
Creating a Realistic Job Preview – Phases 1-5

Creating a Realistic Job Preview is designed for public-sector and non-profit child welfare administrators and Human Resources Management professionals looking for ways to address the problem of early turnover. Although we focus on child welfare agencies and child welfare workers, the information in this guide can be used by other human services agencies experiencing high turnover of newly hired employees.

What is a Realistic Job Preview?

- A Realistic Job Preview (RJP) is a recruiting tool designed to reduce early turnover. (We define early turnover as job departures within the first year after hire.) A RJP communicates to applicants the desirable and undesirable aspects of a job *before* they accept a job offer.
- The purpose of the RJP is to encourage the uncertain applicants to self-select out of the process without “scaring off” those who would develop into excellent, long-term workers.
- RJPs can come in many formats, including oral presentations, opportunities for applicants to “job shadow,” and pamphlets or brochures.
- We believe a video is the most effective medium for the RJP because it delivers a consistent message, has a powerful impact, is easy to use, and can be produced at a reasonable cost.
- We focus on producing RJPs in the video format; however you can adapt many of the principles to other formats.

Why Produce a Realistic Job Preview?

- A Realistic Job Preview can reduce the incidence of high turnover among newly hired employees.
- Many child welfare agencies invest tremendous effort and expense in recruiting and hiring the best child welfare workers only to find that many of them quit within the first year. Not surprisingly, researchers have found that the primary reason for early turnover is that job applicants often know very little about the jobs for which they apply and accept or – worse yet – have a total misconception of what the job is really like.
- A major reason for employees quitting a job within the first several months is that the employee came to the conclusion that he/she made a bad career choice. Evidence shows that for certain kinds of jobs, providing applicants with a well-designed RJP at the right time in the application process can significantly reduce this type of early turnover.
- In addition to reducing early turnover, research suggests that RJPs have an impact on post-employment job satisfaction. Employees exposed to RJPs prior to employment are more likely to be able to cope with the problems and pressures they encounter on the job. Job satisfaction is also influenced by the new employees’ perceptions that the employer has been more honest and forthright in the recruitment process. (See [Summary of Research Findings](#) for a more detailed review of the research findings on the effectiveness of RJPs.)

Key Phases

Checklist of Steps to Producing a Realistic Job Preview Video

Phase I – Preparedness
<input type="checkbox"/> Get buy-in from top management <input type="checkbox"/> Establish partnership between Human Resources and Human Services Management
Phase II – Planning
<input type="checkbox"/> Establish a planning group with key stakeholders <input type="checkbox"/> Develop a budget <input type="checkbox"/> Develop Content <input type="checkbox"/> Identify Format
Phase III – Production
<input type="checkbox"/> Develop script <input type="checkbox"/> Develop narrative <input type="checkbox"/> Video tape <input type="checkbox"/> Editing <input type="checkbox"/> Final Screening
Phase IV – Implementation
<input type="checkbox"/> Pre Application <input type="checkbox"/> Pre Interview
Phase V – Evaluation
<input type="checkbox"/> Develop metrics to determine candidate self-selection out of process <input type="checkbox"/> Identify costs of turnover <input type="checkbox"/> Contrast costs of pre self-selection to turnover in first year of RJP implementation

Phase I - Preparedness

Organizational Readiness

Ensuring that your agency is prepared to effectively use a Realistic Job Preview (RJP) *before* producing one is critical to its success.

Get Buy-in from Top Management

Obtaining the support of the top management team before producing a Realistic Job Preview (RJP) is critical. Because RJPs vividly expose the negative aspects of the child welfare job, some members of the management team may resist using it. It is far better to iron out these issues before investing the time and expense in producing a RJP.

The RJP will become a very public representation of child welfare jobs in your agency. Not only will the video be seen by virtually all applicants for child welfare positions, it will very likely be seen by many other members of the community. When done well, the video will paint a very real picture of the child welfare job and help the public understand the tremendous challenges faced by this often under-appreciated workforce.

Forming a Strategic Partnership with Human Resources

The best way to ensure success of your RJP is for Human Resources (HR) to form a strategic partnership with Operations. Human Resources can take the lead in developing a RJP for the agency. They will determine where in the recruitment process to use the RJP and can be tasked with tracking the effectiveness of the tool in reducing turnover.

Checklist: Gaining Support for Producing a RJP

Before producing your RJP, gather information and determine to the greatest extent possible the benefits of a RJP for your agency.

