EIPA Presentation

Vitoria

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publicjobs.ie

An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service

RECRUITMENT

THE HEALTH SERVICE EXECUTIVE

SELECTION AND ASSESSMENT

LOCAL GOVERNMENT

CIVIL SERVICE

STATEBOARDS.IE

POLICE SERVICE

CONSULTANCY

OTHER PUBLIC BODIES

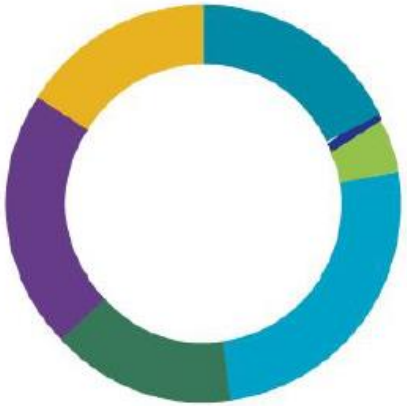


Roles Recruited in 2018



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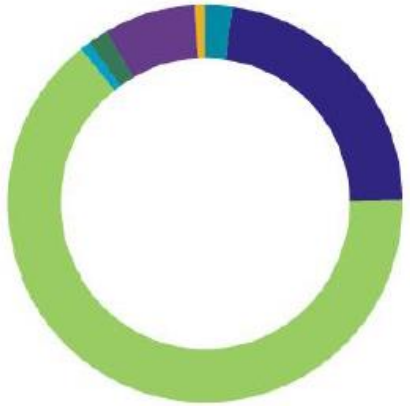
CAMPAIGNS ADVERTISED



72	State Boards
3	Justice Sector
17	Large Volume
102	Medical Consultants
61	Local Government
86	Professional & Technical
65	Senior Management

ASSIGNED

State Boards	216
Justice Sector	2185
Large Volume	6212
Medical Consultants	91
Local Government	150
Professional & Technical	747
Senior Management	55

