



dti

e-recruitment projects in
the public sector

A GOVERNMENT GUIDE TO
BEST PRACTICE



The DTI drives our ambition of 'prosperity for all' by working to create the best environment for business success in the UK. We help people and companies become more productive by promoting enterprise, innovation and creativity.

We champion UK business at home and abroad. We invest heavily in world-class science and technology. We protect the rights of working people and consumers. And we stand up for fair and open markets in the UK, Europe and the world.

FOREWORD

Dear Colleague,

As Government seeks to become more efficient by using "e-business" tools to streamline its operations, public sector bodies are increasingly looking at the potential of integrating e-recruitment into their HR strategies

The inclusion of e-recruitment into a modern HR strategy is widely accepted in the private sector. Benefits of this approach can include improved ability to attract the "right" candidate to a difficult to fill vacancy, help in reaching a diverse audience, and cost savings from streamlining administration process and reducing advertising budgets. However, fully exploiting this technology can be challenging.

I therefore welcome the guide that has been developed by the DTI, which has drawn on the experience gained from past e-recruitment projects from both inside and outside government. The guide serves as a source of how to make use of the experience that is held within the public sector and how to make the most of the in-depth knowledge that the private sector can supply.

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1 INTRODUCTION

1.1 BACKGROUND

Setting up an e-recruitment solution that is fully integrated into your HR function is an attractive option for anyone seeking to exploit online media and reduce up-front costs.

There are potentially significant savings in agency fees and advertising costs that can be achieved by adopting such a strategy. Streamlining administration procedures through online application facilities will deliver still further cost savings. But these are not the only significant benefits that will accrue to your organisation. Importantly, such an approach to your recruitment and retention challenges will also provide an opportunity for developing your insight into jobseeker behaviours that will enhance and sustain the effectiveness of your HR programme.

In such a rapidly changing environment, achieving best value in procurement for e-recruitment solutions can be challenging. The UK labour market is currently highly competitive, which means all employers must work hard to attract and retain staff. Recruitment and retention are particular challenges for public sector organisations where budget allocations for such processes are limited. Although e-recruitment can often be very effective, not all jobs lend themselves to an exclusive e-recruitment strategy. A blended answer of private and public dissemination of your advertising is therefore likely to be part of your strategy.

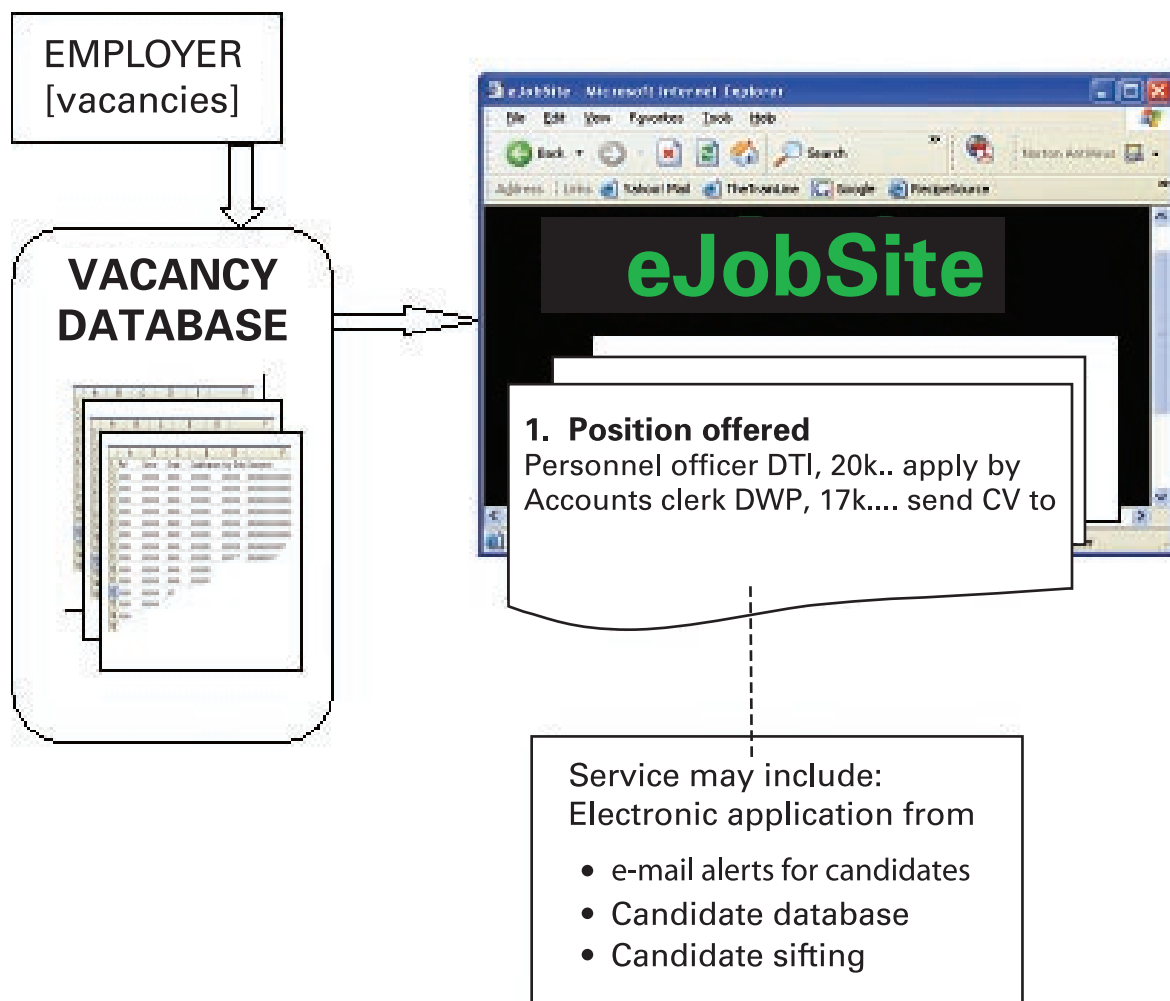
Your options are limited if your public-facing website fails to draw in suitable candidates, runs behind schedule due to misunderstandings with contractors, or incurs unforeseen costs due to poor specifications. Collaborative solutions offer useful alternatives, but government should not collaborate with third parties to create a monopoly situation.

