A new recruitment era

The information technology capability of data processing in respect of psychometric testing has propelled this component of recruitment and selection activity into a new phase of development.

Personality evaluation first appeared during the 1950′s, however, it only become widespread at company level during the 1980′s, this second phase of development was propelled by computerized faster data processing making the system more viable. Since the 1990′s the diffusion of information via the internet permitted further efficiency gains in the development and the use of psychometrics and reached a third turning point. Now personality evaluation tests can be crosschecked with a company′s selection criteria that is specifically tailored to the particular requirements of its sector of operation. These criteria are for the first time personality sensitive.

A/ Taking individual evaluation further.

"The value of a recruitment process depends how much the position profiles the selected candidate"

Errors are costly to companies. First on the financial side, such as the cost of the recruitment process and the training and development of the hired person. There are also additional costs related to recruitment errors, for example, low productivity, potentially high quit rates and poor motivation.

In addition there are consequences for the quality of working life and managerial legitimacy if recruitment and selection errors cause management to loose credibility with its employees, who in turn loose their confidence in the company. Resignations can be considered, as negative effects that can undermine entire teams strongly affecting not only team performance but that of the whole firm.

B/ Clarify the company′s expectations

Before even exposing potential candidates to individual personality evaluation, the HR Director, perhaps assisted by line managers must define the required psychological parameters for the person wanted. The HR director must make realistic expectations in order to deliver on and secure these; this is a two way process –what the firm is looking for and which personality type would best respond to the company′s needs and expectations, its culture, values and vision.

The purpose of a clear personality evaluation is to enable the HR Director to, at this stage, elaborate the model of the person the company wishes and needs to recruit. It is important for the computerized criteria of the desired personality to be clearly expressed in order that this criteria can be crosschecked by different components of the questionnaire.

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These criteria will facilitate a competent selection from the database of available candidates whose profiles are closest to the specified profile. Furthermore, they will ensure the avoidance of recruitment errors by distinguishing the profiles too remote from the psychological target searched for by the company.

C/ Which criteria?

Human behaviour, in home as well as in professional life is better understood once we have determined its values (as per its educational legitimacy), its motivations (what makes him/her act) and its cerebral strategies (how one gets organised to reach a goal).

It is indeed by crossing these three dimensions, the cognitive performance (action strategy), connative performance (motivations) and relational aptitudes (inter-individual, inter-subjective, and inter-personal relationships), can reach an accuracy taking into account the complexity of a personality as a whole and be able to integrate possible ambivalence that can exist in the complex alchemy of the personality.

An expert personality evaluation system must translate the results of these different interferences into current language. The personality evaluation is made out of these interferences. The number of crosschecking possibilities is very high reaching over a million.

D/ A decision making aid

Today personality analysis tools must help save time in the recruitment process in order to accelerate the induction and integration of hired employees, reducing significantly staff turnover and improve the company's economic and financial performance. They must not only enable the companies to recruit the profiles closest to their criteria, but make the recruited people themselves feel fully understood, hired for jobs and in organizations matching their operating modes and their psychological expectations.

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