





Foreward

FOR SEVEN YEARS, TALENT BOARD, THE NON-PROFIT ORGANIZATION BEHIND THE CANDIDATE EXPERIENCE (CANDE) AWARDS, HAS BEEN RESEARCHING, MEASURING, AND SHARING THE BUSINESS VALUE OF JOB CANDIDATES' EXPERIENCES.

Recruiting is more than a neutral process to Find, Engage, Screen, Select, Offer, and 'Pre-Board' new hires.

Every stakeholder, and especially every prospect who has ever converted to become a candidate (and who is most likely rejected), sees the recruiting process through their life's lens. As any person progresses from becoming aware of an employer to becoming interested in a position to becoming committed to competing for that position, candidate attitudes, behaviors and the attitudes and behaviors of those they influence are subject to change.

Employer decisions to improve their hiring costs, time-to-fill and quality notwithstanding, it is the parallel decision a job seeker makes to compete and accept a position in the context of a career at a specific time in their life that makes our profession, Talent Acquisition, so essential and its impact on the business of the employers they encounter so important to understand.

Business leaders understand Talent Acquisition productivity and efficiency must be measured and aligned with the firm's goals. These stakeholders cite talent-getting and keeping as their number one or number two priority. More than any other stakeholder, leaders appreciate both short- and long-term calculations that improve cost, time and quality in ways that give their business an edge in the marketplace.

Hiring managers have little use for the distraction of candidates who lack the competencies or willingness to tackle their jobs. What they are learning however is that the best candidates and a growing number who are customers have a newfound disdain for employers who "don't know what they want until they see it", fail to set or deliver on expectations, listen without hearing, and do not hold themselves accountable for respecting all those interested in their firm.

Recruiters and recruiting leaders are most often rewarded for filling jobs according to schedule. Building and managing the pipelines of willing prospects and candidates who test their interest against an employer's interest to hire them by applying again and again has been central to 20th-century hiring strategy. The shift to a new paradigm where increased accountability for how candidates are treated is paramount is demonstrating that the fallout is significantly lower, that candidate replacement costs are no longer rising exponentially and that buy versus build decisions that benefit the employer are more likely.

We've long noted that candidates have a new power to leverage their ire or their praise for employers while on the "conveyor" that carries them forward to a new job. Increasingly candidates are learning to exercise these newfound communication skills. The cost to a firm's reputation, its applicant flow, referrals and even sales can now be calculated.



Since 2010, Talent Board has set about defining and measuring candidate experiences. We continue to refine the benchmark process for companies to gain needed insight into their processes and, more specifically, into candidates' attitudes and subsequent behavior – i.e., re-apply, refer others, champion the employers' products, or not. This is the single largest academic-quality, TA research collaboration ever attempted.

The CandE Award is not a "People's Choice" honor. Random candidates are not tricked, tracked down or incented to determine which participating organization gets the most votes. Instead, a representative sample of candidates from each employer, most of whom were not offered employment at the time they completed the survey, respond to detailed questions about each phase of the hiring process.

For North America, the 50 organizations whose candidates rated them the highest form the 2017 Benchmark class. All participating employers, however, are armed with their individual data as well as the aggregate benchmark and able to develop recommendations to create business change and improve the candidate experience going forward. Any organization willing to take a good long look in the mirror and recognize the candidate as a critical stakeholder in the recruiting process deserves high praise and our thanks. If you didn't join us this past year, please consider joining us in 2018 starting in March.

Talent Board also appreciates the incredible commitment of our Global and Regional Program Sponsors. We could not deliver this annual program without them. These sponsoring organizations have demonstrated their passion, interest and willingness to improve candidate experience through their products, services and support of the CandE Awards. Our sponsors are identified in the report and deserve our appreciation.

