



OCCAR-EA
OCCAR Management Procedure

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Record of changes

Date	Issue	Changes
05/03/98	OMP 4.1.2.5 Issue 1	Creation of the document
11/01/01	OMP 4.1.2.5 Issue 2	Creation of the document
01/06/01	OMP 4.1.2.5 Issue 3	Creation of the document
30/08/01	OMP 4.1.2.5 Issue 4	Creation of the document
04/10/01	OMP 4.1.2.5 Issue 5	Creation of the document
02/2005	OMP 9 Issue 1	Update of the OMP number in accordance with the structure of the OMPs adopted by the BoS on 31/03/04. Application of the current OMP template
01/07/06	Issue 2	Converted to the OCCAR-EA graphical house style
20/07/10	Issue 3	Reviewed and Renamed as OMP 9 Recruitment in consultation with National Authorities and adopted by BoS on 03/06/2010
01/02/13	Issue 3.1	Minor change in article 11; approved by FTPC on 18/10/12
31/10/13	Issue 3.2	Referred to daily experience additional article added concerning applications of internal candidates for their current post. Due to an update of Vanbreda contract conditions limitations of insurance coverage mentioned in article 12.3 have to be deleted. Approved by the 40 th FTPC.
01/12/14	Issue 4	Following recent communication with Member States on the recruitment process it was decided to further elaborate on the selection process during the sifting and interview phases (Article 8).
27/05/15	Issue 5	Following recent communication with Member States on the recruitment process, it was considered appropriate to elaborate further on the selection methods applied by OCCAR during the sifting and interviewing phases. Approved by the 43 rd FTPC.
26/01/16	Issue 5.1	In order to strengthen future national commitments article 10 was revised with approval of the BOS on 16/12/2015.
08/06/16	Issue 5.2	Following recent communication with the Finance Committee an extra expert with voting rights may be added to the Selection Committees (Article 7); approved by FTPC and BoS on April/June 2016.
14/07/17	Issue 5.3	Minor amendment to Article 12.4 to reflect the case where security clearance must be held on the contract start date. Approved by FTPC Ex-Committee Approval 12_17.
11/12/18	Issue 5.4	As result of internal audit and HR EWG minor amendments to Art. 6.2 to job advertisement date and Art. 6.3.2. to remove the categorisation of "unofficial candidate" and any ambiguity. Approved by FTPC Ex-Committee Approval 27_18.

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List of acronyms

Art.	Article
BoS	Board of Supervisors
CO	Central Office
FTPC	Future Task and Policy Committee
HoD	Head of Division
HRD	Human Resources Division
OCCAR	Organisation Conjointe de Cooperation en matière d'Armement
OCCAR-EA	Organisation Conjointe de Cooperation en matière d'Armement – Executive Administration
OMP	OCCAR Management Procedure
PB	Programme Board
PC	Programme Committee
PD	Programme Division
PM	Programme Manager

Article 1 – INTRODUCTION

- 1.1 This OCCAR Management Procedure (OMP) describes rules and procedures to be applied for recruitment of personnel to OCCAR posts.
- 1.2 It is based on the Convention on the Establishment of OCCAR signed on the 9th of September 1998 and has to be read in conjunction with OMP 8 (Personnel Regulations).
- 1.3 Throughout this OMP, where the context so admits, the masculine gender shall be deemed to include the feminine.
- 1.4 Definitions
 - 1.4.1 Recruitment covers the entire process from the issue of a vacancy notice to the signature of an OCCAR employment contract.
 - 1.4.2 Selection covers the process from the nomination of a candidate to OCCAR until the recommendation for appointment.
 - 1.4.3 Appointment is the decision to grant an OCCAR employment contract to an individual.

Article 2 – SCOPE

This procedure is applicable to the posts of the Central Office (CO), the Programme Divisions (PDs) and sites which are identified as new or vacant and are covered by the relevant Administrative Budget.

Article 3 – OBJECTIVES

The objectives of these recruitment procedures are:

- 3.1 To ensure that competition for posts within the OCCAR organisation is fair and open;
- 3.2 To clearly establish the roles and responsibilities of every function/office/authority involved in the process;
- 3.3 To describe the different phases of the recruitment process;
- 3.4 To ensure recruitment is undertaken efficiently, avoiding as much as possible interruption in the filling of posts.

