

<Cover>

Your Guide to Fast, Scalable, Consistent Hourly Hiring

Because You Need to Quickly Hire the Right People to Interact with Your
Customers

<TOC page>

Contents

P.03

The Risk of Hiring too Slowly

P.xx

The Risk of Hiring too Slowly

P.xx

The Need to Scale

P.xx

The Need to Compete

P.xx

Consistency Doesn't Confine You. It Sets You Free.

P.xx

Don't Forget Employer Branding and Candidate Experience

P.xx

Assess Candidates in a Single Experience

P.xx

4 Companies Hiring Faster, Scalably and More Consistently with HireVue

<page 3>

For Successful Hourly Hiring, Speed Is Key

The Risk of Hiring too Slowly

Hourly workers don't need you. You need them. That's because unemployment is at roughly 3.5% in the U.S. and 6% in Australia and 3.8% in the U.K. And if your hiring process takes too long, you can kiss your candidates goodbye.

Candidates Won't Wait

According to Robert Half, 39% of job candidates say a 7 to 14-day hiring process is too long. And 23% of candidates wait only a week after interviewing for a job.¹

To make a slow hiring process more painful, a PeopleMatters internal survey found that “after 72 hours, 20% of the candidate pool will disappear and move on to other employment opportunities and this trend continues. For each 24-hour period of time, another 20% of candidates will disappear and remove themselves from the potential candidate pool.”²

Staff May Not Stay

The flip side of hiring too slowly is the risk of high turnover. Turnover for hourly workers, such as those in retail, hospitality and foodservice areas run from 60% to 75%. That's compared to an average turnover industry-wide of just 15%.³ And retail has one of the highest turnover rates.⁴

Turnover makes hiring too slowly twice as troublesome. If an employee walks, spending a week or more replacing him/her comes at a cost.

<page 4>

For Successful Hourly Hiring, Scaling Is a Must

The Need to Scale

If you're hiring hourly help, your hiring needs probably vary from month to month and season to season. You can't afford to scale recruiter numbers up and down to meet your changing headcount. And you can't take hiring managers away from their regular duties during peak hiring times either.

The solution: scale with automation. Find ways to quickly and easily screen and interview more candidates in less time. Find ways to easily and accurately assess for fit and retention. And do both with less manual intervention on the part of recruiters and hiring managers. When you do, you can meet hiring peaks with ease and without added HR staff.

<callout quote>

“We had to meet the demands of an evolving retail strategy, which saw us go from 800 team members to 5,600. It led us to have to quickly adapt by transforming our recruitment process.”

— Fiona Howard, Retail Operations Leader, Caltex Australia

<page 5>

For Successful Hourly Hiring, Scaling Is a Must

The Need to Compete

A strong economy gives workers the upper hand. To compete, companies are hiring not just faster, but earlier and offering employees extras to lure them in.

The Hourly Competitive Landscape

<IG - like icon/stat>

130,000

added 2019 holiday workers
at U.S. retailer-Target⁵

<IG - like icon/stat>

1 in 7

jobs in Europe are temporary or seasonal⁶

<IG - like icon/stat>

41%

drop in teens working retail jobs in July from 2000 to 2018⁷

If you end up without enough staff to meet your customer's needs, the impacts can hurt. 67% of unhappy customers stop doing business with a company they're unhappy with.⁸ And as a business-to-consumer company, there's a very strong chance that your candidates are customers or potential customers.

Plus, a bad candidate experience affects not only your consumer brand but your employer brand. 72% of candidates share negative candidate experiences online. And 55% avoid companies that have negative online reviews.⁹

Give yourself the competitive upper hand. Empower recruiters and hiring managers to hire at scale using automation.

<page 6>

Consistency Doesn't Confine You. It Sets You Free.

Automation lets you scale because it empowers your hiring team with consistency. But consistency doesn't have to confine you. It can actually set you free. Free from the risk of inconsistent hiring practices, where each candidate is asked different questions and/or has a different experience. Inconsistent practices can slow hiring down and lead to unconscious bias from recruiters and hiring managers and the associated legal liability.

The Risks of Inconsistent Hiring Practices

Negative Brand Impact

When customers connect with you — live or on the phone — they expect service. If they don't get it, or it's poor, or they wait too long, your consumer brand suffers. And if your job candidates don't have a good experience, your employer brand suffers.

Consistency lets you get the right people in front of your customers — people who can deliver a good consumer experience.

Biased Hiring Practices

Bias — whether conscious or unconscious — can make it hard to build a diverse and inclusive workforce. Unconscious bias is particularly troublesome in that recruiters and hiring managers aren't aware it's even happening. They unknowingly discriminate against people from groups outside of their own or against certain traits, such as age or weight.

