



HireVue

MILITARY RECRUITING

Your Digital Playbook

Digital recruiting can turn the tide of veteran employment.

With millions of active job openings and a widening global skills gap, the demand for strong leadership talent has never been greater. Conversely, millions of the world's strongest leaders are fighting to find their next opportunity as they begin transitioning from service. The unemployment rate among post-9/11 US veterans stands at 9% – compared with 6.7% for the civilian population[†] – making it one of the largest untapped leadership talent pools on the planet.

The core challenge here for recruiters is not lack of skill – it's finding and matching these skills to the right position. Traditional screening tools and processes unintentionally and unnecessarily exclude active servicemen and women and veterans from open positions due to applications getting "lost in translation."

By looking past resumes and profiles, digital recruiting technology – including video, mobile and social-enriched interactions – gives veterans a chance to tell their story and be heard, and allows businesses to connect with high-potential leadership talent. **This guide offers step-by-step use cases, best practices, and success stories around how digital can help boost your veteran recruiting efforts.**

[†]*U.S. Bureau of Labor Statistics*

Jargon busting: a few terms.



On-demand Interview

A video interview that is sent to a candidate via an email link. This can be taken “on-demand” at any time on a computer or mobile device, and evaluated and shared by multiple stakeholders. This enables busy vets around the world to interview anytime, anywhere.