2017 Board of Directors, Talent Board Ed Newman, Elaine Orler, Gerry Crispin, Joseph Murphy







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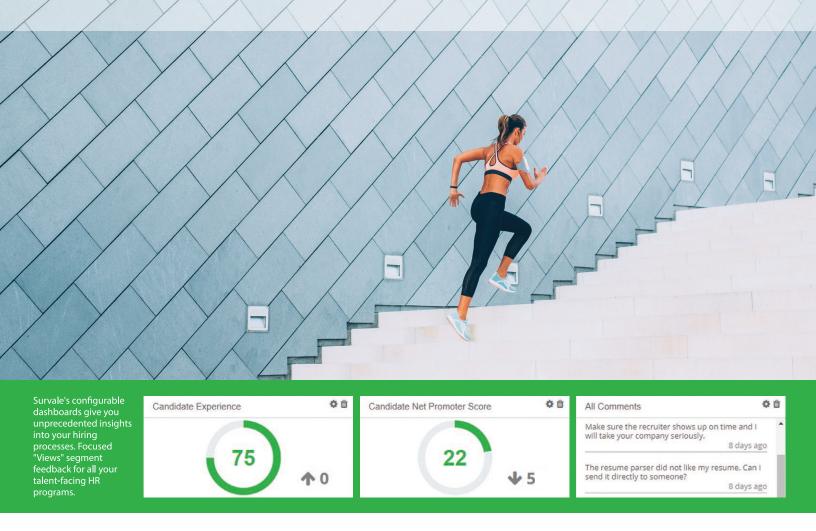
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Maximize Candidate Experience At Every Step Of The Process



With Survale's automated candidate satisfaction platform

Survale gathers candidate, recruiter and hiring manager feedback throughout the talent lifecycle. In fact, Survale is the official candidate feedback platform for the Talent Board's Candidate Experience Award Program.

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Executive Brief

THE 2017 NORTH AMERICAN TALENT BOARD CANDIDATE EXPERIENCE (CANDE) BENCHMARK RESEARCH REPORT

The 2017 North American Talent Board benchmark research program included 200 participating companies eager to put their recruiting practices under the microscope, and 180,000 job seekers sharing their thoughts and experiences as candidates.

The 50 CandE award-winning companies – some of which are featured in this report – were identified through a blind data analysis focused on these four key data points:

- 1. A "very positive overall" candidate experience rating
- 2. An "extremely likely to apply again" candidate rating
- 3. An "extremely likely to refer others" candidate rating
- 4. And the fact that candidates said they were willing to increase their business relationship with the employer via applying again, referring others and making purchases when applicable

This year's scoring created value ranking for systematically identifying the strongest companies with the highest positive candidate ratings and, ultimately, this year's winners. To qualify, each company had to commit to a statistically significant candidate response, and the proportion of respondents not hired also had to exceed a set standard. No other candidate experience research effort meets these strict standards.

It's also important to note that the majority of candidates who participated in the North American CandE research this year – 85 percent overall – are those who were rejected, hadn't heard back on next steps wherever they were in the recruiting process, or did not know of any offer at the time they completed our survey. Talent Board has found that these candidates have a greater aggregate impact on the business and the brand than those who are hired.

More than an awards competition, the CandE Awards also serve as a benchmarking program to raise awareness of the benefits of a positive candidate experience and highlight the tools, technology and techniques that can facilitate the process, as demonstrated by winning companies.

This year's North American CandE research report is again divided into three core areas of talent acquisition (Attract, Recruit and Hire). It explores why each area is critical to the candidate experience and helps answer three basic questions:

- 1. What do candidates want and expect from an employer?
- 2. What are employers doing to help meet candidates needs?
- 3. What can employers do better overall (based on what CandE Award winners are doing)?



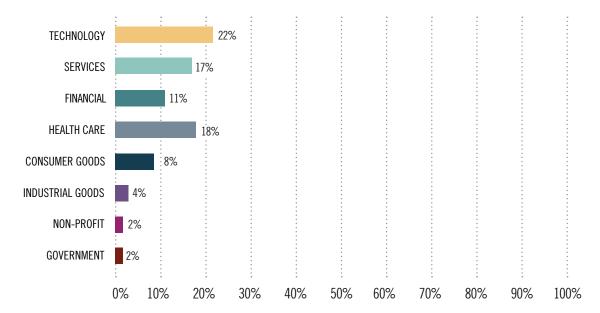
Over the past seven years of the CandE Awards, there are some clear competitive differences between CandE Award winners (the top ranked Benchmark Companies) and all other participating companies. CandE Award winners are shown to:

- » Listen more and communicate often.
- » Set better expectations about the recruiting process from pre-application to onboarding (for candidates).
- » Hold themselves more accountable for candidate experience and talent acquisition performance while measuring it regularly and consistently.
- » Be perceived by candidates as having a "fairer" process candidates believe they have been able to share why their knowledge, skills and experience deserves consideration for the jobs to which they have applied.

