

Towards a modern system of open competition – the EPSO Development Programme

**David Bearfield,
Director**

**Recruitment & Sourcing Seminar @
CERN**

CERN, 18th November 2011



Some figures

EPSO is the HR selection arm of the EU Institutions :

- more than 563 022 candidates have participated in a competition;
- around 700 open competitions organised;
- 17 189 successful candidates;
- 12 118 successful candidates recruited.



Fact Finding

- World Bank;
- IMF;
- Public Service Commission, Canada;
- UN Secretariat General;
- UNDP;
- UNICEF;
- Office of Personnel Management in the US Federal Department;
- US Department of State;
- EU Member States.



The EPSO Development Programme 2007 -

- After 5 years of service and the successful implementation of an unprecedented enlargement – the time has come to modernise, improve and speed up the selection procedure::

EPSO Development Programme, is based on the following 3 pillars:

- Planning and Needs
- Testing and Professionalism
- Attractiveness and Diversity

Implementation timeframe : 2010-2011



Goals

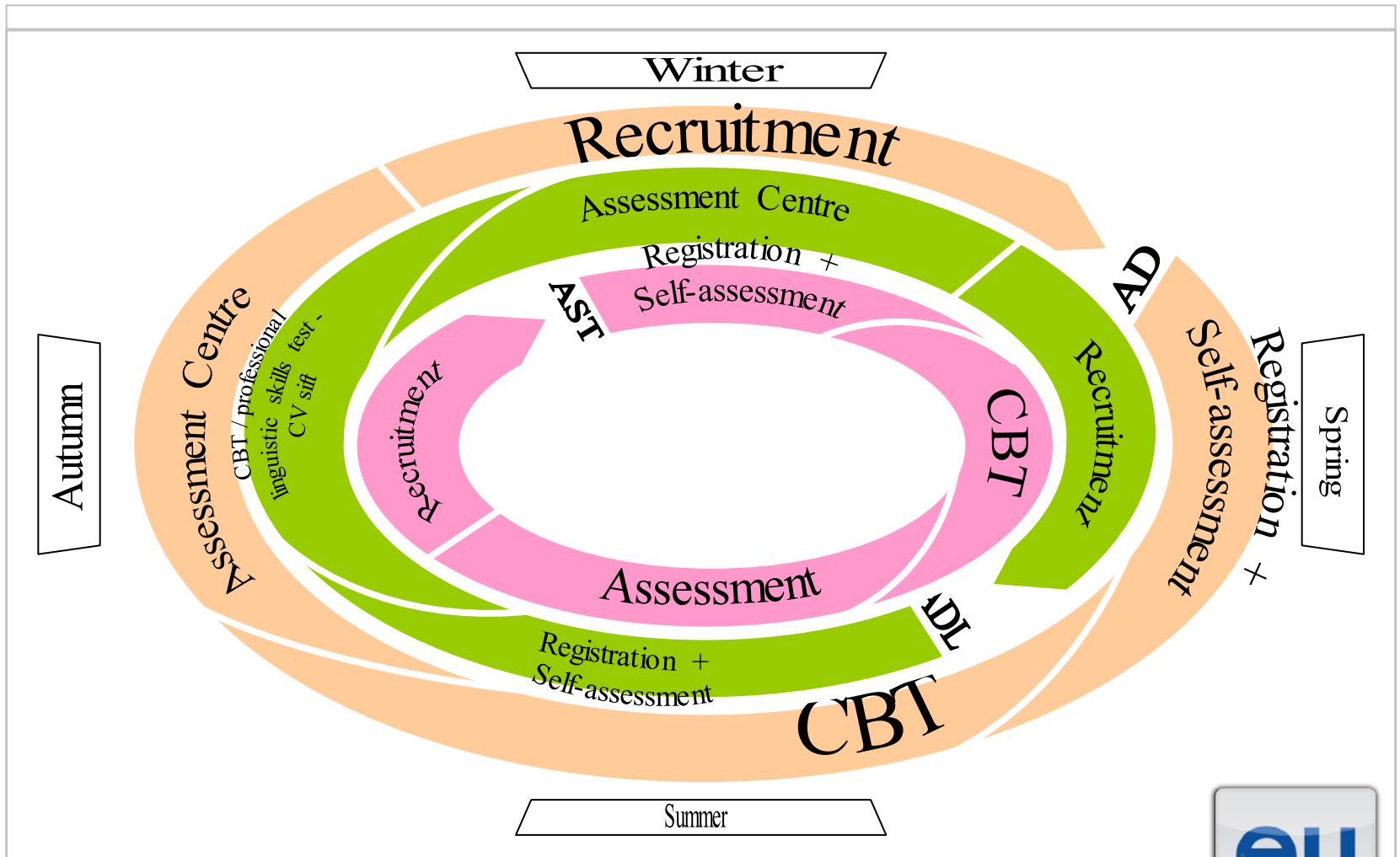
- Ensure services have the right staff in place (meeting the EU's Institutions' governing bodies needs);
- Efficient and reliable tests (improving delivery and making content more relevant);
- Much faster selection process: 5 to 9 months (not 24...)
- Better dialogue with candidates and improving user friendliness;
- Creating a positive image of EU employment.



