

NICS Recruitment Policy: Recruitment Advertising Review

AUGUST 2023

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This consultation will end on 02 October 2023
This consultation exercise is being conducted by the Department of Finance.

This document is also available on the Department of Finance's website: www.finance-ni.gov.uk/consultations

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Northern Ireland Civil Service Recruitment Policy: Recruitment Advertising

Purpose

- The purpose of this consultation is to gather the views of public and all interested parties
 on proposed changes to the <u>Northern Ireland Civil Service (NICS) Recruitment Policy</u>,
 specifically the provisions relating to recruitment advertising. Responsibility for the
 NICS Recruitment policy rests with the Department of Finance.
- This consultation document explains the current policy approach and seeks views on the proposed policy change. We want to ensure that everyone has the opportunity to respond to the consultation as responses received will help shape the final policy proposal.

Background

- 3. The NICS employs approximately 23,000 people across nine Government Departments as well as in the Health and Safety Executive NI, Public Prosecution Service and the Office of the Attorney General. Northern Ireland civil servants are engaged in a wide range of jobs, professions and grades. They work in areas as varied as meat inspection, road work, civil engineering, economics, forest management, MOT test mechanics, accountancy, legal services, coroner services, court clerk, benefits delivery, policy development, and administration. All NICS civil servants are involved in delivering services, projects and programmes linked to the Executive's strategic priorities to improve the lives of all our citizens.
- 4. Recent reports¹ highlighted the need for the NICS to review and modernise our recruitment policies and processes, ensuring that they promote fairness and transparency, enabling us to appoint the best person for the job in line with the Merit Principle (where the best person for any given post is selected in fair and open

¹ i) Renewable Heat Incentive (RHI) Inquiry Report (2020), ii) NI Assembly Public Accounts Committee Report on Capacity and Capability in the Northern Ireland Civil Service and iii) NI Audit Office report on the Capacity and Capability of the Northern Ireland Civil Service (2020)

competition), and to support a diverse and inclusive workforce reflective of the society we serve.

Current policy position

5. Paragraph 4.3 of the NICS Recruitment Policy provides:

"It is the current policy of the Northern Ireland Civil Service that vacancies to be filled by external competition are publicly advertised in the three Northern Ireland daily newspapers i.e. Thursdays in the Irish News and the Newsletter and Fridays in the NIjobfinder supplement of the Belfast Telegraph. All vacancies are also published on the NICS Recruitment website. All non-SCS (Senior Civil Service) vacancies are also advertised on Jobcentre Online. Departments may also advertise temporary positions in local Jobs and Benefits Offices and HRConnect should ensure that the location/s chosen to advertise is/are likely to result in applications broadly representative of the entire community. The key objective in advertising vacancies is to encourage applications, representative of the entire community, maximising the chances of appointing the best possible person and as a result contributing to improved business performance."

- 6. In practice this means each recruitment opportunity <u>must</u> be individually specified in print adverts in the three newspapers named above, which incurs a cost each time an advertisement is placed. Recruitment opportunities for the NICS are generally carried in a composite newspaper advert. The typical composite advert can advertise up to five individual posts and depending on size, ranges in cost from c.£6800 to c.£4300. Examples of recent adverts placed in the newspapers are shown at **Annex A**.
- 7. The mandatory policy requirement to advertise in the three daily papers has been in place for more than 20 years. Since then, the NICS has expanded the range of channels it uses to advertise recruitment opportunities, which, in addition to newspaper advertising, can include:
 - the NICS recruitment web-site (www.nicsrecruitment.org.uk);
 - Job-centre online (for all posts below the Senior Civil Service);

- text message alerts (for customers of job centres who sign up for the text alert service);
- targeted fliers and posters provided to public libraries, job centres and community groups providing services to people with disabilities, people from ethnic minority communities and foreign nationals (e.g. used in volume recruitment competitions);
- specialist publications or websites and national newspapers referred to as 'exceptional' advertising (typically used in Senior Civil Service recruitment or in professional or technical recruitment).
- online media platforms such as Facebook & Twitter;
- · radio advertising; and
- billboard advertising (at bus stops etc.).
- 8. In the period April 2017* to March 2023, the NICS total recruitment advertising spend was c.£3,139,739.84; over 66.4% of this, (c.£2,085,568.89**), was spent on advertising in the three daily papers.
- 9. Data collected by HRConnect² in relation to NICS job vacancies during the period April 2018 to March 2023 highlighted that 2.36% of applicants sourced job information through the three local newspapers, compared to approximately 50% of applicants who sourced job vacancy information directly from the NICS recruitment website.

