



# QX Recruitment Services

Delivering high quality  
recruitment services to the

*Healthcare Sector*



*We have been recruiting healthcare professionals for over seven years and in that time have recruited thousands of personnel, formatted countless CVs, cleansed numerous databases and helped our clients time and time again to mitigate the pressure on their margins.*

*We know the healthcare recruitment sector has faced huge challenges recently with new systems and working methods introducing downward pressure on margins coupled with an increased requirement for speed and competitive activity. We also understand the decisions facing them.*

*Cutting costs doesn't mean cutting service – it is all about a transformation in the way you operate. You maintain your expert staff to do what they are best at and we look after the background work; the sifting through old CVs, the checking of contact details, the reference chasing – the jobs that divert the attention of your recruitment teams. QX Recruitment Services help you to operate in a quicker, leaner and more efficient way so you can maximize the available profits.*

## About QX

*QX Recruitment Services is an experienced provider of recruitment and associated support services into the UK recruitment sector. We operate across many industries but are firmly established within the healthcare sector. We've placed thousands of candidates through our client agencies using dedicated teams to provide client confidentiality, excellent working relations and a tailored service which matches requirements. We've also provided them with payroll and accountancy services, undertaken their compliance work and been their out-of-hours team so they can offer a 24-hour service.*

QX Ltd, a North Yorkshire based private limited company established in 2003, specialises in providing outsourcing services to a range of private and public companies in the UK. QX's Indian subsidiary is known as "QX KPO Services Private Limited".

QX was established in 2003 by Chris Robinson, an ICAEW- qualified Chartered Accountant and a founding member of the team to take over JCJ (now HCL Doctors), a specialist locum recruitment agency, which he grew from a turnover of £1 million to £30 million within 3 years. Chris currently is Executive Chairman at QX and responsible for defining the overall QX business strategy and actively develops relationship management.

We've been in operation for 10 years and are now established as a leading provider of outsourced recruitment process services, payroll, finance and accountancy for businesses across the UK. We have over 300 staff members serving UK clients from our delivery centres in India.

Used by over a 100 firms and businesses of all sizes (from sole practitioners to Top-250 firms) and UK staffing operations, we provide an efficient solution to ambitious businesses looking to achieve greater profitability by managing costs.

As an ISO/IEC 27001:2005 certified organization, QX is compliant with the UK Data Protection Act and has appropriate safety controls to protect information and intellectual property. A member of the ICAEW and NASSCOM, QX is a BSI audited, ISO 9001:2008 recognized company.



## What we offer

*We work hard to enable our clients to maximize their own profitability, retain business and engender their own competitive advantage.*

From our years of experience, our recruitment teams have in-depth understanding of the requirements of the doctors, nurses and allied health professionals within the healthcare sector and also of where to go to find them. We are able to deliver innovative, high value and often bespoke services to our clients to meet their recruitment, resourcing and compliance needs.

We operate on a dedicated service model, not shared service as we have proved that this delivers better results for our clients. With a team working directly for you we are able to build clear understanding of how you work, your own client base and are thus better placed to meet yours and your clients' requirements.

We provide a full menu of services providing end-to-end recruitment outsourcing with clients able to pick and choose the elements which will add the most value to their own offering:

### **Candidate generation:**

- CV searching
- Headhunting/executive search
- Job posting
- Advert creation
- Social media recruitment

### **Preparing candidates:**

- CV formatting
- Compliance and background checks/screening
- Reference chasing/checks
- Interviewing and scheduling
- Personality testing

### **Managing the process:**

- Database cleansing/re-generation
- Out of hours cover
- Timesheet processing
- Payroll
- Finance and accounts
- Data administration services

*We will not try to impress you with the number of job boards we subscribe to, what we will do is take a brief from you and meet your needs within an agreed timescale.*

## Qualified staff

*QX Recruitment Services team members are experienced recruiters.*

New team members are required to have recruitment experience and are then fully trained using our own internal staff training academy. Here we conduct communication programs for all employees. These training programmes include but aren't limited to process training, English language and accent neutralisation classes, cultural acclimatisation and soft skill training. Specific task training is also undertaken.