This guide can help project teams seeking to develop cost effective, fully integrated e-recruitment solutions that attract high quality candidates to public sector vacancies. It offers useful sources of expertise and information about emerging trends in search and selection, and statutory obligations that need to be factored in to your project specification.

1.2 WHAT IS A 'JOB BOARD'?

There are a number of options available to you when looking to take your recruitment campaigns online. Each has different technical specifications, and will require different resources. This section outlines some of considerations to help you find the right solution.

When people speak about a '**job board**' they are generally referring to a website that specialises in advertising positions vacant. It is a database carrying a number of jobs from a number of employers linked to a website at the front-end. This is a user-friendly interface that allows potential candidates to browse the available jobs according to criteria they set themselves, such as location or pay scale. This is a useful option if you have a low volume of positions that become available infrequently. A 'job board' could be your starting point for building an effective online HR strategy.



Today, job boards are the fastest growing area in recruitment, with traditional recruitment agencies leading the way - using them to raise awareness with job-seekers to supplement their existing search and selection services. Job boards come in three general types – niche boards specialising in recruitment to certain industries, generalist jobs boards taking adverts for everything from cleaners to chief executives, and local job boards which focus on opportunities in a particular geographical area.

If you have a considerable number of vacancies available, you may find that you want to set up a 'micro-site/ mini-site'. This will act as your own exclusive HR portal for marketing vacancies available within your organisation, linked to your existing web presence. A micro/mini-site can often use the same server as its host site and reflects its design and branding. An example of a mini-site is the 'Internal Vacancies' site of the civil service recruitment gateway. Micro/mini-sites have the added feature of enabling employers to link to recruitment agencies and other job boards, offering good online promotional opportunities as well as easing the administration of support strategies such as search and selection, where that is considered necessary.

e-recruitment can really help streamline recruitment operations by automating services you might not otherwise be able to fund. For example, facilities can be added to enable candidate e-mail alerts when jobs meeting their criteria become available. Applicant profiling and C.V. banking (holding C.V.s on database to enable e-mail alerts when a suitable vacancy appears) can also add value.

1.3 SCOPE AND DOCUMENT STRUCTURE

These guidelines are aimed at individuals in the public sector who are or who will be involved in the development and delivery of e-recruitment projects. Whilst the focus of the paper is on strategies for external recruitment, the principles are also relevant to internal search and selection strategies.

This guide is intended to help you:

- achieve best value for money;
- maximise effectiveness of your recruitment campaign;
- comply with legal requirements, and
- make the most of the technical know how that private-sector publishers (and public sector practitioners) can provide.

The job boards market is growing fast, so you will find that competition in attracting the attention of the best candidates will be fierce. To make your site appealing to job seekers and secure the efficiency savings you desire, you need to provide a well-thought-out user interface and an attractive level of functionality to users. So it is important that you understand the current state of the market, not

just in technology, but also in analysis and pre-interview screening terms.

This guide takes you through scoping your project for your business plan, including suggestions for a Project Impact Review (PIR). It offers signposts through the procurement options available and helps you come to grips with your regulatory requirements. You are left with some final considerations, provided with some useful contacts, and an indicative list of regulatory requirements. There is also a quick reference guide of 'do's' and 'don'ts'.

2 YOUR PROJECT BUSINESS PLAN

A well-considered business plan is fundamental to the success of any project. Not only should it demonstrate the current state of the organisation's recruitment programme, it should also present readers with a clear picture of how your organisation will look and feel on completion of the proposed work – and offer a route map of the most effective solutions to the recruitment challenge your organisation faces.

This section presents a number of points for enhancing the effectiveness of your public sector e-recruitment project. It also introduces the Project Impact Review (PIR) as a useful tool for ensuring the effectiveness of your business planning process.

When drawing up your business plan, be aware of the potential impact on fair competition. For example, contracts requiring exclusive use of the website or taking paid advertising will have a significant impact on the market. Completing the PIR will help you scope these effects, and ensure that you meet your statutory obligations: it is important that you are not seen to effect a monopoly situation.

2.1 SCOPING YOUR PROJECT: From vision to viable solution

Scoping your project effectively is fundamental to its success. To help you achieve this you will find advice here that:

- shows you how to make the most of available expertise;
- signposts key statutory obligations that must be met in the course of your project, and
- outlines the various procurement options available to you.

The framework for any e-recruitment project is the recruitment strategy for your organisation. This strategy will set out at least in part some of the expectations your project needs to deliver. For example, there may be targets for departmental obligations for delivery of e-government services, improving the diversity of the workforce, and reducing recruitment costs. This programme will need to satisfy certain process requirements that will be evaluated during audit and it is therefore essential that you map these obligations onto your project business plan.

2.2 PROJECT IMPACT REVIEW (PIR)

A project impact review is a tool which brings together existing best practice techniques to help you take full account of the wider implications of a large scale public procurement project through a full and open dialogue with expert sectors, from conception and through the lifetime of the project.

A PIR should be carried out at an early stage in your planning process, as it will help you identify potential unintended consequences, which might compromise the effectiveness of your overall recruitment strategy. You might want to involve organisations such as the Digital Content Forum (DCF) as a sounding board for your initial assumptions about the scope and impact of your project. The DCF is an umbrella organisation with about 30 trade associations and other industry bodies as its members, spanning the entire digital content spectrum. It can be used to deliver representative coverage in individual sectors. (If you wish to target a particular sector, use the contacts at Annex A.)

The key elements for a PIR are set out below, and also illustrated on page 11.

