SUMMARY

In the following pages, an analysis report on RYCO project and core staff recruitment process for 2019 will be presented. The purpose of this report is to provide insights and details of the screening and recruitment for 18 RYCO project staff positions on 3 different donor projects, and 4 core staff positions. The main focus is on detailed descriptive data, methodology and timeline of the process, as well as analysis of the full recruitment cycle. The statistical charts and trends revealed in the report include:

- Total number of applicants;
- Number of applicants per position;
- Age range of applicants;
- Gender of applicants in general;
- Gender of applicants for specific position;
- Applicants per RYCO Contracting party;
- Applications vs. potentials;
- Potential applicants per each position;
- Applicants who applied for more than one position and
- Application kit completeness.

The related process included following actions:

- preparation of evaluation matrixes;
- grouping of applications;
- piloting evaluation matrixes;
- CV assessment;
- completing evaluation matrixes for each applicant by scoring and weighting requested requirements;
- pre-screening;
- pre-selection;
- short – listing;
- preparation of structured-competency based interview (containing behavioural and professional questions, scenario and evaluation) for each position;
- scheduling interviews with potential candidates;
- advising on conducting interviews;
- reporting.

INTRODUCTION

Human resources are considered a crucial element in developing a successful organization, as well as in improving organizational activities, employee's productivity and administration. One of the primary category of the HR field is the recruitment and screening process.

Having in mind the collected information on the projected timelines, deadlines, resources, services and expectations, through donor's support, this process was outsourced to a relevant recruitment company based in Tirana, Albania, present in the regional market since 2005, with primary areas of expertise in the main HR fields categories. The process was coordinated from the Head Office, with the administration and contracting officer in charge.

The completion of the evaluation matrixes of each position was jointly agreed, as well as the process for scoring and the weighting of requirements. The preparation of the outline for a structured-competency based interviews for each position was an important phase in which RYCO was fully included, after which the consolidation of the evaluation matrix through a piloting phase has followed.

On 17.05.2019, 17 RYCO project staff positions were published, related to the donors projects, respectively as it follows:

Project "Supporting the Western Balkan's Collective Leadership on Reconciliation: Building Capacity and Momentum for the Regional Youth Cooperation Office (RYCO)", Supported by the UN Peacebuilding Fund.

1. Project leader
2. Monitoring and evaluation coordinator
3. Program assistant
4. Communication assistant
5. Finance and administration assistant
6. Local branch office program Assistant (Albania)
7. Local branch office program Assistant (Bosnia and Herzegovina)
8. Local branch office program Assistant (Kosovo[*])
9. Local branch office program Assistant (North Macedonia)
10. Local branch office program Assistant (Montenegro)
11. Local branch office program Assistant (Serbia), 1st position
12. Local branch office program Assistant (Serbia), 2nd position

Project "Enhancing Youth Cooperation and Youth Exchange in the Western Balkans 6" supported by the European Union (EU):

13. Project coordinator
14. Finance and accounting officer
15. Project assistant

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[*] This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

Project "ROUTE WB6", supported by the Norwegian Agency for Development Cooperation (NORAD)

16. Project coordinator

17. Finance and administration assistant

The above mentioned positions were published on RYCO official web page, available to the following link: https://www.rycowb.org/?p=6158. For them, the advertisement was opened till 09.06.2019.

The communication and visibility officer project staff position under the project "ROUTE WB6", supported by the Norwegian Agency for Development Cooperation (NORAD), was published in the so called second wave[†], with the 4 RYCO core staff positions, on 20.08.2019, available on the following link: https://www.rycowb.org/?p=6377 and was opened till 20.09.2019.

The following RYCO core staff positions were advertised on 20.08.2019, available on the following link: https://www.rycowb.org/?p=6377 and opened till 20.09.2019:

- Accountant
- Office assistant
- Director of program and
- Director of operations.

Finally, two positions (RYCO core staff – accountant and RYCO project staff – monitoring and evaluation coordinator on the UNPBF supported project) were re-advertised on 23.10.2019, due to the previously unsuccessful recruitment process https://www.rycowb.org/?p=6977. The call was opened till 20.11.2019.

Evaluation matrixes

Main source of the data used and elaborated in the matrix is based on the job requirements for each position. The piloting phase of the evaluation matrixes has excluded the job requirements that would not be feasible for measurement during the screening process. They were resumed during the interviewing process. For each applicant, a respective matrix of evaluation was filled, according to following categories and subcategories:

1.   GENERALITIES

- First name, surname, date of birth, gender, code of job, work based, origin

2.   APPLICATION KIT

- Application form, europass cv, proof of degree, passport copy, recommendation letter, application e-mail

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[†] For the purpose to diversify the different advertising processes during the year, there were identified 2 different waves of publishing the job positons. One related to 17 project staff positions, and the second linked with the 4 core staff and 1 additional project staff position. That is why, for the purpose of this report, the used denomination will be 1st and 2nd wave.

3.   EVALUATION KIT

- Work experience and education, requirements and motivation, extra assets and recommendation

4.   SUMMARY OF THE CANDIDATE

The evaluation matrixes usually involve a three-section process based on the work experience, education and preferred qualifications. For all 17 positions, the prepared matrixes layouts were piloted and agreed to be divided on 6 main sections with own respective evaluations:

Work experience: for most of the positions, it was requested that the candidates have proven experience (3 to 5 years, depending on position) in the implementation of project/programs.

