable documents)
- Contact information form (personal data captured to allow candidate tracking and follow up by TMP)

This is a modern, professional, environmentally friendly way to promote both jobs and an employer, providing candidates with an impressive range of information about the role, organisation and application process. Candidates are able to access the information 24/7 and we are able to track and follow up candidates viewing the website. We track people accessing the information and engage them on a personal level to further promote the role and coach them through the application process ensuring that their interest and motivation does not waver. This can serve as an early warning signal if applicant interest is low and remedial action can be taken before closing date.

Candidate tracking invariably results in a better quality longlist of candidates. More people viewing the information follow through with an application and the enhanced candidate experience strengthens your employer brand.

- **Generation of candidates via search**

We will lead the headhunting activity with help from our research team. Executive Search techniques will prove essential to securing high quality shortlist for this role.

Our search approach is based on the premise that potential candidates for this role may not be actively seeking employment but will currently be engaged in a challenging and satisfying job.

- Firstly, we pinpoint organisations that employ people with the range of experience and qualifications relevant to the role.
- Secondly, we identify the people within those organisations at the right level of responsibility and with track records that demonstrate their quality.
- Thirdly, we win their commitment to put themselves forward as potential candidates for the post. Interested search candidates will be sent the same information pack as selection candidates.

Our searches are carefully structured and monitored to ensure full compliance with equal opportunities best practice. We draw up a report detailing all our search activity for your information that analyses the feedback that we have had. At the end of the campaign we will be able to give you a clear picture of how you are perceived and how your offering has been received by the market place.

### **Search Strategy**

The search would focus on individuals who have successfully delivered successfully on a relevant agenda – most likely to be currently in property and regeneration, and with a strong understanding of the commercial approach of the private sector.

- **Advertising**

We would work closely with our colleagues in TMP to advise and coordinate the advertising copy and media placement strategy. As we have already created the advertising copy, if appointed we will ensure that it is appropriate within the context of this campaign and the search and selection strategy.

- **Selection of longlist**

We assess each of the applications received on your behalf. This sifting process will assess how well candidates' applications fulfil the recruitment criteria outlined in the person specification, which will be agreed with you at the beginning of the assignment.

Once we have assessed all of the applications we will make a recommendation as to who should be invited for initial interview. This is discussed and agreed with you and we will supply you and whoever the nominated panel is with full documentation.

- **Assessment of longlist**

Once a longlist is agreed with West Lancashire DC, we will invite candidates to attend an initial interview with us, these will take place in our central Manchester office, or if you prefer in facilities closer to Ormskirk. Interviews will be conducted by Ed Pritchard, my fellow Practice Leader and I, although we would strongly advocate the optional additional cost for one of our Occupational Psychologists from our behavioural assessment team. We will lead on the technical aspects of the role whilst the Occupational Psychologist will lead on the competency based assessment. In utilising a competency based approach we would require a fuller briefing to develop the competency model. The results are truly robust, transparent and purely objective.

We do not advocate the use of technical assessors (professionals working in the field) for interviewing, as many of our competitors do. An Occupational Psychologist costs about the same and often less, and provides a much more rigorous and objective assessment of the candidates.

- **Selection of shortlist**

Based on the initial interviews, we will produce a report on all candidates and prepare a suggested shortlist. We will then meet with you to agree who should be selected to go through to the final stage of assessment.

- **Pre-panel arrangements and further assessment**

Additional assessment may be carried out at this stage to provide you with further information on candidates, particularly in areas that are difficult to ascertain at interview. However, interviewing in tandem with our Occupational Psychologists is extremely reliable and while our Assessment Services team can offer a range of tools ranging from online OPQ tests through to media testing, on this occasion I would not think it necessary to have any additional assessments. As you have described a process that involves report preparation, a presentation, a 'carousel' of meetings with the Chief Executive and Management team and the final panel interview, the assessment process is pretty comprehensive.

However, if you decide that you would want to have a work based exercise, consideration can be given to an in-tray exercise. In developing these in-trays we work with Tony Elliston, a former local authority Chief Executive.

We strongly recommend that final panel candidates are given the opportunity to meet with the Deputy Chief Executive in advance of the final interview. This should be a non assessed part of the process and should be viewed as giving the candidates the chance to ask questions and find out more about working for West Lancashire DC.

- **Final Panel Interview**

We will work with you to draw up a final interview timetable and will ensure all the administrative arrangements are in place including full paperwork. We will take up telephone soundings from referees on those shortlisted and will provide suggested interview questions and ensure all arrangements regarding the venue and interviewers are in place.

We would also recommend that we attend the final selection interview to provide advice and support to the decision makers but also to help build appropriate and constructive feedback to candidates.

- **Post panel & Reputation Management**

We take seriously our responsibility to accurately articulate your core values and promote a positive image of West Lancashire DC as an employer and service provider throughout the recruitment process. Candidate management in this respect is as important as Client management.