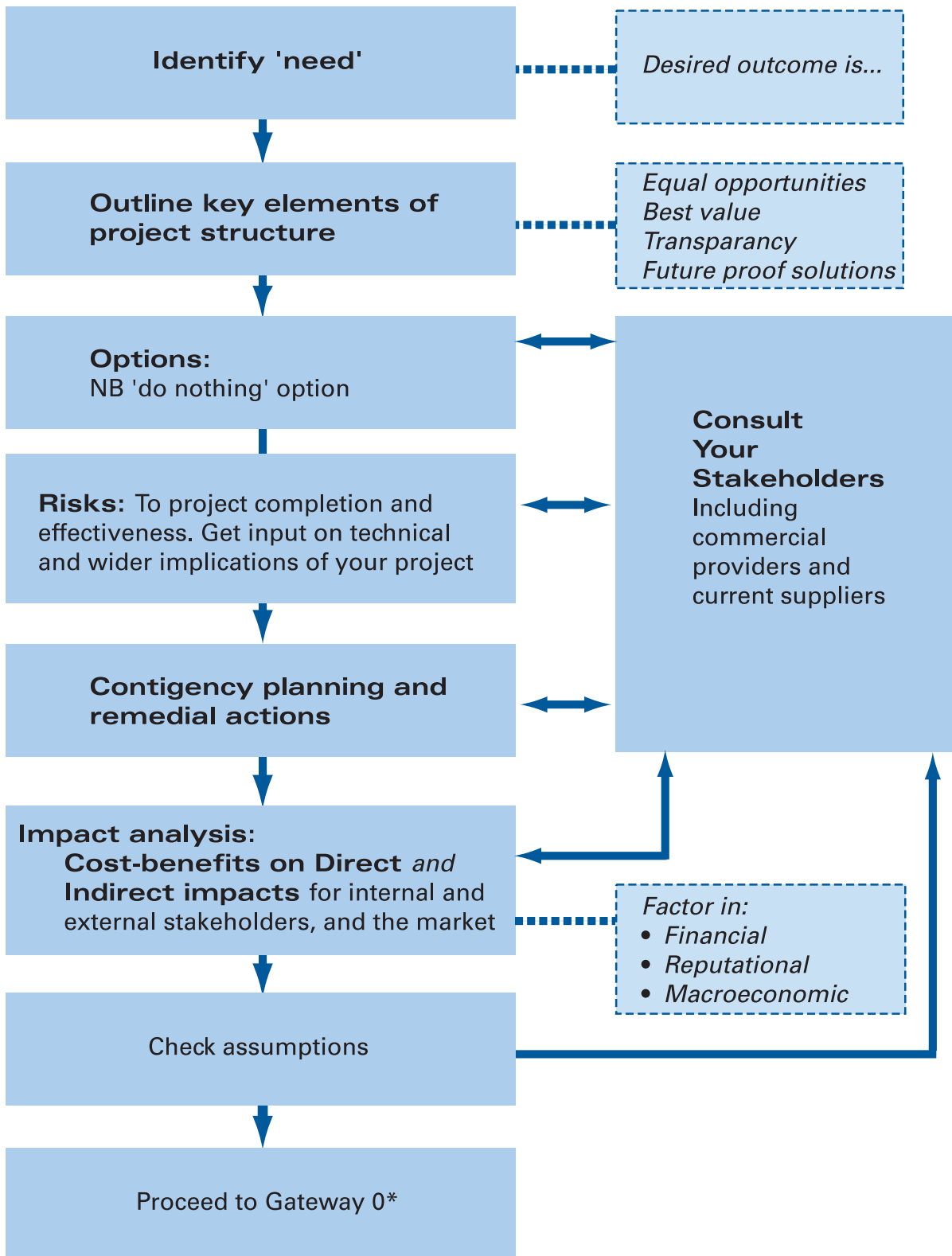
- **Any project should have clearly identified aims.** What are your desired outcomes for the project and what difference will they make?
- **Set target volumes, quality, and diversity of applicants you hope to attract.** This will help you set clear terms and conditions with any service provider you might choose later to contract with. So you should also remember to factor in a requirement for any potential provider to specify methods to measure awareness of your site to all target groups.
- **Be clear of your obligations as a recruiter.** In addition to the basic employment and advertising rules which apply to online recruiters, there are a number of statutory obligations that apply specifically to public sector organisations. For an indicative list of the requirements which may apply see Annex B.
- **Consult on objectives before implementing your project strategy or starting a competitive content development bidding process.** Refining your project specification by inviting expert industry input at an early stage in scoping your project will help you achieve your objective of introducing an effective recruitment vehicle that saves tax-payers money.
- **Tap into current best practice** as well as keep up with emerging trends in technology, by entering in to a dialogue with industry and specialist networks across government. This support will make you better able to address difficulties that arise in developing a complex e-recruitment solution, as well as getting the

best from your overall recruitment strategy. The key senior responsible officer (SRO) should make contact with commercial stakeholders as early as possible to maximise the effectiveness of this dialogue.

- **Options:** In order to establish the full range of potential solutions to your recruitment challenge, you need to start from a baseline of current practice, or 'business as usual'. This will help to reveal the full range of potential impacts on the HR function of transition to an e-recruitment strategy. When evaluating your options:
 - compare Internet-only options to press-only options;
 - consider whether an incremental approach may be best for your organisation, either in terms of the type of jobs you post electronically, or the services offered. For example, integration of a corporate job board with other HR processes such as payroll or staff records is potentially the most complex and expensive part of an e-recruitment solution.
- **Risks:** Government websites and access to information on government servers must be protected. You can talk to the national technical authority for information assurance, Communications-Electronics Security Group (CESG), about technological failure. **You must then specify your requirements clearly to any third party you contract with.** While you have redress to the law under the Unfair Contract Terms Act 1977 and the Supply of Goods and Services Act 1982; it will be costly. Your best strategy to avoid exposure to unnecessary risk is by making contingency planning requirements explicit in contract / agreement.
- **Remedial actions:** During the planning stage you should consider the actions needed to ensure that any systems failure does not lead to complete operational failure, and threaten the completion of your recruitment drive. For example, think about how you are storing the data; it should be securely backed-up on a separate server.