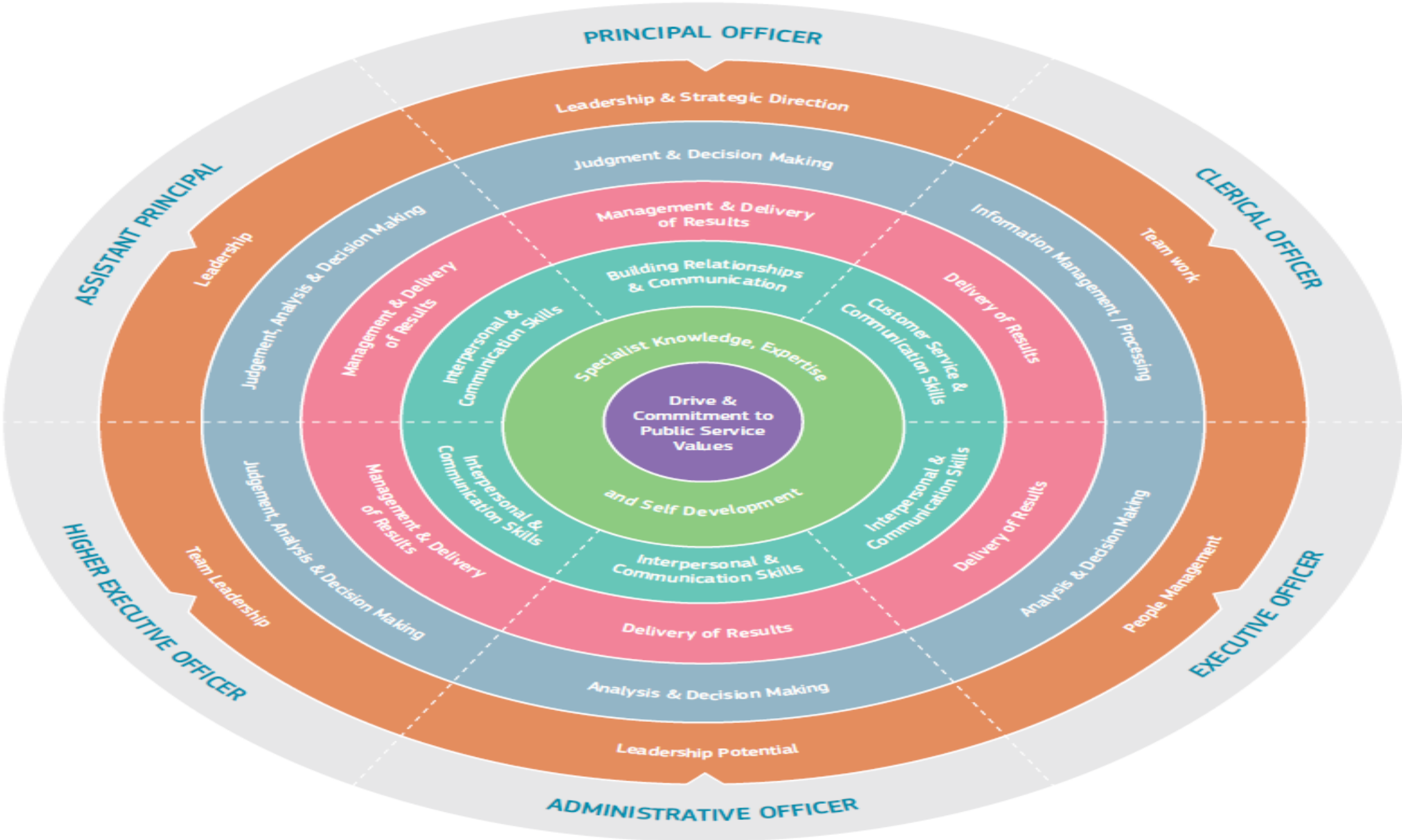


INTERVIEWS CONDUCTED



Competency Development

- Public Appointments Service started Job Analyses projects to identify competencies in the late 1990's;
- Initially at graduate level, but then at entry level roles;
- Competencies for most senior posts developed in 2001;
- Initially used external consultancies for Job Analyses ;
- In 2014 we amalgamated all our competencies to develop 1 aligned model for performance and recruitment.


PRINCIPAL OFFICER
Leadership & Strategic Direction
Judgment & Decision Making
Management & Delivery of Results
Building Relationships & Communication
Specialist Knowledge, Expertise and Self Development
Drive & Commitment to Public Service Values
ASSISTANT PRINCIPAL
Leadership
Judgement, Analysis & Decision Making
Management & Delivery of Results
Interpersonal & Communication Skills
CLERICAL OFFICER
Team work
Information Management / Processing
Delivery of Results
Customer Service & Communication Skills
HIGHER EXECUTIVE OFFICER
Team Leadership
Judgement, Analysis & Decision Making
Management & Delivery of Results
Interpersonal & Communication Skills
EXECUTIVE OFFICER
People Management
Analysis & Decision Making
Delivery of Results
Interpersonal & Communication Skills
Analysis & Decision Making
Delivery of Results
Interpersonal & Communication Skills
Leadership Potential
ADMINISTRATIVE OFFICER


CLERICAL OFFICER
Specialist Knowledge, Expertise and Self Development
Team work
Drive & Commitment to Public Service Values
Information Management / Processing
Customer Service & Communication Skills
Delivery of Results

