Candidate Selection Criteria: A Summary of the Recruitment Process

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Abstract – This article examines the extent to which the employer selection criteria and the research and selection methods implemented vary by occupation, based on the 2016 DARES OFER survey. Classifying occupations according to selection criteria results in four classes. The personal attributes needed for "public-facing occupations" are assessed through telephone interviews, the work capacity expected in "manual work" through testing, the skills and potential to perform "technical occupations" through interviews and tests, and qualification and listening skills required in the "personal assistance occupations" through a detailed application form. The hiring assessment drawn up by the employer (satisfaction, duration, difficulty, etc.) varies greatly depending on the classification of occupation.

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In France, as in other countries, employers often attribute their hiring difficulties to a mismatch between the candidates' profiles and the skills they seek (Lhommeau & Rémy, 2019; Chamkhi *et al.*, 2018a; Brunello & Wruuck, 2019). However, the criteria for evaluating applications could be more or less stringent depending on the job requirements, labour market tightness, expected duration and so on. The ability of employers to select the appropriate application is also a factor and depends on their efforts in this area. Several recent economic research studies (Davis *et al.,* 2013; Carrillo-Tudela *et al.,* 2020; Lochner *et al.*, 2021) emphasise the need to consider employers' efforts at the various stages of hiring (when determining their needs, research or even the selection of candidates), which influence the number and quality of matches achieved. Our study aims to analyse the extent to which the selection criteria chosen by employers differ based on the occupation for which they are seeking to recruit and to contextualise these criteria with their candidate search and selection methods and their assessment of the recruitment.

The selection criteria chosen by employers vary substantially: qualifications, education, experience, technical skills, availability, motivation, dynamism or other soft skills, etc. Soft skills are increasingly sought after, as evidenced by the multitude of terms used to identify them: occupational and personal qualities, non-academic, non-cognitive, socio-emotional or behavioural skills, personality traits, etc. Initially associated with service sector jobs whose skills are not always recognised by degrees or qualifications, such as the cleaning occupations (Desjonquères, 2019) and executive jobs – the "personality" sought for this type of position (Dubernet, 1996) – they have been gradually associated with all jobs (Bailly & Léné, 2015). While they are decisive for some hires,[1] they sometimes represent only one criterion among others: their role is dominant in accommodation and food services, retail and the agri-food industry, while academic degrees remain crucial for financial, insurance, computer science, science and technology as well as health, social action, education and public administration activities (Lainé, 2018).

The channels used to search for candidates (networks, advertisements, intermediaries, etc.) vary depending on the recruiters' criteria and the market segment for which they are hiring. By classifying the selection criteria according to job qualification, Larquier & Marchal (2020) find that recruiters valuing the candidates' ability to invest in the work (serious, availability, engagement, etc.) are mobilising their network more to recruit because of its ability to screen candidates. Recruiters who promote the ability to grow within the company favour advertisements, a channel that can be used to highlight their expectations in terms of skills (education, training, technical skills, etc.). The various channels also value candidates' strengths differently: hand-delivering an application is seen as a signal of motivation and availability (Larquier & Rieucau, 2015). Public employment services agents help jobseekers to showcase their skills in a written and standardised format shared with certain employers (Larquier & Rieucau, 2014; 2015). Preferred channels also differ depending on the job market segment targeted by recruiters: unsolicited applications and network in the accommodation and food services sector, characterised by urgent hiring (Forté & Monchatre, 2013), unsolicited applications and advertisements on their premises for the positions of employees in retail (Rieucau & Salognon, 2013), online advertisements for the positions of computer engineers (Fondeur, 2013).

Application selection methods also differ depending on the criteria applied by employers. Although a candidate's qualifications or degree is easily identifiable in a CV, soft skills are not. For example, the mediation or communication skills expected for client-facing occupations can only be gauged in real life (Collard *et al.*, 2015). Personal qualities can also be corroborated based on recommendations or during interviews or testing. These are more common when adherence to rules and guidelines is one of the most sought-after behavioural skills for a position (Chamkhi *et al.*, 2018b). Larquier & Marchal (2020) find that the methods for assessing a candidate's abilities to grow and invest themselves are rather formal (CV, interviews, etc.) while those for their ability to interact are mixed (CV, cover letter as well as role playing, etc.).

Qualitative studies analysing the specificity of hiring in specific sectors and occupations (Forté & Monchatre, 2013; Rieucau & Salognon, 2013; Fondeur, 2013) are interesting, but they do not provide an exhaustive approach to candidate search and selection, nor allow assessing the satisfaction of recruiters with the hiring. Some quantitative studies have examined the criteria favoured by employers but they are limited to specific positions – executives (Apec, 2020; 2021) – or to specific population segments

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1. *According to Lainé (2018), 60% of employers place behavioural skills ahead of technical skills in hiring; more than 80% consider them essential.*

(Di Stasio, 2014; Humburg & van der Velden, 2015; Albandea, 2020). Only a few quantitative studies address the diversity of criteria in France based on occupation (Lainé, 2018; Chamkhi & Lainé, 2021) or the job qualification for the vacancies to be filled (Dubernet, 1996;[2] Larquier & Marchal, 2020). Although Larquier & Marchal (2020) contrast their criteria classification with the recruitment process, they are not interested in the hiring results of employers. Lainé (2018) studies the qualities expected by employers at the occupation level but does not relate those qualities to their candidate search and selection methods. Moreover, the information used is less rich than that of the Dares survey of 2016 on job offer and hiring (*Offre d'emploi et recrutement*, OFER), which we use here as Larquier & Marchal (2020): recruiters must choose from a closed list of approximately 15 criteria, unlike OFER 2016, where they respond spontaneously. Finally, Lainé (2018) analyses the expected qualities of the candidates and not the criteria ultimately selected, which OFER 2016 allows as it relates only to the latter. Chamkhi & Lainé (2021) simultaneously study expected qualities and final criteria but in a relatively small list. Moreover, their occupation classification includes only a limited number of requirements – education and experience – and it cannot be linked to the entire hiring process given the information available.[3]

The OFER 2016 survey, conducted among establishments that concluded fixed-term employment contracts with durations of more than one month or open-ended employment contracts between September and November 2015, identifies the three main criteria selected by employers during the final selection and details all the resources allocated to hiring (channels used, selection methods, etc.). It answers the following questions: do the criteria differ based on the occupation, level of qualification, specific occupational skills? How do recruiters search for and select candidates that meet these criteria? The survey can also be used to characterise those hired and assess the recruiter's satisfaction with the hiring. To identify the various types of labour markets and how selection takes place in each of them, we develop a typology of occupations based on recruiters' selection criteria. The occupation constitutes a relevant level of study of the adequacy between supply and demand for work and allows for a comparison between the tasks associated with the vacancy to be filled and the candidates' skills (training, experience, etc.). This is the preferred level of DARES and Pôle Emploi (the French employment agency)

for analysing labour market tightness indicators (Niang *et al.*, 2021).

The rest of the article is organised as follows: the first section presents the construction of the occupation classification and the second section describes the resulting four occupation classes. In the third section, the hiring process (activated candidate search channels, selection methods used, characteristics of the person ultimately hired and assessment) is analysed through the prism of the classification of occupations.

1. Construction of the Classification

The analysis is performed based on the 2016 OFER survey of new hires with fixed-term employment contracts with durations of more than one month or open-ended employment contracts between September and November 2015 in establishments with at least one employee in the non-agricultural competitive sector in France. In this study, the establishments recruiting for positions belonging to occupational areas A (agriculture, marine, fisheries) and X (politics, religion) are excluded as well as those for which the selection criteria could not be processed and grouped.

