



Hire★Vue
EBOOK

2019 EDITION

4 STEPS TO WIN AT GRADUATE RECRUITMENT

THIS **EBOOK** WILL SHOW YOU

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THE BEST GRADUATE TALENT CAN COME FROM **ANYWHERE**

This isn't to say you can't have a shortlist of "top universities" - but you should make every effort to cast as wide a net as possible. A graduate recruiting process that doesn't scale misses out on the opportunity to increase workplace diversity, bolster employee retention, and select from a pool of the highest quality candidates.



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**THE DOMAIN OF A
CANDIDATE'S EMAIL ADDRESS
ACTUALLY HAS MORE RELEVANCE
TO JOB PERFORMANCE THAN
WHERE THEY WENT TO UNIVERSITY.**

HIREVUE DATA SCIENCE TEAM

”

TODAY'S GRADUATES EXPECT **MORE**

The field has shifted. Today's graduate expects to be engaged in a new way: on their time, on their terms, and in a medium they feel comfortable in. If you're not engaging students in the way they expect before you get on campus, the top talent will be gone by the time you arrive.

Today's innovative companies aren't just meeting students on campus. They're making offers there.

The process that worked before - sending recruiters to the campus, meeting students, interviewing the best, and directing the most promising to your online application is not enough. It cannot scale beyond a limited number of universities, and does not engage students where they are.



**THE GAME HAS
CHANGED**

CANDIDATES WANT **THE CHANCE TO** INTERVIEW

According to a recent survey by iCIMS, 90% of this last year's graduates felt confident in their interview-taking skills. When confronted with application after application, graduates feel that they are not given a fair shot - particularly when many entry level positions demand 2+ years experience.

Recent graduates all look the same on paper, you need to give them the chance to differentiate themselves. Academic pedigree is not a good indicator of job success. Nor is degree classification.

HireVue gives every candidate who takes a video interview the opportunity to provide their feedback.

WHAT 1.5 MILLION
CANDIDATES THINK ABOUT
THE HIREVUE EXPERIENCE¹

80%

**APPRECIATED HOW THEY
COULD DIFFERENTIATE
THEMSELVES**

85%

**THOUGHT IT REFLECTED
WELL ON THE
EMPLOYER'S BRAND**

89%

**SAID IT RESPECTED
THEIR TIME**

“

**IF ONLY THEY'D LET ME
TALK TO SOMEBODY,
I KNOW I'D STAND OUT.**

RECENT UNIVERSITY GRADUATE

”

3 REASONS YOU NEED TO CAST A WIDE NET



INCREASES NEW HIRE DIVERSITY

Inclusive companies generate 30% more revenue than their less diverse peers.² This is in addition to the increase in team effectiveness when teams are more diverse. Inclusive teams: focus more on data, process data more carefully, and are more innovative.³



INCREASES QUALITY OF HIRE

Considering more candidates, particularly at the entry level, is a tried and true way to identify best-fit employees for your organisation. The domain of a candidate's email address is more predictive of job success than where they went to university. The best candidates do not attend the same university, so your hiring strategy shouldn't either.



INCREASES RETENTION

Hiring only from "top-tier" universities comes with a significant downside: many new hires are not particularly loyal. If you're only recruiting from certain universities, fans of your brand at other universities will not get the same chance to show their engagement and these are the hires who will stay for the long-term.

JOB OFFER DELAYS ARE THE **#1 REASON** THEY GET TURNED DOWN

When it comes to graduates with highly specialised, in demand skillsets, you need to move fast. Everyone is trying to recruit the next top-performing innovator.

While you can impress them with an experience they appreciate, you also need to move them quickly through your hiring funnel. Delays in receiving a job offer were the #1 reason recent grads turned it down.⁴

In other words, they already accepted another job offer.

To move quickly, you need to identify future top performers at the beginning of the process, not the end. If you're using the final interview stage to determine a graduate's potential, you're moving too slow. Use the final stages of interviewing to identify each candidate's fit.