Education: it was requested that the applicants possess bachelor degree in human, social, political sciences or related fields.

Requirements: each position had respective requirements, as per job descriptions published.

Motivation: this section had three sub-sections a) relevance of experience, b) understanding the challenges related to motivation and c) motivation.

Extra assets: all respective knowledge or experiences that weren't mandatory, but it would be added value for the applicants as an extra asset.

Neutrality and integrity: referring to recommendation letters that applicants received from previous employers.

Screening process and methodology

In order to have a complete and detailed screening, the application kit (described above) was necessary to be completed. In general, when applicants do not have full kit of application, they get not qualified further to screening. However, all candidates were equally screened, even the ones lacking a document (meaning the ones being administratively ineligible). Although this process has been demanding and quite involving, it has been continuously monitored quantity and quality wise, in order to ensure an unified and adequate process for all positions and candidates.

On the first phase of the screening, same parameters were used to screen candidate by assessing application kit completeness, duration of work experiences, education and requirements. After this, candidates were assessed more in detailed on the motivation - through the application form, while on the integrity and neutrality - through reading the recommendation letters. When these parameters were assessed, a recalibration was necessary to be done for the candidates, depending on position and potentials. The recalibration of applicants was made by going through the evaluation matrixes again and checking on more detailed way the applicants by the respective indicators:

•   Grammar and spelling

•   Skills and requirements

•   CV and application presentation

This sort of reevaluation was done in order to assure the metrics where followed correctly and appropriately.

Observations and challenges during the screening process

The screening process has gone through some slight challenges, mainly based on the following:

1. *Europass cv format* tends to be very long and chaotic as information and assignments of applicants frequently overlapped from one experience to the other, especially when applicants are involved in more than one project at a time.

2. *Application form* – a noticeable number of candidates didn't understand correctly the questions presented on the application form especially the question: - In your opinion, what will be the key challenges related to the position you are applying for?

3. *Work experiences on projects and programs* were not clearly stated. It was necessary to analyze both - CV and Application form in the same time, in order to define whether the applicant had prior involvement on projects and programs.

4. *Applicants from Western Balkan region (except Albania)* – for applicants not coming from Albania, it was necessary to do an online research on the information regarding the projects in which they've stated were included and consider the scope and formality.

Interview questions and scenario

Structure of the interview

While the interviews were held on line and were recorded, with a previous verbal consent of the potential candidate, this structure was followed for the purpose of the interview:

1.   Welcoming and introduction for the interviewing panel (5 min)
2.   Candidate pitching for his/her work experience (5 min)
3.   Interview questions and responses (20-25 min)
4.   Closure of the interviewing process (3 min)
5.   Candidate evaluation by the selection committee (15 minutes)

Interview questions

The main structure of each position interview contained 4-5 questions per candidate. Each candidate had two first questions which were the same: 1. questions regarding main challenges passed through his/hers working experience, 2. strength and weaknesses of the candidate.

The rest of the interview questions were prepared per each position separately, mainly focusing to measure requirements not visible in the previous screening process, such as: interpersonal skills,

organization skills, results orientation, time management, teamwork, managing workload, prioritization and delegation etc.

Moreover, for each question there were specific tips to be followed when the candidate wasn't convincing, with advises on how to get the most from each question. The generally followed interview questions per each respective position have been:

- What are your 3 main professional strengths? What do you consider to be your 3 main professional weaknesses?
- Give us an example of the biggest challenge you've faced at work recently, and how did you resolve it.
- Solving problems requires more than good plans; it means taking action. Give us an example of a time when you were able to take meaningful action in solving a practical problem.
- Would you describe yourself as an organized person? Can you give us an example? You've got several projects on the go. How do you know what to do?
- Describe a situation in which you used your multicultural competency skills to resolve a communications issue, or other misunderstanding between employees/co-workers.

Evaluation
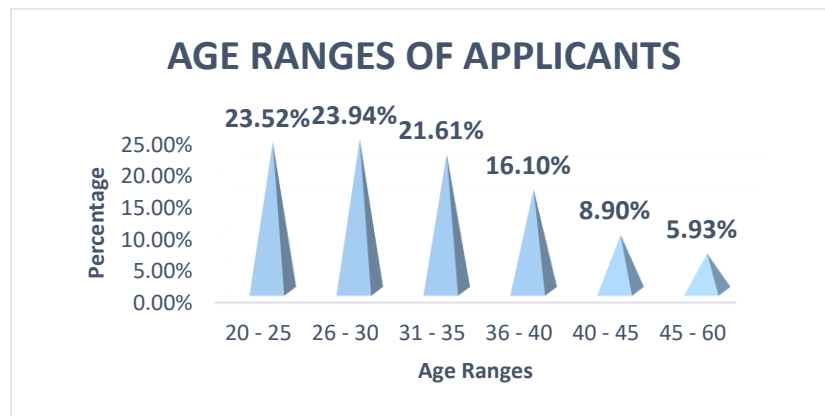
Each candidate was evaluated for three main sections:

1. Pitching (self-presentation),
2. Answered questions (4-5 questions) and
3. Overall presentation (confidence, energy, punctuality)

The scoring would range from 1 to 5, where 1 it is the lowest, and 5 it is the highest scoring.

