

Recruitment by simulation

A good practice to fight discrimination and to recruit migrants in management positions.

This recruitment method has been developed by the ANPE (the French Employment agency). It is based on the identification of abilities and skills that a person has. It doesn't take into account the experience of the person, not the diploma. The traditional curriculum vitae is not used for the recruitment process. Candidates may be evaluated by a third party, the employment agency, a training organisation like a Greta or by a specific department within the company as for example in the Casino group. Due to the heavy process it is mainly used for jobs to which the method has already been adapted like sellers, welders or construction workers (jobs lacking workforce). It is also implemented for massive recruitment: eg. the opening of a plant or a new shop.

For each job a list of abilities are determined. When it is the first time for a specific job, the method is presented to the manager who may accept it or not, giving that it is a heavy procedure to implement (especially if there is only one employment to provide). The recruitment's need is analysed and the job is analysed with its characteristics and constraints in order to identify the abilities. Tasks and exercises are then designed based on analogy principles having in mind that the person recruited doesn't need to have related qualification and that s/he will be able either to learn on the job or to benefit from a short training to acquire the specific professional skills.

The exercises are then presented to the employer and tested with other workers to elaborate the reference frame, possibly resulting an adaptation. Then the recruitment in itself can start with the evaluation of the candidates. For example a real shop may be reconstructed to see how the candidates organises the shelves. Welders can be tested with a pen that they have to use to follow some lines. The ones who passed the tests will be presented to the employer.

The abilities are a group of capacities or skills categorised in three areas: cognitive, human relations, physical. They are transferable, may be developed in a professional frame but not only. 26 abilities have been determined and it is estimated that a job requires four or five main abilities (eg. understanding and respecting norms, working under pressure, working in team). The table below summarizes them.

organisation of work	tasks and job	physical attitudes and gestures	human relations
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<ul style="list-style-type: none"> - adapt - take initiatives and be autonomous - assume responsibilities - organise and be organised - understand and respect a system of norms and directives - work under pressure 	<ul style="list-style-type: none"> - gather and analyse data - inform and advise - create and innovate and invent - take decisions - visualise a process or an object - control and check quality - developing a task on a long run - progress in a working situation 	<ul style="list-style-type: none"> - coordinate and control the movements - manipulate objects with care - carry on heavy stuff - supporting efforts - achieve tasks in difficult positions - differentiate and localise sounds - identify forms and colours - pronounce distinctly - identify forms by touching 	<ul style="list-style-type: none"> - work in team - manage a team - act in a relation of exchange and help
in which context	what the worker does	on the job	with whom

The advantages of the method is that it is based on abilities and it allows to integrate young persons without qualifications and it facilitates a non discriminating procedure (the name, the place of residence, the colour do not enter into consideration).