

*the recruiter's guide*  
**to Hiring When Hiring Is Hard**

Increasing applicant flow, optimizing for speed, & exceeding candidate expectations during The Great Resignation

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**As the world continues to reckon with a pandemic, and workplaces settle into new patterns, a different challenge is just beginning for hiring teams — and that is, navigating the hourly / casual worker shortages, and all-around tougher competition at all levels, in what has become widely known as [The Great Resignation](#).<sup>1</sup>**

While some job churn is to be expected in any given year - even considered a signal of healthy economic activity - the [millions](#)<sup>2</sup> of people who have quit their jobs in recent months is unprecedented, indicating a new phenomenon.

What's most intriguing about the current state of the global labor market is that so many people have yet to rejoin the workforce at all, for a myriad of reasons, which squeezes frontline hiring teams from all sectors between workers in search of new, better opportunities, and employers in need of great talent now.

A poll conducted by Monster in June claimed that, shockingly, 95% of workers are considering changing jobs. An overwhelming number are looking

for more flexibility with their new work schedule, and [80%](#) are in search of career advancement opportunities.<sup>3</sup> Forty-two percent claim that if their current employer takes away the remote work option to which they've become accustomed, they'll look for it elsewhere.

And it's not just "white-collar," work-from-home employees who are sending in resignation letters; in-person service and retail sectors are experiencing a surge as well. In fact, in the U.S. nearly [650k](#)<sup>4</sup> of resignations came from these sectors in April alone, and [94%](#)<sup>5</sup> of retailers are having trouble filling empty roles.

For many hourly / casual workers, flexible schedules and career advancement are important; but they have also taken a good, hard look at the skills they need to build a career where they believe they can protect their health and safety in the future. Many who were considered "essential" throughout the pandemic endured a daily, overwhelming fear of getting sick, long hours due to staff shortages, and a steady flow of battles with customers over masks and social distancing rules. For these individuals, the idea of transitioning into an industry where they can work consistent hours in an office environment, or at home, is incredibly enticing.<sup>6</sup>



What does this mean for  
*hiring teams?*

Despite the furloughs / stand downs and layoffs of 2020, finding the right candidates has become more competitive, not less so.

So far this year the number of open jobs across the globe has increased, resulting in 15 million open jobs in the U.S. in January 2021 -- a 13% hike since the year prior -- and over 9 million at the beginning of June. In the UK, the number of job vacancies surpassed pre-pandemic levels in the three months leading to June 2021, while Australia experienced a 23.4% increase from February 2021 to July 2021.

And because access to talent significantly impacts overall business performance, companies that hired well in 2020 considerably [outperformed their competition](#).<sup>7</sup>

**So, how do you defy the so-called talent shortage when you are being asked to do more, only with fewer resources and less time?**

As a recruiter, you may be experiencing some of the following challenges as you attempt to rebuild your workforce:

- ◆ Shortage of candidates
- ◆ Increased dropout rates
- ◆ Interview no-shows
- ◆ Recruiter burnout
- ◆ First day no-shows
- ◆ Rejected job offers
- ◆ Cumbersome workflows

*What*  
can be done?

Many employers are responding to hiring obstacles by increasing salaries, improving company culture, and offering reskilling programs -- all of which may be good and necessary. But we believe that as hiring leaders, one way we can compete for the best candidates is by making it easy for them to discover their next dream job.

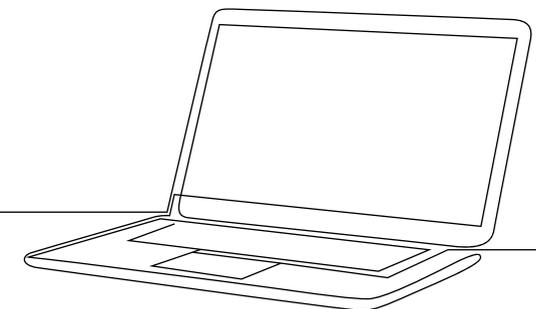
Easier said than done? Recent advancements in hiring technology just might be the edge you've been looking for.

Despite the volatility of the job market, this great talent migration is also a signal that workers feel secure enough economically to make a change. At HireVue, we've seen a booming resurgence in interviews and hiring across all industries - even travel, hospitality and entertainment. This spring, 1.3 million college graduates interviewed with 500 employers using HireVue.