Consistent hiring practices help eliminate unconscious bias by ensuring each candidate goes through the same hiring steps.

Legal Vulnerability

Consistent hiring practices let you ensure screens and interviews are job-related and that each candidate is treated equally. Inconsistent hiring practices can lead to candidates in different areas or at different times being treated differently, which is hard to defend.

A consistent, scalable, automated hiring practice, such as with structured video interviews and pre-hire assessments, offers both reliability and validity. Reliability and validity are measurable and can be shown to auditors if your company's hiring practices are ever questioned.

<page 7>

Consistency Sets Recruiters and Hiring Managers Free

Deliver the Same Experience Every Time with Structured Interviews

Structured interviews are two ways you can create a consistent hiring process — one that lets you hire faster, scalably, and that still keeps control in the hands of individual recruiters and hiring managers.

What Are Structured Interviews?

In a structured interview, all candidates are asked the same questions. Questions can be asked in-person, on paper or online, or by video. Hiring managers and/or recruiters create job-relevant questions in advance.

What Are the Benefits?

Because structured interviews are consistent, they're faster. Recruiters and hiring managers don't have to prepare; they have what they need pre-prepared and ready. They're consistent too, which inherently reduces unconscious bias. Structured interviews can also be legally defended more readily than unstructured interviews.

How Structured Interviews Reduce Bias

By screening each candidate equally, structured interviews standardize your process. Recruiters and hiring managers can focus on needed performance and skills instead of irrelevant items. They have a predetermined set of job-relevant questions to ask each candidate and to determine candidate fit.

How They Expand Your Candidate Pool

You can use structured interviews to interview more candidates in less time. You can even interview candidates who don't have resumes — or bypass the resume process altogether. And candidates can take recorded video interviews or online questionnaires anytime to further speed up the hiring process.

<callout quote>

“The company really benefits from immense consistency in our hiring practices. Every leader that's hired for our organization has the same exact experience. There's not a manager asking questions in south Florida that no one's asking in California. We can say confidently as an organization, everyone's getting that same experience.”

— Stephanie Ketelhut, Manager, Field Recruiting, Keurig Dr Pepper

<page 8>

Consistency Sets Recruiters and Hiring Managers Free

Dig Deeper Consistently with Pre-Hire Assessments

Adding pre-hire assessments to your structured interviews gives you even deeper insight into candidates' job-related competencies. Each candidate takes the same assessment to keep the process consistent. And candidates complete assessments on their own time to ensure your process is still fast and flexible.

What Are Pre-Hire Assessments?

Pre-hire assessments are questionnaires that gauge candidates' hard and/or soft skills. They're usually used early in the hiring process. A variety of formats are available including:

- **Paper-based and online pre-hire assessments** where candidates answer a series of closed-ended multiple-choice questions.
- **Combined assessments** that integrate pre-hire assessments and post-hire assessments.
- **Predictive and/or engaging assessments** that use data and/or artificial intelligence (AI) to assess candidates' competencies and/or job fit.

What Are the Benefits?

Validated pre-hire assessments empower your team to better predict future success — and even retention. Hiring teams access a consistently objective evaluation that can be deployed on a large scale. So you speed up time-to-hire and increase hiring efficiency. Instead of relying on resumes, recruiters and hiring managers have validated data based on the criteria needed to succeed in the role being hired for.

Pre-hire assessments also let hiring managers assess for training opportunities and potential.

How They Reduce Bias

Like structured interviews, pre-hire assessments assess each candidate using the same questions and criteria. That consistent, standardized approach for all candidates helps give your company a more legally defensible hiring practice.

Well-made pre-hire assessments offer reliability and validity. Reliability means that the same person taking the same test multiple times has a similar result each time — there's no way to cheat. Validity means that what's being tested is relevant to tasks performed on the job.

How Pre-Hire Assessments Improve Success and Retention

Pre-hire assessments screen for the traits needed to succeed in your role. And when you have the right people in the right position, you have happier customers, happier colleagues, and lower turnover.

<page 8>

Consistency Sets Candidates, Recruiters, and Hiring Managers Free

Consistency Creates Flexibility for Hiring Teams

When you combine structured interviews with pre-hire assessments, you empower recruiters and hiring managers with a consistent, fast, scalable hiring process. They can assess candidates for multiple job-related competencies in a single touchpoint. And the best solutions, let candidates complete the interview and assessment in less than 30 minutes.

Recruiters and hiring managers can do away with phone screens and live interview screens and pre-screen candidates with an automated structured interview and assessment.

