



INSIGHT Happens Here

**Challenges in identifying and recruiting the
public sector talent for the 21st Century**

ATP
Innovations
in Testing
Scottsdale, AZ

2014

INSIGHT Happens Here

David Bearfield, Director, European Personnel Selection Office, EU
Martha Helena Lopez, Director, Strategic Planning and Staffing Division, UN



Today

- 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.

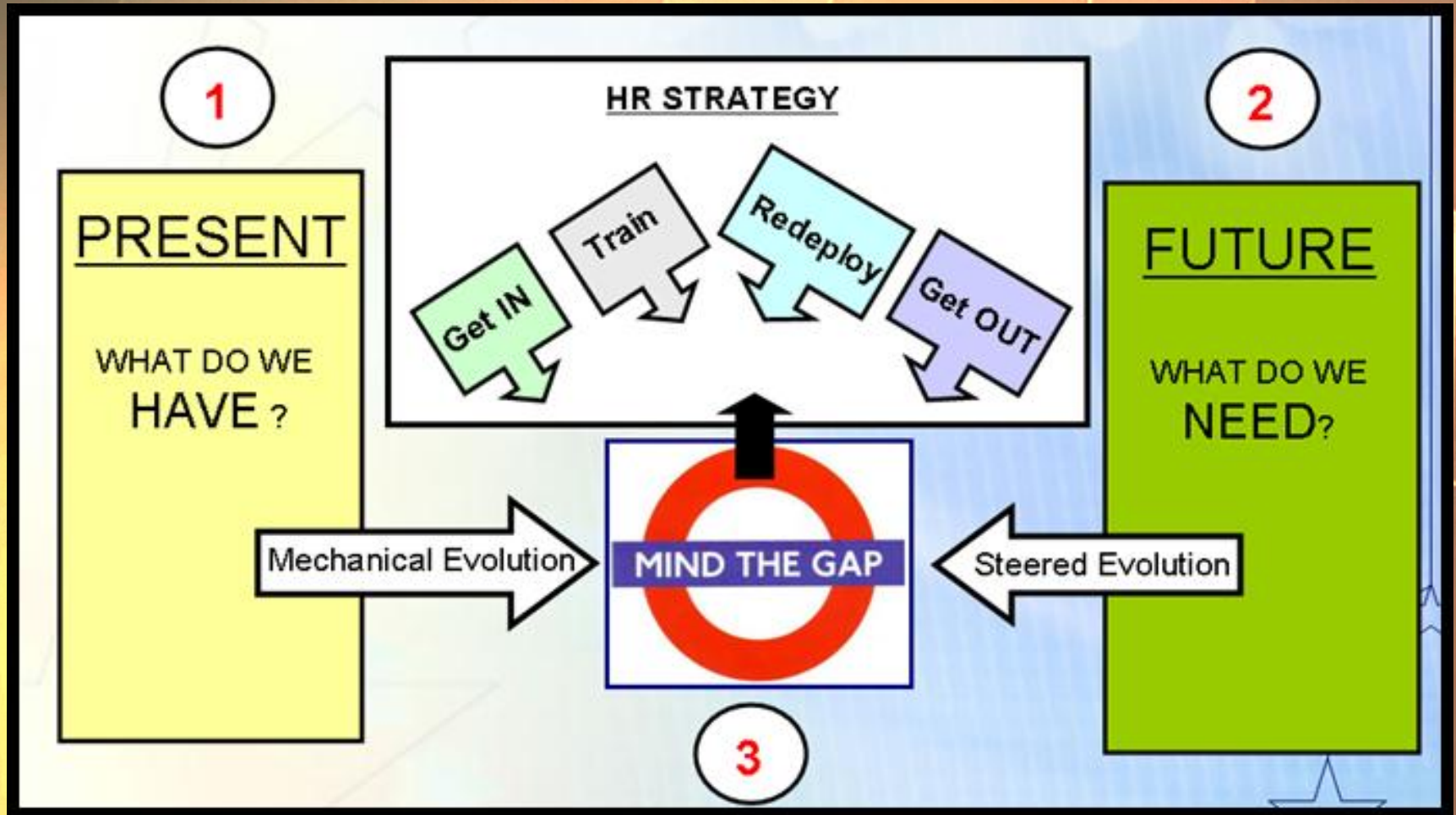
Two key challenges:

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new talent for the future, but current leaders must understand and accept that we require a modern, attractive and not outdated selection process for future generations;

What do you believe in?

