



**We're on the same
journey – let's walk
together**

**Candidate Experience,
Assessment, Screening and
Selection**

We're on the same journey - let's walk together

If you believe the headlines, the process of applying for a new job is portrayed as a battle of wills. On one side is the immediate, “hit the ground running” requirement of the role and the line manager, on the other are the career aspirations, financial needs and values of the candidate. Is this true?

The majority of hiring managers are constantly seeking to understand market conditions and to work effectively with their TA Team or talent solutions provider to respond appropriately to changing candidate availability and behaviour with faster, better tools and processes.

Creating a compelling candidate experience where the process is clearly relevant to the role, treats the applicant with respect and leads to a hiring decision which is right for the role and the individual are fundamental objectives. This is a shared journey, with the recruiter, hiring manager and candidate navigating the way together.

Partnership, capability, and honest communication are essential to successful hiring, even more so when candidates are scarce. The Talent Solutions Power List (TSPL) sets out the key areas which distinguish the top performing talent solutions providers' ability to help their clients find and keep the people they need.

The TSPL has three key objectives:

- To enable employers who are considering or changing a recruitment

outsourcing provider to make an informed decision based on their own specific needs.

- To help recruitment outsourcing providers to clearly demonstrate their expertise in relevant areas based on an independent, rigorous evaluation.
- To provide confidential feedback to providers on ways in which they can finely tune the services they offer to respond effectively to customer needs and market trends.

The TSPL examined how the recruitment outsourcing industry have evolved their people, processes, content, and technology to simultaneously increase accuracy, speed, and confidence in offer decision-making, whilst building application journeys which respect, engage and resonate with candidates at all levels.

Without embracing the candidates' individual needs, aspirations and life situation, employers are experiencing frustrating levels of counter and buy-back offers which leave them with thin or empty pipelines, or, at worst having to restart the whole recruitment process.



Without confidence in the process and screening tools used, hiring managers can be fearful of stepping beyond the obvious candidate, waiting sometimes months for their usual CVs to land on their desk.

The TSPL has identified five distinct factors, which optimise this balance of nurture and support in the application experience, with an effective, tech-enabled process which accelerates the candidate journey to offer or rejection with a high degree of accuracy for both sides.

1. REMEMBER IT'S ABOUT "US" NOT "YOU"

The best performing Talent Solutions Providers are highly effective at candidate communication. A great candidate experience is respectful of the candidate's time but not so light touch that it is effortless. Candidate advocacy is created through building excitement about the opportunity and then providing a seamless process with relevant content, which informs the shortlist decision as well as increasing candidate interest. The relationship is two-way; providing an accurate perception of the role and the organisation, but equally creating space for the candidate to explore how these things

align with their own aspirations.

2. HIRING FOR SUSTAINABILITY

In a global workplace where change is constant and accelerating, short-term thinking ought to be restricted to the contingent labour market. Organisations who do not consider the evolution of both role requirement and candidate capability will continue to see engaged talent leave, for personal development, and to keep their skills relevant to the employment market. High performing Talent Solution Providers partner with their clients to create screening criteria which goes further than the day 1 need, aligning with future skill requirements and assessing wider capability without compromising the candidate experience.

3. INCLUSIVITY IN ACTION

The top Talent Solution Providers use good data to measure and drive inclusivity for their clients. Accessibility and the individual experience are high priority and central to development of tech, content, and process. This means testing for bias, removing barriers to application, challenging detrimental behaviours and protocols across the whole candidate journey. Trust and partnership between hiring manager

and recruiter are essential in highlighting issues and bringing DEI policies and ambitions to life in every hire. Data is a powerful tool in building transparency and shared understanding.

4. LISTEN TO FEEDBACK AND THEN USE IT REGULARLY

Candidate feedback is not about box-ticking and NPS scores. Acting on feedback is listed as high priority by all the top performing Talent Solution Providers. If candidate survey responses don't tell you what works well and what is detrimental in your application journey then you are asking the wrong questions; if they do and you don't act upon them, the cost in offer rejections, brand reputation and unplanned attrition could be higher than you know. To completely understand whether your candidate journey is working well requires going further than surveying successful applicants; if your least successful application had a positive, or neutral

experience as a minimum, it is likely that your process is delivering for you and your target talent.