When using recorded video interviews or online interviews and pre-hire assessments, hiring team members can review submissions anytime. Retail managers can screen videos during slow times and stay dedicated to customers during peak traffic.

<callout quote>

“We know from our data from over 12 months, that the 38% of our candidates that are hired from green bucket [highest assessment scores] will stay with us 180 days longer than anyone from the red bucket [lowest assessment scores]. In retail with high turnover ... we sit at about 40% turnover, which is actually the industry norm in Australia. So, having someone 180 days longer, is actually a huge plus for us.”

— Fiona Howard, Retail Operations Leader, Caltex Australia

<page 9>

Consistency Sets Candidates, Recruiters, and Hiring Managers Free

Consistency Gives Candidates Flexibility

When you combine structured interviews with pre-hire assessments, you empower candidates too. When using recorded video interviews or online interviews and pre-hire assessments, candidates can complete them anytime, anywhere, and — with the best solutions — on any device — a mobile phone, tablet, or computer.

They access a fun, engaging process they can complete on their own time.

That opens your role to a whole pool of hourly workers that you may not have had access to before. That's because your candidates don't have to travel or take time off of work. They simply complete the interview and submit it. If selected for next steps, hiring managers and recruiters can let them know — even automatically with the right solution.

<callout quote>

“About 26% of our candidates are completing after business hours. So we're able to see about a couple thousand more candidates. It's been a really good eye-opening experience because we do have 3rd shift. We have 2nd and rotating shift jobs. We have sites in locations where getting to a computer during work hours may not be ideal or getting to a quiet place to do a phone interview may not be ideal.”

— Steven Holmes, Talent Acquisition Technology Strategy Leader, Koch Industries

<page 10>

Couple Fast, Scalable, Consistent Hourly Hiring with a Good Employer Brand and Candidate Experience

Don't Forget Employer Branding and Candidate Experience

Speed, scalability, and consistency are critical for successful hourly hiring. And good employer branding and a positive candidate experience make for even more successful hourly hiring.

With unemployment low and the demand for hourly help high, creating and maintaining a good employer brand and positive candidate experience helps keep candidates coming in. It's up to you, as an employer, to show candidates what you have to offer.

A positive candidate experience plays into your employer brand. Candidates don't want to wait, they want to feel like they're treated fairly and they want feedback.

"Many companies are already picking up on this [brand engagement] trend and sending automated responses to applicants immediately to draw them in, 'thanks for applying, here are the benefits of working for our company,'" is one way companies are marketing themselves and delivering a good candidate experience as reported by People Matters.¹⁰

Many companies are solidifying their employer brands by using the voices of actual employees. Caleres — the parent company of brands that include Famous Footwear, Franco Sarto, Bzees, and Via Spiga — uses videos of real store associates on its career site and uses the #Caleres hashtag to pull employee social media posts directly to its careers page.

<include social post pic from <https://jobs.caleres.com/> (about ½ way down page). Caption: A #Caleres post from a Caleres employee on the Caleres career site.>

<page 12>

Solutions for Fast, Scalable, Consistent Hourly Hiring

Assess Candidates in a Single Experience

HireVue Coordinate	HireVue OnDemand or Video-Based HireVue Assessments	HireVue Game-Based Assessments	=	Single Experience for Candidates and Hiring Teams
<p>Automatic interview scheduling and candidate self-scheduling reduces phone and email tag and time to hire.</p> <p>Coordinate also supports automated</p>	<p>OnDemand video interviews or on-demand video-based Assessments let candidate interview when and where they want.</p> <p>Hiring teams see a more complete</p>	<p>Assess candidates skills and potential by letting them play a few simple and engaging games as part of the initial screening process.</p>		<p>Get deep insight into a candidate's job aptitude in a quick, engaging experience that candidates</p>

scheduling for hiring fairs, hire days, and other hiring events.	picture of the candidate and can make better decisions faster.			complete in less than 30 minutes and at any time on any device.
--	--	--	--	---

<page 13>

Solutions for Fast, Scalable, Consistent Hourly Hiring

HireVue OnDemand and Live Video Interviews

HireVue video interview software gives you access to Live and OnDemand video interviews.

HireVue OnDemand

HireVue OnDemand lets you create structured video interviews. And let candidates record responses to consistent, job-relevant questions anytime, anywhere and on any device.

Hiring teams can easily share recorded interviews and feedback anytime. Teams can screen more candidates in less time and with the same size team. Offers can be made to desired candidates faster to ensure you don't lose candidates to other offers.

Add introductory and closing videos and recorded video questions to provide virtual job previews, and introduce candidates to managers and the company. Reinforce your brand and flexibly and consistently connect with candidates to create a better candidate experience.

