TOP
TALENT
SOLUTIONS

Case Study:

Candidate Experience and Video Assessments

Introduction

At TTS-Top Talent Solutions we are proud to be associated with product providers who are not only globally recognized for innovation but also apply IOP best practices in the solutions they provide.

One such partner is HireVue, the leading global provider of AI-assisted virtual interviews and game-based assessments. HireVue has consistently been at the forefront of incorporating the latest developments in natural language processing and AI-assisted response scoring in their products.

In this case study, we present two examples of how TTS has been able to help clients from different industries to improve their talent selection accuracy and efficiency using HireVue's assessments.

In addition, we will show how, by using a tried-and-tested approach for measuring client loyalty, the Net Promoter Score (NPS), HireVue has provided an assessment solution that creates unprecedented levels of positive candidate experience for the companies that use their solutions.

An Introduction to HireVue Assessments

Before discussing the two case studies in greater detail, it is useful to understand how HireVue's assessment solutions differ from conventional, non-AI enhanced counterparts. In addition, we will look at how HireVue's use of the NPS has revolutionized the post-assessment measurement of candidate experience.

One of the key differences between HireVue and more traditional assessments is not the psychometric properties of the tools used. Indeed, they display highly robust and valid psychometric properties in line with international best practices.

The difference comes with using Artificial Intelligence as an enhancement and aid to subjective ratings of competence.

As an example, based on expert-rated interview responses, HireVue's AI algorithms are taught how to distinguish between low, moderate, and high-potential answers. This performance is then re-evaluated and confirmed by human raters.

This interplay between data-driven algorithm and human validation creates an extremely powerful and predictive rating system that outperforms purely subjective evaluations of competence.

The Net Promoter Score (NPS)

In addition to the assessments, HireVue also employs a post-assessment experiences survey mechanism that measures candidates' Net Promoter Score.

This score, familiar to marketing and sales professional the world over, is a basic, fundamental measure of the likelihood that candidates will recommend the company, based on their experiences of the assessment and recruitment process.

The NPS score of a given project therefore represents the ratio of candidates who would strongly recommend the company to others (on a 10-point scale, they would rate their experience and likelihood to recommend the company as either 9 or 10) versus those who would not recommend the company to others (on the same scale, they would rate their experience and likelihood to recommend the company as 1-6).

Participants who rate their experience highly are referred to as "promoters" while those who rate their experiences poorly are referred to as "detractors". NPS scores may range from –100 (all participants were detractors) to +100 (all participants were promoters). Scores of 50 or above are considered excellent.

Research conducted on candidate experience highlights why calculating an NPS score is so important:

- Poor candidate experience and bad brand reputation are key reasons why candidates reject job offers
- Whereas 87% of customers tend to share positive experiences, 95% of them will share negative experiences.
- A promoter candidate can have a net positive effect not only on brand reputation, but also on the likelihood of encouraging other talented people to seek employment with that company

Case Study #1

High Volume
Graduate Selections

The Client Challenge

The client, a large multinational organization in the Logistics and Manufacturing sector experienced a common dilemma when dealing with entry-level appointments such as graduate selection: large incoming volumes of applications with relatively few positions available.

For their management graduate trainee selection project, our client faced the challenge of receiving upwards of 2000 applications but often having less than 20 positions available per hiring cycle.

Because the intention of the talent selection was to cultivate future leaders, it was vital for the client to make the best possible talent decision, despite receiving so many applications.

In the past, our client used a complex and time-intensive process to arrive at a final hiring decision that involved rejecting candidates on their submitted CVs, phone screening and a multitude of manual scheduling and assessment tasks.

Unfortunately, applying such an extensive process placed an intensive drain on resources (in terms of time, opportunity and labour costs) and led to poor screening because of a lack of consistency among phone screener and interviewers.

Because of this, the client experienced a track-record of poor quality applicants progressing and ultimately being hired into their graduate programme.