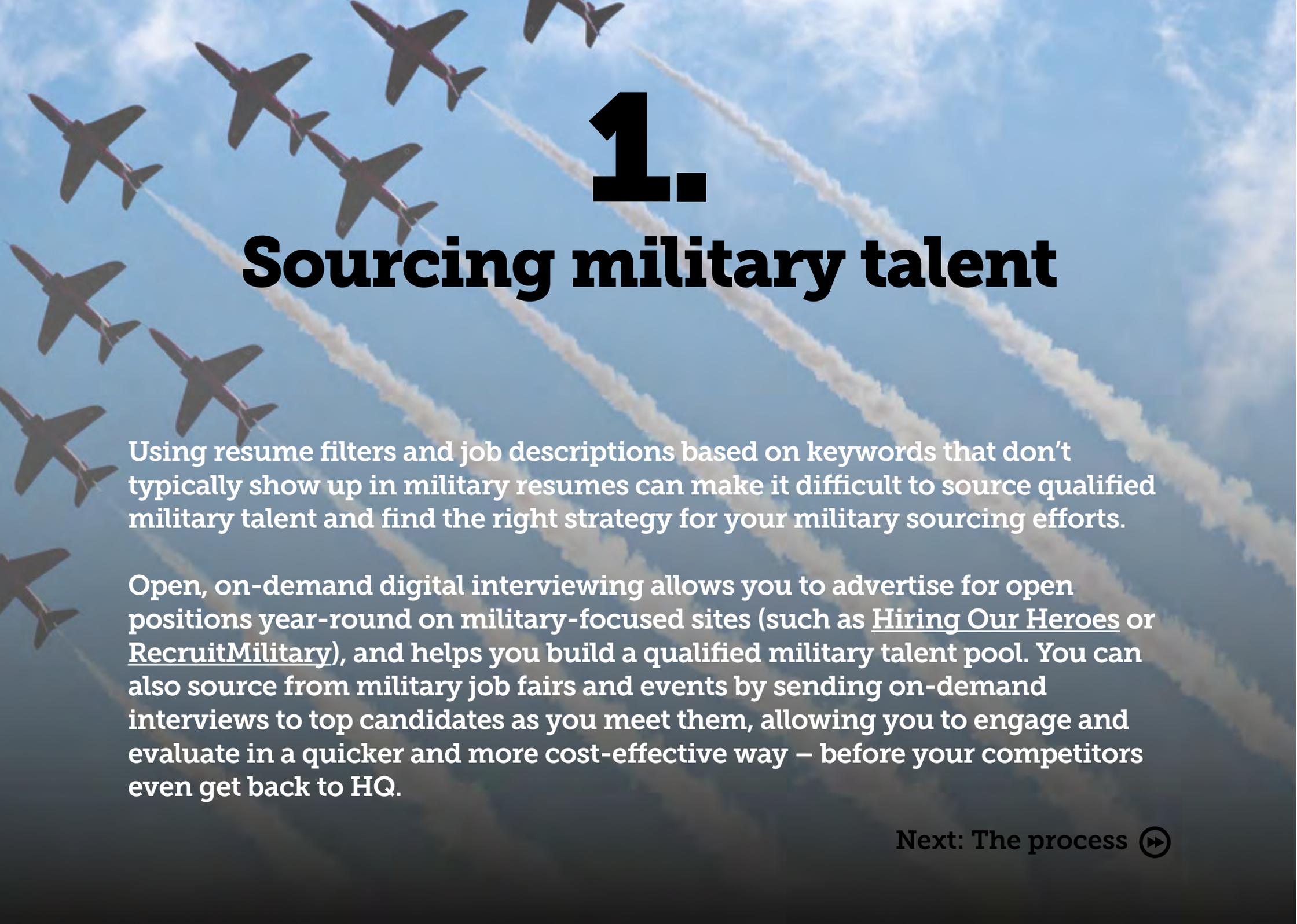
Open Interview

An interview for a position that can be openly accessed via registration links (posted to social media, job boards, your career portal, etc.), allowing prospective candidates to self-register and interview on a rolling basis. Perfect for talent pooling and high-volume positions.



Live Interview

A real-time video interview. Candidates are able to connect either one-on-one or with an interview panel of multiple stakeholders using video streaming technology. Interviews can be played back and shared for further evaluation.



1.

Sourcing military talent

Using resume filters and job descriptions based on keywords that don't typically show up in military resumes can make it difficult to source qualified military talent and find the right strategy for your military sourcing efforts.

Open, on-demand digital interviewing allows you to advertise for open positions year-round on military-focused sites (such as [Hiring Our Heroes](#) or [RecruitMilitary](#)), and helps you build a qualified military talent pool. You can also source from military job fairs and events by sending on-demand interviews to top candidates as you meet them, allowing you to engage and evaluate in a quicker and more cost-effective way – before your competitors even get back to HQ.

Next: The process 

Sourcing military talent // **The process.**



Get the word out

Send out open interview registration links via military transition programs, military hiring websites, email, social media, and other channels. Leave positions open year-round to capture applicants on an ongoing basis and build a military talent pool.



Prospective candidates sign up and interview

Your prospective candidates are able to register and introduce themselves in their own time. If you're sourcing from a job fair, send on-demand interviews to top candidates as you meet them, or use iPads and mobile devices to allow interested service members to self-register at the event itself.



Evaluate candidates

Review your on-demand interviews and share the top candidates with key stakeholders within your organization to select the best to move on to the next stage of your hiring process.

Digital in Action // **Hilton Worldwide.**

Hilton Worldwide has pledged to hire 10,000 veterans in five years under its Operation: Opportunity program and is using HireVue to help reach this goal, as well as achieving industry-beating candidate satisfaction rates and Net Promoter Score in its wider digital recruiting efforts.

10K

**HIRING
GOAL**

72

**NET PROMOTER
SCORE (NPS)**

94%

**CANDIDATE
SATISFACTION**

"For our military initiative, digital recruiting has proven to be essential. A resume doesn't show relevant experience that translates to a hiring manager. HireVue has enabled us to get to know our veterans – who they are and what they can do. It's helped us bring the human element back into the process."

– *Rodney Moses, VP Worldwide Recruitment, Hilton Worldwide*



2.

Candidate pre-screening

Military service members and veterans are active job seekers with experience that differs from the rest of the applicant pool, making it difficult for hiring managers to effectively assess their skills and capabilities with traditional pre-screening methods such as resumes and phone screens.

Using digital recruiting for pre-screening gives you a deeper insight into a candidate's skills, personality, and cultural fit, and allows veterans to tell their story better than a resume ever could. Using competency-based interview questions will also allow you to assess a candidate's qualifications quickly and efficiently.

Next: The process 

Candidate pre-screening // **The process.**



Create the position

Use a mix of competency-based and experience-based questions to create the perfect position, tapping ex-military employees and military skill translators to optimize wording and terminology.



Invite candidates to take an on-demand interview

Skip the resume and send your military candidates an on-demand interview request – no need for scheduling headaches, phone screens, or missing out on great candidates.



Evaluate candidates

Review your on-demand interviews at your convenience. Where available, predictive analysis can be used on digital interviews to surface a candidate's performance attributes and aid your decision.



Select the best!

Share top candidates with key stakeholders in your organization to get them involved – without taking blocks of time out of their schedule or having to rely on second-hand information.

Digital in Action // Hiring Our Heroes.

The U.S. Chamber of Commerce Foundation's Hiring Our Heroes program is a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities.

"Through the tremendous support of HireVue, we are better able to connect transitioning service members overseas to employment opportunities at home. HireVue's video, mobile and digital interaction technology platform enables vets to tell their story and demonstrate their abilities in a complete way, one that gives a full picture of their service and skills... It's wonderful to see the private sector come together in support of our returning troops after all they've given."

