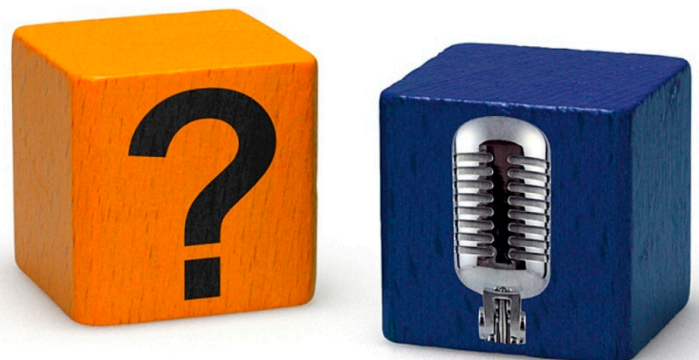




smart. valid. **preferred.**

The cut-e Assessment Barometer 2012/13 Portuguese Chapter

This report is the Portuguese chapter of the *cut-e* Assessment Barometer 2012/13 which looks at the global usage of and trends in psychometric assessment. This chapter looks specifically at the Portuguese responses and compares these to those made in other countries.



The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Portugal 2012/13

Introduction	3
Portugal 2012/13 – Summary of key issues, questions and trends	4
Part 1: Trends, priorities and benefits in Portugal	5
Part 2: Current use of psychometrics in Portugal	8
Part 3: Why isn't psychometric assessment used more widely in Portugal?	14
Part 4: Requirements for psychometric suppliers and tools in Portugal	16
Part 5: Statistics and methodology and participant statistics	18
Part 6: Our partner for the cut-e Assessment Barometer in Portugal	20

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Portugal 2012/13

Introduction

This report is the Portuguese specific chapter of the *cut-e* Assessment Barometer 2012/13 and, for fuller information, can be read in conjunction with the main report. This chapter focuses on the specifics of the Portuguese responses and shows the results for Portugal 2012/13 and compares these to the international figures for 2012/13 and with those from the previous report published for 2010/11. The graphics provide a closer look at the Portuguese data taken from the main report. For more details and for other country information please refer to the main report and additional country chapters as they become available: www.assessment-barometer.com

cut-e is at the forefront of helping to make HR people decisions more accurate through innovative development in and uses of psychometric assessment and by pioneering new technologies to facilitate this. The aim of *cut-e* Assessment Barometer is to monitor the changing use of psychometric assessment, and how this has contributed to improved recruitment and retention rates within the different countries.

We look to investigate the current trends and how these change over time. We monitor this every two years through our survey. In this report, 2,431 participants took part – more than double the number of respondents in the last report. 10% (237 respondents) were from Portugal. With our Assessment Barometer we are able to analyse and report on trends and usage of psychometrics in 15 different countries – the detail of each country is available as a separate chapter such as this report.

The main report looks at the analysis of responses based on company size and maturity of market, users versus non-users of psychometric assessment and provides a global overview by focusing on countries at the top and bottom of the results as well as looking at key differences between countries.

We would like to thank all those who took the time to complete this survey and offer special thanks to Ray Human Capital, our partner in Portugal, for co-ordinating the responses in Portugal.

The image shows two handwritten signatures in blue ink. The signature on the left is 'Andreas Lohff' and the signature on the right is 'Dr Achim Preuss'.

Andreas Lohff and Dr Achim Preuss
Founders and Managing Directors of the *cut-e* Group

Portugal 2012/13 – Summary of key issues, questions and trends

- 'Making selections decisions based solely on competencies' is the biggest trend and priority in Portugal. However when comparing it to the international response, this approach is still less important in Portugal than internationally.
- Portugal tends to use psychometric assessment to a greater extent in the hiring process than in screening applicants: in fact nearly twice as much. This mirrors the relatively low use of ability tests.
- 'Moving towards defining non-managerial career paths' is rated 7% points higher in Portugal than the international figure and is therefore seen as a stronger current practice in Portugal than in the rest of the world.
- The Portuguese market considers that the most benefit from psychometric assessment is the possibility to make more reliable and less risky decisions. However the use of psychometrics in Portugal is still 17 percentage points lower than the international figure.
- Portugal still has a relatively high usage of offline psychometrics, more similar to the international figure for 2010/11 than the current usage reported in the 2012/13 report. The sole use of online psychometrics is lower than the international figure.
- Compared to international responses, Portugal is similar to the international usage of assessments being used with graduates and junior managers. It is also similar to international figures when considering how psychometrics are used with apprentices. There is, however, a large difference between Portugal and the international figures when it comes to using psychometric assessments with white-collar workers.
- Portuguese companies still perceive psychometric assessment to be too expensive, which may indicate that the benefits and value of online assessment such as process efficiencies and cost savings are not yet seen.
- International comparison shows that Portuguese companies are consistent with the international expectations to look for 'supplier validation study data' and 'recommendations' when selecting a psychometric assessment
- When choosing a psychometric tool, having 'validity and reliability' (81%) evidence is rated 7 percentage points higher in Portugal than across the combined international figure.

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 1: Trends, priorities and benefits in Portugal