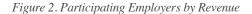
PARTICIPATING EMPLOYERS BY INDUSTRY AND REVENUE

Although over half of this year's employer research participants were from technology, services, financial and health care – as well as large multinational corporations by revenue – there were many other industries and smaller companies that participated in the 2017 North America benchmark research (see Figures 1, 2, and 3).









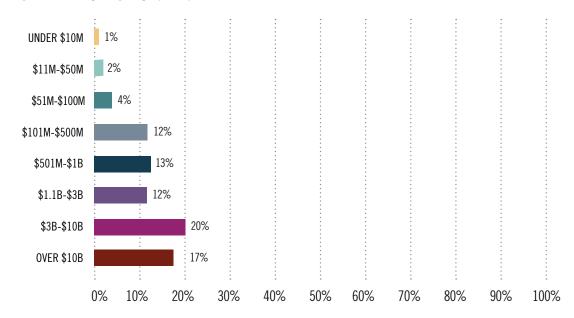
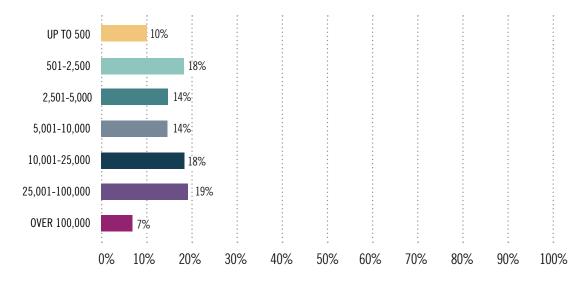


Figure 3. Participating Employers by Employee Size



PARTICIPATING EMPLOYERS' OPERATIONAL MODELS

Employers can vary how their talent acquisition operational models are set up – for example, centralized versus decentralized. Anecdotally, we hear of companies going from one model to another every few years; for the past two years, according to the North American CandE research, employers predominantly have a centralized recruiting structure that includes dedicated recruiters and a central budget. Another 8 percent say they're outsourcing to recruitment process outsourcing firms (see Figure 4).



Figure 4. Which talent acquisition operational model most closely describes your company's recruiting structure?

	2017	2016
CENTRALIZED (DEDICATED RECRUITERS, RECRUITING ORG STRUCTURE AND BUDGET)	72.2%	65.8%
DECENTRALIZED (DIVISION/LINE OF BUSINESS DEDICATED RECRUITERS, ORG STRUCTURE AND BUDGET)	12.8%	12.3%
OUTSOURCED (RPO, HRO, THIRD-PARTY VENDOR)	8.3%	5.9%
GENERALIST (RECRUITING IS A SUBSET OF AN HR RESOURCES RESPONSIBILITY)	1.7%	7.0%
OTHER	5%	9.1%

HOW EMPLOYERS RATE THEIR CANDIDATE EXPERIENCE

A company's overall candidate experience has a definitive potential impact on the business, and that impact is definitely improving incrementally from talent attraction through to onboarding. The majority of employers in 2017 (65 percent) describe their overall candidate experience as leading or competing, nearly 33 percent as improving and a small few (less than 2 percent) as lagging (see Figure 4). When you compare data over the past five years, the distribution of CandE Awards winners versus all other participating companies who rate themselves as leading had widened dramatically, but dropped back to a 36 percent difference from 2016 to 2017.

Figure 5. How Employers Describe Their Overall Candidate Experience

	2017	2016	2015	2014
LAGGING	1.6%	3.9%	3.4%	4.5%
LAGGING - WINNERS	0.0%	2.0%	2.2%	4.0%
IMPROVING	32.8%	30.1%	30.3%	19.9%
IMPROVING - WINNERS	22.0%	12.0%	19.6%	18.0%
COMPETING	40.4%	42.7%	43.3%	48.7%
COMPETING - WINNERS	42.0%	44.0%	34.8%	48.0%
LEADING	25.1%	22.6%	23.0%	26.9%
LEADING - WINNERS	36.0%	42.0%	43.5%	30.0%

These differentiations come up again and again throughout the talent acquisition process, from attraction, to recruiting and to hiring.

TO MEASURE OR NOT TO MEASURE CANDIDATE EXPERIENCE

Year after year, Talent Board CandE research shows that communication and feedback loops are ongoing differentiators of a more positive candidate experience. However, most participating employers are only asking for feedback after the candidates are hired (26.6 percent in 2017). And only 13.6 percent are asked for feedback after they are interviewed but before they are hired, down from 2016 (see Figure 6).



