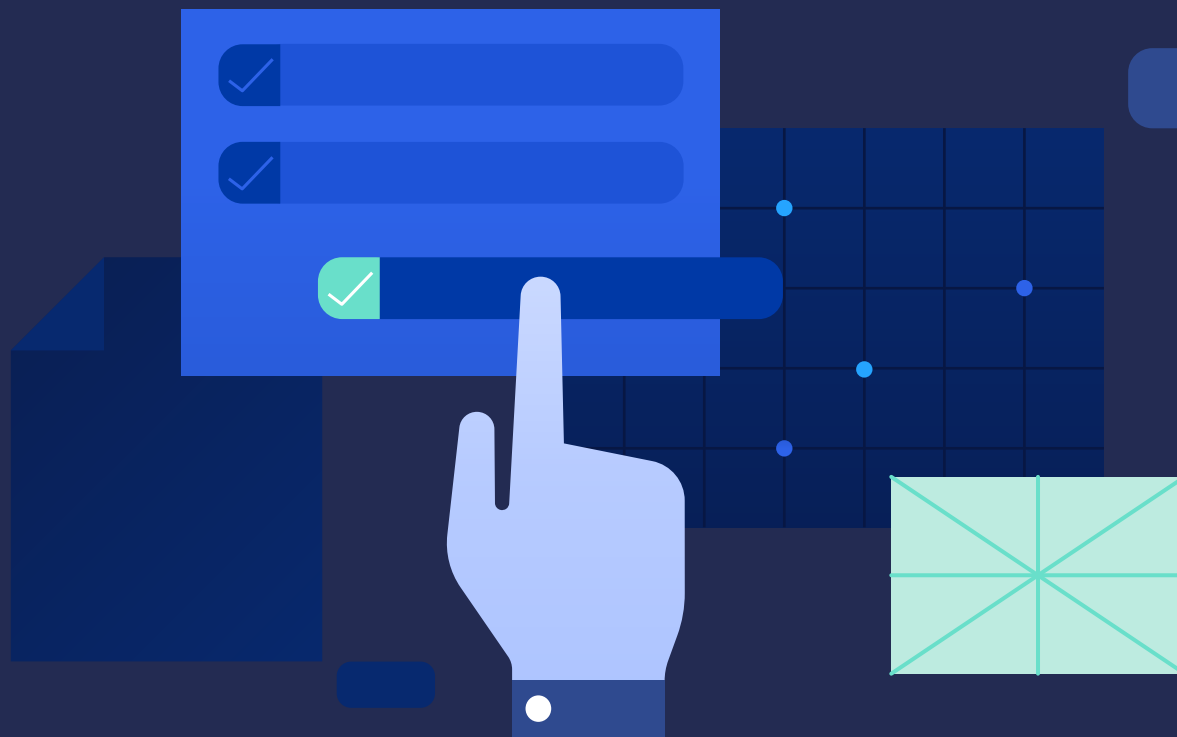




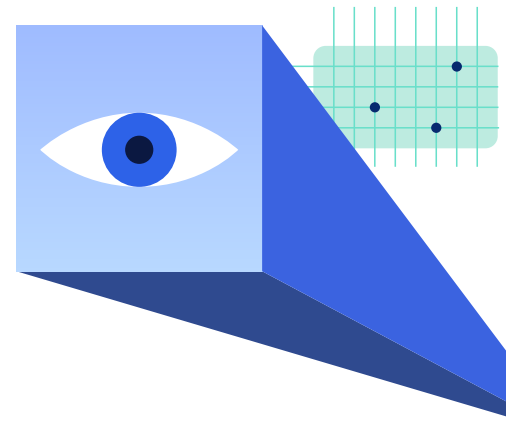
Practical guide

Recruitment:

The predictive power of assessment methods.



Intro duction



In an ever-changing business world, the quest for the best talent has become a crucial challenge for companies. The success of an organisation depends largely on the skills, knowledge and especially soft skills of the individuals who compose it. These interpersonal skills, such as communication, problem solving, collaboration and adaptability, play a vital role in team productivity, efficiency and cohesion.

However, identifying the most suitable candidates for a specific position is not an easy task. Traditional methods of recruitment, based mainly on the assessment of technical skills and professional experience (the famous CV), are often not enough **to predict the success of a candidate** in a specific work environment.

This is where predictive methods come into play. They are called “predictive”, because what is recruitment if not an attempt to predict. Whether the decision is made on information in a CV, intuition or even referring to astrology, when all is said and done the recruiter tries to predict a certain level of success.

By focusing on the assessment of soft skills and behaviours, these predictive approaches aim to identify more accurately a candidate’s compatibility with the company culture, organisational values and job requirements.

This practical guide explores in depth the most predictive assessment methods according to science, which will enable you to identify the right talent for your business.

From psychometric testing to assessment center, role-playing or structured interviews, our goal is to provide you with the knowledge and tools you need to design an effective recruitment process, adapted to your company’s specific needs.

Whether you are a human resources professional, recruiter or team manager, this guide will offer you valuable information to improve your recruitment practices and ensure closer alignment between candidates and your company.

Are you ready to discover the secrets of predictive methods? Dive into the following pages and transform the way you recruit to shape a desirable future.

Happy reading!

The PerformanSe team

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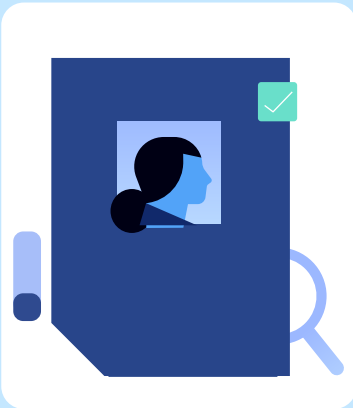
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01.

Predictability and **recruitment**,
what does it mean?



What is recruiting other than trying to predict an individual's success in a specific professional environment? Any recruitment process aims to anticipate the future performance of candidates based on their skills, experience, and personal characteristics. In short, each recruitment is an attempt to predict.

But how can we assess the ability of a recruitment method to be predictive? Is there a percentage of prediction for each method? To answer these questions, let's look at what scientists are saying about this.

Measure the predictability of a recruitment method

To predict an event, such as job success, we can use a mathematical equation as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + e$$

You're still following? No? Don't panic, we'll try to clarify and explore further together!

Just like predicting tomorrow's weather, assessing the future performance of a candidate for recruitment requires using specific tools. Nevertheless, instead of using weather balloon sensors to measure the temperature, atmospheric pressure or wind speed, in recruitment we can, for example, use questionnaires to assess individual personal characteristics such as personality traits or cognitive skills that predict success at work.

In psychometry (the science of measurements in psychology), it's possible to use a statistical formula (such as the linear regression above for example) to observe the effect of one or more individual characteristics on a consequence, here success in a job. To take the example of the weather: we will focus on the variation of the temperature to predict tomorrow's weather. In recruitment, we can

look at the effect of a personality trait on the future performance of an individual at work. The example below may help make things more concrete.

Let's say you want to predict tomorrow's weather using your weather balloon. To do this, you will have to identify elements of measures and their number. For example: you will try to predict the weather by taking only the temperature variation into account. This provides us with the following formula.

$$\text{Tomorrow's weather} = \text{temperature variation} + e$$

Here, "e" is the part of the error in your equation, which is what you don't predict with the temperature variation.

