



# *Recruitment procedure*

Version 1.2

September 2019

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## Variation

This document replaces the previous *recruitment policy* and *version 1.1*.

The following areas have been updated in this version:

- ... the wording regarding interview travel expenses ie we will only pay them in exceptional circumstances.

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## CONTENTS

RECRUITMENT PROCEDURE .....	2
Attracting the right staff .....	2
Recruitment aims for managers .....	2
Procedure – permanent staff.....	2
Creation of new permanent posts .....	3
The permanent recruitment process .....	3
Role profiles.....	3
External advertisements.....	4
Internal promotions and transfers.....	4
Recruitment media.....	4
Recruitment agencies .....	4
Staff introduction fee .....	4
Equality, diversity & inclusion.....	4
Shortlisting .....	5
Arranging interviews .....	5
Preparing for the interview .....	5
The interview .....	5
After the interview .....	5
Internal candidates.....	6

## RECRUITMENT PROCEDURE

This procedure outlines our recruitment process for internal and external candidates.

We recognise that our staff are key to our success. It is our policy to recruit the best person for each vacancy, in accordance with our Equality, Diversity and Inclusion Policy.

We take a professional and strategic approach to the recruitment process to ensure that we attract and appoint employees with the necessary skills and attributes to fulfil our strategic aims and support our values and ways of working.

In accordance with our Equality, Diversity and Inclusion Policy, we try to accommodate the particular needs of any person suffering from a disability, within the meaning of the Equality Act 2010, at all stages of the recruitment process.

### **Attracting the right staff**

Good recruitment and selection procedures are vital to the well-being of ICAEW. Taking on the wrong staff is costly, inefficient and unnecessary. It also contributes to low morale among existing staff.

The recruitment process should provide candidates with an equal opportunity to demonstrate their level of skills and abilities.

Department managers must consult fully with Human Resources (HR) on all decisions to recruit permanent staff or staff on temporary contracts.

### **Recruitment aims for managers**

We aim to promote and maintain high standards of professional recruitment practice by encouraging recruiters to adhere to best practice by:

- ensuring that recruitment is considered an essential part of ICAEW's business strategy;
- following HR advice on best practice including up-to-date knowledge of the legal aspects of recruitment and selection procedures;
- ensuring that equality of opportunity is considered an integral part of good recruitment practice;
- ensuring recruitment is seen as a key public relations exercise by all those involved; and
- having a thorough understanding of ICAEW's recruitment and selection process.

### **Procedure – permanent staff**

When a vacancy occurs, the Departmental Head must not assume that it will be automatically filled. We must review the workload of the department and decide whether the job should continue in its present form. We will consider, for example, whether:

- there is a real need for the work to be done;
- the post is likely to become obsolete within the foreseeable future; or
- the duties or responsibilities have changed.

It may be that work can be re-allocated to other staff, providing career development and progression for existing members of staff. It may be that a wider reorganisation of the department may lead to greater effectiveness or efficiency.

As an alternative to permanent full-time recruitment, the Departmental Head may consider:

- temporary assistance through an agency (interim work)
- part-time work
- job share
- fixed-term contract
- outsourcing.

### **Creation of new permanent posts**

New posts must be agreed annually as part of the business planning/budgetary process and included in the departments' operational plan. Exceptionally, if workload during the year increases substantially, you can seek authority from the Board for additional staff. For further guidance, please contact a member of HR.

### **The permanent recruitment process**

As the Department Manager you should draw up a role profile and an external advertisement (if applicable) or agency brief before any recruitment process begins. You must complete a recruitment request form and submit all documentation to the Director, Human Resources for approval.

Once recruitment has been approved you should then arrange a planning meeting with a member of HR.

At the planning meeting, the recruiting manager should have to hand:

- recruitment request form (which includes the business case)
- role profile
- internal/external job advertisement or agency or social media brief.

At the planning meeting, the following will also be discussed:

- media and advertising dates
- closing date for returned applications
- date for short-listing
- date by which candidates would be invited to an interview
- interviewers
- interview date
- any specific requirements eg, typing, spelling, presentation and aptitude tests
- administrative responsibility.

HR will usually place the vacancy on the intranet for a minimum of one week and will normally advertise externally at the same time, either in the media, social media or via an agency.

HR will normally carry out interviews with the recruiting manager (at, either first or second stage) and will make any subsequent offer of employment and issue a formal contract of employment.

### **Role profiles**

The role profile describes the main purpose and responsibilities of the job and the tasks to be performed. It can form part of the contract of employment as it provides evidence of the type of duties which the member of staff will be expected to undertake.

