

## APPENDIX B: Tender #2: Skills 2+3 (Legal & Financial Aspects)

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 2 and skill 3 from the pre-recruitment phase, are addressed:

Skill 2 with the topic: Understanding the legal stuff (hiring by the book)

Skill 3 with the topic: Understanding the costs of hiring and financial modelling

Phase: Pre-recruitment				Phase: Recruitment		Phase: Retention		
SKILL 1	SKILL 2	SKILL 3	SKILL 4	SKILL 5	SKILL 6	SKILL 7	SKILL 8	SKILL 9
Know if you should hire or do something else	Understanding the legal stuff (hiring by the book)	Understanding the costs of hiring and financial modelling	Make the role plan and specs	Getting the word out	Interviewing, considering and making a deal	Being a good leader: Onboarding and good routines	Retention	Handling things going wrong
Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)	Preparation package <ul style="list-style-type: none"> <li>Crash course</li> <li>Podcast</li> <li>Homework/tools</li> </ul> Workshop (+ optional post-workshop follow-ups)

### THE TASK

Erhvervshus Sjælland is seeking a collaboration partner capable of delivering a workshop and support for the preparation package for the skills 2 + 3.

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 2: Understanding the legal stuff (hiring by the book)

The workshop, including preparation/homework/tools, must provide entrepreneurs with an overview and increased understanding of the legal aspects connected to becoming an employer *before* a startup is ready to start a recruitment process and hire a new employee.

This skill is the second 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 2, the aim is to ensure the founders are comfortable with and have an overview of the legal aspects (risks and obligations) connected with hiring a new employee. The founder should, after completing this skill, be able to make a more informed decision as to whether hiring is the right choice to meet the strategic needs of the business, what type of hire is desirable (and the implications for the company) and know how to proceed with the legal steps.

To address this skill, the following sub-skills must be covered and gained understanding with respect to:

- What kinds of employment or role types exist (part-time, full-time, project, permanent...)
- What legal obligations are there, and how do they differ by type and perhaps country?
- What are the key steps to follow and red flags to be aware of when considering terminating an employment contract?
- What are the key terms to include in an employment contract and, importantly, where they can find good support on this (across Denmark, Sweden and Norway)?
- What are the key cross-border elements to consider: work and stay permits, tax cards? What is the employer's obligation and what are the implications [cost and time]?
- What are the legal and tax implications for the company of a fully remote employee working abroad? How does this differ between Denmark, Sweden and Norway?

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 3: Understanding the costs of hiring and financial modelling**

The workshop, including preparation/homework/tools, must provide entrepreneurs with an overview of and increased understanding of the financial aspects connected to hiring a new employee *before* starting the actual recruitment process. This skill is the third out of the four pre-recruitment skills, 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 3, the focus is on the financials. The startup should after completing this skill have a clear understanding of their own budget and the costs associated with a new employee. The startup should be able to make a more informed decision as to whether hiring a new employee is financially viable and the consequences of that hire for the company's finances.

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

- What does it cost to hire someone?
- What are the different costs (including hidden ones)?
- How do I check if my business is financially ready?

- What salary range can I expect for the role?
- What rewards exist to use alongside payment to hire?
- Different costs of hybrid workers from abroad? Tax differences? Home office fees?

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.

### **Target group**

Additional to the target group description in the main document, the target group for this tender is startups, who have little or none experience with recruitment of new employers. It can also be startups, who have tried hiring before with negative and expensive outcome, and therefore need to understand the financial or legal aspects before trying to hire again.

### **Specific requirements**

The supplier must:

- Be an all-rounder firm with general legal and financial expertise (particularly cross-border/international)
- Have expertise in the legal aspects of hiring, preferably with experience advising or working with startups looking to recruit cross-border
- Have expertise in budgeting and projections associated with hiring and recruitment
- Have an overview of the different associated costs of hiring across the three relevant jurisdictions: Denmark, Sweden and Norway