² HRConnect is the transactional service provider for the NICS providing payroll, pension and HR administration services

^{*} Since this document was originally published on 07 August 2023 the period has been amended from 2018 to 2017.

^{**} Figure amended from c.£2,085,496.87 to c.£2,085,568.89.

Drivers for change

Diversity and equality

- 10. Published reports³ indicate that while the NICS is making progress in improving the diversity of its workforce, it remains under-represented in a number of groups, such as, persons with a disability or persons from an ethnic minority background.
- 11. The NICS continues to monitor its workforce composition to identify areas of under representation and where positive action measures are required, for example, the use of positive action advertising or outreach measures.
- 12. To maximise advertising reach and ensure the widest, most diverse applicant pool and deliver value for money in advertising spend, it is essential that the NICS has operational flexibility around recruitment advertising, particularly the choice of advertising channels available to it.

Digital and online technology

- 13. Since the introduction of paragraph 4.3 of the Recruitment Policy there has been significant advances in digital and online technology. Digital accessibility has also increased through individual ownership of laptops and smartphones⁴, with people increasingly using digital or online channels to access information and services, including information on job opportunities.
- 14. The "UK Consumer Digital Index" highlights that since 2016 there has been a steady increase in the number of people who are now online. Data derived from the Ofcom "Connected Nations: Northern Ireland Report 2022" confirms that 94% of properties in

³ i) NICS Article 55 Workforce Review 2019 - Article 55 of the Fair Employment Treatment (NI) Order 1998 requires the NICS to monitors the community background and sex of its employees and job applicants every three years.; ii) NISRA Annual Equality Statistics for the Northern Ireland Civil Service - provides an overview of diversity and equality in the NICS as at 1st January each year. Both reports include comparisons with the NICS workforce composition and the composition of the NI economically active population (where relevant).

⁴ Deloitte's Report on Digital Consumer Trends 2022 found that in the UK, out of a nationally representative sample of 4,160 people aged between 16-75, surveyed between April and May 2022: 92% of respondents owned a smartphone and 78% owned a laptop.

Northern Ireland currently have access to superfast fibre broadband. The Department for Economy's digital infrastructure project "*Project Stratum*" (which is aimed at improving broadband connectivity by upgrading broadband infrastructure to premises across Northern Ireland, particularly in rural areas), will further support the number of people and premises that can access fibre broadband. At October 2022, Project Stratum had delivered a full fibre service to 46,000 premises in Northern Ireland with 85,000 premises projected by March 2025.

- 15. Initiatives such as Department for Communities, Adviser Discretion Fund, also recognises that not having access to internet/broadband services can be a barrier to employment. The Fund ensures that eligible jobseekers in areas of high deprivation have assistance with the costs involved in securing internet/online access.
- 16. Alongside the increased use of digital services by the public, the readership of traditional print media, particularly newspapers, has been declining. According to figures from the Audit Bureau of Circulations (ABC)⁵ local daily newspaper sales in the UK fell by an average of 19% year-on-year in the second half of 2022. The Irish News (average daily circulation per issue of 25,398) reported the smallest decline at 8%, with the Newsletter (7,809) reporting a 13% decrease in circulation during the period July to December 2022. Figures were not available for the Belfast Telegraph.
- 17. Data collected by HRConnect in relation to NICS job vacancies during the period April 2018 to March 2023 highlighted that 2.36% of applicants sourced job information through the three local newspapers, compared to approximately 50% of applicants who sourced job vacancy information directly from the NICS recruitment website. It is expected that job information sourced through online channels will increase in the future, given the growing use of social media advertising channels such as facebook, twitter and Instagram.

