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# GUIDELINES ON SELECTION AND RECRUITMENT AT THE EBA

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# 1. INTRODUCTION

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Recruitment at the EBA is embedded in the **Talent Acquisition approach** being a critical business process of **the Talent Management loop**<sup>1</sup> whose purpose is to put the right people in the right place at the right time with the right skills.

**The selection-recruitment process**<sup>2</sup> entails the following three phases (1) the recruitment phase involves informing talents in the market about the job opening and attracting them via the publication and dissemination of the Vacancy Notice; (2) the selection phase comprises identifying the most qualified and suitable candidates from the pool of applicants until the establishment of the Reserve List; (3) the nomination decision is taken by the Appointing Authority (AA).

# 2. REGULATORY FRAMEWORK

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The EBA follows the personnel policy of the Staff Regulations of officials of the European Union (hereinafter referred to as the Staff Regulations) and the Conditions of Employment of Other Servants of the European Union (hereinafter referred to as the CEOS)<sup>3</sup> as well as the Implementing Rules relevant to the selection of statutory staff: temporary agents (TA) and contract agents (CA).

The applicable rules on the recruitment of **TA** are [Management Board decision on temporary agent 2f - EBA DC 2015 126](#) and [Management Board decision on middle management staff – EBA DC 239](#).

The applicable rule on the recruitment of **CA** is [Management Board decision on contract agent 3a - EBA DC 284](#).

The EBA relies on specific expertise through the hiring of **Seconded National Experts (SNE)** for which the applicable rule on recruitment is [Management Board decision - EBA DC 304](#).

The EBA also offers **traineeship** and **job shadowing internships** opportunities for which the applicable rules on recruitment are [Decision of the EBA - EBA/DC/455 - Traineeship Policy](#) and [EBA DC 471 Decision concerning Policy on Job Shadowing Internship](#).

# 3. GUIDING PRINCIPLES

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The **EBA's mission** is to contribute to the stability and effectiveness of the European financial system through consistent, transparent, simple and fair regulation and supervision to the benefit of all EU citizens.

The **EBA's values** are: Public service at our core; Excellence in everything we do; Trust in our relationships; Creativity to deal with challenges; Collaboration is our approach.

The EBA is an **equal opportunities** employer and is dedicated to recruit, develop and retain a diverse and talented workforce by upholding principles of equal opportunity and impartiality. To this end, the EBA warmly

<sup>1</sup> The talent management loop includes 7 dimensions: Planning talent / Attracting and acquiring talent / Identifying talent / Developing talent / Engaging talent / Retaining talent / Deploying Talent

<sup>2</sup> Mainly for statutory staff, while SNE, traineeship and internship differ in procedure.

<sup>3</sup> Staff Regulations and the CEOS

welcomes applications from all qualified candidates, regardless of age, gender identity or expression, sexual orientation or identity, disability, ethnic or social origin, religion or belief, and cultural background. All EBA staff members are committed to fostering an open and inclusive workplace culture. The EBA encourages the applications of women for positions where they are currently under-represented. For more information, please refer to <https://www.eba.europa.eu/about-us/diversity-and-inclusion>.

The EBA strictly adheres to the **European Code of Good Administrative Behaviour**, in particular to the principles of lawfulness, equal treatment, objectivity, etc.

It also ensures that candidates' **personal data are processed as required by Regulation (EU) 2018/1725<sup>4</sup>**. This applies in particular to the confidentiality and security of such data.

Selection-recruitment at the EBA is directed to securing for the organisation, the services of **staff of the highest standard of ability, efficiency, and integrity, recruited on the broadest possible geographical balance basis** from among nationals of Member States of the Union. No position is reserved for nationals of any specific Member State.

TA and CA positions at the EBA are open to nationals of the 27 EU Member States and nationals of Iceland, Liechtenstein and Norway. Due to the withdrawal of the United Kingdom from the European Union on 31/01/2020 candidates with UK nationality, who do not hold the nationality of a Member State of the European Union or the above-mentioned other countries, are not eligible for external selection procedures at the EBA because they do not fulfil the requirements of Article 12 (2)(a) of the CEOS.

## 4. POST MANAGEMENT

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Post management at the EBA follows a structured workforce approach based on four principles: **coherence** (aligning resources with strategic priorities), **transparency** (allocation of resources to activities), **accountability** (results vs objectives), and **performance** (optimising resource management).

