Hire★Vue

# 4 INNOVATIVE STRATEGIES

## To Improve Quality Of Hire

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# ✦ Introduction

# Introduction

Hiring quality talent is the goal of every recruiting function. If you think about it, talent acquisition quite literally holds the future of the organization in their hands. Landing phenomenal hires can yield a greater long-term ROI than any established consulting firm or nifty new sales alignment tool. A company is, after all, made up of people. Those with the best people will have the best chance of success.

The flip side holds true as well. There is a steep cost associated with hiring unfit talent. First, there's the opportunity cost related to not hiring a better candidate. This is a little difficult to quantify, but if your organization is consistently hiring the least productive applicants for each role, falling behind the competition is practically guaranteed. Second, when a bad hire inevitably leaves, recruiter man hours must be reallocated to backfilling the vacant position. How can talent acquisition focus on locating the best talent if they are constantly filling vacancies caused by bad hires? The result in this case is a negative feedback loop.

# Introduction

Since you're reading this book, those observations probably aren't particularly enlightening. So let's cut the introduction and get straight into the meat of the matter: some companies have figured out how to leverage digital age hiring in a way that improves quality of hire, provides a more personal candidate experience, and gives them a leg up over their competition: video interviewing on demand.

These are four companies using on demand video interviewing to identify and hire the best candidates:

**Boston Red Sox**

# Boston Red Sox

Finding good salespeople is tough, particularly when they will be operating in a boisterous baseball stadium. They can't just be nice folks with a pleasant personality. They need to be hungry, charismatic go-getters.

The Boston Red Sox are all too familiar with the pitfalls of traditional hiring: resumes just don't offer much insight into the qualities that make a salesperson great.

Targeted at recent college graduates seeking a career in sales, the Red Sox' Sales Academy is a three-year program that forges inexperienced sales reps into top performers. Members of the Sales Academy sell season tickets, premium seating, and other ticket packages - by the end of the program, they leave with a wealth of experience applicable across the sports industry.

But ideally, this is not the case. "We want them to become the future sales executives of our franchise," William Droste, VP of Ticket Sales and Premium Packages, explained. "We're looking for the best of the best to fill these roles."

" **We knew that by getting to the video interview right away, we would close the gap,** saving our time and expenses and also not waste the candidate's time."

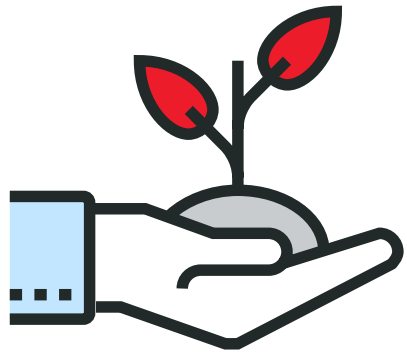*William Droste, VP of Ticket Sales and Premium Packages*
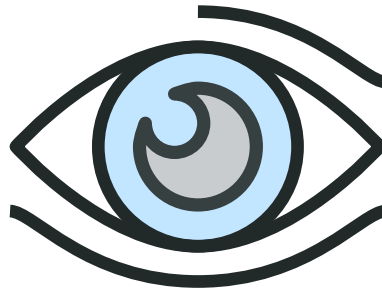
# Boston Red Sox

From on demand video interviews, Droste can narrow down the top 3-4 candidates before they schedule an in-person interview. In years past, building a Sales Academy class took over eight weeks. Now the Red Sox can build the entire class in less than three weeks.

Surely this greater efficiency comes with a cost, right? Wrong. In previous classes, the Red Sox were lucky to **promote 25% of each**. With better visibility into sales attributes that actually matter, the Red Sox **promoted 33% of the first class hired** this way to full time positions.