1.1. Semantic Grouping of the Three Main Hiring Criteria

In the OFER survey (Box), after describing the various stages of hiring, the recruiter is asked about the main criteria used to select the successful candidate(s) and can spontaneously cite up to three.[4] The specific question is as follows: "Finally, to select the candidate(s), what were your main criteria?". Recruiter criteria are identified based on an analysis of the answers to this question. Of the 18,756 statements collected, 32 recruiters surveyed indicated no criteria and 3,837 indicated three. The free text has been cleaned up: automated spelling correction, systematic use of lowercase letters, deletion of punctuation (except for the dash), masculine singularity of the most frequent nouns and deletion of stop words (articles, prepositions, etc.).

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2. *The author analyses the main criteria defining the candidate's desired profile for a given level of qualification. Employers in the Nantes urban area surveyed had to select up to 3 of 13 criteria by category of position considered (worker, employee, technician or first-line supervisor, sales representative or executive).*
3. *They know the recruitment channels, possible use of tests and final selection criteria (the employer must select two criteria from a closed list of seven criteria).*
4. *The OFER 2016 survey differs from the 2005 survey in which the employer chose from a closed list of criteria (Garner & Lutinier, 2006; Larquier & Marchal, 2012). In 2005, most often cited "motivation", "personality", "presentation, appearance and general care" and "experience".*

Several methods can be used to reduce the number of statements that are too few to conduct statistical analysis. For short statements, such as those of OFER 2016, automated methods, such as subject or sentiment analysis models, are poorly adapted (Andrey *et al.*, 2017) because of statements that are too limited in size (often a single word) for the former, or a body comprising essentially keywords and not adjectives or adverbs, the main vectors of feelings (positive/negative), for the latter. We have therefore performed manual groupings of words or statements by semantic proximity. We adopted an iterative approach by first analysing the counts of the most frequent word associations (up to three contiguous words = trigrams) and then grouping them together. To constitute a "criterion", each grouping must have at least 30 observations.

The word "experience" is the most often cited (2,432 occurrences) and is most often cited alone. When the surveyed recruiter has completed their description of experience, several criteria can be distinguished: the "specific experience" criterion corresponds to cases in which the experience is qualified by a particular field, sector or occupation (for example, "financial engineering experience"). The "similar experience" criterion includes cases in which experience is associated with the "same sector", "similar domain" or "comparable position", without specifying the exact area of experience. When citations of a word (or statement) are too rare for it to be a selection criterion, the proximity of meaning rather than the form has been favoured during grouping: the "base" criterion groups words associated with basic skills ("read", "count", "speak French"). Similarly, the "human" criterion includes words that are quite varied but homogeneous at the semantic level. It includes variations around the word human – "human contact", "human qualities", "human side", etc. – and words like "kindness", "empathy" and "sensitivity." Arbitration is sometimes difficult. For example, the "civil status" criterion includes words that are directly related to it, such as "age" and "sex", as well as rare words like "criminal record", "nationality" and "insecurity", for which it seemed most appropriate even if some words do not fall directly under it. To confirm the relevance of our choices, we then compared our groupings with those of Larquier & Marchal (2020), which are more detailed. The latter discerned 451 groupings of texts by morphological proximity (favouring the form of

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Box – **OFER Survey 2016**

The OFER survey was conducted in 2016 by the DARES (*Direction de l'animation de la recherche, des études et des statistiques*, the French Ministry of Labor Directorate for statistics and studies) among establishments with at least one employee in the competitive non-agricultural sector recently hired[a] on a fixed-term contract of more than one month or an open-ended contract between September and November 2015 in metropolitan France or a French overseas department and region (DROM) and who had at least one day of activity in 2015. It is the only national survey that accurately describes the various stages of hiring, from determining the human resources needs to the employer's satisfaction with the hire. The response rate is 64%, with 8,510 respondents, mainly by telephone.

Unlike the previous survey in 2005, it only covers successful hires. The survey focuses on a single randomly selected recruitment with a contract of at least one month, relatively shortly after the hiring (4 to 10 months) to limit recall bias. Since employers are only asked about one hire, we equally speak of classifications of occupations, positions and employers, although in practice, a given employer can hire in different classifications of occupations if they have more than one vacancy to fill.

Recruiters are asked detailed questions about the search channels used (advertisements, relationships, labour market intermediaries, etc.), about the one that ultimately identified the successful candidate and the resources used to select candidates (documents requested, such as CVs, cover letters and references, interviews, trials, various tests, etc.). Employers are also asked about their assessment of the recruitment procedure (duration, cost, number of applications examined, etc.) and the characteristics of the person hired (experience, level of education according to the employer, etc.). Finally, they are asked for the main criteria used to sort the applications for the final selection.

Many characteristics of the vacancy to be filled (observed once recruitment is completed and not at the beginning of the process), establishment (size, sector, etc.) and recruitment procedure (existence of a human resources department, single or multiple recruitment, etc.) are also available.

The scope of this study is restricted to establishments recruiting for positions not belonging to occupational areas A (agriculture, marine, fisheries) and X (politics, religion) – less well covered by the survey than the others – and for which the selection criteria could be processed and grouped. The sample thus included 8,296 respondent establishments and represents approximately 1,165,000 hires.

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[a] *The employee's last hire in the establishment must be more than two years earlier and their departure must be at least six months earlier.*

the word) and semantics when necessary. After this comparison, we selected 93 selection criteria (Table A-1 in the Appendix). A total of 125 statements could not be coded, either because the rare statement could not be aggregated with one of the 93 criteria identified or because it was meaningless, for example, the term "quality" often cited without further clarification.

The criteria "experience", "motivation", "skill" and "availability" are the most frequently cited (at least 1,200 occurrences each). They represent 7% to 12% of the criteria cited by recruiters.[5] In contrast, 16 criteria are mentioned less than 50 times by recruiters. Beyond this apparent concentration, the selection involves various criteria. On the one hand, the topics covered are broad: technical skills, education, knowledge of the candidate and possession of a driving licence, as well as soft skills (personality, interpersonal skills, seriousness or courage). On the other hand, the hierarchy of criteria changes significantly depending on the occupation, for example, technical skill is on par with experience in hiring a maintenance technician, whereas it is motivation that is most appreciated for an unskilled worker in building finishing work.

1.2. Construction of the Classification of Occupations Based on the Selection Criteria

To analyse the selection criteria based on the occupation of the position offered, we classified the occupations based on the main criteria used by employers. The analytical unit chosen for the occupation is the detailed occupational family (FAP) defined by the Dares. We use its aggregation in 87 categories, grouped here into 59,[6] to have at least 30 hires per FAP. The contingency table in input of the factorial correspondence analysis (FCA) cross-references these 59 FAPs in rows and the 93 criteria in columns. Each recruitment is weighted by the inverse of the number of criteria cited, ranging from 1 to 3. A single criterion thus counts three times more than a criterion associated with two others. Each hire therefore has the same weight regardless of the number of criteria to which it is associated. The analysis is thus representative in the recruitment stage, the other unit of analysis chosen in this study. Conversely, the order in which the criteria are cited does not affect the weighting.

Using the elbow method for eigenvalues, we use the first three axes of the FCA, which represent one third of the initial inertia (for a detailed presentation of the axes, see Lhommeau &

Rémy, 2021). The coordinates of the 59 FAPs on these three axes then feed into the ascending hierarchical classification (AHC) maximising the interclass distance and minimising the intraclass distance (according to Ward's criterion) in relation to the selection criteria. As the loss of inertia is marked between the third and fourth classes, we use a classification with four classes of occupations.