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

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



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

Month 0	Month 1-3	Month 4-9	Month 9-10	Month 10	Month 11-12	Month 12	Month 13	Month 14	Month 20	Month 21-23	Month 24-30
Notice of ¹ comp published	CBT	CBT and admission	Written tests			Oral exam	Reserve list	Flagging quarantine for max of 6 mths	Institutions check of candidates eligibility documents	Interview and medical	Person in job
Notice of Comp ² published	CBT - overlapping	Admission & Assess Centre	Reserve list	Flagging quarantine (laureates reserved/blocked up to a maximum of six months)			Institutions check of candidate eligibility documents	Interview and medical	Person in job		
Notice of comp ³ published	CBT - overlapping	Admission, candidate eligibility check done by EPSO and Assess Centre	Reserve List	Laureates no longer in quarantine. Free to be contacted by all institutions for interview	Interview and medical	Person in job					

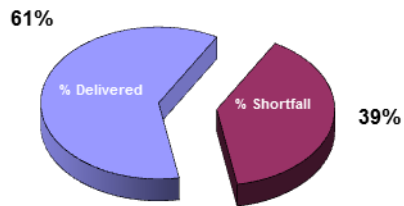
1: Timeline 2007-2010

2: Timeline 2010-2014

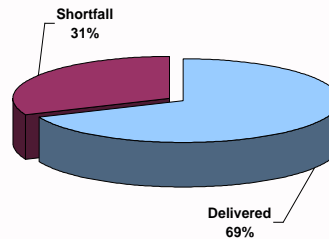
3: Timeline 2014 onwards

Number of hires

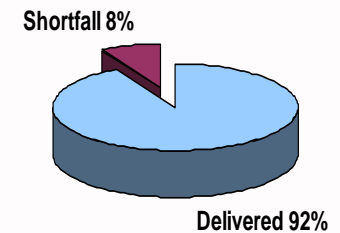
2007



2008-2009

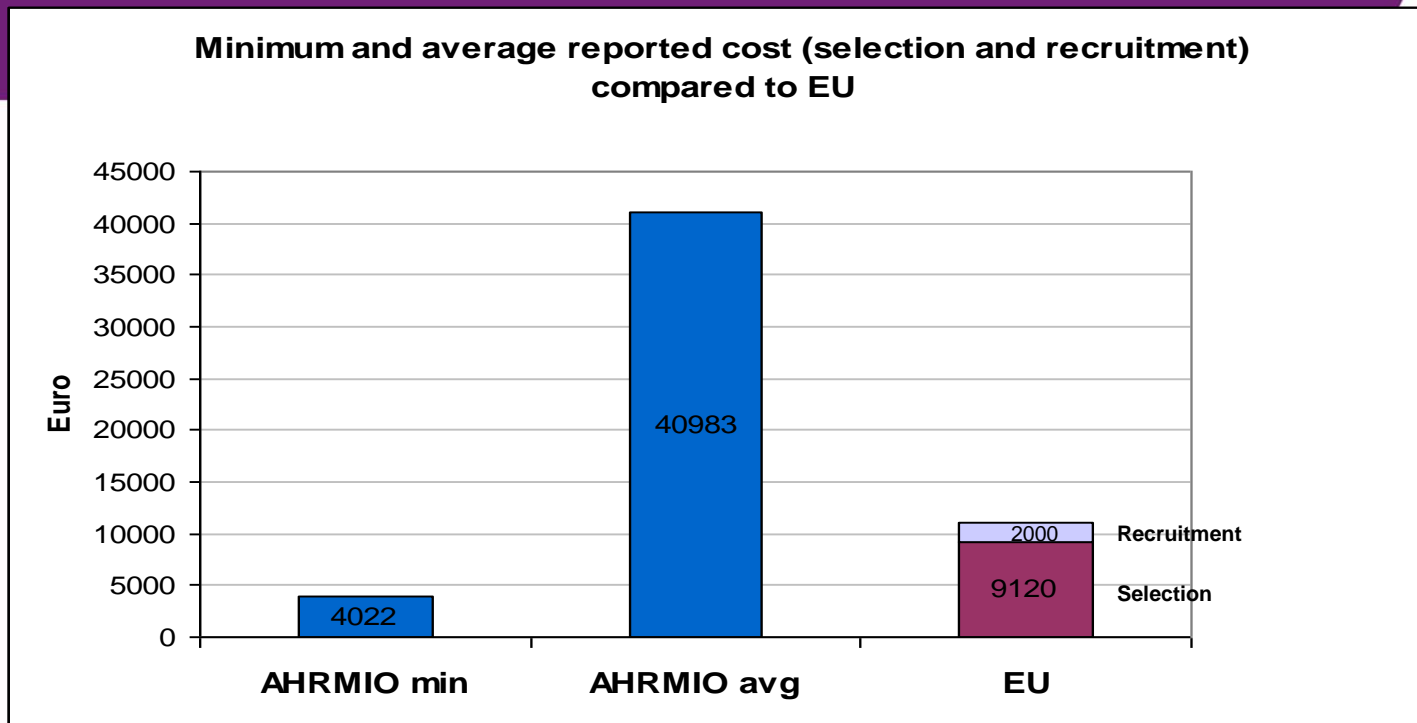


2011



Target = 120% of identified needs

Cost per hire



- 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

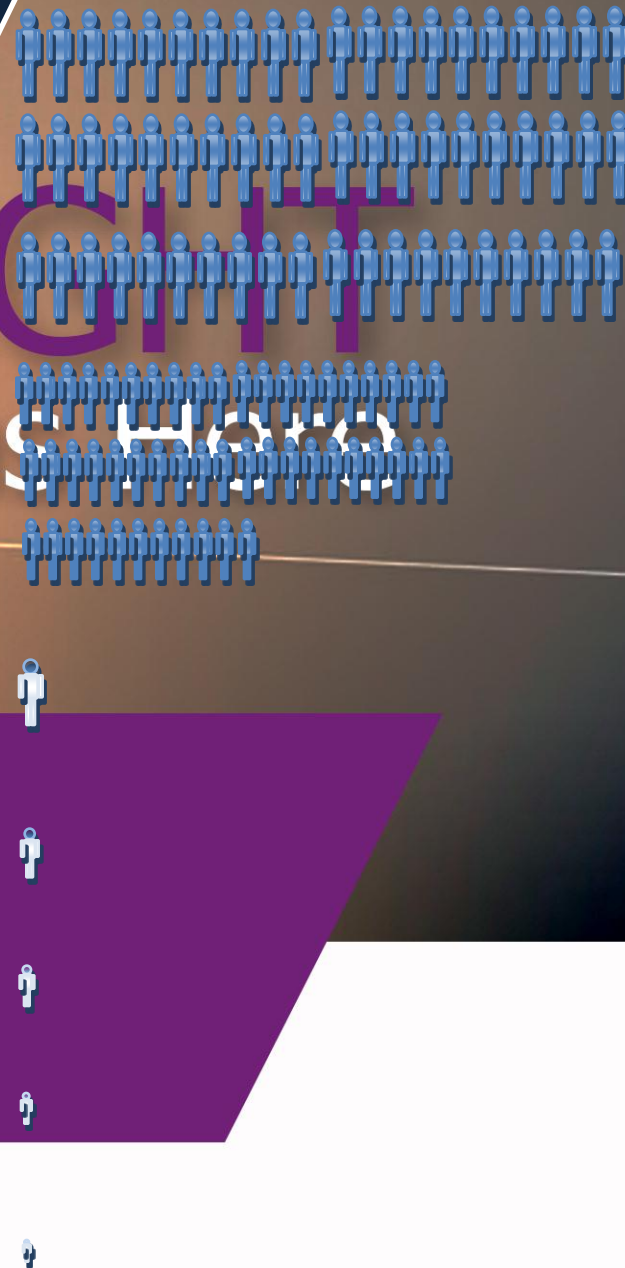
74 article 90 complaints

55 enquiries to ombudsman
(0,16%)

22 enquiries transmitted to EPSO
(0,06%)