Part 1: Trends, priorities and benefits in Portugal

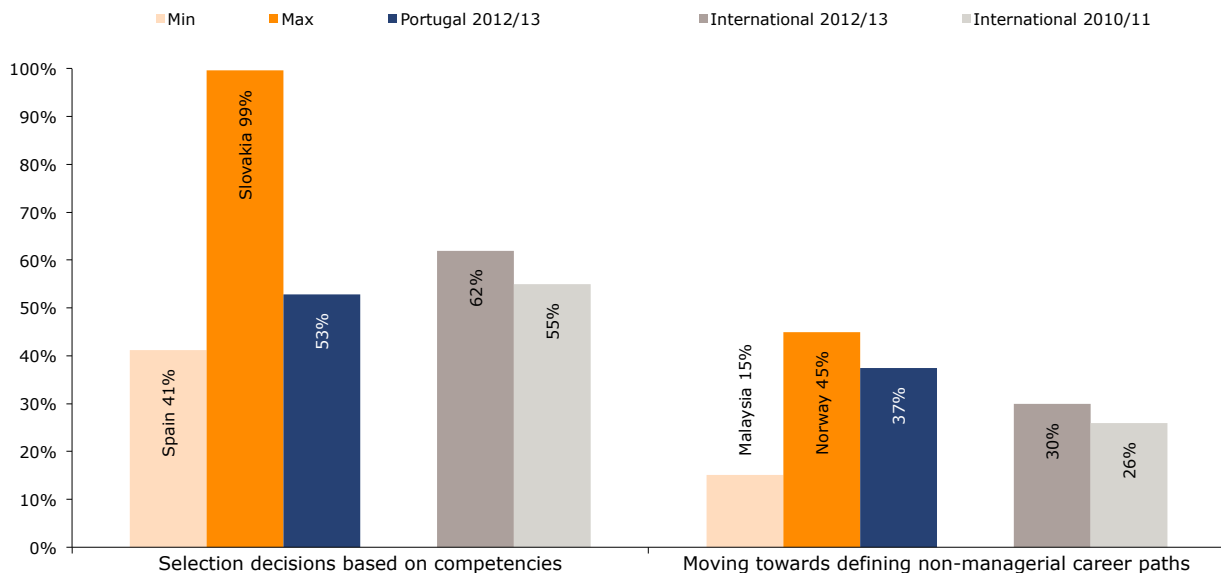
Question asked (Q4.)

Which of the following statements is TRUE for your business?

(Multiple answers possible, 2013 included N=2039)

	Shortage of talent is increasingly impacting HR work	Selection decisions based on competencies alone	Demographic changes are an increasing challenge	Sourcing talent in new ways / from new geographies	Planning horizon for development and retention of key staff is increasing	We recruit to consider diversity	Move towards non-defining non-managerial career paths
Portugal	36%	53%	20%	19%	51%	26%	37%

Results showing responses with the maximum and minimum country differences



Portuguese respondents rate that 'selection decisions based on competencies alone' is the biggest trend and priority in Portugal. It is closely followed by an 'increased planning horizon for development and retention' with 53% and 51% respectively.

The lowest priority (19%) was given to 'sourcing talents in new ways or from new geographies': this may be as the Portuguese companies are separated due to language.

'Demographic changes' do not seem to be worrying Portuguese HR professionals with 20% of respondents selecting this as a statement of their current business challenges.

From comparing the Portuguese responses with those combined from other countries, we see that 'selecting based on competencies' is less important in Portugal than internationally, where it has gained importance over the last two years. Nevertheless Portugal rates it 12 percentage points higher than its neighbour Spain – who rates it the lowest out of all the countries surveyed.

'Moving towards defining non-managerial career paths' is rated 7 percentage points higher than the international figure – and nearly as high as the highest country rating given by Norway.

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 1: Trends, priorities and benefits in Portugal

Mr Hugo Bernardes, Iberian Talent Cloud Solutions Director at Ray Human Capital, comments: "Companies are increasingly aware that recruiting against competencies (skills, personality traits, motives and knowledge) contributes significantly to predicting accurately an individual's success in a role. In graduate selection, identifying talent requires companies to be able to recognise and compare candidates with the soft skills that fit with their organisation's culture and business. Nevertheless, although this approach is quite commonplace in multinational and in the best and largest Portuguese companies, we still find local companies using outdated tools or unprofessional or weaker selection process. Yet we are seeing a shift towards a competencies-based approach and it is becoming more usual to find smaller companies using these.

Portugal still does not experience the talent shortage that is common across the rest of Europe. Indeed, when looking at graduate recruitment we still tend to have more graduate candidates in Portugal than demand from the market and so companies still haven't yet felt the need to source in new geographies or seen a change in demographics. This is even truer with those organisations with a strong employer brand in the market. The 'war for talent' still focuses on how to get the best candidates from the best universities. We may, however, see a change in this over the next ten years. With the Portuguese birth rate the lowest in the last 50 years and the less favourable economic context in Portugal, young graduates and more senior professionals are now looking at career moves outside of the country. However, at the same time, Portugal is seen as having some of the best European Public and Private Universities which makes it one of Europe's most attractive countries to source for young graduates.

We are not surprised to see that the 'move towards defining non-managerial career paths' was rated as higher than the international figure in this Barometer. In the last five years, due to the economical context and the Portuguese market, we have seen a lot of Iberian mergers with the most important managerial roles being located in Spain with the individual contributor roles based in Portugal."

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 1: Trends, priorities and benefits in Portugal

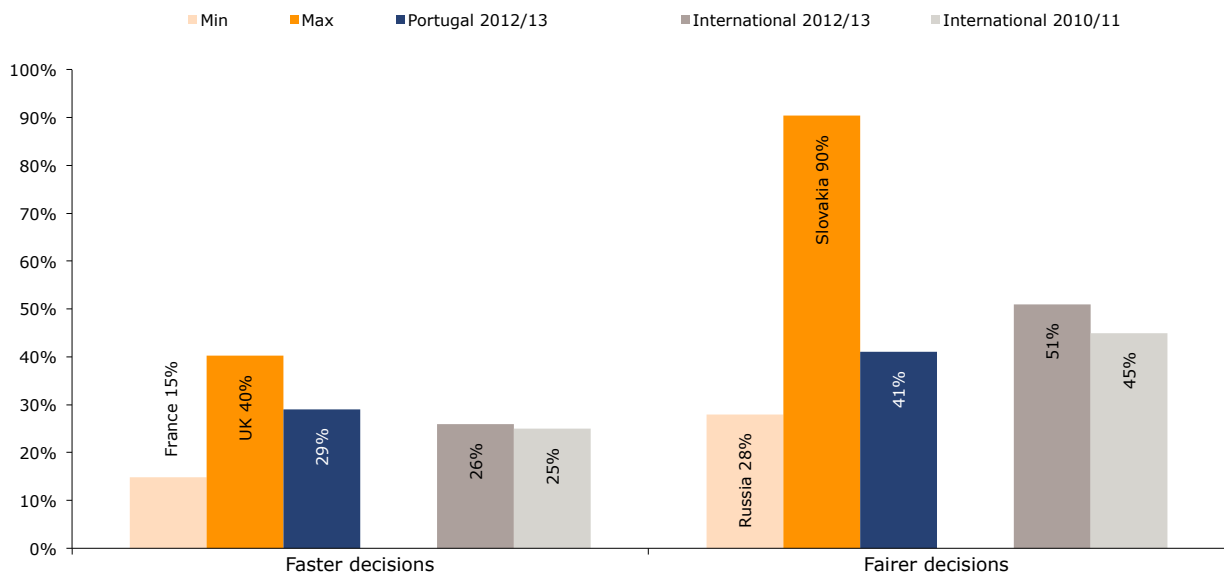
Question asked (Q5.)