5. REGULARLY DECLUTTER YOUR CANDIDATE JOURNEY

If any step in the application process does not directly inform the hiring decision, get rid of it. Speed is a high priority in an application process, particularly as different market sectors increasingly compete for the same skills. As employers increase their exploration of alternative candidate pools, hiring manager confidence in candidate selection can waiver. Adding assessment tools to identify potential, or ability to adapt will only inform offer decisions where the outputs are clearly understood. The top performing Talent Solutions Providers excel in their ability to review the impact of each stage of the candidate journey in identifying the best shortlist and partnering with hiring managers to increase both capability and confidence.

IN CONCLUSION

Creating a successful hire is a balancing act, but there should be no losers in the process. Successful and unsuccessful candidates alike need a journey, which is engaging and relevant, and communication which is not excessive but high in impact. If the candidate can enjoy and benefit from the candidate experience you will increase the likelihood of seeing them at their best, which can only improve hiring confidence.

As organisations widen their search for alternative talent to fill their skills gaps, the expectations of assessment tools will change; clinging to well-trusted content will lead to unfilled roles if they do not identify capacity to learn and adapt in the non-conventional candidate.

Insight, objectivity and first hand knowledge will be key to driving change but the prize is worth the effort with the potential to build internal capability as well as expanding the diversity and definition of talent within your organisation.

We asked our top-ranking talent solutions providers to tell us how they maintain effective:

“ At Hays we pride ourselves on providing an excellent service to our clients and the only way to achieve this is to ensure a rewarding experience for our candidates; we cannot have one without the other. In the current market it is imperative that we put talent first, optimising the application process and providing a candidate-friendly experience, which maximises the brand perception of our client.

Working with a client that recruits thousands of new permanent hires every year means we are regularly evolving our attraction strategy to ensure our talent pool is refreshed. At application it is important that our assessment methodology recognises both candidate competency and values, simultaneously allowing the candidate to equally assess the role and the client. Recruitment is a two-way street, and it is our role to ‘marry’ both parties happily together.

The world of work has changed, and with that, the priorities of candidates have too. Aligning candidate and client needs enables a smooth and engaging hiring process. Ensuring our candidate facing team recognise and respond to this priority, has allowed Hays to continuously and successfully engage with our client’s future talent.”

Tanya Huckle, Client Services Director, Hays

“ Meritocratic hiring – selecting the candidate most likely to be successful, productive and happy in the role – is what elevates an RPO from a recruitment services provider to a talent partner. Our in-house Innovation and Consultancy team applies behavioural science, cognitive research and robust validation and verification to our clients screening, assessment and selection processes. This ‘critical friend’ approach has enabled us to minimise bias, identify accurate predictors of success whilst improving candidate experience across our portfolio of clients.

Our borderline obsession with candidate experience is threaded through all the work we do. We have been counting clicks, comparing device formatting, auditing EVP copy, identifying black holes and auditing every single candidate touch point in our clients hiring processes since we developed our pioneering Candidate Experience Audit in 2019. What started out as a research-based optimisation framework has evolved into a tool which analyses over 150 data points using our 4xCX model: Speed, User Experience, Perception and Transparency”

Tom Lakin, Practice Director, RS Consultancy

We asked our top-ranking talent solutions providers to tell us how they maintain effective:

“What do we want a candidate to do? What do we want them to feel? These are the fundamental questions we ask ourselves, time-and-time again. Candidate experience influences every decision we make throughout the hiring process. From making applications more exciting and engaging at the front-end, to ensuring assessments and interviews are accessible to all, we provide the best experience possible for active and passive candidates. Within Guidant Global and Impellam, we house industry-leading experts who know how to get the best out of the hiring process, and ensure all those who apply, receive a fantastic experience, regardless of the outcome.

Our experts come together on a regular basis to conceptualise, explore and design new and exciting ways to influence a candidate’s journey. And through supporting tech, we’re able to optimise job ads, appeal to a wider, more diverse audience, provide mobile-ready aptitude tests, conduct interactive interviews, and make the ease of applying through integrated chatbots a far more intuitive and engaging process.”

Adam Barratt, Head of Talent Marketing, Guidant Global

“RTS People understand the importance of building stakeholder trust during the recruitment process. Using evidence based, market insights to inform the hiring strategy, from the intake meeting to the sourcing approach, our recruiters are experts on the candidate marketplace and trusted advisors for our clients.

Where talent is scarce, and the market is competitive, we help clients to consider transferable skills to broaden their perspective pool of talent. Supporting struggling clients to find and secure their high calibre talent quickly has led to numerous additional hiring projects.