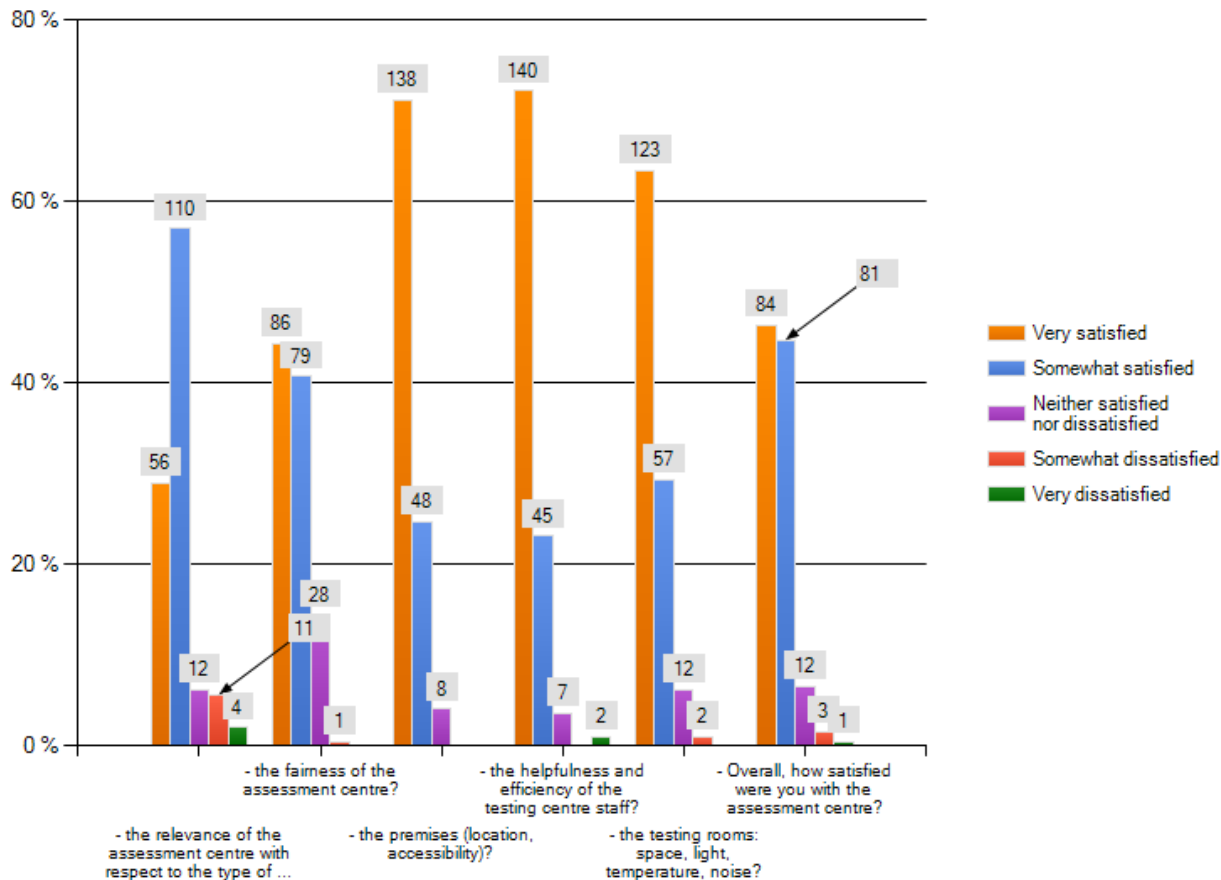
7 critical remarks
(0,02%)

RIGHT
pensiero



Candidate satisfaction

How satisfied were you with:

