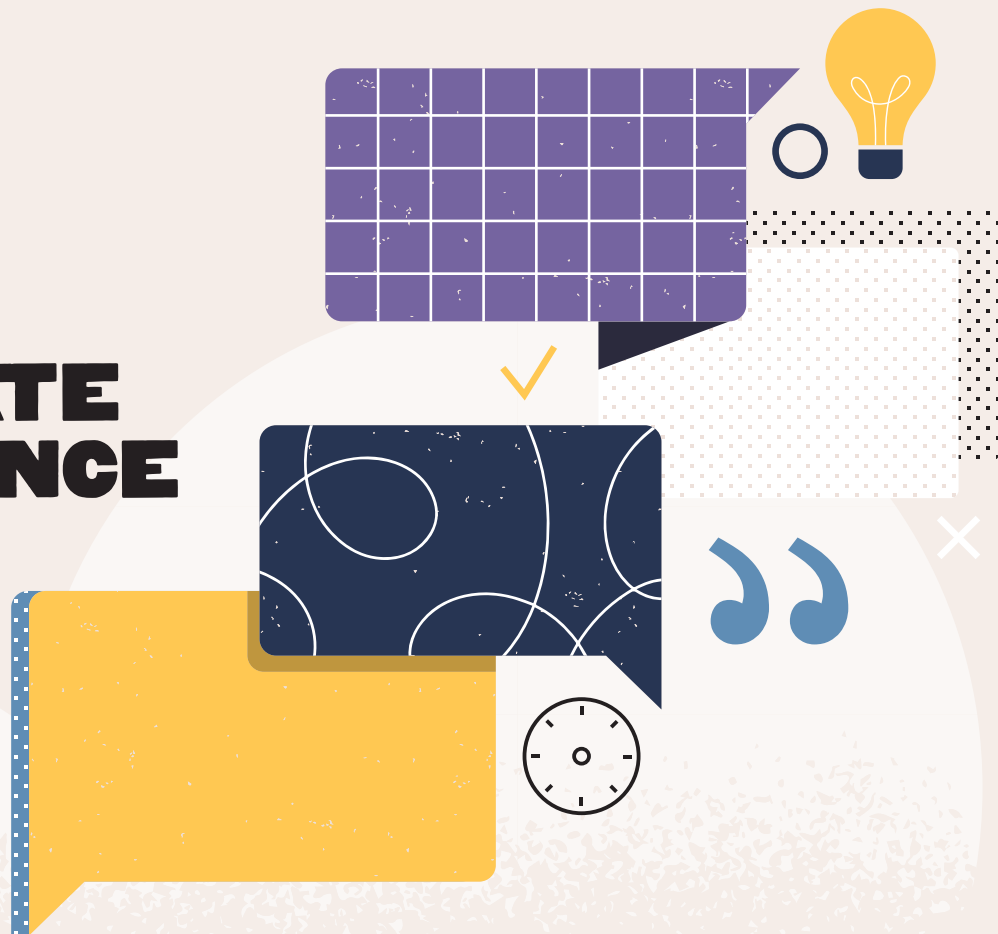


Hire★Vue

CANDIDATE EXPERIENCE GUIDE



THE 2024 CANDIDATE EXPERIENCE GUIDE

Finding new ways to address age-old candidate concerns



EXECUTIVE SUMMARY

Candidates want great communication and to feel valued. While that might seem like old news, what's new in 2024 is the rise of AI-driven technologies that talent teams can now use for continuous, engaging candidate interactions.

In a sweeping global survey, HireVue engaged 3,376 candidates to uncover evolving work desires. Just like last year, candidates are relentlessly staying put, with more than half (55%) of respondents saying they have zero plans to leave their current roles.

2024 is shaping up to be a year of contradictions in the job market. In the U.S., job growth remains steady, and unemployment is low, yet concerns about high interest rates and a potential recession are widespread. Meanwhile, the U.K. sees record-high vacancies alongside a rising unemployment rate.

These paradoxes may feel like trying to solve a puzzle with missing pieces, but they reflect our complex reality. Both candidates and businesses are still recovering from years of volatility, and stability has become a top priority for both.

EXECUTIVE SUMMARY **CONT.**

For candidates, this might mean staying put rather than venturing into new job opportunities. And for businesses, this means recalibrating on their ratio of net new jobs and investments in internal mobility.

Adding to the complexity, generative AI has amplified uncertainty for many. A notable [38% of Americans](#) now fear that advancing technology could render their jobs obsolete—a concern that has [grown steadily](#) as AI becomes more sophisticated.

