



Northern Ireland  
Assembly

## Recruitment and Selection Framework



## **The Recruitment and Selection Framework is being introduced to attract people of talent and experience from diverse backgrounds.**

The Assembly Commission's Recruitment and Selection Framework sets out a variety of selection options to meet recruitment needs. Assessing against different criteria, using different methods, tailored to specific posts gives the best possible opportunity of finding the right person for the job, improving organisational performance and increasing diversity and inclusion.

This approach builds on an individual's natural strengths and talents, giving job applicants greater opportunity to demonstrate their suitability for a specific role. It also enables recruiting managers to tailor criteria and selection methods to vacancies, maximising their ability to match the best person to each role. The diagram below provides a summary of each element within the Recruitment and Selection Framework:

**Experience** – the knowledge or mastery of an activity or subject gained through involvement in or exposure to it.

**Ability** – the aptitude or potential to perform to the required standard. It refers to general mental ability, cognitive ability or aptitude (the innate potential to perform a particular intellectual function or develop a specific set of skills).

**Technical** – the demonstration of specific professional skills, knowledge or qualifications.

**Assembly Skills and Behaviours** – the actions and activities that people do which result in effective performance in a job.

**Strengths** – the things we do regularly, do well and that motivate us.

Not all elements are relevant to every role, so the makeup of the Recruitment and Selection Framework should be different for different types of job to improve the chances of getting the best person for the job.

Your experience will be assessed alongside other elements of the Recruitment and Selection Framework to get a more rounded picture of your suitability for the role. The Information for Applicants booklet will outline the elements required for the role and the selection method(s) that will be used.

We encourage the recruitment of people with disabilities. We will consider reasonable adjustments during all stages of the recruitment and selection process. If you require any reasonable adjustments to the recruitment and selection process, please let the Human Resources Office know. Examples of adjustments include providing documents in large print or braille or allowing more time for a test or interview.

## Experience

### Why we assess experience

When looking at your experience, we are looking for examples of things you have previously achieved or your knowledge in a particular field which is relevant to the job role.

We are not looking at how much time you have served in a particular field, but rather how you performed. Sometimes experience can be transferable from a non-work context. Skills gained through voluntary work or a hobby, such as teamwork or communication, can demonstrate the experience required for the role. We will be looking at your experience, career history and achievements that are relevant to the specific job role.

## Ability

### Why we assess ability

When testing your ability we want to understand your aptitude for a particular type of work. We assess ability to help predict future performance. This can help selection panel members to get a real understanding of whether you have the skills required for the role and assess your suitability for the role.

Ability can be assessed using psychometric tests, often in an online internet-based format.

Tests will not be the only form of selection. If you achieve the required standard, you will receive information about the next step in the recruitment process.

## Technical

### Why we assess technical skills

Some roles are specialised and you may be asked to show that you have specific skills, knowledge or qualifications to be successful, for example a job in the Finance Office, which may require applicants to have accountancy qualifications. If there is a requirement for a particular qualification or membership of a professional body, you may be asked to provide evidence of your qualification(s) or membership.

## Strengths

### Why we assess Strengths

Strengths are the things we do regularly, do well and that motivate us. The Strengths Dictionary defines strengths and is available in Appendix One. Strengths will not be listed in the Information for Applicants booklet.

## Assembly Skills and Behaviours

### Why we assess Assembly Skills and Behaviours

There are five Assembly Skills and Behaviours that apply to all job roles and grades within the Assembly Commission. The selection panel will select those skills and behaviours which are essential to successful performance in the role. You may not be asked to demonstrate all Assembly Skills and Behaviours for one role. Further information is available in Appendix Two.