2. Classification of Occupations Based on the Candidate Selection Criteria

In this section, we outline the selection criteria and themes (grouping of criteria) that define the four occupation classes and the main occupations of each class. We then characterise the hiring establishments and the vacancies with respect to the various occupation classes and then examine the labour market situation, the working conditions and employers' expectations regarding the candidates in the various classes. All of this can be used to understand and contextualise the selection criteria used to hire for these occupations.

2.1. Skill, Potential and Remuneration for Technical Occupations

In the first class of occupations, comprising 29% of hires, recruiters highlight the themes[7] of 'skill', 'potential' and 'remuneration' (Table 1 and Table A-2 in the Appendix). These occupations will be called "technical" because they mostly require specific skills. This heterogeneous class includes the occupations of business management and administration, retail, computer science, skilled workers, construction and public works technicians and maintenance technicians and supervisors (Table 2). Recruitment is most often in the business services, information and communication, financial, insurance and real estate activities, as well as industry and construction (Table 3). Most often part of a group, the establishments concerned are most frequently large and located in the Paris urban area. They usually have a human resources department and a single vacancy of this type, recruit most often

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5. By weighting by the inverse of the number (between one and three) of criteria cited per hire. In the rest of the document, the citation frequency of the criterion (at least once) is measured per hire: if the "experience" is cited by an employer having mentioned three criteria, it will be weighted in the same way as if they mentioned only one. This criterion thus represents 12% of the criteria cited by employers and is mentioned in 24% of hires.
6. For the FAPs, see https://dares.travail-emploi.gouv.fr/actualite/la-nomenclature-des-familles-professionnelles-fap. The groupings made are outlined in Lhommeau & Rémy (2021).
7. Selection themes are established by semantic proximity based on criteria most often cited in hiring in a given class than in all hiring. They are marked in single quotes to distinguish them from the criteria used to establish them.

Table 1 – **Most discriminating criteria by occupation class**

Technical occupations		Manual occupations		Personal assistance occupations		Public-facing occupations	
Skill		Working capacity		Qualifications		Presentation	
Length of experience	1.7	Courage	2.3	Professional licence	4.0	Smile	3.4
Technical skill	1.7	Physical capacity	1.9	Education	3.1	Home	3.3
Training	1.5	Commitment	1.9	Qualification	2.8	Friendliness	2.2
Appropriate profile	1.5	Worker	1.8	Knowledge	1.6	Contact	2.1
Skill	1.5	Quality of work		Mobility		Presentation	1.7
Potential		Respect	1.9	Mobility	1.9	Communication	1.6
Potential	2.3	Cleanliness	1.8	Listening		Values	
Personality	1.9	Ability	1.7	Listening	1.7	Honesty	2.3
Integration	1.6	Punctuality	1.6	A public	1.6	Values	2.0
Remuneration		Responsibility	1.6			Operational capability	
Remuneration	2.0	Discretion	1.6			Dynamism	2.1
		Attendance	1.5			Operational capability	2.0
		Know-how				Hourly availability	
		Know-how	1.8			Hourly availability	1.6
		Driving	1.6			Punctuality	1.5
		No criteria					
		None	1.5				

Reading Note: The "length of experience" criterion is cited 1.7 times more often for hiring for the technical occupations class than for all hiring.
Sources and Coverage: DARES, 2016 OFER survey; all new hires with fixed-term employment contracts with durations of more than one month or open-ended employment contracts between September and November 2015 in establishments with at least one employee in the competitive sector, except in occupational areas A (agriculture, marine, fisheries) and X (politics, religion), in the whole of France, hereinafter "scope of study".

Table 2 – **Composition of occupation classes by occupational family**

Technical occupations	%	Manual occupations	%	Personal assistance occupations	%	Public-facing occupations	%
R2Z Commercial attachés/ representatives	10	T4Z Maintenance workers	15	V5Z Cultural and sports professionals	26	R1Z Salespeople	37
L4Z Technicians and supervisors in administrative, accounting and financial services	8	J3Z Vehicle drivers	15	T2A Home helpers/ housekeepers	11	S23 Hotels/ cafés/ restaurants	24
L56 Administrative, accounting and financial services managers/ corporate executives	8	S1Z Cooks	13	WZZ Education/training	11	L2Z Corporate administrative staff	15
G1Z Maintenance technicians and supervisors	7	B3Z Unskilled worker in building finishing work	11	V0Z Caregivers	10	R0Z Cashiers, self-service employees	12
R4Z Sales and technical-sales managers	6	J0Z Unskilled handling workers	8	T36 Security and other services	10	L0Z Secretaries	7
H0Z Industrial engineers/ technical managers	5	G0Z Skilled automotive repair and maintenance workers	7	T2B Childcare workers	7	J0Z Skilled handling workers	5
L1Z Accounting employees	5	B0Z Unskilled heavy construction workers	7	V4Z Social workers	6		
M2Z IT engineers	5	S0Z Butchers, pork butchers, bakers	6	V1Z Nurses, midwives	6		
R3Z Store management/sales agents	5	D03 Unskilled metal or mechanical workers	5	V2Z Health professionals	5		
B67 Construction technicians and supervisors + managers	4	T0Z Hairdressers, beauticians	4	V3Z Allied health professions	5		
B4Z Skilled worker in building finishing work	4	B2Z Skilled heavy construction workers	3	P14 Public service, intermediate occupations, and army, police, firefighters	2		
U1Z Arts and entertainment professionals	4	E0Z Unskilled workers in process industries	2	CZZ Electricity, electronics	2		

Sources and Coverage: DARES, 2016 OFER survey, scope of study.

Table 3 – **Characteristics of establishments and vacancies by occupation class**

	Technical occupations	Manual occupations	Personal assistance occupations	Public-facing occupations	Total
Business sector of establishment (%)					
Industry	16*	15*	1*	8*	11
Construction	10	17*	1*	2*	9
Trade and transportation	18*	23	4*	42*	23
Accommodation and food services sector	1*	15*	1*	25*	11
Information and communication, financial, insurance and real estate activities	20*	1*	1*	5*	7
Business services[1]	23*	12	12*	12	15
Public administration, education, human health and social work	9*	12*	64*	4*	17
Other service activities[2]	4*	6	17*	2*	6
Establishment size (%)					
Less than 10 employees	27*	40*	23*	36	33
10 to 49 employees	29	31	36	34	32
50 to 199 employees	21	15	20	17	18
200 or more employees	23*	13*	21	13	17
Group membership	49*	30*	27*	48*	39
Establishment in the Paris urban area	40*	24*	28	32	31
Presence of a human resources department	58*	36*	50	44	46
Multiple vacancies of the same type to be filled	25*	30	42*	34	32
New position	60*	50	43*	43*	50
Contract type (%)					
1-3-month fixed-term employment contract	9*	18*	17	17	15
3+ months fixed-term employment contract	36	40	44*	33*	38
Permanent	55*	42*	39*	50	47
Part-time contract	12*	31	59*	39*	32
Contract with financial support	14*	26*	11*	15	17
Socio-professional category					
Manager	33*	0*	7	0*	11
Middle-management	45*	1*	54*	3*	23
Unskilled white-collar employee	0*	14*	27	66*	25
Skilled white-collar employee	12	5*	11	26*	13
Unskilled manual worker	1*	44*	0*	0*	14
Skilled manual worker	9*	35*	0*	4*	14
Labour market tightness[3]	2*	1.1*	1.4	1.1*	1.4

[1] The detailed sectors are "Specialist scientific and technical activities" and "administrative and support service activities".
[2] "Arts, entertainment and recreational activities" and "other service activities".
[3] Ratio of the total number of vacancies (i.e. the number of job offers collected by Pôle Emploi (the French employment agency) to the share of Pôle Emploi in hires, itself calculated from the 2016 OFER survey) and the number of job applicants registered with Pôle Emploi for categories A, B and C in the same period.
* Significant differences compared with the overall at the 5% threshold.
Sources and Coverage: DARES, 2016 OFER survey, scope of study.

for new positions, full time and open-ended. In fact, the non-sustainability of employment is lower in this class than in the others (Table 4).

