



Enable faster and smarter hiring decisions.

Empower success through people.

# Screening in a **Candidate Driven** Market

Attracting and validating top talent



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# INTRODUCTION

Australia has just experienced the lowest employee turnover since the Australian Bureau of Statistics started tracking labour mobility in 1972: ABS data shows that just 7.5% of Australian workers changed jobs in the year to February 2021. Meanwhile, border closures coupled with a reluctance for workers to change jobs in an uncertain market has meant we also have a record high number of job vacancies that just can't get filled.

Anyone who works in recruitment HR is fully aware of the current candidate driven market and the challenges with sourcing top talent that come with this moment in history. As a result of the pandemic, Australian unemployment is at an all time low, talent is slowly creeping back into Australia but not in the numbers necessary to fill many companies' pipelines.

Australian organisations need to invest in talent outreach, ensure their recruitment technology is integrated into one seamless process and many organisations are doubling down on developing their Employee Value Proposition (EVP) to be in line with the growing demands of this candidate driven market.

The eBook provides a walk through some of the key challenges in this market and offers solutions and examples to screen candidates quickly, while offering a high level of Candidate Experience



# RECRUITMENT IN 2022

It has never been more important for your recruitment process to be optimised



40  
DAYS

## AVG. TIME TO HIRE (ATC)

The current average time to hire in Australia, the market is saturated with job ads at the moment and candidates can take their time to find the right role (ELMOs 2002 Benchmarking Survey).

10  
DAYS

## AVG. TIME TOP TALENT IS AVAILABLE ON THE MARKET (ATC)

Focusing solely on 'top talent', these candidates are getting snapped up quickly. This ebook will detail how to adjust your process in order to respond to this quick turn around.

3.5%

## UNEMPLOYMENT RATE (ABS)

The current unemployment rate is powering a candidate-driven market and is causing recruiters to source talent from elsewhere and engage passive candidates.

\$23,860

## AVG. COST TO HIRE AN EMPLOYEE (PWC)

A survey of over 1500 HR professionals from Australia and New Zealand, ELMO Software, in partnership with the Australian HR Institute, found that the cost to hire an employee more than doubled in 2021, rising from \$10,500 in 2020 to \$23,860 per worker.

38%

## EMPLOYEES CONSIDERING LEAVING

A recent report by PWC showed that 38% of employees are considering leaving. Focus on your Employee Value Proposition (EVP) to boost Employee Engagement.

# KEY CHALLENGES

A woman in a dark business suit is shown from the side, swinging a large sledgehammer with both hands. She is breaking through a red brick wall. Debris is flying through the air as the wall crumbles. The background shows a clear blue sky with some clouds and a city skyline in the distance.

**WORKER  
RELUCTANCE TO  
CHANGE JOBS**

**RECORD NUMBER  
OF JOB VACANCIES**

**CANDIDATES  
DROPPING OUT OF  
FUNNEL**

**APPLICATION  
COMPLETION RATE  
LOW**

**CANDIDATES  
DEMANDING HIGH  
REMUNERATION**

**CAREER CHANGES**

**SKILLS GAP**

**DEMAND FOR  
HYBRID/FLEXIBLE  
WORKING**

**HIRING WRONG  
PEOPLE OUT OF  
NECESSITY**

**HIGH TURNOVER**

# KEY CHALLENGES

## Reluctance for workers to change jobs

A recent PWC study reported that **93%** of Australian workers feel trusted and more than three-quarters say they are engaged in their role (**78%**). Furthermore, organisations are investing in developing staff and employee mobility.

Organisations are finding out what their employees want from their role and from the future and working towards meeting those needs resulting in higher levels of loyalty and employee retention.

## Record number of job vacancies

With the employment rate at **3.5%**, candidates have never been so spoilt for choice when it comes to the number of jobs in the market. HR departments must act fast to keep candidates engaged or they will simply go elsewhere. Turnaround times are essential, so make fast decisions and use tools that give your candidates insights without asking too much from them.