Article 4 – GENERAL REMARKS

- 4.1 Reference documents
 - 4.1.1 The OCCAR Convention, whose Art. 16 gives guidelines for the recruitment of senior personnel (referred to as senior staff in OMPs); and
 - 4.1.2 OMP 8, Chapter I which describes general conditions for recruitment and appointment of OCCAR staff and other Chapters of OMP8 which describe their employment.

4.2 Responsibility for the recruitment process

The Human Resources Division is responsible for the over-seeing and coordination of the recruitment process.

4.3 Recruitment of senior staff

- 4.3.1 The BoS selects and appoints the OCCAR-EA Director whose employment contract is signed by the Chairman of the BoS.
- 4.3.2 It appoints the OCCAR-EA Deputy Director following a selection process by the FTPC and the OCCAR-EA Director. His contract is signed by the OCCAR-EA Director.
- 4.3.3 For all other senior staff, i.e. all Heads of Division (HoD) and Programme Managers (PM), the OCCAR-EA Director shall, following a selection process, recommend a candidate for the post to the Board of Supervisors (BoS) or the respective Programme Board for appointment. Once a candidate is appointed, he will be offered an OCCAR definite duration contract, subject to Art. 4.5 and signed by the OCCAR-EA Director.

4.4 Recruitment of other staff

All other OCCAR staff members are appointed by the OCCAR-EA Director upon recommendation of the Selection Committee and will be offered an OCCAR definite duration contract, subject to Art. 4.5 and signed by the OCCAR-EA Director.

4.5 Release by national authority

Staff seconded from their national administration shall take up duty under an OCCAR employment contract after being released from their national employment.

4.6 Recruitment principle

Staff shall be appointed on the basis of their qualifications, skills, competences and experience which best match those detailed in the vacancy notice for the relevant post. During the recruitment process, Chapter I of OMP 8 will be applied.

4.7 General conditions

A staff member is appointed to a post in OCCAR-EA only on condition that:

- 4.7.1 he is a national of a Member State or of a Programme Participating State (see OMP 8, Chapter I). In case a potential staff member is a national of more than one country and if one of his nationalities is not an EU nationality (in the case of Central Office Staff) or is neither an EU nationality or relevant Participating State nationality (in the case of Programme Division or Site Staff), the authorisation of the relevant committee (FTPC or PC) shall be requested regarding his eligibility for an OCCAR employment;
- 4.7.2 he is at least 18 years old and under 62 years of age at the time of taking up his appointment;
- 4.7.3 he has completed any initial term of compulsory military service or equivalent required of him under the provisions of his national legislation;

- 4.7.4 he fulfils the physical standards demanded by the exercise of his functions and he is recognised as being free from or definitely cured of any disease which might constitute a risk to others within normal working conditions;
- 4.7.5 he has an adequate knowledge of at least two of the OCCAR languages, one of them being English;
- 4.7.6 he is not closely related to another staff member (although the OCCAR-EA Director may authorise a departure from this rule on the understanding that neither of the persons concerned shall be placed under the direct authority of the other nor the work of one give rise to influence over the work of the other);
- 4.7.7 OCCAR-EA has not received any indication of a possible refusal of a security clearance certificate from the competent authorities of the country or countries of which the candidate is a national.

4.8 Special condition

OMP8, Chapter II details that as a general rule, an individual shall not serve for a total period of more than nine years under OCCAR contract(s). Therefore, the application of a candidate who has already spent more than six years with OCCAR-EA shall only be considered subject to prior BoS (for senior staff) or FTPC (for all other staff) approval.

4.9 Balance of nationalities

Taking into account that staff shall be appointed on the basis of merit and the best person for the job, it is the OCCAR-EA Director's responsibility to also seek to maintain a reasonable balance of staff between the Nations.

In the Central Office (including site management), the balance shall be between OCCAR Member States. In Programme Divisions, the balance shall be between the Nations participating in a Programme. This principle also applies to contract extensions.

Article 5 – PLANNING – IDENTIFICATION OF NEEDS

5.1 Initiation of the recruitment process

The recruitment process can be initiated because one of the following events has occurred or is due to occur:

- 5.1.1 Discharge from existing posts (expiration of contract, resignation by the staff member, termination by the OCCAR-EA Director, attainment of the age limit, death); - see Art. 5.2
- 5.1.2 Creation of new posts; – see Art. 5.3

5.2 Existing posts

- 5.2.1 The OCCAR-EA structure, monitored during the annual resources planning cycle (see OMP 3) and monitoring of personnel contracts shall be used as the basis to predict forthcoming vacancies.