As a decentralised EU agency, the EBA contributes to the Union's objectives and supports the Commission's political priorities in banking. Its role is reflected in the [Single Programming Documents](#) and [Annual Reports](#), which outline the Authority's vision, mission, objectives, activities, indicators, and resource plans.

Post management is integrated into the planning and programming cycle through the budgetary procedure, which defines the authorized number of posts (TA posts under the Establishment Plan, CA, and paid SNE posts within a staffing envelop).

For new or vacant posts (due to resignation, contract end, retirement, or unpaid leave), the Executive Director (ED) determines allocation based on objectives, job functions, and Staff Regulations requirements.

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<sup>4</sup> Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39)

## 5. VACANCY NOTICE AND SELECTION BOARD

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### 5.1 Vacancy notice

The vacancy notice is the legally binding text governing the selection procedure which states the nature of the selection, the type of duties and tasks involved in the posts to be filled, the function group and grade offered, the diplomas and other evidence of formal qualifications or the degree of experience required for the posts to be filled, what kind of tests the candidates will have to take and how they will be marked, the closing date for applications.

Notice of selections are approved by the AA and are published on the [EBA's website](#) and social media channels for usually one month before the deadline for submission of applications.

### 5.2 Nomination and composition of the Selection Board

The Selection Board (SB), acting as a collegial body meets for proceeding with the selection procedure. The SB must stay impartial, neutral and take into consideration the principles of non-discrimination, equal treatment, sound management, independence and impartiality. The SB ensures transparency and fairness to all candidates, as well as confidentiality in all stages of the selection process.

In line with Article 3, Annex III of the Staff Regulations, the Selection Board shall consist of a **Chair**, **Member(s)** and **Staff Committee representative(s)** designated by the AA, each Member and Staff Committee designating the same number. The **Chair** is actively involved in chairing all SB meetings, is responsible for the efficient conduct of the selection procedure, as well as participates in the assessment of applicants throughout the selection procedure. If deemed necessary (e.g.: for specialised or/and high profiles), additional staff from or outside the EBA may be part of the SB to ensure gender-nationality balance or/and to provide expertise, either as SB Member, or as **Assessor** (with voting rights) or as **Observer** (without voting rights).

In addition, a dedicated **HR Talent Selection Responsible**<sup>5</sup> supervises, provides guidance and assistance to the SB during the entire selection procedure.

According to the Ombudsman Guidelines, it is good administrative practice to inform all candidates of the composition of the SB by letter or by other appropriate means, such as information sheets, e-mails, e-recruitment messages. Resulting from the consent of the SB members after their nomination for their names to be disclosed, the information regarding the [composition of the Selection Board](#) is found on the EBA's website.

SB members are also required to immediately report any attempt made by the candidates or third parties to contact or influence them in relation to the selection.

### 5.3 Main role of the Selection Board<sup>6</sup>

- To draw up a list of applicants who will be invited to attend an interview and/or a written test, ensuring that all criteria described in the vacancy notice are properly weighted and considered for assessing the candidates.

<sup>5</sup> The HR Talent Selection Responsible is not a Selection Board Member per se.

<sup>6</sup> In line with Article 30 of the Staff Regulations.

- To select the most suitable applicants based on their qualifications, experience and their performance at the interview and/or written test.
- To assess any complaint presented by an applicant not admitted to the various stages of the procedure (only until the establishment of the reserve list).

## 5.4 Principles guiding the work of the Selection Board

- Transparent procedure;
- Uniform and strict application of the essential requirements stated in the vacancy notice;
- Equal treatment of candidates;
- Confidentiality;
- Independence and Impartiality.

# 6. “TA” AND “CA” SELECTION PROCEEDINGS

## 6.1 Timeline of a recruitment-selection procedure

The table below reflects the sequential steps of the process.

STEPS	TASK	TIMELINE
0	Publication and dissemination of Vacancy Notice Nomination of the Selection Board by the AA	-
1	Application period (legal length)	1 month after Step 0 (with possible extension of the deadline for submission of applications)
2	Screening of applications	1-2 weeks after the deadline for submission of applications
3	Interview and/or written test	2-3 weeks after Step 2 (additional 2-3 weeks in case the written test is a pre-requisite for the interview)
4	Closure of the selection procedure	1-2 weeks after Step 3
5	Official establishment of the reserve list by the AA <sup>7</sup>	1-2 weeks after Step 4
6	Recruitment of selected candidate (job offer)	Within the week of Step 5

<sup>7</sup> The Appointing Authority (AA) is the Executive Director (ED).

