



# THE 2019 CANDIDATE EXPERIENCE PLAYBOOK

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***HOW THE BEST  
COMPANIES DO IT***

## CANDIDATE EXPERIENCE:

# HOW IT AFFECTS YOUR ORGANIZATION

Candidates are focused on your brand when trying to earn a spot in your workforce. **A great candidate experience:**



### **KEEPS LOYALTY OF CURRENT CUSTOMERS**

According to the Talent Board, 50% of candidates who gave their experience the lowest rating said they would take their business elsewhere.

*Talent Board, 2019. North American Candidate Experience Research Report*



### **CREATES NEW CUSTOMERS**

70% of candidates who gave their experience the highest rating in Talent Board's survey said they would increase their buying relationship with the employer.

*Talent Board, 2019. North American Candidate Experience Research Report*



### **INCREASES THE DEPTH OF YOUR TALENT POOL**

Candidates satisfied with their experience were more than twice as likely to recommend the hiring organization to others.

*IBM Smarter Workforce Institute, 2016. The Far-Reaching Impact of Candidate Experience*



### **HELPS YOU LAND THE BEST TALENT**

Candidates satisfied with the candidate experience were 38% more likely to accept a job offer.

*IBM Smarter Workforce Institute, 2016. The Far-Reaching Impact of Candidate Experience*

# REIMAGINING THE CANDIDATE'S JOURNEY

## THE HIRING PROCESS TODAY



With a traditional hiring process, most candidates are expected to wait weeks or months before a final decision is made. When addressing candidate experience, companies often fall into the trap of just adding additional tech to their process. The best candidate experience outcomes rely on reimagining hiring, not just retooling it.

## REIMAGINED HIRING PROCESS



By combining process steps with technology, recruiters and hiring managers can make better, quicker decisions and spend more high touch time with the best candidates.



## REIMAGINING THE CANDIDATE'S JOURNEY:

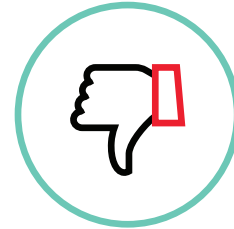
# THE JOB POSTING

Avoid a list of demands and use the job description as an opportunity to show the meaningful work candidates will perform in your organization.



### **DO**

- Highlight career advancement opportunities
- Focus on benefits to the candidate
- Highlight interesting work and teams



### **DO NOT**

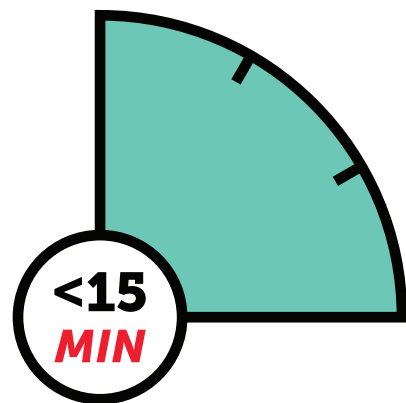
- Display a list of “duties”
- Overemphasize the importance of credentials
- Use company jargon that doesn't make sense outside of your organization



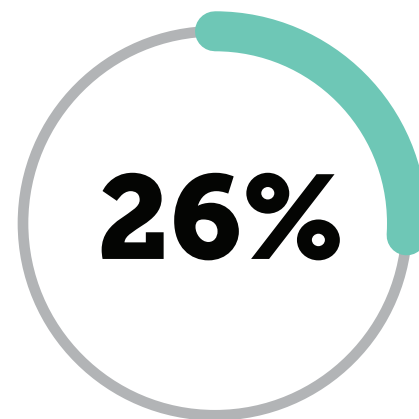
**JOB DESCRIPTIONS EMPHASIZING PERSONAL GROWTH AND ADVANCEMENT OPPORTUNITIES RECEIVE 3X AS MANY HIGHLY QUALIFIED CANDIDATES.**

*Journal of Business & Psychology*

## REIMAGINING THE CANDIDATE'S JOURNEY: THE APPLICATION



**MOST APPLICATIONS  
ARE TOO LONG.  
THE IDEAL LENGTH IS  
UNDER 15 MINUTES.**



**PERCENT OF APPLICANTS  
WHO APPLIED IN UNDER  
15 MINUTES IN 2018.**

*Talent Board, 2019. North American Candidate  
Experience Research Report*



### TIP!

*Let candidates apply  
via LinkedIn or  
another social profile  
to get the information  
you need without  
taking too much of  
the candidate's time.*

## REIMAGINING THE CANDIDATE'S JOURNEY:

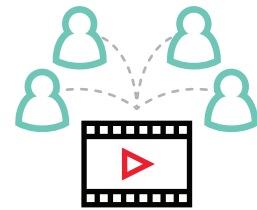
# ONDEMAND VIDEO INTERVIEWING

Replace the phone screen with HireVue OnDemand Video Interviews. **Here's why:**



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OnDemands can be completed by any candidate at any time, so you can cast a wider net while avoiding scheduling headaches.