Empower recruiters with candidate and job management features, including customizable workflows and fields, tagging, ranking, candidate comparison tools, social profile links, reporting, and more.

Companies have used HireVue OnDemand to reduce time to hire to days — even hours. And candidates that take HireVue video interviews give the experience an average Net Promoter Score of 70.

HireVue Live

Use HireVue Live to interview candidates in real-time online, without bringing them onsite. Access real-time evaluation tools and chat for multi-interviewer panels. And have the ability to record interviews so hiring teams can quickly review candidates and select hires.

<page 14>

Solutions for Fast, Scalable, Consistent Hourly Hiring

HireVue Assessments

Add HireVue Assessments to HireVue OnDemand and identify the highest potential candidates faster

HireVue Assessments

HireVue Assessments use validated science to help you rapidly and accurately identify the best candidates — those with the best skills for your roles.

Assessments give hiring teams key insights into how candidates work, how they work with people, and their general cognitive ability. Data is gathered during a HireVue OnDemand interview and analyzed by algorithms. A simple dashboard prioritizes candidates to ensure your recruiters and hiring teams engage with the highest quality candidates first and identify opportunities for training.

All Assessments are rigorously validated and retrained to prevent bias and adverse impact and to predict success on the job.

With deeper insights into candidate fit and potential, hiring teams can focus their time and resources on the candidates with the highest potential and make better hires faster.

<callout quote>

“We did that [zeroed in on those top candidates that can connect customers and sell more shoes] with a HireVue Assessment, and we just had our biggest back to school ever in the history of Famous Footwear.”

— Marci Sigmund, Senior Director of Global Talent Acquisition, Caleres

<page 15>

Solutions for Fast, Scalable, Consistent Hourly Hiring

HireVue Game-Based Assessments

Add HireVue Game-Based Assessments to HireVue OnDemand and/or HireVue Assessments and do away with long, boring assessments and discover a candidate’s potential in minutes.

HireVue Game-Based Assessments

Instead of having candidates complete a long closed-end questionnaire, assess their job-relevant skills by having them play a few games as part of your initial screening. Game-Based Assessments let you assess candidates more quickly and in a more engaging, more modern, less biased way.

Each game measures a different job-relevant competency, so hiring managers can identify the top candidates for their unique hiring needs. Competencies measure include cognitive abilities, including mental agility and reasoning, numerical ability, and visuospatial ability.

HireVue Game-Based Assessments also let you understand candidates' emotional intelligence with games that measure influence, empathy, collaboration, and impulse control.

Game-Based Assessments ensure a great candidate experience. Candidates typically spend just 5 to 20 minutes to finish Game-Based Assessments.

Like HireVue Assessments, HireVue Game-Based Assessments are tested and validated by HireVue data scientists and IO psychologists to remove adverse impact and minimize bias.

HireVue's complete portfolio of Game-Based Assessments are powerful tools on their own. And only HireVue lets you combine game-based assessments with video-based assessments in a single, comprehensive assessment experience..

<callout quote>

- a. Tesco is using them (U.K. Grocer) — asked Amanda P if we can get a quote or even use them for a CS page

<page 16>

Solutions for Fast, Scalable, Consistent Hourly Hiring

HireVue Coordinate

HireVue Coordinate interview scheduling software is purpose-built to simplify the candidate screening and interviewing process. Coordinate eliminates manual steps and back-and-forth phone and email tag because candidates self-schedule. Recruiters, hiring managers, and candidates save time. And recruiters can focus on candidates instead of calendars and deliver a better candidate experience.

<icon> Automated Interview Scheduling	<icon> Candidate Self-Scheduling	<icon> Hiring Event Scheduling	<icon> Calendar Integration
Automatically invite a candidate to the next step of the hiring process — whether that’s a phone interview; on-site, live video, panel, or OnDemand video interview. And use rules to control the hiring process for each position.	Send candidates a branded invitation that they can use to easily self-schedule and reschedule. Candidates get email reminders and can opt-in to text reminders.	Automate interview scheduling for hiring fairs, hire days, and other hiring events. Candidates simply self-schedule. And calendar slots are managed automatically in real-time to save everyone time.	Access full integration with Microsoft 365, Microsoft Outlook, Microsoft Exchange, Google Calendar, and any calendar that supports the .ics universal calendar format used by calendar apps, such as iCloud calendar.

<page 17>

How Leading Companies Hire Hourly Staff Faster, Scalably, and More Consistently with HireVue
Caltex

Caltex is a leading fuels, lubricants, and convenience provider in Australia, and serves more than three million customers a week. To centralize its retail strategy, Caltex grew its employee base from 800 to more than 5,600 in less than two years. It did that with just four recruiters and by partnering with HireVue to use HireVue Assessments.