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## Security systems/data protection/infrastructure

*Client confidentiality is paramount; each team is located within a separate office with entry-card access. Crossing data is forbidden.*

We know everything relies on quality infrastructure. To that end, we use a highly secure FTP server and a rapid internet connection for the transfer and exchange of all data. To ensure continuous operational delivery we back-up data every day on remote servers.

For a next-room telephony experience we use an IPLC (dedicated point-to-point connectivity) communications system to speak with our clients. This not only provides an excellent communication medium, it occurs at UK local rates. Also, virtual communication in the form of face-to-face meetings is possible through a video conference facility.

Our service includes:

**In house managed e-mail server, i.e not hosted** – An industry standard DELL server with 64 bit Windows 2008 server, physically and logically secured in company premises.

**Physical protection** – Security process include physical security manned entry points, biometric attendance systems and clear desk policies. All operations areas are protected by a magnetic door locking mechanism with access only to department members. CCTV surveillance is also implemented at all entry points and key operational areas.

**Logical protection** – Anti Virus/Malware software (McAfee Enterprise edition) protects the server from Virus/Malware. All incoming and outgoing data in our IT infrastructure is controlled by sophisticated Firewall (Fortigate 100A). All methods of data transfers to external sources are controlled. Removable storage devices like pen drives, smart phones, etc. are blocked on workstations. Access to Internet sites (email, ftp, online storage etc) is restricted and only provided when required by use of industry class firewall device. All client data is controlled by an Access based enumeration system which defines levels of access to data. In simple words, a computer user can see and access data only if allowed. Since inception QX Ltd has not had any security breaches. The transfer of important data is in encrypted form.

**E-mail spam/virus scanning** – All incoming and outgoing e-mails are scanned through a cloud based anti-spam solution (Symantec cloud Anti-spam/anti-virus).

Across all processes we have incorporated systems of control which ensure that we consistently achieve high standards of quality and efficiency. We've virtualised nearly 100% of the computing environment across our data centres.

### Global Connectivity

- 19 Mb Internet Leased Line with 5Mbps backup
- 2x2 MB International Private Leased Circuits (IPLC) via different trans-world routing



## Quality supplier

QX Ltd's Indian subsidiary QX KPO Services Private Limited, holds both ISO 27001 Information Security Management System and an ISO 9001 Quality Management System certification, is compliant with the UK Data Protection Act and has appropriate safety controls to protect information and intellectual property.

It holds the following awards:

GESIA: Best KPO/BPO Centre: Rising Star, 2009

GESIA: Best KPO/BPO Centre, 2010

GESIA: Best KPO/BPO Centre, 2011 - Silver

GESIA: Best KPO/BPO Centre, 2013

IAOP: 2013 Global Outsourcing 100 sub-list, Rising Star

### IOAP

QX received 'Rising Star' recognition in IAOP's 2013 Global Outsourcing 100® sub-list IAOP® (International Association of Outsourcing Professionals) is the global, standard-setting organisation and advocate for the outsourcing profession. With a global community of more than 120,000 members and affiliates worldwide, IAOP is the leading professional association for organisations and individuals involved in transforming the world of business through outsourcing, off shoring and shared services.

### GESIA

is a not-for-profit, industry-led trade body that offers an independent endorsement to the quality and professionalism of an organisation's work. These annual awards, the only ones of their kind at the State level, recognize "Excellence" on the basis of quantitative as well as qualitative criteria and set a benchmark in the outsourcing industry.

## Delivering savings

*We deliver savings for you, no matter what work we are undertaking for you and we offer a range of charging mechanisms to suit your requirements.*

**Recruiter employment** – our maximum charge for a highly experienced recruiter is around 50% of the UK rate and are fully inclusive of staff salary, hr, welfare and infrastructure cost.

**Recruiter employment plus results based** – keeping day-to-day costs low with a results-based top-up.

**Charge per person per day** – with options of 5, 10, 15 and 20 days; purchased days can be used at any time within a 12-month duration and are ideal for fulfilling specific recruitment tasks or for covering annual leave.

**Project fees** – ideal for database cleansing or headhunting research activities or any projects which can be quantified, measured and invoiced against.