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Recordings can be shared with hiring managers and other stakeholders.



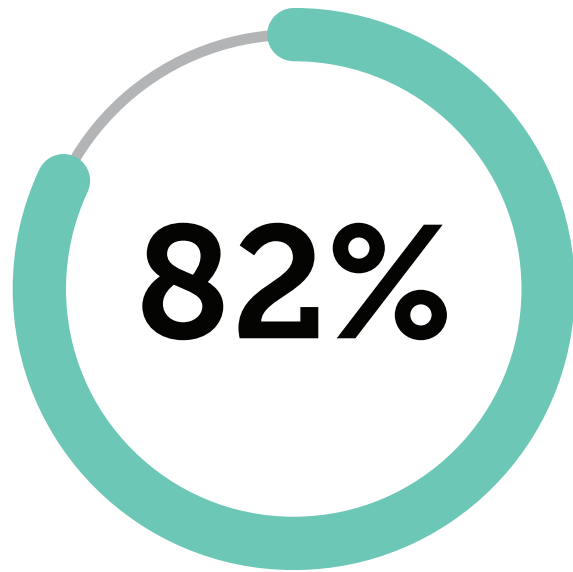
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Each candidate has a structured, consistent, and fair experience.



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They save significant recruiter time because you can skip to the most important questions first and collapse many steps into one.



**OF CANDIDATES ARE CONFIDENT THEY CAN SUCCESSFULLY ARTICULATE THEIR SOFT SKILLS AND PERSONALITY TRAITS IN AN INTERVIEW SETTING. WITH VIDEO INTERVIEWS, YOU GIVE MORE CANDIDATES THAT OPPORTUNITY.**

***HIREVUE, 2018***

**REIMAGINING THE CANDIDATE'S JOURNEY:**

# HOW 1.5 MILLION CANDIDATES RATE HIREVUE INTERVIEWS



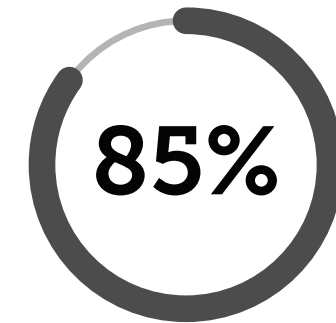
Appreciate the time flexibility



Agree it's an effective way for companies to get to know them



Appreciate the fairness and consistency



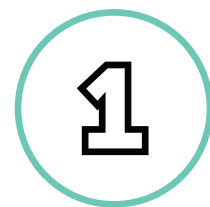
Agree perceptions of the company were positively affected

*HireVue, HireVue NPS Data*



# BRANDING THROUGH VIDEO INTERVIEWING

When candidates take a video interview, they are engaged with your brand. **Here's how to make the most of it:**



## **SHOW YOUR CULTURE**

Videos that introduce candidates to your organization and the video interviewing process are a huge branding opportunity. Every organization has a unique employee value proposition: use intro and closing videos to show off your growth-minded company culture, charismatic CEO, or world-class office space.



## **RELIEVE PRE-INTERVIEW ANXIETY**

Help candidates understand the benefits of OnDemand interviewing to relieve pre-interview anxiety. Highlight how it makes the process more fair, more convenient, and more comprehensive. Give candidates unlimited opportunities to practice before they actually take their interview.



## **EMPLOYEES ASK THE QUESTIONS**

Give your video interviews a human touch by having your current employees ask the questions. These could be hiring managers, team members, or even the CEO.



## **ASK JOB-RELEVANT QUESTIONS**

Candidates are tired of generic, stereotypical interview questions (think: "What's your greatest weakness?"). They want to show how their unique experiences and skill sets make them an asset for the role. Let them put their best foot forward by asking questions that are relevant to the job.