Clerical Officer Level Competencies

Effective Performance Indicators

Team work	Shows respect for colleagues and co-workers
	Develops and maintains good working relationships with others, sharing information and knowledge, as appropriate
	Offers own ideas and perspectives
	Understands own role in the team, making every effort to play his/her part
Information Management / Processing	Approaches and delivers all work in a thorough and organised manner
	Follows procedures and protocols, understanding their value and the rationale behind them
	Keeps high quality records that are easy for others to understand
	Draws appropriate conclusions from information
	Suggests new ways of doing things better and more efficiently
	Is comfortable working with different types of information, e.g. written, numerical, charts, and carries out calculations such as arithmetic, percentages etc
Delivery of Results	Takes responsibility for work and sees it through to the appropriate next level
	Completes work in a timely manner
	Adapts quickly to new ways of doing things
	Checks all work thoroughly to ensure it is completed to a high standard and learns from mistakes
	Writes with correct grammar and spelling and draws reasonable conclusions from written instructions
	Identifies and appreciates the urgency and importance of different tasks
	Demonstrates initiative and flexibility in ensuring work is delivered
	Is self reliant and uses judgment on when to ask manager or colleagues for guidance

Job Analysis

- Allows for a move from knowledge to skills/aptitudes;
- Provides a robust foundation for our processes that lets us tailor our assessments to what is essential in roles;
- A mechanism through which people can input into the definition of the requirements of their role;
- Output is concrete evidence of what is required in the role – objective data signed off at a senior level.

Indicative Numbers of Candidates applying

❖ 2014 Police Officer	25,000 applicants
❖ Clerical Officer 2014	28,000 applicants
❖ Temporary Clerical Officer 2015	10,500 applicants
❖ Graduate campaigns 2015	6,000 applicants
❖ Executive Officer 2015	13,000 applicants
❖ Executive Officer 2016	13,600 applicants
❖ Clerical Officer 2016	30,000 applicants
❖ Clerical Officer NW 2018	12,000 applicants
❖ Temporary Clerical Officer 2018	9,700 applicants

Typical Assessment Processes

Administrative/ Junior Management	Uniformed Organisations, e.g. Police, Prison Officer	Senior Management Roles
High Volume	High Volume	Lower Volume
Aptitude Tests	Aptitude Tests	Shortlist and/or Tests
Assessment Exercises	Video Based Exercises	Strategic Exercises
Interviews	Interviews	Interviews with Personality Assessment

Online Testing

- Decision made in 2012 that testing would be carried out online;
- Provided detailed familiarisation to candidates, along with practice material and telephone/ email helpdesks;
- Use a model whereby everyone who is brought through to the next stage is assessed in a supervised environment;
- Allows for great efficiencies and early identification of candidates, while assuring all parties that the process is a fair one.

On-line Tests 2015-2018

	Unsupervised Tests	Supervised Tests		Total Tested	Interviews
2015	36,598	15,249	*(41.6%)*	51,847	6,871
2016	57,315	20,111	*(35.1%)*	77,426	10,729
2017	42,612	16,033	*(37.6%)*	58,645	15,403
2018	47,474	15,717	*(33.1%)*	62,726*	13,921

* 56 candidates were tested by remote proctoring

Assessments

- Application Forms & Self Assessment Questionnaires
- Tests
  - *Screening/ Biodata Questionnaires*
  - *Aptitude Tests, e.g. Verbal, Numerical, Abstract Reasoning*
  - *Situational Judgement Exercises*
  - *Work Sample Exercises/Presentation Exercises/ Role Plays*
  - *Group Exercises*
- Interviews
  - *Semi Structured – Blended competency / situational*
  - *Structured – traditional competency approach*
  - *Video Interviews*
- "Staged" Assessment Centres

Predictive Validity of Selection Tools

ACCURACY OF METHODS OF SELECTION

1	**Perfect Prediction**
.63	Cognitive Ability Test and Structured Interview
.60	Cognitive Ability Test and Work Sample Test
.54	Work Sample Test
.53	Assessment Centres (Criteria = promotion)
.51	Cognitive Ability Tests/ Structured Interviews
.40	Personality Questionnaires
.37	Assessment Centres (Criteria = overall job performance)
.35	Biodata
.26	References
.20	Unstructured Interviews
.18	Years' job experience
.02	Graphology
0	**Random Prediction**

Situational Judgement Exercise – Fire Fighter role

You and your crew of four people are at the scene of a small fire which has taken place in a location with a history of abusive behaviour towards the emergency services. The fire has been extinguished and you are getting ready to leave. Your teammate is rolling up the hose to put back in the fire vehicle. A gang of 10-12 young people arrive. While a colleague has his back turned, one of the group kicks him and starts laughing. The rest of the crew are in the vehicle so you are the only person close to the offender.