Employers refer most often to the theme of 'skill' for final selection in these highly skilled occupations (33% of executive positions, Table 3). Thus, the criteria "length of experience", "technical skill",[8] "training", "appropriate profile" and "skill" are each cited at least 1.5 times more often than in all hiring. Although the training-employment relationship and the expectations for education are strong (Table 4), the "degree" criterion is not decisive

in the selection process. Ultimately, the required technical know-how refers more to experience and skill than to education. Lainé (2018) made the same observation for over-represented sectors in this class: in construction and industry, technical skill is not assessed by a degree, and in the banking-insurance sector, computer science and scientific and technical activities, only the

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8. Apec (2021) also highlights the importance of career paths and technical skills when recruiting executives. Dubernet (1996) highlights the major role of technical skills in recruiting technicians and supervisors, which are also over-represented in this class.

Table 4 – **Labour market context, educational expectations and working conditions by occupation class**

	Technical occupations	Manual work	Personal assistance occupations	Public-facing occupations	Total
Labour market context indicators in 2015[1]					
Hiring intensity	2.5	2.5	2.2	3.3*	2.6
Non-sustainability of employment	1.8*	4.2*	3.7*	4.3*	3.1
Training-employment link	3.3*	2.0*	3.2	1.3*	2.6
Educational expectations (%)					
No expectations of the recruiter regarding education	21*	50*	17*	44*	35
Could have hired someone less qualified but more experienced	71	76	56*	82*	73
Hiring expected to be difficult in 2015 (%)	38*	33	38	26*	35
Working conditions in 2016 (%)					
Weekend work	39*	52	56	62	49
Physical constraints[2]	19*	58*	33	36	36
Rhythm constraints[3]	35	46*	26*	38	37
Repetitive tasks	28*	65*	35	61*	45

[1] Labour market context indicators are centred and reduced at the business level over the period 2014-2018; they vary from one to five depending on the quintiles of their distributions over the period (for more details, see Niang & Vroylandt, 2020); the indicators used here are prior to the 2021 update. Employment intensity is the ratio of the number of online job offers and recruitment projects to average employment. The training-employment link helps to identify whether the occupation is difficult to access for people who do not have the required training.
[2] At least three of the five constraints: carrying or moving heavy loads, standing for a long time, staying in another difficult or tiring posture for a long time, long or frequent walking trips, experiencing shaking or vibration.
[3] Three constraints among seven: automatic movement of a room, automatic machine speed, other technical constraints, immediate dependence on the work of one or more colleagues, production standards or deadlines to be met in at most one hour, external requests (customers, patients, public) requiring an immediate response, permanent checks or monitoring exercised by management.
* Significant differences at the 5% threshold compared with other classes.
Note: To calculate all indicators, except for education expectations, occupations are weighted by salaried employees.
Reading Note: In 2015, the average hiring intensity reached 2.5 for technical occupations.
Sources and Coverage: Labour market indicators, Pôle Emploi-DARES, tight occupations (occupational families "Craft and related trades workers", "Corporate executives", "Health professionals" and "Teachers" are excluded). Educational expectations, DARES, 2016 OFER survey, scope of study. Hiring expected to be difficult, Pôle Emploi, 2015 survey of labour needs. Working conditions, DARES, 2016 survey of working conditions.

degree level is important for recruiters who are rather indifferent to its type.

Executive and middle management positions, the vast majority in this class, are in principle more strategic for the companies and involve longer lasting employment relationships and internal career planning (Fondeur, 2013). As a result, more recruiters refer to the candidate's 'potential':[9] "personality", "integration", and "potential" criteria[10] are often seen. However, the "potential" criterion can also reflect the difficulty of the recruiter in identifying their need since they summarise the versatility, adaptability and the experience of the candidates (Ben Mezian, 2017). This problem can be explained by the large share of new positions, with profiles less well defined than those of existing jobs. Finally, the "remuneration" criterion, twice as often cited, may reflect the substantial tightness associated with these occupations, as well as hiring difficulties anticipated by recruiters (Tables 3 and 4).

2.2. Work Capacity, Quality of Work and Know-How for Manual Occupations

In the second class of occupations (31% of hires), employers favour 'capacity' and 'quality

of work', as well as 'know-how' (Table 1). Transport and logistics occupations (vehicle drivers, unskilled handling workers) and the food service industry (cooks, butchers, pork butchers, bakers), unskilled construction workers and maintenance workers are the most common in this class of hires, later qualified as "manual" (Table 2). Not surprisingly, recruiting establishments are more often positioned in the industry, construction, transport and accommodation and food services sectors (Table 3). Smaller in size and located outside the Paris urban area, they are less often part of a group and less often have a human resources department. Most of them recruit for blue-collar jobs and employment contracts are more often subsidised.[11]

Recruiters emphasise the candidates' 'capacity to work', with the criteria of "courage", "physical capacity", "commitment" and "hard working". Candidates must be able to cope with

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9. Larquier & Marchal (2020) find that the recruitment of executive and middle management positions appraises the candidates' ability to grow in the company more.
10. The importance of the "personality", "capacity for integration" and "potential" criteria for over-represented executive hiring in this class has already been observed by Dubernet (1996) and Apec (2020).
11. Sandwich contracts account for just over half of these contracts, the remaining share corresponding to assisted contracts.

the difficult working conditions associated with these occupations: more frequent exposure to physical and rhythm constraints and repetitive tasks (Table 4). Recruiters more often cite 'quality of work' – "compliance" (with standards), "cleanliness", "punctuality", "attendance" and "responsibility", which refers to the proper execution of manual work. "Discretion", also discussed, is more a matter of contact with customers (hairdressers and beauticians, maintenance workers). Personal qualities here replace academic skills for occupations whose qualifications are not always recognised (Demazière & Marchal, 2018; Desjonquères, 2019).

Indeed, the training-employment link here is rather weak overall. More than a degree (half of recruiters have no expectations in this regard), it is know-how that is expected. Nevertheless, this link varies within the occupations of this class (Niang & Vroylandt, 2020). Access to some occupations, such as food service industry, car maintenance and repair, hairdressing and beauty care requires very specific know-how and adequate training. Similarly, for vehicle drivers, the "driving" criterion explains both know-how and certification (licence(s)). Recruiters in this class actually cite the candidates' 'know-how' more often. In this class, the tightness is rather low and the non-sustainability of jobs is more widespread. Turnover is high, especially for the occupations of cooks, hairdressers and beauticians, which are also characterised by a high hiring intensity: they can "circulate" within a defined professional market and move from one employer to another (Forté & Montchatre, 2013). In this context, recruiters, concerned about the need to fill a vacancy quickly, may be less demanding. More people meet 'no criteria'[12] and select candidates from a reduced number of criteria: one for 28% of their hires versus 20% for other classes.

2.3. Qualification, Mobility and Listening for Personal Assistance Occupations

In the third class (16% of hires), recruiters favour 'qualifications', 'mobility' and 'listening' of candidates (Table 1). This class brings together occupations with a strong assistance component. The health (doctors, nurses, midwives, caregivers, allied health professions) and cultural and sports professions are the majority in hiring. The personal assistance occupations (home help, housekeepers and childcare workers) and security guards and other services constitute the second component and the occupations of education and training the third (Table 2). Here, middle management positions, making up the

majority, and unskilled workers are combined. Hiring is mainly carried out by public administration, education, human health and social action establishments, as well as by other service establishments (Table 3). They are recruiting more for multiple positions in the same category, both long and part-time fixed-term employment contracts to replace employees who have left their establishments. These jobs are less often subject to rhythm constraints.