## Appendix One - Strengths Dictionary

Strength	Definition
<b>Adaptable</b>	You can adapt to variations in work or environment and your effectiveness is not impacted by change. You are flexible and versatile and act as an advocate for change.
<b>Analytical</b>	You seek and analyse information to inform decisions based on the best available evidence.
<b>Authentic</b>	You are self-aware and true to yourself in all situations, even when under pressure.
<b>Catalyst</b>	You are self-motivated to act to achieve a goal. You are confident using your own initiative to take forward actions.
<b>Challenger</b>	You can bring a fresh perspective whatever the situation or context. You see other people's views and can appreciate there are many different angles to consider.
<b>Change Agent</b>	You are positive and inspirational in leading and supporting others through change.
<b>Confident</b>	You take charge of situations, people and decisions. You communicate confidently and give direction.
<b>Courageous</b>	You are an innovator who tries new approaches and pushes yourself to work outside your comfort zone.
<b>Decisive</b>	You use your judgement and take a considered approach to situations and tasks when making decisions.
<b>Disciplined</b>	You follow processes, operating firmly within set standards, rules and guidelines.
<b>Efficient</b>	You convert resources into results in the most efficient and economical way.
<b>Emotionally Intelligent</b>	You draw insight from your own emotions and those of others to demonstrate empathy.
<b>Enabler</b>	You see the potential in everybody and encourage them to learn, progress and develop.
<b>Explainer</b>	You communicate thoughts and ideas, verbally or in writing. You simplify complexities and adapt communication so others can understand.
<b>Focused</b>	You strive for quality outcomes and excellence in everything you do.
<b>Inclusive</b>	You recognise everyone as an individual, accepting people for who they are and treating everyone fairly. You actively encourage and provide opportunities for others to share ideas and contributions.
<b>Influencer</b>	You influence others. You articulate the rationale to gain their agreement.

<b>Strength</b>	<b>Definition</b>
<b>Improver</b>	You look for better ways of doing things and enjoy coming up with new and original ideas.
<b>Learner</b>	You are inquisitive, you seek out new information and look for new ways to develop yourself.
<b>Mediator</b>	You provide stability and cohesion within teams, finding common ground and purpose. You enjoy collaborating with others to drive forward a shared goal.
<b>Mission</b>	You pursue things which give you a sense of meaning and purpose, working towards a longer term goal.
<b>Motivator</b>	You are highly driven and inspire others to move things along and make things happen.
<b>Negotiator</b>	You facilitate constructive discussions and enjoy getting all parties to reach an agreement.
<b>Networker</b>	You proactively create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the organisation. You identify connections and reach out to bring people together.
<b>Organiser</b>	You make plans and are well prepared. You seek to maximise time and productivity.
<b>Precise</b>	You are detail-focussed, you ensure everything is accurate and error free.
<b>Preventer</b>	You think ahead to anticipate, identify and address any risks or problems before they occur.
<b>Problem Solver</b>	You take a positive approach to tackling problems and find ways to identify suitable solutions.
<b>Relationship Builder</b>	You quickly establish mutual respect and trust, building long lasting relationships with others.
<b>Resilient</b>	You have inner composure, recover quickly from setbacks and learn from them.
<b>Responsible</b>	You take ownership for your decisions and hold yourself accountable for what you have promised to deliver.
<b>Service Focussed</b>	You look for ways to serve customers putting their needs at the heart of everything you do.
<b>Strategic</b>	You look at the big picture and consider the wider factors and long term implications of decisions.
<b>Team Leader</b>	You are confident to lead a team and can effectively manage team dynamics to drive forward a shared goal. You take into consideration everyone's individual needs and create a genuine team spirit.
<b>Team Player</b>	You work well as part of a team and strive to ensure the team pulls together and is effective.
<b>Visionary</b>	You create and share a clear vision of the future.

## Appendix Two – Assembly Skills and Behaviours

### Parliamentary and Political Understanding

... is displaying an appropriate understanding of the wider political environment; what the Assembly does and how our role fits in; and the level of public scrutiny to which the actions and decisions of Assembly staff are exposed. It requires impartiality, integrity and political sensitivity.

#### Why is it important?

We are a high-profile organisation, balancing statutory responsibilities with operational demands and challenges. We need to be mindful of the unique working environment of a parliament and how our role contributes to the delivery of all Assembly services.

#### In doing this we all must:

- ✓ behave impartially and treat others with professionalism, efficiency and helpfulness;
- ✓ be sensitive to the political environment within which the Assembly operates;
- ✓ increase our understanding of the Assembly and how our work contributes to the delivery of Assembly services.

#### And as managers we must also:

- ✓ consider organisational implications when taking decisions and how these could be perceived by Members, the public and the media;
- ✓ help staff to better understand how their role fits within the Assembly;
- ✓ continually update our knowledge of the political context within which we work and take steps to identify factors that may have an impact on Assembly services.

#### We must not:

- X behave in a way which is not politically neutral;
- X fail to display impartiality and integrity in our work;
- X show little understanding of the Assembly's services and how they relate to our roles.

