

GUIDELINES FOR THE PROCEDURE FOR SELECTING APPLICANTS FOR PREPARATORY TRAINING AND PROMOTION

Contents

I Career applicants

- 1 Common provisions
- 2 Applicants for the Higher Service
- 3 Applicants for the Upper Intermediate Service
- 4 Applicants for the Intermediate Service

II Applicants for promotion (Training and practice-based promotion)

- 1 Provisions common to all career paths
- 2 Provisions for specific career paths

III Applicants for a change of career path

IV Entry into force

The guidelines were approved by the Central bank Council at its 546th meeting on 13 December 1979 and entered into force on 1 January 1980. The current version was approved by the Deutsche Bundesbank's Executive Board at its meeting on 5 August 2008 and came into force on 1 August 2008.

Guidelines for the procedure for selecting applicants for preparatory training and promotion

I Career applicants

1 Common provisions

1.1 Advertising positions

Positions for preparatory training for career paths at the Bundesbank are advertised through the Federal Employment Agency, on the internet and in newspapers as well as in academic journals if this is necessary.

1.2 Checking applications

1.2.1 The Bundesbank's Central Office is responsible for applications received for admittance to Higher and Upper Intermediate Service career paths. The Central Office can enlist the assistance of the Regional Offices in selecting staff or can delegate the task to them.

The Central Office and the Regional Offices are each responsible for applications received for the other career paths.

1.2.2 Applicants who meet the requirements specified in the description and appear the most suitable on the basis of the submitted paperwork are invited to take part in a selection procedure. Invitations to participate should also be extended to disabled applicants provided there are no obvious qualification barriers. The Bundesbank's Disablement Officer must be consulted before an applicant with a disability may be turned down.

1.2.3 Provided there are enough female applicants, at least as many women who meet the specified criteria as men are to be invited to take part in the selection procedure for preparatory training in career paths in which the proportion of women is below 50%.

1.2.4 Provided there are fewer applicants for preparatory training for a career path than three times the number that can be taken on, all applicants meeting the requirements specified in the description on the basis of the submitted paperwork will be permitted to take part in the selection procedure.

1.2.5 If several units are responsible for pre-selection, it must be ensured that uniform standards are applied. The Central Office is charged with setting these standards.

1.3 Selection procedure

1.3.1 Selection panels are set up for the purpose of selecting participants. These selection panels should be composed of an equal number of men and women. If there are good reasons why this is not possible, these shall be placed on record. The members are independent and not bound by any instructions. In the event that several panels are established or several selection meetings are arranged, uniform selection and assessment standards must be ensured.

1.3.2 Within the framework of the selection procedure career applicants are obliged to undergo the following.

- For those applying to the Higher Service: an aptitude test consisting of a written test, a behavioural assessment, a written assignment, a written English language test and an in-depth discussion.
- For those applying to the Upper Intermediate Service: an aptitude test consisting of a written test, a behavioural assessment, a written assignment and a written English language test.
- For those applying to the Intermediate Service: an aptitude test consisting of a written test, a behavioural assessment and a written assignment.

Written tasks are to be supervised.

The individual components of the aptitude test can be completed on different days.

- 1.3.3 The panel is obliged to make reasonable allowances for disabled applicants. This is governed more precisely by the “Agreement concerning the integration of disabled employees at the Deutsche Bundesbank” (*Vereinbarung über die Integration für schwerbehinderte Menschen bei der Deutschen Bundesbank*), also known as the “Integration agreement” (*Integrationsvereinbarung*), section 9: “Easing test requirements for disabled employees and evaluating their test performance” (*Prüfungserleichterungen und –beurteilung bei schwerbehinderten Menschen*).
- 1.3.4 Once the selection procedure has been completed, each selection panel submits a written statement on the outcome of each applicant’s aptitude test.
- 1.3.5 The selection procedure should show whether applicants’ knowledge, abilities and personal attributes make them suitable for admission to preparatory training for the respective career paths.
- 1.3.6 For Higher and Upper Intermediate Service career paths, the Central Office ranks the successful applicants with the help of the selection panels’ statements. On the basis of the ranking, the President of the Bundesbank, or the person to whom his or her power has been delegated, decides whether to accept the applicant. Applicants are informed of the decision as soon as possible.