To a large extent, these occupations are regulated – competitive examinations, *numerus clausus*, etc. – which is why recruiters prefer 'qualifications' with the criteria "degree", "qualification", "professional licence"[13] and "knowledge". They are placed in professional markets whose access is subject to a specific degree or certification (Fondeur, 2013; Lainé, 2018). Recruiters more often have education expectations and are less inclined to compensate for an insufficient educational level through greater experience (Table 4). The "assistance" component of these occupations is best described as 'listening', which is more difficult to objectify with a degree: criteria such as "listening" and knowledge of or experience with a specific "public" (children, people with disabilities, the elderly, etc.) are then crucial. Finally, 'mobility', for example, on a site for security guards or at a home for housekeepers, is also a part of recruiters' expectations.

2.4. Presentation, Values, Operational Capability and Hourly Availability for Public-Facing Occupations

In the fourth class (25% of hires), recruiters cited more often 'presentation', 'values', 'operational capability' and 'hourly availability' of candidates (Table 1). This class is a group of occupations that are most often public-facing. Salespeople, cashiers and self-service employees account for almost half of the hires (Table 2); hospitality staff account for one quarter, and corporate clerical staff account for more than two out of ten. Hires are thus concentrated in trade and accommodation and food services establishments that are also more often part of a group (Table 3). Two thirds of the positions are at the unskilled worker level. The link between training and employment is the weakest (Table 4) confirming Collard *et al.* (2015): the skills expected in the service occupations are more a matter of an ability to

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12. The 'no criteria' theme contains a single "none" criterion that is used when the recruiter has indicated "none", "no choice", "lack of candidates".
13. The "professional licence" criterion refers to approvals, authorisations and certificates necessary to practice regulated occupations.

cope with a situation than of having a certain qualification. As a result, recruiters have fewer educational expectations and are more willing to come to a trade-off between education and experience. The personal qualities of the candidates take precedence for these public-facing occupations. 'Presentation' is particularly valued: "smile", "welcome", "friendliness", "contact", "presentation" and "communication" are cited at least 1.5 times more often than in all hires.

In connection with the commercial transactions often associated with these positions, 'values' are also highlighted even if they are difficult to objectify during hiring. The "operational capability" and "dynamism" of candidates are also frequently mentioned, all of which identify an ability to invest in the work (Larquier & Marchal, 2020) and to meet the expectations of these public-facing occupations. Moreover, if these occupations are less tight (recruiters, at the time they were surveyed, anticipated fewer hiring difficulties), they are distinguished by high hiring intensity and lower sustainability of jobs (Table 4), and these are replacements rather than job creation; the 'operational capability' of candidates, limiting the training required to take the job, addresses this risk of turnover and short employment relationships. In addition to a primary market for full-time, open-ended employment contracts with limited career prospects, the retail sector is characterised by a secondary market for part-time, high-turnover jobs more aimed at young workers and students, offering flexibility to employers (Rieucau & Salognon, 2013). Similarly, in the hospitality sector, service jobs offer important temporary job opportunities for people entering the labour market (Forté & Montchatre, 2013). Recruiters also mention the importance of having somewhat of a flexible schedule: "hourly availability" and "punctuality" are qualities desired for these retail and hospitality jobs, which more often require weekend work (Table 4). Schedule constraints, often repetitive tasks and frequency of part-time can explain the turnover of these positions.

3. Hiring Process By Class of Occupation

To find out whether the search channels, selection methods, characteristics of candidates ultimately hired and the hiring assessment differ based on the selection criteria preferred by employers, we analyse their effect[14] on the probability of belonging to a given class of the classification using several multinomial probit models controlling for the characteristics of the establishments, their vacancies to be filled and the prevailing tightness for the occupation in question (see detailed variables in Table 3).

3.1. Do the Channels Used by Recruiters Differ Based on Their Hiring Criteria?

To search for candidates in a technical occupation, employers have more often used their relationships and other labour market intermediaries – schools, universities, training centres, recruitment agencies, professional bodies, etc. (Table 5). Relationships can reduce uncertainty about the candidate's skills, as the employer can infer the candidate's unobserved characteristics from those of the people who recommend the candidate, especially if they are their employees (Montgomery, 1991). Some of the predominant selection criteria in this class – linked to the candidates' 'potential', the suitability of their profile or their technical skills – are difficult to identify from the CV or cover letter and relationships are an effective alternative. The other intermediaries, given their specialisation in certain market segments (Bessy & Larquier, 2010; Sabatier, 2010), allow access to candidates who are difficult to reach and preselected based on the desired criteria. Employers hiring for a manual occupation used fewer channels (Table 5-A), relied less on ads job fair participation to search for and hire candidates (Table 5-B). Advertisements are more suitable for transmitting standardised information (Larquier & Rieucau, 2014), which cannot be used to assess the 'work capacity' and/or 'quality of work' of the candidates preferred in this class. They also used their network and other intermediaries less often to collect applications.

In the personal assistance occupation class, recruiters have increased the number of channels to find candidates who meet their expectations. They prefer their network, contact with former employees and examination of unsolicited applications (in more than 80% of their hires). Moreover, they have more often recruited through the latter channel, which is a more passive approach to finding candidates at no cost, except for the selection of applications collected through it. However, the quality of the applications is more uncertain: on the one hand, they are not filtered by an intermediary and, on the other hand, there is less self-selection of candidates than for an advertisement specifying the expectations of the position.

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14. With the exception of assessment variables for which we analyse the effect of belonging to a given class of the classification on the outputs (satisfaction with hiring, early termination, recruitment duration, etc.).

Table 5 – **Search and recruitment channels by occupation class**

	Technical occupations	Manual occupations	Personal assistance occupations	Public-facing occupations
Average number of channels used	0.00	−0.01**	0.01***	0.00
A – Channels used for search of candidates				
Relationships	0.02**	−0.01*	0.02**	−0.02**
Unsolicited applications	−0.02***	0.00	0.03***	0.00
Recalls of former employees[1]	−0.03***	−0.01	0.03***	0.01
CV databases[2]	−0.01	0.00	0.00	0.00
Participation in job fairs and other channels	0.02	−0.03***	0.01	0.01
Public employment service intermediaries[3]	0.00	0.00	0.01	−0.01
Other intermediaries[4]	0.03***	−0.02**	−0.01	−0.01
Advertisements	−0.01	−0.02*	0.01	0.01*
B – Channels leading to hire (*Ref.:* Relationships)				
Unsolicited applications	−0.03***	0.01	0.02*	0.00
Recalls of former employees	−0.02	−0.03	0.01	0.04**
CV databases	0.01	0.03	−0.06***	0.02
Public employment service intermediaries	0.00	0.00	0.00	0.00
Other intermediaries	0.03**	−0.01	−0.03**	0.01
Advertisements, participation in job fairs and other channels	−0.01	−0.03**	0.01	0.03**

[1] The establishment has contacted persons who have already worked for them as an employee, intern, temporary worker or service provider.
[2] Applications received for a previous position, external CV databases or those of the establishment.
[3] Pôle Emploi, *missions locales* (French youth agency) and other public employment service intermediaries.
[4] Apec (Association for the employment of executives), occupational bodies or employer associations, schools, universities and training centres, recruitment agencies, temporary employment agencies, private placement firms and other organisations.
Notes: Only the results concerning the marginal effects of the variables in the table on belonging to a given class of classification are presented. The estimated model is a multinomial probit including the variables in Table 3 as control variables. The marginal effect is calculated for each channel taken separately (except in Table B). Statistical significance thresholds at 10, 5 and 1% represented by *, ** and *** respectively.
Reading Note: The examination of unsolicited applications decreases by 2 percentage points the likelihood that the recruiter belongs to the technical occupation class. Hiring through other intermediaries rather than relationships increases the likelihood that the recruiter will be in the technical occupations class by 3 percentage points.
Sources and Coverage: DARES, 2016 OFER survey, scope of study (only establishments that know their recruitment channel are considered in part B).