What benefits do you expect from the use of psychometric assessment?

(Multiple answers possible, 2013 included N=1962)

	Save time	Save money	More reliable / less risky decisions	Faster decisions	Fairer decisions	Defendable decisions	Easy interface to existing HR systems	Predict performance
Portugal	41%	28%	84%	29%	41%	35%	24%	49%

Results showing responses with the maximum and minimum country differences



The most significant benefit from using psychometric assessment that the Portuguese respondents note, is the ability to make 'more reliable / less risky decisions' (35 percentage points more than any other benefit) to have. This fits with the key priority of 'basing decisions on competencies': a desire to align HR practices and decisions with what really matters to the job.

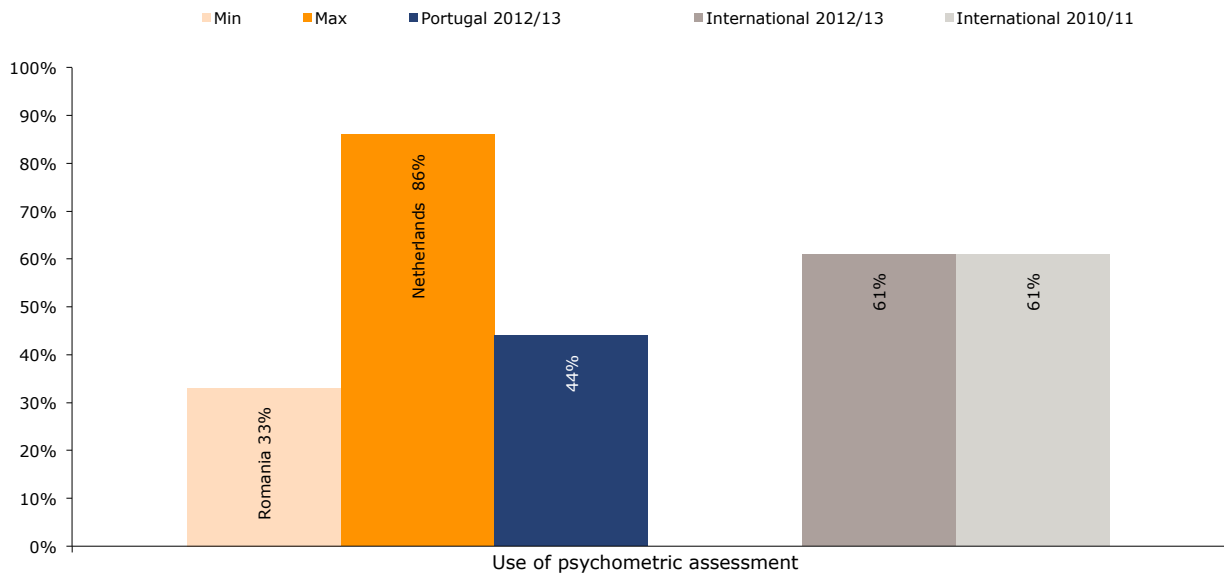
'Predicting performance', 'fairer decisions' and 'saving time' followed as desirable benefits – but far behind 'improved decisions'. 'Saving money' was rated the lowest with just 28% of respondents expecting this as a benefit. Compared to the international responses, 'speed of decision' seems to be consistent in its rating whereas 'fairer decisions' seem to have less importance (10 percentage points) for Portuguese respondents than those in the combined international group.

Part 2: Current use of psychometrics in Portugal

Question asked (Q6.) Do you currently use any form of psychometric assessment in your organisation?

(2013 included N=1856)

Results showing responses with the maximum and minimum country differences



With 44% of respondents reporting that they use psychometrics in Portugal, this use is 17 percentage points lower than the international figure and almost half of the usage reported in the Netherlands – the country surveyed with the highest usage.

Mr Miguel Abreu, Search & Select Director at Ray Human Capital, comments: "We are not surprised by this finding as 99,9% of the Portuguese companies are small and medium-sized businesses and their use of psychometrics is limited due to the lack of HR professionals and investment in HR development resulting in a lack of knowledge about diagnostics. We see that multinational companies, large national groups and governmental bodies, tend to be the main users of psychometrics in Portugal."

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 2: Current use of psychometrics in Portugal