# Boston Red Sox

**Built Sales Academy Team 75% Faster**

**Gained Visibility into Key Sales Attributes**

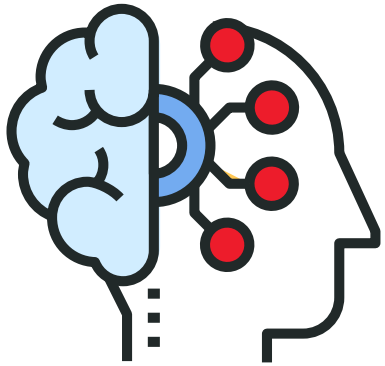**Promoted 30% More Sales Academy Hires**

✦ **Read the Full Success Story**

IBM Watson

# IBM Watson



Quickly accessing and assessing top tech candidates is critical when you are building innovative, industry-disrupting artificial intelligence like IBM's Watson.

IBM Watson's candidate screening is thorough. It has to be: the cost of hiring an ill-equipped candidate is too high. But given the competitive nature of finding top tech talent, they also needed to be fast. Enter on demand interviews with coding challenges.

After the on demand interview revealed the **top 50% of the candidate pool**, the remaining candidates completed an on demand coding challenge. The results of this challenge surfaced the **top 25% of applicants**. After the remaining candidates completed a live coding challenge, **75 were invited to New York** for the final step of the hiring process.

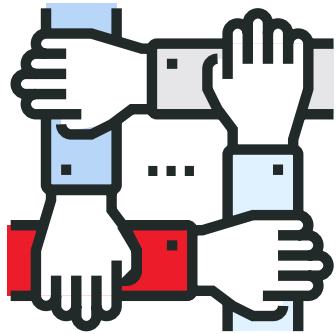The results? **94% of attendees were extended a job offer, compared to 70% in years past.**

> " If someone is turned off by the concept of an OnDemand interview, they probably aren't the right candidate for us. **We need people who are digitally savvy and if they don't want to go there with us, we are okay with that.**"

*Obed Louissaint, VP of HR at IBM Watson*

"The hiring leaders were fighting over the candidates, they were so pleased with the caliber."
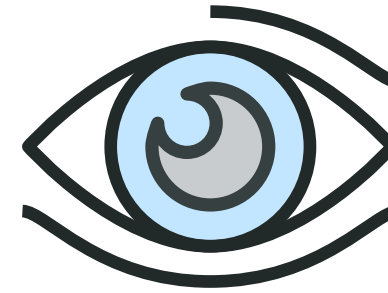
*Obed Louissaint, VP of HR at IBM Watson*

# IBM Watson

**Cut Candidate Pool by 50% at Each Hiring Process Step**

**Hired 34% More Final Applicants**

**Gained Visibility into Key Developer Attributes**

✦ **Read the Full Success Story**

**✦ Carnival**

Case Study:

# Carnival

With a fleet of 24 ships, 14,000 employees, and a total passenger capacity exceeding 200,000, Carnival Cruise lines is the number one cruise operator in the world. Nicknamed "The Fun Ships," Carnival did not earn its number one spot with boring onboard entertainment and lackluster live music.

Cruise ship entertainers can't just be charismatic and entertaining. They must also possess an immense repertoire of songs they can play on request.

For a large part of Carnival's history they relied heavily on staffing agencies: costly, to be sure, but these seemed the best way to source the most versatile musical talent. Eventually this bloated system backfired.
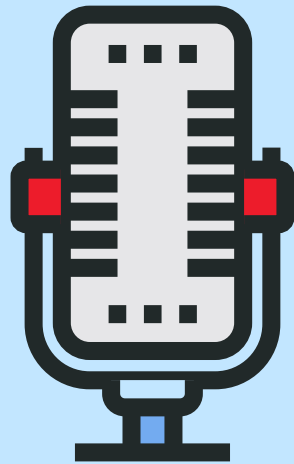
"In just six months since implementing Hirevue, our retention rate went from 25% to 41% - an increase in over 60%. This has been a tremendous benefit resulting in time and cost savings to not have to source new talent and ultimately a better experience for our guests."