Since we're not weather specialists let's take a random figure and say that temperature variation enables us to predict the weather at a reliability level of only 10%. The remaining 90% are not explained and therefore count as a margin of error. In other words, if you are asked what the weather will be like tomorrow, you can provide a prognosis of which you are only 10% sure. This prediction can, fortunately, be improved with the example below.

Tomorrow's weather = change in temperature + change in atmospheric pressure + change in wind speed + e

Still using fictitious figures, let's imagine that thanks to the addition of two measurements (the variation of atmospheric pressure and that of wind speed), you have increased the reliability of your prediction to 50%. You will then predict what tomorrow's weather will be like with only 1 chance in 2 of being wrong. The remaining 50% will still be the margin of error. This may seem a lot, but it's better to have some idea about tomorrow's weather so you can decide whether or not to take an umbrella, just in case!

Globally speaking, the more measurements you add, the more you refine your prediction model and the more you minimise the margin for error.

As a word of precaution, if we add too many measurement indicators to a model, it may lose its predictive effectiveness. Always choose your measures sparingly according to your needs and the knowledge we have of the tools.

In actual fact, adding too many indicators can increase prediction artificially. So we get a prediction but it becomes partly false and no longer enables us to make well-informed decisions.

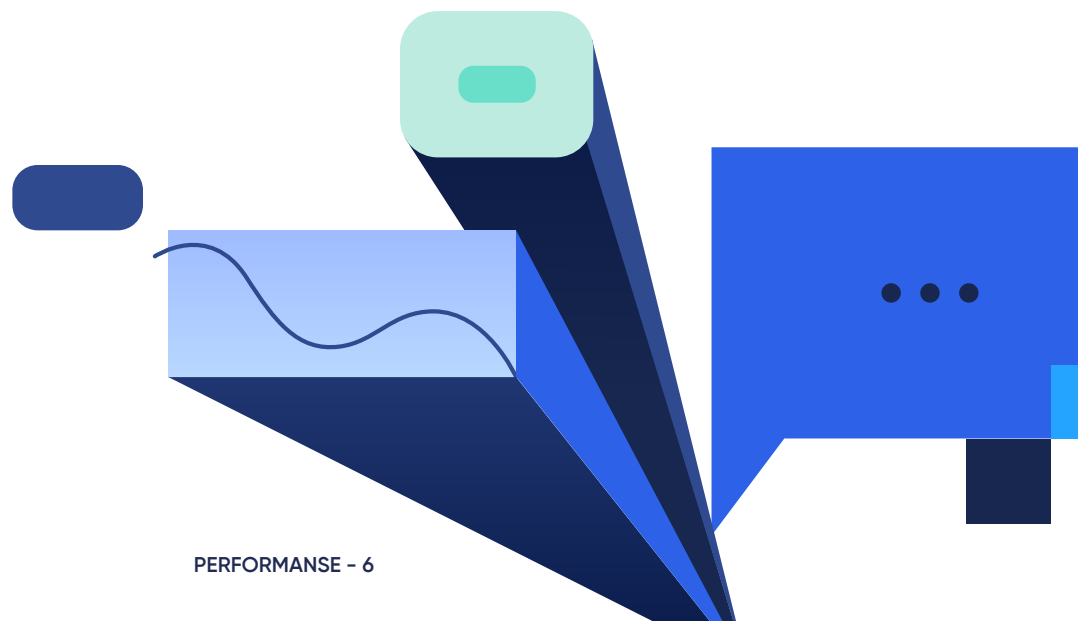
In recruitment, the method can be applied in the same way: the more the measures in the model are chosen carefully, the more accurately we can predict an event like success in a position. Let's take the example below.

- Success in a position = semi-structured interview + e
- Success in a position = semi-structured interview + personality test + role-play + e

In the same way as we predict the weather, the use of additional measurements will improve the reliability of our prediction and will reduce the margin for error down to a maximum. The second equation will then predict success at work with more certainty than the first.

Note that it's impossible to predict success with 100% accuracy but these methods often make it possible to make more informed decisions than if no measures were used.

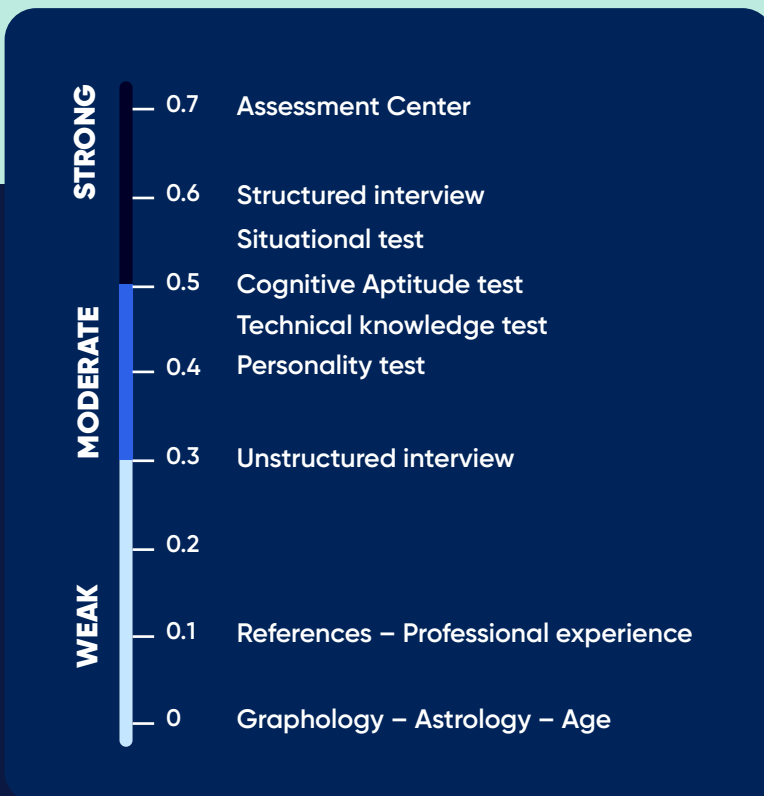
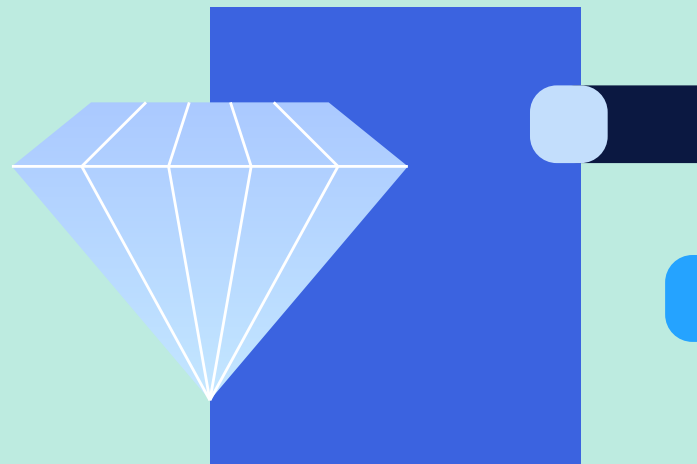
In this guide, we will indicate indexes from 0 to 1. Here, "1" represents absolute predictability (which unfortunately does not exist) and 0 the absence of predictability.



The most **predictive** assessment methods for scientists!

It must be taken into consideration that there are discrepancies regarding predictability indexes. The methods we present are based on three key studies. These studies do not display the same coefficients, but they agree on the hierarchy of methods and their highly predictive character. For those who are new to scientific research, an index of 0.1 is considered a predictor of success in a position.