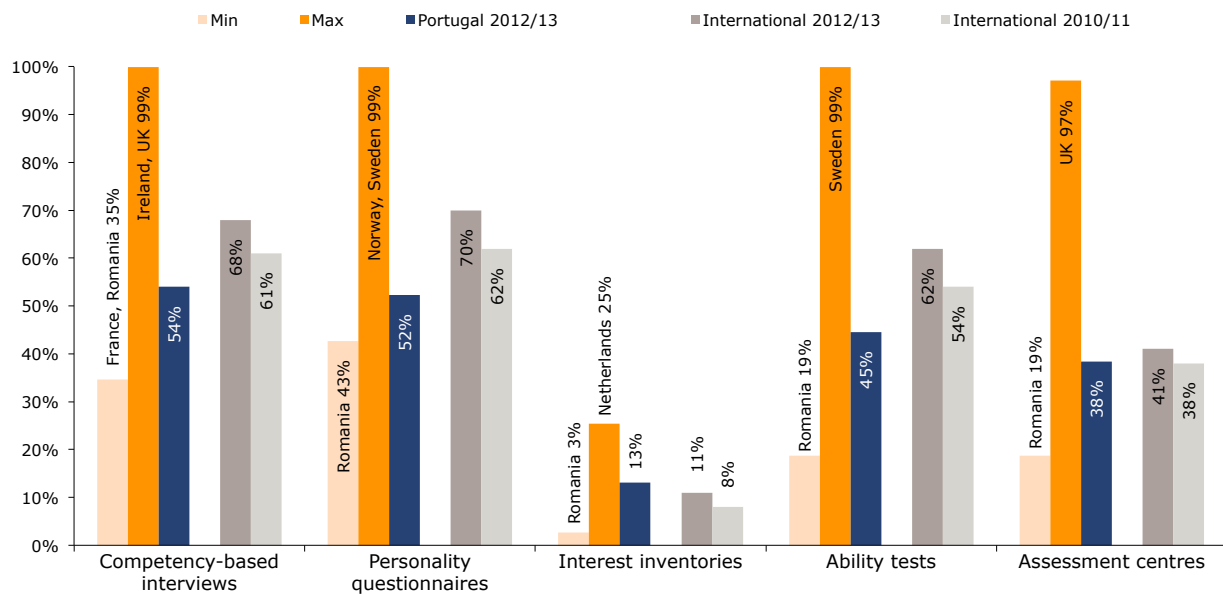
Question asked (Q7.)

What type of psychometric assessment do you currently use?

(Multiple answers possible, 2013 included N=1168)

	Individual assessment	Competency-based interviews	Personality questionnaires	Interest inventories	Ability tests	Value questionnaires	Motivation questionnaires	Management audit	Assessment centres	Development centres	360 degree feedback
Portugal	56%	54%	52%	13%	45%	9%	25%	8%	38%	17%	24%

Results showing responses with the maximum and minimum country differences



'Individual assessment' (56%) followed closely by 'competency-based interviews' (54%) and 'personality questionnaires' (52%) are the forms of psychometric assessment most used in Portugal.

'Value questionnaires' and 'management audit' are those assessments used least in Portugal with 9% and 8% responses rating these respectively.

Compared to international figures, Portuguese companies use 'competency-based interviews' and 'personality questionnaires' about half as much as the top using countries (Ireland and UK for 'competency-based interviews' and Norway and Sweden for 'personality questionnaires'). Furthermore, Portugal also has a significantly lower usage than the international figure for these types of assessment. The use of 'ability tests' reveals a similar picture with usage well below the international figure and less than half of the highest usage country, Sweden. When looking at 'assessment centre' usage, Portugal seems to be consistent with international figures and the use of 'interest inventory' in Portugal is slightly higher than the international figure.

Ms Margarida Lousada, Assessment & Consultancy Director at Ray Human Capital, comments: "From a cultural and historical perspective, ability tests have never been widely used in the recruitment of senior people. Typically, ability tests are more commonly accepted for entry-level positions or for graduate recruitment in large-scale projects, where they are used for screening applicants early on in the process. In multinational companies and large national companies, where more attention is given to talent mapping and development, competency-based assessment centres which also include personality and interest analysis are more common."

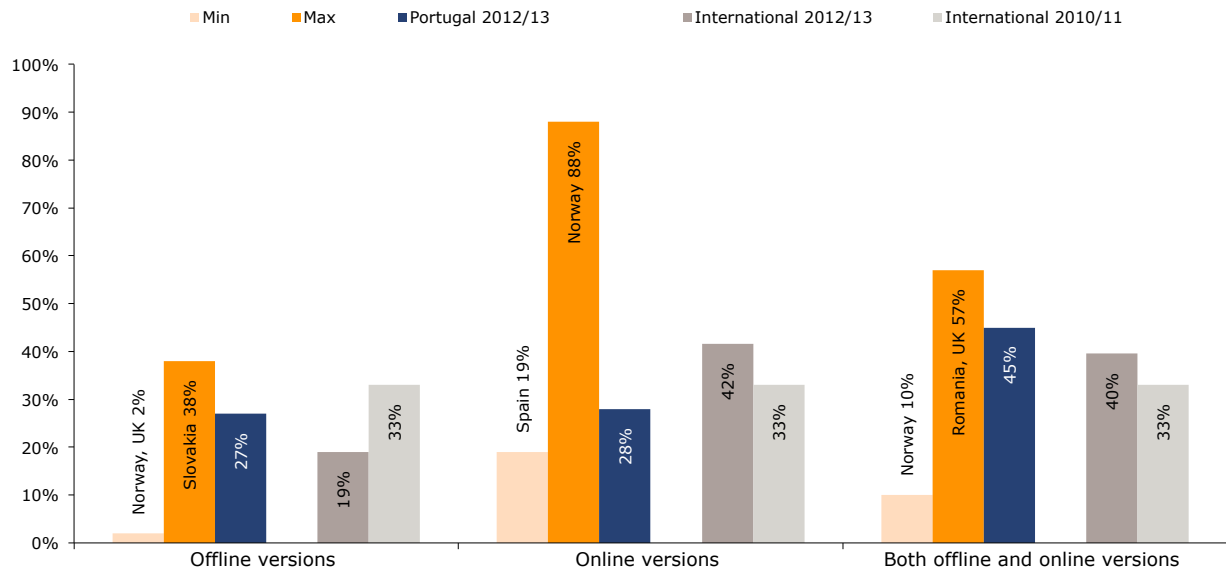
The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 2: Current use of psychometrics in Portugal

Question asked (Q8.) Which versions of psychometric assessment do you use?

(2013 included N=????)

Results showing responses with the maximum and minimum country differences, full responses in appendix 1



Portugal still has a relatively high usage of offline psychometrics, more similar to the international figure for 2010/11 than of the results from the 2012/13 Barometer. Using 'only online' psychometrics in Portugal is lower than the international figures but still 10 percentage points higher than its neighbour Spain. However, looking at the combined use of on- and offline psychometrics is relatively high in Portugal – and indeed higher than international usage.