- RJP Goals and Objectives:** Communicate clearly what the RJP is designed to do and why your agency should produce one. A well-designed RJP will not ‘scare off’ desirable job applicants. Keep in mind that the RJP should present a balanced representation of the job; it should accurately portray both the positive and negative aspects of the job.
- Time Savings:** Whether you produce a RJP in-house or hire a video-production vendor, developing a RJP will take some time. As an example, one agency spent between 400 and 500 hours over a 15-week period to produce a 30-minute RJP DVD using their in-house staff.

Your initial time investment, however, will save many hours of “wasted” new-worker training. Consider the number of hours saved for every applicant who views the RJP and decides against pursuing a child welfare job who would otherwise have taken the job and quit soon afterward.

- Cost:** Determine, if possible, the costs of early turnover to your agency. (For help in calculating the cost of turnover to your agency, see Cornerstones For Kids’, [Turnover Tool Kit](#).)
- Cost Effectiveness:** Compare costs of turnover to the cost of producing a RJP. For example, one agency spent \$27,000 to produce a child welfare RJP DVD using their own staff. The majority of the costs were the wages and benefits for the employees already on the payroll who produced the RJP. This same agency estimated that the direct and indirect turnover costs of one children’s services worker leaving were over \$50,000.
- Effectiveness:** RJP’s are an effective tool for reducing turnover in occupations where the job duties are complex and difficult, and where applicants often have a poor understanding of what the job really entails. In one study, almost 7 percent of applicants concluded that a child welfare job wasn’t right for them, based on reviewing a RJP (see *RJP Case Study: Michigan Department of Human Services*).
- Ability:** If after reviewing the [RJP Tool Kit](#), you believe your agency lacks the capacity to produce its own RJP in house, consider partnering with a local college or university, or contracting with a private video-production vendor.

Phase II – Planning

Establish a Planning Group

- Organize a RJP Planning Group of key stakeholders.
- The Planning Group will be made up primarily of job experts – the people who understand the mechanics of the job you are covering and the everyday frustrations and rewards of child welfare work.

Planning Group Members

Organizers and Chair: We recommend that your agency's **Human Resources department** assemble and chair the Planning Group.

Job Experts: In most agencies, frontline supervisors will provide this expertise. They understand the duties and responsibilities of the child welfare job. The Planning Group job experts should also understand the reasons why some workers leave the job within the first several months. These job experts can identify employees to be featured in the video, and can provide on-site assistance to the video producer.

Training Expert: An experienced **new-worker trainer** can be a valuable addition to the Planning Group. These trainers are often the first agency representatives with whom new workers develop a relationship. They are able to observe new employees' reactions as they learn about the child welfare job, and are in the unique position to receive feedback directly from the new employees about how the actual job differs from what was expected.

Policy and Field Operations Managers: Since support from the External Affairs office is critical, a representative should be involved from the beginning. Because the video will become a very public representation of the child welfare job, the agency will want to take great care to ensure that the content communicates a message the agency is comfortable with.

Producer: Whether you produce the RJP in-house or through an outside vendor, we recommend that the **video producer** (the person who will videotape and edit the footage) be a member of the Planning Group. The producer can provide technical advice, and will help ensure that the RJP accurately reflects the group's vision and objectives.

Develop a Budget

In our [sample budget](#) (see Table 1), an agency budgeted approximately \$27,000 for the production of its RJP video for a child welfare position. The majority of the \$27,000 is the wages and benefits to employees who were on the payroll already and would have been engaged in other activities.

Table 1: Sample RJP Budget*

Budget Item	Cost
Ten-Member Planning Group (4 Meetings – 4 Hours each ¹ , including time for travel)	\$5,400
Travel expenses for committee meetings	\$1,000
Staff time for appearing in video (10 staff – 3 hours each ²)	\$900
Video Producer and Assistant (450 hours – meetings, planning, travel, videotaping, editing)	\$16,000
Narrator	\$600
Closed Captioning	\$572
Travel Costs for Taping	\$130
Blank Tapes for Taping	\$378
DVD & VHS Production	\$2,145
DVD Sleeves	\$51
Total	\$27,176

* The sample RJP is a 35-minute DVD; the video producer is a media production specialist from the agency's professional development office.

¹ Includes the cost of wages and fringe benefits

² Does not include hours performing regularly assigned work as part of the videotaping process.

