ASSOCIATION DES SECRETAIRES GENERAUX DES PARLEMENTS

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ASSOCIATION OF SECRETARIES GENERAL OF PARLIAMENTS

COMMUNICATION

by

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on

"Recruitment policy of the Dutch Senate"

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It is a privilege to speak with you today on behalf of the Netherlands. I will be presenting the recruitment policy of the Dutch Senate. In 2025, the Senate undertook a comprehensive modernization of its recruitment policy. The primary objectives of this initiative were to strengthen the quality of new hires, enhance the candidate experience, increase the objectivity of the selection process, and reduce the risk of mismatches between employees and roles. The revised approach is built around four interconnected pillars: employer branding, recruitment, selection, and onboarding.

Employer Branding

As a parliamentary institution, the Senate operates within a unique environment where independence, professionalism, and public service are at the heart of everything we do. To strengthen our position in the labour market, we have focused on both our internal identity and our external reputation as an employer.

Internally, we previously defined our core values and translated them into key competencies. These apply to all roles and are essential for success. The core competencies within the Senate are:

- ✓ Collaboration
- ✓ Flexibility
- ✓ Result-orientation

To understand external position in the job market, we conducted a SWOT analysis using feedback from applicants and new hires.

Strenghts	**Opportunities**
- Inspiring (political) environment - Small scale & personal atmosphere - Excellent employment conditions - Great work-life balance - Unique institution	- High level of interest from external candidates - Collaborations within the Hocosta network (High Council of State) - Government budget cuts (more candidates)
Weaknesses	**Threaths**
- Inward-looking workplace culture - Outdated recruitment methods - Uneven staff turnover (inflow/outflow) - Mixed public perception - Requirement for strict political neutrality	- Declining trust in public institutions - Shifting applicant demands (e.g., shorter tenure) - Highly competitive labour market

We use these insights to guide our employer branding:

- ✓ We focus on the applicant's experience, not just our own demands.
- ✓ Our messaging is clear, welcoming, and concise rather than overly detailed.
- ✓ We blend text with photos, staff quotes, and personal stories.
- ✓ We tell the real story of working in a smaller organisation (pros and cons included).
- ✓ We highlight professional teamwork and personal growth, not just technical skills.
- ✓ Our communication is realistic and transparent.

SEARCH PROCESS

Every recruitment process begins with a comprehensive intake meeting between the hiring manager and Human Resources. All vacancies are published using a standardized format that combines inclusive language with visual content and authentic employee experiences. HR is owner of the vacancies format to maintain consistency and an external orientation (instead of an internal “list of demands”).

To atract suficient attention, we utilize a wide range of recruitment channels (both governement channels as professionals platforms). To easily connect with passive job seekers, we also offer the option of an informal coffee chat.

SELECTION PROCESS

Our selection process is designed to identify the most suitable candidate through a transparent, consistent approach. Candidates complete an online personality assessment and are evaluated against predefined selection criteria. The interviewers use the assessment results to better probe into the examples provided by the candidate. Additionally, the results are used to gain a better understanding of team diversity.

Final-stage candidates complete a practical case study, followed by reference and screening checks. The first interview focuses on the cultural fit and the candidate's personality, while the second interview focuses on the technical job requirements.

ONBOARDING

We view onboarding as a critical factor in employee engagement, performance, and retention. Our onboarding programme is structured around the internationally recognized Five Cs framework: Compliance, Clarification, Culture, Connection, and Checkback.

1. **Compliance** (Managed by HR - Focus: Administration)
   Employment contracts, background checks (VOG), and compliance overviews.

2. **Clarification** (Managed by the Manager - Focus: The Role)
   Core duties, department context, manuals, and performance expectations.

3. **Culture** (Managed by the Manager - Focus: Identity)
   Our mission, organisational values, and workplace etiquette.

4. **Connection** (Managed by the Manager - Focus: Networking)
   Meeting attendance, team introductions, buddy matching, and social events.

5. **Checkback** (Managed by HR - Focus: Evaluation)
   Gathering feedback from new hires to share with management and the Works Council.