- 5.2.2 When a forthcoming possible vacancy has been identified, the HoD/PM and the Human Resources Division should together consider the possibility to extend the contract of the current post holder.
- 5.2.3 The HoD/PM's proposals regarding the possible vacancy (recruitment or extension), duly justified, will be submitted to the OCCAR-EA Director for approval. This process is primarily organised through the establishment of the annual "Staffing Plan" (see OMP 3). Following approval by the OCCAR-EA Director, and by the BoS, the PB, the FTPC or the PC where appropriate, the recruitment process will be launched accordingly.

5.3 New posts

If, during the annual resources planning cycle, the need arises to establish a post, the recruitment process will be launched after approval of this establishment in line with OMP 1 (for posts within PDs) and OMP 3 (for posts within Central Office and Sites).

Article 6 – ADVERTISEMENT

6.1 Vacancy notice

On the basis of a job description, either of an existing post or a new post (see OMP1 and OMP3) and with the assistance of the HoD/PM, the Human Resources Division shall prepare the appropriate vacancy notice.

In addition to a description of the duties to be undertaken, the vacancy notice must contain background information about the post, detail the essential and desirable experience, skills and competences required, along with the level of security clearance necessary. Additionally the starting date and number of staff to be managed by the job holder should be clearly identified, and any other relevant information about the post on offer that could facilitate the search of candidates.

6.2 Advertise a vacancy

The Human Resources Division is responsible for placing the advertisement.

The vacancy notices, with a precise closing date, will be advertised within OCCAR Member States and Program Participating States through established national processes and within OCCAR-EA. If no suitable candidate is identified, an external advertisement may be launched through the press and other media. Where practicable (normal expiration of contract, attainment of the age limit), the advertisement will be placed at least six months in advance of the planned take-up duty date.

6.3 Applications

- 6.3.1 Applications shall be forwarded on the official application form made available by the Executive Administration and must be completed in the English language. They should be accompanied by a letter expressing the candidate's motivation for applying for the post.
- 6.3.2 All applications require the explicit support of the Nation of which the applicant is a national before OCCAR includes them in the recruitment campaign.

- 6.3.3 Applications of OCCAR-EA Staff Members (internal candidates) shall be examined together with those candidates from outside the organization (external candidates).
- 6.3.4 For candidates belonging to national administrations, the official transmission of the candidature implies that the candidate, if appointed, will be released in time to take up duties at the required date. In addition that Nation has to confirm that the candidate meets the security clearance required for the post or that the process of authorisation has been launched. In the absence of such confirmation, the candidate shall be ineligible for appointment.
- 6.3.5 For candidates not belonging to national administrations, the OCCAR Security Office will initiate the request for security clearance from the appropriate national authority.
- 6.3.6 Applications from internal candidates will normally only be considered on the condition that the applicant has completed 24 months of their existing contract at the starting date of the post applied for. Any exception to this rule shall be submitted by HRD to the OCCAR-EA Director for approval.
- 6.3.7 Internal candidates may directly apply to OCCAR-EA who will ask the Nation of which the candidate is a national, whether the candidate is supported or not. If an internal candidate is seconded from a national administration, OCCAR-EA shall ask national authorities if the candidate will be seconded to the new post or not, in case of appointment.
- 6.3.8 In the case of an internal candidate, operational requirements may be taken into account, when considering the application. The Human Resources Division shall seek the advice of the staff member's current HoD/PM on this.
- 6.3.9 Staff members whose post is suppressed during the first two years of their contract shall be given the opportunity to apply for any eligible OCCAR post which will become vacant in the timescale consistent with the notice period. Upon receiving such an application, OCCAR-EA shall give due consideration to the situation surrounding the application and may make allowances regarding the timing of its receipt, should the application be received after the closing date of the vacancy notice. Such applications will be considered together with those received as part of the recruitment process.
- 6.3.10 In the event of an individual who wishes to apply for their existing post, in direct contradiction to the approved OCCAR-EA Staffing Plan, the application will be accepted by HRD but will be held in abeyance pending the outcome of the competition for the post. The application will not be considered either during the sifting or interview phases.

In the event that a fully acceptable candidate is identified through the competition then the successful candidate will be appointed to the post.

If the competition is unsuccessful, OCCAR-EA management will need to decide whether to re-advertise the competition or to re-visit the Staffing Plan to consider an extension to contract for the existing post holder. If the re-competition option is unacceptable, a 12 months contract extension may be offered to the existing post holder.

