Challenges in identifying and recruiting the public sector talent for the 21st Century
Innovations In Testing.org

“to

David Bearfield, Director, European Personnel Selection Office, EU
Martha Helena Lopez, Director, Strategic Planning and Staffing Division, UN
Unprecedented challenges in unprecedented times.

BUT with technological progress and new generation on the job market, also present us all in public sector assessment and recruitment with a real window of opportunity;

By its very nature, the public sector needs a high quality, modern and demonstrably fair recruitment process.
Two key challenges:

- managing in times of **austerity**;
- **impending retirement** of the baby boom generation - with the significant depletion of expertise and experience and inevitable necessity to do more, with less;
  - The workforce gap generated by these retirements can **in part** be filled through recruitment.
Two sides of a coin

- Whilst many parts of the world are facing the retirement of an entire generation, others – emerging economies - have an urgent need to build the capacity and capability of their public management systems to keep up with and benefit from economic growth.
Workforce planning: recruitment as part of talent management
Talent attraction: Employer Value Proposition

Need to:

- attract new talent for the future, but current leaders must understand and accept that we require a modern, attractive and not outdated selection process for future generations;

- FIRST STEP = an employee-centric, solid and inspirational Employer Value Proposition (EVP) that convinces the target population why they should work for you.

What do you believe in?
European Personnel Selection Office (EPSO)
Attracting talent

- Creation of a solid EVP;

- Creation of an employer brand – which has helped EPSO compete successfully in the war for talent, has vastly improved the employer image of the EU make it more relevant to today’s job seekers and where there is more effort to achieve better diversity to reflect the society we serve!

- Put in place modern, multi-lingual, multi-profile, efficient and effective selection methods.
Selecting talent

- Putting in place a modern, efficient and effective selection process that identifies the right person for the right job and that is a positive advert for your organisation;
- Key steps: job analysis to identify key competencies and skills, putting in place robust, multi-stage sifting process: most likely using CBT/IBT and Assessment Centres.
Measuring success through KPI's

END-TO-END VISIBILITY AND NEW METRICS...

SUCCESS!

DIYLOL.COM
The scale of the task

- 28 Member States;
- More than 650,000 candidates have participated in a selection process since 2003;
- Over 950 selection processes organised;
- 20,000 successful candidates (average of 2,200 per year);
- 16,000 successful candidates recruited (average of 1,800 per year);
- 24 language testing;
- Global testing across 80+ test centres;
- c. 170,000 computer-based tests delivered each year.
**Time to hire**

<table>
<thead>
<tr>
<th>Month 0</th>
<th>Month 1-3</th>
<th>Month 4-9</th>
<th>Month 9-10</th>
<th>Month 10</th>
<th>Month 11-12</th>
<th>Month 12</th>
<th>Month 13</th>
<th>Month 14</th>
<th>Month 20</th>
<th>Month 21-23</th>
<th>Month 24-30</th>
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<tr>
<td><strong>Notice of Comp</strong>&lt;sup&gt;1&lt;/sup&gt; published</td>
<td>CBT</td>
<td>CBT and admission</td>
<td>Written tests</td>
<td>Oral exam</td>
<td>Reserve list</td>
<td>Reserve list</td>
<td>Flagging quarantine for max of 6 mths</td>
<td>Institutions check of candidates eligibility documents</td>
<td>Interview and medical</td>
<td>Person in job</td>
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<td><strong>Notice of Comp</strong>&lt;sup&gt;2&lt;/sup&gt; published</td>
<td>CBT - overlapping</td>
<td>Admission &amp; Assess Centre</td>
<td>Reserve list</td>
<td>Flaring quarantine (laureates reserved/blocked up to a maximum of 6 months)</td>
<td>Institutions check of candidate eligibility documents</td>
<td>Interview and medical</td>
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<tr>
<td><strong>Notice of Comp</strong>&lt;sup&gt;3&lt;/sup&gt; published</td>
<td>CBT - overlapping</td>
<td>Admission, candidate eligibility check done by EPSO and Assess Centre</td>
<td>Reserve List</td>
<td>Interview and medical</td>
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</tbody>
</table>

1: Timeline 2007-2010  
2: Timeline 2010-2014  
3: Timeline 2014 onwards
Number of hires

Target = 120% of identified needs
Most organisations do not make a distinction between selection and recruitment costs;

Some organisations use executive search which increases costs considerably;

EU costs are within the low band (based on 2004-2010, cost of laureate).
35,132 candidates tested

34,600 candidate questions answered (by phone, email, online)

545 requests for review

74 article 90 complaints

55 enquiries to ombudsman (0.16%)

22 enquiries transmitted to EPSO (0.06%)

7 critical remarks (0.02%)
Candidate satisfaction

Overall, 91.2% of candidates were satisfied or very satisfied with their AC experience.