Nevertheless, some of the qualities sought in this class of occupation, such as "education", the "professional licence" and 'qualification' in general, can be easily verified through the CV or requests for additional documents. Finally, to constitute the pool of candidates and hire for a public-facing occupation, advertisements are preferred. Allowing for the collection of a higher number of applications[15] for the price of limited information on each candidate, they require a tailored selection process. Conversely, relationships are less often used to search for candidates while recalls are favoured during hiring. This latter channel makes it possible to find candidates whose behavioural qualities valued for these public-facing occupations ("presentation", "contact", "friendliness", "communication", etc.) have already been tested.

3.2. How do Recruiters Select Applications that Meet their Expectations?

To hire for a technical occupation, recruiters more often informed themselves of the candidates' wage expectations, perhaps to adjust the wage offered (Table 6), "remuneration" being one of their preferred selection themes. At the time of selection, they favoured telephone interviews, a faster way to sort out the many applications received and reviewed (13.5 vs 12 on average). Cover letters and foreign language and personality tests were also used to assess the candidates' 'skills' and 'potential', among others, their "integration ability" or "personality", particularly sought by these recruiters (Table 7). Despite the higher expectations regarding education, fewer recruiters are asking for a copy of degrees, mentioning it on the CV likely being sufficient. The increased number of actors, often three or more, and interviews with the person ultimately hired,[16] as well as not recruiting in a hurry (recruitments are often planned over more than one week) can be explained by the desire to best identify candidates' 'potential' while refining the measure of their 'skills'.

To recruit for manual work, the process is a little leaner; the number of applications examined proved to be lower (9 vs 12), with recruiters having most often less than a week to devote to hiring. More frequently, candidates had to provide their name and address, photo ID,

15. Moreover, recruiters in this class reviewed more applications: 15 compared to 12 on average.
16. Two or more in 60% of cases compared with 34% in other classes.

Table 6 – **Items requested by occupation class**

	Technical occupations	Manual occupations	Personal assistance occupations	Public-facing occupations
Average number of items requested[1]	−0.01***	0.00	0.02***	−0.01***
CV	0.01	−0.03***	0.00	0.02
Name and address	−0.02*	0.02*	0.03***	−0.03***
Cover letter	0.02**	−0.01	0.00	−0.01
Certificates or other administrative documents[2]	−0.03***	0.02***	0.05***	−0.04***
Wage expectations or wage level	0.03***	−0.02**	−0.02**	0.00
Copy of degree or training certificate	−0.03***	0.01	0.08***	−0.06***
Completed application form	−0.02**	0.00	0.04***	−0.01
References or recommendations	−0.01	0.00	0.03***	−0.02**
Driving licence	−0.02**	0.02***	0.06***	−0.06***
Photo ID	−0.02**	0.02*	0.05***	−0.05***

[1] The various items could be requested from some or all applicants. Other documents or information requested in 10% of recruitments are also included in the calculation of the average number of items.
[2] ID, IBAN, residence permit, health card certificate (*carte vitale*), medical certificate, etc.
Notes: Cf. Table 5.
Sources and Coverage: DARES, 2016 OFER survey, scope of study.

Table 7 – **Selection methods by occupation class**

	Technical occupations	Manual occupations	Personal assistance occupations	Public-facing occupations
Average number of selection methods used[1]	0.00	0.00	0.01***	−0.01*
Telephone interviews	0.02**	−0.03***	0.00	0.02**
Testing of candidate(s)	−0.02***	0.03***	0.01	−0.01
Tests that imitate work situations	−0.01	0.00	0.04***	−0.03***
Basic skills tests (reading, writing, counting)	0.00	0.00	0.03***	−0.03***
Tests of knowledge and abilities[2]	0.00	−0.01	0.04***	−0.03**
Personality tests	0.03**	−0.01	0.02	−0.04**
Foreign language tests	0.04***	−0.05**	−0.03	0.04**

[1] Selection methods could be used for some or all the candidates. Individual interviews, group tests and handwriting analyses are included in the calculation of the average number of methods but are not isolated: the former do not differentiate the occupation classes, while the latter are too marginal.
[2] So-called "intelligence" tests in the survey, which deal with mental agility, reasoning, logic, etc.
Notes: Cf. Table 5.
Sources and Coverage: DARES, 2016 OFER survey, scope of study.

certificates and other administrative documents, and driving licences, with recruiters adding more value to "driving" skills for this type of occupation. By contrast, they less often selected candidates based on CV, telephone interviews and foreign language tests; demands regarding wage levels or expectations were also rarer. They made more use of testing, this method allowing for a better assessment of the 'work capacity', 'quality of work' achieved and 'know-how' that recruiters seek to test.

Recruiters for personal assistance occupations more often examined unsolicited applications to find candidates (Table 5-A), a channel that does not filter applications. They made a drastic selection by using more methods and asked for a greater number of items to perform the initial application screening, particularly copies of degrees and training certificates (Table 6). Indeed, 'qualification' is more often mentioned for occupations in this class, some of which are

regulated and require specific skills that must be certified. As recruiters placed greater emphasis on the candidates' 'mobility', they more often demanded addresses or driving licences. Once their 'qualifications' have been formally verified, they more often tested the basic skills, knowledge, intelligence or attitude of candidates in different work situations (Table 7). The latter tests may also aim to assess the listening and knowledge qualities of a "public" valued by these recruiters and less objectifiable than a qualification.

For public-facing occupations, requests for driving licences, photo ID, copies of degrees, certificates and administrative documents, among others, were less frequent. As recruiters in this class have few educational expectations, their selection criteria focus more on personal or communication skills than on academic skills. To detect these qualities among candidates, telephone interviews are preferred over tests,

which are less often used, with the exception of foreign language tests.

3.3. Which profiles are ultimately successful based on recruiter selection criteria?

The preferred selection criteria and the channels and methods of selection used lead recruiters to hire people with a wide variety of profiles. In line with the place given to the candidates' 'skills' and educational expectations, the candidates hired for a technical occupation are more highly educated: 64% have two years or more of study after earning a secondary school degree (*Bac*+2) compared with 22% in other classes. As the required technical know-how also depends on experience, successful candidates are more experienced, less often under 26 years old and/or inactive before hiring (Table 8). People hired for manual occupations are most often men, aged 50 years or older and/or with low-level qualifications (more than half have qualifications lower than the secondary school diploma (*Baccalauréat*)). The preferred selection criteria for these occupations relate to 'know-how' and 'work capacity' and not to academic knowledge. The importance of previous experience in the same type of position seems limited – it is more frequently unknown to recruiters; skills for this type of occupation may be preferentially assessed directly when testing.

Candidates hired for personal assistance occupations are more qualified than those selected for manual or public-facing occupations: 45% of them have a level greater than or equal to Bac+2 compared with 15% in the other two classes. This is due to recruiters' expectations of candidates' 'qualifications' during selection – occupations that are largely regulated and require a specific degree – and of knowledge or experience of a specific public. Candidates hired for public-facing occupations are more likely to be women, young, less experienced[17]

and slightly more often inactive before they are hired; the personal qualities of the candidates – their 'presentation' and their 'dynamism' – are the most important during selection in this class. But these soft skills are more difficult to objectify with experience; they need to be assessed during their selection or even after starting the position.