They approached TTS-Top Talent Solutions to redesign and reconceptualize the graduate selection process. Their aim (and our goal) was to:

- Improve the quality of graduate applicants who were selected
- Decrease decision time and labour costs
- Increase efficiencies
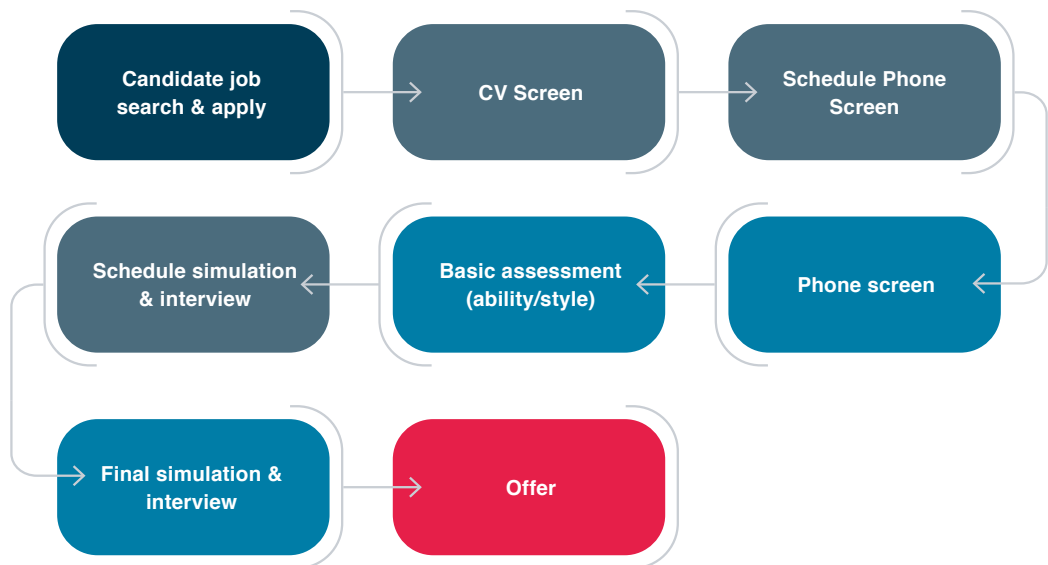- Improve the overall experience of graduate applicants
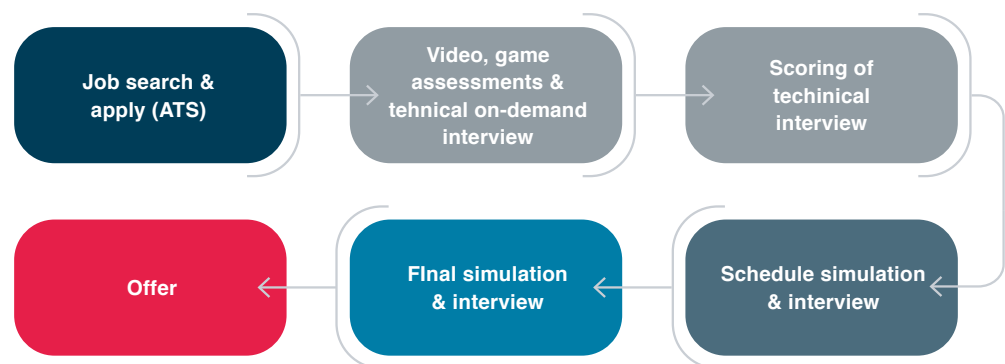
The TTS Assessment Solution

After extensive consultation with the client, we redesigned their complex and often cumbersome selection process to be more efficient, more effective and generate more positive candidate experiences.

To illustrate the differences, contrast the pre-existing process with the HireVue enhanced process we implemented:

Old Process

Candidate job search & apply	**CV Screen**	**Schedule Phone Screen**
Schedule simulation & interview	**Basic assessment (ability/style)**	**Phone screen**
Final simulation & interview	**Offer**	

New Process

Job search & apply (ATS)	**Video, game assessments & tehnical on-demand interview**	**Scoring of techinical interview**
Offer	**FInal simulation & interview**	**Schedule simulation & interview**

By using the HireVue video and game assessments, enhanced by automatic AI-assisted scoring, the client was able to measure candidate's cognitive potential, their responses to a standard set of video interview questions, as well as technical questions.