In addition to these studies, we have integrated data from our tools and recent methods for improving psychometric questionnaires to offer you the most relevant predictability coefficients on the market.



Forgetting harebrained methods such as astrology, age analysis and graphology, and setting aside traditional methods with a predictability index of 0.1: reference taking, professional experience analysis (CV) and unstructured interviews, let's take an in-depth look at each predictive method and improve your decision-making.

¹ Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124(2), 262–274.

²Pilbeam, S., & Corbridge, M. (2006). *People Resourcing: Contemporary HRM in Practice*. Pearson Education.

³Sackett, P. R., Zhang, C., Berry, C. M., & Lievens, F. (2022). Revisiting meta-analytic estimates of validity in personnel selection: Addressing systematic overcorrection for restriction of range. *Journal of Applied Psychology*, 107(11), 2040–2068.

⁴Indice de prédictibilité de 0.0 - Pilbeam, S., & Corbridge, M. (2006). *People Resourcing: Contemporary HRM in Practice*. Pearson Education.⁵Indice de prédictibilité de 0.1 -

⁵Pilbeam, S., & Corbridge, M. (2006). *People Resourcing: Contemporary HRM in Practice*. Pearson Education.

02.

Personality Tests –
Predictability 0.4

In the field of predictive recruitment, personality tests play a central role in assessing candidates' soft skills. Soft skills can be defined as "the personality traits, goals, motivations and preferences that have value in the work market, in school and in many other areas" (Heckman & Kautz, 2012, p. 451).

The reason why the predictability indexes of tests in scientific literature are not the same (ranging from 0.2 to 0.4) is because the studies carried out do not conceive the tests of professional personality the same way.

According to PerformanSe, a personality test is no longer limited to measuring simple traits, it now sets out to detect the complexity and depth of our behavioural preferences. Today, the majority of personality tests are combined with components which are ancillary to our traits, such as our motivations, our soft skills and, to some extent, to our desired psychological contract.

When it comes to their scientific construction, innovations such as IRT* (Item Response Theory) and the development of multi-sensor methods have increased the reliability of professional personality tests, thus increasing their ability to predict success.

Thanks to their ability to provide in-depth information about candidates, personality tests have gained popularity among human resources professionals and recruiters.

Discover the best practices on how to use them in a recruitment process, and the best tests on the market.

Understand the 0.4 predictability index

The 0.4 index indicates how well the results of a personality test predict the actual performance of candidates in their future positions. This prediction coefficient indicates that there is a positive and moderate association between test results and subsequent employee success.

A coefficient of 0.4 demonstrates that personality tests can reasonably predict how

a candidate will react in a given professional environment. However, it is important to keep in mind that no personality test can provide a perfect prediction, since many different factors are linked to an individual's success at work.

Benefits of personality testing in recruitment

Personality tests offer a number of benefits in the recruitment process:

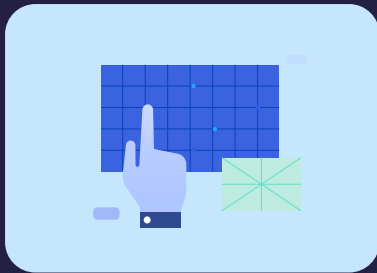
- ✓ **Objectivity:** Personality tests are standardised and consistent, which guarantees an objective assessment of the candidates, regardless of the assessors' individual biases.
- ✓ **Thorough evaluation:** Personality tests provide in-depth information on the dispositions (personality traits) of candidates, thus allowing better understanding of their behavioural preferences.
- ✓ **Complementarity:** Personality tests complement other recruitment methods, such as interviews, role-playing and cognitive tests by providing additional perspective on candidates. In addition, they pave the way for exploratory interviews on the candidate's behavioural preferences designed to get to know them better and to assess their capacity to cope effectively with future work situations.

3 tips for using personality tests effectively!



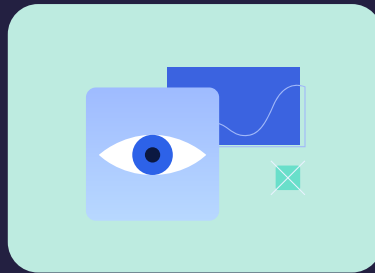
The advice of Arnaud TRENVOUEZ
PhD, Head of R&D programs
PerformanSe

To maximize the effectiveness of personality testing in recruitment, it's essential to follow certain good practices:



01. Define desired behavioural skills:

Before choosing a personality test, identify precisely the essential soft skills for the position to be filled.



02. Select reliable and validated tests:

Choose personality tests that are scientifically validated and recognised for their reliability



03. Consider the results as being part of the global process:

Personality tests should not be used as the only criteria of selection. They should be considered an integral part of the recruitment process. They are tools designed to help you make a decision, and not decision-makers in themselves.

The most popular personality tests!



The market offers a variety of personality tests, each with its specificities and advantages. The most reliable tools are based on the Big Five personality model – also called “OCEAN” – which measures five fundamental personality traits: extraversion, openness, agreeableness, conscientiousness and neuroticism.

Here is a list of tests specific to professional personality:

- **Echo from PerformanSe:** more than a simple personality test, Echo describes the assessee with the greatest accuracy thanks to an analysis of their motivations, soft skills, their self-awareness (self-concept clarity), as well as their relationship to employment and their projection in the company (Desired Psychological Contract).
- **Talent Q Dimensions Test:** this test measures personality across three broad categories: People and Relationships, Tasks and Projects, and Motivations and Emotions.
- **Predictive Index Behavioral Assessment (PI Test):** this personality test is designed to categorise and assess the motivations of employees and candidates.
- **Hogan Personality Inventory (HPI):** this test describes the bright or normal side of the personality, that is to say the qualities that describe our relationship with others when our professional environment and we ourselves, are in our best dispositions.

This list is of course non-exhaustive. Other personality tests on the market are popular and widely-used.

Key points to retain?

Personality tests are powerful tools to assess candidates' soft skills in the predictive recruitment process. Their 0.4 predictability index shows that they can make a significant contribution to predicting professional success.

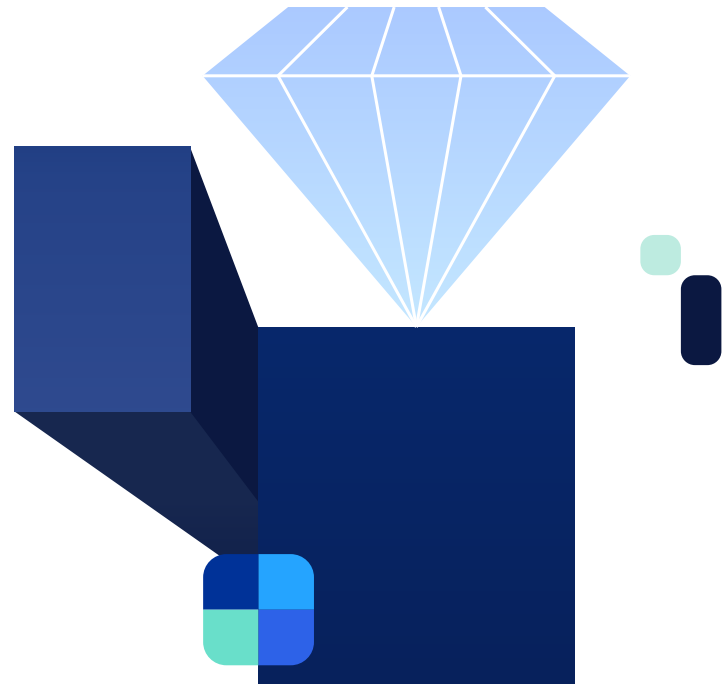
By using personality tests appropriately, respecting best practices and choosing the most suitable and especially scientifically valid tests, you will be able to refine your recruitment process and identify the candidates which are best suited to the position and culture of your organisation.

