

What Candidates Want

Improving the Assessment
Experience—Separating Fact
from Fiction



Organizations are not meeting candidates' expectations.



65%

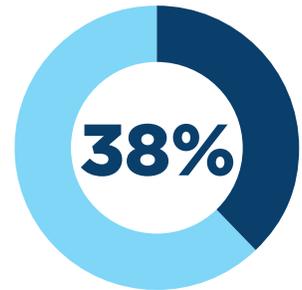
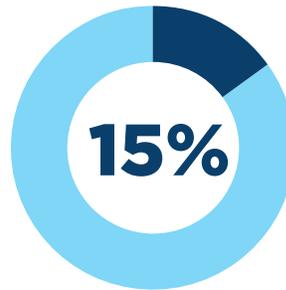
Candidates who find their most recent application process frustrating.

30% of candidates choose not to move through the interview stage because the application process is too frustrating.

Source: CEB analysis.



However, a positive candidate experience can improve new hires' discretionary effort and intent to stay by 15% and 38%, respectively.



Source: CEB analysis.

Uncovering the Truth of Candidate Experience and Preferences

Many companies use assessment in their hiring process, or plan to. However, some organizations hesitate due to concerns that assessments will worsen the candidate experience because candidates view them as:



Too long,



Boring,



Inconvenient, and



Making the hiring process unpleasant

To uncover the truth, our **2016 Candidate Experience and Preferences Survey** sought to understand the current state of candidates' experiences, their preferences, and the effect of assessment on the candidate experience and hiring outcomes.

Our study tested the following assumptions:

1

Candidates today 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 damage brand reputation.

Find out if these assumptions are **fact** or **fiction**.

Assumption

1

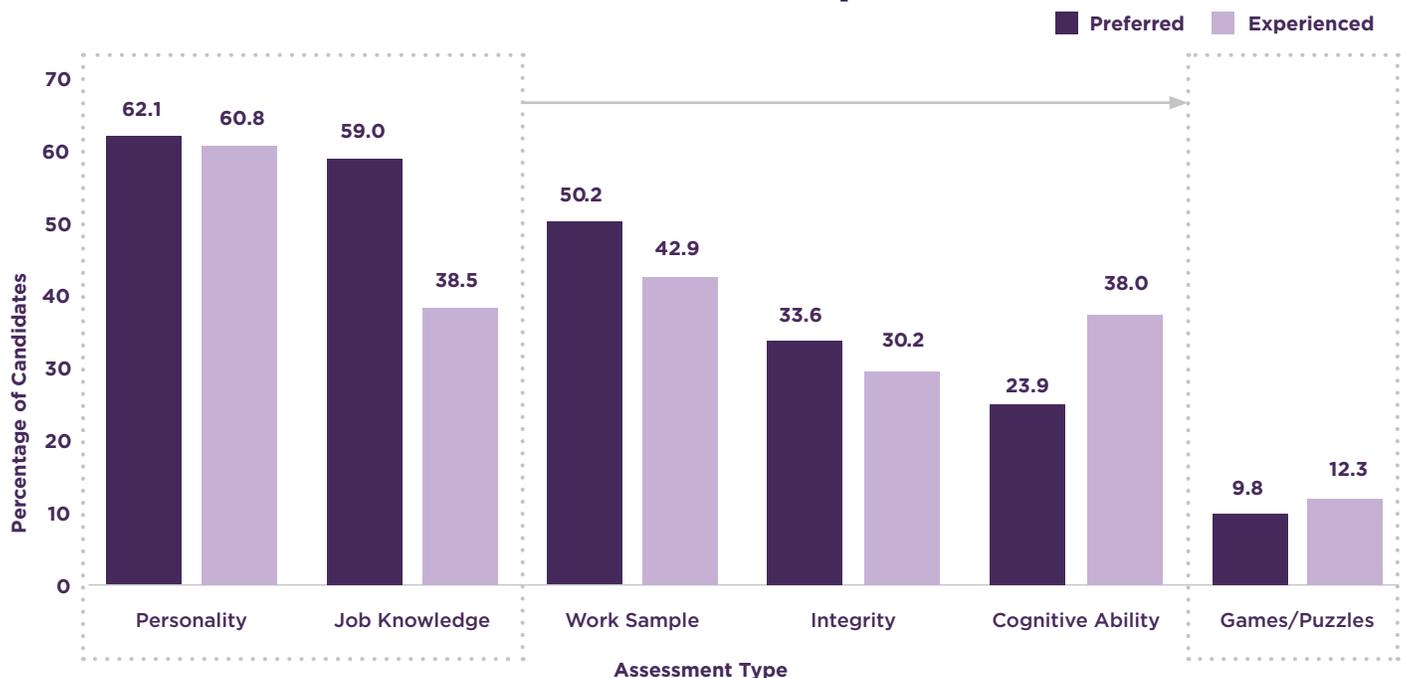
Candidates today want assessments that are fun and entertaining, like games and puzzles, over ones that feel like tests.