## Application completion rate low

Many businesses are finding that candidates are dropping out of long-winded application processes making the need for a fully integrated screening process that provides a high level of Candidate Experience (CX) one of the key objectives of their strategy.

## Candidates demanding high remuneration

Many of our customers are stating that candidates are asking for more remuneration across all roles and sectors. Industries heavily affected by the skills shortage, such as software development, are having to bend to candidates' demands for higher compensation packages. If doing so, be sure to assess skills and other competencies to ensure you are investing in the right person.

## Career changes

Recent research by PWC, ELMO and many others report that the pandemic has been a time of introspection for employees. More Australians are taking the leap to change careers, start their own business or embark on other endeavours.

This reduces the talent pool further, as it makes it difficult for recruiters to even head hunt staff when they are considering leaving their chosen field.



# KEY CHALLENGES

## Skills Gap

The skills gap has been heavily documented in the media and business literature and is not set to close any time soon. Many organisations are choosing to up-skill existing employees or hiring candidates without the necessary skills or experience and providing training once they start in the position. These strategies are understandable in the current climate but it is important to assess transferable skills when hiring these candidates to ensure they can learn and perform the necessary skills and remain with the organisation.

## Demand for hybrid/flexible working

The Families in Australia Survey: Towards COVID Normal found that among the employed survey respondents, 67% were sometimes or always working from home. Let's face it, we all got comfortable working from home. During the pandemic many Australians found this way of working far more productive while providing excellent work/life balance.

To compete in the market, virtual working must be a core pillar in your recruitment strategy. Many organisations empathise with the cost and time it takes to get into the office and are providing hybrid working as part of their offer to candidates.

## Hiring the wrong people out of necessity

Some organisations are struggling to attract talent so much that they are throwing the rule book out the window and are just looking to get "staff in the door". This comes with a host of issues in the long run, such as damaging company culture and inviting in the cost and stress of bad hires, such as high turnover.

A study by Research in Organisational Behaviour showed the detrimental effect "bad apples" can have on other employees and how they can change the work environment and ethic of other employees. It is critical that organisations do not abandon their values when hiring in this current market and instead use screening tools that provide science-backed insights while offering an excellent Candidate Experience (CX).



# SCREENING IN A CANDIDATE DRIVEN MARKET

## MISTAKES TO AVOID

Candidates have the pick of the litter in many industries in today's market and this makes it difficult to stand for employers. Particularly if your recruitment process isn't streamlined for maximum candidate engagement and experience. Candidates are abandoning applications and dropping out the funnel at an alarming rate. Some of the key issues that we see in the market include:

Not focusing on performance metrics. As well as time to hire, time to fill, or the number of applications per job. Also look at:

- How many candidates looked at your job listing but did not apply?
- How many started the process but did not complete the application form?
- How many declined your offer and at what stage of the hiring process did they do so?
- Monitor these metric and optimise the experience throughout the process.

Not surveying successful candidate - Once you hire the right person. Gain feedback from the candidate to understand what they liked about your process and most importantly, what they didn't. Gather the feedback and make adjustments where necessary.

Ensure you process is up to speed with the digital age. Gen Z and Millennials are digital natives and expect a simple and modern recruitment process. This includes being mobile friendly, having a smooth process by integrating screening tools with your ATS and presenting an up to date user interface.

## KEY MISTAKES TO AVOID:

### SYSTEM

- Lengthy applications
- Long-winded assessment
- No ATS integration
- Juggling too many tools
- Long application process
- Not tech or mobile optimised
- Multiple notifications to complete assessments or application from duplicate processes

### PROCESSES & COMMUNICATION

- Unclear hiring timeline
- Insufficient communication
- Not engaging with talent early enough
- Outcomes on job applications
- Inconsistent experience
- Data security
- Slow decision-making processes

# SCREENING IN A CANDIDATE DRIVEN MARKET

## TIPS

Candidates are dropping out the funnel at an all time high, job ads are up and job applications are down, recruiters are targeting passive candidates and some are even looking overseas for talent.

With all this time and money invested in targeting new talent, it is imperative that your recruitment process is streamlined and offers the best Candidate Experience. Fail to do this and risk the candidate dropping out or even worse, hiring the wrong person.