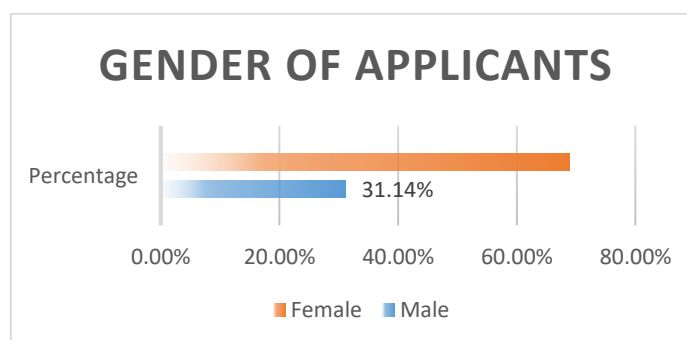## STATISTICS for the 1st wave

Age range of applicants

Around 70% of the total number of 472 applicants for the vacancies belong to the age range of 20-35 years old, meaning most of the applicants were young and with good work experience. An interesting fact is that around 24% of the total number of applicants belong to age frame between 20-25 years old, which means they are newly graduated. In contrary, from most of the positions, for the project coordinator and project leader positions, the highest number of applicants belongs to the age range between 36-60, which of course has an explanation, due to the seniority requested. The age range that has lowest number of applications in total is the 45-60 years old.
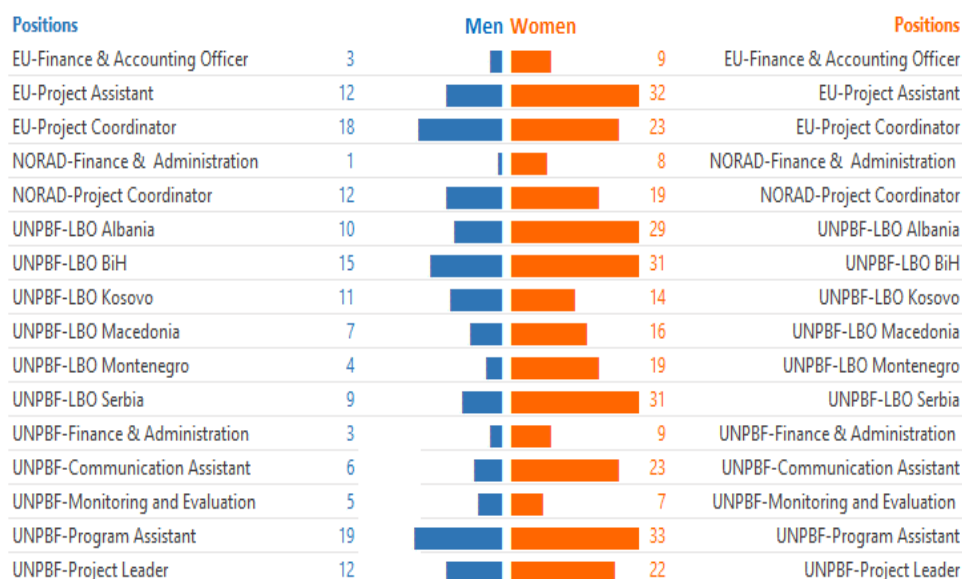
AGE RANGES OF APPLICANTS

23.52% 23.94% 21.61% 16.10% 8.90% 5.93%

Percentage: 25.00% 20.00% 15.00% 10.00% 5.00% 0.00%

Age Ranges: 20 - 25, 26 - 30, 31 - 35, 36 - 40, 40 - 45, 45 - 60

Gender of applicants

The high number of female applicants was noticeable: 69% women applicants and 31% men applicants. Considering the gender per each position on each respective project the following deviations were noticed:

- The difference between both genders sharpens on the finance positions and it's even higher percentage of women applicants vs men (80% women vs 20% men) compared to overall difference of total positions.
- For the Project coordinators and leaders, the percentage between both genders is smoother and on average is 60% women vs 40% men.
- For the Monitoring and evaluation coordinator, the percentage between women and men was 58% women vs 42% men.
- For the LBO program assistants positions, the average ratio for all region it is 70% women vs 30% men.
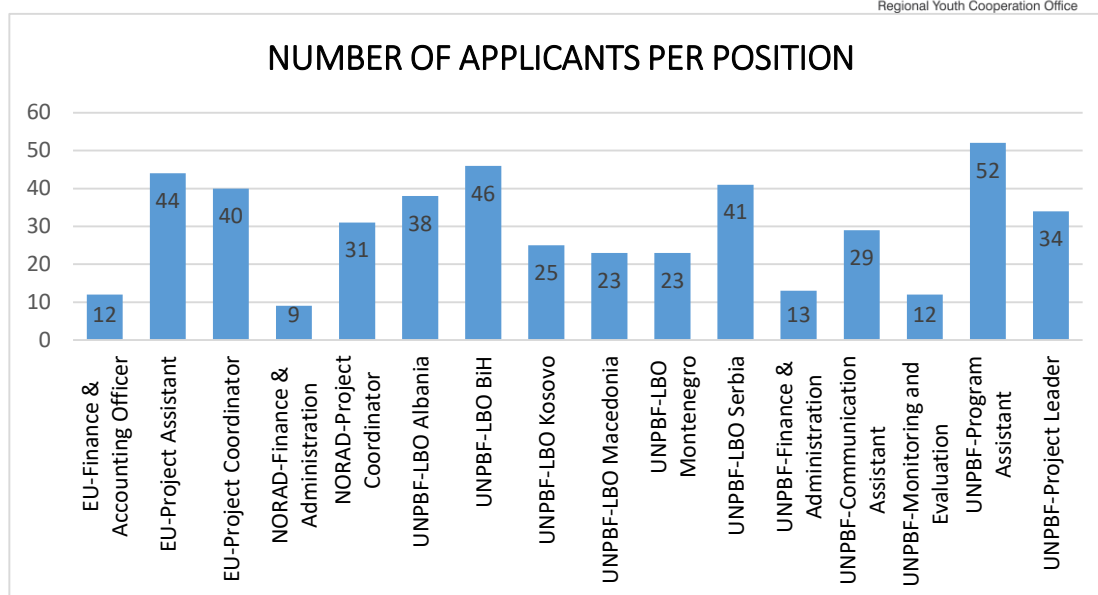
GENDER OF APPLICANTS