Article 7 – SELECTION COMMITTEE

- 7.1 The OCCAR-EA Director shall nominate formally the Selection Committee.
- 7.2 The Selection Committee shall normally consist of:
 - 7.2.1 The HoD/PM from the area concerned, with the prerogative of being Chairman (who may formally propose a delegate from his Division to act in his absence);
 - 7.2.2 One representative of the Human Resources Division, who shall also perform the duties of secretary of the Committee;
 - 7.2.3 A third person chosen by the OCCAR-EA Director for his competence in the field of the post to be fulfilled, normally someone from the same division. In case of recruitment for the Human Resources Division, the third person shall be from a Division other than HRD.
- 7.3 Selection Committee members must at least be of equivalent grade to the post advertised, with one being of higher grade. These 3 people must be of at least 2 different nationalities (but where possible 3 nationalities should be represented). The staff member to be replaced cannot be a member of the selection committee.
- 7.4 An extra expert, with or without voting rights, may be added if deemed necessary.
- 7.5 In the case of recruitment of Programme Managers or Central Office Heads of Division, the Selection Committee will normally comprise the OCCAR-EA Director as chair accompanied by the OCCAR-EA Deputy Director and the Head of Human Resources Division. When selecting for the position of Head of HRD, the current post holder shall be asked to provide expert advice to the selection committee whilst the third member shall be another Programme Manager/ Head of Division.

Article 8 – INTERVIEWS

8.1 Sifting of candidates for interview

- 8.1.1 The Selection Committee shall pre-screen the applications and verify if the candidates meet the prerequisites of the post, in terms of the knowledge, experience, skills and competences detailed in the vacancy notice. Candidates considered not to have sufficiently demonstrated these requirements within the application shall not be invited to the interview. In addition, the overall number of candidates invited for interviews should be determined with a view to keep the process manageable and, therefore, the selection committee shall only invite the most suitable.
- 8.1.2 If it is decided to reject an application, this shall be recorded in the selection report. All nations will receive a brief sift report in respect of their unsuccessful applicants providing feedback on the application.

8.2 Organization of interviews

The Human Resources Division is responsible for the organization of the interviews. All interviews for the same post should, where possible, take place on the same day, at OCCAR-EA premises.

8.3 Interviews

- 8.3.1 Interviews shall last approximately 60 minutes and shall be conducted mainly in English. If the candidate has indicated good or fluent knowledge of other OCCAR languages, such language skills should be tested as appropriate (particularly in the case where the knowledge of this language has been identified as a requirement within the vacancy notice for the post).
- 8.3.2 The interview panel shall determine the suitability of candidates through a structured interviewing process, establishing a clear demonstration of the required knowledge, experience and competences, through evidence provided by the candidate.

A structured interview is defined as follows:

- Questions are planned carefully before the interview.
- All candidates are asked broadly the same questions (the panel may need to just explore certain aspects of one candidate's application for example in order to clarify that their particular experience or knowledge meets the requirements of the post).
- (All) answers are scored using a rating system.
- The majority of questions focus on the attributes and behaviours needed in the job and candidates will be required to base their answers on their own experiences.

Candidates will also be required to display a basic understanding of the role and structure of OCCAR.

- 8.3.3 Where appropriate, other types of testing (e.g. drafting or composing documents, practical test of computer skills) can be introduced on a non-discriminatory basis.

8.4 Selection report

- 8.4.1 After completion of all interviews, the Selection Committee members, in making their decision, shall take into consideration all information available to them in terms of the application & CV, the result of any tests and performance at the interview. The Committee shall identify the most suitable candidate and if appropriate, one or two reserve suitable candidates.
- 8.4.2 These candidates shall be recommended to the OCCAR-EA Director by means of a detailed selection report. This report shall be established by the Human Resources Division and signed by all Selection Committee members.

8.5 Obligation of confidentiality

All participants to the recruitment process shall, at all times, comply with the principle of confidentiality. In particular, they shall not release within or outside the Organization, any information about the candidates or the recruitment process, except if explicitly tasked to do so by the OCCAR-EA Director.