Consider call-off contracts to cover the possibility of uncompleted works (perhaps due to company insolvency) or contract breaches. Your contract with your supplier should be framed to accommodate this. Also speak to your communications team about media campaign management to plan for responses to adverse publicity, to ease pressure on the project team.

- **Cost-benefit assessments** should cover the full range of costs and benefits associated with any service option. There are a number of hidden costs associated with establishing an effective web site and it is important that you scope these.
 - A stand-alone recruitment web site may appear cheap to set up and maintain – but you will need to factor in the associated **hidden costs** of drawing the right job-seekers to the site. Consider job fairs, trade events, and speak to publishers about whether they run any themed issues which may be relevant to your operations.
 - Maintaining your profile with potential audiences means regularly reinforcing brand awareness and signposting to your website. So there will be **ongoing and recurring promotional costs**.
 - Without an appropriate promotional strategy the project may not prove such a cost-effective means of targeting the right workers to the right jobs as you first thought. Do consider whether **giving a single contractor exclusive rights to certain branding or publicity rights for a particular campaign or aspect of your web project will prevent you from exploring additional complementary advertising and promotional strategies**.
 - Consider how maintenance and promotion costs will be met – whether centrally, or by different organisations at local level. Indeed, you should clearly establish if and how you will recover the running costs of using the service.
 - You will need to factor in hidden costs of rearranging your HR processes to accommodate your e-recruitment system – for example, the cost of bringing in-house tasks previously done by search and selection and advertising agencies.



*See Fig 2 'Indictive business plan' (p 15)

Fig. 1: Project impact review

2.3 RESEARCH AND ANALYSIS

All business plans, whether at initial conception or during review stages, require rigorous analysis in order to ensure that project aims are met as effectively as possible. This section outlines key areas for research to help you achieve this.

2.3.1 Audience/customer profile

Establish a picture of the candidates you are trying to reach and their current job-searching behaviours. You could start by looking at what media you currently use for jobs advertising. There might be services you wish to continue paying for. Talk to your existing service providers and take stock of any performance reviews for former or existing campaigns.

In developing your e-recruitment strategy you are tapping into an underlying trend: more and more people are using the Internet to look for jobs. But this is an emerging pattern, and during this transitional period, you should also look at current behaviours of job seekers to maximise the effectiveness and fairness of your overall recruitment strategy. e-recruitment should be seen as a complementary strand of your overall strategy, which needs to be responsive to the behaviours of jobseekers. Indeed, it is important that an exclusive e-recruitment strategy should not be seen as mandatory for your organisation. You should also consider any infrastructure requirements for ensuring that internal candidates have full access to job vacancy information. Consider talking to the Central Office of Information (COI) who are a source of expertise on publicity and recruitment.

2.3.2 Opportunities and threats

Making the transition to an e-recruitment strategy will radically alter your relationship with traditional media. The opportunity to make real savings in your advertising budget should be balanced with the need to reach the best possible range of candidates for your vacancies. Publishers servicing your target community of potential candidates will want the opportunity to work with you to make sure your job ads reach the right audience.

Information about public sector vacancies is a valuable part of the content for many magazines, national, regional and local newspapers as well as commercial web sites. These advertisements benefit publishers not only through advertising revenue, but also because they attract readers, making the publication a "must-read" for those either seeking jobs, or just keeping an eye on the job market. In turn, these generate a significant amount of non-recruitment advertising as agencies target readership profiles for particular goods and services. In some cases the media may even find your job vacancy information valuable enough as a

draw for their readers that they will carry it for free. (For information on licensing information for reuse see section 2.4.1.)

Specialist magazines and other media are a key resource for the public sector in terms of communicating best practice and facilitating continuous professional development. You should be mindful of the implications for the effectiveness of your recruitment programme and the diversity of the media, as useful channels of information to public sector workers may be lost (especially in the case of specialist magazines targeted at public sector professions). This is not to say you should hold back from innovations that will give improved value for money – but during the scoping stage of the project, consider the impact on professional development that might have implications for other policy areas of your organisation.

2.3.3 Market intelligence

Looking at how other employers are addressing their recruitment problems, both in the public and private sectors, will help you to identify the best solution for your own recruitment challenge. You have a number of options here and a combination of these will provide you with the best market intelligence:

- off-shelf products about the generic recruitment market / public sector;
- commission independent research specific to your organisational needs;
- informal dialogue with industry.

Regular dialogue with interested commercial parties can give you valuable information. Consider using the Digital Content Forum (DCF) to maintain contact with these stakeholders. These consultations can even be seen as a contribution to Office of Government Commerce (OGC) Gateway stage evaluations, which are mandatory processes for government procurement projects (see 3.2.2 for more details).

2.3.4 Successful competition for candidates

Competition with other employers for quality candidates means that you need to be innovative in providing an attractive and usable interface for your job site. These candidates may not be focusing on your specific organisation for employment opportunities, or even be aware of its existence; they may simply be browsing to keep abreast of the job market. To tap into the marketplace for jobs, you have two tools available: **promotion of your jobsite**, and **good distribution** of those jobs in those places where your candidates are browsing.

Often the most difficult part of promoting a website is attracting a large number of quality applicants from across the spectrum. Lessons learned by the private sector

in establishing commercial job boards can be exploited to meet this challenge, while satisfying the need for **diversity** and **quality** in your pool of candidates. For example, it is standard industry knowledge that job boards only have the potential to reach 'active job seekers', and agencies will use additional strategies to attract further candidates from outside this group.

