



Request for Proposal (RFP) to review and produce guidance to improve recruitment practices with respect to diversity and inclusion in the Policy and Government Relations / Strategic Partnerships teams

1. RFP Background & Objectives

Wellcome is one of the world's leading charitable foundations, politically and financially independent, with an investment portfolio of £29.1 billion. Our investments support our core activities: funding research; campaigns for better science; and public engagement with science and health research. Wellcome works with a wide range of partners around the world, including governments, research funders, non-governmental organisations, charities and commercial organisations, influencing and informing policy to help create the conditions for science to thrive globally and improve human health.

Wellcome has recently launched its new [strategy](#), with a new vision to support science to solve urgent health challenges for all. As Wellcome's work becomes more global with an increasing focus on low- and middle-income countries, we need relevant experience and diverse perspectives to ensure our work is credible and can support Wellcome to achieve its objectives and deliver real impact for individuals and communities.

In light of the new strategy and our increasingly global focus, Wellcome's **Policy team and Government Relations / Strategic Partnerships (GRSP) team** have been reflecting on where we can improve our work by applying diversity, equity and inclusion principles. We have identified four key thematic areas where improvements could be made:

Area	We would like to...
1. Recruitment and representation	Broaden the visibility of our work and opportunities within our teams, and adapt recruitment processes to help attract and recruit diverse talent
2. Learning and development	Improve the diversity of professional experience and understanding of D&I among existing staff, including through enhanced training and secondment opportunities
3. Internal team culture and processes	Develop and embed D&I norms into our internal ways of working to set ground rules for how we work and interact as a team
4. External team practices, such as partnerships and events	Embed diverse perspectives, equitable practices, and anti-racist principles into our externally-facing activities (e.g. events, commissioned work, partnership development)

This RFP pertains to the first workstream (recruitment & representation) and more detail is provided overleaf).



Recruitment at Wellcome

Wellcome has an in-house Talent Acquisition team who support all recruitment policies and campaigns across the organisation. Wellcome has a variety of teams and professions ranging from finance, legal, communications, funding, and more. All roles have unique requirements and teams approach their recruitment in slightly different ways: with a variety of questions, tasks and methods for advertising. However, all teams must operate within our broader corporate parameters and align with the institutional processes set by the Talent Acquisition team. Further information about recruitment is available [on our website](#).

2. RFP Specification

This section sets out the specification of goods for this RFP exercise. Suppliers should use this section to fully understand requirements and to inform their response.

This RFP relates to the first area listed above – recruitment and representation. We are looking to better understand where current recruitment practices in the Policy and GRSP teams could be improved to be more inclusive and attract more diverse candidates. Through this work we would like to:

- 1. Review job descriptions:** We'd like you to review job descriptions in Policy and GRSP to suggest improvements to make them more inclusive and accessible.¹ Given no degree is required, are the core skills required for the job clear enough? Is there anything we could learn from similar job descriptions in other organisations? Is our commitment to diversity and inclusion, internally and externally, clear? Is the language gender-neutral, anti-racist and anti-ableist?

We will share full job descriptions with the successful supplier, however, for reference, typical job titles in the teams include:

- Policy Officer / Adviser / Lead
- Government Relations Officer / Adviser / Lead
- Strategic Partnerships Officer / Adviser / Lead
- Head of Policy / Government Relations / Strategic Partnerships

- 2. Guidance on recruitment panels:** Although we can commit to equal gender representation on panels, unfortunately we are not always able to have a racially diverse panel due to the current underrepresentation of BAME² staff at Wellcome. One of our [key D&I goals](#) is to have a more diverse staff population, however in the meantime, we want to make sure that we have the right tools, training and processes to eliminate unconscious

¹ Wellcome has recently undertaken a salary benchmarking exercise, so we will not be reviewing salaries as part of this assessment.

² We are using the term Black, Asian and Minority Ethnic (BAME)² as this reflects how we collect and aggregate our data, which is based on UK census categories – but we acknowledge the limitations of this term and expect our approach will continue to evolve.



bias. As such, we'd like you to produce practical recommendations for running interviews in an inclusive, anti-racist and anti-ableist way.