Figure 6. Which statement best represents how you gather feedback from candidates about the experience they had prior to expressing interest and applying to those interviewed and hired?

	2017	2016
WE SURVEY CANDIDATES ABOUT THIS EXPERIENCE BEFORE THEY APPLY.	1.6%	1.5%
WE SURVEY CANDIDATES ABOUT THIS EXPERIENCE AFTER THEY APPLY BUT BEFORE THEY INTERVIEW.	7.1%	9.1%
WE SURVEY CANDIDATES ABOUT THIS EXPERIENCE AFTER THEY HAVE INTERVIEWED BUT BEFORE THEY ARE HIRED.	13.6%	15.2%
WE SURVEY CANDIDATES ABOUT THIS EXPERIENCE AFTER THEY ARE HIRED.	26.6%	23.4%
ALL OF THE ABOVE.	9.8%	7.1%
WE DON'T SURVEY CANDIDATES ABOUT THIS EXPERIENCE.	41.3%	43.7%

RECRUITER ACCOUNTABILITY

Forty-two percent of the 2017 top-ranked 50 CandE Benchmark Companies (CandE Award winners) measure candidate experience regularly and incorporate it into their recruiter dashboards (with or without performance incentives), compared to all other participating companies that do it only 39 percent of the time, which isn't a significant difference overall. Compared to previous years, it does certainly seem the bar has been raised again for all participating employers this year (see Figure 7).

Figure 7. How the Candidate Experience Systematically Aligned to Recruiter Performance in 2017

	ALL EMPLOYERS	CANDE WINNERS
IT ISN'T DISCUSSED UNLESS THERE IS A PROBLEM THAT IS BROUGHT TO OUR ATTENTION.	17.5%	12.0%
IT IS REGULARLY DISCUSSED IN INFORMAL PERFORMANCE REVIEWS WITH EVERY RECRUITER.	17.5%	14.0%
IT IS REGULARLY DISCUSSED IN FORMAL REVIEWS BUT THE MEASURE IS SUBJECTIVE AND NOT FORMALIZED. THERE ARE NO [PERFORMANCE] INCENTIVES.	26.2%	32.0%
IT IS REGULARLY DISCUSSED IN FORMAL REVIEWS. CANDIDATE EXPERIENCE IS MEASURED & INCORPORATED INTO THE RECRUITER DASHBOARD. THERE ARE NO [PERFORMANCE] INCENTIVES.	19.7%	22.0%
IT IS REGULARLY DISCUSSED IN FORMAL REVIEWS. CANDIDATE EXPERIENCE IS MEASURED & INCORPORATED INTO THE RECRUITER DASHBOARD. THERE ARE NON-MONETARY [PERFORMANCE] INCENTIVES (GIFTS CARDS, TRIPS, ETC.).	5.5%	6.0%
IT IS REGULARLY DISCUSSED IN FORMAL REVIEWS. CANDIDATE EXPERIENCE IS MEASURED & INCORPORATED INTO THE RECRUITER DASHBOARD. THERE ARE MONETARY [PERFORMANCE] INCENTIVES (SALARY INCREASE, BONUS).	13.7%	14.0%

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It's also interesting to note who has the better candidate experience based on age (generation affiliation), job type and gender.

This year, younger candidates (those born on or after 1982) say they have an overall better candidate experience by 13 percent over older candidates (those born before 1982), and that's based on a 1-5 Likert scale average rating. Non-managerial candidates have an overall better candidate experience by 13 percent over managerial candidates, again based on a 1-5 Likert scale average rating. And although not statistically significant, women have the edge over men with a 3 percent better overall candidate experience based on a 1-5 Likert scale average rating (see Figures 8, 9 and 10).

Figure 8. Who Has the Better Candidate Experience? Older or Younger?

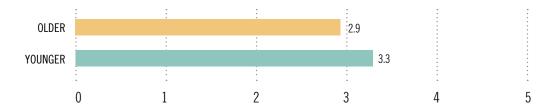


Figure 9. Who Has the Better Candidate Experience? Managerial or Non-Managerial?