Develop the Content

- Identify those aspects of the job that surprise new workers once they begin work.
- Focus on those things about the job that might have prevented applicants from accepting it if they had really understood what the job was all about.
- Balance the RJP content, covering both the challenges and rewards of the job.

Which Jobs to Cover

The specific job you elect to cover will determine the content of your RJP – we focus on child welfare workers. In determining which job/s to cover, you may want to focus your RJP on the jobs in your agency that experience the highest levels of new-worker turnover. Or it may make sense to focus on the jobs where your agency places the majority of new hires.

What Information to Include

- **A general description of the nature of the job or jobs covered in the RJP.** Keep in mind that many of your job applicants are just looking for employment and have absolutely no idea what a child welfare worker does. Providing a brief overview of the job is important.
- **Information about the skills and personality attributes needed for the job.** The education and experience requirements for your job are readily available elsewhere. It is important to convey the “soft skills,” personality characteristics and competencies associated with successful performance. Some of these include organizational skills, flexibility, a desire to serve, communication skills and resiliency.
- **Information about the level of service child welfare workers provide.** In many public sector agencies, the child welfare worker functions as a “case manager” and provides little in the way of direct treatment. In this case, it is important for job applicants to understand that they will not be providing direct counseling and social-work treatment services directly to children, but will coordinate and oversee the services provided by others.
- **The challenges presented in the job.** Applicants for the position need to understand that they will need to do things they won’t necessarily enjoy – like dealing with volumes of paperwork, managing large and demanding workloads, having constant disruptions, and visiting families in unsafe neighborhoods.
- **The emotional toll that the job may take on the child welfare workers.** An important purpose of the RJP is to have the job applicants do a self-assessment of their ability to cope with some of the emotional challenges of the job. They need enough information to decide if they are capable of working with children in heartbreaking situations, entering filthy homes, and dealing with sometimes angry and hostile people.
- **The kind of support available.** Job applicants should understand that they will receive support from the agency, their supervisor and coworkers. Your RJP should provide information about new-worker training, supervisory support, and the camaraderie typical in most child welfare agencies.
- **The rewards of working in child welfare.** Reminding the job applicant of the many rewards that result from a career in child welfare should be interspersed throughout the DVD, and emphasized at the end.
- **An explicit request that applicants seriously consider their personal “fit” for a child welfare position.** We recommend that at the beginning of the RJP you tell the viewers why you produced the video so that applicants watch the video in that context. In addition, near the end of the video you should remind viewers to carefully weigh the pros and cons of the position and to make a thoughtful determination of whether the job is a good fit for them.

Checklist: Key Issues to Cover

Job Rewards

- The satisfaction derived from knowing that the worker has helped children and families.
- The support and camaraderie from work colleagues.
- Agency support through training and development opportunities.
- The variety of experiences offered every day.
- Sense of achievement.
- The opportunity for personal growth.
- Community recognition for doing important work.

Job Challenges

- The emotional impact of seeing children who have been severely abused or neglected.
- The requirement to travel into unsafe neighborhoods, sometimes late at night. The feelings of isolation when making home calls in rural and remote areas
- The fact that evening and weekend hours may be required on a routine and/or "on call" basis.
- The amount of paperwork required that some workers perceive as limiting the amount of time they can spend with children and families.
- The involvement with the courts and legal system, sometimes resulting in making the workers feel like they are the ones "on trial."
- The tension created by dealing with parents and other family members who may be angry, intimidating or even threatening.
- The need to be able to juggle multiple priorities with tight deadlines.

Who Should Appear in the RJP

Child welfare workers. The videos produced by child welfare agencies have relied primarily on footage of child welfare workers as they perform their routine duties.

- Feature your agency's workers in the video; research has shown that the effectiveness and credibility of the video will be enhanced if job applicants believe they are receiving the message directly from those who actually do the job.

- In most the videos we reviewed, the workers provided an air of sincerity and credibility that would have been difficult to capture with professional actors.
- Include a diverse group of employees in your video, with regard to age, race and gender.
- If your agency serves both urban and rural populations, you may want to include workers representing those variations.
- Work with employees who have a balanced view of their job and are able to articulate both the challenges and rewards they find in child welfare work.
- Identify individuals who feel comfortable talking about their job and spontaneously answering questions while being filmed.

Frontline supervisors can describe the qualities necessary for successful job performance or discuss their observations about staff turnover.