Today with HireVue Assessments, Caltex hires 500 new people each month with just those four recruiters. Those same recruiters used to hire 480 people a year. Plus, employee retention is up because its using HireVue Assessments to find the best candidates faster.

<callout quote>

“Without HireVue, we wouldn’t have been able to manage that volume.”
 — Fiona Howard, Retail Operations Leader, Caltex

Results

700%
 more employees hired in less than 2 years

5,000 Hours

of recruiter time saved a year

180-Day Added Tenure

for candidates hired with higher HireVue Assessments scores

<page 18>

How Leading Companies Hire Hourly Staff Faster, Scalably, and More Consistently with HireVue

AMB Group

AMB Group is part of the Blank Family of Businesses that includes the Mercedes-Benz Stadium. To staff the stadium, AMB hires between 3,000 and 5,000 people annually. Before partnering with HireVue, it tried to do so through hiring events called “Draft Days” managed by a third party. The approach wasn’t working well and netted less than 25% of needed hire per event. And employees that were hired weren't always the best hires.

To solve the problem, AMB brought hiring event management in-house with HireVue OnDemand and HireVue Coordinate. Today, it's hiring 80% of needed employees at each hiring event — a 55% increase in conversion.

<need more>

<call out quote>

“We don’t really have recruiters. Bringing all this hiring in-house — there’s no way we could be doing this without HireVue.”

— name, title, AMB Group

Results

55%

Increase in hiring day conversion

0

number of recruiters involved

xx

Need more

<page 19>

How Leading Companies Hire Hourly Staff Faster, Scalably, and More Consistently with HireVue

Vans

Vans is a leading U.S. shoe manufacturer and retailer. It makes its shoes onsite and sells them throughout the U.S. through its own stores and outlets and authorized retailers.

Vans turned to HireVue to hire faster and to let hiring managers spend more time on the sales floor — selling goods and training staff instead of interviewing candidates.

<call out quote>

“We don’t really have recruiters. Bringing all this hiring in-house — there’s no way we could be doing this without HireVue.”

— name, title, AMB Group

Results

x%

Increase in hiring managers’ time on floor/x hours saved for hiring managers

xx

CSAT?

xx

Completion rate

Need other: process improvement, revenue generation mentioned in Guru

<back cover>

For a faster, more scalable, more consistent hourly hiring process, discover HireVue.

Request a demo

1. "Are You Taking Too Long to Hire?," Robert Half. www.roberthalf.com/research-and-insights/workplace-research/are-you-taking-too-long-to-hire
2. "A shift in talent acquisition: New challenges faced by recruiters when filling hourly-based positions," People Matters. www.peoplesmattersglobal.com/article/hiring/a-shift-in-talent-acquisition-new-challenges-faced-by-recruiters-when-filling-hourly-based-positions-21882
3. "Facing A Labor Crunch, Employers Are Realizing It Pays To Prioritize Seasonal And Hourly Workers," Forbes. www.forbes.com/sites/forbestechcouncil/2019/11/06/facing-a-labor-crunch-employers-are-realizing-it-pays-to-prioritize-seasonal-and-hourly-workers/#5b04206cab5c
4. "Job Openings and Labor Turnover — November 2019," Bureau of Labor Statistics News Release. www.bls.gov/news.release/pdf/jolts.pdf
5. "Target aims to bring on 130,000 workers for the holidays, more than in 2018," CNBC. www.cnbc.com/2019/09/10/target-aims-to-bring-on-130000-workers-for-the-holidays-up-from-2018.html
6. "The Rise of 'Garbage Jobs'," Korn Ferry Institute. www.kornferry.com/institute/garbage-jobs-europe-engagement
7. "In the U.S., teen summer jobs aren't what they used to be," Pew Research Center. www.pewresearch.org/fact-tank/2019/06/27/teen-summer-jobs-in-us/
8. "50 Important Customer Experience Stats for Business Leaders," HuffPost. www.huffingtonpost.com/vala-afshar/50-important-customer-exp_b_8295772.html?ec_carp=6823990201176436044
9. "Statistics: Rethink Your Candidate Experiences or Ruin Your Brand," Human Capital Institute. www.hci.org/blog/statistics-rethink-your-candidate-experience-or-ruin-your-brand
10. "A shift in talent acquisition: New challenges faced by recruiters when filling hourly-based positions," People Matters. www.peoplesmattersglobal.com/article/hiring/a-shift-in-talent-acquisition-new-challenges-faced-by-recruiters-when-filling-hourly-based-positions-21882