03.

Technical knowledge tests –
Predictability 0.48

Although soft skills are very popular, technical skills remain essential when predicting a candidate's success in a given position. In recruitment, technical knowledge tests are designed to assess the candidate's technical skills and their mastery of specific areas related to the position to be filled. These tests provide key information when predicting a candidate's future performance in a position requiring substantial technical knowledge.

The technical knowledge tests have a predictability index of 0.48. Discover their benefits, disadvantages and our tips on how to make best use of them.



Understand the **0.48** predictability index

With a prediction coefficient of 0.48, the technical knowledge tests predict quite strongly the success of a candidate in a position. Indeed, the more a person has technical knowledge relevant to their position, the more they will be able to perform, especially in the short term!

However, it is important to note that other factors, such as soft skills (yes, them again), can also influence an individual's success in a professional role.

Benefits of technical knowledge tests in recruitment

Personality tests offer a number of advantages in the recruitment process:

- ✓ **Objective assessment:** Technical knowledge tests are based on objective and standardised criteria, thus allowing an impartial assessment of the candidates' technical knowledge.
- ✓ **Technical precision:** These tests assess knowledge linked specifically to the position, making it possible to determine whether a candidate has the required skills.
- ✓ **Reduce recruitment mistakes:** Technical knowledge tests help identify the candidates which are the most technically qualified for the position, thus reducing the risk of recruitment errors.

Disadvantages of technical knowledge tests in recruitment

While technical knowledge tests are valuable tools for assessing candidates' technical skills, they also have some drawbacks:

- ✓ **Limitation to technical skills:** The tests focus solely on the assessment of technical skills, neglecting behavioural and interpersonal skills that are key in recruitment such as critical thinking or creativity...
- ✓ **Focus on current knowledge:** They assess the mastery of current knowledge, which may not reflect the ability to adapt to future technical changes.
- ✓ **Risk of memorisation rather than comprehension:** Some candidates may succeed by memorising rather than understanding concepts.
- ✓ **Reduced diversity:** They can reduce diversity by privileging traditional educational pathways.

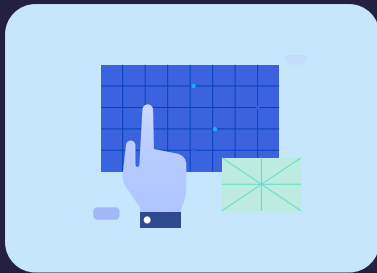


3 Tips for using technical knowledge tests effectively!



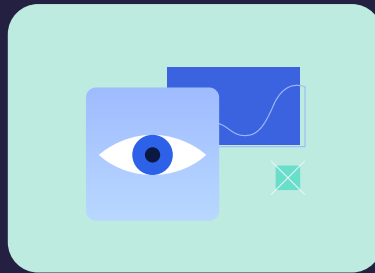
The advice of Kacper LUSCINSKI
PhD Student, R&D Study Officer,
PerformanSe

To maximise the effectiveness of technical knowledge testing in recruitment, here are some important tips:



01. Define the essential technical skills:

Before choosing a technical knowledge test, clearly identify the specific skills and knowledge required for the position.



02. Choose adapted tests:

Choose technical knowledge tests appropriate to the level of complexity of the position and the expertise sought.



03. Combine these tests with other assessments:

Complete the technical skills assessment with interviews, role plays and behavioural assessments to get an overall view of the candidate.

The most popular technical knowledge tests!

The market offers a variety of technical knowledge tests, each designed to assess specific skills in different professional fields. Some of the most popular and widely used tests include:

- **Skillsoft:** Skillsoft offers a variety of technical knowledge tests including Microsoft Certification Test, Cisco Certification Test, and Oracle Certification Test.
- **Isograd:** Isograd is an assessment platform offering standardised or tailor-made tests such as office software tests, tests on language programming, tests on digital skills, or technical tests.
- **TOSA:** TOSA certifications, recognised by the State, assesses office software, digital or programming skills.
- **E-testing:** A catalogue of 600 technical tests to assess hard skills in the fields of construction, computing, industry, and languages.

This list is of course non-exhaustive. Other technical knowledge tests are popular and widely used in the market.

Key points to retain?

Technical knowledge tests are powerful tools to assess candidates' soft skills in the predictive recruitment process.

By integrating them effectively into your recruitment processes and combining them with other assessment methods, such as the behavioural and cognitive approach, you can significantly increase the predictability of the technical and human dimensions of your recruitments.

04.

Cognitive Skills Tests –
Predictability 0.50 to 0.51

In a recruitment and selection process, cognitive skills tests play a leading role. They assess the candidate's mental abilities and intellectual potential. These tests measure skills such as logic, verbal reasoning, problem solving and the capacity to process information quickly. They provide critical information to predict a candidate's ability to perform job-related tasks effectively and their potential for growth.

Regarding their predictive power, they are among the most reliable tests you will find on the market. Indeed, cognitive skills are the best predictor of work performance. With an estimated predictability index between 0.50 and 0.51, discover their benefits and our tips for using them well in your decision-making process.



Understand the 0.50 to 0.51 predictability index

The predictability coefficient of cognitive skills tests is generally between 0.50 and 0.51, indicating that these tests positively and significantly predict the actual performance of candidates in their professional role. This level of prediction highlights the importance of cognitive skills for success in many positions.

Benefits of cognitive skills tests in recruitment

Cognitive skills tests offer a number of benefits in the recruitment process:

- ✓ **Performance prediction:** Cognitive skills tests are highly correlated with professional performance, since they assess the mental abilities that are essential for success in many positions.
- ✓ **Objective assessment:** These tests are standardised and uniform, which makes it possible to obtain an objective assessment of the candidates' intellectual abilities, independently of external factors.
- ✓ **Broad applicability:** Cognitive skills tests can be used to assess skills in different professional fields, ranging from administrative jobs to technical and analytical positions.

Disadvantages of cognitive skills tests in recruitment

Despite their many benefits, cognitive skills tests also have some disadvantages that are important to consider:

- ✓ **Limited knowledge of the candidate:** Cognitive skills tests focus primarily on mental abilities, but they do not consider the behavioural and soft skills of candidates, equally essential for professional success.
- ✓ **Risk of cultural bias:** Some cognitive skills tests may be influenced by cultural factors, and may lead to biased results for certain groups of candidates.
- ✓ **Anxiety about testing:** Cognitive exercises, often timed because they take into consideration the speed of response beyond accuracy, can generate stress and frustration in some candidates, impacting how they feel about the assessment and recruitment experience as a whole.
- ✓ **Debriefing difficulty:** Low scores, due to below normal cognitive skills but also to difficulties encountered during test completion (anxiety, understanding the exercise, etc.), may be difficult to explain and debrief to the candidate.