**Over 3.5 million candidates have completed an on-demand interview so far this year, while nearly 1.5 million have engaged with HireVue's hiring assistant via text.**

This guide explores how recruiters can navigate the complexities of today's hiring market by:

- ◆ Simplifying job discovery for a talent pool in transition
- ◆ Optimizing for speed in a rapidly evolving job market
- ◆ Transforming the interview experience for a new wave of job seekers
- ◆ Assessing skills, fairly and at scale





Engage more  
candidates by  
*simplifying*  
the hiring process

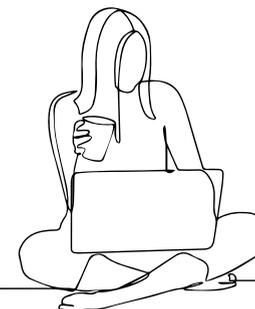
To many candidates hoping to transition into a new job, the possibilities seem endless. Most not only apply with multiple companies, but to multiple open roles within each organization. The process of filling out lengthy applications, then taking time off from their current job to attend interviews, feels overwhelming and exhausting. That's why 73% of people claim looking for a new job is one of the most stressful things they do.<sup>8</sup>

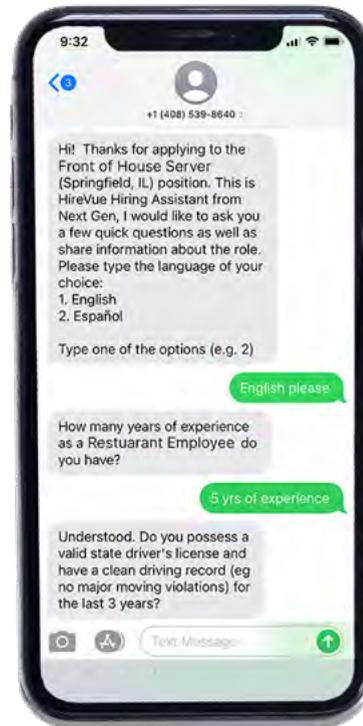
**Now, imagine what could happen if each of these candidates had access to a personal text-powered hiring assistant and the ability to interview on their own time. How might it feel for a candidate to be empowered to quickly find a job that matches their skills, complete an engaging game assessment, schedule an interview, and receive regular status updates - all without waiting to hear back from a hiring manager?**

And how much more might a hiring manager accomplish, in less time and with less risk of burnout, by outsourcing tedious tasks to that automated hiring assistant?

**With the help of conversational AI, a hiring experience that is fast and easy, yet still human, is possible.**

It all starts with a text-powered job search. As digital-native generations settle into the workforce, text and mobile-first communication is becoming less of a luxury, and more of a necessity for hiring teams that want to engage them. Even more experienced candidates are responding well to digitized recruiting experiences because of the speed and simplicity they offer.





Then, after being seamlessly guided to the right job and applying, a recruiting assistant (like HireVue's Hiring Assistant) automatically engages candidates via text, inviting them to next steps. Candidates are ushered through the self-driven interview process right from their mobile-phone, at which point they are free to get back to their busy lives, receiving notifications and reminders as they progress toward the hiring decision.

Meanwhile, recruiters can review interviews or assessment results whenever and enjoy a calendar full of pre-qualified candidates who have self-scheduled their interviews, oftentimes within hours after posting a job. With ATS integrations, the entire process is automatically updated and everyone is kept in the loop - without the burden of back-and-forth emails or manual status updates.

With more than half of hiring conversations happening online, and outside traditional business hours, conversational AI gives recruiters the ability to close the applicant black hole with automated text updates, and enable candidates to show their skills on their own time - even when recruiters are offline.

Of the 1.85 million HireVue interviews that took place in 2020, nearly 50% took place over the weekend. And of the candidates interviewing for hourly positions through HireVue, 40% choose times outside of traditional business hours.

**No more hiring black hole for candidates. No more tedious scheduling tasks for recruiters.** Now, hiring teams can focus on what really matters - making human connections and strategic hiring decisions.