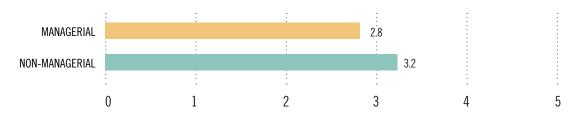
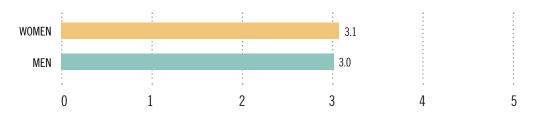


Figure 10. Who Has the Better Candidate Experience? Women or Men?



Lastly, the following are the top 10 key takeaways from Talent Board's 2017 North American Candidate Experience Research Report:

1. **Take a Customer-Centric Approach:** Corporate marketing and customer service aren't the only teams today using social media channels and websites to serve "customers." Savvy employers are making their recruiting teams available to answer questions during live chats on career sites and social media, as well as experimenting with chatbots to answer general employment questions. The latter frees up the recruiting teams to have more hands-on time with potential candidates already in play.



- 2. **Think and Act Like a Marketer:** Recruitment marketing isn't new to talent acquisition but, in 2017, 74 percent of CandE-winning employers have a candidate relationship management (CRM) system in place, and the remaining 26 percent of them are planning on investing in CRM technology in 2018. Communicating and educating potential candidates while nurturing future-fit candidates and silver medalists are key differentiators in today's competitive talent market.
- 3. **Greater Expectations:** Candidates want to understand their progress and know how much of an application is left. When customers shop online, they have insight into how many steps are left before they complete their purchase. Candidates deserve a similar experience and are getting it more often with CandE Award winners. This includes an option to save applications as drafts and complete later, a progress indicator showing percentage completed or being advised how long it should take to finish the application before even starting.
- 4. **Acknowledge Skills and Experience:** Candidates want an opportunity to showcase skills and experience. They want their information to reflect a specific job rather than simply completing a basic form or general background screen. The more candidates are able to showcase, the higher their overall application satisfaction is, as the CandE Award winners demonstrate.
- 5. **Walk in the Candidate's Shoes:** Employers must be willing to admit that their existing apply process may not be working. In order to think about the application process from the candidates' perspective, more and more organizations are thankfully applying for their own jobs, especially the CandE Award winners, and are reaping the benefits of incrementally improving their application process.
- 6. **Prepare Your Candidates:** CandE Award winners recognize that no candidate should go into an interview without some information about whom they will meet with and what they can expect. It's one thing to not be able to communicate personally with every single candidate during the application and early screening phases, but at the finalist stage it's critical for companies to add the human touch.
- 7. **Next Steps and Follow-up:** After the screening and/or interview, nearly two-thirds of the CandE Award winner candidates were told about next steps and were followed up on when necessary, just above all other participating companies. For candidates dispositioned, more than a quarter of those from CandE Award winners received an email or phone call from a recruiter or hiring manager, and nearly two-thirds of those from CandE Award winners were encouraged to apply for another job. Although most employers invest more in communicating with candidates at this stage, all of these are slightly higher for CandE Award winners than for all other participating employers. Even a small percentage of going above and beyond can improve overall candidate sentiment and, ultimately, impact on the bottom line.

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- 8. **Ask Relevant Questions:** Candidates do not want to be asked the same questions that are answered by their resumes or applications. CandE Award winners have an edge when it comes to the relevancy of questions asked; those candidates who responded said they "strongly agree" that the questions they were asked were related to the job. And more candidates felt the interviewer(s) were effective in determining their skills and abilities to perform the job they applied to.
- 9. Communication and Feedback Continue To Be Differentiators: CandE Award winners continue to differentiate themselves from pre-application to onboarding, communicating more with candidates, giving candidates feedback earlier in the recruiting process, and asking candidates for feedback even before they apply for a job. Most candidates who have an overall "very poor" 1-star and 2-star candidate experience representing tens of thousands of candidates in the Talent Board research are getting very little if any consistent communication and/or feedback, a missed opportunity in a highly competitive talent marketplace.
- 10. The Business Impact Is Here for Good (Or III Will): The trend continues: candidates who believe they have had a "negative" overall experience say they will take their alliance, product purchases and relationship somewhere else. This means a potential loss of revenue for consumer-based businesses, referral networks for all companies and whether or not future-fit and silver-medalist candidates apply again. However, the good news is that those who had a "great" overall experience say they'll definitely increase their employer relationships they'll apply again, refer others and make purchases when applicable. These aren't just the job finalists either, or those hired, but the majority are individuals who research and apply for jobs and who aren't hired.