A. Tackle the offender to protect your colleague from further assaults.

B. Try to talk the attacker down as quickly as possible to diffuse the situation.

C. Inform the driver and the rest of the crew of the incident and get him to call for the Police so back up can be provided as soon as possible.

D. Call in your colleagues to support you in tackling the group.

E. Discharge the hose to scatter the group.

Situational Judgement Exercise – Senior role

You have spent two weeks researching and writing a speech for your Head of Department. He has told you that he has a key message he wants to deliver on a specific issue. The day before he is due to be briefed on the speech, he telephones you and is adamant that you must change the key message of the speech. The evidence you have gathered on this topic supports the original message of the speech, and you do not have enough time to thoroughly research evidence to support the Head of Department's new key message.

A. Explain you will need some time to effectively carry out the research & present the new findings in the speech.

B. Work for as long as it takes to make the changes in order to deliver the speech on time.

C. Tell the Head of Department that this is not possible within the given timescales.

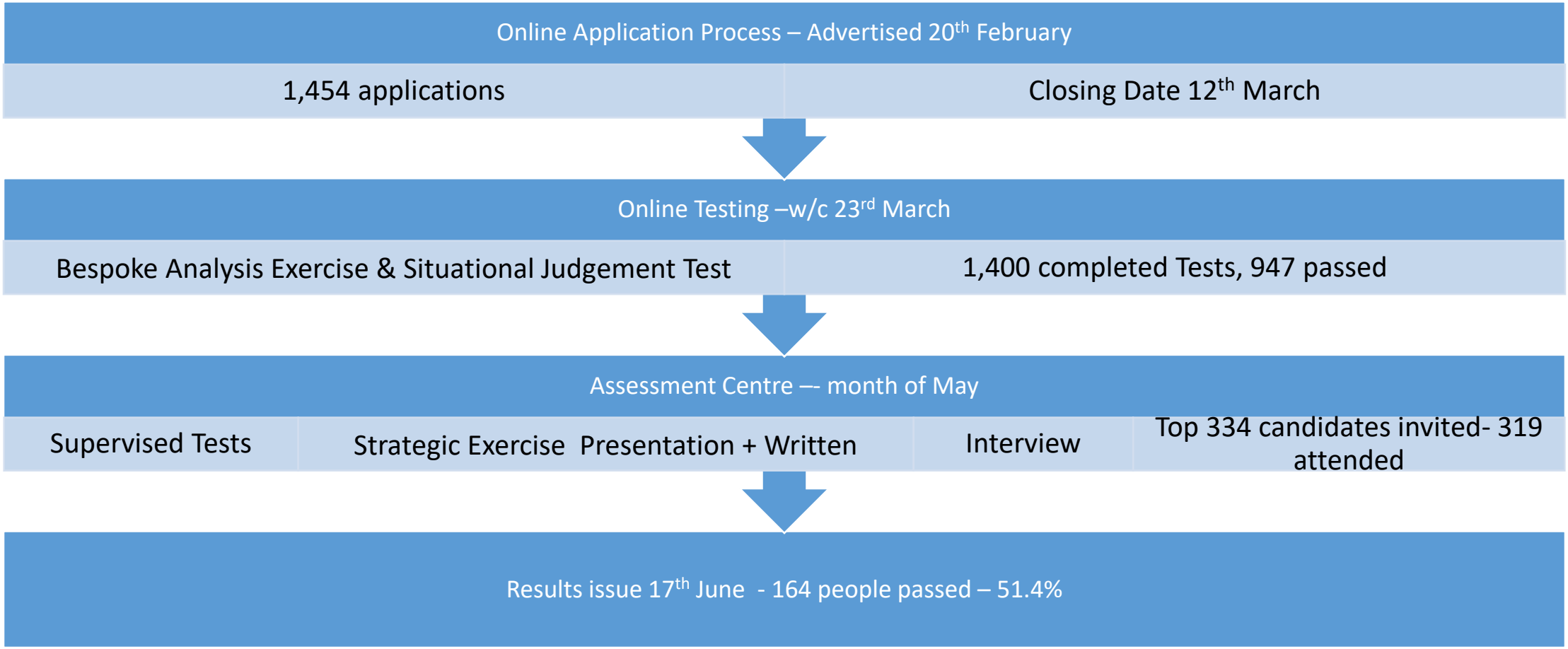
D. Carry out a quick analysis and present the findings in the speech whilst explaining to the Head of Department that more extensive research is needed and that these are preliminary findings.