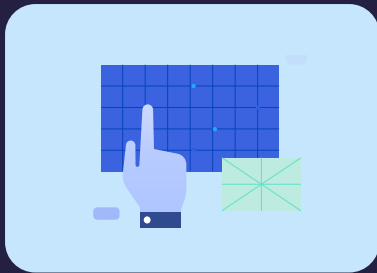


3 Tips for using cognitive skills tests effectively!



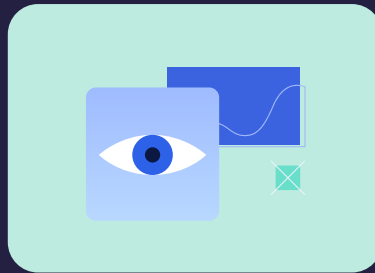
The advice of Mélanie PAYOUX
PhD, Innovation Manager,
PerformanSe

To maximise the effectiveness of cognitive skills tests in recruitment, here are some important tips:



01. Choose adapted tests:

Select cognitive skills tests that are specifically designed to assess the intellectual skills required for the open position.



02. Combine these tests with other assessments:

Complete cognitive skills tests with interviews, behavioural assessments and role-play to get a complete picture of the candidate.



03. Consider cultural differences:

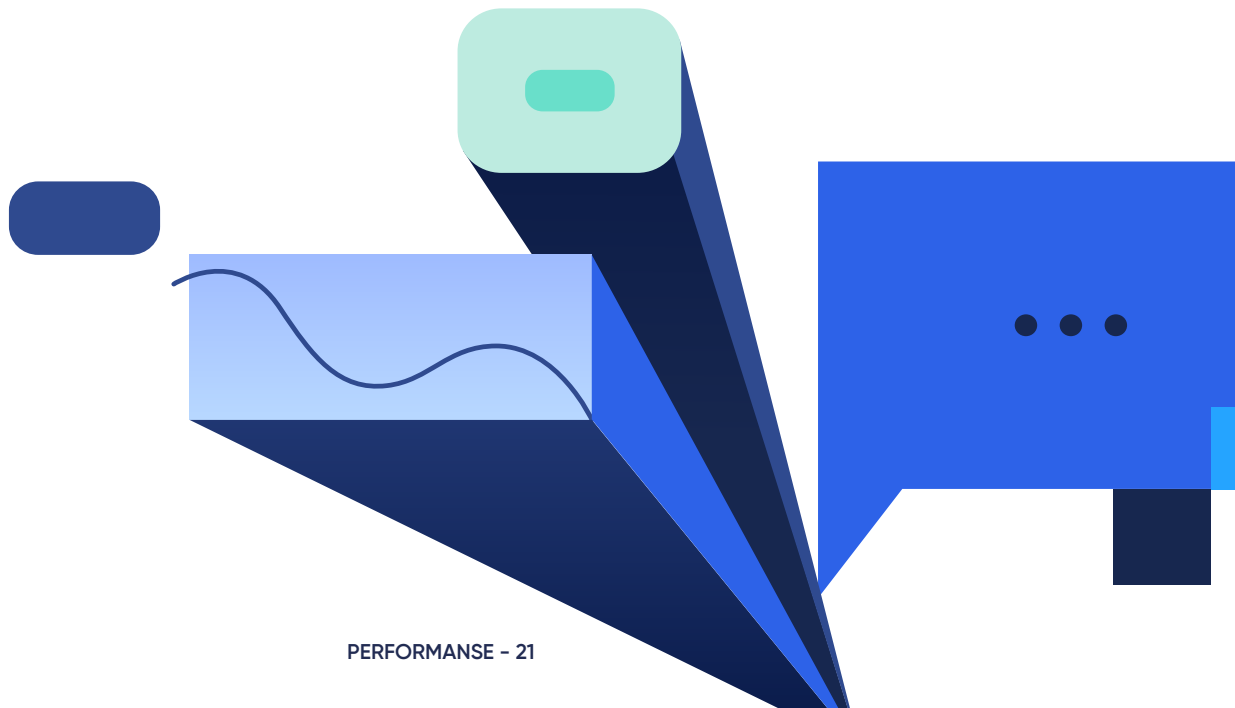
Be sure to use cognitive skills tests that minimise the risk of cultural bias and ensure they are suitable for a wide range of candidates.

The most popular cognitive skills tests!

- **Mindkeys:** Mindkeys from PerformanSe offers a digital gaming experience to identify the cognitive potential (language, memory, attention, logic and mental imagery) of your candidates! It is suitable for different types of positions and work environments.
- **TwoB-R:** PerformanSe TwoB-R assesses cognitive potential, but not just that! This innovative and unique test on the market is based on a dual assessment - both cognitive and behavioural - which allows a unique insight into 4 dimensions currently essential in an organisational environment: Influence, Decision, Efficiency & Agility.
- **CCAT:** Criteria Cognitive Aptitude Test is a psychotechnical test that assesses candidates' cognitive abilities according to three types of reasoning: verbal, digital and spatial.

Key points to retain?

This list is of course non-exhaustive. Other cognitive skills tests are popular and widely used in the market. It is important to note that these tests will be all the more relevant if they are used in conjunction with other tools, such as interviews and personality tests, to obtain a complete picture of the candidate.



05.

Situational testing –

Predictability 0.50 to 0.54

In a constantly evolving professional environment, what could be more predictive than a situational test? Sometimes dismissed by HR professionals, these tests simulate real-life work situations and assess how candidates react and take decisions. They thus provide a concrete vision of how a candidate can behave in various professional contexts.

Situational testing provides an innovative approach by assessing candidates' reactions to specific professional scenarios. Unlike other methods that focus on knowledge or skills, situational tests assess soft skills AND the ability of candidates to navigate real situations simply and effectively.

- **Simulation of the real:** Situational tests immerse candidates in authentic or simulated situations & observe their reactions when faced with concrete professional challenges.
- **Contextual understanding:** These tests assess candidates' ability to understand the specific nuances and requirements of the position, which is essential for informed decision-making.
- **Flexibility to adapt:** Situational tests measure candidates' ability to adapt to different scenarios, reflecting their flexibility and resilience.

Understand the 0.54 predictability index

Situational tests have an estimated predictability index of between 0.50 and 0.54, indicating their ability to predict candidates' future performance. This range reveals a high correlation between test results and the actual performance of employees in their roles.

Benefits of situational tests in recruitment

Situational testing provides several distinctive benefits to the recruitment process:

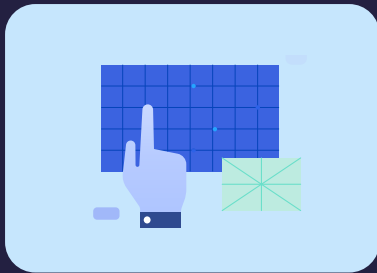
- ✓ **Real life assessment:** Situational testing assesses how a candidate reacts in realistic work situations. They provide an opportunity for candidates to demonstrate their skills in a practical way, which is often perceived to be a fairer, more transparent process.
- ✓ **Future performance prediction:** By observing how a candidate handles specific job-related situations, employers can better predict their future performance in similar contexts. This reduces the risk of hiring a candidate whose profile is not adapted to the requirements of the position.
- ✓ **Assessment of specific skills:** Situational tests can be designed to assess specific skills required for a position. This provides detailed information on how the candidate applies their skills to concrete situations.

3 Conseils pour utiliser les tests situationnels de manière efficace !



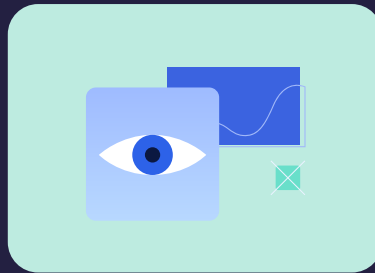
The advice of Francesca MURDOCCO
PhD Student, Research Engineer,
PerformanSe

To maximise the effectiveness of situational testing in recruitment, here are some important tips:



01. Conception:

To assess essential skills, develop specific and relevant scenarios based on the position to be filled.