1. Planning and Needs

- Introduce strategic HR planning;
- Annual competition cycles;
- Speed (5 to 9 months).

New competition cycle



Old Timeline Vs Post EDP

| Month 0 | Month 1 | Month 1-3 | Month 6 | Month 9-10 | Month 12-13 | Month 15 | Month 18-19 | Month 20 | Month 21 | Month 23 | Month 24 |
|---------------------|--------------------------|-------------------------|---------------------------|--------------|-------------|---------------|-------------|--------------|----------|---------------------------|----------------------------|
| Inst identify needs | | | Notice of Comp Published | CBT | Admission | Written exams | Oral exams | Reserve List | Flagging | Interview a& medical exam | Formal offer of employment |
| Inst Confirm needs | Notice of Comp Published | CBT – Overlapping | Admission & Assess Centre | Reserve List | | | | | | | |
| Inst Confirm needs | Notice of Comp Published | CV Sift & Assess Centre | Reserve List | | | | | | | | |

AD Cycle

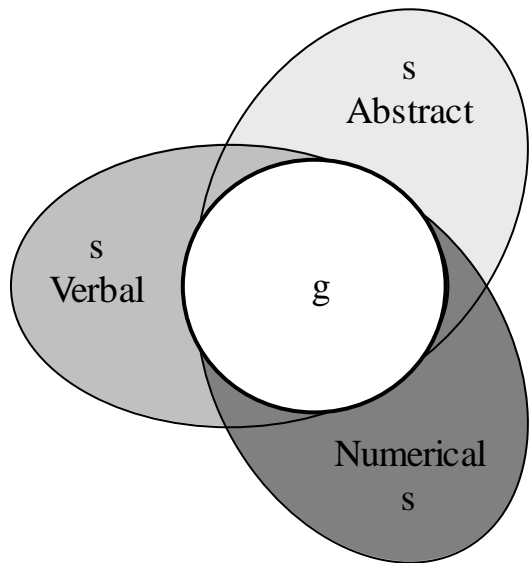
Specialist

2. Testing and Professionalism

- Competency-based testing: Introduce Assessment Centres for graduate administrators;
- Creation of a competency passport as a comprehensive feedback mechanism to candidates;
- Extensive job analysis undertaken;
- Introduction of self-assessment;
- Certification of permanent Selection Board members.

Testing for competency (1)

CBT: cognitive testing



g – General Ability
s – Specific Abilities

- + Situational / behavioural
- + Professional competencies (where appropriate)
- + Second language

EPSO Competency Framework

| | |
|---------------------------------------|--|
| Analysis and Problem Solving | Identifies the critical facts in complex issues and develops creative and practical solutions |
| Communicating | Communicates clearly and precisely both orally and in writing |
| Delivering Quality and Results | Takes personal responsibility and initiative for delivering work to a high standard of quality within set procedures |
| Learning and Development | Develops and improves personal skills and knowledge of the organisation and its environment |
| Prioritising and Organising | Prioritises the most important tasks, works flexibly and organises own workload efficiently |
| Resilience | Remains effective under a heavy workload, handles organisational frustrations positively and adapts to a changing work environment |
| Working with Others | Works co-operatively with others in teams and across organisational boundaries and respects differences between people |
| Leadership | Manages, develops and motivates people to achieve results |