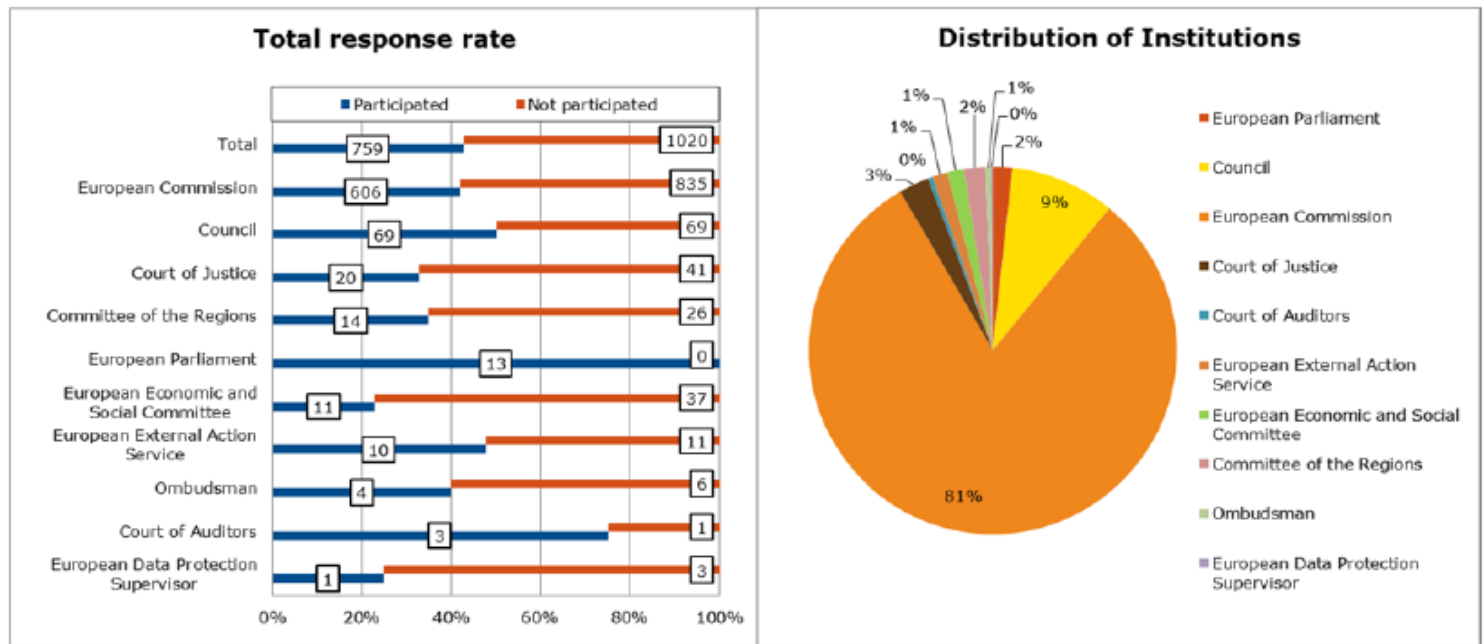


Overall, 91.2% of candidates were satisfied or very satisfied with their AC experience

Mean score 4.43/5

Stakeholder satisfaction

- 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

2013 Rank	Employer	2013%	2012 Rank	2012%
1	Google	8,21%	1	7,53%
2	Apple	6,30%	2	7,37%
3	Ernst & Young	5,91%	4	5,11%
4	PricewaterhouseCoopers	5,09%	6	4,83%
5	Volkswagen Group	4,47%	8	3,94%
6	Coca-Cola	4,41%	3	5,21%
7	KPMG	4,31%	7	4,08%
8	L'Oréal	4,25%	5	4,98%
9	BMW Group (BMW, Mini, Rolls-Royce)	4,11%	11	3,73%
10	Deloitte	4,07%	9	3,85%
11	Microsoft	3,51%	10	3,78%
12	LVMH	3,38%	12	3,51%
13	Procter & Gamble	3,30%	14	2,98%
14	European Commission	3,12%	32	1,88%
15	Unilever	3,03%	17	2,66%
16	Nestlé	2,99%	15	2,87%
17	European Central Bank	2,60%	19	2,63%
18	IKEA	2,41%	24	2,33%
19	BCG The Boston Consulting Group	2,38%	30	1,99%
20	McKinsey & Company	2,37%	26	2,12%

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

Attracting Talent cont'd

- 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

United Nations
Programme Director / Deputy Executive Director (D2)
Capital Master Plan
UN Headquarters, New York

The CMP project is the \$1.9 billion renovation of the existing United Nations Headquarters complex.

Reporting to the Executive Director, the Programme Director will:

- Meet time and cost objectives with respect to contracting, scheduling, estimating, quality control, procurement, contract administration and close-out of 25 sub projects.
- Coordinate and direct CMP project staff (architects and engineers), the Programme Manager's project staff and the Construction Manager's project staff.
- Establish, maintain and implement the project guidelines, policies, procedures and performance standards.
- Construction phasing, site logistics plan, construction site access, safety and security plan.
- Review and recommend for approval all Guaranteed Maximum Price (GMP) contracts submitted by the Construction Management Company; Review cost estimates, cost reports,

UNITED NATIONS  NATIONS UNIES

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 pourvoir les postes vacants ou qui le deviendront dans les services d'interprétation de New York, Genève, Vienne 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 internet ci-après :

<http://www.un.org/french/Depts/OHRM/examin/fexam.htm>
(Veillez à respecter l'emploi des majuscules et des minuscules)

Brand - After

Home | FR | Login | UN.org | Site map | Contact us

United Nations
careers



South Sudan Police Recruits at UN Supported Training Academy. They will provide security for the region's upcoming referendum, scheduled for 9 January 2011.
Rajat, SUDAN
UN Photo/Paul Banks

Peace and Security | Human Rights | Economic and Social Development

Meet our Global Workforce



Why work at UN?