2.3.5 Operational considerations

Your e-recruitment project gives you an opportunity to review the whole way in which your HR function operates. But it must be handled carefully to avoid unintended consequences for your own organisation. For example, your business plan must factor in how tasks currently provided by advertising /recruitment agencies, e.g. media buying or candidate sifting, will be handled.

By maximising the opportunities to **exploit synergies with other public sector bodies** recruitment initiatives, you can secure strategic and financial advantages. For example, other departments may be recruiting specialists, or may be planning a recruitment drive in a particular locality. Coordinating your recruitment advertising may improve your media buying power, or enable you to take advantage of themed events that will draw candidates to your campaign. Conversely, failing to monitor other departments' activities may mean that you end up losing quality candidates to other organisations, for reasons as simple as the timing of your campaign. **You can keep the activities of other public sector organisations in sight by exploiting cross-government networks such as the Cabinet Office Recruitment Forum and the OGC's collaborative opportunities pages.**

2.3.6 Making savings

An open dialogue with the wider private sector before awarding any delivery contract, will give a clearer picture of industry solutions and the relative costs of those tools. You will be in a much stronger position to secure best value from your service provider. It will also raise awareness among advertising suppliers of your changing recruitment needs, and so improve levels of competition in private sector tenders for government contracts.

By retaining a level of **continuity with existing service providers** in the short-term, you may reduce immediate savings in your press recruitment advertising budget, but you can be confident that you are still reaching the full pool of potential applicants.

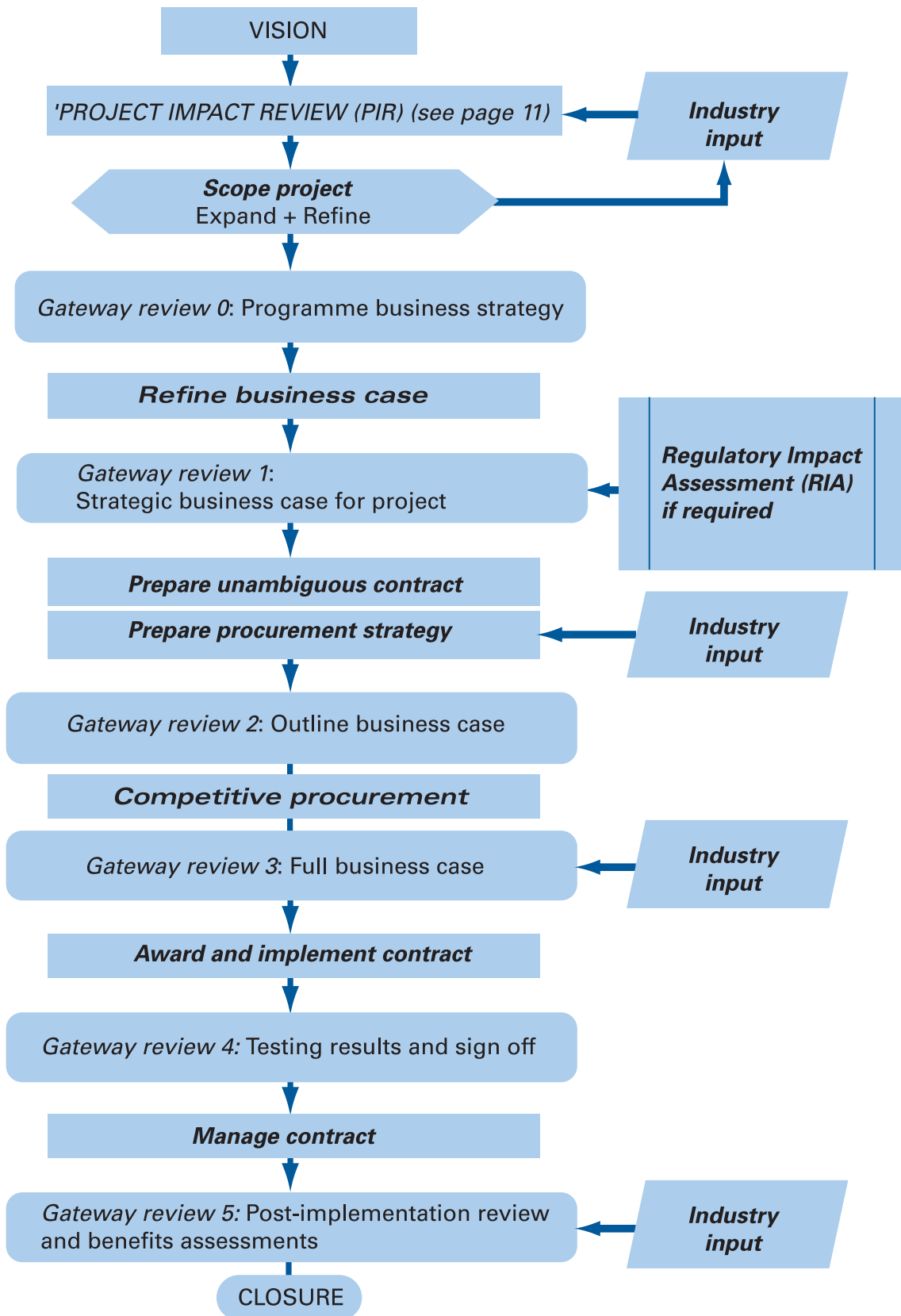


Fig. 2 Indicative business plan flow

2.4 INFORMATION MANAGEMENT ISSUES

2.4.1 Licensing reuse of your recruitment information

Material produced by government departments may be covered by Crown Copyright that is managed by the HMSO section of the Cabinet Office, in its role as the Office of Public Sector Information. Most Crown Copyright information can be used under the terms of the online licence known as the HMSO Click-Use Licence. Your site could feature a link to HMSOnline and the Click-Use Licence, so that potential re-users can obtain a licence from HMSO to re-use the information.