– *Eric Eversole, Vice President, U.S. Chamber of Commerce and Executive Director, Hiring Our Heroes*



U.S. Chamber of Commerce Foundation

3.

Remote recruiting (Live and on-demand)

Military talent is located all around the world, but traveling for interviews can make a big dent in your budget and schedule – and your candidates'. Instead of writing off overseas bases or remote domestic locations and missing out on potential candidates, use digital interviewing to extend your reach and maximize your strategy.

Both live and on-demand video interviews can be used to screen and interview military candidates across time zones and regions, and connect them with hiring managers in different locations. Use as part of the regular interview process, or set up a virtual career day with back-to-back live video interviews – without the need for any hiring managers to even be on-site.

Next: The process 

Live remote recruiting // The process.



Schedule live interview or virtual career day

Connect candidates with hiring managers across the country or around the world with a scheduled interview. For career days, schedule different interviews in back-to-back blocks – where possible, use your digital platform's scheduling engine to take care of the admin for you.



Interview candidate(s) live

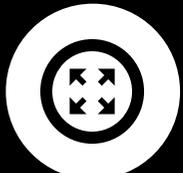
Arrange either panel or one-on-one interviews, using the ability to rate and share interviews and record interactions for later review. Evaluators can interview from their respective locations with minimal or no on-site presence required.



Choose the best (and skip the expense report!)

Choose the best candidates to move onto the next stage, or meet face-to-face – with no wasted time or journeys on either end.

On-demand remote recruiting // **The process.**



Create on-demand interview

Set up your on-demand interview, following our best practices advice on how to best craft your questions to align with military experience, skills, and terminology.



Invite candidates to take on-demand interview

Send your military candidates an on-demand interview request instead of a phone screen – and bypass the scheduling ping-pong and phone tag!



Evaluate candidates

Review your on-demand interviews at your convenience. Use data analysis where available to make more informed decisions.



Select the best

Choose the best candidates to move onto the next stage, or meet face-to-face – with no wasted time or journeys on either end.

Digital in Action // Intel Corporation.

Intel is using HireVue to connect with its military candidates beyond resumes and give them a better chance to tell their story.

“We’ve hired almost a veteran a day since 2012 so we’re particularly proud of that. We hope that using HireVue, ramping it in, and using it more in the future will help us to achieve even better than that.”

– *Rob Polston, Military & Diversity Recruiting, Intel Corporation*



4.

Military career events

Maximize the effectiveness of your military career event efforts by using digital interviewing to build awareness of your recruiting efforts ahead of time and connect with potential candidates earlier in the recruitment process.

Working with local Transitional Assistance Programs (TAP) or other military placement services (such as [RecruitMilitary](#)) to publicize your opportunities prior to events will allow prospective candidates to interview on-demand, and let you evaluate and select candidates to meet face-to-face at the event itself.

Leaving your interview open year-round will also allow you to build up a talent pool either as part of your event recruitment cycle or for ongoing openings.

Next: The process 

Military career events // **The process.**



Get the word out

Publicize opportunities through local Transition Assistance Program or military placement service (like [RecruitMilitary](#)) events using a registration link.



Prospective candidates take on-demand interviews

Service members work with TAP programs to take interviews via TAP resources, or coordinated events where large numbers of service members are transitioning, and take interviews in bulk.



Evaluate

Evaluate candidates, involving other key stakeholders as part of the evaluation process.



Meet your top candidates face-to-face

Select top candidates for face-to-face meeting at job fairs.

5.

Fulfill your 100K jobs mission pledge

Over 170 companies have signed up to the mission to recruit 100,000 US military veterans since its inception in 2011, with many more organizations large and small interested in launching or improving their own military recruiting programs. However, getting started can be tough. Having the right tools, including a digital recruiting platform, can really help your program get off the ground and continue to push the program further.



Next: The process 

100,000 jobs mission // The process.



Get buy-in

Establish a core internal team to identify and demonstrate how military skills align with your organization's business objectives and secure internal buy-in for the initiative.



Align your messaging

Attract veterans using branded landing pages for on-demand and open interviews, tapping ex-military employees and military skill translators (such as military.com) to optimize wording.



Spread the word and build your talent pool

Promote using military recruiting campaigns on email, social, your website, and other channels. Build a veteran talent pool on an ongoing basis through open positions and on-demand interviews.



Find out more

Please visit veteranjobsmission.com for more information on launching your veteran employment program.



Best practices

(8 tips to maximize your military recruitment)

There's a lot more to digital recruiting than just video interviews – it's a chance to gain an edge over your competitors, communicate your brand messaging and company culture, get creative with the way you reach and interact with candidates, and use Big Data to inform your hiring decisions.