- Our recruitment process in the Policy and GRSP teams typically consists of an application followed by a first or second interview including a task or presentation. Do our interview questions and tasks reflect the role and requirements? How can we make sure tasks are assigned consistently and inclusively? Do our interview questions reflect the role and requirements? (Typical interview questions and tasks will be shared with supplier).
- We can receive over a hundred applications for a single vacancy. How should we approach longlisting and shortlisting in an inclusive, unbiased way?
- Interview panels usually consist of three people, but candidates may meet or present to other members of the team after the interview.

3. Guidance on career outreach: Our vision is for a team that is more representative of the wider population, everyone can be themselves, and we benefit from diverse thinking and experiences. As such, we would like you to review where and how Wellcome currently advertises new Policy and GRSP vacancies and advise on how we can reach more diverse candidates for these professions.³

- What are the best websites for policy, partnerships and government relations vacancies and career development? What is the process for uploading a vacancy?
- How can we be open and accessible to prospective applicants? Do we need an FAQ document or a video featuring existing members of staff?
- How to make it clear that we work on global health policies, not internal or employment policies, which can be a cause for confusion.

The supplier will be expected to provide this specific guidance on the careers and recruitment activities in Policy and GRSP while aligning and adhering to Wellcome's institutional policies and approach to recruitment. The supplier will be briefed on this and will have access to the necessary staff and policy documents.

Deliverables by end of September 2021

- Short paper summarising:
 1. Recommendations for improving Policy/GRSP job descriptions
 2. Recommendations for trainings and tools to reduce bias in recruitment panels and run tasks effectively and inclusively
 3. Recommendations for reaching more diverse candidates through our advertisement.
- Virtual meeting with the Policy/GRSP D&I working group to present the paper.

The ballpark budget for this work is approximately £50,000.

³ Wellcome is currently only able to employ individuals with a right to work in the UK.



3. RFP Timetable

#	Activity	Responsibility	Date (2021)
1	RFP issue to Suppliers	WT	14 July 21
2	Submission of expression of interest to RFP	Supplier	Any time up to 28 July 21
3	Send any questions to Wellcome contact	Supplier	Any time up to 28 July 21
4	Submission of RFP Response	Supplier	12:00 on 4 August 21
5	RFP Evaluation Period	WT	4-6 August 21
6	Supplier interviews	Supplier	11-13 August 21
7	Notification of Contract Award	WT	16 August 21
8	Contract Negotiation	WT & Supplier	16-18 August 21
9	Contract Start Date	WT & Supplier	19 August 21
10	Final recommendations delivered	Supplier	By 29 October 21

4. Response Format

The following headers support the timetable by providing further detail of the key steps.

Expression of Interest and Supplier Q&A

Suppliers are asked to submit a short expression of interest by e-mail to the Wellcome Contact in accordance with the RFP timetable. This gives us a sense of how many applications we can expect. If we have a lot of expressions of interest, initial shortlisting could take place at this stage and we will let you know if you won't be required to write a full proposal.

At this stage, Suppliers are provided the opportunity to submit any questions they have about the exercise. All questions are to be submitted to the Wellcome Contact by e-mail in accordance with the RFP timetable.

RFP Proposal

If you are interested in being considered for this contract, please submit a short proposal (maximum 2 pages or 10 slides) addressing the following:

- How you would approach this piece of work and your methodology.
- Why you are best placed to fulfil requirements of RFP (including examples of relevant experience).
- A proposed delivery plan which will enable you to meet the deliverables outlined above by the end of September. This should include details of how and when you will update Wellcome on progress, and any risks associated with the timelines set out.
- Budget of the proposed activities costed against the requested deliverables, costed in £GBP.

Proposals will be assessed against the following criteria:



Methodology	<i>Coverage:</i> how many of the desired focus areas (as outlined in the specification) will the proposed methodology address? <i>Quality:</i> Is the proposed methodology aligned with our objectives? <i>Utility:</i> Will the proposed methodology deliver the desired, credible and useful results?
Team & Experience	<i>Skills and Experience:</i> Does the applicant have the relevant skills, experience and contextual understanding to deliver this work?
Delivery & Outputs	<i>Communication:</i> Is there a good plan for communication with Wellcome? <i>Delivery plan:</i> Is the proposed delivery plan appropriate and achievable? <i>Feasibility:</i> How feasible is the delivery plan? Are there significant risks associated with the proposed timelines, and how well are they mitigated?
Budget (approx. £50,000)	<i>Value for Money:</i> Is the proposed work within budget and good value for money?