Value for money

Ξ

⁵ The Audit Bureau of Circulations assesses the circulation of newspapers and periodicals on an annual basis. The figures for the period July to December 2022 take into account paid print copies, paid print subscriptions and where relevant free copies and digital editions. Figures were not available for the Belfast Telegraph.

- 18. In the period April 2017* to March 2023, the total recruitment advertising spend for the NICS was c.£3,139,739.84; over 66.4% of this, (c.£2,085,568.89**), was spent on advertising in the three daily local papers.
- 19. As indicated at paragraph 17 above, data derived from HRConnect indicates that the majority of applicants source information about NICS job roles from its recruitment website (approximately 50% of total applicants).
- 20. Alongside this, in recent years the NICS has increased the use of external recruitment (as opposed to internal promotion boards) to fill its vacancies. The increased use of external recruitment has meant that the cost of recruitment advertising has also risen due to the mandatory policy requirement to advertise all external recruitment opportunities in the three named newspapers. Newspaper advertising is no longer the primary source of job information for applicants (only 2.36% for the three named newspapers) and the current recruitment advertising policy mandating its use, could be considered suboptimal in terms of value for money and applicant pool reach (when contrasted with other advertising channels and audience reach).

Recruitment policy - review of advertising

- 21. The review of our policy approach to recruitment advertising has identified four fundamental requirements:
 - to reach the widest potential applicant pool to attract candidates with the best possible skills and abilities for job opportunities being advertised;
 - to ensure that statutory requirements, in relation to equality of opportunity for all when advertising employment opportunities, are met;
 - to meet commitments to develop a more diverse and inclusive workplace that is reflective of our wider society; and
 - to ensure value for money in advertising spend.

^{*} Since this document was originally published on 07 August 2023 the period has been amended from 2018 to 2017.

^{**} Figure amended from c.£2,085,496.87 to c.£2,085,568.89.

- 22. To achieve these requirements and ensure future recruitment advertising activity represents value for money, it is proposed that the Recruitment Policy be amended to:
 - (i) remove the mandatory policy requirement to advertise each recruitment opportunity in the three local daily newspapers; and
 - (ii) allow a flexible approach to recruitment advertising, which would include a default minimum requirement to advertise all recruitment opportunities online on the NICS recruitment website but would allow a variety of other advertising channels to be used, as appropriate, (which could include newspaper & print media), to deliver a tailored advertising, marketing, and outreach strategy based on the job role/recruitment competition and value for money considerations.
- 23. It is considered that the policy proposal on recruitment advertising provides maximum flexibility on the use of other advertising channels, (including newspaper & print media) and allows the advertising approach to be tailored to each job role/recruitment competition and applicant pool, informed by value for money considerations. By removing the mandatory policy requirement to advertise in the three local newspapers, there is the potential for savings on newspaper advertising spend to be generated, which could be re-directed to other advertising channels or outreach activities to maximise advertising reach and/or deliver better value for money.
- 24. The flexibility of the proposed policy proposal also provides scope for how NICS recruitment opportunities are advertised to evolve over time allowing the NICS to keep pace with broad market changes and better respond to societal, digital and social media development trends.

Equality Impact and Rural screening

- 25. The Department has conducted a <u>Section 75 policy screening assessment</u>. The results of this exercise are that the Department does not consider the proposed policy change will have an adverse differential impact upon any of the Section 75 groupings.
- 26. The Department has also conducted a Rural Needs Impact Assessment (<u>Consultation</u> <u>webpage</u>) for the proposed policy change. This exercise identified potential minor

impacts on rural dwellers but that these would be mitigated by significant and ongoing improvement to digital connectivity. The Department does not consider that the proposed change will therefore negatively impact people in living in rural areas any differently to those people not in the protected categories or people in urban areas or if it does, mitigations are in place.