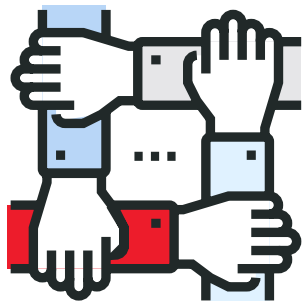*David Brady, Casting Supervisor at Carnival*

# Carnival

As it happened, video offered the perfect medium for Brady and other Carnival supervisors to assess the best musical talent themselves.
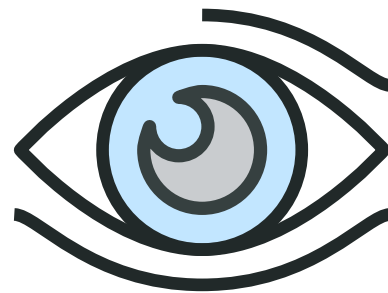
With on demand video interviews, Carnival staffers could evaluate how performers respond to questions with little preparation- giving them insight into one of the most crucial skills in the cruise ship entertainment industry. "If they stopped the interview then came back to complete it, we could easily tell that they weren't prepared or didn't have the skills we needed," Brady explained.

Not only did this **new hiring methodology cut agency expenses by 70%**, Carnival's quality of hire improved as well: the number of performers invited back for a **second contract skyrocketed from 25% to 41%.**
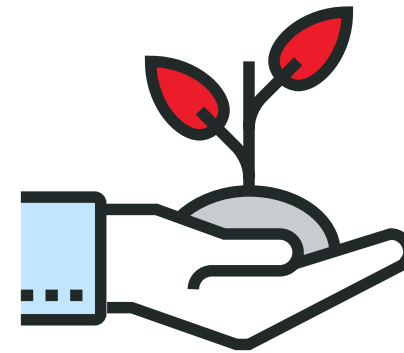
# Carnival

**Cut Agency
Expenses 70%**

**Gained Visibility
Into Key
Entertainer
Attributes**

**Increased
Repeat
Contracts 64%**

**Built Onboard
Talent Teams
80% Faster**

✦ **Read the Full Success Story**

**Rackspace**

# Case Study:

# Rackspace

Rackspace built its reputation around phenomenal customer service. Serving customers in 150 countries worldwide that depend on the assistance and advice of 5,700 "Rackers" – unparalleled customer service representatives with a knack for explaining complex cloud infrastructure.

Immediately after making the switch to HireVue OnDemand interviews, recruiters considered 3x as many candidates as they could previously. Despite the larger applicant pool, the recorded video responses allowed recruiters and hiring managers to get straight to the best candidates, **cutting time spent in interviews by 87%**. As a result, Rackspace's quarterly hiring costs plummeted from **$48,000 to $6,148**.

So what about quality of hire? Prior to adopting video interviewing, around 23% of interviewed candidates received offers. Now it's **more than doubled, and currently averaging around a stunning 50%**.

> " We have confidence that **we're hiring the best candidates because we have access to more candidates now than ever before**. We've increased both the number of candidates initially screened and those brought in face to face."
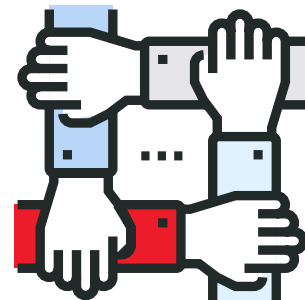>
> *Bryan Carter, Director of Customer Care*

" **Our customer service technician role is a high volume position, and we didn't have a way to identify the right people at scale.** We were spending massive amounts of time interviewing and needed a better solution."

*Bryan Carter, Director of Customer Care*

# Rackspace



**Improved
Candidate
Quality 100%**



**Considered
3x More
Candidates**



**Reduced
Screening
Time 87%**



**131% ROI in
First Year**

✦ **Read the Full Success Story**

# Read Full Success Stories

HireVue helps companies get to the best talent, faster - improving quality of hire across the board. Click below to access each:

**✦ Read the Full Success Story**

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**✦ Read the Full Success Story**

**✦ Read the Full Success Story**

# Hire★Vue

## To See How HireVue Can Improve Your Quality of Hire Today

✦ Get a Demo Now