Percentage — 31.14%

0.00% 20.00% 40.00% 60.00% 80.00%

■ Female ■ Male

MEN & WOMEN APPLICANTS PER POSITION

Positions	Men		Women	Positions
EU-Finance & Accounting Officer	3		9	EU-Finance & Accounting Officer
EU-Project Assistant	12		32	EU-Project Assistant
EU-Project Coordinator	18		23	EU-Project Coordinator
NORAD-Finance & Administration	1		8	NORAD-Finance & Administration
NORAD-Project Coordinator	12		19	NORAD-Project Coordinator
UNPBF-LBO Albania	10		29	UNPBF-LBO Albania
UNPBF-LBO BiH	15		31	UNPBF-LBO BiH
UNPBF-LBO Kosovo	11		14	UNPBF-LBO Kosovo
UNPBF-LBO Macedonia	7		16	UNPBF-LBO Macedonia
UNPBF-LBO Montenegro	4		19	UNPBF-LBO Montenegro
UNPBF-LBO Serbia	9		31	UNPBF-LBO Serbia
UNPBF-Finance & Administration	3		9	UNPBF-Finance & Administration
UNPBF-Communication Assistant	6		23	UNPBF-Communication Assistant
UNPBF-Monitoring and Evaluation	5		7	UNPBF-Monitoring and Evaluation
UNPBF-Program Assistant	19		33	UNPBF-Program Assistant
UNPBF-Project Leader	12		22	UNPBF-Project Leader

Number of applications per each position

In general the number of applications for position has been within the expectations and the interest of applicants for the positions has been a high one. The average number of applications per position it is 30 applications. Positions with highest number of Applications are as per following on ascending order:

- UNPBF Project – Program assistant position (52 applicants)
- UNPBF Project – LBO program assistant for BiH (46 applicants)
- EU Project – Project Assistant (44 applications)

Positions that had lower application number are:

- EU Project - Finance and accounting officer (12 applications)
- UNPBF Project - Finance and administration assistant (9 applicants)
- UNPBF Project - Monitoring and evaluation coordinator (12 applications)

NUMBER OF APPLICANTS PER POSITION

Percentage of applicants per RYCO Contracting Party

The major number of applicants, around 45%, had Albanian origin. The main reason of high number of applications from Albania it is mainly because most of the positions are based in the Head Office in Tirana. Among the rest of the Western Balkan 6, Bosnia and Herzegovina generated the highest percentage of applicants, meanwhile Montenegro generated the lowest number of applicants.

As mentioned above, all job positions have been published on RYCO official web page and the related social networks. It was also noticed that some portals in the region have published the same vacancies, so this fact has created the differences on applicants from different Contracting Parties. Around 12% of applicants have been totally from different origins, rather that the region in which RYCO has its presence.

PERCENTAGE OF APPLICANTS AS PER ORIGIN
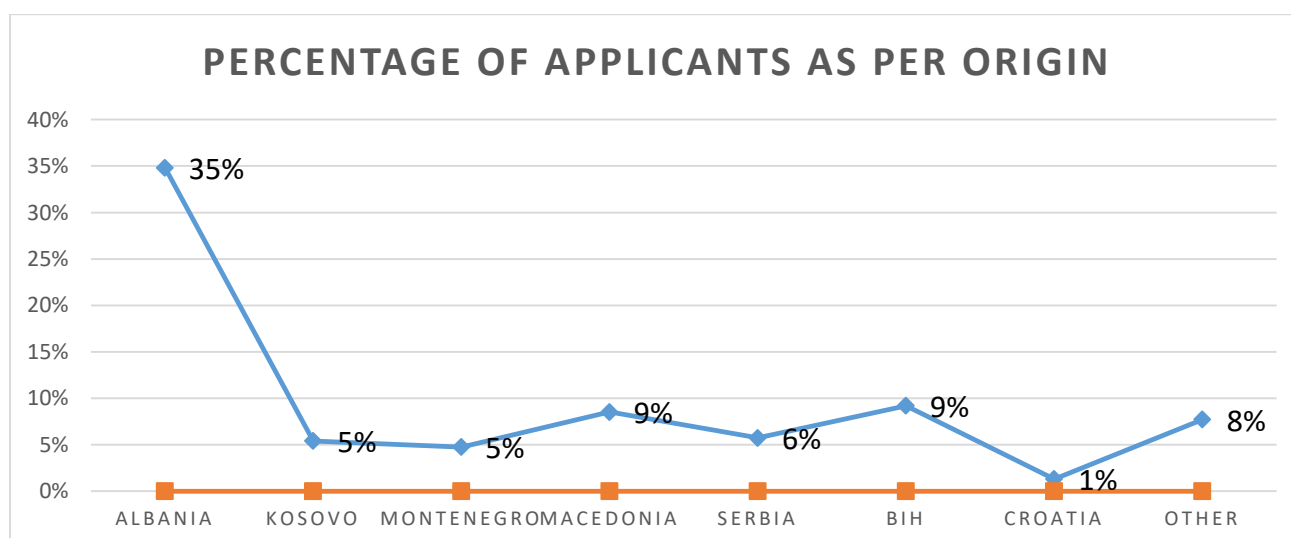
Percentage of applicants per position and origin