“When Maggiano's Little Italy needed to engage a wider talent pool, they turned to conversational AI to automate pre-screening and scheduling. Through deploying a chatbot that engaged with candidates 24/7, Maggiano's was able to schedule 17k interviews and make 5k+ hires with little involvement from the Maggiano's team. ”



# Reduce recruiter workload by optimizing for *speed*

At least [1 in 5](#) offers are rejected because the candidate has already accepted another position.<sup>9</sup>

**Companies that are hiring strategically to outperform their peers are not only making higher quality hiring decisions - they're getting to the best candidates first by making faster hiring decisions.**

Especially in high-volume hiring, where recruiting seemingly never ends, synchronous communication between candidates and recruiters can be a huge bottleneck. Automated recruiting, on the other hand, works for hiring teams 24/7. By cutting out unnecessary steps and engaging directly with candidates, hiring teams can expect to decrease time-to-hire by up to 90%, mitigating the risk of losing candidates who are eager to start a new position.

And while increasing engagement with technology may seem impersonal to some, today's largest growing workforce segment, GenZ, expects a fast, self-driven, mobile-first digital experience. They welcome asynchronous

communication, and often prefer engaging chatbots, text reminders, and on-demand interviews.

What's more, hiring teams that automate tedious tasks have the ability to [innovate](#) in ways their peers don't.<sup>10</sup> In fact, one 2020 study concluded that global workers waste more than [40%](#) of their day on "digital admin," and that by automating repetitive tasks, "employees could be given back a quarter of their annual work time (4.5 months) to focus on more meaningful work, boosting productivity and overall business value."<sup>11</sup>

Automating mundane tasks also increases employee happiness. In another study, 72% of recruiters were more likely to stay at their current job when they used conversational AI.<sup>12</sup> Why? Many reported an increase in job satisfaction directly linked to repetitive administrative tasks being reduced by 50%.

By optimizing an experience that can be completed in less than 20 minutes, candidates land their dream job sooner, and recruiters see more qualified candidates, in less time.

A close-up photograph of a person's hands typing on a laptop keyboard. The person is wearing a blue long-sleeved shirt and a black bracelet on their left wrist. The laptop is silver and the keyboard is dark. The background is a light-colored wall.

Exceed candidate expectations with

*fairness  
& feedback*

Candidates understand that the hiring experience is a window into the employee experience. In fact, 78% say the overall candidate experience is an indicator of how a company values its people,<sup>13</sup> making an elevated one a powerful competitive advantage for employers.

However, modern job seekers not only want to work for a company where they feel valued, but also for one with whom they share similar values. This is particularly prevalent for Millennial and GenZ candidates, who increasingly seek employers that demonstrate a dedication to diversity, equity, and inclusion. When candidates perceive the hiring process as fair, they're 204% more likely to engage with that employer.<sup>14</sup>

By using technology to standardize the hiring process from end to end, employers demonstrate their focus on candidates' job-relevant knowledge, skills, and abilities, rather than interviewer opinions and biases -- and their commitment to leveling the playing field for all candidates.

Another way to elevate the candidate experience is by providing plenty of feedback. More and more, candidates are choosing to engage with employers who not only have easy-to-navigate hiring processes, but also where they get continuous status updates on where they stand, and how they can improve.

When employers offer job-related development tips during the screening or interview process, a candidate's willingness to engage increases by 20%.<sup>15</sup> And when employers give rejected candidates specific feedback on qualifications and job fit, candidate resentment rate decreases by 29%. By automating this engagement, hiring leaders are empowered to send reminders and follow-up text messages throughout the entire process, keeping candidates engaged and informed, without any additional lift from recruiters or hiring managers.



# Scale evaluations based on *skills* not resumes

To increase fairness and quality of hiring decisions at scale, hiring teams should focus on leveraging technology to assess skills, rather than relying on outdated resume reviews that are prone to bias.

In addition to promoting unconscious bias, resume reviews can severely shrink candidate flow. Especially for job seekers choosing to start over in a new industry, previous educational and work experiences are rarely predictive of job success. That's why many enterprise companies are committed to making hiring decisions based on candidates' willingness to learn, and ability to adapt and collaborate across teams.