02. Objective assessment:

Establish objective, clear assessment criteria to ensure a consistent and fair assessment of candidate responses.



03. Integration with other methods:

Combine situational tests with other assessments, such as interviews and psychometric tests, to get an overall view of the candidate profile.

The most popular situational tests!



Several situational tests recognised for their quality and relevance are available on the market:

- **HL Situational Judgement Test:** This test is used by thousands of employers around the world to assess a wide range of knowledge and skills, including problem solving, communication, teamwork and leadership.
- **CogTest Situational Judgement Test:** This test is designed to be short and easy to complete, nevertheless it still measures situational skills very accurately.
- **Saville Assessment Situational Judgement Test:** This test is used by employers in the technology sector to assess problem-solving, analytical, and decision-making skills.

This list is of course non-exhaustive. Other situational tests are popular and widely used in the market.

Key points to retain?

Situational tests are innovative recruitment tools which provide a concrete assessment of candidates' behavioural skills. With an estimated prediction index of between 0.50 and 0.54, these tests provide an informed perspective for predicting future employee success.

By judiciously integrating situational testing into your recruitment process and combining it with other assessment methods, you can assess how candidates react in real-life situations and identify which are best suited to the job requirements as well as your company's culture.

06.

Structured interview –

Predictability 0.51 to 0.60

When it comes to predictive methods, structured interviews hold pole position when assessing candidates and predicting their future performance. These interviews provide an opportunity to dive into the candidates' past experiences, explore their skills, motivations and suitability for the position. It offers depth and precision unrivalled by other methods. So, how to develop and implement them?

How a structured interview works

A structured interview is a method designed to assess candidates that follows a predetermined format and specific questions. This is how a structured interview generally works:

Define a framework: Before the interview, a framework is established, specifying the structure of the interview, the skills to be assessed, and the assessment criteria.

Predefined questions: The interviewer asks predefined questions, specific to the position and the skills sought. These questions are designed to obtain accurate information about the candidate's past experiences.

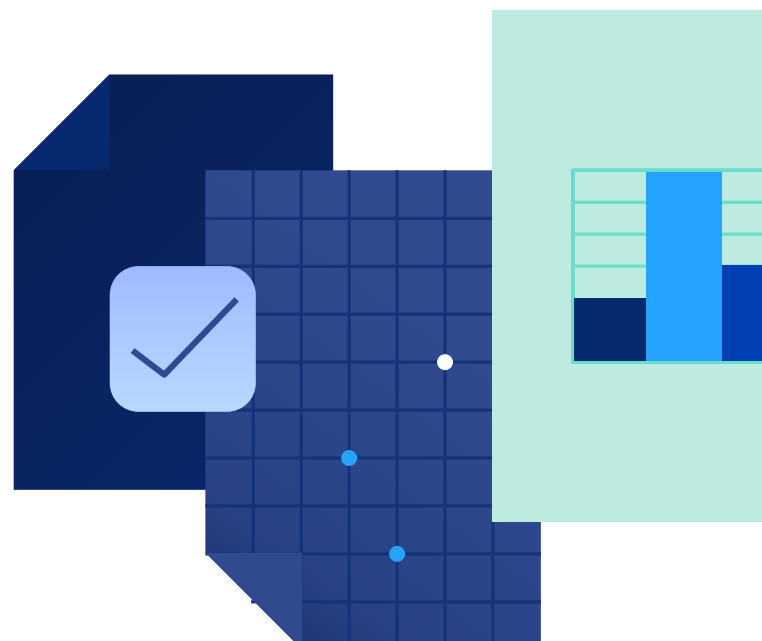
Consistent assessment: Each candidate is assessed consistently against the same criteria, reducing potential bias during the assessment.

Evaluation grid: The interviewer uses an evaluation grid to score the candidate's answers, according to predefined criteria.

Data collection: The data collected during the interview is then used to assess the candidate's suitability for the position.

Understand the 0.51 to 0.64 predictability index

A predictability index of 0.51 to 0.64 demonstrates the high reliability of structured interviews when predicting a candidate's future performance in a given position. This means that when these interviews are properly used, they identify the candidates who are best suited to the role with a low margin of error.



Benefits of structured interviews in recruitment

In a recruitment process, structured interviews offer various benefits:

- ✓ **Depth of assessment:** These interviews provide an in-depth understanding of the candidates, going beyond their technical skills to explore their soft skills, motivations, and cultural adjustment.
- ✓ **Fair treatment:** Structured interviews follow a set of predefined and standardised questions for all candidates, thus reducing the potential bias of the recruiter, providing easier comparison between candidates, ensuring a fair and equitable assessment.
- ✓ **Assessment of specific skills:** Structured interviews can be designed to assess specific skills required for the position, allowing recruiters to obtain relevant information about the candidates' ability to perform specific job-related tasks.

Disadvantages of structured interviews in recruitment

Despite these advantages, structured interviews also have some disadvantages:

- ✓ **Preparation time:** Setting up structured interviews may require more time and effort than other assessment methods. Recruiters must identify the key competencies to be assessed, develop relevant questions, and ensure that the structure is appropriate to the position in question.
- ✓ **Recruiters' skills and training:** The quality of structured interviews largely depends on the competence of recruiters to ensure a balance between the structure of the interview and room for discussion. Training on how to conduct structured interviews is recommended.
- ✓ **Lack of flexibility:** The formal structure of these interviews can make it difficult to adapt to the specific needs of the candidate or to specific situations that may require a more flexible approach.
- ✓ **Subjectivity in interpreting answers:** Even in a structured interview, interpretations of candidates' answers may vary based on the recruiter's subjective perceptions. Two recruiters can interpret the same answer differently.

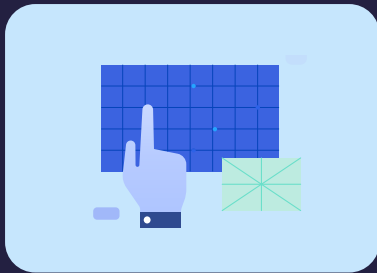


3 Tips for using structured interviews effectively!



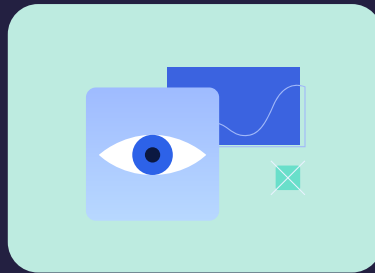
The advice of Adeline GARREAU
Human Resources Manager,
PerformanSe

To maximise the effectiveness of structured interviews in recruitment, here are some important tips:



01. Train recruiters:

Ensure recruiters are trained in structured interview methodology and skill assessment.



02. Define assessment criteria:

It is essential to define clear and specific assessment criteria for each skill or qualification sought, depending on the position. Recruiters will have to follow the structure of the questions and assess the answers according to the predefined criteria.



03. Complementary use:

To get an overall view of the candidate (and increased predictability), combine structured interviews with other assessment methods, such as psychometric and situational tests.



Here, we cannot recommend any specific tools to help you design your structured interviews. You can contact our recruitment experts who will help you define the framework and the lines of questioning.

Key points to retain?

Finally, this method has the most variable predictability coefficient of all methods, but also the highest. This means two things, the first is that like any method that relies on human intervention, much depends on who uses it. The second (and this is rather good news) is that despite all the forms of artificial intelligence created, human intelligence is the one that achieves the highest predictability index. Just imagine the predictability coefficient if we combine the two?