2.4.2 Current best practice for information sharing

The Information Fair Trader Scheme (IFTS) run by HMSO in the Cabinet Office represents current best practice. This ensures re-users of public sector information can be confident that public sector information providers will treat them reasonably and fairly. All Crown bodies that have a licensing delegation from HMSO must join the Scheme, but it is open to most public sector organisations to join voluntarily. For more information on this scheme and how it can help your relationship with re-users, visit <http://www.hmso.gov.uk/>

2.4.3 Copyright

You will need to consider who owns the copyright for content of your job board (vacancy data) and the system by which the board operates.

Your department will normally own the **copyright for the data**, but in some cases it will be the local operational body that owns the data. If you are developing a system that can be utilised by all such parts of your organisation, it is important that you consider how authorisations for re-use of the vacancy data from affiliated organisations will operate in practice.

You will also need to determine the database rights for the system. If you have not established where **copyright and database rights for the system** lie, your ability to make subsequent changes to the system for the site will be affected, as well as your ability to extend use of the job board to other organisations.

3 PROCUREMENT

Procurement can take the form of either **partnering** with private sector and other **non-governmental organisations**, or conventional contracting. Increasingly partnering is seen as a useful option for public sector projects requiring private sector expertise and a strong business focus.

This section outlines some of the options available for resourcing and managing your project. The Office of Government Commerce (OGC) helps departments apply procurement rules. They lead on the Government's policy of achieving value for money in public procurement, including considering how taking such issues as sustainability and race equality into account can be possible within the legal and policy framework, as well as giving advice and producing guidance.

There are a number of tools available to help you through the procurement process. Whichever you choose, it is a good idea to pursue a non-exclusive strategy, which avoids creating a monopoly for your data and branding. The up-front costs of a monopoly deal can appear attractive. However, such deals can reduce the sustainability of the project in the longer term through the missed opportunity for publicity via third parties and by tying your hands when it comes to re-tendering.

3.1 CHOOSING SUPPLIERS

There are various routes to contracting for your e-recruitment solution. These include:

- partnership arrangements;
- framework arrangements and contracts;
- open procurement under Official Journal of the European Union (OJEU) rules.

3.1.1 Partnership arrangements

- Public sector organisations including local authorities are expected to work in partnership with each other, with other local public services and the private sector to deliver services in a cost-effective manner.
- For further details of the benefits of partnering you should contact the Cabinet Office e-government unit or OGC.

3.1.2 Framework arrangements and contracts

- Frameworks are department-level and pan-government wide agreements to provide goods, works or services on specified terms. There are two basic types: **framework arrangements and framework agreements.**
- For more information on frameworks contact the OGC or your own department's procurement 'centre of excellence' (see under 'OGC Gateway Review' below).

3.1.3 Open procurement under OJEU rules

- If your projects has a value of £100K or over, you are required under European Union rules for contracting for public services to publicise your tender in Official Journal of the European Union (OJEU).
- There are alternatives for projects of this scale which may be appropriate, such as "S-Cat". Contact OGC for details.

3.2 MANAGEMENT TOOLS

3.2.1 Project management In Controlled Environments (PRINCE2)

- PRINCE2 is a structured method providing organisations with a standard approach to the management of projects. The method embodies proven and established best-practice in project management. It is widely recognised and understood, and so provides a common language for all participants in the project.
- The OGC has published a detailed guide to PRINCE2, available from The Stationery Office, and can offer training through strategic partners.

3.2.2 OGC Gateway Review™

- The OGC Gateway review process has a number of benefits for e-recruitment initiatives, e.g. ensuring project teams get advice and guidance from fellow practitioners.
- The Review provides a structure for reviewing the objectives that have been set in the business plan for the project.
- All procurement projects and acquisition programmes in civil Central Government, are subject to Office of Government Commerce (OGC) **Gateway Reviews.**

- Organisations that already have strategic partnering arrangements in place are **not** exempt from this requirement.
- Your department may have completed a Strategic Assessment. This Gateway 0 review for the acquisition programme should inform your own review process, and will help place your project in its wider context.
- Your department should have a 'centre of excellence' made up of personnel who have in-depth knowledge of the OGC review process. They will act as reviewers for your project, and be able to offer advice on department-specific procurement policies and activities.

3.2.3 OGC/DTI Small firms access to contracts

If the total value of your project is less than £100k then you might want to consider the guidance offered jointly by the OGC and the DTI small business service (SBS), "*Smaller supplier, better value?*". This is a simplified version of the gateway review and will allow you to integrate your project comfortably into the recruitment programme for your organisation as well as offering these benefits:

- greater flexibility;
- access to senior decision makers in the company, and
- potentially more responsive levels of service.

3.3 REGULATORY REQUIREMENTS

Your e-recruitment project offers you real opportunities to introduce efficiencies into your mainstream HR processes. But there are a number of guiding principles governing public sector recruitment, as well as data management regulations with which you need to comply. This section outlines those principles and signposts further sources of advice and information on statutory obligations.

3.3.1 The Policy framework for a mixed economy in the supply of e-government services.

Under this Cabinet Office policy framework, intermediaries and departments must conform to the government technical standards for interoperability and information exchange defined by the e-Government Interoperability Framework (e-GIF).

e-GIF defines the minimum set of technical policies and specifications governing information flows across government and the public sector. They see that access to public sector e-enabled services for use by citizens, businesses or public officials is:

- designed to meet UK legislation and support channels that provide accessibility for disabled people, ethnic minorities and those at risk of social/digital exclusion, and
- for e-government services aimed at the citizen, government information systems will be designed to be accessible to the citizen via multiple channels that suit the specific needs of the citizen.

Further guidance on web accessibility is available in the *"Guidelines for UK Government websites"*, Chapter 2.4: *"Building in universal accessibility"* from the Cabinet Office or by contacting the e-government unit directly.

3.3.2 Domain names

The integrity and credibility of the .gov.uk namespace is strictly managed by eligibility rules and by naming conventions. These .gov.uk domain rules are published on the Cabinet Office e-government unit website.