Amid these dynamics, candidate transparency has evolved from nice-to-have to normal. HireVue's global survey found that 79% of candidates demand to know if AI is used in hiring when applying for a job, and 75% admit they don't fully understand how AI functions in this context.

It comes down to this: candidates want to commit to a path long-term. However, they demand open and honest communication from the start. Open and honest communication is no longer optional; it's critical. And it begins with the hiring process.



KEY FINDINGS

With stability and transparency top of mind in 2024, candidates are asking questions like, “How am I being evaluated for this job?”, “How do you take care of your employees?”, and “Is a robot making this life-changing decision?”

In other words, people want to know they’re being treated fairly and not being overlooked. They want clear, consistent communication, stability, and growth and to be valued as a human—not just a work resource.

The call from candidates for stability and transparency has led hiring leaders to reexamine best practices, specifically in terms of these three areas:

- 1 HOW TO LEVERAGE AI WHERE OTHER TECHNOLOGIES HAVE FALLEN SHORT**
- 2 HOW TO UNCOVER HUMAN POTENTIAL**
- 3 HOW TO SHOW CANDIDATES THEY’RE VALUED**

What candidates want is not new. But with an ever-evolving set of tools at our fingertips, the ways we respond can be.



1 LEVERAGING AI WHERE OTHER TECHNOLOGIES HAVE FALLEN SHORT

When instant is expected, a faster hiring process has been on every talent team's docket for a long time. Quick to jump aboard the tech train, many talent teams have rushed to onboard the latest chatbots or ATS systems. And while some of it leads to significant time savings for hiring managers, it can leave candidates feeling disconnected.

Candidates spend time and energy researching companies and applying for their open roles. In return, they want a well-defined hiring process where expectations and timelines are clearly laid out. They want to feel like their time is respected and that communication and feedback are quick and consistent.

HireVue survey data backs this up:

- 67% of candidates have turned down a job because the hiring process was poor.
- 62% of job seekers cited poor communication as the top reason for a lousy hiring process, while 46% said it was due to a lack of transparency and 32% said it was due to a lengthy hiring process.
- 55% of respondents said a quick, transparent hiring process was the #1 hiring characteristic that would draw them toward a company.

So how can hiring leaders hand candidates a quick and highly personalized experience?

AI-powered hiring solutions.

Hiring technology that uses AI has swiftly transformed from novelty to necessity.

- 70% of HR leaders said they use or plan to use AI in the next year, according to HireVue's latest Global Guide to AI in Hiring.
- In the same report, nearly 75% said they trust AI to recommend who they hire.
- McKinsey data shows adoption in AI skyrocketing from 55% last year to 72% in 2024.
- In a Gartner report, 76% of HR leaders agree they will be lagging in organizational success if they don't adopt and implement generative AI in the next 12 to 24 months.

This big shift in AI use isn't simply because it's popular. It's because it works. It gives recruiters back their time so they can do what they do best: focus on human-to-human relationships and create connections with candidates.

However, with anything new comes some healthy skepticism. While candidates are not anti-AI, they do question how they're being evaluated with these tools. When asked why they're concerned about hiring AI, 49% of our candidate respondents said they believe AI could exclude the "human factor" that hiring needs.

This belief seems to be directly linked to a lack of understanding about how AI is used in hiring, especially since 75% of our survey respondents admitted that they know little to nothing about AI in hiring.



It comes down to this—if talent teams are not clear and transparent about how they use AI, candidates will make negative assumptions. But when hiring teams communicate with their candidates about how they're using AI, it's a huge win for both parties.

For example, [Nestlé](#) has replaced phone screens with HireVue video interviews—and with a 92% CSAT score, their candidates are singing all the praises. Here are just a few testimonials from Nestlé candidates:

"Overall good experience, intuitive, and good explanations of the software."

"The HR representative video at the beginning gave me a feeling of engagement and that I am not talking to a machine, there is a human factor involved."

"This experience and the use of this software by the hiring company show that they are also innovative in their recruiting strategy."

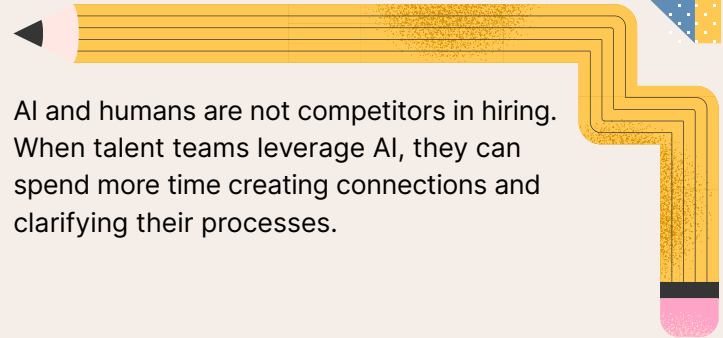


Here's how to show candidates that AI can make the hiring process **faster and more personal**.