Suppliers are required to submit proposals which also respond to the following sections;

Contract Feedback

This section allows Suppliers to provide specific feedback to the contractual agreement which will be used should their proposal be successful. Contract feedback is to be incorporated into your proposal as an annex and in the following format;

Clause #	Issue	Proposed Solution/Comment

Suppliers submitting proposals as a registered company should review this [document](#). Individuals submitting proposals as a sole trader (not registered) should review this [document](#). Individuals submitting proposals through their own personal services company please highlight this to the Wellcome contact immediately (see point 8 below).

Information Governance

Suppliers are asked to complete the [TPSRA2](#) assessment before the RFP submission deadline for Wellcome to assess how you handle data.

5. About Wellcome

Wellcome supports science to solve the urgent health challenges facing everyone. We support discovery research into life, health and wellbeing, and we're taking on three worldwide health challenges: mental health, global heating and infectious diseases. Find out more about Wellcome and our work at: wellcome.org.

1. Non-Disclosure and Confidentiality



Prospective Suppliers should be aware that inappropriate publicity could have a serious effect upon Wellcome's business. The information contained within this document or subsequently made available to prospective suppliers is deemed confidential and must not be disclosed without the prior written consent of Wellcome unless required by law.

6. Prospective Suppliers Personnel - IR35 and Off Payroll Working Rules

Before the RFP response deadline, Prospective Suppliers must make the Wellcome Contact aware if they are intending to submit a proposal where the services will be provided by any individuals who are engaged by the Prospective Supplier via an intermediary i.e.

- Where the Prospective Supplier is an individual contracting through their own personal services company; or
- The Prospective Supplier is providing individuals engaged through intermediaries, for the purposes of the IR35 off-payroll working rules.

7. Independent Proposal

By submission of a proposal, prospective Suppliers warrant that the prices in the proposal have been arrived at independently, without consultation, communication, agreement or understanding for the purpose of restricting competition, as to any matter relating to such prices, with any other potential supplier or with any competitor.

8. Funding

For the avoidance of doubt, the output of this RFP exercise will be funded as a **Contract** and not as a Grant.

9. Costs Incurred by Prospective Suppliers

It should be noted that this document relates to a Request for Proposal only and not a firm commitment from Wellcome to enter into a contractual agreement. In addition, Wellcome will not be held responsible for any costs associated with the production of a response to this Request for Proposal.

10. Sustainability

Wellcome is committed to procuring sustainable, ethical and responsibly sourced materials, goods and services. This means Wellcome seeks to purchase goods and services that minimise negative and enhance positive impacts on the environment and society locally, regionally and globally. To ensure Wellcome's business is conducted ethically and sustainably, we expect our suppliers, and their supply chains, to adhere to these principles in a responsible manner.

11. Disability Confident



The Wellcome Trust is proud to be a Disability Confident Employer (DC Level 2) and we encourage all our partners and suppliers to do the same. More information about this can be found on the government website [Disability Confident employer scheme and guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/disability-confident-employer-scheme). Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

12. Accessibility

Wellcome is committed to ensuring that our RFP exercises are accessible to everyone. If you have a disability or a chronic health condition, we can offer adjustments to the response format e.g. submitting your response in an alternate format. For support during the RFP exercise, contact the Wellcome Contact.

If, within the proposed outputs of this RFP exercise, specific adjustments are required by you or your team which incur additional cost then outline them clearly within your commercial response. Wellcome is committed to evaluating all proposals fairly and will ensure any proposed adjustment costs sit outside the commercial evaluation.

13. Diversity & Inclusion

Embracing [diversity and inclusion](#) is fundamental to delivering our mission to improve health, and we are committed to cultivating a fair and healthy environment for the people who work here and those we work with. As we learn more about barriers that disadvantage certain groups from progressing in our workplace, we will remove them.

Wellcome takes diversity and inclusion seriously, and we want to partner with suppliers who share our commitment. We may ask you questions related to D&I as part of our RFP processes.

14. Wellcome Contact Details

The single point of contact within this RFP exercise for all communications is as indicated below;

Name: Rachael Hore
Role: Global Policy and Advocacy Officer
Email: r.hore@wellcome.org