2 Applicants for the Higher Service

- 2.1 Each selection panel set up by the Head of the Human Resources Department is composed of four members and is chaired by a senior Higher Service civil servant with several years of HR management experience. The other three members need to have been employed in the Higher Service of the Bundesbank for several years.
- 2.2 Aptitude test
- 2.2.1 The aptitude test consists of
- a written test (lasting about 60 to 150 minutes) to determine, among other characteristics, the applicant’s intellectual capacity as well as
 - a behavioural assessment composed of
 - a group exercise (lasting around 5 minutes per participant, with around 15 minutes allocated to participants for independent preparation) and
 - an individual presentation, consisting of an oral presentation (about 10 minutes per participant and another 10 minutes or so for independent preparation) and a structured interview (lasting about 20 minutes per participant).
 - a written assignment (lasting about 60 minutes)
 - a written English test (lasting about 60 minutes) and
 - an in-depth discussion (lasting about 30 minutes per participant).
- 2.2.2 On the basis of the results from the written test, Central Office decides which applicants may participate in the next stages of the procedure. The applicant will be eliminated from the procedure if his or her result for this test is graded as “unsuitable” (Annex 1).
- 2.2.3 The behavioural assessment is designed to identify the following skills.
- Stamina/ability to work under pressure
 - Drive/initiative
 - Analytical, combinational and practical thinking
 - Guidance and motivation
 - Assertiveness and negotiation skills
 - Social interaction
 - Ability to organise and plan
 - Adeptness at communicating
- 2.2.4 The selection panel assesses participants’ behaviour and conducts the in-depth discussion. The members of the panel should be prepared for their tasks by means of appropriate training programmes.
- 2.2.5 No more than six applicants should simultaneously participate in any one assessment or in-depth discussion.
- 2.2.6 The tasks contained in the group exercise and the individual presentation must ensure that the criteria concerning the required set of skills (see 2.2.3) can be observed in both instances. The individual results of the behavioural assessment are graded as set out in Annex 2. The applicant will be eliminated from the procedure if he or she is graded as “unsuitable” with regard to at least two of the criteria included in the behavioural assessment.
- 2.3 With respect to the written assignment, applicants must successfully demonstrate that they possess the ability to fully comprehend and deal with a specific situation or topic, paying proper attention to all technical aspects and working in a structured manner. In addition, applicants should demonstrate that they are suitably adept in spelling and using punctuation and be able to express themselves well. The written assignment is evaluated as specified in Annex 3. The applicant will be eliminated from the procedure if his or her result for this assignment is graded as “unsuitable”.

- 2.4 In the language test, the applicants must successfully demonstrate that they have a sound command of the necessary English language skills. The language test is evaluated as set out in Annex 3. The applicant will be eliminated from the procedure if his or her result for this language test is graded as “unsuitable”.
- 2.5 In the in-depth discussion applicants must successfully demonstrate that they have a basic knowledge and understanding of economics, business administration and law, enabling them to meet the specialised requirements of preparatory training for a career path in the Higher Service of the Bank. Furthermore, they must have a sound grasp of constitutional law. The in-depth discussion is evaluated as specified in Annex 3. The applicant will be eliminated from the procedure if his or her result for this discussion is graded as “unsuitable”.
- 2.6 The overall result of the aptitude test is to be calculated and graded as set out in Annex 4 and allocated a grade level as set out in Annex 2. For this purpose, the overall result must be rounded to an integer value in accordance with commercial practice. No overall result is determined for applicants who have been eliminated from the procedure on the basis of points 2.2.3, 2.2.6, 2.3, 2.4 or 2.5.