Who we are
What we do

What can I do at UN?

What we look for
Job Networks

What are my career options?

Staff categories
National competitive

How do I apply?

Job openings
Creating your job

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**

Measuring success through KPI's

- 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)

Staffing Timeline



Current
208 days



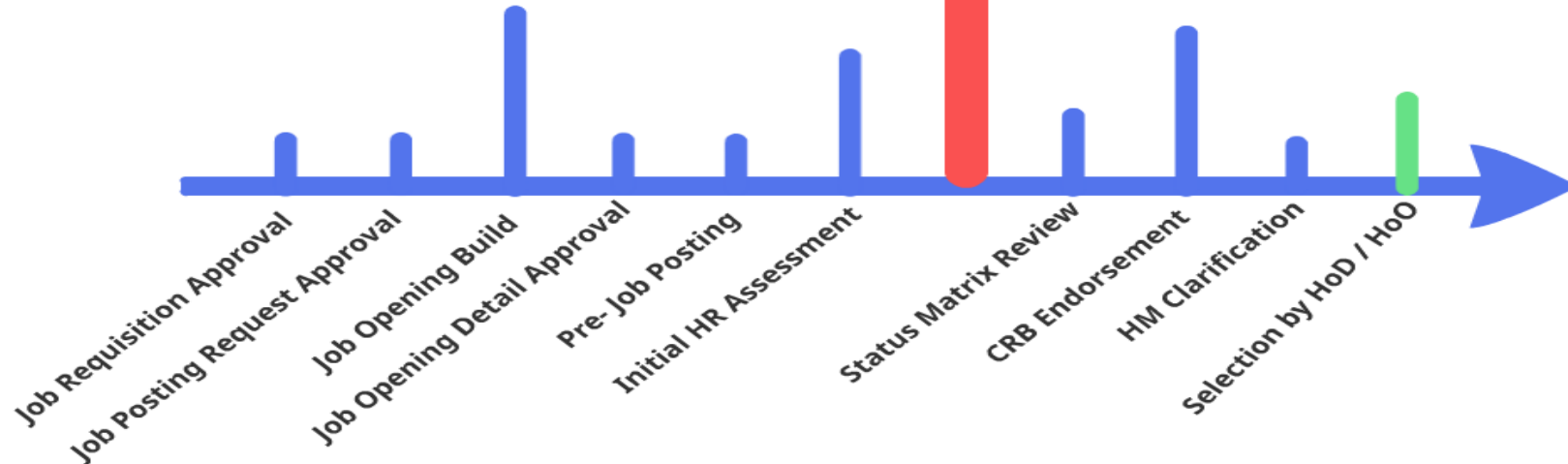
Target
143 days

**Recommendations of
Candidates**

Current
80 days



Target
40 days