*Whatever service delivery mechanism you choose, you will have allocated personnel working entirely for you, building up knowledge and understanding and delivering excellence.*

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## Why QX?

**Dedicated teams** – trained to deliver results through your process. We hold a 97% staff retention rate.

**Flexible business model** – select either a complete RPO package or simply opt into the services that will make a difference to your business.

**Independent phone lease line (IPLC)** – ensures quality and desk to desk telephony with calls charged as local rates (UK).

**Experience** – UK recruitment sector experience, engineering, oil and gas sector experience and outsourced recruitment operational expertise.

**Audited to ISO and ICAEW standards** – quality and excellence guaranteed.

**Documented cost savings of up to 50%** – increase your profit margins or slice costs from your bottom line.

**Data protection** – we are fully compliant with UK Data protection legislation.



## Benefits with QX Recruitment Services

- We offer a dedicated resource model and not a shared service (ie, where one staff works for multiple clients which affects the quality of services delivered).
- Flexible hours to meet business needs and prompt turnaround.
- Guaranteed delivery times.
- Additional hours of working – office hours are 8.00am to 5.30pm UK time – included within standard charge.
- Out of office provision – we can contact candidates at times convenient to them.
- We can take care of the core and non-core functions of the recruitment agency business so you can add value to your clients.

*We are confident we can deliver return on investment to you so you can deliver an enhanced service to your clients.*

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## Testimonial

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*QX Recruitment Services had been successfully supplying a range of support services to another division in our group of companies for some time so we approached them to see what help they could provide for us. A trip to their offices opened our eyes to the extent of their capabilities and how they would be able to assist us.*

*They have genuine healthcare sector knowledge which made a real difference in understanding our requirements and the speed with which they could implement a service for us. After in depth discussions, they now work alongside our existing recruitment and compliance teams, across the UK, providing compliance support work, database cleansing, job posting, online & mobile application screening, pre-interview calls with our healthcare workers and are managing a uniform invoicing service; key services which enable our recruitment and compliance teams to focus on what they need to without distractions.*

*We are delighted with the transformation they have delivered to the way we operate – I definitely recommend them.*

**(Sara James, Operations Director, Thornbury Nursing Services)**

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# Case Study

## **Client business profile:**

A small locum agency was taken over by our client. This agency has traditionally only provided locums to the local hospitals in the county in which it was based. However, after the takeover, our client put a business plan together to develop the agency to ultimately become one of the top 3 locum agencies nationwide.

## **Business situation**

While the growth of the company was the priority and the scope of expansion was huge, the company was looking for avenues to expand the service offerings but without an associated increase in overheads.

They identified particular services which they needed to rapidly expand/address:

- Filling short duration shifts
- Optimum utilization of available candidate database
- Optimum utilization of available resources
- Database maintenance

The client was well supplied with staff to manage the foreseeable volume of business, however, considering their long term vision they wanted to have a robust platform which offered them flexibility not only in terms of managing their infrastructure costs, but also a flexible resource solution to manage the volume of activity during busy and lean months.

## **Solution**

QX Recruitment Services proposed a precise solution to deal with the client's challenge of expansion while minimizing overhead investment:

We proposed the establishment of a team of recruiters of between 5 to 10 strong and based in our Ahmedabad office. These recruiters would be trained by the client and work directly with the recruiters based in the UK. This would be a flexible resource which could be scaled up as the volume of business grew. This provided a cost saving of between 40-60% against basing the team in the UK.

The recruiters in the UK would focus on filling long term jobs; the team in India would focus on filling short term jobs. Short term jobs are, by their nature, labour-intensive requiring an immediate burst of activity and response but generate smaller revenue. This enabled higher revenue to be generated by the core UK team.

We recommended that the team in India also took over the management of the non-core yet critical back-office functions such as job inputting onto their job system, CV formatting, undertaking compliance, reference chasing and so on. This enabled the higher cost resource to focus on revenue generation without the interruption of undertaking non-core activities.