If you are considering a partnership with non-public sector bodies, you should be aware of issues around the use of a .gov.uk domain name. For example:

- a .gov.uk domain name cannot be provided to or used by a commercial company or private organisation;
- a domain could be set up by the owner (e.g. DTI) for a specialist service to be provided by a third-party company. It is important not to give the impression that a commercial organisation is using a .gov.uk name;
- a third party company should not be able to advertise that 'XYZ Recruitment Services' are available from a .gov.uk address. Any relationship should be clearly communicated.

3.3.3 Accessibility: the Disability Discrimination Act (DDA) 1995 (Part 3)

Under this legislation website owners must provide a DDA-compliant service. It is unlawful to discriminate against disabled people by refusing them service, providing service on worse terms or providing a slower standard of service.

However, your contractor is not legally obliged to deliver a compliant product unless it is clearly stated within the procurement procedure and documentation.

Public sector organisations must:

- clearly set out the meaning and requirements for usability and accessibility in the project specification, and
- detail which services need to be developed, tested, delivered and sustained during the lifetime of the service.

3.3.4 The civil service recruitment code: fair and open selection on merit

Your e-recruitment project must be seen in the context of your overall HR programme. Accordingly, Civil Service recruitment must comply with the principles outlined in the Civil Service Commissioners Recruitment Code, of fair and open competition. Importantly, ***'Prospective applicants must be given equal and reasonable access to adequate information about the job and its requirements and about the selection process.'***¹ This means that you must ensure that you promote job opportunities as widely as possible.

The revised code (September 2004) states that the requirements of fair and open competition may in some circumstances be satisfied if you place the advert on the Cabinet Office Recruitment Gateway. This would make sense for recruitment of IT professionals, for example, or if the site became a widely accepted resource for senior public sector jobs. So, their position is conditional on the behaviours of candidates.

Also under the code, all recruitment competitions need to be fully documented. Your e-recruitment facility therefore needs to be effectively integrated into your existing HR operations. You will need to be able to manage enquiries and requests for feedback on applications generated by your website.

3.3.5 Public information requirements

The information on government web sites is in most cases considered to be a government publication. Because of this there are regulations and guidelines regarding the commercial re-use of public information which you will need to comply with. The obligations are set out in the EU Directive on Public Sector Information (2003) and must be implemented from 1 July 2005. This will apply to local as well as central government organisations. Even if you appoint a single contractor to run your recruitment web site, avoid deals giving one commercial organisation exclusive rights to information about your job vacancies held on that

¹1.19 – 1.23 Civil Service Recruitment Code, 1999 see www.civilservicecommissioners.gov.uk

website. This can help you comply with the Directive's requirements.

Leaving the door open for other channels to carry the data (whether free of charge, the marginal cost of providing the data or for a negotiated fee) helps get the news of your vacancies out to the right audience, whilst still allowing you to make cost savings and improve recruitment value for money.

3.3.6 Security

If you are providing an online application facility, you need to ensure that personal information is kept secure, and your e-recruitment solution does not compromise your IT system security. For advice on system security such as design options for secure IT architectures, contact the CESG (the information arm of GCHQ). CESG can also offer the following services you may find useful:

- assignment of an adviser to attend meetings and provide continuity of advice throughout a project's life;
- information on suppliers of approved / certified products;
- help-desk style telephone advice;
- access to alternative sources of technical advice;
- training on specific Information Assurance issues.

Public bodies are further subject to **Freedom of Information and Data Protection obligations**. Annex B contains an indicative list of statutory requirements.

4 FURTHER CONSIDERATIONS

Your aim in setting up a recruitment website is to get better value for tax-payers' money. If your business plan does not take account of the wider impact of your project, you could not only adversely affect your organisation's HR function, but also have much wider effects. By working with service providers at an early stage before awarding your procurement contract you can anticipate any unintended consequences, and find innovative solutions to your recruitment challenge.

Project checklist–Do’s and Don’ts

	Do’s		Don’ts
✓	Act as an informed / expert customer throughout the project	x	Enter into discussions with potential suppliers without a technical expert with up-to-date understanding of the market and technologies.
✓	Fully research the market and potential suppliers	x	Forget to specify all of the legal requirements your electronic solution must comply with.
✓	Consult on objectives prior to a planned implementation or any competitive content development bidding process.	x	Consider the project in isolation from the wider organisational recruitment objectives
✓	Establish sustained consultation with commercial third parties early on.	x	Grant exclusive rights to the vacancy information.
✓	Set up a Project Impact Review (PIR) early on.	x	Allow preferential pricing deals when you authorise commercial third party access to your vacancy information.
✓	Consider partnership arrangements with other public sector organisations	x	Avoid engaging with other public sector organisations that may have experiences you can learn from.
✓	Make the key public sector senior responsible officer (SRO) known to all potential stakeholders early on.	x	Avoid contact with the private sector or make it difficult for them to engage with you.
✓	Consider application forms – and how they will be processed	x	Forget to set targets for applicant numbers and quality.
✓	Consider a Gateway review, and identify your Gateway champion	x	Forget to include promotional costs and potential professional development costs across the length of the contract in the project proposal.
✓	Prepare your licence agreement for reuse of information	x	Forget to signpost the re-use option on your website.

Feedback:

This guide is a working document and should reflect *current* best practice. Write to us at erecruiting@dti.gsi.gov.uk with your ideas and thoughts on how it could be improved.

Annex A: Useful Contacts

Further information on the issues presented in this paper is available from the organisations listed below.