High volume of applications

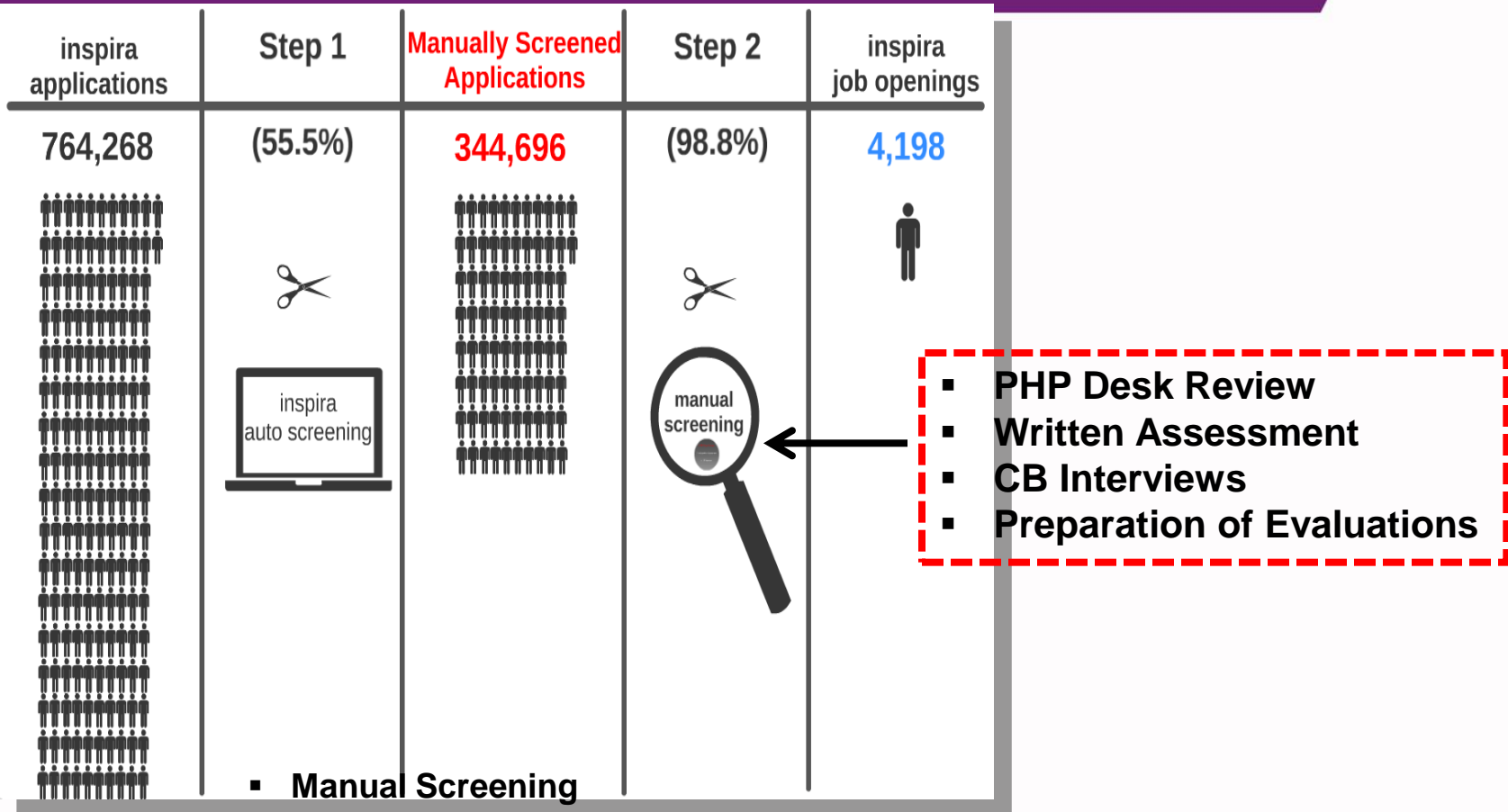


Too many applications to be reviewed by the hiring manager



Prolonged staffing timeline

Biggest bottleneck - Recommendation of candidates



- 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**

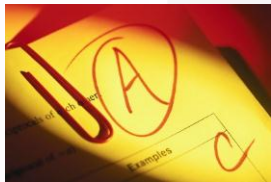
Assessment Project



Automated



Online

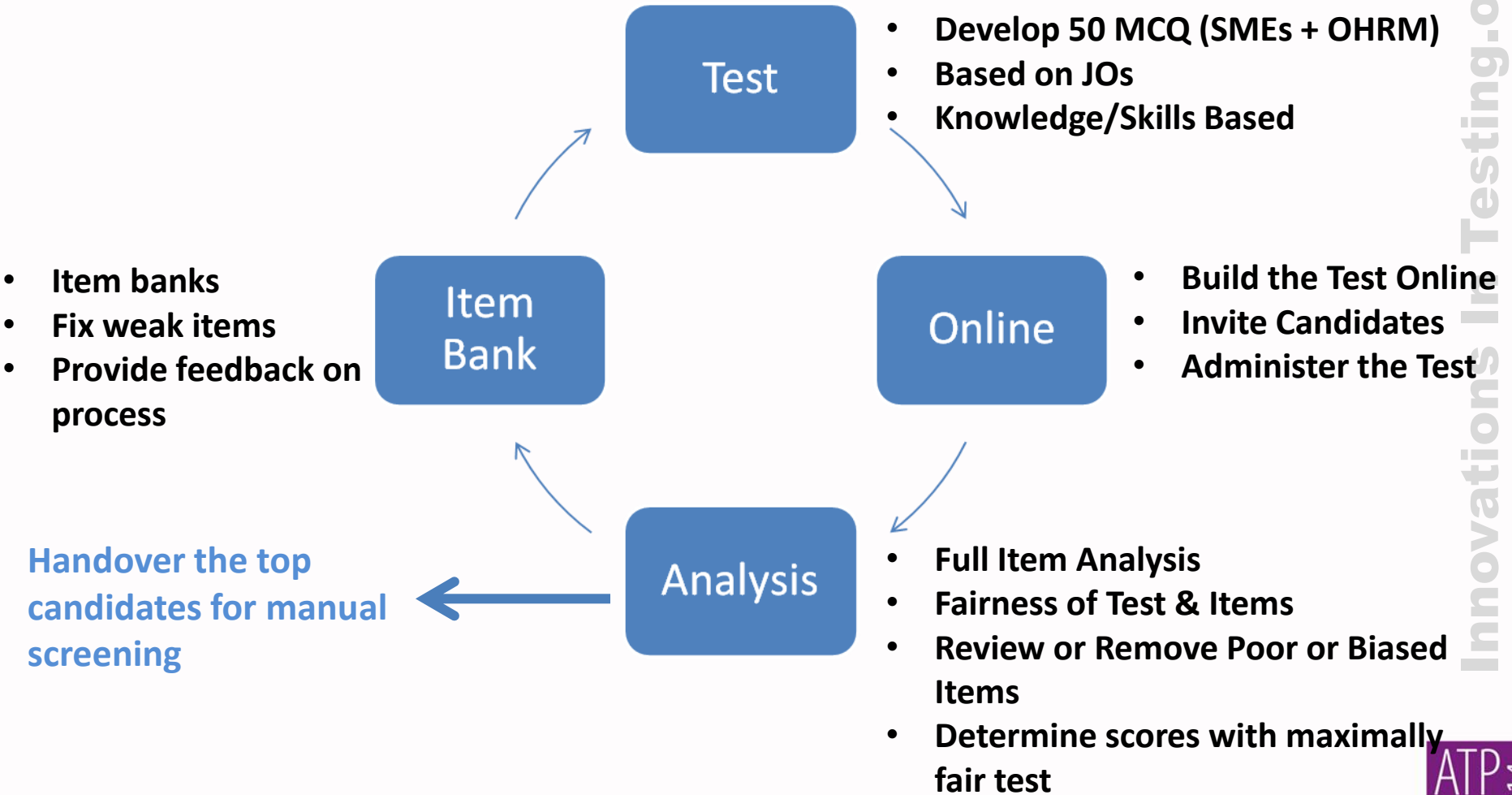


Substantive Assessment



Prior to Manual Screening

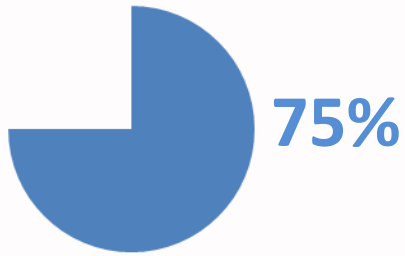
