

.SHL.



What
Candidates
Want

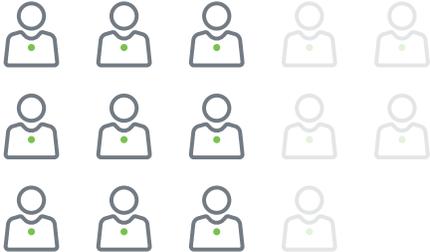
Talent in Innovation.
Innovation in Talent.

Improving the Assessment Experience – Separating Fact from Fiction

Organizations are not meeting candidates' expectations.

65%

of candidates find their most recent application process frustrating.



30%

 of candidates choose not to move through the interview stage because the application process is too frustrating.

However, a positive candidate experience can improve new hires' discretionary effort and intent to stay with the company by **15 percent** and **38 percent**, respectively.

Source: Gartner 2016 Candidate Experience and Preference Survey.

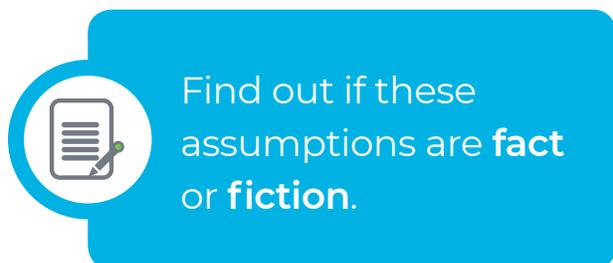
Uncovering the Truth: Candidate Experience and Preferences

Many companies use or plan to use assessments in their hiring process. However, some organizations hesitate, concerned that assessments will worsen the candidate experience because candidates view them as too long, boring, an inconvenient, and as making the hiring process unpleasant.

In 2016, SHL and Gartner conducted a **Candidate Experience and Preferences Survey** to understand job applicants' preferences and the potential effects that assessments might have on the overall candidate experience and on hiring outcomes. Our study tested the following assumptions:

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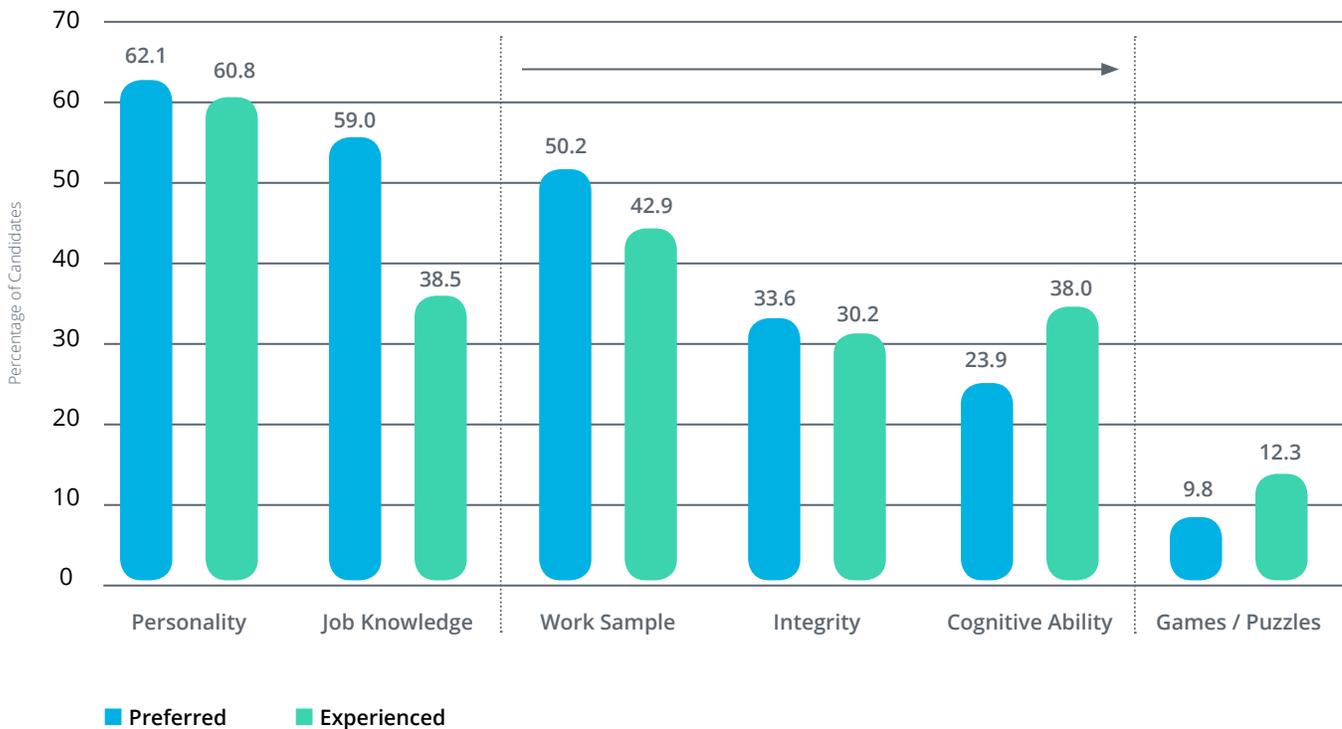
1. Candidates want assessments that are fun and entertaining, like games and puzzles, over ones that feel like tests.
2. Candidates want to spend as little time as possible completing assessments.
3. Candidates who are dissatisfied with their assessment experience are more likely to withdraw from the hiring process and to damage brand reputation by sharing their negative impressions with their network.