Ensuring those candidates who are unsuccessful leave the process with a positive impression and full developmental feedback is critical. At this stage we engage all unsuccessful interviewed candidates and discuss with them the entire exercise and where they can look to develop in the future.

## OUR FEES AND PRICING STRUCTURE

### Option 1 – Full Process

Our fee for the full process is fixed at **£14,000**, which will include:

- Dealing with advert response (if required), requests for information and acknowledging applications
- Undertaking an executive search exercise
- Assessing all applications against the recruitment criteria and making recommendations regarding which candidates are longlisted
- Submission of candidate pack including all applications, summary of our assessments and recommendations for discussion at a longlist meeting
- Preliminary interviews, and all report writing
- Attending the shortlist meeting to make the above recommendations
- Attendance at the final panel interviews and all elements of support and advice at this stage.

The above fees will be charged on the basis of 40% on agreement that TMP will work on this project, 40% after we have attended the shortlist meeting and the final 20% on appointment.

### Option 2 – Candidate Generation & Initial Paper Assessment only

Our fee for undertaking candidate generation and initial paper assessment is fixed at **£8,000**, which will include:

- Dealing with advert response (if required), requests for information and acknowledging applications
- Undertaking an executive search exercise
- Assessing all applications against the recruitment criteria and making recommendations regarding which candidates are longlisted
- Submission of candidate pack including all applications, summary of our assessments and recommendations for discussion at a longlist meeting

After the longlist meeting, having helped you to agree which candidates to interview, our involvement in the process will cease.

We would only recommend this process if you are confident that a seamless transition from TMP to your HR team will occur, and we will of course work closely with you to achieve this and ensure that the candidate experience is not compromised by the transition.

The above fees will be charges on the basis of 50% on agreement that TMP work on this project and 50% after submission of candidate pack.

### Occupational Psychologist Involvement (Optional)

Role profiling – production of competency model with behavioural indicators	£1000
Design of Competency Based Interview	£500
Conducting competency based interviews c.5 / day	£300x2
Report writing (quoted day rate – depends on style of report but estimate c.2 hours per report = 4/day)	£300x2

### Recruitment Website (Optional)

The full development of a recruitment website including the registration of a website address is **£950**.

### Costs

Expenses for items such as consultant and candidate travel, couriers, copying and telephone, will all be recharged to you at cost.

All fees and costs are subject to VAT at the prevailing rate.

## PROJECT TIMING

This timetable has been designed to allow us to start the process immediately. It will give us the opportunity to utilise August for the search and if things proceed particularly well may allow us to complete the assignment without additional advertising spend and achieve an appointment in the first weeks of October. The timetable is flexible, however, to ensure that the process can be extended and incorporate advertising if necessary. We can use this timetable whether you engage us for Option 1 or 2:

<b>Appointment of consultants:</b>	<b>w/c 30<sup>th</sup> July</b>
<b>Search process begins:</b>	<b>w/c 30<sup>th</sup> July</b>
<b>Briefing meetings and Candidate Information Pack developed:</b>	<b>w/c 30<sup>th</sup> July / 6<sup>th</sup> August</b>
<b>Written progress reports provided on:</b>	<b>Friday 17<sup>th</sup> and Friday 31<sup>st</sup> August</b>
<b>Search closing date:</b>	<b>Friday 7<sup>th</sup> September</b>
<b>Longlist meeting to assess applications to date:</b>	<b>w/c 10<sup>th</sup> September</b>
At this point if we have a good longlist of candidates we will proceed as below. If not we will move to the extended timetable.	
<b>Preliminary interviews:</b>	<b>w/c 17<sup>th</sup> September</b>
<b>Shortlist meeting:</b>	<b>w/c 24<sup>th</sup> September</b>
<b>Final Assessments and interviews:</b>	<b>w/c 1<sup>st</sup> October / 8<sup>th</sup> October</b>

### Extended Timetable

<b>If we choose to advertise, publication will be:</b>	<b>w/c 17<sup>th</sup> September</b>
<b>If we advertise and / or extend the search the new closing date will be:</b>	<b>Monday 8<sup>th</sup> October</b>
<b>Longlist meeting:</b>	<b>w/c 15<sup>th</sup> October</b>
<b>Preliminary interviews:</b>	<b>w/c 22<sup>nd</sup> October</b>
<b>Shortlist meeting:</b>	<b>w/c 29<sup>th</sup> October</b>
<b>Final Assessments and interviews:</b>	<b>w/c 5<sup>th</sup> November / 12<sup>th</sup> November</b>

## **TMP DELIVERY TEAM**

The Executive Search and Assessment team within TMP People Consulting is a small, yet focussed boutique practice totalling 19 people; these include Executive Search Consultants, Occupational Psychologists, Researchers and Project Coordinators.

Working hand in glove with Nicholas Blackwill, your advertising Account Manager Ed Pritchard and I will lead this recruitment exercise. Michael Divers, the Managing Director of TMP People Consulting, who is an Executive Search Consultant and public sector HR Director by background, will also provide input into the assignment.