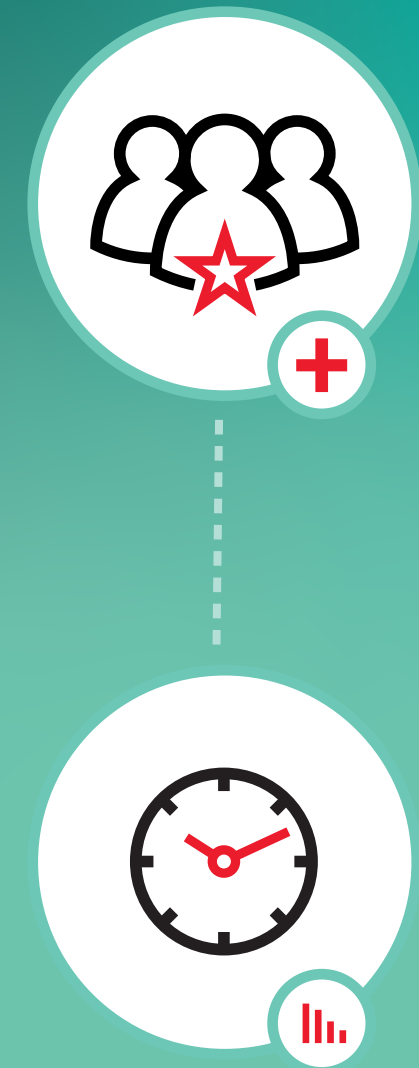


***IF YOU DELAY
JOB OFFERS,
YOU MISS OUT
ON TOP TALENT***

HOW CAN YOU CAST A WIDE NET & **GET TO** **TOP TALENT** BEFORE EVERYONE ELSE?

Considering more candidates while also increasing quality of hire and decreasing time to hire might sound impossible.

It is not - but it does require a fundamental reimagining of the hiring process.



4 STEPS TO TRANSFORM THE GRADUATE HIRING PROCESS,

HERE'S HOW YOU DO IT



STEP 1

**Give Students The
Information They Want**



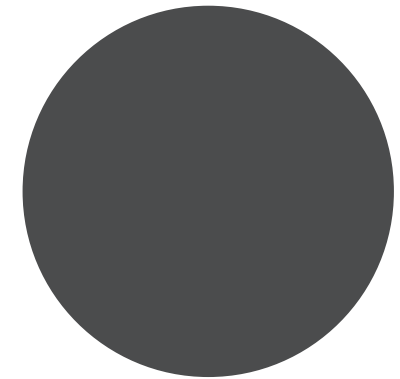
STEP 2

**Assess Skills At The Beginning
Of The Hiring Process**



STEP 3

**Ace The
Careers Fair**



STEP 4

**Deploy Unique
Hiring Strategies**



STEP 1

**GIVE STUDENTS
THE INFORMATION
THEY WANT**

Your graduate recruitment strategy starts before graduates even apply. They want to know how they'll be treated on the job. They want to know what your organisation expects from them.

THESE ARE FOUR PROVEN WAYS TO GIVE STUDENTS THE INFORMATION THEY WANT:



HELP ON SOCIAL MEDIA

If they reach out for application help on social media, respond in a timely manner. 43% of students said that personal contact influenced their decision to attend a university.⁵



VIDEO PREVIEWS

These could be online or at physical locations. Take students through "a day in the life" simulations that show exactly what it is like to work at your organisation. Bring your workplace to life with interactive web content, on-campus demonstrations, and stories from your current employees.



PERSONAL EMPLOYEES STORIES

Feature stories of success and advancement by students' recently graduated peers. Encourage your top performing hires from years past to write blog posts, film videos, and create other content that puts opportunities for growth on full display.



MAKE JOB DESCRIPTIONS MEANINGFUL

Don't make your job descriptions a list of demands. Use them as an opportunity to show off the big, impactful projects your new hires can expect to tackle.



STEP 2

**ASSESS SPECIFIC SKILLS
AT THE BEGINNING OF
THE HIRING PROCESS**

Interviews provide crucial insight into candidate skills and potential. They're the most powerful screening step in graduate recruitment. Unfortunately, it is difficult to scale the interview across a large candidate pool.