Assumption 1: FALSE

Candidates today want assessments that are fun and entertaining, like games and puzzles, over ones that feel like tests. The underlying belief is that candidates want to have a fun, creative assessment experience during the hiring process. However, research suggests that **candidates mostly prefer personality tests and job-related assessments.**

Candidates' Assessment Type Preferences and Experiences



Source: Gartner 2016 Candidate Experience and Preference Survey.

Job relatedness (i.e., whether the test is perceived to measure constructs relevant to the job) is one of the most important aspects to influence perceived fairness. Candidates generally prefer job-related assessments methods, which affect overall positive reactions. The perceived opportunity for candidates to demonstrate their knowledge, skills, and abilities is another important determinant of perceived fairness. Games and puzzles that bear little or no resemblance to the job pose a higher risk of prompting negative reactions, tied to perceived unfairness and inability to demonstrate job-related skills.

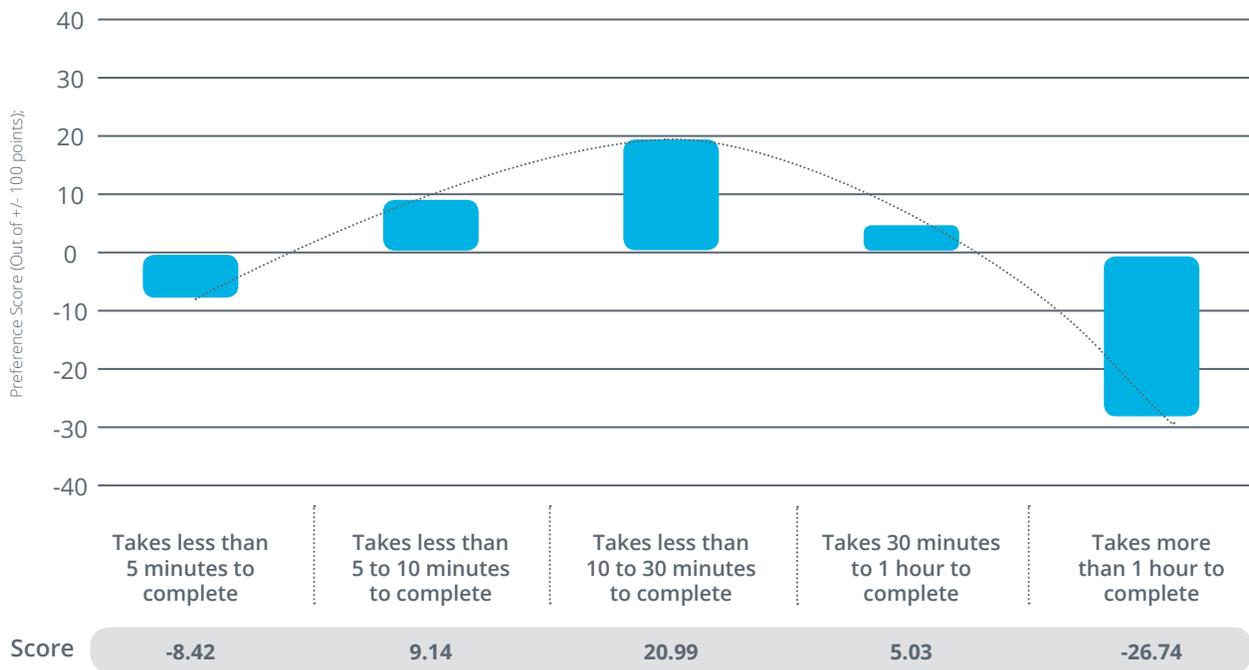


“Trying to find a job is stressful, and I don’t want to play games. From the application to the assessment to the interview—all the questions I am being asked should be related to my experience and potential performance.”

Assumption 2: FALSE

Candidates want to spend as little time as possible completing assessments. Many organizations worry that asking candidates to complete assessments longer than five minutes will affect the candidate experience. However, **candidates prefer assessments that take between 10 to 30 minutes to complete**, and this preference is similar across regions.

Candidates' Preferred Assessment Length



Source: Gartner 2016 Candidate Experience and Preference Survey.

Assessments that are too short generally are seen as less credible than longer ones, and candidates may see them as providing insufficient time to prove themselves. Candidates are likely to feel they have a better opportunity to perform if the assessment length sufficiently allows for their knowledge, skills and abilities to be measured.