### **Michael Divers – Managing Director, TMP People Consulting**

Michael is a Fellow of the Chartered Institute of Personnel and Development and is an experienced senior HR practitioner. Michael's early career was in various HR roles with Glasgow City Council, roles included; Head of HR with the Student Loans Company and Scottish Development Agency/Scottish Enterprise. His depth of recruitment expertise ranges from high profile single appointments such as the Chief Executive of Kent Thameside to supporting the Boards of a number of newly created publicly funded bodies in the recruitment of their top management teams.

In 2005, Michael was appointed Managing Director of TMP's People Consulting business. He leads a number of teams - Executive Search and Selection & Assessment Services, HR Consulting and Talent Solutions – and is responsible for the development and effective delivery of our suite of people consultancy services. He is a member of the TMP Worldwide Leadership Team.

### **Grant Taylor – Head of Practice, Executive Search & Selection**

Previously with the public sector executive search specialists *GatenbySanderson*, I joined TMP to further develop our Executive Search capability across the public sector and in particular across Local Government.

I have delivered senior management and Chief Officer assignments across local government at both high-performing Boroughs and Counties such as Westminster, Hampshire and Essex and at smaller Districts such as Oxford City Council.

I also have a track record in the Third Sector delivering Chief Executive appointments for Weston Spirit, RoSPA and Victim Support, Director level appointments to organisations such as Groundwork UK, Rathbone, MS Society, Parkinson's Disease Society. I have led international searches for UNICEF and to appoint trustees from Africa and Asia to WaterAid. I have significant experience appointing Non-Executives to high profile organisations including Shelter, WaterAid and DEFRA's Waste Resource Action Programme (WRAP).

### **Ed Pritchard – Head of Practice, Executive Search & Selection**

Ed has also joined from the public sector executive search specialists *GatenbySanderson*. Ed joined TMP to further develop our Executive Search capability across the public sector, in particular within Central Government.

His recent assignments have centred on attracting candidates with strong partnership credentials, earning a reputation for successfully managing individuals making the career change from the private to public sector. Clients and assignments have included; the Chief Executive for the Stratford Renaissance Partnership, the Director of the Tower Hamlets Partnership as well as the Head of Participation and Engagement and the Head of Economic Development for Herefordshire Council. He is currently conducting an international Executive Search to find a senior Estates professional for MI5; this has uncovered a number of suitable sources in the North West.

Ed began his career with the International Executive Search firm, Harvey Nash where he was largely responsible for the development of their public sector presence.

### **Clare Parkin – Head of Assessment Services**

A Chartered Occupational Psychologist with an MSc in Occupational Psychology from Nottingham University, Claire has worked in the Business Psychology field for over ten years. Specialising in the assessment arena she has worked with clients to define resourcing needs, analyse job roles and design, implement and evaluate competency based recruitment solutions. Linking to this, Claire looks to assist her clients in integrating their recruitment activities to the ongoing retention and development of their employees.

As Head of Assessment Services at TMP, Claire coordinates a team of occupational psychologists and assessment consultants who work to conceptualise and implement resourcing solutions for a range of clients. Maintaining a strong focus on best practice, Claire is well respected for her relationship management skills and looks to work in partnership with her clients to ensure the delivery of tangible business benefits.

## **DIVERSITY & EQUAL OPPORTUNITIES**

We are committed to the fair and equal treatment of all candidates and as a leading supplier of executive recruitment services we are equally committed to achieving a diverse workforce. With regard to our processes all candidates, whether they emerge from advertised selection or search, are treated fairly and consistently in line best practice Diversity and Equal Opportunities policies throughout the selection process.

As a wider People Consulting business we support a wide range of organisations with consultancy services in the areas of diversity and equal opportunities and have hosted Diversity Workshops at the Chartered Institute of Personnel and Development annual conference.

As an employer, we wholeheartedly support the principle of equal opportunities in employment and oppose all forms of unlawful or unfair discrimination on the grounds of gender, age, ethnic or national origin, religion, sexual orientation or disability. Beyond that commitment, we actively embrace diversity within our company, firmly believing that it enriches internal and external relationships, as well as enhancing the knowledge and experience we bring to our clients' recruitment and retention issues.

## **CONCLUSION**

Above all, TMP offers a highly-experienced team with a passionate commitment to public sector improvement that is unequalled by any other executive search and selection consultancy in Britain.

I hope that the above information provides you with some clarity about how we will help. If you have any questions please do not hesitate to contact me on **0207 406 5919** or on my mobile telephone **07894 784 112**.

We are delighted to be considered for this opportunity of working with you on this important appointment and we will work hard alongside you to deliver the highest quality candidates for your consideration.

Yours sincerely

**Grant Taylor**

**Head of Practice, Executive Search & Selection**  
**TMP People Consulting**  
**020 7406 5919**  
[grant.taylor@tmpw.co.uk](mailto:grant.taylor@tmpw.co.uk)