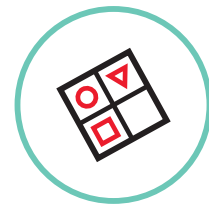
HOW TO SCALE YOUR MOST POWERFUL SCREENING STEP:



USE ONDEMAND INTERVIEWS

Hiring managers consistently list skills like “communication,” “organisation,” and “critical thinking” as among the most important job related skills.

When you invite graduates to a HireVue OnDemand, you don't just give them an application experience they want. You gain insight into those high potential soft-skills from the beginning of the hiring process.



COMBINE THE INTERVIEW & ASSESSMENT

You don't want the best early professional talent walking away because they were fed up with more than 100 repetitive questions.

HireVue Assessments provide a validated measure of candidates' job-relevant competencies by evaluating their performance in OnDemand video interview questions and game-based challenges with artificial intelligence (AI). You effectively assess and interview your candidates in a single, easy step.



ASSESS TECHNICAL CANDIDATES BEYOND THE CODE

OnDemand interviews and HireVue Assessments can be combined with coding challenges to provide comprehensive insight into technical candidates' hard and soft competencies. Assessments and coding challenges are automatically scored, so even non-technical recruiters can confidently recommend top-tier technical candidates to hiring managers.



STEP 3

ACE THE CAREERS FAIR

STEP 3

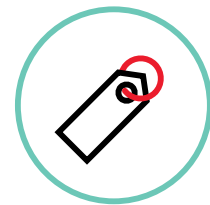
Most of the hiring process is done online, but the careers fair is still integral in graduate recruitment. Careers fairs remain a great way to introduce future top performers to your brand. The impact you make on them could have far reaching effects when it comes time for them to find a new role.

FOLLOW THESE STRATEGIES TO RUN A SMARTER CAREERS FAIR:



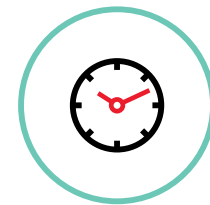
CLOSE AHEAD OF THE COMPETITION

If you've followed the previous steps, you should have a good idea of who you want to hire by the time you arrive on campus. When you see students ahead of time via video interview, you can use the careers fair to meet them in person and close them ahead of your competition.



MAKE IT A BRANDING OPPORTUNITY

On-campus events shouldn't just be about hiring: they're a great way to improve your reputation among a notoriously difficult to reach demographic. While university students may not be decision-makers now, they will be in the future - so make a great impression by turning your campus event into a branding play.



USE SPEED DATING INTERVIEWS

"Speed dating" is a form of rapid-fire round-robin interviewing, where each candidate spends only 5-7 minutes with each recruiter and hiring manager. This is a great way to get multiple pairs of eyes on a promising candidate, as well as the perfect setup for students with hectic schedules.



PUBLICISE YOUR PRESENCE

Notifying student organisations is an easy way to get the most out of your on-campus recruitment spend. A simple email from a recruiter to a student leader can go a long way toward driving the attendance of your target student demographic. Most will jump on the chance to network with a potential employer.



STEP 4

DEPLOY UNIQUE STRATEGIES

STEP 4

Once you've built a proven recruiting process that casts a wide net and identifies top talent quickly, it's time to implement some unique strategies.

ONCE YOUR PROCESS IS STREAMLINED, THESE FOUR PROVIDE A SIGNIFICANT COMPETITIVE ADVANTAGE:



THE BUDDY SYSTEM

Top performers are friends with other top performers. Letting graduate hires recruit their friends doesn't just make your job easier - they want to do it! 96% of recent grads said they wanted to refer their friends into their companies.



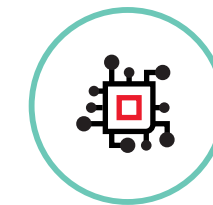
WORK WITH ON-CAMPUS GROUPS

Most high demand skill sets will have some sort of on-campus group (think a Nursing Student Association, or Programming Club). Participants in these clubs want to know their time spent on extracurricular activities was not a waste. Reach out to each student-run organisation's leadership to create high-impact events.



NURTURE CANDIDATES

Between extracurricular activities and final exams, university students are busy. Don't blame them if they forget to follow up. 86% of new grads appreciate text message updates during the interview period.