## Process

- Bespoke recruitment was undertaken for the team of recruiters in India
- Separate office space was allocated to the team for reasons of confidentiality and data security
- The client's staff visited the QX offices and provided training to their Indian recruitment team to enable them to start working on the vacancies as per their in-house procedures
- The recruiters started working as per the training and their alignment with recruiters in the UK helped to make it a smooth transition
- Each recruiter was given KPIs in terms of activity and revenue to enable ongoing review of the daily, weekly and monthly performance
- Management reviews, feedback and development were undertaken on a daily basis to begin with but dropped to weekly meetings as the team established itself.
- As the value of the Indian team was quickly demonstrated, additional tasks were outsourced to them including:
  - Checking emails on central email and forwarding to relevant team members
  - Chasing references for the agency workers
  - Posting jobs as they were received onto their central database
  - Out Of Hours (OOH) services
- As our client grew, so did the number of recruiters and other personnel in their Indian team and this necessitated the recruitment of key team members to enable the ongoing professional service delivery:
  - Training Manager
  - Quality Control, Contracts and OOH Manager
  - Compliance Team
  - Ongoing training to staff and managers is undertaken

## Outcome

Over a period of time QX provided the client with various services across the majority of departments and delivered quality services and drove efficiencies. From an initial team of 6, the team increased to 40 across a range of functions, as the volume of business increased.

Examples of the expansion of service offerings include:

- CV formatting and processing
- Searching candidates using internal database
- Bank building; i.e. contacting agency workers to check if they are interested in doing locum jobs
- Chasing references for the agency workers
- Compliance
- Full agency worker payroll service

The team in India was not only able to fulfill the elements of work they were contracted to perform, there was added value in that the client was able to exceed their customers' expectations because of the quick turnaround time and the ability to fulfill the requirements of the respective hospital/trusts.

Over a 9 year period, QX Recruitment Services has delivered average savings across the board of 44% against UK employed equivalents and also provided an average monthly revenue stream of over £84,000.

## Lessons Learnt

**Discuss the job specification (for resourcers/recruiters) with the client in detail regarding their skill-set and capabilities and then conduct the recruitment drive accordingly** – The initial candidates were proposed prior to any training being delivered by the client and it rapidly became apparent that skills would be required which we had not factored in. This was addressed for all future recruitment.

**Set expectations with regards to the deliverables; i.e. KPIs (flexible to be evaluated bi-weekly) with effect from week one** – From experience, we know that KPIs are essential to enable us to demonstrate delivery and return on investment from early in the relationship.

**Have the client provide sector specific training onsite together with their processes** – There is nothing which compares with onsite training by the client; not only does it ensure full understanding, it also engenders much better working relationships. Training began with the first group of recruiters and was established to such a degree that a Training Manager was employed onsite.

**Ensure effective communication/governance plans are in place** – When new processes were introduced by our client, the team in India was trained accordingly. However, we identified that there were initial lapses in the process which raised the question “are both the teams communicating effectively?”. Hence, we factored in a stringent governance mechanism which includes weekly reviews between the point of contacts at both ends plus daily morning meetings and D-briefs which proved effective in solving the problems.

**Consider the make-up of two teams in different countries and ensure they work seamlessly together** – There were concerns that the extended team would operate independent of the UK one. There was an obvious requirement to create bonding and transparency between the teams and a staff exchange programme was identified as the right platform to address this. This was linked to KPIs which were set at both offices and best performers were given the chance to operate out of the other location. This increased the motivation levels of staff, improved the overall team morale and resulted in increased productivity.

Additionally, company achievements were shared with the team via phone, emails and newsletters which boosted the confidence of the team in India and made them feel part of the client’s company.

**Keep the teams motivated for excellent results** – Money is the prime motivator for any individuals who are involved in sales, compliance activity etc. To this end, a bonus scheme was implemented from the start to deliver effective results. Bonus plans were designed in such a way that the staff were motivated to report to work over the weekends to over achieve the targets and take home the bonus.



For more information:

Talk to Chris Harrison on:

**0870 803 1033** email

**[chris.harrison@qx ltd.com](mailto:chris.harrison@qx ltd.com)**

or visit him at:

Castle Chambers,  
Off Mill Bridge,  
Skipton,  
BD23 1NJ

[www.qx ltd.com](http://www.qx ltd.com)