Mr Bernardes comments: "Portugal is a late adopter of online assessments. For many years, there was a lack of trust in administering unsupervised online assessments, considering them to be less reliable. In addition, the main test providers in Portugal had always invested in offline testing rather than online assessment and therefore the assessments were simply not available online. On the other hand, the first known tests, although with very low psychometric validity, are more established in the market.

But assessment usage is changing and we are now witnessing a shift in mind set in the use of online assessment with the largest of the national and multinational companies regarding online assessment as a 'must have'."

"Together with cut-e, we developed innovative online solutions to make our recruitment process more efficient." Günther Hohlweg, Siemens

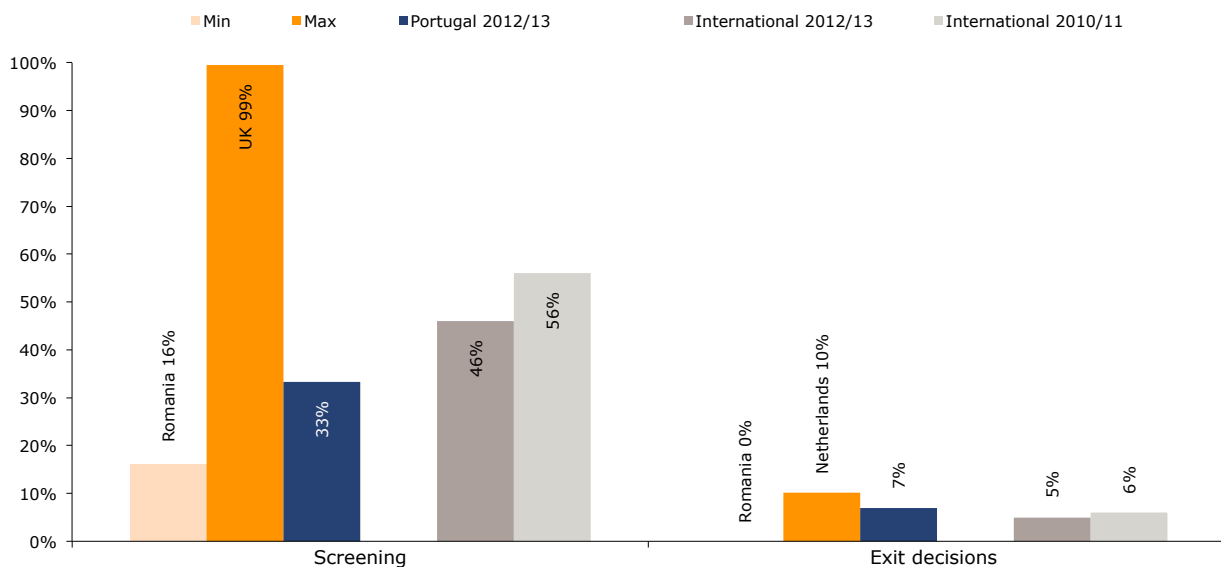
"cut-e has helped us to redesign our recruitment process, which has given us a far more efficient and accurate selection of candidates." Jonas Behrendt, Schibsted

"We have saved huge amounts of resources and costs due to the online selection process." Thomas Buller-Hermann, Dortmund Energy and Waterworks

Question asked (Q9.) Where in the employee life cycle do you use psychometrics? (2013 included N=1160)

	Screening	Hiring	Promotion	Development	Exit decisions
Portugal	33%	61%	26%	50%	7%

Results showing responses with the maximum and minimum country differences



This graphic shows the areas in the employee life cycle where psychometrics are most and least widely used. Although the international figure is only at 46% in the use of psychometrics in screening applicants early in the recruitment process, there are some countries, e.g. UK, where nearly all applicants screened for a vacancy are tested in some form.

Portuguese companies tend to use psychometric assessment more in 'hiring' than in 'screening', in fact nearly twice as much. This supports the relatively low use of ability tests we see reported as ability tests are often used in the screening phase, to identify and reject unsuitable candidates early on in the process thereby saving costs, time and effort later on in the more expensive part of selection. Portuguese companies seem to prefer face-to face usage of assessments to inform and improve the quality of a conversation (e.g. personality questionnaires prior to an interview or individual assessments) are more widely used.

The use of psychometric assessment for exit decisions is similarly low to the international figures and matches the patterns in other countries too. Mr Andreas Lohff, Managing Director and founder of the *cut-e* Group, comments: "Assessment in the exit process is unusual. But when it does take place it is in the form of outplacement or redundancy programmes where a company provides services and support for reorientation and future career planning. In these situations psychometric assessment can provide valuable insights and motivation for those affected."

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

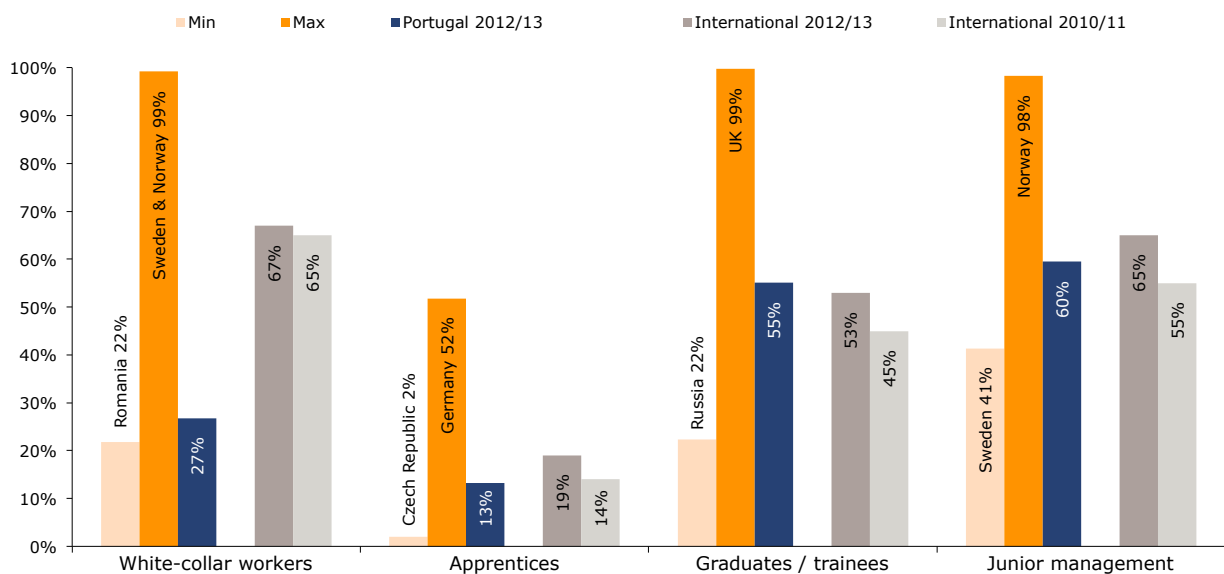
Part 2: Current use of psychometrics in Portugal

Question asked (Q10.) For which levels do you use psychometric assessment?