Clients in your RJP can provide job applicants with accurate representations of the people with whom they'll work. Clients should sign a release about appearing in the video. Alternatively, you can hire **professional actors** to portray agency clients or have other agency personnel act out the part of clients.

A narrator can help bring continuity to the RJP by tying together the various segments of the video. You can also hire a **professional actor** to serve as the narrator.

The agency director can fulfill the role of narrator and spokesperson in the video. He or she can provide an air of sincerity and authority; however the video may become outdated if the director leaves the agency.

Covering Sensitive Issues

- Identifying how you will cover sensitive issues before you produce the RJP is critical. Although the RJP can always be edited, it is far easier and less expensive to resolve these issues before production.
- You will need to decide how to present graphic images and verbal descriptions of abused children, filthy homes and hostile and menacing adults whom workers sometimes encounter.
- Showing some of the worst situations a worker may have to face may sensationalize conditions

RJP Snapshot: Delaware DSCYF

Agency: [Delaware Department of Services for Children, Youth and Their Families](#) (DSCYF)

RJP Title: A Day in the Life of a Caseworker

When Implemented: 1998

Position Covered: Caseworker

Media: Videotape

Length: 22 minutes

Content Format: The characters in the video were Department workers, a police officer and a former Department client who agreed to reenact an event in a protective services investigation in which she had been involved some years earlier. No professional actors were used.

Production: The Department hired a local video production company to produce the video. The footage was shot within one week, and final editing was completed within the next few weeks. Overall, the length of time to produce the video, from the initial suggestion to the finished product, was only a few months.

Implementation: All job applicants are required to watch the video, normally when they come for the job interview.

that do not occur routinely. However, some employees may leave the job after only a short time because they are unable to cope with such conditions. Had they known of these conditions before they accepted the job offer, they never would have taken the job. Your agency will have to determine where the balance lies.

- The Planning Group must also ensure that the depiction of children and families in the video does not unfairly perpetuate the stereotype of the population served by the agency.

The Format

Length

We recommend a running time of between 20 and 35 minutes.

Presentation Style

Videotaping child welfare workers actually performing their jobs and describing what they like and dislike about them will have a much greater impact than videotaping workers describing *how* they do their jobs. The RJP videos produced by child welfare agencies have relied primarily on “documentary style” footage, including:

- **On-the-Job Footage** Filming child welfare workers as they perform their routine duties:
 - Driving to home calls.
 - Approaching run down homes in poor neighborhoods.
 - Interacting with clients during a home call or office visit.
 - Participating in training.
 - Appearing in court.
 - Meeting with community groups and client groups.

The agency will need to obtain approval and a written release from clients, employees of the courts, and any other members of the public before being videotaped.

You can film the workers describing what they are doing as they do it: the purpose of the home call; their apprehension about being cross-examined; the need to be alert and aware of their surroundings when making home visits. In other instances, audio voiceovers are used to describe what is happening or how the worker feels about what is happening in the video.

- **Role Plays:** Reenacting scenes between workers and clients, workers and supervisors, workers and attorneys, etc. Role-plays can provide a very realistic representation of what the typical day of a child welfare worker can be like, presented in an interesting, story-like fashion. One of the downsides of the format is that the scenario can appear to be artificial or “staged”. Using voiceovers in many of the role-played scenes provides an opportunity to cover all the important information represented, and usually appears more natural.
- **Talking Heads:** Child welfare workers and frontline supervisors speak directly to the camera, responding to questions or prompts from the video producer. Allowing the

participants to use their own words when responding to questions rather than having the responses read or memorized from a script will make the video appear more authentic to the viewer.

- **Reality Footage:** This includes both video footage and photographs showing dirty homes and bruised and battered children (with their faces partially hidden to protect confidentiality). Audio voiceover consists of workers describing their related experiences and the emotional impact it has had on them.
- **Scripted Narration:** This is useful for making a direct appeal to the job applicant to give careful thought to the rewards and challenges of the job before following through with the application process or accepting a job offer. The narrative can also serve to tie together the components of the RJP into a cohesive production.

Phase III - Production

Treatment

- Based on the discussions and decisions of the Planning Group, the video producer prepares a “[treatment](#)” – a written document broadly describing how the RJP content will be covered in the video.
- The treatment should demonstrate to the Planning Group that the producer accurately understands their overall direction.
- The Planning Group approves the treatment before filming begins.
- The treatment also includes a proposed timeline.

