

CASE STUDY

**IMPROVING RECRUITMENT
DECISION MAKING TO REDUCE
TURNOVER**





Founded in Geneva in 1960 as a franchise of ManpowerGroup®, Manpower Switzerland connects the best talents on the market with companies looking for specific skills, from employees to managers to directors. A leader in effective and innovative human resources solutions, Manpower is trusted by over 5,000 clients each year - small, medium and large companies - as well as over 20,000 temporary workers. The matching of employers with candidates is the company's primary mission as it deploys ever more customised solutions to resolve the complex needs of companies in a constantly evolving world of work. Manpower has over 300 internal employees in 40 locations across Switzerland, in all linguistic regions.



01. THE CHALLENGE

Manpower Switzerland also faces internal challenges: making the right recruitment choices, supporting workers in developing their skills and allowing them a rewarding career path within the company. It is all the more crucial to improve decision making in recruitment and internal mobility as Manpower Switzerland had a staff turnover rate of nearly 35% in 2017, whereas the average rate in the sector of recruitment and interim companies is around 20%.

Another challenge for the Swiss subsidiary is maintaining a positive brand image by providing its clients with reliable and high-quality services.



02. THE SOLUTION

In order to **optimise its recruitment and internal mobility processes**, Manpower Switzerland has decided to use psychometric tests after the initial pre-selection phase. Following extensive research into the needs in terms of profile position and required skills, Central Test recommended using at least two tests per profile in order to give a better overview of the expected potential. So for all types of position, a personality assessment is offered using the assessment Professional Profile 2 together with the Reasoning Test-R or the GAAT critical thinking test. Then for specialist positions, such as managers and customer advisers, Manpower also selects additional assessments according to their relevance to the role, as shown in the table below:

Type of position	Tests selected
All positions	Professional Profile 2 + Reasoning test
Manager profile	+ CTPI-R managerial aptitudes test
Customer adviser profile	+ Sales Profile-R commercial aptitudes test

Central Test has supplemented this offer by offering Manpower training of the assessments so that the team can get the most out of all the possibilities that the tools provide.

In order to help Manpower Switzerland give its clients the best service, Central Test has also offered a solution adapted to the challenge of improving the quality of applications selected for their external customers.

Based on clients' needs for each position, Central Test has offered to implement a combination of psychometric tests for Manpower such as the Professional Profile 2 personality test, the Reasoning Test-R and the GAAT critical thinking test. The Sales Profile-R test for assessing a sales profile, CTPI-R for a managerial profile and the EMOTION test to assess socio-emotional aptitudes can also be offered additionally.

The tests are available for Manpower in multiple languages, reflecting Switzerland's linguistic diversity.



03. THE RESULTS

In order to respond to the issue of Manpower's high turnover rate, Central Test has proposed intervening at the preliminary phase of the recruitment process. The tests taken after the initial pre-selection interviews have helped to identify potential discrepancies in relation to the first, validated interview. This is because differences may emerge between initial interview perceptions of candidates, and their test results. This approach has therefore helped to feed the discussion for the rest of the process, and above all **to be objective in future decisions in order to recruit successfully.**

Central Test has also supported Manpower in its wish to extend the use of tests beyond the scope of supporting recruitment decisions. As a result, they are now also included as a tool for integrating new employees into the company. The assessments are used as a basis for constructive dialogue regarding the expectations of the new employee and the implementation of an integration path that is specifically adapted to each individual.



Today we are choosing to use the full power of the tests, not only to help decision making but also to hone the onboarding plan for recruited candidates, thereby maximising the chances of success for both the employee and the company.

Olivier Kunz,
Head of HR,
Manpower Switzerland



The results are striking:

the turnover rate of nearly 35% in 2017 reduced to 21% in 2018; a reduction in turnover of 14 percent. The increased use of psychometric tests, of course as part of a more global evolution of the company's HR processes, has helped to reduce this turnover rate.

Manpower Switzerland have also noted that the use of psychometric assessments has contributed to the quality of the brand image which is very important for the subsidiary. External clients have been able to share their satisfaction regarding the quality of applications provided thanks to the accuracy of Central Test's assessments.