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 Preference and Experience



Source: CEB analysis.

Job relatedness (whether the test is perceived to measure constructs relevant to the job) is one of the most important aspects of perceived fairness. Candidates generally prefer job-related 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 run a higher risk of negative reactions, including 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, and to the interview—all the questions I am being asked should be related to my experience and potential performance."

Assumption 2

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: CEB analysis.

Assessments that are too short are generally 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.”

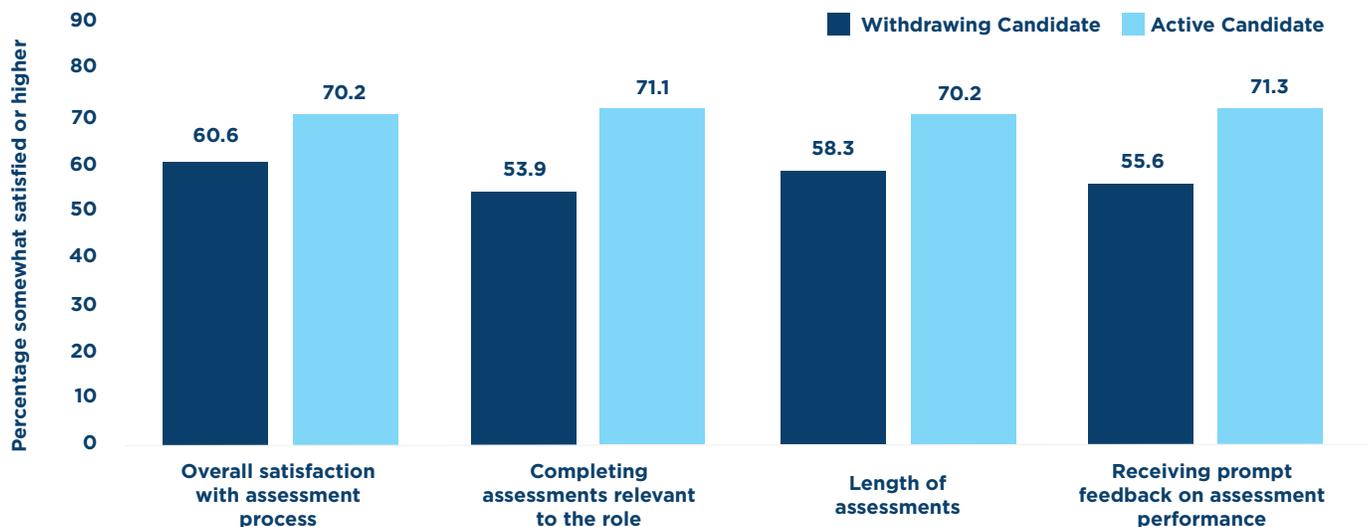
Assumption 3

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: CEB analysis.

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?



Source: CEB 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.