With all the difficulty involved in engaging talent, it may be tempting to just go straight to interview to maintain their interest but can you actually afford to hire without understanding how they will perform on the job?

### Integration, Integration, Integration

Some of the key complaints from candidates are being sent multiple links or notifications from different systems. It's confusing, it looks unprofessional and is a major cause of candidates dropping out the funnel.

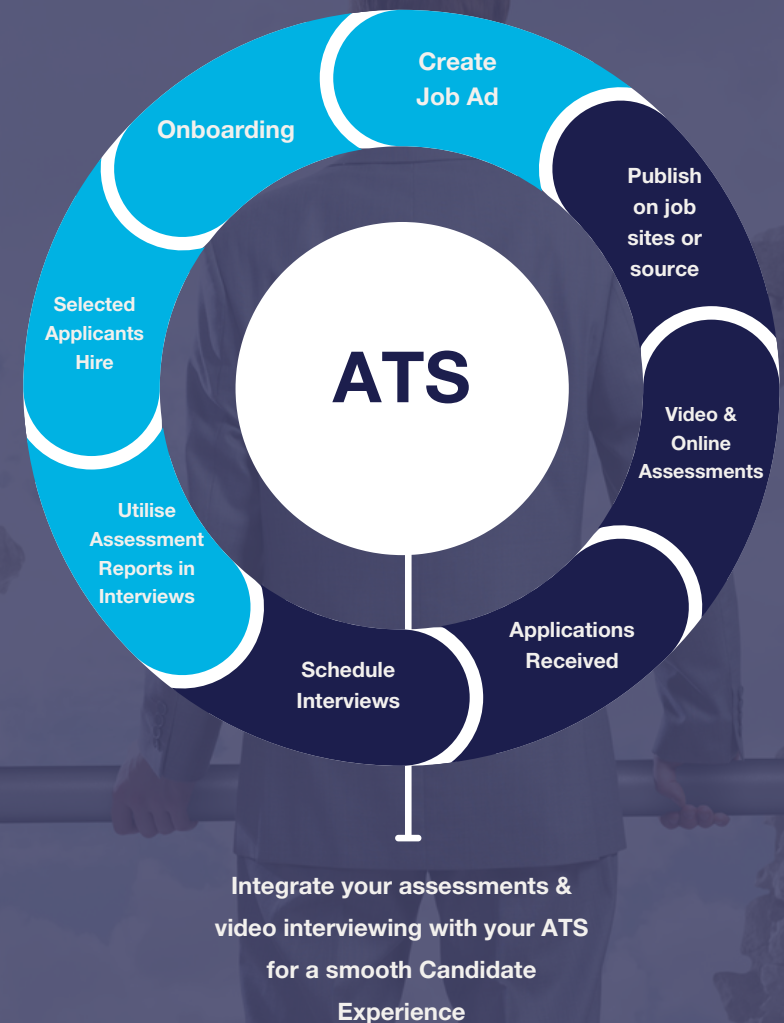
Integrating your systems into one smooth workflow not only provides a better Candidate Experience (CX) but provides you with recruitment data all from the one source of truth.

### Shorter Assessments

Assessments come in a variety of formats and we have a range of assessments that are designed to be completed quickly. We launched Traitify, a 2 minute picture based assessment, into Coles recruitment process and reduced their time to hire down from weeks to 2 - 3 days. With top talent currently only on the market for 2 weeks, quick turnaround is imperative.

### 1 Way Video Interviewing

Review 10 candidates in the time it takes you to do one 30 minute phone interview. Rate candidates and share insights with your hiring team, while assessing candidate performance metrics.



# SCREENING IN A CANDIDATE DRIVEN MARKET

## SCREENING TOOLS

The assessments and tools listed below come in many forms and a number of shorter types can be completed quickly while providing on the job performance insights. These can be used to provide an excellent Candidate Experience using picture based assessments or allowing the candidate to schedule video interviews at a time that suits them.