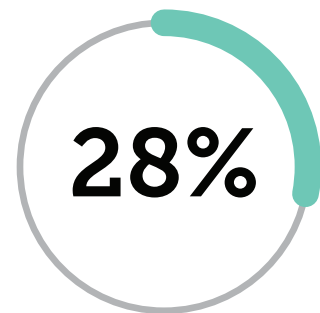
# RETHINK ASSESSMENTS

Pre-hire assessments deliver scientific, validated evaluations in what is often a subjective selection process. But most assessments leave much to be desired: they're long, dull, and candidates frequently do not understand why they are being tested. In 2019, 71% of organizations are using pre-hire assessments in their recruiting efforts.\*

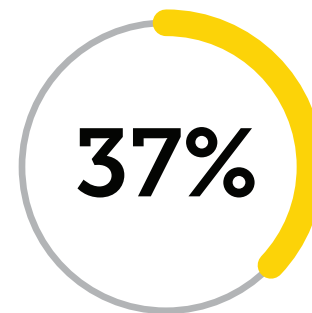
In 2018, HireVue partnered with research firm Vanson Bourne to survey over 2,500 candidates and get insight into the way candidates perceive traditional assessments. **This is what 2,500 candidates told us:**



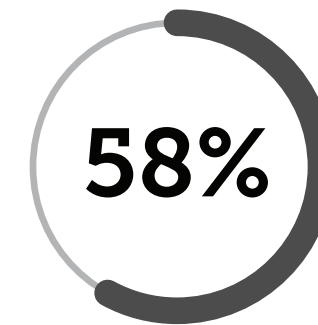
Said they did not find their assessment process "quick" in 2018.



Said they are more likely to engage with the business on a personal level (purchase, from them, etc), if they had a positive assessment experience.



Said they question the ability of assessments to gauge soft skills.



Said they did not find their assessment process straightforward.



**OF CANDIDATES WITH A  
BAD ASSESSMENT  
EXPERIENCE ARE LESS  
LIKELY TO ACCEPT A  
JOB OFFER.**

***HIREVUE, 2018***

## REIMAGINING THE CANDIDATE'S JOURNEY:

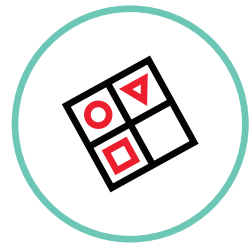
# CANDIDATE-FRIENDLY ASSESSMENTS

Assessments have evolved beyond tests.



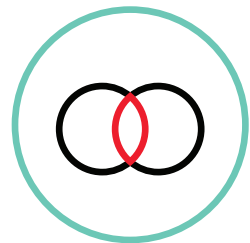
### **VIDEO-BASED ASSESSMENTS**

A HireVue video interview can be used to deliver a pre-employment assessment by analyzing the content of a candidate's response with artificial intelligence (AI). This means you get the predictive hiring recommendations of a pre-hire assessment from a candidate-friendly video interview, without putting candidates through a lengthy multiple-choice test.



### **GAME-BASED ASSESSMENTS**

In a game-based assessment, candidates play a series of short games. These provide the same insight into a candidate's skills and competencies as legacy assessments, but take significantly less time to complete and provide a more engaging experience.



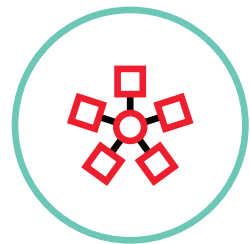
### **VIDEO + GAMES**

HireVue can combine game-based assessments with video-based assessments to leverage the unique strengths of each. The result is a highly comprehensive assessment that takes under 30 minutes to complete.

## REIMAGINING THE CANDIDATE'S JOURNEY:

# THE LIVE INTERVIEW

A series of live interviews, whether in person or online, are usually the final step of the hiring process.



### **STRUCTURE YOUR INTERVIEWS**

Make sure you're asking all candidates the same questions, and tailor those questions so they are relevant to the job. Asking different candidates different questions in an unstructured setting gives certain candidates an unfair advantage. Since you've already seen each candidate's OnDemand interview, you can go straight to deeper, more relevant questions.



### **GIVE CANDIDATES THE TOOLS TO SUCCEED**

Provide interview preparation tips, a detailed interview agenda, and a discussion of next steps before they enter the interview. To ensure candidates can put their best foot forward, each role needs a comprehensive "care package" of interview prep materials that can be easily emailed, texted, or messaged to each candidate.

**31%**

**OF CANDIDATES  
RECEIVED NO  
PREPARATION  
BEFORE THEIR  
INTERVIEW**

*Talent Board, 2019. North American  
Candidate Experience Research Report*



## **THE CANDIDATE'S JOURNEY:**

# **FOLLOW-UP OR OFFER**

Even if they are not hired, candidates want the opportunity to improve their chances the next time around. Provide feedback on their performance and point candidates who barely missed your cutoff toward positions that would be a better fit. These could be inside your organization or outside of it.

HireVue Assessments can help you provide robust, relevant feedback. After a candidate's competencies are evaluated in a HireVue Assessment, you have the option to automatically provide feedback on their performance. The feedback report contains advice to help them address areas for improvement.