Of course, finding candidates and partnering effectively with the business is only part of the story. Ensuring candidates are nurtured, informed, respected and ultimately secured, is essential, particularly when the availability of talent is so tight. With TA teams stretched to the limit, there is no room for a poor candidate experience, whether due to an unengaging process, a slow response or even a lack of feedback. A bad experience is so damaging to the brand that hiring the best talent is impossible, making it essential that TA Teams find the resource to tackle these challenges, in order to remain competitive.

Nikki Steeden, Head of Growth & Advisory, RTS People

The Talent Solutions Power List Leaders - delivering effective screening and a great candidate experience

HAYS

CHALLENGE

Hays' client needed to secure a high-volume recruitment of contract workers, but requirements were subject to frequent, short notice changes of both volume and location, which was leading to interview cancellations and loss of candidate pipelines.

SOLUTION

Hays sought to create transparency and better engagement in the end-to-end candidate journey, process and content.

This included:

- Creation of a revised advertising, screening, and attraction strategy.
- Introduction of SLAs for better control.
- Review of attraction methods and advertising.
- Expansion of sourcing initiatives including E-shots, Refer a friend, Assessment Centre days, and Recruitment "drive out" days.
- A full revision of the candidate screening process.
- Continual review of interview and screening docs in line with market climate.
- New hiring manager interview request template with blackout dates to block last minute changes.
- New interview confirmation email for candidates.

RESULTS:

The changes resulted in more scheduled interviews, increasing the percentage of interviews attended and consequently leading to more successful placements.

Positive outcomes from Hays' initiatives have included:

- Interviews scheduled average 109% (overbooking interviews to ensure maximum attendance).
- 67% vacancy fulfilment against requirement of 33% -overachieved hitting 67% initially, then 100% over the course of the project.
- 83% attendance at interview, up from 50% via their Talent Acquisition team.



RESOURCESOLUTIONS

CHALLENGE

Significant unplanned volume within their client's permanent volume recruitment process exacerbated operational challenges in effectively managing the hiring requirement. The client wanted to provide a more efficient and seamless experience for candidates.

SOLUTION

- Resource Solutions' Performance Insights team undertook a review of the recruitment process to assess inefficiencies and how candidate and hiring manager experience could be improved.
- Significant waste was identified in a disjointed and manual process, supported by an ineffective technology-stack which they replaced with an integrated Avature CRM and Modern Hire solution, enabling automated question-based screening, video assessment and interview scheduling capability, allowing for a seamless, automated candidate experience.
- Pre-screening was simplified to a short questionnaire which automatically ranked candidates, filtering them into different talent

communities depending on their score.

- This enabled the recruiters to isolate and engage with the best fit candidates as a priority, reducing loss of top talent to competitors.
- The technology enabled self-schedule interviews offering a choice of interview slots and reducing the administrative time of interview management, increasing team focus on delivering value add.
- In addition live or pre-recorded, on demand video interviews were introduced allowing candidates to control their own time slot and reducing reliance on Hiring Manager availability to respond quickly.

RESULTS

Resource Solutions were able to reduce application processing time by 40% , whilst also improving the candidate experience, enabling greater flexibility and an improved understanding of the role. The changes led to significantly reduced drop-out rates resulting from a smoother progression of the candidate through the process.



CHALLENGE

Guidant Global's client of over 13 years was seeking to open up new markets, expanding from an established US operation to set up and staff a new European headquarters in Ireland. This included identification of the best location to secure the skills necessary to build the workforce required, and then filling a broad variety of roles within a very short time span.

SOLUTION

- Guidant Global identified Ireland as a potential location over other European options.
- Created a strong attraction strategy and definition of the client's employer brand to attract top talent in the region.

- Increased candidate engagement through the introduction of a quick, but comprehensive recruitment process, underpinned by chatbot and video interviewing technology, removing the need for manual screening.

RESULTS

Guidant Global successfully removed an entire stage of initial screening, increasing the speed of candidate qualification by 30% and saving up to 75 hours across 100 applicants alone, with potential for even greater time saving. In addition, the time to hire was reduced from 20 days to 10. Leadoo, the chosen technology enabled Guidant Global to give ownership and the ability for potential candidates to manage the process in line with their availability.





Connecting the talent ecosystem

We bring together a global network of leading employers and solution providers to make better talent and technology decisions.

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POWER LIST 

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