Assessment Project Process



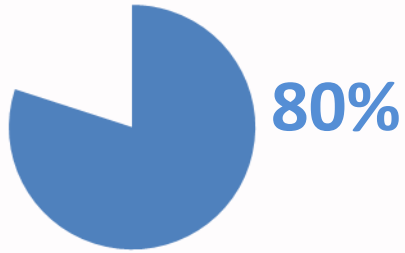
Pilot – Budget Office

- **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**

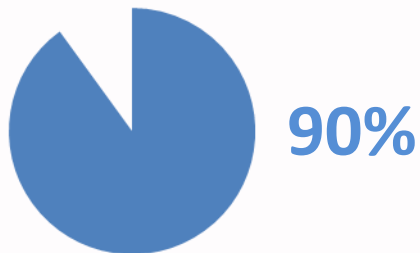
Candidate Feedback



Candidates who felt **"the test was fair in assessing the skills required for the position to which I applied"**

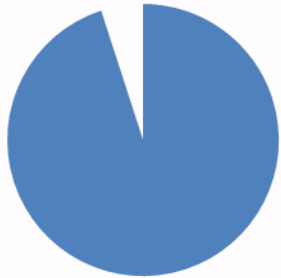


Candidates who **"completed the test without any technical difficulty"**



Candidates who 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

