

Staff development – Recruitment Study case - ARACIS

**Staff Development Seminar
- Gloucester -**

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Introduction

- 1. ARACIS – short presentation**
- 2. Production of the job announcement / Publication of the job announcement**
- 3. Setting up the evaluation panel**
- 4. Applications Review**
- 5. Selection of the candidates (written tests and interviews)**
- 6. Decision**
- 7. Feedback to candidates / Complaints / Follow-up**
- 8. Challenges**
- 9. Questions for discussions**

Consiliul ARACIS

**BIROUL EXECUTIV AL
CONSILIULUI ARACIS**

Președinte

Vicepreședinte

Secretar General

Director Departament de
Evaluare Externă a
Calității

Director Departament de
Acreditare

External
evaluators

Appeal
committee

APARATUL TEHNIC ARACIS

Quality Assurance
Department

Economic Department

HR, Secretariat
Department

Projects and
International relations
Department

Director and

**14 staff members
[experts (> 5
years) and
inspectors (<5
years)]**

(8)

Director and

12 staff members

(7)

Director and

12 staff members

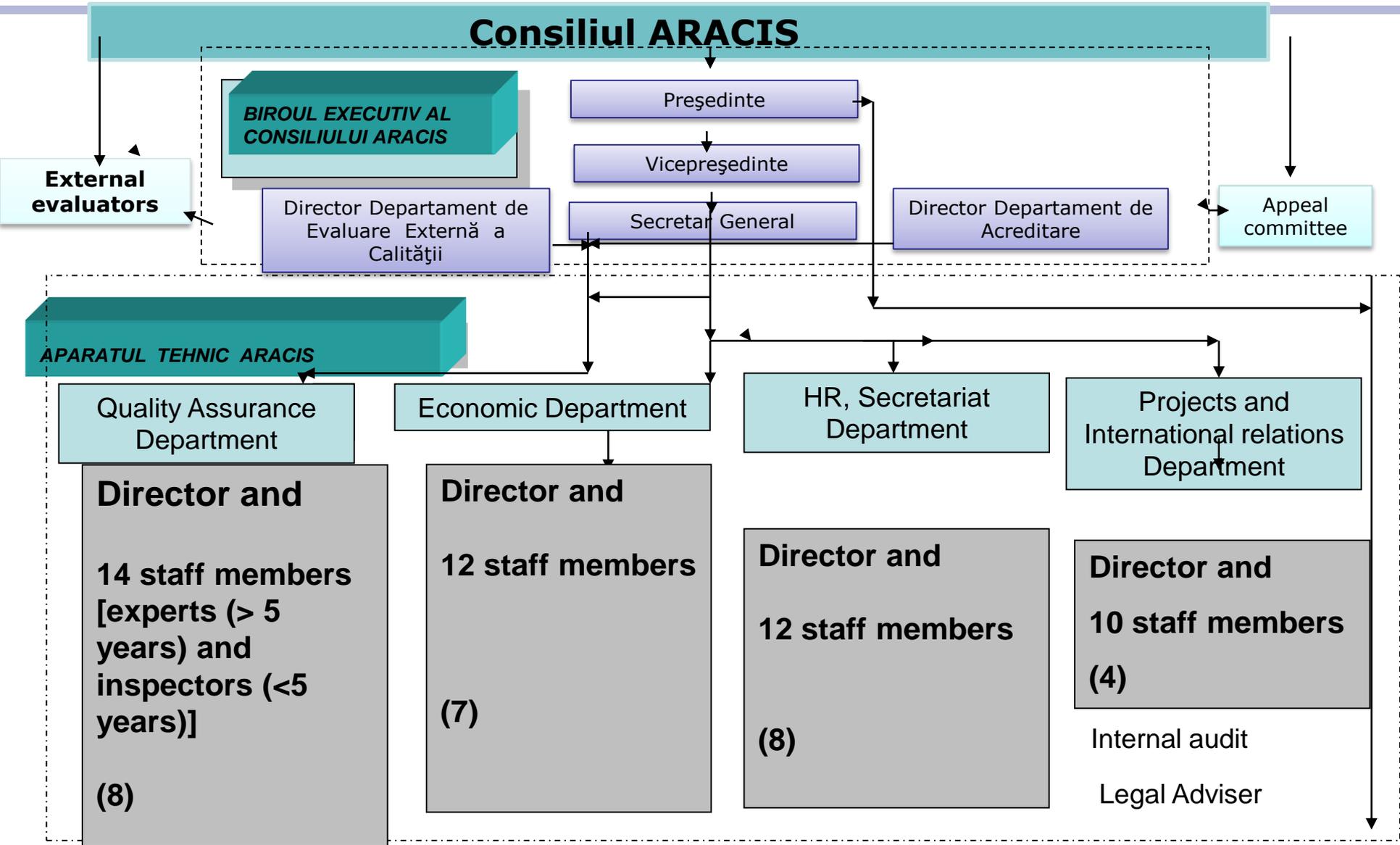
(8)

Director and

**10 staff members
(4)**

Internal audit

Legal Adviser



Production of the job announcement / Publication of the job announcement

Eligibility conditions: (level of studies, years of specific experience, one or two foreign languages, computer skills, legal issues...)