(Multiple answers possible, 2013 included N=1144)

	Blue-collar workers	White-collar workers	Apprentices	Graduates / trainees	Junior management	Senior management
Portugal	18%	27%	13%	55%	60%	46%

Results showing responses with maximum and minimum country differences



The target group with the highest usage of psychometric assessment in Portugal is 'junior managers' with 60% usage with these people - closely followed by graduates with 55% or organisations reporting that they use assessments with this group. The usage of psychometrics amongst senior managers is at 46%.

Mr Abreu comments: "These results seems to be very culturally related: it confirms the trend we see of not using ability tests in more senior positions, while considering its use in the selection phases in graduate programmes. From a candidate point of view, ability tests are not viewed positively when job experience has already been gained."

Compared to international figures we see that Portugal is consistent in its use of assessments with 'graduates' and 'junior managers'. It is also reflects the relatively low usage figures internationally with the 'apprentice' population. Here only Germany who breaks the mould with usage nearly three times as high as that seen internationally because of the particular history and status of apprenticeships in the German labour market.

See the special report on Germany for more information – or to order other country reports: www.assessment-barometer.com.

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 2: Current use of psychometrics in Portugal

A strong difference between Portugal and the international figures can be seen with regard to white-collar workers. Usage in Portugal amongst this target group is less than half the international usage.

The apprentice system in Germany

Mr Andreas Lohff, Managing Director and Founder of the *cut-e* Group, explains the apprentice system in Germany: "Germany has a unique apprentice system where school leavers join a company for two or three years to combine further schooling with work experience to become a qualified professional in one of a large range of technical, mechanic, scientific or commercial professions.

Often the company takes on the newly fledged apprentice as an employee. This means that companies are therefore very interested in identifying, early on, those candidates with the skills, competencies and potential to complete their vocational training and to grow into a valuable expert or manager of the future – and that is hard to do based only on school grades or absence rates from school.

We are delighted that companies taking on apprentices are using more psychometrics and giving candidates a transparent and fair assessment is of benefit to both parties."

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 3: Why isn't psychometric assessment used more widely in Portugal?

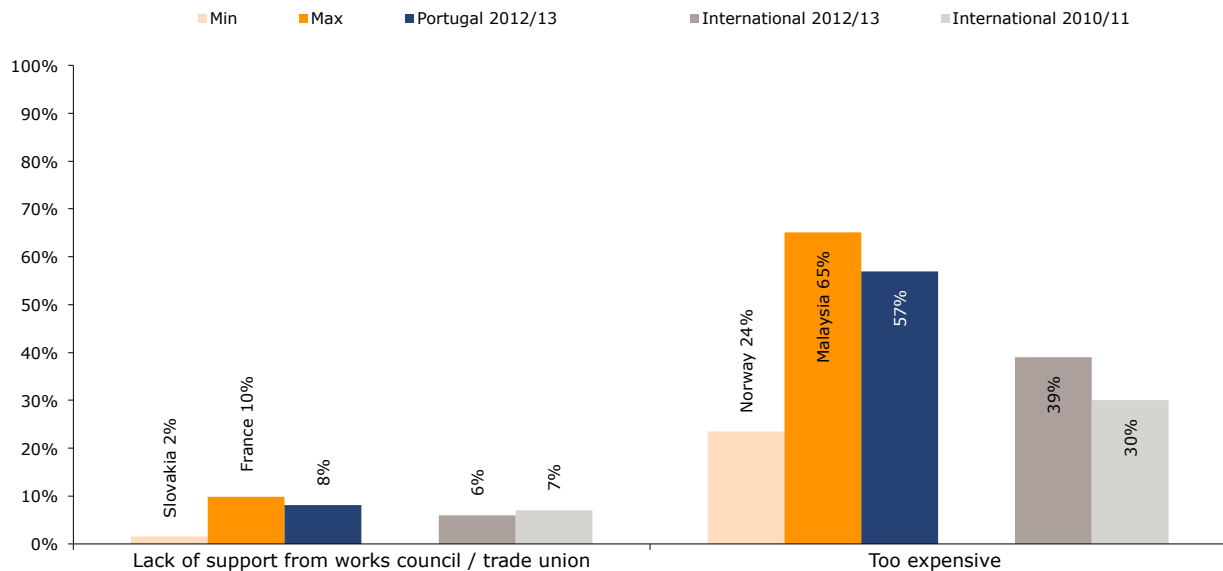
Part 3: Why isn't psychometric assessment used more widely in Portugal?

Question asked (Q 11.) What are the main reasons you do not use psychometric assessment more widely?

(Multiple answers possible, 2013 included N=1747)

	Lack of management support	Lack of support from works council / trade union	Too expensive	Too complicated	Online assessment doesn't deliver added value	Lack of suitable, meaningful tests and questionnaires	Fear of alienating applicants	Interviews are sufficient for selection	We use online testing as widely as possible
Portugal	21%	8%	57%	6%	8%	27%	9%	24%	19%

Results showing responses with the maximum and minimum country differences



It seems that the biggest barrier to using psychometric assessment more widely in Portugal is cost. This is rated 30 percentage points higher than any of the other reasons suggested for the limited use. 'Lack of suitable tools', 'lack of management support' and the fact that 'interviews are considered sufficient' are further reasons why usage is not more widespread in Portugal.