3 Applicants for the Upper Intermediate Service

- 3.1 Each of the selection panels to be created by the Head of the Human Resources Department is composed of four members. They are chaired by a Higher Service civil servant with several years of personnel management experience. The other three members need to have been employed in the Upper Intermediate Service or Higher Service of the Bundesbank for several years.
- 3.2 Aptitude test
- 3.2.1 The aptitude test consists of
- a written test (lasting about 180 to 300 minutes) to determine, among other characteristics, the applicant’s intellectual capacity as well as
 - a behavioural assessment composed of
 - a group exercise (lasting around 5 minutes per participant, with around 15 minutes allocated to participants for independent preparation),
 - an individual presentation, consisting of an oral presentation (about 10 minutes per participant and another 10 minutes or so for independent preparation) and a structured interview (lasting about 20 minutes per participant).
 - a written assignment (lasting about 30 minutes) and
 - a written English test (lasting about 60 minutes).
- 3.2.2 On the basis of the results from the written test, the Central Office decides which applicants may participate in the next stages of the procedure. The applicant will be eliminated from the procedure if his or her result for this test is graded as “unsuitable” (Annex 1).
- 3.2.3 The behavioural assessment is designed to identify the following skills.
- Stamina/ability to work under pressure
 - Drive/initiative
 - Analytical, combinational and practical thinking
 - Social interaction
 - Ability to organise and plan
 - Adeptness at communicating
- 3.2.4 The selection panel assesses applicants’ behaviour. Its members should be prepared for their tasks by appropriate training programmes.
- 3.2.5 No more than six applicants should simultaneously participate in any one behavioural assessment.
- 3.2.6 The tasks contained in the group exercise and the individual presentation must ensure that the criteria concerning the required set of skills (see 3.2.3) can be observed in both instances. The individual results of the behavioural assessment are graded as set out in Annex 2. The applicant will be eliminated from the procedure if he or she is graded as “unsuitable” with regard to at least two of the criteria included in the behavioural assessment.
- 3.3 With respect to the written assignment, applicants must successfully demonstrate that they possess the ability to fully comprehend and deal with a specific situation or topic, paying proper attention to all technical aspects and working in a structured manner. Applicants should also demonstrate that they are suitably adept at spelling and using punctuation and are able to express themselves well. The written assignment is graded as set out in Annex 3. The applicant will be eliminated from the procedure if his or her result for this assignment is graded as “unsuitable”.

- 3.4 In the language test, the applicants must successfully demonstrate that they have a sound command of the necessary English language skills. The language test is evaluated as set out in Annex 3. The applicant will be eliminated from the procedure if his or her result for this language test is graded as “unsuitable”.
- 3.5 The overall result is to be calculated and graded as set out in Annex 5 and allocated a grade level as set out in Annex 2. For this purpose, the overall result must be rounded to an integer value in accordance with commercial practice. No overall result is determined for applicants who have been eliminated from the procedure on the basis of points 3.2.3, 3.2.6, 3.3 or 3.4.

4 Applicants for the Intermediate Service

- 4.1 Each of the selection panels to be created by the Head of the Human Resources Department or the President of a regional Office consists of four members. They are chaired by a Higher Service civil servant with several years of personnel management experience. The other three members need to have been employed in the Upper Intermediate Service or Higher Service of the Bundesbank for several years.
- 4.2 Aptitude test
- 4.2.1 The aptitude test consists of
- a written test (lasting about 180 to 300 minutes) to determine, among other characteristics, the applicant's intellectual capacity
 - a behavioural assessment composed of
 - a group exercise (lasting around 5 minutes per participant, with around 15 minutes allocated to participants for independent preparation) and
 - an individual presentation in the form of a structured interview (lasting about 20 minutes per participant). as well as
 - a written assignment (lasting about 30 minutes).
- 4.2.2 On the basis of the results from the written test, the unit responsible (at the Regional Office or Central Office) decide which applicants may participate in the next stages of the procedure. The applicant will be eliminated from the procedure if his or her result for this test is graded as “unsuitable” (Annex 1).
- 4.2.3 The behavioural assessment is designed to identify the following skills.
- Stamina/ability to work under pressure
 - Drive/initiative
 - Analytical, combinational and practical thinking
 - Social interaction
 - Ability to organise and plan
 - Adeptness at communicating
- 4.2.4 The selection panel assesses the applicants' behaviour. The members of the panel should be prepared for their tasks by appropriate training programmes.
- 4.2.5 No more than six applicants should simultaneously participate in any one behavioural assessment.
- 4.2.6 The tasks contained in the group exercise and the individual presentation must ensure that the criteria concerning the required set of skills (see 4.2.3) can be observed in both instances. The individual results of the behavioural assessment are graded as set out in Annex 2. The applicant will be eliminated from the procedure if he or she is graded as “unsuitable” with regard to at least two of the criteria included in the behavioural assessment.
- 4.3 With respect to the written test, applicants must successfully demonstrate that they possess the ability to fully comprehend and deal with a specific situation or topic, paying proper attention to all technical aspects and working in a structured manner. Applicants should also demonstrate that they are suitably adept at spelling and using punctuation and be able to express themselves well. The written assignment is graded as set out in Annex 3. The applicant will be eliminated from the procedure if his or her result for this assignment is graded as “unsuitable”
- 4.4 The overall result is to be calculated and graded as set out in Annex 6. The overall result is to be allocated a grade level as set out in Annex 2. For this purpose, the overall result must be rounded to an integer value in accordance with commercial practice. No overall result is determined for applicants who have been eliminated from the procedure on the basis of points 4.2.3, 4.2.6 or 4.3.