We've compiled eight best practice tips here to offer some inspiration for your next military recruitment campaign and show you how you can make the most out of digital recruiting.

Best practices.

1. Be disruptive.

Digital recruiting gives you the opportunity to connect with military candidates in new ways – you could use QR codes for open positions on pamphlets, flyers, and Transition Assistance Manuals, share interview links via social media using popular hashtags, or let service members take interviews on iPads or mobile devices at events. All of these can help you widen your reach beyond traditional methods to connect with veterans, make them more aware of your brand, and snag top talent ahead of your competitors.

2. Communicate.

Communicate your message and culture to your military candidates from their first point of contact via branded interview portals and customized intro and outro videos. Create a military-friendly experience across the hiring process using resources such as a military skills translator to ensure you are communicating effectively.

Best practices.

3. Ease the transition.

Many military candidates may not have interviewed for some time – in some cases for over a decade – and transitioning back to the civilian labor force can be a difficult process. Meet service members halfway by offering candidates a fixed or unlimited number of retries on your on-demand interviews to let them get back into practice, and present themselves in the best way possible.

4. Collaborate.

Partner with military transition assistance to support the recruitment process and get military members and veterans alike on board with the idea of digital recruiting. This will not only help you get more traction with your recruitment initiatives, but will prepare candidates for digital interviewing and ensure they perform as well as they would like. This also allows TAPs to explain to service members how digital interviewing can help them tell their story and be considered beyond their resume.

Best practices.

5. Be creative.

Don't use the same interview questions over and over – mix it up! Use a combination of behavioral-based and experience-based questions to allow candidates to paint a full picture.

6. Use your employee network.

Ex-military service members are a wealth of information on how to source and select more great candidates just like them. Ask advice from military service members inside your organization on question wording, military terminology, and skills translation. Incorporating predictive hiring, such as [HireVue Insights](#), into your process can also help you replicate hiring of those top military performers.

Best practices.

7. Expand your talent pool with military spouses

Expand your talent pool by including the 750,000 active military spouses in your recruitment efforts. With unemployment among military spouses standing at three times the national average (26%), programs like Joining Forces provide resources like job boards, career fairs, and other ways for you to advertise your opportunities to not only service members, but their spouses as well.

8. Go mobile.

Bring iPads to events to drive interview registrations – or candidates can just use their iOS and Android devices to complete interviews in their own time.

Next: Benefits summary 



Digital recruiting: benefits summary

We've already talked about some of the obvious benefits of digital recruiting, such as cost and time savings. However, if that wasn't awesome enough already, here are a few more benefits of digital recruiting that you might not have considered, with some links to further resources to find out more.



Happier candidates.

On-demand interviewing offers military candidates the flexibility and convenience of interviewing on their own time, without having to travel or take time off for an arranged interview. They also get the chance to communicate their skills and personality, which leads to a better candidate experience.

But don't just take our word for it – see what candidates are saying about digital recruiting in our Voice of the Candidate report:

[**Get it now**](#)



Deeper Insights.

Veterans have a great story to tell – so let them tell it. A digital interview contains over 100,000 times more data than a resume and can give you insights into a candidate's personality, cultural fit, and other attributes that a piece of paper never could. Combine that with your own performance data and a digital interview can even tell you who your future top performers might be – before you hire them.

Find out how HireVue can help you to make more informed hiring decisions using Big Data:

[**Learn more**](#)



Better-quality hires.

Using digital recruiting, you can get a better quality of hire and improved interview-to-hire ratio by filtering out bad fits early, reaching more candidates, and sourcing the best talent ahead of the competition.

We can't speak for anyone else, but HireVue customers have seen a 13% increase in quality of hire since using HireVue, with 45% more candidates considered. If you're interested, you can see more before and after metrics in an independent research report:

Go!



Improved brand perception.

Allowing military service members to move beyond resumes for their evaluation criteria shows a clear commitment to service members and any programs involved in the process (such as TAPs, specific bases, and partners), allowing you to be seen as an employer of choice for transitioning service members – a key differentiator when companies are competing for talent.

Read our free report to find out how digital recruiting can boost your brand perception, and your Net Promoter Score (NPS), to boot:

[**Take me there**](#)

Turn the tide – today.

You can make a difference, and digital recruiting is the perfect tool to help you achieve this.

We'd love to talk to you about how you can use digital recruiting to improve your military recruiting efforts, and have the chance to check out our platform in action. Why not book a live demo today to see how digital recruiting can work for you?

Book a live demo!



Let's connect:

