



Interactive Realistic Job Previews (RJPs)

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Interactive Realistic Job Previews

Best Practices in Development, Implementation, and Measuring Success

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Agenda:

1. What is a Realistic Job Preview (RJP)?
2. Why Implement an RJP?
3. Role Considerations
4. Traditional vs. Interactive RJPs
5. Developing the RJP Content
6. Technology, Delivery, and Implementation Considerations
7. Budget/Funding and Vendor Selection Process
8. Live RJP Experience!
9. Measuring Success

What is a Realistic Job Preview?

- Not a Selection device
- A useful tool to provide to potential candidates to empower decision making based on a realistic view of the job in question and the ability for potential candidates to evaluate their interest and abilities to the demands of the job
- Provides potential candidates with an accurate overview of the corporate culture and/or job requirements
- Is informative, leading to streamlined candidate pools and lower early-term turnover
- Provides potential candidates with the opportunity to anonymously learn more about the job or the organization's culture



Why implement a Realistic Job Preview in your organization?

- Differentiate your organization in highly competitive talent landscapes
- Manage high volume candidate flow
- Break stereotypes associated with roles, job families, LOBs, or the organization
- Enhance talent brand for mission-critical roles and/or roles not typically or traditionally associated with your organization

To RJP or Not RJP...that is the question

Role considerations

- Is this a new role?
- Are potential candidates familiar with the role? Or are there stereotypes about the role that need to be addressed?
- Is the role particularly important for your organization's strategic imperatives?
- Is turnover particularly high for the role?
- Is this a high volume role?
- Is this a role that is difficult to recruit for? An RJP can help put a positive spin on a less popular job.
- Does the role have a negative image that can be changed with an RJP?
- Will this role change drastically in the near term (sustainability and shelf-life)?
- Is there a broad role that spans more than one area of the organization?

Traditional vs. Interactive Realistic Job Previews.

Traditional

- Uses less advanced technology
- May include a simple “day in the life” video
- May include written scenarios for the potential candidate to review with or without still shots

Interactive

- Leverages advanced technology including mobile enablement
- More engaging and interactive experience
- Includes a series of short, job-related video-based scenarios
- Self-assessment available
- Provides potential candidates with feedback on fit which helps the potential candidate decide whether to apply or not

Provides potential candidate with an accurate overview of corporate culture and specific job requirements to help candidates understand a particular role before applying.

Developing the RJP Content

Review Existing Information

- Job Descriptions
- Competency Models
- Company Values

Visionary Interviews with Leaders

- Discuss strategic factors that may impact the job in the future
- Discuss how the current job may be change

Focus Groups with Incumbents/Managers

- Attractive/Unattractive characteristics of role
- Culture
- Likes/Dislikes
- Misconceptions
- Gather critical incidents
 - How do high performers perform their jobs?
 - What behaviors differentiate high performers from average or low performers?

Budget/Funding and Vendor Selection Process

Budgeting/Funding

- Strategic Planning
- Alignment vs. Fake Alignment
- Take advantage of “use it or lose it”

Vendor Selection Process

- Use a Request for Information/Request for Proposal process
- Clear Expectations
- Include Major Stakeholders in requirements and decision-making

“Building a visionary RJP requires one percent vision and 99 percent alignment.”

Technology, Delivery, and Implementation Considerations

Potential Candidate Experience

- Consider branding possibilities
- Mobile capabilities
- Length/Number of scenarios
- Level of Engagement: Video-based vs. Still Shots vs. Written scenarios
- Level of Interactivity
 - Question type
 - Feedback on fit
 - Suggest other roles that may be a better fit

If video or still shots

- Use of Professional Actors vs. Employees

Technology, Delivery, and Implementation Considerations

Where will the RJP live?

- Job Description
- Career website

Return on Investment (ROI) – discuss what type of data key stakeholders are interested in measuring

- How many potential candidates experienced the RJP?
- Of those, how many applied to the role? How many did not?
- What is the completion rate? Where did potential candidates drop off?
- How did the potential candidates respond to the different scenarios?
 - Is there a lot of differentiation in how questions were answered?
- Is there a relationship between experiencing the RJP and:
 - Turnover
 - Performance



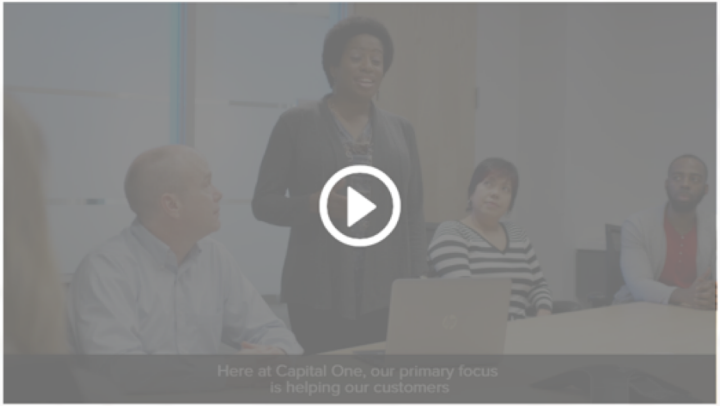
Realistic Job Preview Activity and Discussion

Let's experience an interactive RJP!

Contact Center
<https://goo.gl/UNRwhd>

Café Ambassador
<https://goo.gl/Df8GN8>

Front Line Bank Branch Roles
<https://goo.gl/fGJQ37>

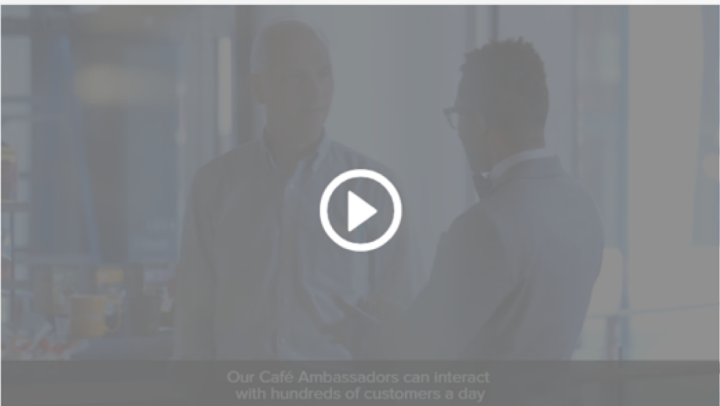


Here at Capital One, our primary focus is helping our customers

QUESTION 1

Would you be happy answering calls and helping customers without a script most of the time?

NO YES




Our Café Ambassadors can interact with hundreds of customers a day

QUESTION 1

Do you enjoy initiating conversations with strangers and working to build a relationship with them?

NO YES



QUESTION 1

Do you enjoy building genuine relationships with customers?

NO YES

Measuring Success

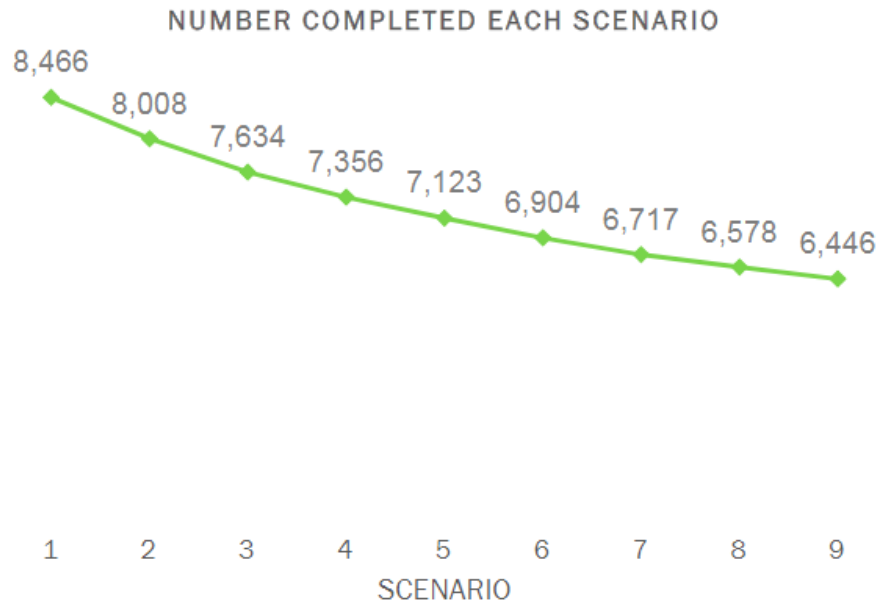
Plan your ROI from the beginning!