07.

Cognitive Skills Tests &
Structured interview –
Predictability 0.63

Throughout this guide, we explore various recruitment methods, highlighting their respective benefits, disadvantages and predictability. Each of these methods brings unique value to the candidate selection process. However, it is important to note that the highest predictability often occurs when recruiters' human intelligence is combined with the artificial intelligence of innovative psychometric tools (see the weather formula at the beginning of the guide).

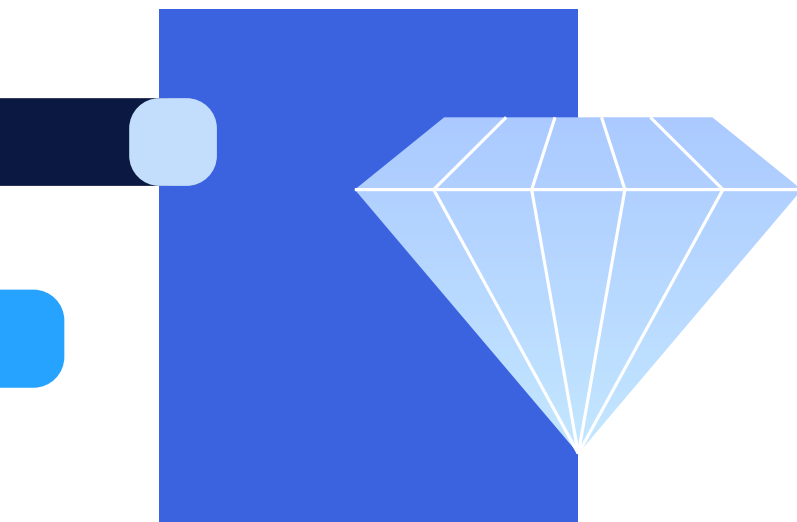
Let's analyse the synergy between two of the most effective methods: cognitive skills tests and structured interviews. When combined, these two approaches offer a maximum predictability estimated at 0.63, making it one of the most powerful combinations to predict a candidate's future success.

A complementary approach for high predictability

When cognitive skills tests and structured interviews are combined in the recruitment process, they create powerful synergy. These tests assess cognitive resources such as a candidate's learning and analytical abilities, while structured interviews provide an in-depth insight into their behavioural skills and cultural adjustments.

This combination enables recruiters to obtain a complete picture of the candidate, going beyond technical skills to assess their ability to adapt, solve problems and integrate the team and the company culture smoothly.

This virtuous alliance between cognitive skills tests and structured interviews illustrates the importance of combining recruiters' human intelligence with the artificial intelligence of innovative psychometric tools. This combination maximises recruitment predictability, and identifies the most suitable candidates for your position.



08.

Assessment Center –
Predictability 0.70

It's simple: no other method provides higher predictability than an Assessment Center, i.e. the assessment of professional skills using several tools (personality questionnaire, cognitive test, case study, role-play, structured interview...).

This being said, many questions arise: What skills to assess? With which tools? How many?

These questions posed difficulties when calculating a consistent coefficient of predictability between best-known scientific studies. This is why we find coefficients ranging from 0.29 to 0.70 for this method.

But why such a gap?

In studies, there are two types of Assessment Centers: one that analyses an individual's work performance and one that analyses an individual's potential development.

For the first, the predictability index ranges from 0.29 to 0.4, and for the second from 0.4 to 0.7.

As far as our teams and Taylor are concerned, Assessment Centers are the "Rolls Royce" of selection methods. Contrary to what their name suggests, this method does not refer to a physical location, but rather to a structured combination of assessment techniques, aimed at giving a complete, though not exhaustive, appreciation of each candidate. It plunges individuals into realistic professional challenges, revealing, among other things, their skills, their responsiveness under pressure or their cultural adjustment.

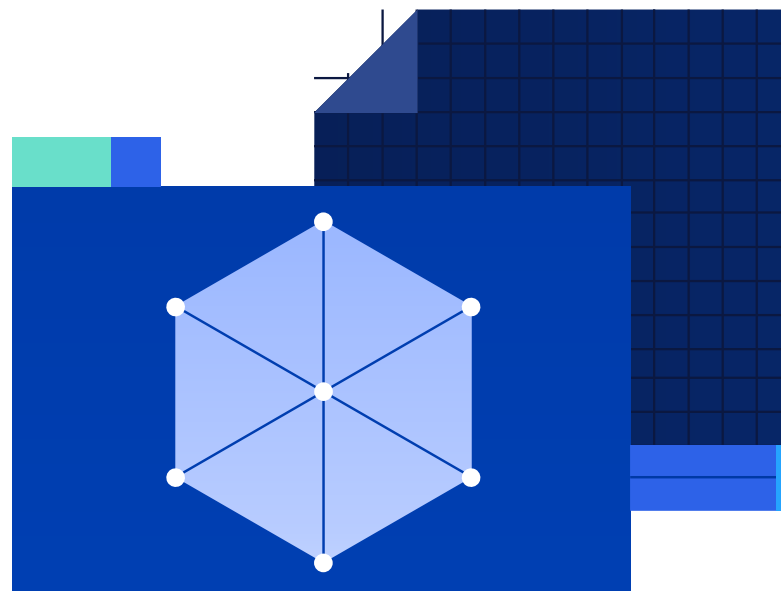
If it shines by its ability to predict a candidate's success, its' predictability depends heavily on the quality of its design.

Together, let's take a look at best practices when setting up an Assessment Center.

Maximum accuracy at 0.7

The Assessment Center achieves an exceptional 0.7 accuracy thanks to its holistic approach and ability to combine various sources of information. In recruitment, the magic often lies in the right combination of the right tools and methods. The more diverse and complementary information you have about a candidate, the higher your ability to predict their career success.

By combining different tools, such as scenario simulations, structured interviews, psychometric tests, and adding the candidates' expertise and experiences, recruiters become artisans of informed and predictive decision-making. This multidimensional approach provides a complete picture of the candidate at a moment in time, going beyond what a single method could offer. This is how the Assessment Center achieves such prowess when it comes to prediction.



⁴Taylor, S. (2007). People resourcing (4th ed.). London: CIPD.

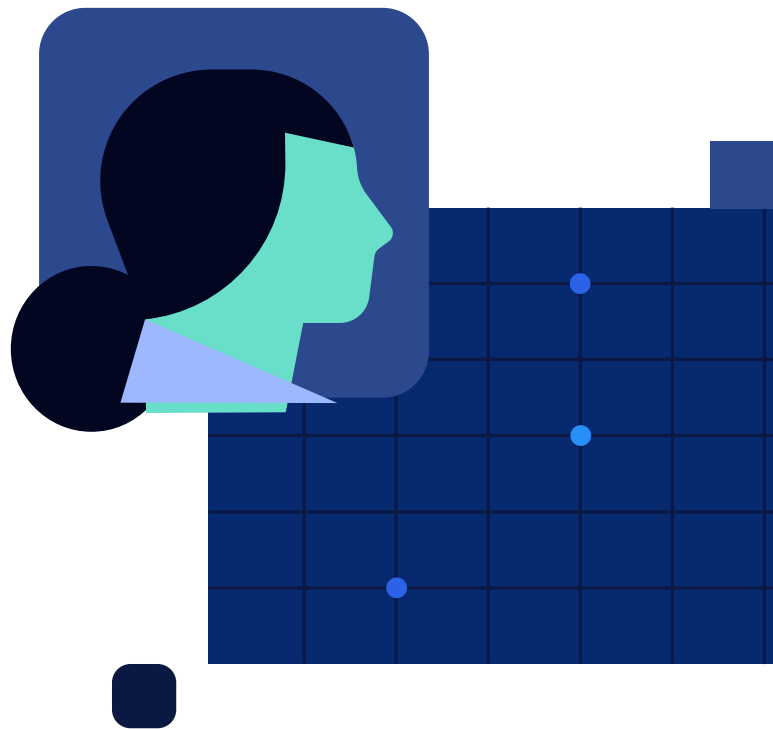
The Assessment Center **method:**

The Assessment Center is a method of assessing candidates that stands out for its depth and sophistication. Here is an overview of how it works:

#1. Simulation of real-life scenarios: The Assessment Center puts candidates in situations that realistically simulate the challenges they will face in their future position. These scenarios are designed to assess skills required for the position such as decision making, problem solving, or stress management for example.