Job description:

Clearly articulates responsibilities and qualifications to attract the best suitable candidates.

Complexity level and authority for the role should be described to help attract the appropriate level of qualified candidates.

Essential task.

Application form: necessary documents for the job application (resume, possible recommendation from the previous job)

Bibliography: legislation, specific methodologies and procedures of the agency (if possible, all information should be published on the agency website)

Production of the job announcement / Publication of the job announcement (continued)

◀ Description of the selection of the candidates: written tests / interview / computer skills / foreign language ... ▶

◀ The program of the selection: date to apply, date to publish the eligible candidates, date for written tests, date for interview ... ▶

◀ Publication of the job announcement: agency web-site and national newspaper (according with Law for public institutions) ▶

Setting up of an evaluation panel

- **2 Steps:**

- ▶ *The eligibility conditions:* HR, Legal Advisor, Director / Head of the Department – *first evaluation panel*
- ▶ *The selection of the eligible candidates:* member of the ARACIS Board (usually, the General Secretary who is responsible with the activity of the technical staff), HR, Director / Head of the Department – *second evaluation panel which will take the final decision*

Search committee members must ensure no conflict of interest exists in relation to the applicants.

Application review

- **2 Steps:**
 - ▶ *The eligibility conditions:* diplomas, identity card, legal issues ... (very formal)
 - ▶ *The experience and the profile of the candidate* (both are determined by the second evaluation panel and represent the first step in the selection process)

Selection of the candidates (written tests and interviews)

The assessment of new staff members consists in a written exam based on a published bibliography. The subjects will derive directly from the activity of the department for which the new staff member is applying – **evaluate knowledge and some skills**

The interview will address key competences of the applicant according to the job description and the values of the institution. The interview assesses the competency profile of each candidate - **more to evaluate the attitudes (values) and skills**

Selection of the candidates (written tests and interviews) (continued)

Preparing for written test

ARACIS has not a personality test in the recruitment process.

The evaluation committee holds a preliminary meeting to establish the questions for the test.

Selection of the candidates (written tests and interviews) (continued)

Preparing for interview (*“use the interview process to find out if the candidates have what it takes to be successful, including skills, experience and their **level of motivation**”*)

Format of the **interview** and order of questions.

Questions to be asked to all applicants. Questions should be relevant to the position; questions built in a way to reach conclusions and information on specific skills and abilities to perform the job.

Who is going to ask which questions.

Selection of the candidates (written tests and interviews) (continued)

KNOWLEDGE (written tests):

HE sector knowledge (Higher Education system, legislative framework, Agency procedures...)

SYSTEMIC SKILLS (written test and interview)

Analytical/Problem solving

- Identifying issues and solving them (written test)
- Investigating (more difficult in the recruitment process – trial period)
- Collecting and analyzing information from different sources (more difficult in the recruitment process – trial period)

Selection of the candidates (written tests and interviews) (continued)

SYSTEMIC SKILLS (written test and interview)

Analytical/Problem solving

- Checking and interpreting evidence (written test and interview)

Project management (for management positions)

Selection of the candidates (written tests and interviews) (continued)

SOCIAL SKILLS

Communication/Team work

- Report writing (written test)
 - Presentation skills (interview)
 - Negotiation (interview)
- Team leadership and coaching (for management positions) (interview and CV)**

Selection of the candidates (written tests and interviews) (continued)