DTI Communications and Content Industries Unit	Tel: 020 7215 1611
Digital Content Forum (DCF)	Representing media organisations Tel: 020 7665 8440 www.dcf.org.uk
Association of Online Publishers (AOP)	Tel: 020 7404 4166 www.ukaop.org.uk
Online Recruitment Marketing Council (ORMC)	Advice and help for both recruiters and job-seekers www.ormc.org.uk
Newspaper Publishers Association (NPA)	Representing national newspapers Tel: 020 7207 2200
The Newspaper Society (NS)	The industry body for regional press Tel: 020 7636 7014 www.newspapersoc.org.uk
Periodical Publishers Association (PPA)	Representing the magazine sector Tel: 020 7404 4166 www.ppa.co.uk
Her Majesty's Stationery Office (HMSO)	For guidance on best practice on information sharing http://www.hmso.gov.uk/
Office of Government Commerce (OGC)	For advice on procurement best practice and rules www.ogc.gov.uk
The e-government Unit (Cabinet Office)	For advice on securing efficiency savings while improving the delivery of public services by joining up electronic government services around the needs of customers. www.cabinetoffice.gov.uk/e-government
The Civil Service Commissioners	For information and advice on code of practice in recruitment www.civilservicecommissioners.gov.uk
Communications-Electronics Security Group (CESG)	For advice and training on ICT security: Customer Support Office 01242 709141 www.cesg.gov.uk

Annex B: Some key statutory requirements relevant to e-recruitment projects

Note: This is an indicative list of the main statutory obligations you need to consider and further guidance should be sought from the relevant department indicated. For OGC guidance on procurement policy, visit www.ogc.gov.uk (click on 'Procurement Policy and EC rules').

Regulations governing use of information:

Data Protection Act 1998:

<http://www.informationcommissioner.gov.uk/eventual.aspx?id=34>

Freedom of Information Act 2000

<http://www.informationcommissioner.gov.uk/eventual.aspx?id=33>

EU Directive on Re-use of Public Sector Information 2003/98/EC

<http://www.hms0.gov.uk/psi/>

The copyright directive 2001/29/EC:

<http://www.patent.gov.uk/about/consultations/eccopyright/>

Employment regulations:

Employers' Liability (Compulsory Insurance) Regulations (SI 1998 No. 2573):

<http://www.legislation.hms0.gov.uk/si/si1998/19982573.htm>

The Employment Agencies Act 1973:

<http://www.dti.gov.uk/er/agency/regs-pl971.htm>

The Conduct of Employment Agencies and Employment Businesses Regulations 2003:

<http://www.dti.gov.uk/er/agency/conduct.pdf>

The Employment Relations Act 1999:

<http://www.dti.gov.uk/er/erbill.htm>

Anti-discrimination legislation:

The Disability Discrimination Act 1995:

<http://www.disability.gov.uk/dda/>

The Racial Discrimination Act:

<http://www.homeoffice.gov.uk/docs/racerel1.html>

Race Relations (Amendment) Act 2000:

<http://www.homeoffice.gov.uk/comrace/race/raceact/amendact.html>

The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000:

www.dti.gov.uk/er/ptime.htm

Rules governing procedures for the award of contracts²:

Supplies Directive 93/36/EEC www.ogc.gov.uk

Services Directive 92/50/EEC www.ogc.gov.uk³

Requirements specific to public sector employment:

Civil Service Commissioners Recruitment Code:

www.civilservicecommissioners.gov.uk

² Contracts whose value equals or exceeds specific thresholds.

³ At the time of going to press guidance was not available as these directives are being superseded.

Annex C: Quick reference guide

Applicant ranking	Automated comparison between core criteria of a job and submitted applications
Candidate profiling	Establishing a set of essential criteria of a 'successful' applicant to act as a benchmark against which applicants CVs can be sifted.
C.V. banking	Electronic storage of candidate's CVs on a host server – usually by a third party, that eases the application process and enables.
Database	An electronic filing system or an organised collection of information that can be characterised by the use of data fields. It often provides a foundation for procedures such as retrieving information, drawing conclusions or making decisions.
Domain name	The unique name that identifies an Internet site is called a Domain Name. Domain Names always have 2 or more parts, separated by dots. The part on the left is the most specific, the part on the right the most general. Usually, all of the machines on a given network will have the same righthand portion of a domain name.
e-mail alert	When a candidate registers with an online recruitment website, they can set up a jobs-by-e-mail service. This means that when a job is posted on a site that matches their job search preferences, they will be emailed details of that post.
Intellectual property	The creation of knowledge in any form of intellectual expression that can be protected by law. This includes inventions, computer software, artistic and musical works as well as know-how.
ISP	Internet Service Provider. An organisation that provides access to the Internet in some form such as AOL, BT or Freeserve etc.

Job posting	This is the simplest way of advertising a job vacancy. A job posting is where you enter the job title, location, salary details and job description onto an online recruitment website, usually through the site's 'recruiter' area. This job will then be searched by candidates and will normally be matched up to relevant candidates by means of a 'jobs-by-e-mail' service.
Media buying	Process of negotiating and procuring advertising space in media including billboards, newspapers, and on Internet sites. Usually completed by a specialist agency due to their bulk buying power.
Microsite	A small website with a narrow subject focus or few pages that are sometimes a section in a larger website. Similar terms are 'minisite' and 'sitelet'. Typically, a microsite has a separate identity and users are encouraged to link to it directly.
OGC Gateway	OGC is the Office of Government Commerce. A Gateway Review of a procurement project is carried out at a key decision point by a team of experienced people, independent of the project team.
Portal	A term used to describe a website that is or is intended to be the first place people see when using the web. Typically a "Portal site" has a catalogue of websites, a search engine, or both. A Portal site may also offer email and other services to entice people to use that site as their main "point of entry" (hence "portal") to the Web such as AOL or MSN.
URL (Uniform Resource Locator)	An address for a resource available on the Internet. The first part of a URL is called the 'scheme'. The most well known scheme is http, but there are many others. Each URL scheme has its own format for how a URL should appear. The term URL is synonymous with URI (Uniform Resource Identifier). URI has replaced URL in technical specifications.
XML (extensible Mark-up Language)	XML provides a widely used system for defining complex documents and data structures such as invoices, molecular data, news feeds, glossaries, inventory descriptions, real estate properties, etc.