You should also give candidates the opportunity to provide feedback on their experience, and let it guide your future candidate experience initiatives.



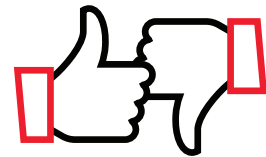
**THE WAY YOU FOLLOW UP MATTERS—EVEN IF A CANDIDATE DIDN'T GET THE JOB**

# MEASURING THE CANDIDATE EXPERIENCE

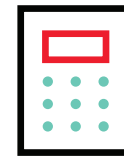
## NET PROMOTER SCORE: THE PERFECT BALANCE OF CONVENIENCE AND VALUE



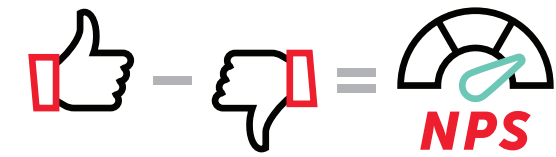
Ask candidates, on a scale of 0-10, how likely they are to recommend the experience to a friend or colleague.



Tally the respondents who rate it a 9 or 10 (your "promoters") and those who rate it between 0 and 6 (your "detractors").



Calculate the percent of respondents who are promoters and the percent who are detractors.



Subtract the percentage of promoters from the percentage of detractors.

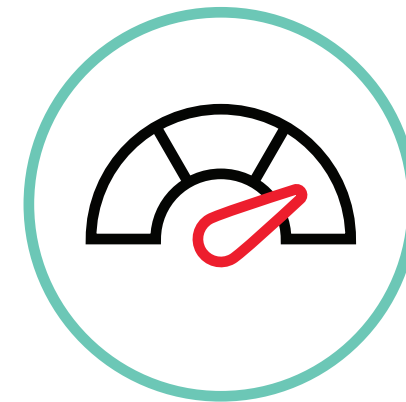
NPS can range from -100 (everyone is a detractor) to +100 (everyone is a promoter). A positive NPS is considered good, since promoters outnumber detractors. **An NPS  $\geq$  50 is excellent.**

# WHY NPS WORKS FOR CANDIDATE EXPERIENCE



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***THE SURVEY IS ONE QUESTION,  
MAKING IT SIMPLE FOR  
CANDIDATES TO RESPOND.***

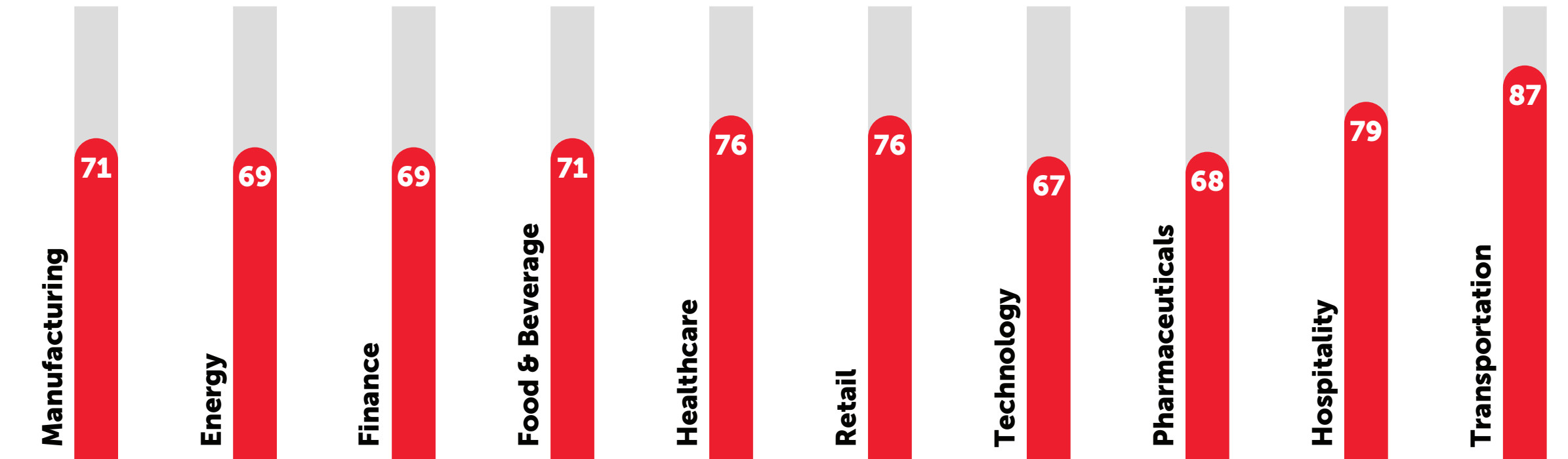


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***CONSTANT MONITORING OF  
NPS GIVES YOU IMMEDIATE  
FEEDBACK ON ANY CHANGES  
TO YOUR CANDIDATE  
EXPERIENCE INITIATIVES.***

# HIREVUE NPS BY INDUSTRY

HireVue is built for giving your candidates a great experience. That's why we automatically measure the NPS of every single customer to ensure the best experience for your candidates.