SOCIAL SKILLS

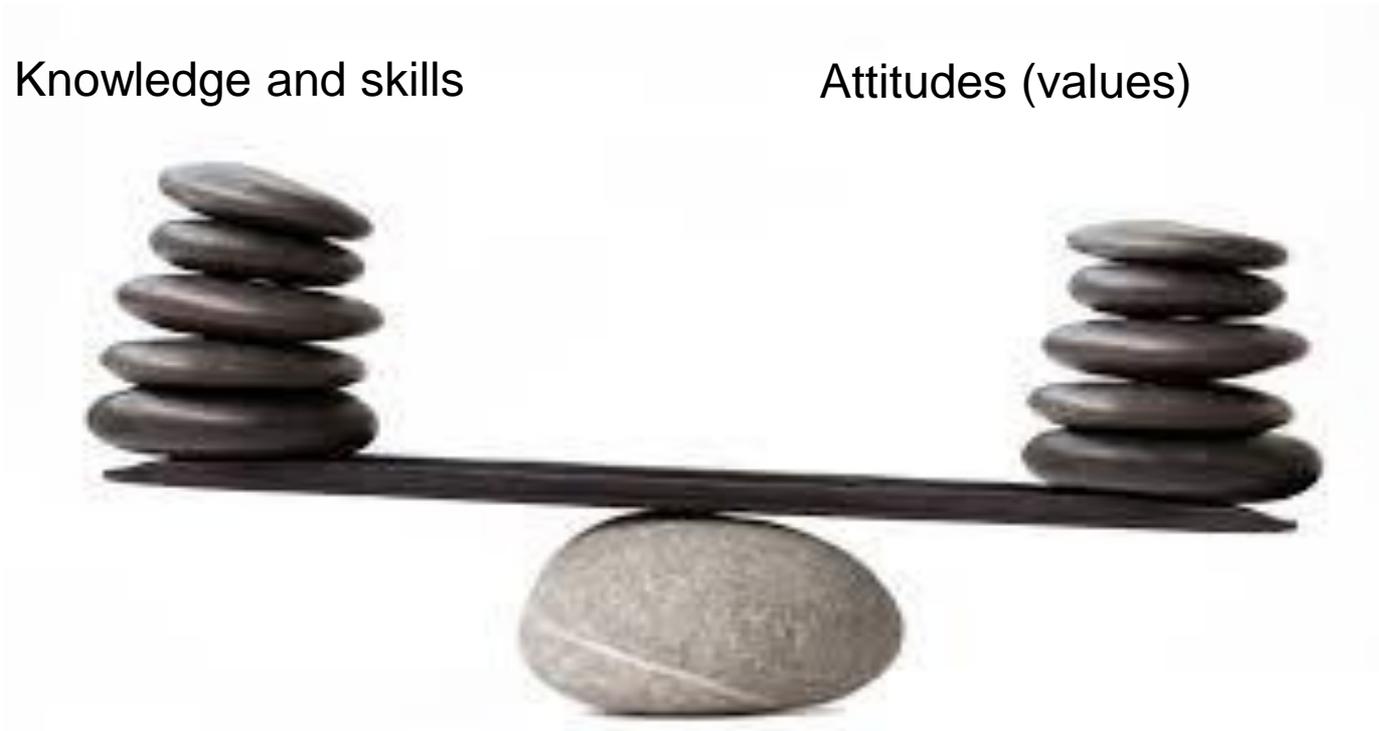
Autonomy and Resilience

- Using judgments, discretion and initiative (the attitude during the interview, but it is not so easy)
- ***Professional values***
 - Integrity and resilience under pressure, impartiality and patience (the attitude during the interview, but it is not so easy)

Decision

Knowledge and skills

Attitudes (values)



Decision

- Each member of the panel proposes a grade between 1 and 10 for the written exam and another one for the interview.

From my personal experience

- More or less, the grades are the same when we are speaking about written tests.
- A lot of discussions between members of the panel for the interview's grades.

Feedback to candidates / Complaints / Follow-up

After taking the final decision, the evaluation committee discusses with all candidates, trying to be fully transparent. The candidates have to feel they are respected, they didn't lose the time, they learned something useful for a next similar experience.

In the same time, if they have formal complaints, they need all information from the evaluation panel. (we had not "formal complaints")

Discussions with candidates are also very useful for the agency:
considering feedback to see how one can improve the recruitment process.

Challenges

- Due to financial reasons (mainly salary restrictions), the main challenge (of the public sector in general, and) of the agency in particular, is to attract well prepared staff. Therefore it is quite difficult to hire, train and keep a young professional in order to form (, in time,) a competent and efficient team. Another challenge resides in the relatively close system that is a QA agency with few opportunities to develop (hierarchically) and a quite rigid activity framework.

Questions for discussions

When recruiting new staff members, which are the top three competences you are looking for?

How do you refer to them in the job description? How do you (try to) assess them in the process of recruitment? [methodology]

How do you balance, in the decisional process, knowledge, attitudes (values) and skills?

Additional questions

In order to assure a gender balance, what steps do you take to increase the number of men in the agencies?

And by the way, how to “measure” genuine motivation?