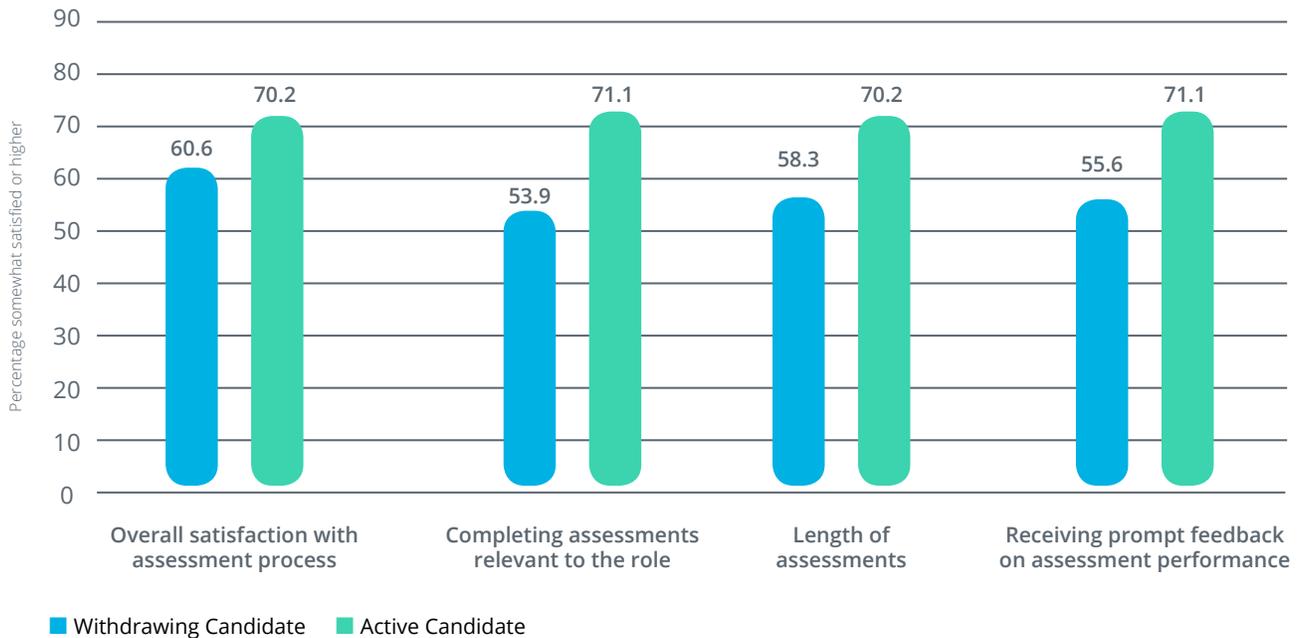


"I don't mind taking time to complete an assessment for a job I am interested in, just as long as it gives me an opportunity to stand out from the crowd by demonstrating my skills and capabilities."

Assumption 3: TRUE

Candidates who are dissatisfied with their assessment experience are more likely to withdraw from the hiring process and damage brand reputation. **Candidates want assessments that are job-relevant** and easy to understand, such as work samples and job knowledge tests.

Satisfaction Differences Between Active and Withdrawing Candidates



Source: Gartner 2016 Candidate Experience and Preference Survey.

Research shows that candidates' dissatisfaction with the role relevancy of the assessment, the length of the assessment, and the amount of feedback they receive during the assessment process affect how likely they are to move forward in the hiring process. Candidates who are dissatisfied with the assessment process are also less likely to recommend the organization to others.

How likely are you to recommend applying to the organization to a friend / family member?