II Applicants for promotion (Training and practice-based promotion)

1 Provisions common to all career paths

- 1.1 Unless otherwise stated below, the provisions of section 1, points 1.2.1, 1.2.3, 1.2.5 and 1.3 on the checking of applications and the selection procedure, as well as points 2 to 4 on the selection of applicants for preparatory training for individuals seeking promotion, apply accordingly.
- 1.2 Shortcomings which became evident should be discussed with civil servant applicants for promotion who were unsuccessful in the selection procedure, provided they request this.
- 1.3 The selection procedure can be performed up to three times, irrespective of the result attained, and be repeated once for training-based or practice-based promotion. It may be repeated only if the requirements for admission are still met at that time.
The Head of the Human Resources Department decides whether applicants are accepted for promotion to Higher and Upper Intermediate Service career paths. The decision on whether applicants are accepted for promotion in the other career paths is made by the unit responsible for such appointments.
If the selection procedure is repeated, the result of that procedure supersedes the previous result.

2 Provisions for specific career paths

- 2.1 For civil servants in the Upper Intermediate Service applying to be promoted to a Higher Service career, those parts of the selection procedure contained in section 1 chapter 2 are to be performed, together with the selection procedure for direct applicants.
- 2.2 For civil servants in the Intermediate Service (Banking Operations Service) applying to be promoted to an Upper Intermediate Service career, those parts of the selection procedure contained in section 1 chapter 3 are to be performed, together with the selection procedure for direct applicants.
- 2.3 For civil servants in the Lower Service applying to be promoted to an Intermediate Service career, those parts of the selection procedure contained in section 1 chapter 4 are to be performed, together with the selection procedure for direct applicants.

III Applicants for a change of career path

For civil servants working in cash processing applying to train for the Banking Operations Service (change of career path), the selection procedure is to be performed in accordance with the provisions contained in section 1 chapter 4.

IV Entry into force

- 1 These guidelines entered into force on 1 August 2008.

Definition of the grading scale for the tests in accordance with chapters 2.2.2, 3.2.2 and 4.2.2 of the “Guidelines for the procedure for selecting applicants for preparatory training and promotion”

Result awarded by the tester	Grade level	Definition
< 1.5	Very suitable	Exceeds requirements High proficiency is very likely.
1.5 to 2.5	Suitable	Fully meets requirements Proficiency is very likely.
2.5 to 3.5	Broadly suitable	Broadly meets requirements Minor deviation from requirements in terms of behaviour. Chances of a satisfactory level of proficiency still good, with only a slight risk of failure.
3.5 to 4.5	Still suitable	Only partially meets requirements Multiple deviations from requirements, limiting suitability. A sufficient level of proficiency is still expected, though subject to certain risks.
≥ 4,5	Unsuitable	Fails to meet requirements Most of the applicant's behaviour is so clearly incompatible with the requirements that any likelihood of professional proficiency is minimal.

Definition of the grading scale for the behavioural assessment as well as for the overall result of the selection procedure for applicants for career paths in the Higher, Upper Intermediate and Intermediate Service of the Bundesbank.