- Explain how AI is facilitating (not replacing) human judgment. In fact, AI provides the space for recruiters to forge stronger candidate ties. Inform candidates about AI's benefits early and often, like in the application process or before skills assessments.
- Help candidates understand how skills assessments improve fairness by looking at skills and potential, not subjective criteria.
- Clarify how AI takes over repetitive, administrative tasks so that talent teams can build meaningful connections with candidates and make strategic decisions about new hires.
- Show them how tools, like on-demand interviews, can eliminate the back and forth and get them to an in-person interview faster.

"On-demand video gives us different insights into the candidates, a different perspective on who they are and what they would bring to the role. Since candidates can complete the interview on their own time, it also provides an elevated candidate experience."

Lauren Flack, Senior Manager of Leadership Development, Royal Bank of Canada



AI and humans are not competitors in hiring. When talent teams leverage AI, they can spend more time creating connections and clarifying their processes.

2 UNCOVERING HUMAN POTENTIAL

Candidates want stable employment with opportunities to learn and advance. But we're not talking about traditional "corporate ladder" models, where employees feel held captive by strict job progression expectations.

We're referring to modern multi-directional progression models that allow employees to define their success by moving fluidly within the company. Internal mobility is breaking the rungs of the corporate ladder and giving every employee a fair chance to reach their goals and advance their skills, without getting boxed in or pigeonholed.

More importantly, it encourages employees to achieve their goals without having to seek outside

options—an opportunity that seems so enticing after years of an unsettled economy and a shaky hiring landscape.

More than half of HireVue's survey respondents said they're looking for companies that promote from within. The same number said they've considered applying for another role in their company. This is especially true for Gen Z, who are 36% more likely to [seek advancement opportunities](#) and 34% more likely to prioritize skill development.

It's clear that internal mobility needs to be a part of your work culture. But how do you match employees to internal opportunities?

[Skills assessments](#) make it possible to uncover not only what an employee has done, but what they can do. **And in doing so, they allow employees to take control of their career journey.**

Using skills assessments, employers can look at employees' potential and highlight transferable skills that make them valuable assets across different roles within a company. They give employees the power to visualize their unique skills and craft a personalized career path. And it helps employees and employers better understand how they can align.

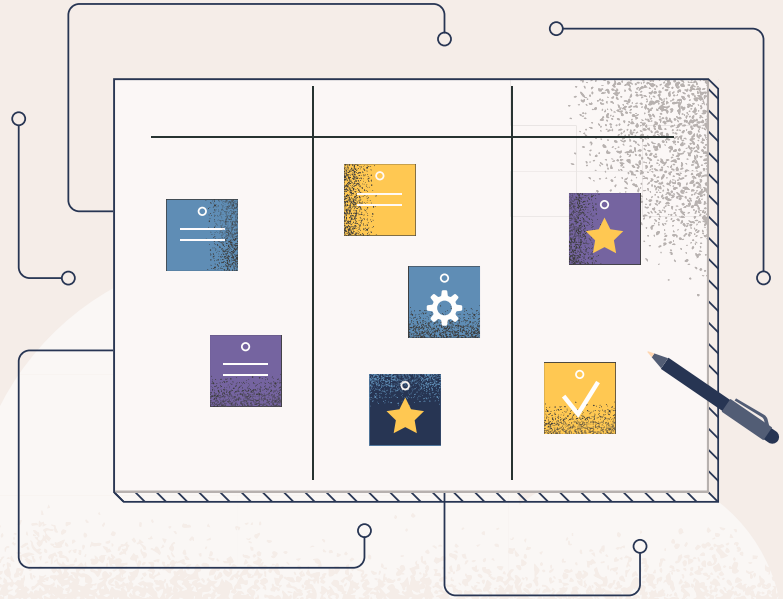
It's an impactful way to retain employees while allowing them to still benefit from new and exciting opportunities that may not have even existed when their tenure began.



Thankfully, employers are realizing the huge potential their workers carry. Instead of immediately turning to new hires, 50% of TA teams in Hirevue's Trends Report said they're now turning to their internal talent for roles. This is compared to 44% the year prior.