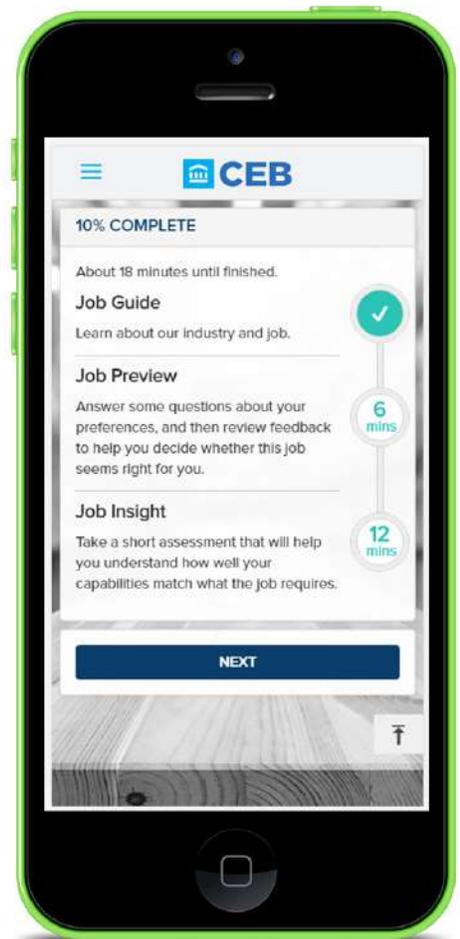
What outcomes are affected by candidate experience?

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

Empowering the Best to More Forward

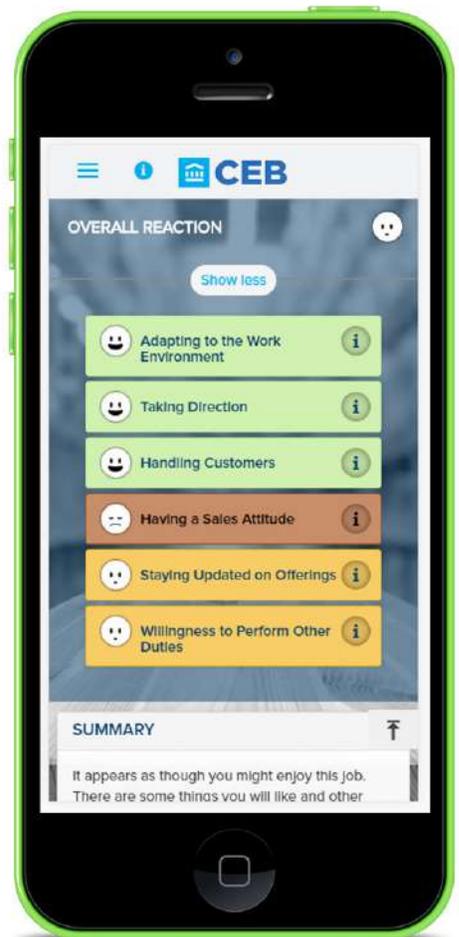
CEB Precise Fit allows you to **effectively** and **efficiently** hire the best candidates while **delivering an engaging and empowering candidate experience.**