Grade levels

1 = Very suitable	= Exceeds requirements High proficiency is very likely.
2 = Suitable	= Fully meets requirements Proficiency is very likely.
3 = Broadly suitable	= Broadly meets requirements Minor deviation from requirements in terms of behaviour. Chances of a satisfactory level of proficiency still good, with only a slight risk of failure.
4 = Still suitable	= Only partially meets requirements Multiple deviations from requirements, limiting suitability. A sufficient level of proficiency is still expected, though subject to certain risks.
5 = Unsuitable	= Fails to meet requirements Most of the applicant's behaviour is so clearly incompatible with the requirements that any likelihood of professional proficiency is minimal.

Definition of the grading scale for the written test, in-depth discussion and English language test parts of the selection procedure for applicants for a career in the Higher Service and for the written assignment and English language test parts of the selection procedure for applicants for a career in the Upper Intermediate Service as well as for the written assignment part of the selection procedure for candidates applying for a career in the Intermediate Service at the Bundesbank.

Grade levels

- | | |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 = Very suitable | = Performance exceeds all requirements. |
| 2 = Suitable | = Fully meets requirements |
| 3 = Broadly suitable | = Performance meets most requirements. |
| 4 = Still suitable | = Performance has some shortcomings but still meets overall requirements. |
| 5 = Unsuitable | = Not only does performance fail to meet requirements but basic skills so incomplete that these deficiencies could not be remedied in the foreseeable future. |

SELECTION PROCEDURE FOR THE HIGHER SERVICE

OVERALL RESULT

(Arithmetic results – including interim results – rounded to two decimal points)

The selection panel has assessed the performance of
Surname, First name
as follows.

Written test		<input type="text"/>	x 0.15 =	<input type="text"/>
Language test		<input type="text"/>	x 0.15 =	<input type="text"/>
Written assignment		<input type="text"/>	x 0.05 =	<input type="text"/>
Stamina/ability to work under pressure		<input type="text"/>		
Drive/initiative		<input type="text"/>		
Analytical, combinational and practical thinking		<input type="text"/>		
Guidance and motivation		<input type="text"/>		
Assertiveness and negotiation skills		<input type="text"/>		
Social interaction		<input type="text"/>		
Ability to organise and plan		<input type="text"/>		
Adeptness at communicating		<input type="text"/>		
Behavioural assessment		<input type="text"/>	: 8 =	<input type="text"/>
In-depth discussion		<input type="text"/>	x 0.15 =	<input type="text"/>
Total (= overall result)				<input type="text"/>
In words		<input type="text" value="Suitable"/>		

Date

Chair Economics member Bus Admin member Law member

SELECTION PROCEDURE FOR THE UPPER INTERMEDIATE SERVICE

OVERALL RESULT

(Arithmetic results – including interim results – rounded to two decimal points)

The selection panel has assessed the performance of
Surname, First name
as follows.

Written test			x 0.15 =	
Language test			x 0.15 =	
Written assignment			x 0.10 =	
Stamina/ability to work under pressure				
Drive/initiative				
Analytical, combinational and practical thinking				
Social interaction				
Ability to organise and plan				
Adeptness at communicating				
Behavioural assessment			: 6 =	
			x 0.60 =	
Total (= overall result)				
In words				Suitable

Date

Chair

Member

Member

Member

SELECTION PROCEDURE FOR THE INTERMEDIATE SERVICE

OVERALL RESULT

(Arithmetic results – including interim results – rounded to two decimal points)

The selection panel has assessed the performance of
Surname, First name
as follows.

Written test		<input type="text"/>	x 0.25 =	<input type="text"/>
Written assignment		<input type="text"/>	x 0.15 =	<input type="text"/>
Stamina/ability to work under pressure		<input type="text"/>		
Drive/initiative		<input type="text"/>		
Analytical, combinational and practical thinking		<input type="text"/>		
Social interaction		<input type="text"/>		
Ability to organise and plan		<input type="text"/>		
Adeptness at communicating		<input type="text"/>		
Behavioural assessment		<input type="text"/>	: 6 =	<input type="text"/>
Total (= overall result)			x 0.60 =	<input type="text"/>
In words				<input type="text" value="Suitable"/>

Date

Chair

Member

Member

Member