But here's the kicker. Candidates need to know where employers stand on internal mobility, that previous experience isn't required for every interesting new role. In a [Gartner report](#), 89% of HR leaders admitted that their career paths are unclear for employees. Even more, 14% of HireVue respondents said they don't apply for other roles in their company because they're unsure if they'll qualify. And 27% aren't even sure what skills could be transferable within their company.

To make it easier for employees to apply for roles within your company, be open and transparent about how skills assessments work—both in hiring and internally—so candidates can easily achieve career growth with you, not elsewhere.



3 SHOWING CANDIDATES THEY'RE VALUED

Workers want to feel appreciated for what they do. Seems simple enough, right?

Unfortunately, the message is rarely received. All too often employees feel like another cog in the wheel instead of a human deserving of appreciation.

And it's a serious mistake. An appreciated employee profoundly impacts the business as a whole. Research shows that [happy employees are more productive](#) at work, and ultimately, more loyal to the company.



Here are 3 ways candidates want to feel valued and appreciated at work:

- **More control over how they work:** [50% of employees](#) will skip a pay raise if they can get a flexible working schedule.

Nowadays, the office is a mix of remote, hybrid, and full-time in-office work. And while [56% of companies](#) are asking staff to come back into the office more regularly, employees are pushing back and demanding autonomy. Flexibility is no longer about working from home. It's about the freedom to create an adaptable schedule that fits into their everyday lives.

- **More financial stability:** financial bonuses and rewards are the #2 job perk candidates are looking for.

Inflation has eased up just a bit, releasing some of the financial pressures that so many were under. Still, financial stability remains a top priority for job seekers. It's so important that 27% of our survey respondents said the reason they left their last job was due to a better salary elsewhere.

- **More fulfillment at the end of the day:** [93% of candidates](#) say they want a job that has meaning.

They're looking for places that make them truly happy—places where they feel like their job has meaning at the end of the day. Essentially, they want to be seen and appreciated as a person—not just an employee.

There's no point in reforming the employee experience if talent teams are pressing ignore on the candidate experience. If employers are serious about valuing their employees, the candidate experience has to be a critical piece of the puzzle.

"When we went to our validation after the first year, we were able to have confidence that there were probably [competencies] in there that were so predictive that we could actually remove a couple of the others, so that we could speed up the experience. That's an example of where we've improved the experience for candidates, because we know that time is an important factor in recruitment and investing that time is a lot to ask a candidate—who might be applying to 15 roles."

James Gordanifar, Global Talent Acquisition Director for Early Careers, [WTW](#)

We'd argue that a great employee experience starts with the candidate experience. How?

- **Be transparent:** We'll say it again and again—transparency needs to be a critical part of your candidate experience. From pay transparency to outlining clear job expectations to demonstrating vulnerability—do it all. And now that AI has a place

at the table, show candidates how it is used so they can understand the role it plays.

- **Showcase the job:** One of the best ways to demonstrate your commitment to stability and transparency is through [realistic job previews](#). These personalized videos offer an authentic window into life on the job, helping candidates determine if the job is a good fit long term.
- **Personalize the hiring process:** Humans crave connection. So even with AI taking on a pivotal role at work, the human touch must always be foundational. Highlight human relationships by keeping candidates in the loop, from start to finish. Shorten the application process so they can trade a cumbersome process for more one-on-one connections. And leverage flexible recruiting tools, like [text recruiting](#) and [video interviews](#), that show candidates their time matters. That they matter.

At the end of the day, a great candidate experience will make it easy for candidates to say "yes" to a job offer.

[Beacon Health System](#) needed a way to strengthen their hiring experience, modernize their brand to become friendlier and more inclusive, and create meaningful relationships between candidates and recruiters from the start. They turned to HireVue Conversational AI to create a more meaningful experience that mirrored their employer brand and allowed recruiters to connect with candidates from the beginning. Candidates can pre-screen for the role, self-schedule an interview, and receive automatic updates—all on their own time. This self-guided process empowers candidates, eliminates recruiters' unnecessary involvement in the process, and ensures candidates get hired faster.

"We put a lot of thought into candidate experience with a focus on customizing thought verbiage to reflect our brand voice. We wanted candidates to see us as human and someone they could relate to from the get-go."

*Digital Recruitment Marketing Specialist,
Beacon Health System*



BEST PRACTICES FROM HIREVUE'S SCIENCE LEADERS

At HireVue, our science team combines two distinct fields of science: Industrial/Organizational (IO) Psychologists and Data Scientists. Our Data Scientists build the AI-based algorithms while the IO Psychologists conduct job analysis and test the entire process. This way, they can watch algorithms for hiring biases—helping make the process as fair as possible.