27. It is recognised that by adopting an 'online first' approach (i.e. default advertising method will be on the NICS recruitment website), it will be necessary to ensure the NICS recruitment website is compliant, and continues to keep pace, with statutory and industry standards around website accessibility to avoid any detrimental impact on disabled people who may wish to search or apply for job opportunities. We are also aware that existing alternative channels are available to potential applicants for accessing information on NICS jobs, that do not rely on online access, such as face-to-face (job centres) and mobile phone (text alert service) channels.

Summary

- 28. In summary, the Department proposes to change its approach to recruitment advertising by amending the Recruitment Policy:
 - (i) to remove the mandatory policy requirement to advertise each external NICS recruitment opportunity in the three daily newspapers; and
 - (ii) to allow a flexible approach to recruitment advertising, which would include a default minimum requirement to advertise all recruitment opportunities online on the NICS recruitment website but would allow a variety of other advertising channels to be used, as appropriate, (which could include newspaper & print media), to deliver a tailored advertising, marketing, and outreach strategy based on the job role/recruitment competition and value for money considerations.
- 29. The Department considers the proposed policy revision presents an opportunity to maximise advertising reach (i.e. wider applicant pool therefore supporting our commitment to diversifying our workforce) and deliver better value for money on recruitment advertising spend by utilising advertising channels most relevant and appropriate to the job role.

- 30. Initial policy screening exercises (i.e. s.75 equality screening and rural needs impact assessment) indicates there to be little or no potential adverse impact on protected groups or rural communities by the removal of the mandatory recruitment policy requirement to advertise in the three daily papers, and that where an adverse impact may arise mitigations are in place.
- 31. The Department wants to use this consultation exercise, and the questions set out in the next section to gather the views of stakeholders on the proposed amendments to the Recruitment Policy, specifically the provisions relating to recruitment advertising.

Responding to this Consultation

- 32. A short set of questions have been prepared to assist you in responding to this consultation. These are set out in Annex B. The questions can be responded to using the online facility on Citizen Space. Copies in other languages and formats may be provided on request by emailing recruitadvertreview@finance-ni.gov.uk.
- 33. We look forward to receiving your comments and views on the proposals contained in this consultation. Where consent is provided, any responses received will be published on the Department's consultation website. We will not publish the names or contact details of individual respondents but will include the names of organisations responding.
- 34. A hard copy of this consultation document can be provided on request by emailing recruitadvertreview@finance-ni.gov.uk. Alternative formats may also be available. This document can also be accessed via the Department of Finance website:

 https://www.finance-ni.gov.uk/consultations/nics-recruitment-advertising.
- 35. Consultation will close on **02 October 2023**. Responses received after this date will not be considered.
- 36. Your opinions are valuable to us. Thank you for taking the time to read this document and respond.

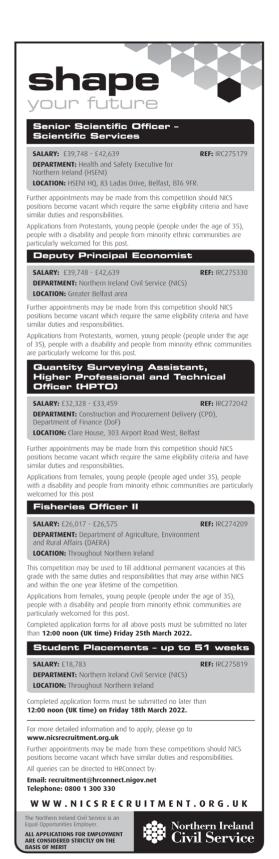
Next Steps in the Consultation Process

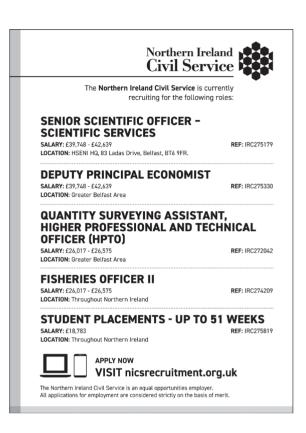
- 37. Following the closing date, all responses will be analysed, and the Department will publish a summary of responses to the consultation.
- 38. Where respondents have given permission for their response to be made public, and after we have checked that they do not contain personal information or product names, responses will be made available to the public at https://www.finance-ni.gov.uk/publications. If you use Citizen Space, you will receive a copy of your response via e-mail.
- 39. We may also wish to make responses to this consultation available to the Northern Ireland Assembly.
- 40. All personal data will be handled in accordance with UK data protection legislation.