#2. Simulation of real-life scenarios: The Assessment Center puts candidates in situations that realistically simulate the challenges they will face in their future position. These scenarios are designed to assess skills required for the position such as decision making, problem solving, or stress management for example.

#3. Objectivation: Whether it is assessments, reports or feedback, the harmonisation and homogenisation of practices between assessors is key to reduce cognitive biases, ensure fairness between candidates and objectify the assessment.



The benefits of the Assessment Center

- ✓ **Diversified assessment:** The Assessment Center assesses candidates from multiple perspectives. It goes beyond technical skills to also explore “soft skills”.
- ✓ **Realism:** Candidates face authentic challenges, allowing assessors to observe their reactions, in action and in real time, in conditions close to those of the position to be filled.
- ✓ **High predictive validity:** Assessments made during an Assessment Center have the maximum predictive validity of 0.7. In other words, how a candidate behaves during this process is a solid indicator of their future professional performance.
- ✓ **Reducing bias:** The presence of several assessors with harmonised practices and the variety of tools reduces assessment biases. This ensures a more fair and objective assessment.
- ✓ **Customisation:** The Assessment Center can be adapted to the specific needs of the position. Each tool is carefully chosen or designed to assess the professional skills and behaviours relevant to the role in question.
- ✓ **Cultural alignment:** The Assessment Center assesses the cultural fit of a candidate with the company. This ensures that the selected candidates will integrate the culture of the organisation smoothly.

Disadvantages of the Assessment Center

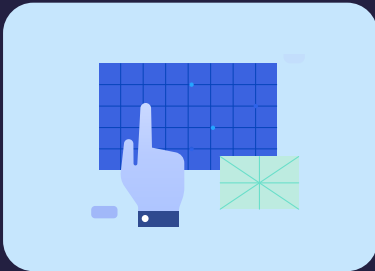
Although the Assessment Center offers many benefits, it's important to consider its potential disadvantages in order to use this method in a well-thought-out way.

- ✓ **High cost:** The Assessment Center is a relatively expensive device compared to a single psychometric test. Some companies may therefore choose to limit its use for assessments with high-stakes such as the recruitment of executives or the assessment of high potentials, for example.
- ✓ **Complexity:** The Assessment Center requires careful planning and expertise to ensure its effectiveness. Assessors need to be trained, tools must be carefully chosen and scenarios must be carefully developed: this can make the process complex. It's necessary to solicit the help of experts on the subject.
- ✓ **Candidates' perception:** Candidates approach the Assessment Center in different ways. However, some will be more likely to experience “negative” emotions because of the different issues involved. Therefore, it will be necessary to explain the approach to the candidates beforehand, in order to limit the “surprise effects” and to guarantee their optimal involvement & participation during the Center.

Tips to use an Assessment Center effectively!

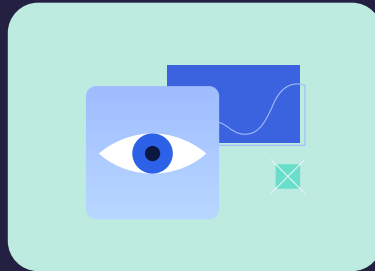


The advice of Léa HOFFMANN HERVE
HR Project Manager, Consultante Sénior,
PerformanSe



01. Identify behavioural skills to be assessed:

To assess behavioural skills in Assessment Centers, discuss with the applicant in detail. Obtain information about the structure, the recruitment context, the specificities of the position and clarify any generic terms to get mutual understanding.



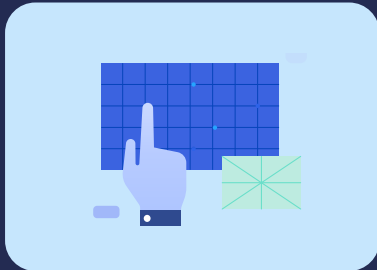
02. Explain the Assessment Center approach to the candidates:

Explain the Assessment Center to candidates during your meeting, reassure them about its objectivity and benevolence. Emphasize that this is a constructive opportunity for self-assessment at a specific point in time, promoting self-learning.



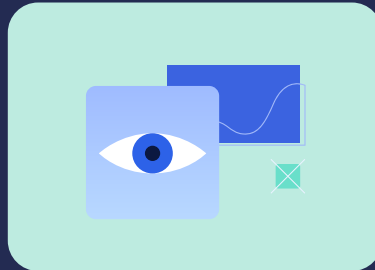
03. Stay alert to cognitive biases:

In the face of this daily challenge, the halo effect biases our first impressions. Note them down at the beginning of Assessment Center to set yourself free from them quickly. Challenge your thoughts and prioritise behavioural skills and facts for effective assessment.



04. Understand behaviours:

Always try to understand the reasons for the behaviours, actions, decisions or reactions of the people you meet. These can depend on different factors, which are essential to identify. This will allow you to limit 'generalities' and not give the candidate the impression that you are putting them 'in a box'.



05. Be open to differences in perception with candidates.

It can be difficult for some people to take a step back immediately. Choose your words carefully, make sure you are understood, and always ask candidates for their opinions on your assumptions. By adapting your speech and posture to their specificities, you are likely to avoid them seeing the process in a negative light.



06. Stay tuned throughout the assessment and take notes!

Since the duration of the Assessment Center can vary, it is essential to take note of all information (verbal, para verbal, nonverbal, facts, observations...) so they can be read again later. Restate your understanding of the candidate's comments regularly to avoid misinterpretation.

Conclu sion

To conclude, successful recruitment relies on a thorough understanding of candidates, their technical, behavioural, and cognitive skills. The methods we have explored in this practical guide provide varied perspectives for assessing candidates. However, maximum predictability is often achieved when we adopt a holistic approach, combining different methods or several tools, to obtain a more complete picture of individuals at work.

Remember, to predict the weather tomorrow – as accurately as possible – in an organisation, do not hesitate to multiply the measurement indicators!

However, the predictability of the presented methods can still be refined. Additional variables come into play, such as cognitive patterns i.e. an individual's beliefs and representations about career and the world of work, which will influence the way a candidate projects and engages in their job. Considering the context in which the candidate will evolve – whether in terms of organisation, management, requested role – is also a promising line of thought that can significantly strengthen the predictability of the methods studied.

As research advances and new data becomes available, our understanding deepens and recruitment tools evolve, providing better predictability.

This only reinforces our belief that the future of recruitment lies at the intersection of human expertise and psychometric innovation. The synergy between these two axes is key for reliable and insightful recruitment decisions, to select candidates who will contribute to the sustainable success of the organisation.