Videotaping

- To select the workers who will be featured in your RJP, you may want to conduct a short videotaping session with some of your agency’s child welfare workers to help determine those who are most comfortable being videotaped.
- Supervisors and the video producer should meet with the child welfare workers who will be featured in the video to explain the reasons for producing the RJP and what the workers’ roles will be.
- For on-the-job footage, the producer can select a variety of activities to videotape, rather than just following one worker through the course of a day’s activities. Workers should feel comfortable conducting their normal business while being videotaped.
- Child welfare workers can be videotaped as they describe the purpose of the work they are doing on film.
- In addition to client/field work, the producer can videotape workers in their offices interacting with their supervisor, other fellow workers, attending training and participating in meetings.

RJP Snapshot: Illinois DCFS

Agency: [Illinois Department of Children and Family Services](#) (DCFS) with Governor’s State University

RJP Title: Untitled

When Implemented: TBD

Position Covered: Child Protection worker

Media: Videotape

Length: 30 minutes

Content Format: Featured Child Protection workers performing their regular duties and interacting with clients (who consented ahead of time to be in the video). The RJP also included filmed interviews with the workers answering questions about their jobs.

Production: Department gathered video footage by following six Child Protection workers for two days each while they performed their regular duties. Hour-long interviews were also conducted with each of them in their offices. They videotaped approximately 16 hours of footage. None of the video was scripted, and no professional actors were used.

Narration and Editing

- The video producer should develop a “[script](#)” for the RJP. The script is the text version of the video that is constructed by choosing excerpts from the recorded video footage. The producer may transcribe the videotaped interviews and use these to organize the script, rather than working from the actual video.
- The Planning Group, an HR representative or the producer will prepare the first draft of a narrator’s comments.
- The Planning Group will review the script and narration and finalize content.
- The Planning Group will want to ensure that the narrator’s comments communicate the appropriate message to the viewer. The narrator should explain at the beginning of the video why the video was produced, and remind viewers near the end of the video to give serious thought to whether the child welfare job is a “good fit” for them or not.
- During the editing process, the video producer can use workers’ descriptions of what they are doing on film and their interview responses as “voiceovers” for the on-the-job footage. The producer can also add background music, graphics and other supplementary material.

RJP Snapshot: Nebraska HHS

Agency: [Nebraska Health and Human Services System](#) (HHS) with the University of Nebraska, Center on Children, Families and the Law

RJP Title: Preview of the Protection and Safety Worker Position.

When Implemented: 1998

Position Covered: Child Welfare worker

Media: Videotape

Length: 28 minutes

Content Format: Agency workers and supervisors featured in a documentary interview style; professional actors in various scenes depicting situations encountered in children’s services work.

Production: Nebraska Health and Human Services System (which includes the agency that provides child welfare services in Nebraska) partnered with the University of Nebraska’s Center on Children, Families, and the Law in 1998

Implementation: Job applicants were required to view the RJP prior to being interviewed. The videotape was available at the state’s colleges of social work, libraries, employment offices and human service agency offices. Nebraska HHS is no longer using the 1998 version of their RJP and are in the process of producing a new one.

Approval and Screening

- Once the Planning Group approves the script and the producer videotapes the narrator’s remarks, the producer will put together the first draft of the RJP video.
- The Planning Group will view the first draft of the video. At this point, the Planning Group has an opportunity to suggest changes.
- You can also use focus groups to test viewer reactions to the RJP before duplicating a final version. University students interested in social work careers, and students in MSW or BSW programs are good focus group candidates.
- Administering a [questionnaire](#) to students before and after they’ve viewed the RJP can determine the impact the video had on their perceptions of and interest in pursuing a child welfare position.

Phase IV - Implementation

Long before you finish the production of your Realistic Job Preview, you will want to begin planning exactly how you intend to use it. Our basic recommendations are:

1. Require that all child welfare job applicants view the RJP.
 2. Have job applicants view the RJP as early in the application process as possible.
 3. Make the RJP available to a wide range of possible applicants.
 4. Identify what metrics you will use to evaluate the success of your RJP – these will in part determine how you will implement your RJP.
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- Make your RJP available early in the career planning process by partnering with the Schools of Social Work from which you recruit. Showing the RJP in one of the required social work classes for the BSW program may result in some students changing their course of study.
 - Provide convenient opportunities for potential applicants to see the RJP by making it available through a wide variety of methods and locations, including:
 - Providing copies to all your agency's locations.
 - Supplying your state's public employment or job agencies.
 - Providing copies to public libraries.
 - Streaming the RJP over the Internet.
 - Screening it at job fairs.
 - Mailing copies to applicants
 - Showing the RJP to applicants at job interviews
 - You can require applicants to submit a certification with their job application that they have viewed the RJP.