We expect line managers to review the role profiles of their employees on an annual basis as part of the Performance and Development Review process and also when the previous role incumbent leaves, to ensure it is kept up to date.

### **External advertisements**

The aim of a job advertisement is to attract candidates with specific skills to apply for the vacancy in question. The advert must be concise with a brief explanation of the post and the required skills and meet the requirements of our equality, diversity and inclusion policy. Advertisements must be approved by the Brand team.

Further explanation about the post and the skills is included in the role profile which candidates can request once they have read about the vacancy. The advert will also include a short overview of the department so that candidates can put the work into context immediately.

We will send an acknowledgement to all applicants who respond to an advertisement.

### **Internal promotions and transfers**

Please see the Internal Promotions and Transfers policy.

### **Recruitment media**

You should speak to HR before deciding which recruitment media to use. It will depend on the location of the post, success rate, speed and cost of using one or more of the following:

- agency
- executive search
- online job boards /social media
- national / local press
- specialist press
- contact with colleges
- job centre.

### **Recruitment agencies**

The choice of agency will normally be made from an Approved Agency List held by HR. HR will normally initiate contact with any such agency, and must be consulted before you enter into any agreement. You must not, under any circumstances, engage or agree terms with an agency without consulting HR first.

### **Staff introduction fee**

Details of the available bonus and the terms and conditions of the scheme are set out in the Staff Introduction Scheme policy.

### **Equality, diversity & inclusion**

ICAEW is an Equal Opportunities employer. It is important to choose candidates on the basis of suitability for the vacancy. The decision must be based on the specified criteria for the job. Make sure you don't discriminate as defined under the Equality, Diversity & Inclusion Policy.

### **Shortlisting**

Candidates will be shortlisted against the competencies on the role profile and ICAEW's values.

### **Arranging interviews**

We (or the recruitment agency) will contact all candidates who have successfully been shortlisted for interview, with details of the interview arrangements. For all external candidates, we will include details of the role and directions to the relevant interview site. Candidates are asked to complete an Equal Opportunities monitoring form when attending for interview.

### **Preparing for the interview**

There shouldn't usually be more than three people on the interview panel. The interview panel should meet before the interview date to discuss the format and structure of the interviews.

It is essential that the following information is available at the interview:

- details of the role and work of ICAEW;
- an outline of the department and the job;
- the salary for the post; and
- the terms and conditions of employment, including benefits.

You can get all this information from HR.

### **The interview**

Before the interview each member of the panel will need:

- a copy of the role profile;
- a CV or application form for each candidate;
- the agreed interview questions and structure; and
- copies of the shortlisting record.

A member of the HR team must be present at either the 1st or 2nd stage of the interview process.

Interview templates and scoring mechanisms are available from HR to assist interviewers.

We would not normally pay interview travel expenses unless in exceptional circumstances and when prior approval has been given by HR. In this case, HR will arrange for a claim to be paid. Each claim must be supported by a proof of purchase and will be paid by BACS directly into their bank account.

Interviewers must take accurate notes during the interview, bearing in mind that such notes may be disclosable as part of any legal proceedings.

### **After the interview**

HR will offer the role and issue a contract of employment as soon as possible after the recruitment process has been completed.

The contract is subject to the satisfactory completion of a three or six-month probationary period and satisfactory references being received. This should be made clear.

HR will advise all unsuccessful interviewees in writing, unless they have been recruited via a recruitment agency in which case feedback must be provided to the recruitment agency.

Feedback must be available for all candidates if they request it. Further advice is available from HR in this respect.

### **Internal candidates**

If you are successful in securing an internal vacancy within ICAEW, the recruiting manager will contact your line manager to agree a transfer date.

HR will coordinate the transfer details so it is essential that you keep them informed of all developments as and when they happen.

If you have not been successful you will be offered confidential, constructive feedback.

Any reference required will only be sought from your current manager with your express consent.

You are not required to disclose your application for an alternative role to your current line manager unless you wish to do so. However, if your application is successful, you are required to inform your line manager.

### **Data protection**

ICAEW processes personal data collected during the recruitment process in accordance with its data protection policy, job application privacy notice and employee privacy notice. In particular, data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with ICAEW's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under ICAEW's disciplinary procedure.

### **Document control**

**Date:** September 2019  
**Expiry:** September 2020  
**Confidentiality:** ICAEW use only  
**Version:** 1.2  
**Owner:** Human Resources Department  
**Drafted by:** Nicky Stroulger  
**Approved by:** Maura Owens, Director, Human Resources  
**Next review date:** August 2019  
**Linked documents:**