Proposal for
Active Sourcing for IT

Re-establishing [CLIENT]
as an employer of choice

Title: Proposal to [CLIENT]
Proposal No: XXXXX 0118
Date: XX/XX/2018

1 Recruiting at [CLIENT]

The [CLIENT] has recognized that tomorrow's successful organizations must account for massive and frequent digital change. Having outsourced most of IT in the past, [CLIENT] is now working toward re-building its brand as a regional IT employer of choice. [CLIENT] intends to hire up to 30 IT resources in the coming year.

In this context, [CLIENT] has requested the support of **Spireworks** to:

- Handle active sourcing of IT talent for up to 12 months.
- Select and set up appropriate recruiting tools.
- Build a landing page that tells the [CLIENT] technology story.
- Review and update candidate facing brand assets, including career sites, job profiles, social media presence (e.g. LinkedIn, Twitter, kununu, XING, etc.)
- Improve candidate experience and measure recruiting effectiveness.

This document sets forth the **Spireworks** proposal to support [CLIENT] with this work.
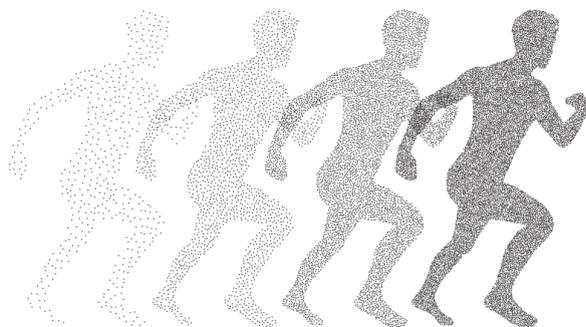
spireworks

We make organizations better.

We believe that organizations should be engaging, diverse and purposeful for employees and customers alike. We are working with many of the world's top brands to make this happen.

Our organic, global network combines experience with leading-edge technology, data, organizational development and culture, in teams that will surprise even the most successful executive with their creativity, ingenuity and innovation.
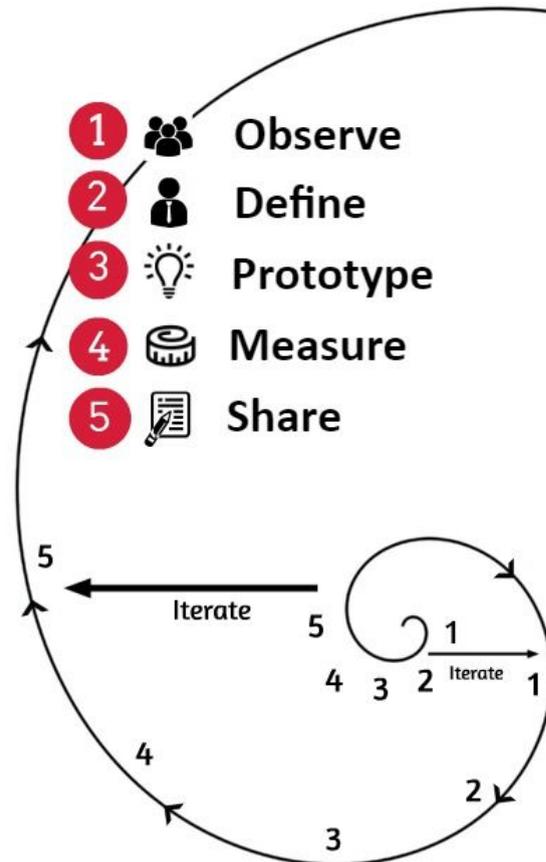
We are Spireworks.

2 Our Work for [CLIENT]

2.1 Methodology

Spireworks straddles the divide between digital technology, people and culture.

We advocate an incremental approach to change, reducing risk, time to market, waste and uncertainty. Traditional, sequential service delivery can often prove brittle in the face of changing priorities, incorrect or outdated assumptions or simply the unexpected. In contrast, our iterative and agile approach, in which we learn by doing, allows us to navigate the unexpected, and to deliver regular incremental output, for constant stakeholder engagement.

We will leverage our iterative methodology, depicted alongside, to incrementally establish and operate an active sourcing function for IT at [CLIENT].

1. Observe
2. Define
3. Prototype
4. Measure
5. Share

2.2 The Spireworks Team

Spireworks is a multi-disciplinary group capable of providing a broad range of solution teams, from those focused on hiring and employee engagement in technology, to those designing digital platforms for future-proofed financial services capabilities. This breadth means that **Spireworks** does not have a specific agenda or off-the-shelf program to promote, ensuring a tailored response to effectively and efficiently address a client's specific needs. A sample of our team is depicted in the box alongside.

Martin Leitner, an experienced IT leader, will drive our engagement for [CLIENT], supported by additional resources as required, including **Alexandra Seidel**, a tech community leader in [LOCATION], **Waltraud Sedounik**, an innovation and leadership expert, **Lisa White**, a digital transformation leader, and relevant technical and talent-related resources.

spireworks
A sample of team profiles.