<b>Aptitude Assessments</b>	Aptitude assessments also known as cognitive ability assessments are designed to assess your logical reasoning or mental ability.	These assessments can be picture based and take under 10 minutes to complete and allow unsuitable candidates to be easily filtered out of the application process.
<b>Behavioural Testing</b>	Behavioural or 'workplace personality' psychometric assessments evaluate competencies - identify, measure, describe and predict workplace behaviours.	Behavioural assessments can help predict whether a candidate has the competencies for the role and are quick to complete. Picture based assessments can be used, which can be completed in under 2 minutes.
<b>Skill Assessments</b>	Skill assessments enable you to ensure that candidates meet a minimum standard or requirement for key skills demanded in their roles.	These can be short assessments focused on identifying candidates' competency in a given area such as Microsoft Excel Graphic design or Engineering.
<b>EQ Assessments</b>	Emotional intelligence assessments identify areas of emotional intelligence include emotional self-awareness, control, expression and reasoning.	Strong emotional intelligence correlates with customer service performance: employee engagement and turnover in customer-facing roles. These assessments can be completed quickly and will provide insight into how they manage their own and perceive others' emotion when in the role.
<b>Job Fit</b>	Job fit assessments, typically shorter than behavioural assessments, provide insight into the competencies a candidate is most likely to display at work.	These short assessments are a quick way to determine whether the candidate possesses the correct competencies. A report is generated with interview questions, allowing the screening process to be shortened by asking questions specific to the candidates responses
<b>1 Sided Video Interviewing</b>	One-sided video interviewing allows candidates to schedule interviews in their own time and employers can view and rate multiple interviews quickly.	This tool is excellent for completing video screening quickly and can be used in place of phone screening. In fact, you can screen 10 candidates in the time it takes to complete 1 phone interview, while gaining on the job performance metrics.



## CHALLENGE

Coles is one of Australia's largest and most iconic retailers, opening over 100 years ago as a variety store.

Coles Group employ over 115,000 team members in its network of 816 supermarkets, 908 liquor STores, and 713 convenience outlets across the country.

Deemed an essential business during the ongoing COVID-19 pandemic, Coles played a vital role to the Australian community and wanted to find ways to best help Australians navigate this challenging time.

This involved Coles requiring a solution that allowed them to screen and hire candidates quickly, while increasing candidate quality and adhering to their values.

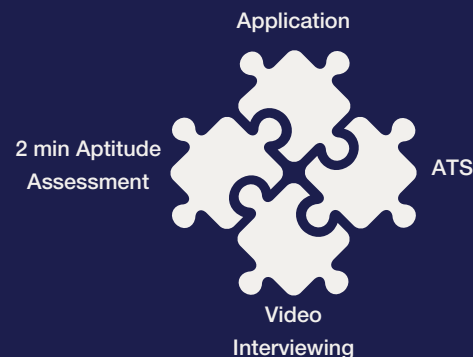
Coles has been partnered with Testgrid since 2017, and over the length of this relationship has consistently analysed their candidate data to continuously improve their talent.

- Reduced turnover
- Increased productivity
- Compliance with government standards of hiring

## SOLUTION

Coles were able to speed up the hiring process when Testgrid introduced one-way video interviewing and a 2 minute, picture-based aptitude assessment that gathered applicants' suitability for roles quickly, while offering the best Candidate Experience (CX).

These assessments were fully integrated with Coles' Application Tracking Software (ATS), which delivered a streamlined workflow for the retail giant.



## RESULT

5,000% increase in applications and 10,000 hires made in under a month allowed Coles to open new stores despite COVID circumstances, helping provide essential goods and services and allowing more employees to continue working and supporting their families.

With the help of Video Interviewing, the hiring process was cut down by 95% to 24-48hrs, from 15-20 business days. Coles were also able to ensure the highest level of safety by ensuring there was no physical interaction required between candidates and recruiters during the interviewing and assessment phase, which was critical to the process.

Hiring managers were happy with the candidate quality, and even happier with the opportunity to review candidates at times it suited them.