Article 9 – DECISION – NOTIFICATION TO CANDIDATES

- 9.1 After the report has been duly signed by all members of the Selection Committee, the Human Resources Division shall submit it to the OCCAR-EA Director who will make the final selection decision taking into account the report of the Selection Committee and all other relevant factors. Where required (see Art.4.3 above), this decision shall be proposed to the BoS or PB for approval. The Human Resources Division shall inform the successful candidate (copy to all Member States/Programmes Participating States), who will be given 1 week to accept the offer of employment from the date of receipt of the notification.
- 9.2 Offers of employment are made in writing, specifying the type of contract proposed. Acceptance of the terms of the offer shall be notified in writing within the time specified therein, failing which the offer becomes null and void.
- 9.3 If the successful candidate does not accept the offer of employment, a new recruitment process shall be launched, unless at least one other suitable candidate from the same competition is available.
- 9.4 Candidates who were not successful for the post shall be informed by the Human Resources Division. Additionally constructive feed-back on their performance at the interview will be provided to unsuccessful candidates. This feedback will be personal to the candidate.
- 9.5 The text of the contract shall be established as soon as possible after the acceptance of the offer and be sent to the successful candidate.

Article 10 – RELEASE OF APPOINTED CANDIDATE

- 10.1 In the case of a candidate coming from a national administration, the relevant nation is required to provide OCCAR-EA with formal notification of the secondment.
- 10.2 In the event of a release being unavoidably prevented, despite both initial national commitment referred to at article 6.3.4 and personal commitment of the candidate, the release date can be delayed within 60 days of the job start date mentioned on the vacancy notice, if agreed between the OCCAR-EA Director and the Nation concerned. In all other events, the offer of employment shall be withdrawn and a new recruitment process shall be launched unless at least one other suitable candidate from the same competition is available at the advertised job start date.

Article 11 – MEDICAL EXAMINATION

Appointed candidates are required to undertake a medical examination by a doctor/medical establishment designated by OCCAR-EA (also called "Medical Adviser" in the OMP 8) to assess their fitness for duty. To this effect OCCAR shall, where possible and cost effective to do so, establish a network of Medical Advisers in all Member States and where appropriate in Programme Participating States.

Article 12 – SIGNATURE OF THE CONTRACT

- 12.1 The employment of a staff member only becomes effective by the signature by himself and the OCCAR-EA Director (chairman of the BoS in case of Art. 4.3.1) of a contract specifying the date from which it takes effect;
- 12.2 The contract shall be signed by the selected candidate as soon as possible after having received the text of the contract. The signature by the OCCAR-EA Director shall normally not be done before the selected candidate has been declared medically fit for duty. As a general rule, the selected candidate may ask to have at least one month between the complete signature of the contract and the date of taking up duty;
- 12.3 If, by exception, the OCCAR-EA Director decides to sign the contract before having obtained the certification of fitness for duty, the contract shall be terminated with immediate effect if the certification of fitness for duty is not obtained.
- 12.4 For practical reasons the OCCAR-EA Director may sign the contract before the full completion of the security clearance process, except in cases where as stipulated in the vacancy notice, security clearance must be held on the contract start date. If OCCAR-EA receives notification from the authorities of the staff member concerned that the security clearance will not be issued, the contract shall be terminated with effect from the date where OCCAR-EA receives this notification. In the case where the security clearance is not issued before the expiration of the probationary period of the staff member concerned, the contract shall be terminated on the day of the expiration of the aforementioned probationary period.
- 12.5 Above provisions will be detailed in contracts offered to candidates.

Article 13 – HANDOVER

- 13.1 Should the respective PM/HoD consider necessary that a handover period is carried out between the successful candidate and his predecessor, a total period of up to two weeks may be agreed between OCCAR-EA and the authorities of the successful candidate, where applicable.
- 13.2 In these cases OCCAR-EA will reimburse to the successful candidate the travel expenses incurred and pay to him a subsistence allowance in line with the duty travel regulations in place.
- 13.3 If the handover precedes immediately the take-up of duties, OCCAR-EA shall, where applicable and upon request, reimburse to the national authorities salary costs incurred. In other circumstances agreement on salary costs will be agreed on a case-by-case basis.

Article 14 – EXPENSES OF CANDIDATES FOR THE INTERVIEW

- 14.1 Candidates who are invited for interview shall be entitled, subject to the presentation of supporting documents, to reimbursement of the reasonable travel expenses incurred for their journey to and from the place of interview under the OCCAR travel on duty rules laid down in OMP8, Chapter XIX.
- 14.2 Candidates shall be entitled, in addition to the travel expenses specified in Art. 14.1 above, to the appropriate subsistence allowance granted to staff members travelling on duty.