Confidentiality and Data Management

- 41. Information provided in response to this consultation, including personal data (see Annex C), will be published or disclosed in accordance with the access to the relevant information regimes. These are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 2018 (DPA), the UK General Data Protection Regulation, and the Environmental Information Regulations 2004. If we receive a request for disclosure of confidential information, we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances.
- 42. The Department will process your personal data in accordance with the law and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties. A full privacy notice is included at Annex C.

Print Media Recruitment Advertisement Examples





Northern Ireland Civil Service - Recruitment Advertising

Consultation Questions

- 1. The Department of Finance is consulting on a proposal to amend the current recruitment advertising policy provisions, contained at paragraph 4.3 of the Northern Ireland Civil Service Recruitment Policy.
- 2. The proposed amendment to the Recruitment Policy would **remove** the mandatory requirement to advertise every job opportunity in the three local daily newspapers. The proposed amendment to the policy would allow:
 - (i) a flexible approach to recruitment advertising, which would include a
 default minimum requirement to advertise all recruitment opportunities
 online via the NICS recruitment website; and
 - (ii) a variety of other advertising channels to be used, as appropriate, (which could include newspaper & print media), to deliver a tailored advertising, marketing, and outreach strategy based on the job role/recruitment competition and value for money considerations.
- 3. The policy proposal provides maximum operational flexibility on the use of other advertising channels, (including newspaper & print media) and allows the advertising approach to be tailored to each recruitment competition and applicant pool, informed by value for money considerations. By removing the mandatory policy requirement to advertise in the three local newspapers, there is the potential for savings on newspaper advertising spend to be generated, which could be re-directed to other advertising channels or outreach activities to maximise advertising reach and applicant pool, (supporting our commitment to diversifying our workforce) and delivering better value for money on advertising spend.
- 4. The following questions are intended to guide and structure your response to our proposed policy change but are not intended to be exhaustive or prescriptive.

Section 1: Introduction

Question 1

What is your name?

Click here to enter your name

Question 2

What is your email address?

Click here to enter your email address

Question 3

What is your organisation?

Click here to enter your organisations details

Section 2: Current Policy Provision

Quest	tion 4				
Do you think the current policy provision on recruitment advertising supports the NICS objective of attracting the widest applicant pool to ensure the best person for the job is appointed?					
Yes.		No.		Don't Know.	
If you	would like to prov	vide a	ny further comment	s, please enter	below.
Click	here to enter deta	ils			
Quest	tion 5				
Do yo	-	oolicy	provision on recruitme	ent advertising p	promotes equality of
Yes.		No.		Don't Know.	
If you would like to provide any further comments, please enter below.					
Click	here to enter deta	ils			
Quest	tion 6				
			provision on recruitme inclusive employer?	ent advertising s	supports the NICS
Yes.		N		D 14.14	
		No.		Don't Know.	

Quest	tion 7				
Do you think the current policy provision on recruitment advertising (i.e. the requirement to advertise in the three daily newspapers, the NICS recruitment website and where applicable, Jobcentre Online and local Jobs and Benefits Offices), demonstrates value for money?					
Yes.		No.		Don't Know.	
If you	would like to prov	vide a	ny further comment	s, please enter	below.
Click	here to enter deta	ils			
Quest	tion 8				
Do you think the current policy provision on recruitment advertising (i.e. which requires NICS job opportunities to be advertised in three daily newspapers) is the most effective method for encouraging applications, representative of the entire community?					
Yes.		No.		Don't Know.	
If you would like to provide any further comments, please enter below.					
Click	here to enter deta	ils			
Quest	tion 9				
•	job opportunities to		provision on recruitme vertised in three daily	•	•
Yes.		No.		Don't Know.	