Mean score 4.43/5
• In 2013, EPSO commissioned Panteia to conduct a survey among key stakeholders throughout ten selected EU Institutions.

• In total, a sample was constructed of 1779 HR officers, Heads of Unit and Directors across these Institutions.

• 759 people participated in the survey, resulting in a response rate of 42.7%.
Employer Brand Rankings

Employer branding listings 2013

30

4

14

58
# Ranking of the European Union in Europe

<table>
<thead>
<tr>
<th>2013 Rank</th>
<th>Employer</th>
<th>2013%</th>
<th>2012 Rank</th>
<th>2012%</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Google</td>
<td>8.21%</td>
<td>1</td>
<td>7.53%</td>
</tr>
<tr>
<td>2</td>
<td>Apple</td>
<td>6.30%</td>
<td>2</td>
<td>7.37%</td>
</tr>
<tr>
<td>3</td>
<td>Ernst &amp; Young</td>
<td>5.91%</td>
<td>4</td>
<td>5.11%</td>
</tr>
<tr>
<td>4</td>
<td>PricewaterhouseCoopers</td>
<td>5.09%</td>
<td>6</td>
<td>4.83%</td>
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<tr>
<td>5</td>
<td>Volkswagen Group</td>
<td>4.47%</td>
<td>8</td>
<td>3.94%</td>
</tr>
<tr>
<td>6</td>
<td>Coca-Cola</td>
<td>4.41%</td>
<td>3</td>
<td>5.21%</td>
</tr>
<tr>
<td>7</td>
<td>KPMG</td>
<td>4.31%</td>
<td>7</td>
<td>4.08%</td>
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<tr>
<td>8</td>
<td>L’Oréal</td>
<td>4.25%</td>
<td>5</td>
<td>4.98%</td>
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<tr>
<td>9</td>
<td>BMW Group (BMW, Mini, Rolls-Royce)</td>
<td>4.11%</td>
<td>11</td>
<td>3.73%</td>
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<tr>
<td>10</td>
<td>Deloitte</td>
<td>4.07%</td>
<td>9</td>
<td>3.85%</td>
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<tr>
<td>11</td>
<td>Microsoft</td>
<td>3.51%</td>
<td>10</td>
<td>3.78%</td>
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<tr>
<td>12</td>
<td>LVMH</td>
<td>3.38%</td>
<td>12</td>
<td>3.51%</td>
</tr>
<tr>
<td>13</td>
<td>Procter &amp; Gamble</td>
<td>3.30%</td>
<td>14</td>
<td>2.98%</td>
</tr>
<tr>
<td>14</td>
<td>European Commission</td>
<td>3.12%</td>
<td>32</td>
<td>1.88%</td>
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<tr>
<td>15</td>
<td>Unilever</td>
<td>3.03%</td>
<td>17</td>
<td>2.66%</td>
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<td>16</td>
<td>Nestlé</td>
<td>2.99%</td>
<td>15</td>
<td>2.87%</td>
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<tr>
<td>17</td>
<td>European Central Bank</td>
<td>2.60%</td>
<td>19</td>
<td>2.63%</td>
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<tr>
<td>18</td>
<td>IKEA</td>
<td>2.41%</td>
<td>24</td>
<td>2.33%</td>
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<tr>
<td>19</td>
<td>BCG The Boston Consulting Group</td>
<td>2.38%</td>
<td>30</td>
<td>1.99%</td>
</tr>
<tr>
<td>20</td>
<td>McKinsey &amp; Company</td>
<td>2.37%</td>
<td>26</td>
<td>2.12%</td>
</tr>
</tbody>
</table>
United Nations (UN)
Attracting Talent  cont’d

- Rethinking our brand
  - Research
  - Brainstorming and consultations
- Defining “who we are”
  - International civil servants
  - Our mandates and work
Who we are looking for?

