



## FRANCE

# Job simulation recruitment (RMS) method

ASSISTING ENTERPRISES IN THE RECRUITMENT PROCESS

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The main objective of the job simulation recruitment process is to help employers facing difficulties in their recruitments to find adequate candidates by relying on the abilities of the candidates rather than their CV, experience, or qualifications. The RMS evaluates potential candidates by using exercises designed on a case-by-case basis. The exercises test the abilities candidates must possess to perform tasks associated with the position under recruitment. The evaluation showed that the practice has been more effective for employers recruiting large numbers of people with similar tasks than for SMEs with different qualification profiles.

Name of the PES	Pôle Emploi, the French Public Employment Service
When was the practice implemented?	2002 – ongoing
Which organisation was involved in its implementation?	RMS is a recruitment method developed by Pôle Emploi and implemented by more than 400 specialised counsellors organised in teams at local level.
Which groups were targeted by the practice?	All registered unemployed, in particular (but not limited to) young and/or low-skilled jobseekers and hard-to-place unemployed.
What were the practice's main objectives?	The aim of the practice is to assist small-, medium- and large-sized enterprises in recruitment operations. At the same time, it strives to facilitate labour market integration of unemployed people based on their actual abilities rather than their professional experience.
What activities were carried out?	The practice is carried out at local level through public employment services. The method is based on the evaluation of the actual abilities of a candidate to perform a task. Potential participants are recruited through local agencies and they undergo exercises meant to be simulations of real work conditions/ tasks they could face. These exercises are developed by the PES with the cooperation of employers on a case-by-case basis. If the candidate succeeds, the PES organises a job interview with the employer.
What resources and other relevant organisational aspects were involved?	The practice is managed by Pôle Emploi at national level. A specific department of Pôle Emploi is dedicated to RMS with the responsibility of creating and producing simulation exercises according to the newest scientific findings. The practice is implemented by local teams of counsellors specialised in RMS. More than 400 counsellors are dedicated to this practice.
What were the source(s) of funding?	National budget.

What were the outputs of the practice: people reached and products?

People reached:  
Between 2015 and 2018, about 135 000 candidates were tested each year on average; 63 % of candidates were positively evaluated and around 43 % were recruited by enterprises.  
In 2018, 693 sessions were designed.

Products:  
A video presenting the practice (in French): <https://youtu.be/VpQOnDxUQek>

What outcomes have been identified?

The 2010 evaluation report revealed that employers value the practice as they can quickly assess and evaluate a group of candidates for a job. Further, this open process of recruitment is effective in detecting new typologies of qualification needs. Most employers pointed out the reliability of recruiting with the method. With it, they can form a pool of potential employees to recruit from in the future. From the point of view of the unemployed, the method is very practical and does not require preparing a CV. It therefore helps them to access a job for which they do not have matching officially certified qualifications or diplomas.

What are the lessons learnt and success factors?

The evaluation of the practice conducted by Pôle Emploi focused on the effects of the use of job simulations in recruitment in companies making use of it through the analysis of field research. For enterprises facing difficulties to recruit and/or enterprises active in sectors or geographical areas known to have shortages of qualified labour, the evaluation found that the practice is reliable in recruiting suitable candidates. Nevertheless, the method, which is free for enterprises, is more effective for enterprises recruiting large numbers of people with similar tasks than for small and medium enterprises with different qualification profiles.  
The evaluation pointed out some limits, especially in cases when enterprises try to use the practice to find very specific skills and not general abilities and skills development. Impacts of the practice on the long term enterprises recruitment procedures are also limited, according to the evaluation. Other shortcomings identified concern the implementation of the practice, particularly improving the preparation of candidates for interviews in the final selection phase.



#### Contact details for further information

Name: Jean-Philippe Spector

Email: [Jean-Philippe.SPECTOR@pole-emploi.fr](mailto:Jean-Philippe.SPECTOR@pole-emploi.fr)

Website: <http://www.pole-emploi.fr/accueil/>