If you would like to provide any further comments, please enter below.

Question 10			
Do you think the curre	ent recruitment policy po	sition on advertising sho	ould be retained?
Yes.	No.	Don't Know.	
If you would like to p	provide any further cor	mments, please enter l	pelow.
Click here to enter d	etails		

Section 3: Proposed Policy Amendment

Ques	tion 11				
-	in attracting the wid	-	cy amendment to reco oplicant pool to ensur		
Yes.		No.		Don't Know.	
If you	would like to pro	vide a	ny further comment	ts, please enter	below.
Click	here to enter deta	ils			
Ques	tion 12				
•	u think the propose value for money in	•	cy amendment to recition	ruitment advertis	sing will provide
Yes.		No.		Don't Know.	
If you	would like to pro	vide a	ny further comment	ts, please enter	below.
Click	here to enter deta	ils			
Ques	tion 13				
•	ty of opportunity ar	•	cy amendment to rec er support the NICS i		
Yes.		No.		Don't Know.	
If you	would like to pro	vide a	ny further comment	ts, please enter	below.

Ques	tion 14					
=	u think that the propose	-	=			
ıntorm	, you / the group or orga	anısa	tion yo	u represent, of	NICS recruitment	opportunities?
Yes.		No.			Don't Know.	
If you	would like to provi	de a	ny fur	ther commer	nts, please ente	r below.
Click	here to enter details	S				
Ques	tion 15					
If you	personally were inter	reste	d in a	career in the	NICS what would	d be your preferred
source	e of information abou	t job	oppor	tunities?		
NICS	recruitment website	€.				
Other	recruitment websit	es.				
News	papers.					
Profe	ssional journals.					
Socia	l media.					
Radio	advertising.					
TV ad	lvertising.					
Other						
If you	selected Other, ple	ase	provi	de further de	tails below.	

Click here to specify other

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Question	1	6
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Do you have any further	er comments on	the policy proposal which have not been captured by
responses to earlier qu	estions?	
Yes.	No.	
If yes, you can add	any further co	omments here.

Section 4: Publication of Information

Question 17	
•	ance would like your permission to publish your consultation response. your response to be published?
Yes.	No.
Question 18	
If you are you are conte anonymised?	nt for your response to be published do you want your information to be
Yes.	No.

Annex C

Personal Data

The following is to explain your rights and give you the information you are

entitled to under UK data protection legislation.

Note that this section only refers to your personal data (your name address and

anything that could be used to identify you personally), not the content of your

response to the consultation.

1. The identity of the data controller and contact details of our Data

Protection Officer

The Department of Finance (DoF) is the data controller. The Data

Protection Officer can be contacted as follows:

Data Protection Officer

Department of Finance

2nd Floor

Craigantlet Buildings

Stoney Road

Belfast

BT4 3SX

Email: dataprotectionofficer@finance-ni.gov.uk

2. Why we are collecting your personal data

Your personal data is being collected as an essential part of the consultation

process, so that we can contact you regarding your response and for

statistical purposes. We may also use it to contact you about related

matters.

3. Our legal basis for processing your personal data

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The UK GDPR states that, as a government department, DoF may process personal data as necessary for the effective performance of a task carried out in the public interest, i.e. in this case, a public consultation.

4. For how long we will keep your personal data, or criteria used to determine the retention period.

Your personal data will be held for two years from the closure of the consultation.

5. Your rights, e.g. access, rectification, erasure

Some of the data we are collecting is your personal data, and you have the right:

- a) to see what data we have about you
- b) to ask us to stop using your data, but keep it on record
- c) to ask to have all or some of your data deleted or corrected
- **d)** to lodge a complaint with the Independent Information Commissioner (ICO) if you think we are not handling your data fairly or in accordance with the law.

You can contact the ICO by going to https://ico.org.uk/, or telephone 0303 123 1113.