- People with integrity, who are fair and impartial and who:
  - make a difference in the world motivates them
  - are driven to be a part of a bigger purpose in the service of humanity
  - are dynamic and adaptable professionals who think creatively and are proactive, flexible and responsive.
  - will travel to and work anywhere at a moment’s notice
  - thrive in an environment that:
    - is truly international and multi-cultural
    - respects and promotes diversity
    - functions at its best through team efforts
Attracting talent  cont’d

Brand - Before

Brand - After

Concours 2010 de recrutement d’interprètes de langue française

L’Organisation des Nations Unies prévoit d’organiser le 29 juin 2010 un concours de recrutement d’interprètes de langue française.

Les candidats doivent :
• Avoir le français comme langue principale ;
• Avoir une excellente connaissance de l’anglais et du russe ;

Il sera fait appel aux lauréats inscrits sur la liste de réserve établie à l’issue du concours pour pouvoir les postes vacants ou qui le deviendraient dans les services d’interprétation de New York, Genève, Viennet et Nairobi.

Les candidatures doivent être reçues le 14 mai 2010 au plus tard.

Les précisions sur les conditions d’inscription et le dépôt des candidatures sont disponibles à l’adresse interact ci-après :
Selecting talent

- Introduction of new Talent Management IT system (*inspira*), April 2012
  - Single global system integrating:
    - Staffing
    - Performance Management
    - Learning Management and Staff Development
    - Workforce planning
1.2 million registered users through 2013
40,000 logins everyday on average
250 job openings posted every month
30,000 applications received every month
4,198 job openings for P2–P5 positions
Young Professionals Programme (YPP)
  36,000 applications in 2011; 41,000 in 2012; 23,000 in 2013
74,000 performance documents in the system
1,500 Support Centre requests per week
The scale of the task

- 193 Member States
- Equitable Geographical Representation
  - Un-represented: 15 countries
  - Under-represented: 33 countries
- Gender Parity particularly in the field and senior levels
- Over 50 per cent of our 44,000 staff work in field locations around the world
- Over 100,000 personnel in 16 peacekeeping and 13 political missions
- 4,198 selections out of 764,268 applications for P2-P5 positions since 2010
- YPP successful candidates:
  - 96 in 2012 and 104 in 2013 (out of 5,500 convoked to written test)
High volume of applications → Too many applications to be reviewed by the hiring manager → Prolonged staffing timeline
Biggest bottleneck - Recommendation of candidates

- PHP Desk Review
- Written Assessment
- CB Interviews
- Preparation of Evaluations

- Biggest bottleneck ~ 80 – 100 days on average
- Volume presents biggest challenge
  - Average of 80 – 400 PHPs per JO
  - 514 JOs with 100+ screened in candidates in 2013

Based on 4,198 selections taking place between 2010 and 30 November 2013 across all non-field entities for P2 – P5 positions
Assessment Project

Automated

Online

Substantive Assessment

Prior to Manual Screening
Assessment Project Process

- Develop 50 MCQ (SMEs + OHRM)
- Based on JOs
- Knowledge/Skills Based

- Build the Test Online
- Invite Candidates
- Administer the Test

- Full Item Analysis
- Fairness of Test & Items
- Review or Remove Poor or Biased Items
- Determine scores with maximally fair test

- Item banks
- Fix weak items
- Provide feedback on process

Handover the top candidates for manual screening
Pilot – Budget Office

- New York JO Budget Officer P4 & P33
  - 1175 - Applications
  - 604 - Screened In Applicants
  - 493 - Participated in Online Test

- 50 Multiple Choice Budget Related Questions

- 30 candidates on average selected for Manual Review

- 604 / 100 m.hrs vs. 30 / 5 m.hrs of screening
Candidate Feedback

- 75% of candidates felt "the test was fair in assessing the skills required for the position to which I applied."
- 80% of candidates completed the test without any technical difficulty.
- 90% of candidates thought "the instructions to access & complete the test were clear."
Advantages

- 95% reduction in application screening
- Efficiency gains over time
- Test Development prior to close of JO
- Increased validity
- Reduced cultural & gender bias
Employer Brand Ranking

The World's Most inDemand Employers 2013: 68th

Bloomberg Businessweek

50 Top Employers for College Grads 2010: Top 20

Forbes

Dream Employers for Liberal Arts Students: 2nd