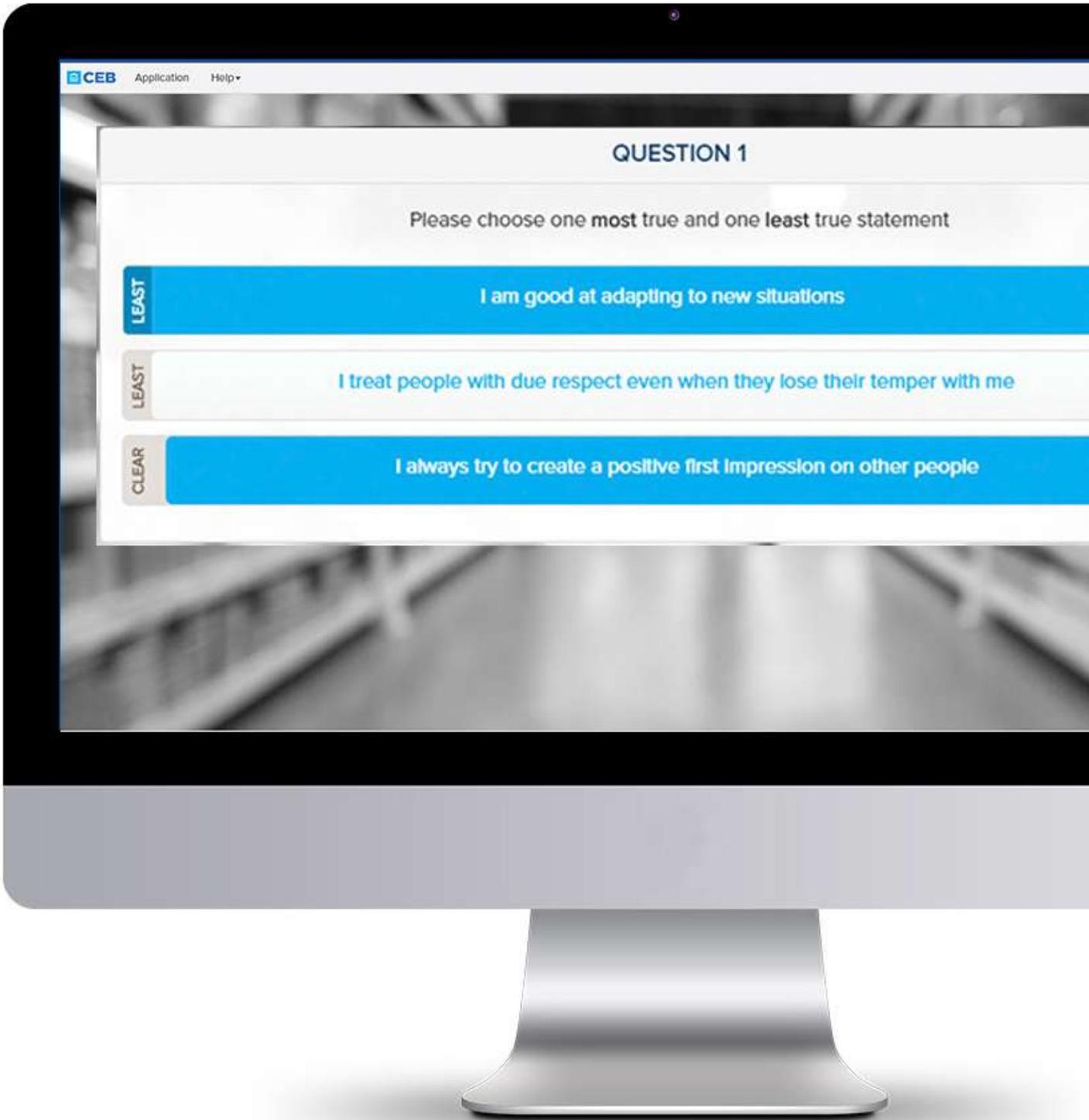
Candidates are greeted with an engaging, intuitive interface that guides them through the process and **encourages self-direction.**





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





QUESTION 1

Please choose one **most true** and one **least true** statement

LEAST

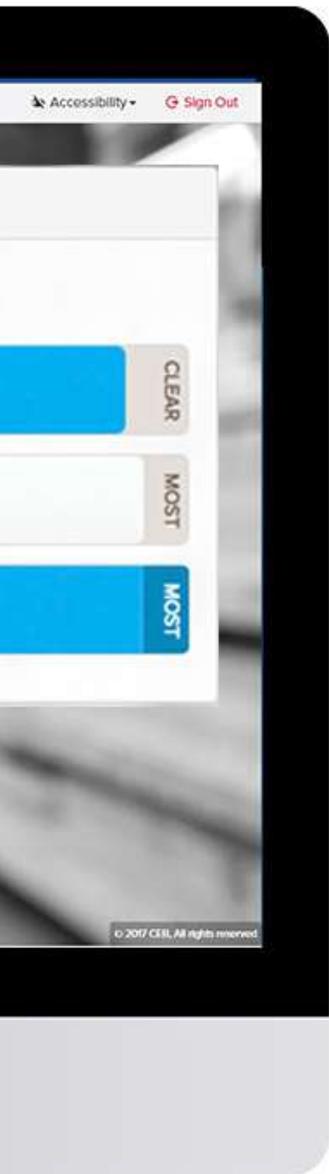
I am good at adapting to new situations

LEAST

I treat people with due respect even when they lose their temper with me

CLEAR

I always try to create a positive first impression on other people



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.

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