Phase V - Evaluation

The primary purpose of evaluating your RJP is to determine if it is:

- Cost effective.
- Contributing to the desired outcome.

Cost Effectiveness

Since most of the cost associated with using a RJP is in its production, agencies considering using a RJP should evaluate the potential cost effectiveness before beginning production. To measure the return on your RJP investment, compare the [costs of production](#) against your agency's turnover costs (see Checklist: Gaining Support for Producing a RJP, page 5).

For most agencies, not hiring the one or two job applicants who would have left the job within the first several months will more than cover the production costs of the RJP.

The [Turnover Tool Kit](#) is a good resource for helping you determine your turnover costs.

Contribution to Desired Outcomes

In addition to reducing turnover, the RJP may affect other factors. We believe that it is beneficial to measure the impact of the RJP on the following interrelated outcomes:

1. Turnover rates.
2. Applicant decisions to continue with the selection process.
3. Job satisfaction.

1. Turnover Rates

Although the RJP can be expected to reduce an agency's overall turnover rate, the most significant impact should be on reducing the turnover rate for employees during their first year of employment.

Turnover rates can be affected by a number of factors and sometimes it can be difficult to isolate the impact of a specific intervention. Factors internal to an agency, such as dramatic changes in workloads or work procedures, attempts to change an organization's culture, and a change in leadership can all affect the turnover rate. External factors such as the unemployment rate in your community will almost certainly have an affect on your agency's turnover.

Some agencies have the capacity to analyze turnover by demographic groupings, and other variables such as length of service, college degree, etc. If your agency doesn't have this capacity, it is still possible to track turnover data manually, particularly when focusing on one

aspect of turnover – such as turnover occurring during the first year of employment. (See the [Turnover Tool Kit](#) for helpful tips for designing and analyzing reports to help track turnover.)

2. *Impact on Applicant Decisions to Continue with the Selection Process*

The ability to assess the impact the RJP has on applicant decision-making depends on how you choose to implement the RJP in the selection process:

- If you decide to make your RJP publicly available, it is very difficult to evaluate the impact the RJP has on applicant decision-making because the potential applicants are largely unidentifiable.
- You can require all applicants to watch the RJP when they appear for the job interview, and then ask them if they wish to continue with the application process, recording the results. However, research suggests that applicants may be so invested in the application process by the time of the interview that they may not discontinue the process, even if they have significant reservations about the job.
- You can provide the RJP to qualified applicants who have submitted a job application, require the applicant to certify their continuing interest in the job after viewing the RJP, and then conduct a survey of those who don't continue with the application process to determine if it is attributable to the RJP.

3. *Job Satisfaction*

Using an effective RJP can be expected to improve post-employment job satisfaction because employees have fewer surprises after they begin the job. [Research findings](#) suggest that:

- Employees who view a RJP are better able to cope with problems on the job about which they have been forewarned.
- When a new employee's job expectations are not met, the employee may exhibit their disappointment through higher absenteeism, lower productivity and job termination.
- Employees who have viewed a RJP have a higher level of job satisfaction because they believe the employer has been honest and forthright with them during the selection process.

Agencies can measure job satisfaction by conducting employee attitude surveys and focus groups and by monitoring absenteeism in positions experiencing high turnover.

Minimizing External Variables

The desired outcomes can all be affected by a number of factors and sometimes it can be difficult to isolate the impact of a RJP. One of the best ways to minimize the impact of other variables in evaluating your RJP is to do your “before and after” comparisons immediately before and after you introduce the RJP into the selection process. The objective is to make the comparison where the conditions affecting the “before” group (the control group) are as similar as possible to the “after” group (the experimental group).

Once you begin to use the RJP in your selection process, you may continue to hire applicants already in the “selection pipeline” who have not seen the RJP. It then becomes important to include information in your applicant tracking system that will identify which new hires have seen the RJP. Also, if your RJP is publicly available, it may be necessary for you to ask the applicant during the interview or at the time of hire whether they have seen the RJP.