

## Recruitment procedure in the Casino group, France

### About Casino

Casino is one of the three main supermarket chains in France with branches all over the country.

Casino is practising a recruitment procedure that favours diversity in the organisation. Together with ANPE, the National Employment Service in France, Casino has developed a method for recruiting staff based on job simulation adapted to their needs. IKEA was the first enterprise to practice this method but for employees on management and middle management level only. Casino is applying this recruitment method for staff on three levels: manager level, middle manager level and employees on lower levels. The supermarket chain has been practicing this recruitment method for ordinary employees for about ten years but is now also applying it on job seekers for management level.

ANPE and the Missions Locales (that are the organisation in charge of the social and professional integration of young persons until 26) select the candidates among the job seekers and Casino is not involved in the process of selecting the candidates. Furthermore, Casino is not allowed to present any priorities as to what kind of candidates they would prefer.

The simulation test is one of four ways of recruiting staff:

1. Job simulation (test)
2. Job announces on the Casino website; selection by job applications, CVs and interviews
3. Combination job and school: An already employed person is attending courses/classes in management and gets his/her qualification and diploma
4. Internally recruitment (50% of the staff are internally recruited)

### Recruitment by job simulation

When recruiting new staff, the candidates are chosen in a first selection where their CVs are not looked at. Then the candidates have to go through a job simulation where they can show or prove their ability to do the work, the job or position requires. During this job simulation, they have to deal with three different, realistic situations, problems or tasks:

1. The candidates have to prove their skill in organising and are given a task that implies dealing with logistics in the supermarket (for example they have to organise a shelf).
2. Practical exercises in dealing with conflicts with customers or with customer complaints. There may also be tasks in how to relate to employees who are often coming too late at work.
3. The candidates are also given tasks that are surprising, for example to plan a trip for a group of Russian tourists. The purpose of a task like this is to see how the candidates react when they are confronted with an unexpected situation or a problem and to see their skill in improvising.

The simulation test lasts about 2 hours and is implemented in a “Vocational platform” developed by ANPE. The Vocational platform is a “fake” Casino supermarket environment.

The criteria for passing the test are:

1. The time the candidates spend on doing their tasks and solving the problem presented to them.
2. The candidates have to deal with real managers and customers/clients during the simulation and are assessed as to how they perform in this situations
3. Their communication skills; this implies oral and written communication
4. The outcome of an interview or a talk after the test. One of the purposes of this interview/talk is to assess the candidates’ motivation for the job in question.

The Casino group is not involved in creating and developing the simulation test and its exercises. They are not involved in the evaluation of the candidates and their results after the simulation test. Casino does the final selection among the candidates who have gone through the simulation test but still without the CVs. The candidates who are selected after the test will be offered a job in the Casino supermarket chain. Those of the finally selected candidates that do not aspire to a job on management or middle management level are offered a job on a lower level in Casino.

Approximately 25% of the staff in Casino is recruited by this procedure. If the supermarket chain needs 100 new staff, 200 are invited to submit the simulation test. One out of eight are selected for a position in the middle management.

Casino has taken on a social responsibility in the areas where they have established supermarkets. This implies for instance that they aim at their staff being representative of the population in an area where there is a Casino supermarket. Approximately 20-30% of the staff in a supermarket is recruited from the local population in the area. This is not something that is obliged by law but something that is part of the philosophy of Casino.

Casino has participated in EQUAL projects ([Lucidite](#) & [Averroes](#)). Human Resource staff in Casino undergoes training as to diversity issues etc. This training is subcontracted to external companies. They have also done tests with 8000 fake CV with one criterion that is deviating from the norm, for example that a job seeker has all the required qualifications but has a name sounding of immigrant origin or who has an address in a deprived neighbourhood. The job application with this CV is then compared to a normal CV where there is no deviation. These tests are done to reveal discrimination on the background of criteria as ethnicity, gender, age, etc.