Compared to the international figures, Portuguese companies rate psychometric assessments as 'too expensive' far more readily with nearly 20 percentage points difference from the combined responses from the other countries.

This focus on expense, or the perception that psychometric assessment is too costly, raises the question of perceived value. In those countries where psychometric assessment is widely used, organisations tend to understand the benefit of such tools in terms of process efficiencies, cost savings, improved decision making with some companies investing greatly to measure, quantify and demonstrate these real benefits.

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 3: Why isn't psychometric assessment used more widely in Portugal?

Ms Ana Loya, Managing Partner at Ray Human Capital Portugal, comments: "Those companies with strong, solid HR practices – mainly larger Portuguese companies and those which are multinational – have looked at the ROI of using these tools to attract, retain and development talent. But there is still a large group of companies that see Human Resources simply as a cost. High price perception and a low value for money perception is always the first barrier to overcome in Portugal when we begin to talk to companies about psychometric assessment."

Examples of benefits and savings through psychometric assessment

easyJet

Using a *cut-e* verbal assessment and situational judgement questionnaire, easyJet reduced the number of interviews by 40% across the EU to hire 2,500 new cabin crew members per annum. This resulted in saving 6,000 interviewing hours and hugely reducing logistical costs.

Siemens

Through the use of *cut-e* logical reasoning assessments and interest inventories, Siemens witnessed a 7% improvement from 88% to 95% in the successful completion of apprenticeship training.

Dell - European Technical Sales

From using the *cut-e shapes* behavioural styles questionnaire with a custom risk management interview and looking at five core behaviour areas, new hires achieved 36% more revenue and 42% more profit compared to those hired using the previous hiring process.

Harveys Furniture

Harveys saw a 14% sales performance gain in new hires after using the *cut-e shapes* behavioural styles questionnaire and situational judgement tools during selection: a €9,500 gain per employee.

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 4: Requirements for psychometric suppliers and tools in Portugal

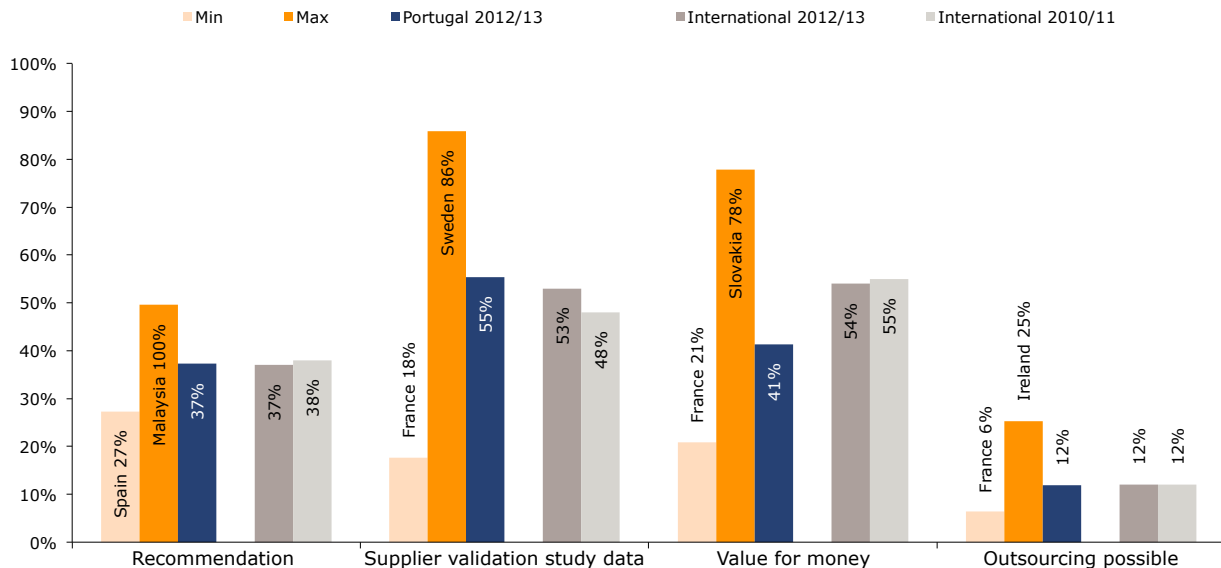
Part 4: Requirements for psychometric suppliers and tools in Portugal

Question asked (Q12.) What do you consider most important when choosing a supplier of psychometric assessment?

(Multiple answers possible, 2013 included N=1800)

	Recommendation	Supplier validation study data	In-company validation studies	Accreditation from third parties	Ensures diversity and test fairness	Litigation support	Provides value for money	Cheapest instruments	Stable, state-of-the-art technology	Self-sufficiency	Supported by a reputable company	Customisable tools	Outsourcing possible
Portugal	37%	55%	18%	38%	35%	5%	41%	9%	20%	44%	52%	19%	12%

Results showing responses with the maximum and minimum country differences



Portuguese respondents rate 'supplier validation study data' as the most important factor when choosing a supplier. A close second is being 'supported by a reputable company' with 55% and 52% respectively. The third most important factor when choosing a supplier is the extent to which it 'provides value for money' with 41%.

'Litigation support' and 'cheap instruments' were rated the least important with 5% and 9% respectively. It is interesting that 'cheap instruments' is rated so low as a factor when determining a supplier and yet the cost was considered the main barrier to more widespread use.

The international comparison shows that Portuguese companies are consistent with its global counterparts in looking for 'supplier validation study data' and also when it looks for 'recommendations'.

'Value for money' is rated by the Portuguese 13 percentage points less important than for the combined international group.

Mr Bernardes adds, " Supplying key findings from validation studies is always important to us and our clients, but professional recommendations still play a large part in the decision making process - especially with those who are looking to start to use online assessment and have questions and concerns which need answering."