Martin Leitner
Building tech teams, lean startup & digital marketing

Alexandra Seidel
Software development communities & events

Benedikt Deicke
Software engineering, development & IT operations

Waltraud (Val) Sedounik
Transformation & leadership, cultural innovation & change

Lisa White
Digital transformation, innovation & meaning of work

2.3 Scope

From initial conversations with [CLIENT] project stakeholders, including representatives from HR and IT, as well as a review of open positions advertised by [CLIENT] and competitors in the region, **Spireworks** specifies the following actions and services for delivery as part of this work. While active sourcing services will start right away, the first three sprints of work will mobilise the environment and building blocks necessary for attracting and retaining talent, in iterative, fast-feedback loops.

- **SPRINT 1**

    Active sourcing will start - from digital locations frequented by talent [CLIENT] is seeking - as soon as we prioritize relevant forums, platforms and tools. **Spireworks** will play the role of "Talent Admin", piloting the use of dynamic content marketing for candidate engagement, mining social and community sites for potential candidates, communicating with such candidates and where possible introducing such individuals to [CLIENT]. Initial focus will be on "early adopter" positions (e.g. Lead Engineer) or traditional positions (e.g. Project Manager).

    SPRINT 1

    - Activate sourcing
    - Build tech story
    - Pilot landing page

    3 WEEKS

    In parallel, and working with hiring managers, HR and other [CLIENT] stakeholders, **Spireworks** will develop the employer value proposition: the [CLIENT] tech story, transformation objectives, hiring requirements, team purpose and values. We will then design, build and pilot a candidate landing page, which will serve as the initial rejuvenation of the candidate experience.

    Within this three week sprint, **Spireworks** will deliver to [CLIENT] a functional candidate landing page, a narrative relevant to candidates and hiring managers alike, and a workshop to establish the aforementioned with key project stakeholders. The sprint will be followed by a retrospective to gather and embed learnings. [CLIENT] resources will be required during the retrospective and as part of the initial workshop, which will include a brief analysis of existing culture and environment.

- **SPRINT 2**

While continuing active sourcing and marketing from the first sprint, **Spireworks** will redevelop currently posted IT profiles based on the narrative and conditions established in the previous sprint. We will work with [CLIENT] stakeholders to improve or establish the company's presence, employer brand, tech story and engagement on relevant social media and tech communities, including, as appropriate, LinkedIn, StackOverflow, XING, GitHub, etc.

While [CLIENT]'s digital presence is enhanced, the senior team at **Spireworks** will work with key project stakeholders to reinvent the candidate experience, from initial contact and landing page through interview to hire. Expectations of today's new tech talent will be incorporated, in the form of practical and scenario-driven interview methods, engagement, bi-directionality, and a focus on purpose, empathy and culture as well as technology capabilities. **Spireworks** will adapt to [CLIENT]'s preferred HR application tracking system for the improved candidate experience. Enhancements could include but need not be limited to candidate identification, landing page integration, application, communication, interviewing, surveys, offer speed, benefits and onboarding.

SPRINT 2
👩 - Revamp social
🔗 - Attend events
🤝 - Redesign experience

3-4 WEEKS

In addition, in this sprint we will start to establish a presence for [CLIENT] at relevant local and regional tech communities and events, from simple attendance and networking, over sponsoring to speaking engagements. Initially, this work shall be conducted by the **Spireworks** team, with attendance by [CLIENT] staff depending on availability.

This sprint will last three to four weeks, during which **Spireworks** will deliver improved job profiles for all currently open IT roles, an improved social presence for [CLIENT] IT and a re-imagined candidate experience. Support will be required from [CLIENT] stakeholders in order to understand current constraints and potential limitations of the candidate experience, and to move quickly to update and adapt conditions, wherever possible.

Commitment of [CLIENT] resources for active presence and engagement in relevant communities, in-person or digital, will be required from this point onwards against a plan **Spireworks** and [CLIENT] will jointly develop and agree during this sprint.

As before, this sprint will be followed by a retrospective to gather and apply learnings.

- **SPRINT 3**

    As part of the third sprint, **Spireworks** will develop a comprehensive retention plan for all IT hiring managers, from simple to transformative actions, possibly including onboarding and provisioning, alternative technologies and platforms, email, work space, access to open source tools and team culture (flat hierarchies, servant leadership, autonomous work groups, etc.). **Spireworks** will implement a continuous measurement of new hire engagement.

    Learnings from previous sprints will be applied to this retention plan. Candidate experience, interviewing process and sourcing channel effectiveness will be revisited and adjusted based on measurements and learnings.

    Presence and engagement at local tech events and communities will intensify, with more participation from [CLIENT] resources, including hiring managers and regular IT staff.

    SPRINT 3

    📝 - Plan retention
    📊 - Measure success
    🔘 - Review experience

    3 WEEKS

    Finally, **Spireworks** will work with [CLIENT] HR stakeholders to evaluate the need for a commercial candidate experience platform (e.g. jibe) to replace the landing page, using data and learnings from previous sprints, and we will plan this activity into subsequent sprints, as required.