USE THE LATEST TECH

Virtual Reality (VR) and 360 degree video are on the rise. Providing a candidate with a VR experience - like an immersive view of your office space - is a great way to get candidates engaged with your brand. These technologies aren't just new (imagine if you provided a candidate their first VR experience!), they also help candidates envision themselves in your work environment.

CASE STUDY: UNILEVER ASSESSES CANDIDATES WITH AI

Unilever's complete transformation of their graduate hiring process has received wide acclaim. Their four-step on demand process uses artificial intelligence to identify the best candidates from a pool of over 250,000.

With a simple application, a gamified assessment, and an OnDemand interview doubling as an assessment with the power of AI, the process is quick and easy for graduates. The final step, a "Day in the Life of Unilever" onsite job simulation, is held every other week, so offers are almost always extended within 14 days.

REIMAGINED PROCESS



UNILEVER'S RESULTS

2X

**AS MANY APPLICATIONS
PROCESSED**

90%

**CUT IN HIRE TIME, FROM 4
MONTHS TO 2 WEEKS**

£1M

SAVED PER YEAR

16%

**INCREASE IN NEW HIRE
DIVERSITY**

“

**THE CALIBRE OF STUDENTS
VISITING HEADQUARTERS FOR
INTERVIEWS WAS AS STRONG,
OR STRONGER THAN THE
CANDIDATES I HAND-SELECTED
THE PRIOR YEAR.**

ANDY MCALLISTER
UNILEVER DIRECTOR OF SUPPLY CHAIN

”

CASE STUDY: VODAFONE SHORTLISTS CANDIDATES WITH AI

Every year, Vodafone considers 70,000 recent graduates for its Discover Program: a two year global rotational scheme that acts as a pipeline for future leaders. Of these 70,000 grads, only 700 are hired.

With a quick, three-step process that uses leading-edge AI to identify the best candidates from a video interview, Vodafone makes things simple for both candidates and recruiters.

REIMAGINED PROCESS



VODAFONE'S RESULTS

30%

**REDUCTION IN
CANDIDATE DROPOUT**

TOP 1%

**OF CANDIDATES
QUICKLY DISCOVERED**

GLOBAL

**STANDARDIZED UNIFORM
EXPERIENCE FOR CANDIDATES,
REGARDLESS OF COUNTRY**

CASE STUDY: COMPASS GROUP'S INNOVATIVE SOURCING

With subsidiaries in over 50 countries, Compass Group is the largest contract foodservice company in the world. To attract the best talent, they seamlessly connect their physical on-campus presence with online hiring and candidate engagement.

Compass Group leverages VR, 360 Video, and on-campus QR codes to pull candidates into their hiring funnel. All candidates receive the opportunity to record a HireVue OnDemand interview, and some candidates receive job offers based solely on their recorded responses.

REIMAGINED PROCESS



COMPASS GROUP'S 3 SOURCING STRATEGIES

VR

**IMMERSIVE EXPERIENCE
OF COMPASS HQ**

360 VIDEO

**INTRODUCES
COMPASS' MANAGER IN
TRAINING PROGRAM**

QR CODES

**QUICK ACCESS TO ONDEMAND
INTERVIEW AT CAREERS FAIRS**

“

**BEFORE, WITH A TEAM OF
3, WE WERE ONLY ABLE TO
HIRE FROM 16 DIFFERENT
CAMPUSES. NOW WE'RE
HIRING PEOPLE FROM 60.**

COMPASS GROUP

”



HireVue

EBOOK

**CONSIDER MORE
STUDENTS FROM MORE
UNIVERSITIES, IDENTIFY
POTENTIAL, & INCREASE
QUALITY OF HIRE.**

GET A DEMO

CITATIONS

- 1 HireVue NPS Data
- 2 Deloitte 2017 Human Capital Trends Report; Journal of Personality & Social Psychology, 2006; Personality & Social Psychology Bulletin, 2008
- 3 Innovation, Organization & Management, 2014
- 4 CareerBuilder, 2017
- 5 Schneider & Associates, 2014