## 6.2 Step 0: Publication and dissemination of the Vacancy Notice (VN)

The objective of the publication and dissemination of the VN is to reach as efficiently and effectively as possible those talents that are suited and can be interested in applying, and, more broadly, to position the EBA as an employer of choice.

The VN is published on the [EBA's website](#) and social media channels, and is further advertised and posted via diverse channels [e.g.: EPSO (European Personnel Selection Office), EU Agencies Network website, Permanent Representations, Management Board, etc].

## 6.3 Step 1: Submission of Applications

The EBA does not accept spontaneous applications. Only electronic applications submitted via the EBA's **eRecruitment platform** in relation to VN are accepted.

To be considered, applications must be received by 23:59:00 CET on the closing date. Applications submitted by any other means or after the deadline will be disregarded. Candidates are strongly advised not to wait until the last day to submit their applications, since heavy internet traffic or internet connection issues could lead to difficulties in submission. The EBA cannot be held responsible for any delay due to such difficulties. All sections of the application must be completed in English. Candidates must indicate all their professional experience(s) including responsibilities/activities in their online application, starting from the date they obtained the diploma required for the position. Additional uploaded curriculum vitae will not be taken into consideration, only the application filled in and submitted online.

Should the SB discover at any stage in the procedure that the candidate does not meet one or more of the eligibility criteria or that the information in the application does not correspond with the supporting documents to be provided at a later stage, the candidate will be disqualified.

## 6.4 Step 2: Eligibility and selection screening by the Selection Board

The SB analyses the application documents (curriculum vitae, motivation letter, and eligibility declaration) of all applicants with reference to the eligibility and selection criteria specified in the vacancy notice. Only the applications filled in and submitted online before the deadline, as well as a copy of the document formally recognising qualification within the EU, if applicable, are accepted and considered.

- Candidates who do not meet all the eligibility criteria are excluded. Eligible candidates are then scored on the essential selection criteria. Candidates who do not substantiate how they meet each of the essential selection criteria in the dedicated section of the application form are not scored further and excluded from the recruitment procedure at this stage. Those who meet all the essential selection criteria are scored against the advantageous selection criteria. Candidates deemed eligible or shortlisted in previous selection procedures are not automatically shortlisted in another selection procedure.
- The most suitable candidates with the highest overall scores are shortlisted. Shortlisted candidates are invited to the interviews and/or the written test.

## 6.5 Step 3: Written test and interviews, assessed and scored by the Selection Board

**Interview and written test are foreseen in all selection procedures for TA and CA.**

Candidates participate in the written test on an external test provider's dedicated online (audio/video) platform (except if otherwise foreseen for the selection procedure in question).

To guarantee equal treatment, all tests are assessed anonymously by the SB only seeing candidates' individual identification numbers. Therefore, candidates are provided with clear instructions before the test to avoid giving any indication of their name, initials or anything else that could potentially identify them. It is strictly forbidden to use external devices to access the internet and to use any other materials besides the ones provided during the test. Should a candidate be found to be in the possession of materials other than the ones given and/or use the internet or any other resources during the written test, they are immediately disqualified from the recruitment procedure.

In line with Articles 1(d) and 12 of the Staff Regulations and CEOS, questions regarding age, race, political, philosophical or religious conviction, gender, sexual orientation, disabilities, marital status and family situation are strictly forbidden.

The interviews are held in English at the EBA's premises or remotely using a dedicated online platform.

The interview aims to assess the candidates' motivation, the relevance of the candidate's professional knowledge and experience accordingly to the criteria set in the Vacancy Notice, and the suitability to perform the duties as described in the Main responsibilities. As English is the working language of the EBA, native English speakers are tested to prove their second EU language skills during the interview.

### 6.5.1 Possible reasonable accommodations/adjustments upon candidates' requests

While interviews and written tests dates and timing are fixed<sup>8</sup>, and not subject to changes, some flexibility can be authorised by HR, depending on specific circumstances and on a case-by-case basis.

Importantly, reasonable accommodation is sought for candidates who express specific needs due to a disability or a medical condition, as the EBA is committed to ensuring equal opportunities and access to its selection procedures for all candidates, and fair testing.

Providing reasonable accommodations (adjustments) aims at removing potential obstacles presented by disability or medical condition, without modifying the nature or level of the professional competencies being assessed.