Candidate satisfaction remained high with candidates finding the process simple, intuitive and most importantly, safe. This solution was driven by the immediate demand, but the success in the approach means that this has been adopted as the "new normal"

100%

Retention rate  
after 3 months2  
MINSTime to complete  
aptitude assessment

95%

Time to hire  
reduced by 95%Increase in  
candidate  
satisfaction2 - 3  
DAYSDays to hire  
reduced

## CHALLENGE

Dulux Group employ approximately 4,000 staff across 22 Manufacturing Sites, 19 Distribution Centres and approximately 120 company owned trade outlets.

Dulux Group commissioned a brand new \$165m state of the art paint manufacturing facility. The new site employed 60 full time staff, with the majority of staff being employed in operational roles.

In addition to the required technical skills, Dulux wanted to employ a culturally diverse team and create a unique culture of Engagement, Inclusiveness, Accountability, Commitment and Supportiveness, all while providing a quick and smooth Candidate Experience (CX).

Dulux Group engaged Testgrid to design a fully integrated recruitment strategy including:

- The development of an 'Ideal Candidate Profile'.
- The development of 'Merrifield'
- Operator' Behavioural Competency Framework.
- A comprehensive Recruitment Process.
- Cognitive Ability and Situational Safety
- Awareness benchmarks
- A detailed Candidate Attraction Strategy – utilising 17 different channels.
- A Communication Guide – including communication templates for all steps of the Recruitment Process

## SOLUTION

Testgrid's consultants worked with Dulux's Management, HR & Operational Teams to design a comprehensive Recruitment Strategy for the new Merrifield site. The Recruitment Strategy included:

- Candidate Communications
- Candidate Management
- Candidate Attraction
- Cognitive Ability, Safety and Behavioural
- Assessment of Candidates
- Video Interviewing, including video
- review and scoring
- Assessment Centre Facilitation

## RESULT

As a result of executing the Recruitment Strategy that Testgrid designed for the Merrifield Site, Dulux Group were able to offer roles to an outstanding group of candidates that met all of their requirements.

We tapped into non-traditional talent pools by understanding the intrinsic qualities required for the role and recruiting for those (rather than experience in paint manufacturing or operator work).

We attracted diverse applicants by: engaging directly with community groups and residents including the local council careers teams and the Hume Council Immigrant Women's Association; and showcased women and culturally diverse employees on the Dulux Merrifield website, billboards, and in other recruitment material.

The recruitment process had a strong focus on removing unconscious bias by utilising extensive objective, online testing and assessment centres, rather than a standard CV and interview. This resulted in a diverse team with a range of cultural backgrounds and experience, as well as a large percentage of women.



Gender Split



Diverse Culture



Full Integration



100% retention  
rate after 12  
months



Candidate  
Engagement

# OUR WORK

## Case Study Snapshot



Call Centres



### THE CHALLENGE

Create a unique culture of Engagement, Inclusiveness, Accountability, Commitment and Supportiveness

Simple solution to screen a high volume of candidates

- Improve quality of hire
- Reduce employee attrition

Wanted the ability to use a larger variety of assessments early on in their recruitment process

### THE SOLUTION

Ideal Candidate Profile & Implemented strategy to attract diverse applicants

Aptitude assessments and video interviewing technologies across multiple platforms

Candidate and leadership testing strategy

- Picture based personality testing
- Genos Emotional Intelligence
- Workstyles & Cognitive assessments

### THE RESULT

Even Gender Split



Diverse Culture



Retention rate after 6 months



Retention rate after 3 months



Reduction in candidates attending assessment centres



Reduction in hiring requirement



Reduced opportunity for Unconscious Bias



Reduced time to hire



Access to 2500 assessments

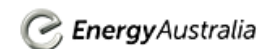


## About Testgrid

For organisations who believe people are vital to their success, Testgrid provides tailored and robust assessment solutions by combining technology and psychology expertise with responsiveness and reliability; adopting collaborative approaches and building true partnerships.

We assist organisations to accelerate performance, optimise selection, realise talent acquisition results and achieve their goals.

### TRUSTED BY





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