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

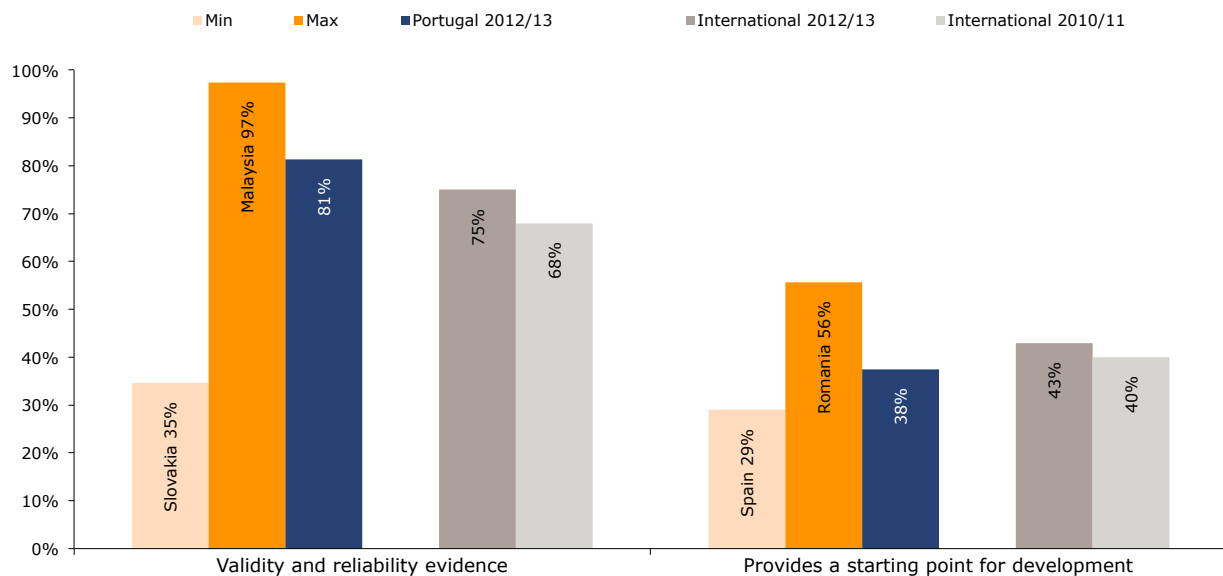
Part 4: Requirements for psychometric suppliers and tools in Portugal

Question asked (Q13.) What features do you consider most important when using psychometric assessment tools?

(Multiple answers possible, 2013 included N=1739)

	Validity and reliability evidence	Scientific research basis	Provides clear business benefit	Accepted within the organisation	Quick to score and interpret	Provides a starting point for development	Online administration and report generation	Quick for candidates to complete	Current and sizable norm groups available	Available in many languages	High production quality in the 'look and feel'	Easily integrated into existing HR systems
Portugal	81%	53%	67%	43%	46%	38%	36%	24%	15%	33%	12%	47%

Results showing responses with the maximum and minimum country differences



'Validity and reliability' evidence is rated very highly (81%), as a very important decision-making factor for Portuguese HR professionals. In fact Portuguese rated it 7 percentage points more important than the international figure.

The least relevant for the Portuguese is 'look and feel' of the product and 'current and sizable norm groups'.

Ms Loya comments: "These findings are very interesting! As Portugal is still an immature market, is common to see several questionnaire publishers providing tools that are proven to have issues with validity, and yet still have an important market share.

We work with organisations in which the HR departments and HR professionals consider validity and reliability evidence as critical to their decision-making – and also want to have national comparative norm groups. That said they do not look for the complex statistical supporting information for assessments, relying on the reputation of the provider they are working with."

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 5: Statistics and methodology and participant statistics

Part 5: Statistics and methodology and participant statistics

The data was collected in the second half of 2012 using an open online questionnaire. Respondents were attracted via online marketing, personal invitation, newsletter articles and partner invitations.

This report includes the results from the 2431 professionals who responded and are interested in the use of psychometric assessment in companies. Of the 2431 participants who started the survey with responses to the first questions, 1826 (78%) completed the questionnaire. Each question was evaluated based on the number of completed answers to that question. Where multiple answers were possible, the number of valid responses (where at least one answer was given) to that question was taken as N.

Where responses were evaluated according to company size, the valid responses to question 3 ("How many employees does your company have?") were taken as N.

Where responses were evaluated according to country, the valid responses to question 2 ("Which country are you based in?") were taken as N (grouped according to country grouping shown below).

For the evaluation of questions 7 – 10 the numbers are corrected for valid responses; i.e. only respondents who said that they are currently using psychometric instruments are included and at least one alternative of multiple answer options must have been chosen.

Participant statistics by role

Of all the respondents, 76% of participants are HR professionals or recruiters, or described themselves as having an HR-related role.

Q1. What is your role?	2012/13 %	2010/11 %
Human resources professional	50	42
Business / line manager	15	15
Recruiter	15	14
Other, please state*	20*	29

* Other, please state: Of these, 61% (around 11% of the total respondent group) indicated that they had some HR-related role, e.g. consultants, trainers, coaches, HR specialists or that they were psychologists. 39% of the free text answers were made up of academics, career advisors, and professionals from marketing, sales, IT and finance, a few students and some CEOs.

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 5: Statistics and methodology and participant statistics

Participant statistics by country and maturity level

Where the response rates by country were too small to be evaluated as individual countries, they are not included in the country or market maturity analyses.

Q2. Which country are you based in? (2012/13 included N=2378)	%
Czech Republic	9
France	4
Germany	9
Ireland	5
Netherlands	2
Norway	9
Portugal	10
Romania	3
Russia	5
Spain	8
Sweden	12
UK	3
USA	8
Malaysia	3
Slovakia	4
Other / and smaller countries not evaluated	7

The cut-e Assessment Barometer 2012/13 – Portuguese Chapter

Part 6: Our partner for the cut-e Assessment Barometer

Part 6: Our partner for the cut-e Assessment Barometer in Portugal

RAY HUMAN CAPITAL – our *cut-e* partner in Spain and Portugal

Ray Human Capital, S.A., is a leading company in Human Capital Services and Consultancy arena. The continuous development of their services has enabled Ray Human Capital to achieve an enviable position in the market. Since 1990 they have worked with major companies from different sectors providing solutions in recruitment, assessment, development, Online tools and consultancy.

www.rayhumancapital.com