**“We’re really passionate about finding talent from non-obvious places and increasing our diversity of thought. Instead of recruiters making assumptions or guessing about what they see on a CV, we let a candidate’s HireVue interview bring the required capabilities to life.”** -- HireVue Customer

Technical skills can be trained. Employers who win the best candidates in the future will do it by assessing things like communication, leadership potential, emotional intelligence, problem-solving, and other job-relevant skills that are critical to the 21st century workplace, but that may not show up on a resume.<sup>16</sup>

By relying on skills assessments, hiring teams are able to collect a wider variety of data from potential hires, and consider both hard and soft skills. Skills assessments also empower recruiters to evaluate candidates more quickly, and to evaluate future potential, rather than focusing on the historical data that resumes provide. With the ability to identify job-specific skills that translate to success in a given role, for thousands of candidates at a time, recruiters can confidently prioritize candidates faster and more effectively.

The Boston Red Sox used HireVue’s OnDemand video interviewing and assessment tool not only to speed up hiring, but also to ramp up internal promotions. “Because these hires are generally entry-level, we look for hungry, go-getters who have sales potential and great personalities, communications skills, and attitudes. Resumes had zero insight into these qualities, which made it hard to determine the best of the best,” says William Droste, Vice President of Ticket Sales and Premium Packages. The Red Sox formerly saw about 1 in 4 of their new hires win promotions into full-time jobs; but after implementing HireVue, that number increased to 1 in 3 - a 30% increase in promotion rates.



doing more  
with less:

The new relationship  
between hiring teams  
and technology

Hiring leaders who transform their TA efforts into a digital-first, high-touch experience for the next generation of job seekers will become the most coveted employers.<sup>17</sup>

Recruiters need technology with the power to engage candidates where they are, build structured interviews that predict job success, automate tasks like scheduling, and minimize bias throughout the hiring process. HireVue lets you do just that.

With 23M+ interviews and counting, HireVue users experience:

- ◆ 90% decrease in time-to-hire
- ◆ 16% increase in new hire diversity
- ◆ 131% ROI

Move the needle on your most pressing hiring challenges -- from time-to-hire, to new hire diversity, to candidate experience with our full-solution, Talent Experience Platform™:



## Text Recruiting

Start texting to start hiring.

HireVue's quick-to-deploy text recruiting solution enables recruiters to start texting and sourcing from their talent pool without the privacy and compliance risks of texting from their personal devices. With a 98% open rate compared to 20% on email, hiring teams can send 1:1 texts or SMS campaigns to rediscover qualified talent and quickly connect with candidates in minutes.

## Structured Interviewing Powered by Text

Fair interviewing made fast and easy.

**HireVue's structured interviewing powered by text** gives recruiters and hiring managers the tools they need to easily identify the right competencies, interview questions, and evaluation criteria for each and every interview. With access to a library full of job-related questions, vetted by IO Psychologists and independently audited, hiring teams can transform informal candidate discussions into a standardized process, giving candidates a more equitable opportunity to demonstrate their qualifications, lightening the load for hiring teams, and boosting both the **quality** and the **fairness** of hiring decisions.

## Automated Scheduling

Eliminate calendar headaches, interview people faster.

HireVue's automated scheduling handles the logistics of interview scheduling - and rescheduling - so you can **spend less time juggling calendars** and more with the best candidates. We'll automatically email and text your candidate shortlist to self-schedule utilizing our calendar integrations and send out text reminders and calendar invites to **avoid dreaded ghosting**.

## Assessments Powered by Text

Assess skills fairly and at scale.

What happens when you expand your sourcing efforts, only to invite diverse candidates into a biased hiring process that inadvertently screens them out? **Our assessments** evaluate candidates on job-relevant skills, dramatically reducing bias at scale. By combining both assessment and interview, candidates get a fast, unified experience that can be completed in 20 minutes or less -- and hiring teams get **fast and fair insights** to help them increase recruitment efficiencies and find the **best-matched candidate** for the job.

## Conversational AI HireVue Hiring Assistant

Engage and recruit candidates 24/7.

With access to a personal hiring assistant, candidates are empowered to quickly find a job that matches their skills, prescreen for the role, schedule an interview, get immediate answers to FAQs, and receive regular text status updates - all without waiting to hear back from a hiring manager. Our **chat-powered hiring assistant** engages candidates from beginning to end, freeing recruiters to spend time with qualified candidates and creating a **seamless, engaging experience** for everyone.

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# Hire★Vue

Now is the time to keep what's working, and fix what's not. Build a faster, fairer, friendlier hiring process with HireVue. Schedule a demo today.

[GET A DEMO](#)