Analyzing the chart of applications per position and per origin, the data that are interesting to be analyzed and that attract the eye are the following:

- In general, for the finance positions on the three different projects, around 80% of applications has been received from Albania.
- The received application for the program assistant position for UNPBF project is around 50% coming from Albania, while the rest are applicants from all the region, and especially other countries in Europe. Very close data and percentages occur also for the project assistant position in the EU project.
- Monitoring and evaluation coordinator has around 50% of applications from Albania, while the rest are from other Western Balkan 6, or even Europe.

APPLICANTS PER POSITION AND ORIGINE
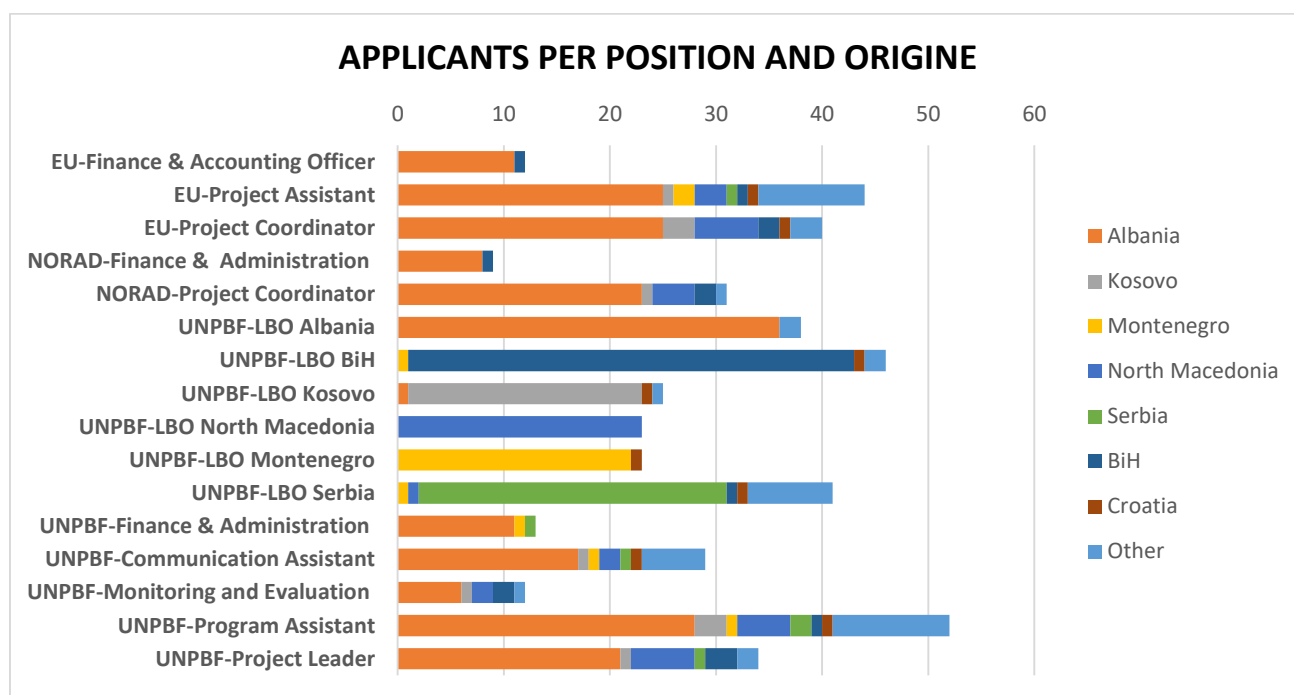
Ratio of applications vs potentials

The data regarding the ratio, meaning percentage of potentials vs applicants per each position, are very interesting and worth to be examined further. Potential applicants are considered the applicants with highest scores of work experiences, education and requirements. Main details and specifications that are noticed on the chart are the following:

- The position with higher number of potentials among the applicants, it is the project leader for the UNPBF Project
- The position of project assistant has low number of potentials compared to applications received.
- For the LBO program assistant positions, the potentials have an average of 30%.
- The positions that have lowest number of potentials are the finance positions and the monitoring and evaluation coordinator. These figures are low as a result of low number of applications for the respective positions.
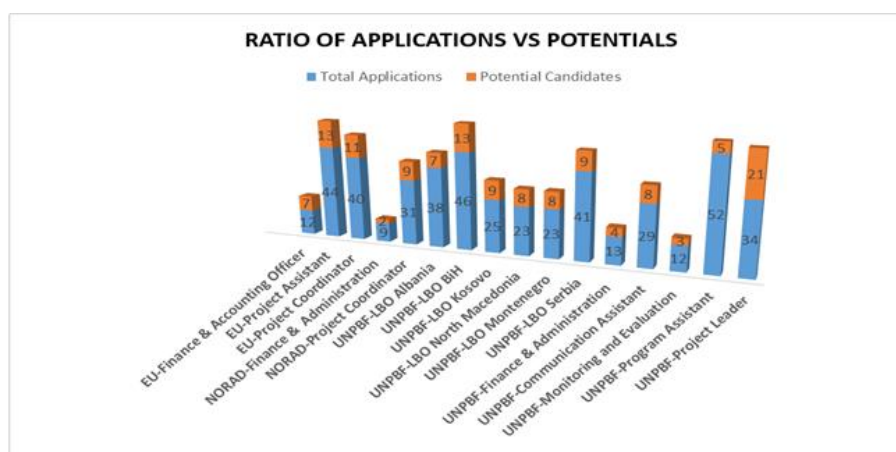
RATIO OF APPLICATIONS VS POTENTIALS

Application kit completeness

During the screening process, it has been recognized that in total 82% of the applicants have submitted all requested documentation. Some have been notified and re-contacted (via electronic mail) by RYCO Head Office for missing documentations before the application dead line expired.

Applicants who have completely filled the application kit have been for the following positions:

- UNPBF project - LBO program assistant for Kosovo
- UNPBF project – finance and administration assistant
- UNPBF project – monitoring and evaluation coordinator

The applicants that have not completed fully the applications have been for the following positions:

- UNPBF project – LBO program assistant for Serbia
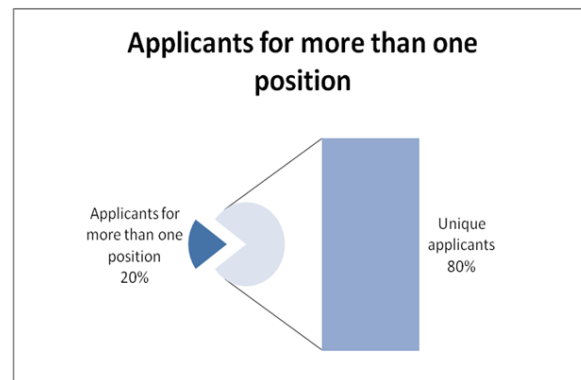- NORAD project – finance and administration officer
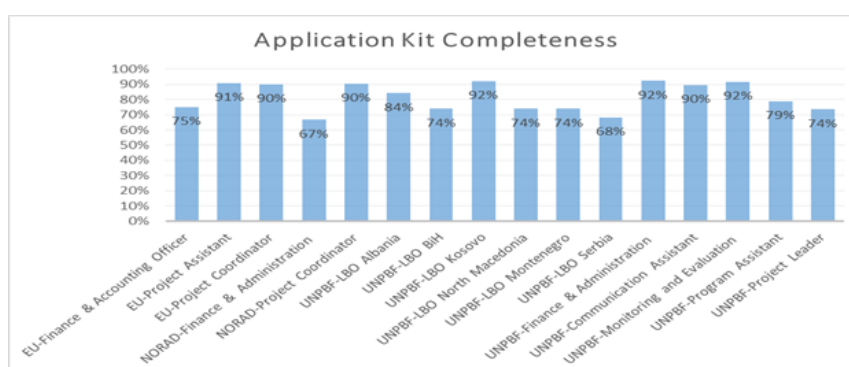
Applicants' ratio who applied for more than one position

The figures for the total applicants are the following:

- Unique applicants   344
- Applicants for more than one position   70
- Total number of applications   472

- % of applicants for more than one position   20%

PROCESS OVERALL INSIGHTS AND CONCLUSIONS *for the 1st wave*

RYCO has received around 650 e-mails at the end of the publication date 9th June 2019. From all the e-mails received, there were a total of 472 eligible applicants for all 17 positions. From that number, 137 were identified as potentials for interviews, based on ranking at least 5 candidates as short listed per each position, and offering the interview to the first 3 applicants. In different time frames, the interviews resulted with winners for all project staff positions, except for the

- Project "Supporting the Western Balkan's Collective Leadership on Reconciliation: Building Capacity and Momentum for the Regional Youth Cooperation Office (RYCO)", Supported by the UN Peacebuilding Fund - Monitoring and evaluation coordinator.

In terms of origin of the selected RYCO project staff, upon termination of this process, a total of 16 position were filled, with a total of 17 candidates (2 in the RYCO LBO in Belgrade), observing the following picture[‡]:

[‡] The presented situation is as of end of 2019. In the period of presenting this Report to the Governing Board, meaning in the period when it was written, the situation does not reflect the observed picture here below.