With years of experience testing, analyzing, and enhancing HireVue's AI, we wanted to get our experts' take on how companies can communicate about AI to create a better candidate experience.

Here's what they said:

"Candidates want an efficient process, but they also want to feel as though they were able to showcase their talents and potential. Using AI and job-relevant assessments achieves this balance. AI helps take low-value friction out of the process and assessments enable candidates to show who they are and what they're capable of beyond what might be on their resume or application. Further, candidates want to be a consumer in the hiring process meaning they need transparent information about what it would be like to work at that company. Multimedia realistic job previews are a fantastic way to make the hiring process more of a reciprocal, two-way information exchange."

- *Mike Hudy, Chief Science Officer, HireVue*

BEST PRACTICES FROM HIREVUE'S SCIENCE LEADERS **CONT.**

“Not only is transparency in AI good for business, it is just the right thing to do. As a pioneer in using AI in hiring, HireVue has forged the path with setting industry best practices, 3rd party audits, and our AI Explainability Statement. Vendors should be able to explain how their technology works to people with very little technical expertise and make that information easily available. We’ve seen directly how high levels of transparency have affected candidates’ sentiments and comfort with the technology. Hiring has been broken for a long time; AI and automation are keys to giving all candidates a fair shot.”

- Dr. Lindsey Zuloaga, Chief Data Scientist, HireVue



“All too often, the candidate experience is significantly underweighted or totally forgotten when designing hiring programs. With advanced technologies that are driven by science, both utility and fairness can be achieved that also positively impact the candidate experience. Candidates are the most important part of a hiring program. AI will continue to be the biggest enabler of positive candidate-centric hiring programs, if appropriately designed with a science foundation.”

- Nathan Mondragon, Chief IO Psychologist, HireVue

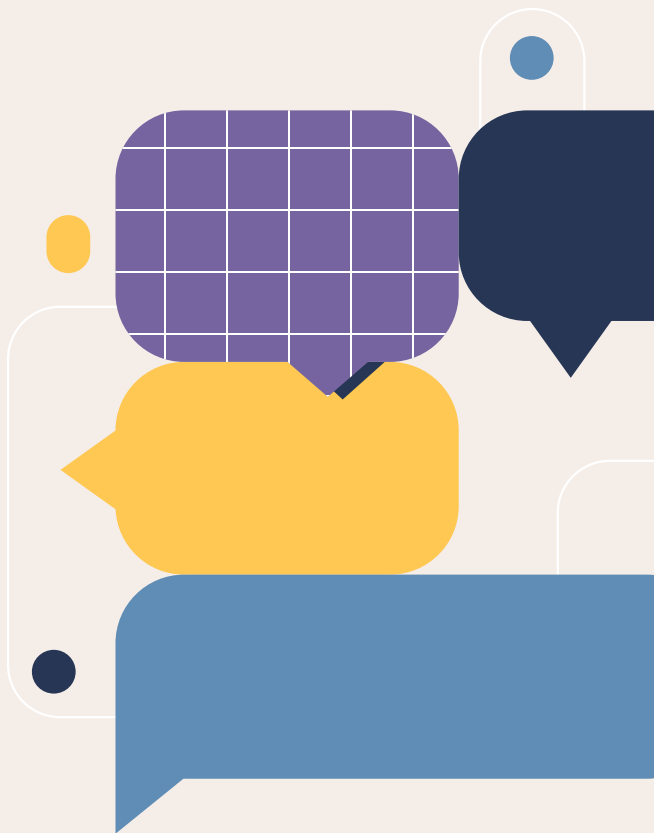
CONCLUSION

The recruitment process is a candidate's first look into future work possibilities. Will that future look bright—or will they pass and move on?

The answer starts with the hiring team.

In a world where stability and transparency are top of mind, AI can fill the gaps in really addressing these needs. With hiring technology that uses AI, recruiters can shift from “filling the funnel” tasks to communicating and connecting with candidates—creating a clear, quick hiring process where candidates feel valued and want to stay long term.

Ready to give candidates the stability and transparency that they so desperately seek? Transform your hiring process with HireVue's end-to-end hiring platform. From skills assessments to video interviewing to conversational AI (and so much more), we offer a full set of solutions that will keep your company in demand. For a demo, reach out today.



The logo features the text "HireVue" in white, bold, sans-serif font. A white five-pointed star is positioned between the words "Hire" and "Vue". The text is centered within a yellow speech bubble that has a blue dotted border and a tail pointing towards the bottom-left corner. The entire logo is set against a dark blue background.

Hire★Vue