# CASE STUDY: KEURIG DR PEPPER



**KEURIG DR PEPPER HOLDS INTERNAL COMPETITIONS TO SEE WHO CAN MAKE THE QUICKEST HIRE. THEIR CURRENT RECORD STANDS AT 5 HOURS.**

## WHAT THEY DO RIGHT:

### **HIRE QUICKLY**

Offers are made in an average of 7.5 days from the time of application

### **GIVE CANDIDATES FLEXIBILITY**

Interviews can be completed anytime, on any device

### **HELP CANDIDATES GET THE JOB**

Intro videos before the HireVue OnDemand give candidates practical interview advice



# CASE STUDY: URBAN OUTFITTERS



**AS A UNIQUE APPAREL BRAND WITH A DEVOTED CUSTOMER BASE, URBAN OUTFITTERS EARNS A HUGE VOLUME OF APPLICATIONS - SOME STORES RECEIVE OVER 300 PER WEEK.**

## WHAT THEY DO RIGHT:

### **GIVE CANDIDATES FLEXIBILITY**

90% of interviews are completed outside of business hours, 30% on mobile

### **START WITH LOW-PRESSURE QUESTIONS**

In the first question, candidates are asked to draw a picture of themselves

### **ENGAGE EVERY CANDIDATE**

All retail candidates are invited to an OnDemand interview

# CASE STUDY: T-MOBILE



**FOR T-MOBILE, CANDIDATE EXPERIENCE IS AN EXECUTIVE-LEVEL ISSUE. THAT'S WHY THEY'VE CREATED A LIBRARY OF CANDIDATE-FOCUSED VIDEOS, PROVIDING "DAY IN THE LIFE" JOB PREVIEWS AND BUILDING INTRO AND CLOSING VIDEOS INTO THE VIDEO INTERVIEWING PROCESS.**

## WHAT THEY DO RIGHT:

### **SET EXPECTATIONS**

Introduction videos explain the process so candidates know what to expect during the interview

### **START SOFT**

Candidates begin the interview answering "easy" questions, like: "Why do you think this is a good role for you?"

### **EVALUATE LANGUAGE PROFICIENCY WITH VIDEO**

Bilingual interviews are evaluated by a third party, removing the need for an extra assessment



# CASE STUDY: DELTA AIR LINES



**DELTA AIR LINES IS A FAMILIAR FACE AT TALENT BOARD'S ANNUAL CANDIDATE EXPERIENCE AWARDS. WITH AN NPS OVER 90, DELTA EXEMPLIFIES HOW A CONTINUED COMMITMENT TO CANDIDATE EXPERIENCE PAYS OFF.**

## WHAT THEY DO RIGHT:

### **DESIGN FOR THE DISAPPOINTED**

Delta understands that each of their 300,000 candidates has a story to tell, and designs the experience to give each candidate a voice

### **MAKE IT PERSONAL**

Video interview questions are asked by current employees - from inside an airplane

### **BE RESPONSIVE**

Delta actively responds to candidates and past employees on Glassdoor

# CASE STUDY: RACKSPACE



**DUBBED "FANATICAL SUPPORT," RACKSPACE'S CUSTOMER SERVICE REPRESENTATIVES ARE AT THE HEART OF THEIR COMPANY STRATEGY. THEY TAKE A METHODOICAL, ITERATIVE APPROACH TO OPTIMIZING THE CANDIDATE'S EXPERIENCE FOR THIS CRUCIAL ROLE.**

## WHAT THEY DO RIGHT:

### **CONSIDER MORE CANDIDATES**

Recruiters consider 3x more

### **EVALUATE WHAT MATTERS**

Scenario-based questions give candidates the chance to show their actions in hypothetical situations

### **STREAMLINED PROCESS**

Recruiters and hiring managers work closely to streamline each candidate's experience



*HireVue*

**EBOOK**

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# **GIVE YOUR CANDIDATES A GREAT EXPERIENCE**

See how HireVue helps Delta, Urban Outfitters, and hundreds of other organizations give their candidates a great experience.

***GET A DEMO***