# APPENDIX A: Tender #1: Skills 1+4 (Pre-recruitment)

This document is one of four appendices to the main document concerning the procurement of the skills, each with a distinct focus and content. Please read the main document for the general requirements regarding this tender.

## Topics

In this tender, skill 1 and skill 4 from the pre-recruitment phase, are addressed:

Skill 1 with the topic: Know if you should hire or do something else

Skill 4 with the topic: Make the role plan and specs

| Phase: Pre-recruitment | | | | Phase: Recruitment | | Phase: Retention | | |
|---|---|---|---|---|---|---|---|---|
| **SKILL 1** Know if you should hire or do something else | **SKILL 2** Understanding the legal stuff (hiring by the book) | **SKILL 3** Understanding the costs of hiring and financial modelling | **SKILL 4** Make the role plan and specs | **SKILL 5** Getting the word out | **SKILL 6** Interviewing, considering and making a deal | **SKILL 7** Being a good leader: Onboarding and good routines | **SKILL 8** Retention | **SKILL 9** Handling things going wrong |
| Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools | Preparation package • Crash course • Podcast • Homework/tools |
| Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) | Workshop (+ optional post-workshop follow-ups) |

## THE TASK

Erhvervshus Sjælland is seeking a collaboration partner capable of designing and delivering a workshop and support for the preparation package for the skills 1 + 4.

Each skill in this tender must have its own workshop. The workshop must introduce relevant tools, methods or frameworks that can support the entrepreneurs in practice. The workshop must be competence-oriented and enable the participants to improve their competences to master these skills.

### Skill 1: Know if you should hire or do something else

The workshop, including preparation/homework/tools, must provide entrepreneurs with an overview of and increased understanding of the strategic evaluations to be made *before* a startup knows that it is ready to start a recruitment process and hire a new employee. This skill is the first out of 4, which introduces and teaches the startup strategic aspects that can help prepare the startup for the recruitment process or realization if a new employee is the right next step.

In skill 1, the focus is to make the startup aware of its own needs and how or if a new employee can fulfill this need. Alongside this, the startup should be introduced to different hiring opportunities or alternatives to hiring.

To address this skill, the following sub-skills must be covered:

- What drives the hiring need?
- Capacity or competence gap?
- Which hiring models exist?
- What alternatives to hiring exist?
- What is the hiring focus?
- Which work model (hybrid/physical) is appropriate?
- Is the organization ready?
- Is my leadership readiness ensured?
- Why a Scandinavian perspective? Benefits of recruiting from all of Scandinavia

Not all sub-skills have to appear in the workshop, nor does each sub-skill need to be weighed equally. Sub-skills can also be addressed in the preparation package elements. The supplier must describe a proposed division in the quote.

**Skill 4: Make the role plan and specs**

The workshop, including preparation/homework/tools, must provide entrepreneurs with an overview of and increased understanding of strategic choices regarding defining the right candidate profile *before* starting the actual recruitment process. This skill is the last out of the four pre-recruitment skills and is thus key to ensuring that the startup has the knowledge needed to move on to execute the actual recruitment process (skill 5 and 6).

In skill 4, the founder should be at a point where they are capable of assessing their strategic business needs, have identified that hiring is the appropriate way to meet these needs, and understand the legal and financial implications of doing so. Thus, the focus in skill 4 is to teach the founder how to define the right role for a new employee.

To address this skill, the following sub-skills must be covered:

- How do I define the role?

- What responsibilities?

- What type of employment?

- What responsibilities do I want this person to take?

- What kind of background/competence should they have?

- Do I want them to stay short or long-term?

- What salary range?

- Should I choose senior or not?

- Hybrid office or not?

- How do I align the role with our strategic goals?

- What kind of personality?

- Strategic benefits of cross-border hires

Not all sub-skills have to appear in the workshop, nor does each sub-skill need to be weighed equally. Sub-skills can also be addressed in the preparation package elements. The supplier must describe a proposed division in the quote.

If sub-skills from one skill are assessed better suited in the other skill, the supplier is free to suggest moving sub-skills between the skills, however this should be explicitly argued in the quote.

**Target group**

Additional to the target group description in the main document, the target group for this tender is startups, who have little or no experience with recruitment of new employees. It can also be startups, who have tried hiring before with negative and expensive outcomes, and therefore need to understand their own needs before trying to hire again.

**Specific requirements**

The supplier must:

- Have competence relevant for the content in skill 1 and 4, including a general strategic consideration
- Have a strong understanding of the startup ecosystem and the associated challenges of making your first hire
- Have experience selecting tools and frameworks to support introspective learning and self-development; as well as concrete tools and frameworks for understanding more technical alternatives
- Have experience or knowledge in cross-border recruitment with understanding of how this impacts the creation of a role/job description.