    This sprint shall be delivered over three weeks, with a one week retrospective.

- **SPRINT 4, 5, 6 ... UP TO 11 SPRINTS**

  Spireworks will assign a talent admin to [CLIENT] for up to 11 sprints (roughly 11 months), who will operate under the supervision and direction of the senior **Spireworks** team and your own HR and IT stakeholders. This coordinator will drive sprints of three weeks duration, leveraging a fourth week for retrospective and learning, in essence delivering value to [CLIENT] at least every four weeks. S/he will handle active sourcing for [CLIENT] IT for the duration of this period, coordinate application tracking, ads, digital presence and event participation, manage ongoing communications, schedule interviews and assist with onboarding candidates.

  Up To 11 SPRINTS
  - Active sourcing
  - Maintenance & comms
  - Learning & improvement

  3 WEEKS

  Iterate
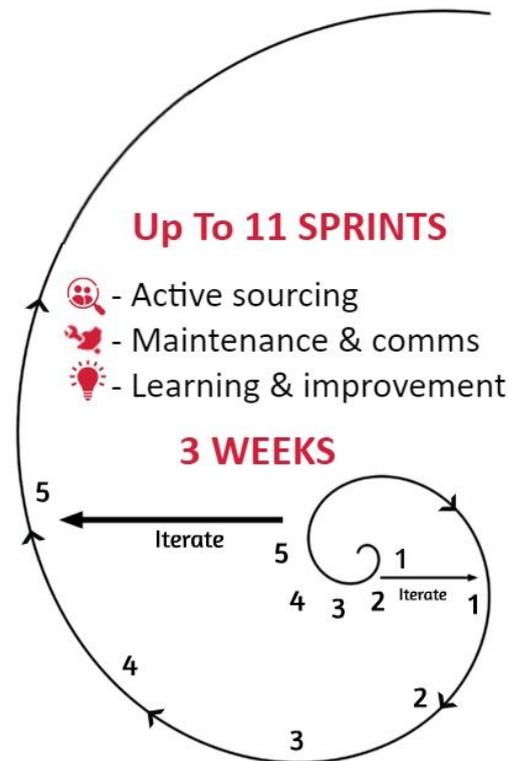
For the entire duration of the engagement and during all sprints, **Spireworks** will update and evolve job profiles and provide technical support for interviewing.

Success of the overall engagement will crucially depend on the active engagement of [CLIENT] hiring managers, interview participants and key HR staff, and the effort hiring managers invest in their digital and in-person presence. Commitment of [CLIENT] resources will also depend upon whether access is granted to **Spireworks** for digital platforms.

Spireworks is planning to support [CLIENT] for the entire duration of 2018. However, six months after service commencement, [CLIENT] is at liberty to request to take over ongoing activities with four weeks notice. We will work with your stakeholders to develop a handover plan and coach your staff during the remaining sprint before handover.

3 Commercials

Spireworks is pleased to make [CLIENT] a modular offer to deliver the requested work. Modules can be selected individually, but if [CLIENT] elects to purchase six sprints or more, we will apply an additional X% discount off listed prices. Our prices exclude fees for licensing or ongoing operation of tools, technologies or platforms leveraged during the work (e.g. application tracking systems, candidate experience platforms, social tools), or fees associated with marketing or promotion of positions or employer brand (e.g. for digital banner ads, kununu, sponsorships).

Our offer excludes applicable taxes and reasonable out-of-pocket expenses, which, if required, shall be agreed in advance. Expenses shall explicitly exclude trans-continental travel, and **Spireworks** operates an economy-only policy.

Our proposal is valid until end March 2018. Our estimate is based on certain assumptions articulated below.

Activities	Description	Modular Pricing
SPRINT 1	3-4 weeks senior mobilisation of active sourcing, tech story & digital presence	**€XXX**
SPRINT 2	4-5 weeks, talent admin, tech lead, interviewing & event attendance	**€XXX**
SPRINT 3	3-4 weeks active sourcing, retention plan & measurement	**€XXX**
Each subsequent SPRINT (up to 11 incl. 1-3)	3-4 weeks delivery with retrospective	**€XXX reducing by Y% each month**

ASSUMPTIONS

- Information sharing can be effected using email and commercial cloud services, and these mechanisms shall be determined and dictated by the project sponsors.
- Key stakeholders shall be identified in advance of our arrival and appropriate time scheduled for the duration of the work.
- Additional resources may be included in the Spireworks team but shall be discussed in advance.
- Expenses, if incurred, will be agreed in advance and charged in addition.
- Estimates were based on a typical distribution of IT positions (e.g. levels, types)
- Other than the HR application tracking system, no specific tools, platforms or technologies shall be mandated by [CLIENT].
- The Spireworks team shall have direct access to [CLIENT] profiles on relevant social and community sites or tools and content requiring update.