

## SELECTION

### *Digital and AI: technology for more personalized recruitment*

#### ‡ Job offer websites (job boards) remain relevant

Although some human resources departments maintain that they examine spontaneous applications, use social networking and appreciate cooptation, **over 90% of them** still consider **job boards** to be **"important" or "very important"**.

The most popular methods of recruitment in 2017, arranged by order of importance, are first of all, general or specialized **employment websites**; then **the Employment Office and Apec official websites**; followed by spontaneous applications; cooptation; personal networking; and finally, social networking.

#### **The same goes for job applicants.**

Applicants in France focus mainly on traditional job offer websites such as Indeed, Monster, Meteojob, Cadremploi and Apec (for executives) or indeed Leboncoin.fr.

#### **Cooptation or social networking are to be used as a complement.**

It is also important to take into account the newly created Google Careers and Facebook pages dedicated to job recruitment, which, of course, do not yet measure up to their competitors, but that's not to say that they won't in the near future!

#### ‡ Search engines and online reputation are not to be neglected

Whether on **Recruitem, Profilr, Google CSE on LinkedIn or Google CSE on Viadeo, the Employment Office, Apec**, or even just the plain old **Google search engine**, the recruiter's goal remains the same. Recruiters use computer resources (databases) and the Internet to find new profiles (by way of a Boolean keyword search), gather information on job candidates etc.

It is worth noting that in 2017, **over 90% of applications** were submitted **online**, **over half of recruiters systematically googled** job applicants' profiles and **66%** of them admitted having **ruled out applications after finding negative aspects online**.

**Creating a positive digital identity** is therefore of critical importance.

The web is essential **for applicants** to highlight their professional background, expertise and profile (in a broader sense); but also **for companies and organizations**, who must manage their online presence and maintain their brand in order to attract potential job applicants.

#### ‡ Social networking is a worthwhile channel for recruitment, but also a double-edged sword

Social networks are an **incredible means of instantly sharing information and interactions**, for both job applicants and recruiters; essentially anyone interested in the professional world.

These are the networks where different minds meet, with users on the lookout for new developments in a particular market, the latest technological innovations or information on a particular company; recruiters searching for the #1 candidate; and companies promoting their hiring policy, with the best publications about their company being at the forefront of inbound recruiting\* etc.

**So, make sure to take care of your online reputation.**

## **\*Inbound recruiting**

*This technique inspired by marketing consists of attracting potential applicants through different means of communication (blogs, events, publications etc.), particularly through social media.*

*The approach aims to arouse the interest of applicants who, as they develop, will inevitably be led to the company, possibly to submit a spontaneous application or an application in response to a particular offer.*

## ‡ **Cellphone recruitment: a gap between the applicant and the company**

On a separate note, while two thirds of job seekers use their smartphone to apply for new positions, only 40% of French companies offer a mobile version of their career or corporate website. There was a distinct discrepancy between job application trends among applicants and the trend still adopted by the majority of companies in 2017.

## ‡ **Predictive recruitment or "affinity matching"**

Following the same principle as a dating site, the applicant's profile is selected (usually via tests and/or questionnaires) according to likelihood of future performance, commitment and integration within the company; current and future compatibility with the company; and everything else involved in working there. This search for the perfect future "partner" (i.e. employee) is based on the (semantic and/or algorithmic) analysis of different levels of applicant "compatibility", in terms of:

- Position and mission/practical skills, and aspirations and motivations.
- Skills other than the technical skills sought/held for the position.
- Match of the applicant's personality with personalities of future colleagues, managers etc.
- Geolocation of home/workplace.
- Various other parameters.

This affinity match is based on a reference system created according to information gathered from existing employees, elements of the job description etc.

The higher the applicant's percentage of "compatibility", the greater the applicant's chances of reaching the "next level" stipulated in the recruitment process.

**ATTENTION:** this tool places more emphasis on "soft skills" and is therefore not enough on its own, especially in the context of recruitment for highly "technical" positions more oriented towards "hard skills", at a higher level and/or requiring very "job-specific" skills.

For such positions, the candidate's résumé and work experience remain highly significant in highlighting star quality, and could mean the difference between getting the job or not.

## ‡ **Streamlining recruitment with automated processes**

In order to save time and increase efficiency, some recruiters decide to invest a minimal amount of effort in stages of the recruitment process with "low added value".

As such, they aim to **reduce the pool of potential candidates as much as possible, starting from the early selection stages (preselection) or even from the sourcing phase.**

Following this "initial screening", the recruiters examine the remaining potential job candidates with greater interest, as these are the ones who can bring a "genuine added value".

This first selection can be done using a matching tool, a test (e.g. PAPI or MBTI), a recruitment software, a basic questionnaire, a short video interview, a case study, or even with a simple chatbot or an online challenge (the latest trend!) etc.

## ‡ When the interview goes off the beaten track

Although the "classic" interview is a practice that remains appreciated and recognized by the majority of recruiters (despite several minor changes to format: telephone or face-to-face, individual or group, using structured questions or otherwise...), it is showing increasingly more flaws.

The interview lacks reliability in assessing interpersonal skills and identifying the candidate's potential weaknesses, and may lead to a distorted assessment based on the interviewers' viewpoints, the length of the process, or the questions asked in order to carry out a proper selection.

To address these shortcomings, a variety of different interview formats have emerged: drinks receptions, meet-ups, escape rooms, job-dating, video interviews (live or broadcast), VR interviews, auditions (with or without role-playing, case studies etc.), 360-degree interviews, hackathons (for coders) etc.

These different forms come in addition to other methods such as personality tests, recruitment software etc.<sup>1</sup>

## ‡ The elevator pitch: pitching to win

The verb "to pitch" means to throw, place, attach, tune, set up, place within reach of... (source: [Larousse](#)).

Used by screenwriters in the film industry, and borrowed into the world of marketing, start-ups etc., the word is now also a piece of recruitment jargon.

The main idea behind this concept is how to "sell yourself", arouse the other person's interest and close a deal in under 2 minutes!

## Sources

- Survey, *RégionsJob*, "Comment recrute-t-on en 2017 ?" – September 2017.
- Article, *Sud-Ouest Eco*, "Emploi : ces nouvelles méthodes de recrutement qui bouleversent le marché" – June 2017.
- Article, *Capital Management*, "Tests in situ, savoir-être...voici les tendances du recrutement en 2018"
- Survey, *Linkedin Talent Solutions*, "Tendances mondiales du recrutement 2018 – Réinventer l'entretien"
- Article, *Journal du Net*, "Le recrutement par challenge évite les erreurs de casting"

### Sites:

<https://www.linkhumans.fr>

<http://www.focusrh.com>

<https://www.latribune.fr>

<https://www.rmstouch.fr/>

<https://www.journaldunet.com>

<https://www.myrhline.com/>

<https://www.glassdoor.fr/Entretien/index.htm>

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<sup>1</sup> Translated from 2018 Survey –BAROMÈTRE EDHEC – CADREMPLOI, 27th edition: "With regards to their recruitment methods, 45% of companies have stated that they use practical cases and 39% use personality tests in their recruitment procedure for young graduates."