NORAD Job position	RYCO Contracting party
Regional project coordinator	Albania
Finance and administration assistant	Albania

EU Job position	RYCO Contracting party
Project coordinator	Montenegro
Project assistant	BIH
LBO assistant Belgrade	Serbia
Finance and accounting officer	Albania

| UNPBF Job positon	RYCO Contracting party
Project leader	Serbia
Finance and administration assistant	Albania
Communication assistant	BIH
Program assistant	Albania
LBO assistant Tirana	Albania
LBO assistant Sarajevo	BIH
LBO assistant Pristina	Kosovo
LBO assistant Skopje	North Macedonia
LBO assistant Podgorica	Montenegro
LBO assistant Belgrade	Serbia

For this stage of the recruitment, it is important to mention the fact that for the following positions, selected candidates from the following RYCO Contracted parties rejected the employment offer, being unsatisfied from the provided conditions:

NORAD Job position	RYCO Contracting party
Regional project coordinator	North Macedonia

EU Job position	RYCO Contracting party
Project assistant	North Macedonia
Project coordinator	Kosovo

UNPBF Job positon	RYCO Contracting party
Finance and administration assistant	BIH

STATISTICS for the 2nd wave

Age range of applicants

Around 54% of the total number of 72 applicants for the vacancies belong to age range 20-35 years old. On this 2nd wave, there were 2 senior positions Director of programs and Director of operations and due to the work experience requested and needed for such positions, the higher number of applicants belongs to age range of 36-60.
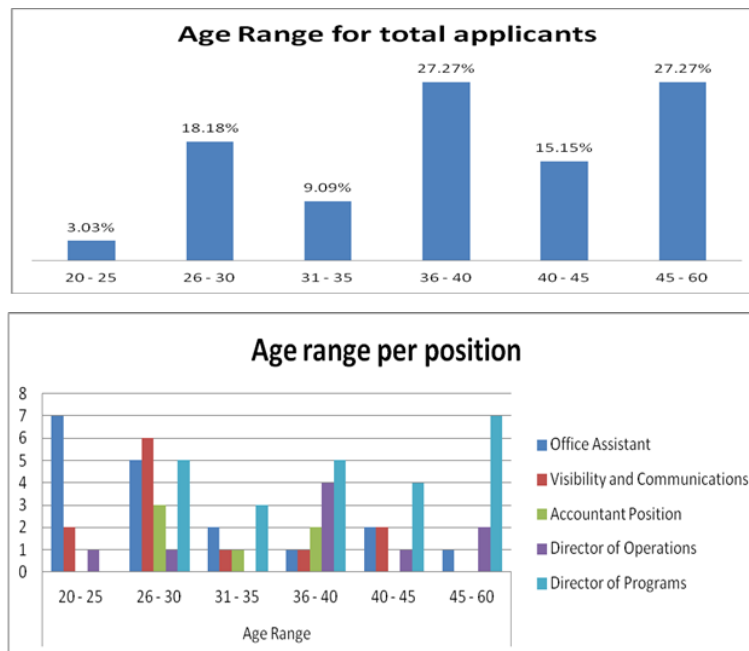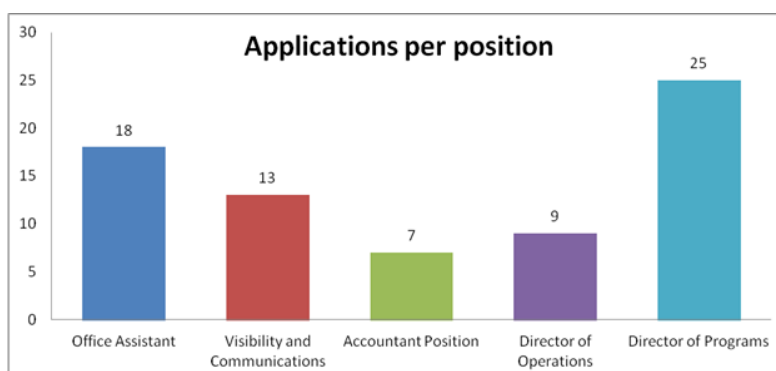

Gender of applicants

The high number of female applicants was noticeable. In overall, the percentage of women applicants is around 65% while around 35% are men applicants. Considering the gender per each position the following deviations are noticed:

- The difference between both genders its quite sharp for three positions i.e Office Assistant, Accountant and Director of Operations.
- The best ratio of gender distribution between the applicants takes place for the position of Director of Programs.
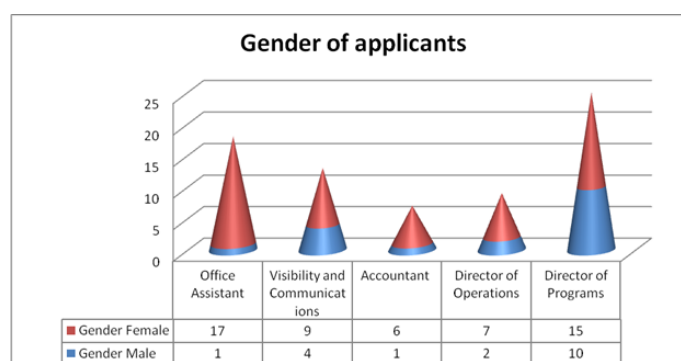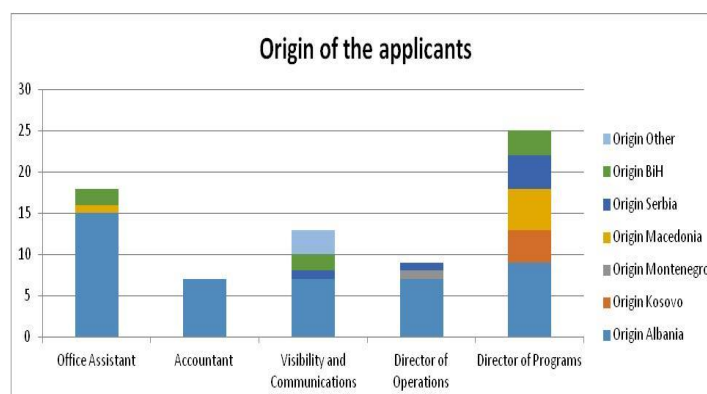
Number of applicants per position