Dissatisfied with Assessment Process; Mean = 6.5 NPS = -58.3

Satisfied with Assessment Process; Mean = 8.4 NPS = -7.0

Source: Gartner analysis. NPS = % promoters (9-10) - % detractors (0-6)



"I think of the hiring process as a time for me to showcase my skills, but also as an opportunity to learn more about the company I am applying for. If the company is frustrating to work with, then I will likely lose interest and spend more time pursuing other job openings."

Summary of Results



What type of assessments do candidates prefer?

Candidates want assessments that are job-relevant and easy to understand, such as work samples and job knowledge tests.



How long should assessments take to complete?

Candidates prefer assessments that take between 10 to 30 minutes to complete.



How can assessment satisfaction be improved?

Provide timely feedback and ensure that assessments are relevant and simple to complete.



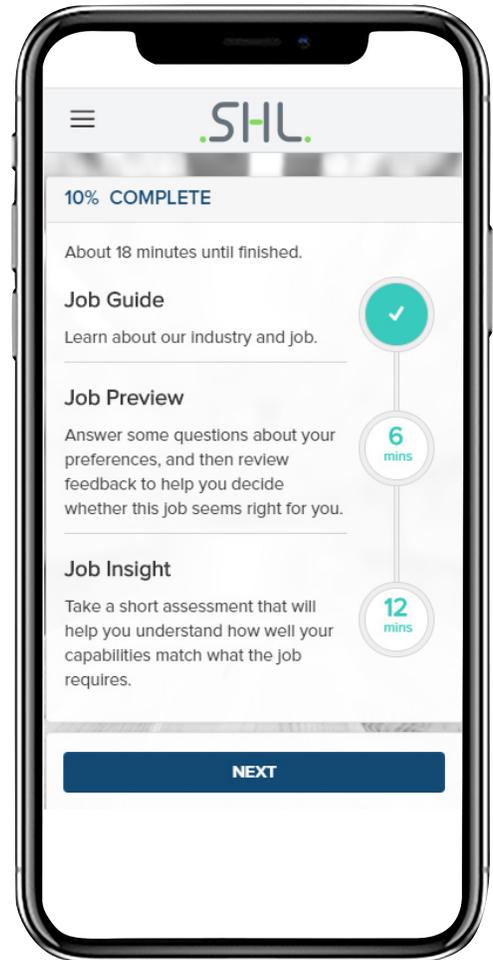
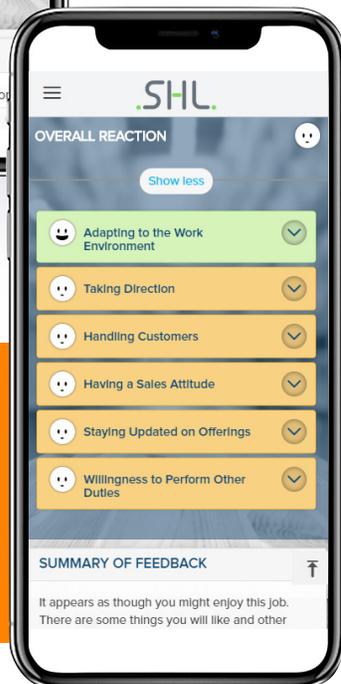
What outcomes are affected by candidate experience?

