

## **Recruitment and selection at Ernst & Young**

Irene Huertas Valdivia, *Universidad Rey Juan Carlos*

María Carmen De la Calle Durán, *Universidad Rey Juan Carlos*

Eduardo Arias Viñuela, *Universidad Rey Juan Carlos*

Ernst & Young (EY) is a multinational company with four integrated service lines: Assurance, Consulting, Strategy and Transactions, and Tax. Its corporate culture is based on *Building a better working world*. This premise is the “guiding light” for its global workforce of more than 300,000 professionals, providing the context and meaning for their everyday work ([https://www.ey.com/en\\_us/about-us](https://www.ey.com/en_us/about-us)). In fiscal year 2021, EY invested US\$270m in formal training, at a rate of 54 hours per person.

As EY is continuously increasing its turnover, the company conducts personal selection processes throughout the whole year. In some areas, therefore, EY does not set a rigid deadline for hiring a person for a certain position; as soon as someone with talent is found, they are hired. In the words of an EY recruiter: "We don't hire to fill empty seats; we hire when we find the right talent".

The first step when applying for a position at EY is to complete the application form on its website and attach a curriculum. To do so, EY has included a tab on its main menu called “Work with us”. By accessing this section, applicants are presented with several articles on *what it means to be part of EY*. Some of the titles of these posts are ‘Do you want to use your technological skills to build a better future?’, ‘What you can do here’, and ‘What it’s like to work here’. At the end of this section, there is a link called ‘How to join us’, where candidates are to indicate whether they are experienced professionals or students and entry-level.

EY's website provides information on the selection process. Once the candidate's professional level has been selected, the EY employment portal can be accessed and all current job offers consulted. EY recommends using the available filters (such as keywords or location) to find the job opportunity that best suits the candidate. By clicking on an available vacancy, a candidate is provided with a comprehensive description of the position and may then apply through the upper right-hand corner of the website.

When applying for the desired position, the applicants must first create a username. Once they have confirmed their email, they can then complete their application -which takes about 30 minutes. The application can be saved at any time and the information modified whenever necessary. When applying for more than one position, an application form must be completed in each case. However, managing applications through the candidate profile is easy.

The general information that an applicant should provide for a job offer is as follows:

- Personal details: name and surname, email, telephone number, gender, and place of residence.
- Academic background: university studies, graduation date and average grade; languages, and other diplomas and certifications.
- Availability of incorporation.
- Areas of interest within EY.
- Office location preferences.
- CV and other optional documents.

EY keeps the candidate posted about the process once the application has been completed and submitted. EY has adapted the selection process for people with disabilities. If the requirements are met, a recruiter will contact the candidate for an interview. Nevertheless, the selection process at EY will depend on the position to be filled. EY may therefore invite the candidates for a face-to-face, telephone, or video interview. They may also ask the applicant to complete a written assessment, either online or at a test centre.

If the candidate is finally selected, EY makes a formal offer in writing. If the position is accepted, the new employee receives an initial induction course and access to a global technology portal to make the onboarding experience as easy and as smooth as possible. In addition, the employee is encouraged to network with their peers and participate in ongoing orientation programmes tailored to their level of experience.

### **Sources**

- How to join us (2021). Available at: [https://www.ey.com/en\\_es/careers/how-to-join-us](https://www.ey.com/en_es/careers/how-to-join-us)
- EY website: [https://www.ey.com/en\\_es](https://www.ey.com/en_es). [Accessed: 17/11/2021].

**Date:** December 2021.

**Keywords:** job application, recruitment, CV

**Questions about this case**

1. In the case of EY, do you consider it appropriate to hire talented people without knowing the exact position they will hold? Justify your answer.
2. Summarise the application process for a job offer at EY. Discuss.
3. Look for a current vacancy at EY and describe the profile required.

**Acknowledgments:** This case has been prepared within the framework of the 2020 Teaching Innovation Group: FRH-GID-14. *Teaching Innovation Group Fundamentals of Human Resources* of the Universidad Rey Juan Carlos.