3.4. Duration and Difficulty of Recruitment, Satisfaction of Recruiters Based On their Selection Criteria

Recruiters' satisfaction with hiring differs little with regard to the class of occupations considered (Table 9). Only recruiters hiring for technical occupations appear more satisfied with their hiring than those hiring for personal assistance occupations. They also have a lower risk of early termination and a greater likelihood of offering open-ended employment contracts to those with fixed-term employment contracts still in the establishment at the time of the survey. These elements of the hiring assessment can be reconciled with the selection themes favoured by these recruiters and the greater resources they have devoted to hiring. They placed more emphasis on the candidates' 'skills', which were more easily identified on a CV or through tests. With regard to the latters' 'potential', the multiple interviews attended by the person hired and the many stakeholders seem to have enabled recruiters to find a candidate that meets their expectations. Finally, these recruiters used relationships and other intermediaries more often, two channels that screen applications. Several studies have already highlighted such links between resources devoted to hiring, measured by the number of selection methods or the choice of a suitable hiring method and satisfaction with hiring (Larquier, 2009; Pellizzari, 2011).

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17. *According to Lainé (2018), recruiters place less importance on the candidates' experience for this type of occupation.*

Table 8 – **Characteristics of successful candidates by occupation class**

	Technical occupations	Manual occupations	Personal assistance occupations	Public-facing occupations
Female (*Ref.*: Male)	0.00	−0.02**	−0.01	0.04***
Age of successful candidate (*Ref.*: 26 to 49 years)				
Under 26 years	−0.02*	−0.01	0.01	0.01*
50 years or over	0.00	0.03**	0.00	−0.03*
Experience in the same type of position (*Ref.*: Less than 5 years)				
5 years or over	0.04***	0.00	−0.01	−0.03***
Unknown	−0.04***	0.03***	0.02	−0.01
Inactive before hire	−0.03***	0.01	0.01	0.02*

Notes: Cf. Table 5.
Sources and Coverage: DARES, 2016 OFER survey, scope of study.

Table 9 – **Hiring assessment by occupation class**

	Satisfied[1]	Early termination	Switch from fixed-term to open-ended employment contract[2]	Difficult recruitment	Recruitment period
Occupation class (*Ref.:* Personal assistance occupations)					
Technical occupations	0.04*	−0.11***	0.07*	0.00	0.47***
Manual occupations	0.03	−0.04	−0.09**	−0.07***	0.19***
Public-facing occupations	0.01	−0.08**	−0.03	−0.07**	0.25***

[1] The recruiter responded positively to the question: "Given the opportunity, would you hire the same person again for this position?".
[2] Anticipated or already completed among persons hired with fixed-term employment contracts in the establishment at the time of the survey.
Notes: only the results concerning the effect of belonging to a given class of the classification for the assessment variables are presented. The estimated models are simple probits with calculation of marginal effects except for the recruitment period where it is an ordered probit (<4 days, 4 to 7 days, 8 to 15 days, 16 to 30 days, 31 to 60 days, >60 days). These models include the variables in Table 3 as control variables. Statistical significance thresholds at 10, 5 and 1% represented by *, ** and ***.
Reading Note: Hiring for a technical occupation rather than a personal assistance occupation increases the likelihood that the recruiter would hire the same person by 4 percentage points if given the opportunity.
Sources and Coverage: DARES, 2016 OFER survey, scope of study.

Recruiters for technical occupations or personal assistance occupations also found hiring more difficult. Their particular requirements with regard to the candidates' 'skills' or 'qualification', as in terms of 'potential' or 'listening skills', play a role. Nevertheless, with comparable job and establishment characteristics, hiring was faster for personal assistance occupations than for the other classes of occupations, despite the substantial resources allocated to hiring (use of a greater number of channels, request for documents and use of more selection methods).[18] Finally, early terminations are less common for public-facing occupations than for those for personal assistance. Several soft skills preferred by the former – including some 'presentation' and 'values' criteria – are more difficult to assess and objectify than the 'qualification' or 'mobility' avoured by the latter – but not necessarily more than the 'listening skills' also sought. Nevertheless, 'qualification' may be more rare. Lower expectations of recruiters for degrees and experience for public-facing occupations have also reduced the risk of early termination.

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This article examined the extent to which employers' selection criteria vary based on the occupation for which they are hiring. We constructed a classification of occupations in four classes based on the selection criteria declared spontaneously by employers in the 2016 OFER survey. 'Skills', 'potential' and 'remuneration' are the three main selection themes chosen by employers hiring for technical occupations, while 'work capacity', 'quality of work' and 'know-how' are the main qualities required for manual occupations. In the personal assistance occupations, employers are rather seeking

'qualification', 'mobility' and 'listening' while they are attached to 'presentation', 'values', 'operational capability' or 'hourly availability' for the public-facing occupations.

To have candidates with the desired qualifications, employers conduct more or less extensive research and use selection methods differentiated based on the occupation. The 'work ability' and 'know-how' for manual occupations are evaluated through testing; candidates are less frequently sought through advertisements and job fairs, as these channels are less likely to provide information about their skills in the field. Interviews make it possible to assess the personal suitability necessary for public-facing occupations held or not by applicants applying via advertisements or recalled by the establishment. The 'skills' and 'potential' in technical occupations are certified by numerous interviews and tests after a screening of applications by intermediaries other than the public employment service or the employer's network. Finally, the 'qualification' and 'listening' in personal assistance occupations are assessed thanks to a well-documented application file collected most often after the examination of unsolicited applications. Recruiters' satisfaction with hiring differs little based on their criteria: only those hiring for technical and public-facing occupations are less likely to have seen their employment relationships end early. Difficulties in hiring for technical occupations or personal assistance occupations are more likely, as the skills sought are specific and potentially rare, and recruiters' expectations are higher.

This study allowed us to highlight the diversity of selection criteria beyond the most frequently cited: "experience", "motivation", "skill" and "availability". This diversity is reflected in the

18. *For these occupations and manual occupations, recruiters more often planned to spend less than one week on hiring.*

variety of channels and methods that recruiters use to search for and select candidates that meet these criteria. Nevertheless, the data, despite their wealth, do not provide information on the criteria initially selected or disseminated for a possible job offer, which sometimes differ significantly from the final criteria used:[19] occupational experience, degree and location are likely to be preferred during the first screening of applications (Chamkhi *et al.,* 2018b; Chamkhi & Lainé, 2021). □

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19. *The initial criteria may be prerequisites and/or adjusted during the hiring process. This limit must, however, be put in perspective. According to Chamkhi* et al. *(2018b), the information reviewed as a priority in a CV is generally the same as the criteria ultimately preferred for hiring: experience and behavioural skills.*

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Table A-1 – **Selection criteria: number of citations and often associated statements**