The AI-enhanced scoring made stratifying the thousands of applicants into bottom, middle and top tier recruits quick and efficient.

This efficiency translated into the client having far better candidates available for their final simulation and interview processes than was the case before.

The Client Outcome

After implementing the new, HireVue-based selection process, our client was able to rapidly process the more than 2000 applications received and reach a final pool of high potential candidates for the positions made available.

The use of resources was greatly reduced for all managers and talent professionals involved. In addition, hiring managers and HR professionals reported that the intake that was eventually selected was more diverse than had previously been the case, attesting to HireVue's well-documented bias reduction capabilities.

In addition, the graduates were described as "One of the best intakes ever."

- Based on post-assessment surveying of participants, the Net Promoter Score (NPS) for this project was 82.5, exceeding the HireVue global average of 68.4.
- 90% of candidates reported that they were satisfied with their experience of the assessments.

Continuous Sales Agent Recruitment

The Client Challenge

The client, a large insurance provider with multiple branches throughout the country, experienced the challenge of recruiting sales agents who would serve local communities.

Again, our client faced the challenge of having to screen many applicants with relatively few positions available. In addition, the company noted that their district managers were often laden with the task of controlling what had become a cumbersome, inefficient process.

Given the organizational mandate of selecting the most talented and effective sale agents in a highly competitive market, the client approached us to create a more effective, efficient process of selection that would be positively experienced by candidates.

The existing selection process used by the client featured many different manual steps and administrative burdens. In addition, they relied heavily on unreliable, time intensive and inaccurate subjective assessments of candidate potential such as CV and telephone screening.

The process followed resulted in high time and opportunity costs for the client. And what's more, despite the different stages of screening, the quality of candidates who were invited to the most expensive stages of the process, namely the ability assessments and interviews, were often of fluctuating and poor quality.

Our client tasked us with revising their hiring and selection to be more aligned with their company strategy, be less time-consuming of especially managers' diaries, and result in better quality hires.
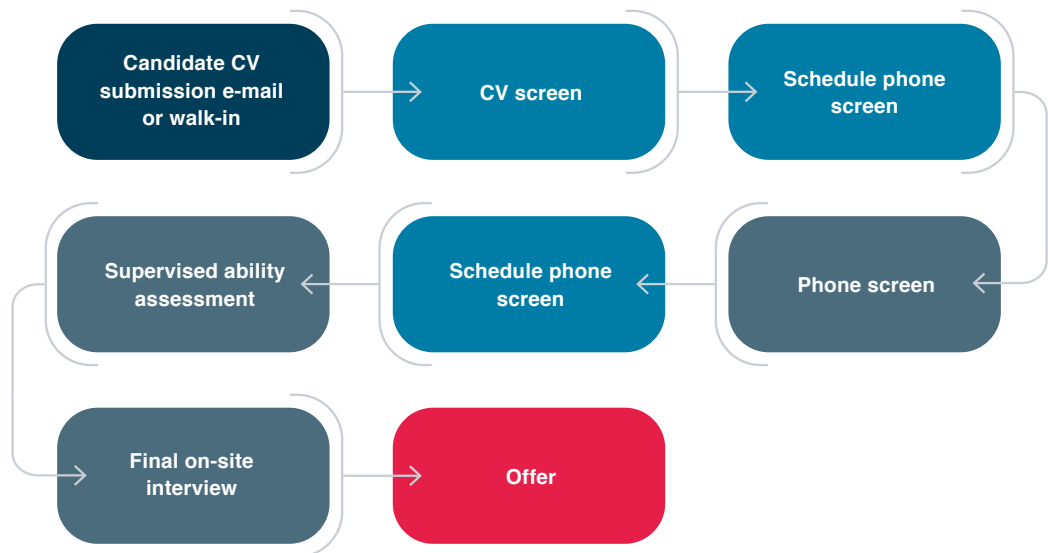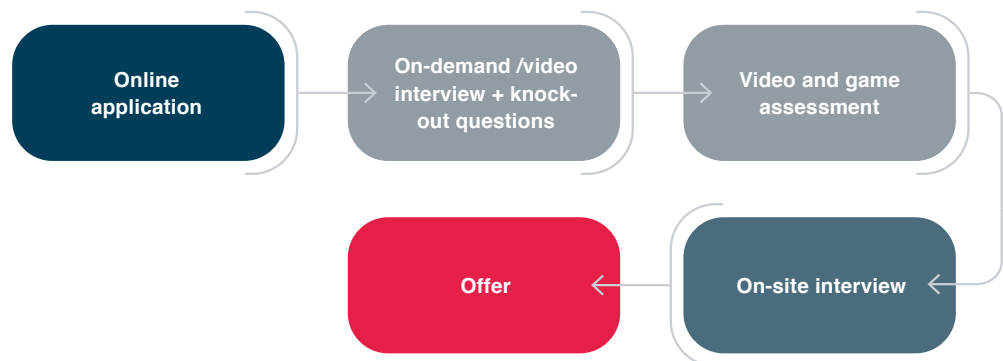
The TTS Assessment Solution