# Delivering a Quality Service

...is about providing a high-quality and efficient service to our customers. It is thinking ahead, managing resources effectively and delivering work on time and to a high standard. It is also using professional or technical expertise to enhance service delivery.

## Why is it important?

Success is measured by the quality of our service. We will be judged on how we deliver service objectives, taking account of our customer needs and requirements.

## In doing this we all must:

- ✓ take individual responsibility for delivering a high-quality and efficient service;
- ✓ make suggestions to use resources more efficiently;
- ✓ seek out opportunities to enhance professional and technical skills and take responsibility for personal development.

## And as managers we must also:

- ✓ continuously review the standard of service being delivered by our team and drive improvement, where necessary;
- ✓ take account of the longer term as much as immediate priorities and plan for change;
- ✓ act as coach/mentor to less experienced staff and encourage and help them to develop their expertise to enhance service delivery.

## We must not:

- X fail to deliver a service that is within our control or hinder others from delivering their Services;
- X fail to take responsibility for actions that we have taken which have contributed to poor service;
- X use the Assembly's resources wastefully and unnecessarily.

# Building Relationships and Effective Communication

...is creating and maintaining positive, professional and respectful internal and external working relationships through effective and appropriate communications.

## Why is it important?

Having good working relationships will help create an organisation which is welcoming to all. Presenting information clearly, accurately and constructively will assist us in the delivery of our services to customers.

## In doing this we all must:

- ✓ promote a positive and productive working environment;
- ✓ be a team player and proactively seek to support others;
- ✓ be respectful and effective in our communication with others.

## And as managers we must also:

- ✓ foster a working environment where our staff feel respected and valued;
- ✓ promote collaborative working within and across the Secretariat and with others outside of the Assembly;
- ✓ communicate openly and inclusively with others particularly in respect of managerial decisions which may not always be welcomed.

## We must not:

- X seek to be un-cooperative, negative and undermine others;
- X Fail to share information when appropriate to do so or to consult others at the appropriate time;
- X be disrespectful to other views that are different from our own.

# Managing and Leading Self and Others

... is setting high standards for ourselves. It is about guiding, motivating and developing others to achieve high performance. It is about engaging others in delivering a corporate vision of excellence, expertise and innovation in support of the Assembly as a legislature.

## Why is it important?

In order to perform at the highest standard and deliver the corporate aims and objectives, we need to manage ourselves and others effectively and take individual responsibility for achieving high performance. To uphold the Commission's Values, it is important to lead and manage staff with professionalism, respect and integrity.

## In doing this we all must:

- ✓ take personal responsibility for completing work to a high standard;
- ✓ respect and support the role of the line manager;
- ✓ reflect on our own behaviours and work to ensure they are consistent with Assembly standards.

## And as managers we must also:

- ✓ set clear direction and expectations for our staff members;
- ✓ manage performance issues effectively and support staff with their personal development;
- ✓ communicate the corporate aims and objectives clearly, demonstrate our Values and lead from the front to inspire and motivate staff and others.

## We must not:

- X accept poor performance levels in self and others;
- X delegate without giving responsibility or authority;
- X set standards that are unclear, unrealistic and are at odds with the corporate vision.

# Initiating Improvement and Delivering Change

...is looking for and being open to new and innovative ideas and improvements to the service provided. It is being flexible and adapting positively and professionally to sustain performance when the situation changes, workloads increase or priorities change. It is about forming sound, evidence-based decisions and being accountable for results.

## Why is it important?

We operate in a challenging political and economic context that is constantly changing. We must respond to this positively and with resilience to ensure we continue to meet the needs and expectations of our customers. The decisions we take can have far-reaching implications, and we need to be sure they are fair, well founded and will stand up to scrutiny. In doing this, we all must be willing to try new ways of working, including learning new skills.

## In doing this we all must:

- ✓ be willing to suggest or try new ways of working, including learning new skills, and to learn from others;
- ✓ respond flexibly to changing circumstances, remaining calm in pressurised and demanding situations;
- ✓ make decisions to progress own work within agreed parameters.

## And as managers we must also:

- ✓ drive improvement in the performance of our teams;
- ✓ lead and manage change effectively, taking account of the impact on staff well-being, motivation and workload;
- ✓ consider the risks associated with decisions before taking appropriate action.

## We must not:

- X be unwilling to try new ways of working or learning new skills;
- X create an environment that discourages change, constructive challenge or initiative;
- X make decisions without clear rationale and consultation, if appropriate.