Criteria	Number of citations	Other statements often associated with the criterion	Criteria	Number of citations	Other statements often associated with the criterion
Experience	2013		Basic knowledge	90	Counting, reading, proficiency in French
Motivation	1161		Mobility	89	
Skill	1507	Occupational qualities	None	84	No criteria, no choice, only one application
Availability	1233		Interest	83	
Presentation	530	Physique, attire, appearance,	Ability	81	Thoroughness, dexterity
Technical skill	527	Technical proficiency, technical know-how, business sense, technical level...	Career path	81	Stability
Personality	530	Temperament, character	Contract type	81	Student status, sandwich contract, part-time, contract with financial support, recognition of disability
Education	503	CAP, BAC, Master's, etc.	Soft skill	81	Curiosity, combativeness, creativity, spontaneity, optimism, culture
Know-how	426		Attendance	75	
Geographical proximity	367	Location, geographic area, geographical region, distance, etc.	Commitment	66	Involvement, investment, engagement, passion
Seriousness	338	Conscientious, discipline, application	CV	66	
Relationship	265	Sociability, conviviality, ease	Human	66	Empathy, kindness
Punctuality	253		Physical capacity	65	Physical fitness, athletic, endurance, health
Similar knowledge	235	Knowledge of the occupation, knowledge of the position, knowledge of the business, knowledge of the field, etc.	Charisma	65	Confidence, poise, self-confidence
Appropriate profile	232	Relevance, correspondence, expectations, consistency	A public	56	Knowledge of children, the elderly, experience with young people, like children
Known candidate	229	Internship, already employed, former employee	Studying	56	University curriculum
Selection mode	220	Interview, unsolicited application, test, trial, role playing, file	Intelligence	63	Analysis, common sense, summary, consideration
Dynamism	216		Education	61	School curriculum, school level, grades, school
Expression	211	Diction, language, conversation, line of argument	Efficiency	59	
Training	206	Education	Contact	63	
Recommendation	198	Reference, reputation, word of mouth	Immediate availability	58	Urgency, fast availability
Adaptability	181	Flexibility	Responsiveness	60	
Thoroughness	173	Patience, concentration, attention, high standards	Values	52	Service mindedness
Driving (licence)	161	Vehicle, know how to drive, transport	Project	54	
Specific knowledge	156	Computer knowledge, theoretical knowledge, technical knowledge, etc.	Home	57	

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Table A-1 – (*contd.*)

Criteria	Number of citations	Other statements often associated with the criterion	Criteria	Number of citations	Other statements often associated with the criterion
Team	156		Politeness	54	"Savoir-vivre"
Remuneration	140	Wage, wage expectations, wage acceptance	Speed	55	
Language	137	Foreign language proficiency	Honesty	54	Sincerity
Feeling	134	Feeling, impression	Professional licence	48	Certificate, accreditation, authorisation, BAFA (certificate of proficiency as a facilitator)
Envy	134	Enthusiasm	Communication	49	
Knowledge	129		Respect	50	
Civil status	123	Age, work permit, criminal record, nationality, family situation, financial insecurity	Organisation	47	
Behaviour	120		Understanding	48	Vision
Autonomy	118	Initiative, independence	Potential	48	Development, prospects
Attitude	113	State of mind	Versatility	45	
Know-how	111		Cleanliness	44	
Professionalism	110	Professional awareness, professional	Length of experience	37	Seniority
Specific experience	105	Experience in industry, experience abroad, experience in cleaning, etc.	Hard working	40	
Hourly availability	105	Flexible schedule	Integration	36	
Qualification	104		Learn	31	
Aptitude	101	Capacity, attitude	Acceptance	31	
Will	101	Determination	Discretion	32	
Smile	100		Listening	30	
Similar experience	98	Experience in the field, in the occupation, in the same type of position	Courage	28	
Trust	98	Reliability, loyalty	Operational capability	21	
Similar skill	94	Skill for this position, experience in the occupation, expertise	Responsibility	21	
Friendliness	91	Kindness, friendliness, pleasant			

Table A-2 – **Distribution of selection criteria and themes that distinguish the most each of the classes based on occupation class (%)**

	Technical occupations	Manual occupations	Personal assistance occupations	Public-facing occupations	Total
Skill	45.6	21.0	35.4	19.7	30.0
Length of experience	0.3	0.2	0.1	0.1	0.2
Technical skill	5.4	2.0	3.6	2.1	3.3
Training	1.8	1.0	1.4	0.5	1.1
Appropriate profile	2.4	1.1	2.0	0.9	1.5
Skill	14.5	7.3	10.2	6.3	9.5
Potential	13.0	3.4	4.2	5.4	6.8
Potential	0.5	0.1	0.1	0.1	0.2
Personality	4.7	1.1	1.7	2.1	2.5
Integration	0.3	0.2	0.2	0.0	0.2
Remuneration	3.2	1.1	0.9	0.7	1.6
Remuneration	1.3	0.5	0.4	0.3	0.7
Qualification	7.8	5.4	24.7	3.9	8.8
Professional licence	0.1	0.1	1.1	0.1	0.3
Education	2.4	1.6	8.5	1.0	2.8
Qualification	0.2	0.5	1.2	0.1	0.4
Knowledge	0.9	0.5	1.2	0.7	0.8
Mobility	1.0	1.0	2.2	0.5	1.1
Mobility	0.4	0.4	0.9	0.2	0.4
Listening	1.1	1.1	2.2	1.1	1.3
Listening	0.1	0.2	0.3	0.2	0.2
A public	0.4	0.4	0.6	0.3	0.4
Working capacity	1.3	4.2	1.3	1.9	2.4
Courage	0.0	0.2	0.0	0.1	0.1
Physical capacity	0.2	0.6	0.1	0.1	0.3
Commitment	0.3	1.0	0.3	0.4	0.5
Hard working	0.1	0.3	0.1	0.1	0.2
Quality of work	3.4	10.4	4.2	6.5	6.4
Respect	0.1	0.5	0.2	0.2	0.3
Cleanliness	0.2	0.5	0.1	0.2	0.3
Ability	0.4	0.8	0.4	0.2	0.5
Punctuality	0.3	2.1	0.6	1.9	1.3
Responsibility	0.1	0.2	0.0	0.1	0.1
Discretion	0.1	0.2	0.1	0.0	0.1
Attendance	0.4	0.6	0.2	0.2	0.4
Know-how	2.4	5.9	1.9	2.3	3.4
Know-how	0.4	1.0	0.4	0.3	0.6
Driving	0.9	1.7	0.5	0.7	1.1
No criteria	1.0	1.7	0.9	0.6	1.1
None	1.0	1.7	1.0	0.6	1.1
Presentation	5.2	8.4	5.5	21.0	10.1
Smile	0.1	0.2	0.0	1.7	0.5
Home	0.0	0.1	0.1	1.1	0.3
Friendliness	0.3	0.4	0.1	1.0	0.4
Contact	0.2	0.1	0.3	0.6	0.3
Presentation	1.5	2.7	1.5	4.7	2.7
Communication	0.2	0.2	0.2	0.4	0.2
Values	0.7	1.2	0.6	2.9	1.4
Honesty	0.1	0.3	0.1	0.7	0.3
Values	0.2	0.2	0.1	0.5	0.3
Operational capability	1.4	2.4	1.5	6.1	2.9
Dynamism	0.5	0.9	0.5	2.2	1.0
Operational capability	0.1	0.1	0.1	0.2	0.1

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Table A-2 – (*contd.*)

	Technical occupations	Manual occupations	Personal assistance occupations	Public-facing occupations	Total
Hourly availability	1.5	6.5	2.4	6.6	4.5
Hourly availability	0.6	0.5	0.3	1.0	0.6
Punctuality	0.3	2.1	0.6	1.9	1.3

Notes: The detailed criteria are weighted by the number of criteria cited by the recruiter while the major selection themes are not. They are only weighted by their weight in the hires.
Reading Note: The "technical competence" criterion represents 5.4% of the criteria cited by employers who recruited for a "technical occupation", while it represents 3.3% of the criteria cited by all employers. The theme of 'skill' is mentioned in 45.6% of the hires for the "technical occupation" class and in 30% of all hires.
Sources and Coverage: DARES, 2016 OFER survey; scope of study.