In general, the number of applications and the interest per position has been a good one, but not the best possible taking into consideration that the positions have been live for 30 days. The average number of applications per position has been 15. The position with lowest number of applicants it is the Accountant Position. The same was noticed also on the first wave of recruitments in May – June 2019. Positions with highest number of applicants have been the Office Assistant and the Director of Programs.

**Percentage of applicants per RYCO Contracting Party**

The major number of applicants at around 62% have Albanian origin. Among the rest of the Western Balkan 6, Bosnia and Herzegovina, Serbia and North Macedonia have generated the highest percentage of applicants, meanwhile Montenegro again generated the lowest number of applicants.

Ratio of applications vs potentials

Main details and specifications that are noticed on the chart are the following:

- The position with higher number of potentials among the applicants, it is the Office assistant position. Due to basic requirements for the position, half of the candidates can be qualified for an interview.

- Certain percentage for some positions on the first sight does look high, but this is only compared to the total number of the applicants for that position, and when the number of applicants per position is low, the percentage does look high, while in reality it is not the case. The example of Accountant position which in fact had low number of applications but also high number of potentials among them.
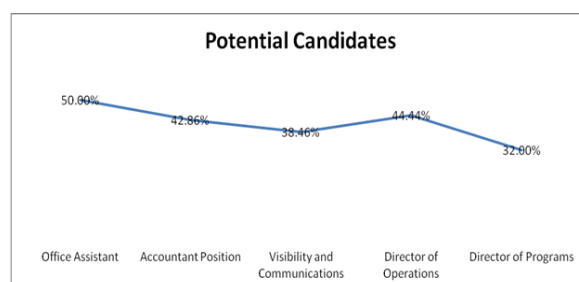
Potential Candidates

Application kit completeness

During the screening process, it has been recognized that in total around 82% of the applicants have sent the requested documentation. Some of them have been again re-contacted by RYCO for missing documentations during the process of application. The applicants that have fulfilled on a high percentage the most the application kit have been for the following positions:

- Office Assistant
- Director of Operations
- Director of Programs

The applicants for the accountant and visibility and communication position, have the lowest percentage on completed documentation kit.
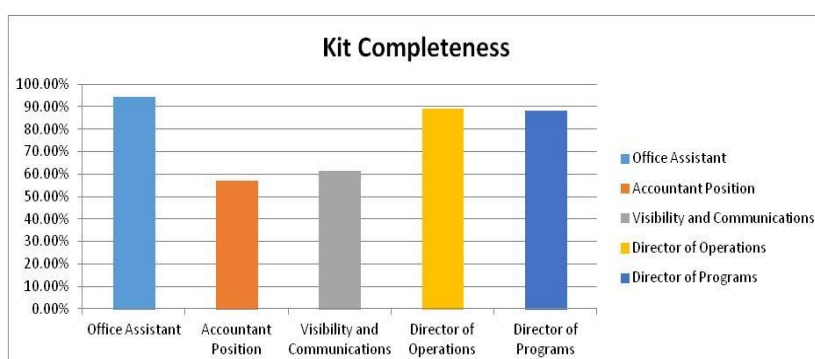
In terms of origin of the selected RYCO project and core staff, upon termination of this process, a total of 4 positions were filled, observing the following picture:

Core staff Job positon	RYCO Contracting party
Office assistant	Albania
Director of operation	Albania
Director of program	BIH
NORAD Job position	**RYCO Contracting party**
Communication and visibility officer	BIH

To conclude this report, the statistics of the 2 re-advertised positions – accountant and monitoring and evaluation coordinator, will be presented.

Age range of applicants

Around 68% of the total number of 47 applicants for the two vacancies belong to age range 30 - 45 years old. Only one of the candidates for the position monitoring and evaluation coordinator is 55 years old.

Gender of applicants

The high number of the female applicants is noticeable. For the two positions, 27 women and 20 have submitted applications, as following:

1. Accountant: 18 female and 8 male

2. Monitoring and Evaluation Coordinator: 9 female and 12 male

Number of applicants per each positon

In general, the number of applications for position has been within the expectations. The average number of applications per position is 23.5 applications.

Positions and applications:

1.   Accountant (26 applications)

2.   Monitoring and Evaluation Coordinator (21 applications)

Applicants and their origin

Around 99.9% of applicants are from the RYCO Contracting parties. In total, around 68% of applicants are from Albania (32 in total, out of which 21 applied for accountant and 11 for the monitoring and evaluation coordinator), 21.4 % of applicants have been from Bosnia and Herzegovina, 4.3% from Montenegro, 2.1% from Serbia and 2.1% from North Macedonia. Only one applicant is observed with USA origin.