Given the client's challenges with high time and opportunity costs, it was important for us to redesign their talent selection process to be far more efficient and effective than before.

By using HireVue's streamlined applicant tracking and assessment system, we were able to reduce the client's reliance on inaccurate and time-consuming processes, and create a more focused and accurate selection strategy using on-demand and one-way virtual interviews:

Old Process

```
Candidate CV          →   CV screen        →   Schedule phone
submission e-mail                               screen
or walk-in
                                                    ↓
Supervised ability    ←   Schedule phone   ←   Phone screen
assessment                screen
    ↓
Final on-site         →   Offer
interview
```

New Process

```
Online            →   On-demand /video   →   Video and game
application            interview + knock-      assessment
                      out questions
                                                    ↓
                      Offer              ←   On-site interview
```

The Client Outcome

Once our client adopted the HireVue-based process, time and opportunity costs, especially for managers, plummeted.

The client reported a greater coherence of hiring practices, less time wasted with poor quality candidates and an improved overall candidate and recruiter experience.

- The Net Promoter Score (NPS) for this assessment project was 82, exceeding the HireVue average of 68.4. In other words, 82% of participants would recommend the client company to others, based on their recruitment and assessment experiences.
- 91% of candidates reported that they were satisfied with their experience of the assessments.

Final thoughts and lessons learnt

These two cases illustrate how TTS was able to implement a ground-breaking new way of streamlining selection, especially high volume, and high time cost processes using HireVue's assessment and AI-enhanced solutions.

Contact us
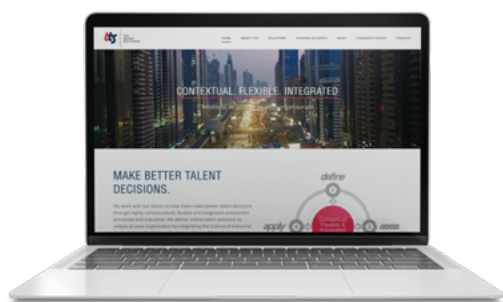
If you are interested in how TTS can help your organization to do the same, why not contact us at **info@tts-talent.com**.

Both clients discussed here experienced the HireVue process as very efficient, lean on time demand, and accurate in its capacity to deliver high potential, quality candidates to late-stage interviews and other, more costly selection filters.

As a result, both internal recruitment professionals and hiring managers found the process to be an easy and fast way of selecting the right talent for their strategic objectives, compared to their legacy approaches.

Given the high NPS scores observed, it is likely that candidates experienced the recruitment and selection processes very positively, and in this regard, our clients were able to build positive brand equity in the communities they served as well as within future potential talent pools.

These case studies are also practical examples of how using AI-enhanced assessments can translate into notable benefits for clients in terms of time efficiency, cost reduction, and greater accuracy and consistency of talent decision making.

About TTS – Top Talent Solutions

TTS is a leading consulting company that applies and integrates scientific expertise, best-of-breed assessment products, and innovative technology in helping our international client base to make better talent decisions. We operate in a variety of global markets and serve clients from a diverse array of industries ranging across aviation, mining, financial services, and many more. Our solutions are as unique as our client organizations and are known for being contextual, flexible and integrated.