Competency Passport

EPSO/AD/177/10/EPA

ANONYMOUS SAMPLE
01/10/2019

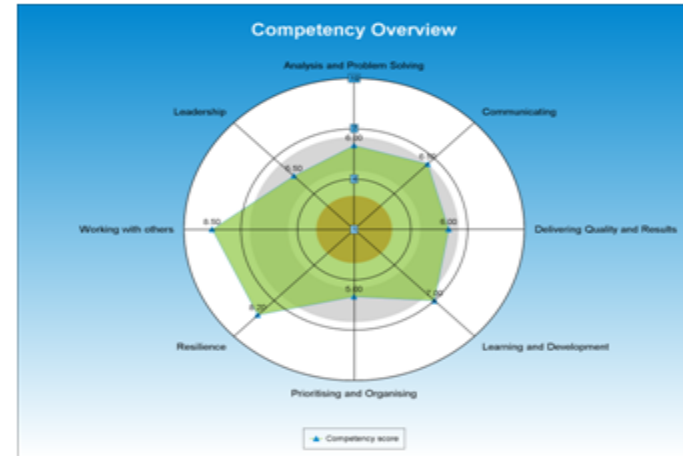


Competency Overview

The graph below positions every core competency against the average score, permitting to get a quick overview of strengths and weaknesses of the participant. Every competency is measured at least two times. The score of each competency is thus the average between the scores from two different independent measurements.

The graph gives only rough indications of the position of the participant, without reflecting details and nuances that might put the global results in a totally different perspective. The next section of the report gives a more detailed view on the results obtained.

The technical knowledge is not scored in this graph, but is mentioned below, as well as the total score.



Total competency score: 62.7 / 80
 Technical knowledge: 9 / 20
 Total score: 61.7 / 100

Legend:
 9-10 : Outstanding performance
 7-8 : Strong performance
 6-8 : Competent performance
 3-4 : Performance requires some development
 1-2 : Insufficient performance

A participant has to achieve the following minimum marks in order to pass the Assessment Centre:

Specific competencies in the field - Pass mark: 10 out of 20

General competencies - Pass mark: 3 out of 10 for each competency AND 50 out of 80 for all the 8 general competencies together.

Important elements – first two annual cycles

- Obligatory self-assessment (at on-line application stage);
- A new electronic process of registration;
- Introduction of abstract reasoning and Situational Judgment tests;
- Nomination professional Selection Board members;
- Open to students in their final year of study;;
- Pre-selection in 23 languages.

Summary of first graduate cycle

- 1st AD competition successfully competed in 9 ½ months;
- 308 laureates available;
- Average age of the laureates = 32 years;
- Services provided with a competency passport for each laureate;
- +/- 14 months reduction in time taken to run a large-scale competition.



3. Attractiveness and Diversity

- Winning the war for talent;
- Improve employer image of the EU;
- Making the EU more relevant to today's job seekers;
- More efforts to achieve better geographical balance, and to attract people with disabilities, as well as people from different ethnic backgrounds.



Pillars of EU Careers Communication Strategy

1. Awareness

- Advertising open competitions

2. Job attractiveness

- Creating awareness of and attract specific categories of people/ specific jobs

3. Employer attractiveness

- Creating an ‘Employer Brand’ – where you would ‘love’ to work for in a variety of jobs or fields



Web 2.0

- EU Careers Facebook page now has over 57,000 fans.

- ***DIRECT*** feedback from (potential) candidates

- Highly appreciated by candidates, stakeholders.



EU Careers Ambassadors

- Programme to raise awareness of EU Careers amongst students.
- The 'Ambassadors' receive a training session in Brussels to help them know how to promote EU Careers to their peers.
- Piloted in 2010 at 18 Universities in 6 of the countries where we struggle to get an appropriate number of applicants.
- 2011: universities from all Member States.



En résumé

Partant de l'ancien modèle....:

- *Une planification stratégique très faible;*
- *Priorité donnée aux connaissances;*
- *Durée excessive;*
- *Manque de cohérence dans la procédure de sélection;*
- *Mauvaise image de l'UE.*

En résumé

...Vers un nouveau modèle:

- *Meilleure planification stratégique;*
- *Sélection sur base de compétences – en identifiant, de manière constante, les meilleurs candidats pour le poste en question;*
- *Meilleures pratiques ;*
- *Durée de sélection plus réduite;*
- *Qui met en valeur une image positive de l'UE;*
- *Cycles annuels de concours;*
- *Meilleure transparence pour les candidats.*