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# INSPECTORS' BEHAVIOURAL COMPETENCIES EVALUATION FOR RECRUITMENT AND TRAINING DEVELOPMENT

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# Development of the evaluation of behavioural competencies at IRSN

- Creation of IRSN in February 2002
- In the scope of the scientific and technical excellence culture, priority is given to the evaluation of scientific and technical skills
- IRSN missions for the National Authority & international official organisations
  - Evaluation, inspections, research and development, crisis management, field work...
- Behavioural competencies are one of the factors for success

# Example of a job description

- **Risk evaluation in the security field :**
  - Collection and evaluation of information
  - Organization of technical instructions
  - Reporting and writing conclusions
  - Field work, on site inspection activities
  - Internal and / or external communication
  - ...



**Difficulty to formalize the human profile required**

# Behavioural competencies awareness

- The development of behavioural competencies awareness
- Consideration of behavioral competencies in human resources processes:
  - During the recruitment phase
  - In terms of career management
    - For identification of pertinent mobility
    - For training and professional development



**Paying constant attention to the correlation  
between an employee and his/her job**

# Application of IRSN methodology in an international context: IAEA

- The request from IAEA's department of Safeguards:
  - Provide a comprehensive and relevant identification of required soft skills to improve recruitment process and career development for current and future inspectors and analysts
  - Provide a clear reference for developing an effective and efficient training path serving the needs of both staff and Department
- Context :
  - “analysis driven Safeguards”
  - An expected high turnover of inspectors (35% of senior staff will retire in the next three years)
  - The existence of a technical training programmes for inspectors and behavioral competency training to be further developed
- Selection of the French project
- Opportunity to apply the IRSN method in an international context

# Identification of soft skills needs

- Identification of the activities carried out job by job
  - Through conducting interviews with staff and management
- Building up of a job description
- Identification of soft skills necessary for the job
- Defining the most important skills in terms of the activities considering the environment of the job

 **Theoretical profile**

# Example of an abstract of an IAEA inspector job description

JOB DESCRIPTION OF ACTIVITIES	
INSPECTION/VISIT	SOFT SKILLS
Inspection preparation/Visit	
Introduce the planned action to the state representatives and operators.	Communication Adaptability
Application procedure and Safeguard related documents.	Respect of procedures Self confidence Organisation
Negotiation with the state representatives and operators in order to complete certain tasks.	Adaptability Interpersonal Negotiation Sense of field Stress management
Data verification, accountancy check, consistency check with collected data during preparation phase.	Analysis Respect of procedures Vigilance Stress management
Verification of the data collected by the IAEA monitoring devices.	Respect of procedures Analysis Vigilance Stress management

# Example of a theoretical profile, extract from IAEA's project

## INSPECTION & VISIT

Main soft skills required, in order of importance:

**Respect of procedures, Analysis, Synthesis, Vigilance, Pragmatism, Communication, Organization**

The appropriate personality profile is a person who is meticulous, methodical, calm and who respects procedures...but also with:

- excellent communication skills
- capacity to keep a distance while analyzing situations to which he or she is confronted
- capacity to report with efficiency on carried out activities and collected information

**Candidate motivation needs to be considered at the evaluation stage**

# Taking into account the collective competency levels

- For the creation of an activity:
  - The theoretical = recruitment profile
- Existing framework: the recruitment profiles takes into account the behavioural skills of the existing staff
  - To compensate the less represented profile, if needed
  - To form a team with complementary profiles
- The potential of the inspectorate defines the professional training strategies:
  - To determine the pathway from the actual collective competency levels toward the targeted competency levels

# Tool to determine collective behavioral competency levels

- A web questionnaire to collect information
  - Multiple-choice questionnaire
- Collected information for the study of the dynamic links on an emotional and behavioural basis of a person in terms of a given environment
  - Experience feedback based on more than 600 recruitments demonstrating its predictive validity
  - IAEA study: 100 connections out of 250 inspectors, on a voluntary basis
  - Analysis by a human resources specialist
- Results of the IAEA study
  - 3 main profiles determined

The methodology and tool have been developed by a French company named RBS-consultant

# Recommendations for the recruitment process

- Appropriate recruitment profile
  - theoretical profile
  - Part of the theoretical profile to form a team with complementary profiles
- Appropriate means for behavioural evaluation of the candidates
- Management awareness on behavioural aspects by analysing job requirements
  - In terms of the job's activities
  - In terms of the collective skills of the team

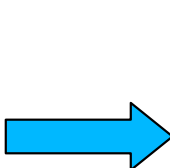
# Recommendations for training and personal development

- Specific training programs
- Identification of soft skills which cannot be developed through training and to be found through recruitment
- Personal development training courses
- Development of specific training programs:
  - the improvement of the potential previously identified
  - the implementation of individual strategies

# IRSN's experience with training and personal development

- Coaching
  - Individual coaching
  - Group coaching
- Theoretical and practical training
  - Based on employees' potential
  - Specific trainings on methods and “savoir-faire”
- Training using scenarios
  - Application of the methods and procedures learned
  - Testing the behavioral competencies

# Conclusion

- The development of behavioural competencies and motivation awareness in human resources management:
  - Improves employee satisfaction
  - Increases loyalty to the company
  - Contributes to reduce stress at work
  - Enhances the quality of mission results

**improves the suitability of employees for their work**
- Structured method and tools in evaluation improves the objectivity:
  - In the perception of activities
  - In the evaluation of candidates during recruitment
  - In the evaluation of employees in terms of career management
  - In the development of training strategies

**Development of behavioural competencies and motivation awareness is part of a global strategy of Provisional Management of Competencies (hard and soft skills) developed at IRSN**

**Development of behavioural competencies and motivation awareness in human resources management, will limit potential risks to the benefit of both employees and company.**