Dissatisfied candidates can damage brand reputation and might choose to withdraw from the hiring process.

Empowering the Best to Move Forward

SHL Precise Fit allows you to **effectively and efficiently** hire the best candidates while **delivering an engaging and empowering candidate experience**.

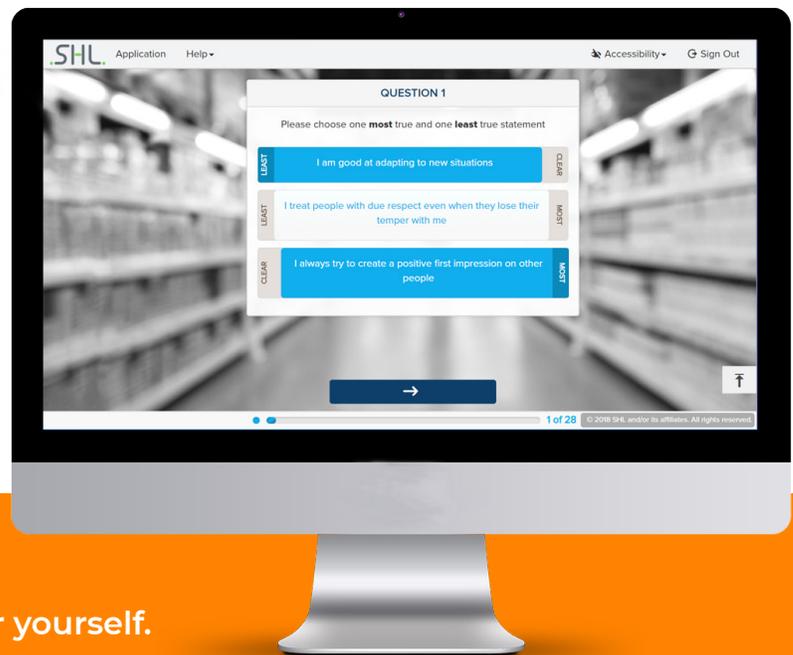
Candidates are greeted with an engaging, intuitive interface that guides them through the process and **encourages self-direction**.



Precise Fit engages candidates with a realistic preview of the role, company and culture, and helps them decide if the job is right for them.

Our job-related, highly predictive assessments allow you to measure what matters most.

Our architecture allows you to combine assessments from our world-leading portfolio to measure competencies, abilities, behavioral styles and preferences to drive business outcomes. We use job-related tools that map to specific business needs and that combine evaluation of job readiness and performance potential for entry - to executive-level positions, in a wide range of industries and job functions. This unique insight enables recruiters to make data-driven decisions and identify the best quality hires.



Experience the difference for yourself.
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