

The ReSPA recruitment process.

Competency-based Recruitment

In order to achieve the correct mix of skills, knowledge and experience, and in line with good practice in modern public administration, and to enable ReSPA to achieve its objectives, ReSPA uses a “competency-based recruitment” system.

What is Competency-based Recruitment?

Competencies refer to clusters of personal attributes relating to excellence in a specific activity. Competencies are made up of personality, ability, knowledge and experience as well as interest and motivation. Competency-based recruitment is a process of recruitment based on the ability of candidates to perform certain tasks and refer to their professional experience. Candidates demonstrate competencies via an application form, in various online and on-site tests and in both video and face-to face competency-based interviews. This methodology is extensively used by many administrations and organisations including the EU.

The process is intended to be fairer than other recruitment processes by clearly laying down the required competencies and then testing them in such a way that the recruiter has little discretion to favour one candidate over another. Competency-based recruitment is highly focused on the candidates' abilities as indicators of competency proficiency and future performance.

Role profiles for the various posts in ReSPA have been developed (*and are available in the relevant Vacancy Notice*). ReSPA uses these role profiles as standards for assessing candidates throughout the screening and selection process as well as advertising and communicating the organisation's requirements to potential applicants.

Competencies support recruitment and selection by:

- Providing bona fide, validated, fair and unbiased standards against which to assess applicant competencies to perform in the targeted role / job.
- Improving the transparency of the selection process by clearly communicating the behaviours employees must display for success in the role / job.
- Contributing to the design of a well-articulated, efficient and effective recruitment and selection processes.
- Creating efficiencies by providing re-usable selection tools and processes
- Providing interview templates and reference checking guides for roles / jobs within the organisation; targeted role plays, work simulations, “in-tray” assessments; etc.)

- Providing explicit, clear and transparent criteria on which to give candidates feedback on their performance in the selection process
- Providing standards for evaluating the success of the selection process - e.g., correlating the results of the selection process with subsequent competency-based on-the-job performance.

The Competency Based Recruitment Approach used by ReSPA

Competency based recruitment system can have various formats and elements. The system used by ReSPA is as follows;-

STAGE ONE (Online Applications):

An online application form is made available for interested applicants.

The online system ensures that candidates are responsible for inputting all their own personal information which is then used for all further administration. The system will automatically only accept applicants who claim they have citizenship of ReSPA member states. The system also allows candidates to record their education and work experience in a standardised format, thus allowing for an even comparison between applicants without risk of influence from presentation or style.

STAGE TWO (Online Tests/Assessments)

Online tests measure candidates' ability in linguistic, verbal, numerical and analytical skills as well as providing guidance for interviewers on candidate's preferred behavioural style in the workplace.

The tests are mostly time limited (5-12 minutes long) and then computer scored

- **Discovering rules:**
This test measures ability to identify objects which do not correspond with the sequence presented and tests a candidate's ability to quickly identify and analyse information, patterns and logical sequences and is timed for 5 minutes.
- **Verbal Reasoning:**
This test measures ability to process complex verbal information, and to arrive at the correct answer when presented with different sources of information. This test is timed for 12 minutes.
- **Numerical Reasoning:**
This test measures ability to process complex numerical information, and to arrive at the correct answer when presented with different sources of information. This test is timed for 12 minutes.
- **English test**
This test measures proficiency in the English language in spelling, grammar, and vocabulary. This test is timed for 10 minutes.
- **Measurement of Competencies Questionnaire:**
This questionnaire measures preferred behavioural style in the workplace. There are no right or wrong answers to this questionnaire. Responses will be used to guide the interviewers at the final stage interviews.
NB: This questionnaire is untimed, however most people take approximately 15-18 minutes to complete it.

An overall time limit of 90minutes is allowed for completing the above tests in one (non-repeatable) session.

STAGE THREE (Video Interview - recorded)

The top ranking candidates after Stage Two will be admitted to this stage of the procedure. They will receive an email with instructions and timeframe for completing this stage of the procedure.

Following a short recorded video introduction by the Director of ReSPA which will introduce this part of the process, candidates will be invited to answer a small number of written questions by way of a two minute video of themselves, in each case they will have one minute to prepare their answer before recording begins. This stage will be used to gauge candidates motivation and relevant experience.

STAGE FOUR (Group discussion)

The final pool of candidates are invited to ReSPA in groups, the day before their final interviews.

Group discussions will be organised, designed to test negotiation, influencing, diplomatic sensitivity and team-working competencies. The candidates are provided with roles and “mandates”, given a short time to prepare and then are observed during 45-60 minutes group discussion. The discussion will be observed and scored by members of the Selection Panel.

Candidates may be required to undertake some, or all, of the Stage Two tests/assessments (under supervision) at this point in the procedure - in order to verify their test results.

STAGE FOUR “A”(Written test – only for Programme Manager – Legal candidates)

Candidates for this position will also undergo a work-related written test where they will be presented with certain information and be asked to draft legal advice or a regulation. *This test will also be available to the Selection Committee if they wish to explore the candidate’s legal analytical skills and thinking behind their answer.*

STAGE FIVE (Presentation & discussion)

Candidates will be provided with information and asked to prepare and make a brief presentation (of a work related topic) to the Selection Panel at the start of their interview. The presentations will be prepared using a pre-defined set of information (given to candidates 60 minutes before the task). They are scored on their presentation (using only a flip chart) and responses to questions

STAGE FIVE – (Final competency based interview)

Competency based interview which lasts for 45-60 minutes per candidate.

This interview utilises questions about how an applicant behaved in a precise situation in the past (behavioural) or what they would do in a certain situation (situational). The candidate will receive a briefing note on how to approach the interview. The four main competencies analysed at this stage are Strategic thinking, Managing resources, Client focus, Organisational alignment whilst elements of other competencies may also apply

STAGE SIX (Addition of bonus marks for higher level educational qualification)

The minimum standard of a university degree of 240 ECTS credits must have been attained to be admitted to the process.

Applicants with certain qualifications in designated fields and/or 300+ ECTS credits will receive a bonus score of a maximum 5% of their overall cumulative total at the end of the Stage Five, which will be added to their overall score. (2.5% for qualifications in designated fields; and 2.5% for advanced Masters degree worth 300+ ECTS credits)

STAGE SEVEN (Verification of educational and other required documents)

The candidates attending for interview will be advised to bring with them relevant documents such as proof of educational attainments and citizenship etc. These will be checked by ReSPA Secretariat and any candidate who does not provide the required evidentiary documents or who are found to have falsified or provided inaccurate information in their application form will be excluded from the process.

STAGE EIGHT – (Selection report)

A final order of merit will then be produced by the Selection panel Secretary as part of his/her report on the process. This will then be forwarded by the Director to the ReSPA Governing Board (GB) including a recommendation of three candidates in order of merit, per position, to be considered for appointment.

STAGE NINE – (Decision on appointment)

The GB will consider the Selection panel Report, and decide on appointment. Following the GB decision the Director will initiate the formal appointment and contractual procedures.

We hope that that you find this information useful and provides you with guidance on the overall process ReSPA uses to recruit high-achieving employees in a fair and transparent manner.

If you have any further queries please do not hesitate to contact us at the email address specified in the Vacancy Notice.

Thank you for your interest in ReSPA and if you decide to apply, we wish you good luck in your application!

ReSPA Recruitment team