E. Ask for support from your Assistant Principals with information gathering and re-writing the speech.

Developing new assessment process for Principal Officer

- Principal Officer assessment process comprised a Preliminary & Main Interview;
- Significant Job Analysis carried out:
  - Steering Group of Senior Civil Servants and Union Representatives
  - Management Skills Expert Panel with National and International Experts in HR
  - Over 220 participants including job holders, line managers and top level Civil Servants
- Following year a competency-based interview was used;
- Prior to the next competition, a Steering Group explored the feasibility of introducing an Assessment Centre approach:
  - International Benchmarking

Principal Officer Selection Process



Personality Assessment

- Used as additional source of information for our interviewers – candidates not deselected on the basis of personality;
- Range of questionnaires available – preference for work based questionnaires
- Method of feedback differs depending on interviewer requirements:
  - One-on-one interview with candidates and information presented in a report format to the board;
  - One-on-one interview with candidates and information verbally presented to the board;
  - Expert reports generated and given to the board;
- Most beneficial when the requirements of the job are clearly defined and content can be tailored to the role

Group Exercises

- Very useful source of evidence for interpersonal skills – negotiation, leadership, managing relationships, assertiveness etc.
- Potential source of evidence on analytical skills, depending on the complexity of the brief;
- Two formats – a) Non-assigned role or b) assigned role. In a) candidates are all given the same brief, in b) in addition they are given a specific agenda to introduce an element of competitiveness
- Training of assessors and behaviourally based scoring indicators are critical

Role Plays

- Work Sample Exercise – Give candidate a role with a clear remit and clear instructions and ask them to perform it;
- PAS used role plays for an Adjudicator role: Candidates had to hold a hearing, listen to evidence, make a judgement and write up their findings
- We made the hearings quite adversarial – reflecting the role
- This was reflected in the job analysis:
- *"Is able to manage aggressive behaviour from one or both parties whilst maintaining composure"*
- *"Maintains credibility with both parties even in challenging circumstances"*



New Tools and Techniques

E-tray Exercises: Candidate must get up to speed on a brief, respond to emails, write a letter/ briefing and schedule a task over 90 minutes;

Remote Proctored Testing: Candidates to take aptitude tests at home but remotely supervised by assessors who monitor the testing session;

Video Interviews: Candidates given 3-4 interview questions and 3 minutes per question to provide evidence. Positive feedback from candidates & board members.



Key Challenges

External

- Full employment and scarcity of skills in market
- Ageing population – 1/5 in Irish population over 65 – will be 1/2 by 2050
- Citizens' expectations

Internal

- Retirement cliff – 40% of Civil Servants can retire in next 7 years
- Increasing role complexity versus fit of the general service model – position based
- Demand Planning
- Optimising the candidate experience
- Retaining our talent in a millennial world

Key Opportunities

- Defining what a modern and effective Civil Service means and needs
- Marketing the Civil Service Brand
- Ensuring an inclusive and diverse workforce that reflects our customers
- New and innovative ways to assess and hire candidates
- Utilising data analytics and KPI’s more effectively