## 6.6 Step 4: Nomination proceedings and management of reserve lists

**The Executive Director, in his sole capacity as the Appointing Authority (AA), establishes the reserve list as drawn up by the Selection Board.**

Reserve lists are initially valid for 12 months, with an automatic extension for an additional 12 months, unless a specific reason justifies their closure. A one-time extension of up to one year may be granted, with a maximum total validity of three years, depending on the EBA's needs.

When a vacancy arises for a similar profile, candidates on the reserve lists may be contacted for additional interviews.

**The AA takes the decision on the offer of contract of employment.**

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<sup>8</sup> And communicated as such by HR to the candidates in the invitations for interview and written test.



If the candidate declines the employment offer, they will remain on the reserve list until the end of its validity period. If the candidate accepts the offer, they must submit the required administrative documents to finalize the employment contract.

If applicable, HR arranges a pre-employment medical exam to confirm the candidate's fitness for duty, a mandatory step before hiring. Once **medical clearance, document submission, and conflict of interest approval** by the Ethics Officer are complete, HR prepares the employment contract (signed by the AA) and the job description (signed by the hiring manager).

The documents that the new joiner provides throughout the recruitment process form their personnel file.

If the successful candidate is already a member of temporary staff 2(f) in another EU Institution, the implementing rules on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS, and in particular Article 12 (2) will apply, providing that, on the closing date of application and as well as on the day of taking up duty at the EBA, the successful candidate:

- is a member of temporary staff under Article 2(f) of the CEOS, and
- is employed within their agency in the published function group and grade bracket.

## 7. “SNE” SELECTION PROCEDURE PROCEEDINGS

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As a general principle, the **EBA is selecting SNEs<sup>9</sup> through an open ongoing call** published with no deadline for applications<sup>10</sup> that describes the different profiles and key responsibilities (which are typically updated accordingly to the business needs).

### 7.1 List of eligible candidates

A database of eligible candidates is created based on the criteria outlined in the call and their preferred profiles.

### 7.2 Selection – Interview

The concerned Unit/hiring Manager invites the candidate(s) to be interviewed remotely in English. The hiring Manager, together with another staff member(s) constitute the Evaluation Committee. The interview aims to assess the candidates' motivation, the relevance of the candidate's professional knowledge and experience accordingly to the criteria set in the Vacancy Notice, and the suitability to perform the duties as described in the different profiles and key responsibilities form.

In line with Articles 1(d) and 12 of the Staff Regulations and CEOS, questions regarding age, race, political, philosophical or religious conviction, gender, sexual orientation, disabilities, marital status and family situation are strictly forbidden.

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<sup>9</sup> Paid or cost free SNEs. Paid SNE positions are allocated through the organisation by the ED accordingly to business needs, in compliance with the maximum number of positions as authorised and stated in the Single Programming Document (SPD). Cost free SNE positions are not subject to a maximum number.

<sup>10</sup> Only electronic applications submitted via e-mail to [EBA-Applications@eba.europa.eu](mailto:EBA-Applications@eba.europa.eu) are accepted.

### 7.3 Recruitment

If the candidate declines the secondment offer, they will remain on the reserve list until the end of its validity period. If the candidate accepts the offer, they must submit the required administrative documents to finalize the secondment agreement.

Once the required documents are submitted and the **conflict of interest** approval by the Ethics Officer are complete, HR prepares the secondment agreement (signed by the AA) and the job description (signed by the hiring manager).

The documents that the new joiner provides throughout the recruitment process form their personnel file.

During the secondment, the Seconded National Expert's (SNE) remains an employee of the sending authority/employer which shall continue to be responsible for their salary and social rights, particularly social security and pension. The SNE shall maintain their administrative status throughout the period of secondment and their administration shall inform EBA of any change in the SNE's situation in this regard.

## 8. MANAGEMENT POSITIONS (HEAD OF UNIT OR DIRECTOR OF DEPARTMENT) – ADDITIONAL STEPS IN THE SELECTION PROCEDURE

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The selection procedure for management positions is run in the same way as a non-management selection, with the assessment centre, being an additional feature. Following the interviews and the evaluation of the written test, the SB draws up a shortlist of the most suitable candidates who most correspond to the profile sought. These candidates are invited to undergo an assessment centre.

The assessment centre evaluates the applicants' potential and provides an in-depth analysis of managerial skills and other core competencies expected in a managerial position. It comprises individual and/or group exercises as well as in-depth interviews focused on the assessment of managerial skills. The result of the assessment centre is provided to the ED in the official establishment of the reserve list by the AA. The ED can decide to invite the candidates for additional interviews before making the final decision.