- Our Story
 - Anonymity Was King!
 - Vendor provided descriptive statistics
 - Had to get creative
 - Struggled to get HR Data Access
 - A plan is in place when access is made available
- Be Prepared To:
 - Have a plan up front
 - Accept tradeoffs of making it easier or harder to measure ROI
 - Be clear and upfront with your customers about your ROI situation

Our Descriptive Statistics – Contact Center

Contact Center Overview September 1, 2017– June 30, 2018

Contact Center



Total Participants who Clicked the Link

16,299

Total Completed All Scenarios

6,446

% Completed

76.1%

% Completion = # completed all scenarios/participants who started scenario 1

Total % Dropout

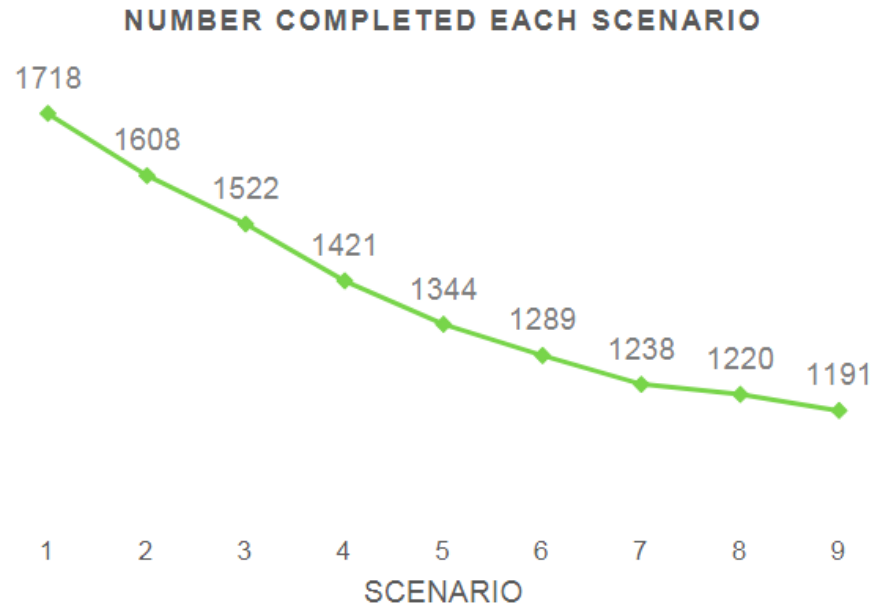
60.4%

**Dropout = participants who did not complete all scenarios/total who clicked into the RJP.

Our Descriptive Statistics – Café Ambassador

Café Ambassador Overview September 1, 2017 – June 30, 2018

Café Ambassador



Total Participants who Clicked the Link

3,002

Total Completed All Scenarios

1,191

% Completed

69.3%

% Completion = # completed all scenarios/participants who started scenario 1

Total % Dropout

60.3%

**Dropout = participants who did not complete all scenarios/total who clicked into the RJP.

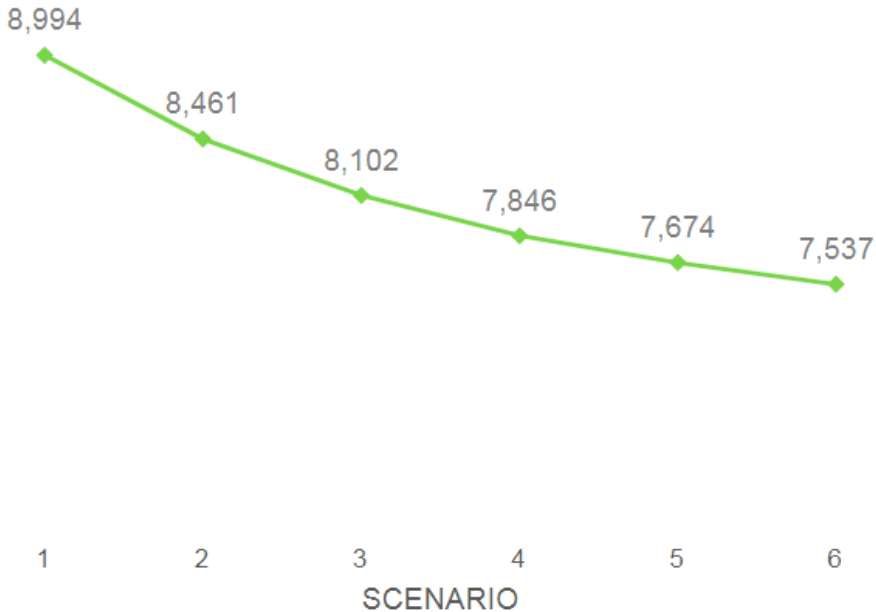
Our Descriptive Statistics – Front Line Bank Branch Roles

Bank Branch Associates Overview

September 1, 2017 – June 30, 2018

Bank Branch Associates

NUMBER COMPLETED EACH SCENARIO



Total Participants who Clicked the Link

15,403

Total Completed All Scenarios

7,537

% Completed

83.7%

% Completion = # completed all scenarios / participants who started scenario 1

Total % Dropout

51.0%

**Dropout = participants who did not complete all scenarios / total who clicked into the RJP.