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Executive Brief

THE 2017 NORTH AMERICAN BUSINESS IMPACT OF CANDIDATE EXPERIENCE

The trend continues: Candidates who believe they have had a "negative" overall experience say they will take their alliance, product purchases and relationship somewhere else. That means a potential loss of revenue for consumer-based businesses and referral networks for all companies.

Here's what crystal clear in business today: poor customer service impacts customer retention, referrals and potential new business. Social media has given consumers an open forum to share both good and bad experiences to all who will listen.

How many of you have used social media to garner customer service action instead of growing old waiting on the customer service phone trees or trying to navigate the labyrinth of online FAQ databases?

The same is true for job seekers, and for too long employers resisted treating candidates as the primary customer of recruiting.

For example, when we look at how many candidates share their positive and negative experiences with their inner circle (i.e., significant others, close friends, colleagues, peers, etc.), the trend year after year is clear. Up to 80+ percent of candidates will share their positive experiences and over 60 percent will share their negative experiences (see Figure 11).

Figure 11. Candidates Sharing Positive and Negative Experiences with Their Inner Circles

	2017	2016	2015	2014
POSITIVE EXPERIENCE	77%	81%	80%	81%
NEGATIVE EXPERIENCE	61%	67%	66%	66%

The percentages drop when we look at how many candidates share their positive and negative experiences publicly online (i.e., social media, Glassdoor, Kununu, etc.), but they're still significant (see Figure 12).

Figure 12. Candidates Sharing Positive and Negative Experiences Publicly Online

	2017	2016	2015	2014
POSITIVE EXPERIENCE	51%	50%	49%	51%
NEGATIVE EXPERIENCE	35%	34%	33%	34%

Another third of candidates also answer that "this information is private and I don't share publicly." That's because most candidates don't want to shout from the rooftops when they didn't get the job, only when they got it.

When we look at how likely candidates are to refer others based on their experience, it's clear that those who have an overall 5-star experience are much more likely to do so versus those who have an overall 1-star experience (see Figure 13).

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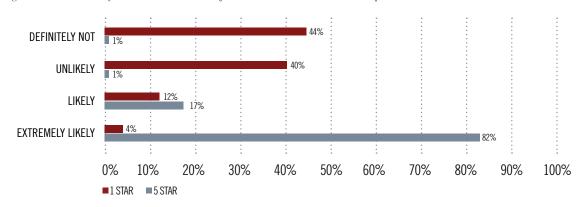


Figure 13. How Likely Candidates Are to Refer Others Based on Overall Experience

When it comes to candidates withdrawing themselves from the recruiting process, there are many reasons as to why. But for those candidates who have an overall 1-star experience, the two most negative reasons candidates withdraw are: 1) their time was disrespected during interviews and appointments, and 2) the recruiting process just took too long (see Figure 14). In contrast, among candidates who gave their experience a great 5-star rating, only 1.4 percent left due to disrespect of time.

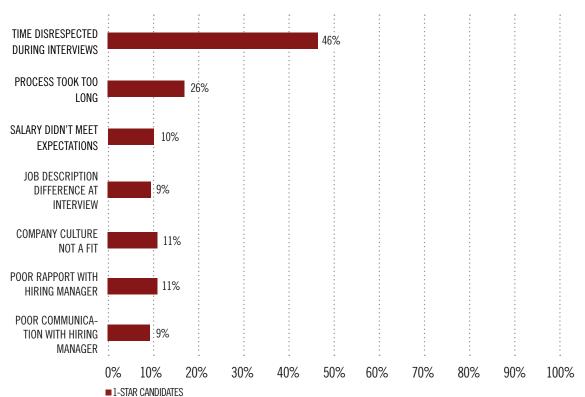


Figure 14. Negative Reasons Why Candidates Withdraw from the Recruiting Process



Thankfully when it comes to the Candidate Experience Awards, all of the above are changing for the better. In fact, many of this year's 50 CandE Award-winning employers – all of which provide their job candidates with an exemplary experience as rated by the candidates themselves in the 2017 Talent Board research – have gone through this transformative shift to treat job candidates, both externally and internally, as the primary customers of talent acquisition. Not the hiring manager, executive manager or other recruiting peers and colleagues – the candidates. And although most of this year's winners are mid-sized to larger global organizations, 28 percent have less than 2,500 employees and less than \$1 billion in annual revenue.

This year the North American CandE Awards research conclusively demonstrates that 46 percent of candidates who believe they have had a "negative" overall 1-star job seeker experience (based on a 1-5 Likert Scale rating) say they will take their alliance, product purchases and relationship somewhere else. That's nearly 7 percent higher than 2016. This means a potential loss of revenue for consumer-based businesses, referral networks for all companies and whether or not future-fit and silver-medalist candidates apply again.

However, the good news is that in North America 74 percent of candidates say they'll definitely increase their employer relationships based on the very positive job seeker experiences they've had (5-star overall rating) – they'll apply again, refer others and make purchases when applicable (see Figure 15). That's 14.5 percent higher than last year in North America. These aren't just the job finalists either, or those hired, but the majority are individuals who research and apply for jobs and who aren't hired (85 percent).

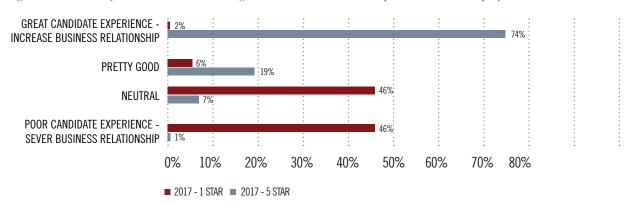


Figure 15. How Likely Candidates Are To Change Their Business Relationship Status with an Employer

When we look at the past seven years of overall CandE data across all regions (North America, EMEA and APAC), 46 percent of all candidates with a 1-star "poor" experience say they'll sever the business relationship, and 65% of all candidates with a 5-start "great" experience say they'll increase the business relationship.

A <u>case study conducted by Virgin Media</u> and one of our CandE sponsors, Ph.Creative, showed that Virgin Media was losing more than \$6 million annually in sales revenues due to poor candidate experiences—then they turned it into a \$7 million revenue stream. Many CandE Award-winning employers are today quantifying the cost of a poor candidate experience, which can be in the millions of dollars per year, and incremental improvements can go a long way to increasing revenue and referral networks.

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Based on the potential impact on the business and the brand, a continued differentiator for companies from the 2017 CandE data is how many employers continue to raise the bar on candidate communication and feedback loops. Those candidates who said they had an overall 5-star candidate experience were waiting for a response from the company after applying only 19 percent of the time, versus over 37 percent of candidates who said they only had an overall 1-star candidate experience. Unfortunately, 52 percent of candidates overall were still waiting two to three or more months for a response from the company postapplication, a continuous area of missed opportunity and a trend over the past few years (up 10 percent from 2016).

When we look at candidate feedback at the interview stage, 85 percent of those candidates who said they had an overall 1-star experience were never asked for feedback on the interview process, while 33 percent of candidates who had an overall 5-star experience were asked for varying levels of feedback, a key differentiator in the race to hire the best people.

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The 2017 Talent Board
North American
Candidate Experience
(CandE) Benchmark
Research Report



Attract

EMPLOYER BRANDING, RECRUITMENT MARKETING AND SOURCING

What It Is

The pre-application stage of identifying and engaging with candidates before they apply for a position.

The candidate experience begins during talent attraction and sourcing. Attracting candidates is one area of talent acquisition that has been overlooked in the past; yet, it is arguably the most important since it prepares organizations for current talent needs as well as future talent needs. It also gives candidates that first impression of an employer. With a strong and consistent strategy for attracting, engaging and connecting with talent, recruiters can build relationships and better understand the specific audience on which they want to target their recruitment marketing efforts. Organizations can also bring awareness to their brand in a more authentic way. When individuals feel connected and engaged with an organization, they are more receptive to messages about the brand and curious about its employment opportunities.

Today, the large amount of investment in talent attraction continues to exceed any other area of talent acquisition for many companies. Yet, organizations still struggle to create a consistent and meaningful experience for candidates. In 2011, only 5 percent of candidates were asked to provide any feedback or engage with companies BEFORE they applied for a job. Today, that number has increased to 17 percent, but this still means many organizations are missing the opportunity to engage with candidates before they even apply.

KEY HIGHLIGHTS:

- » Nearly 106,000 candidates replied to these questions
- » 49 percent of candidates have had some kind of past relationship with an employer (down 18 percent from 2016)
- » 74 percent of candidates conduct their own research during the job search, a trend that's held steady for the past few years
- » Company career sites are still the most important aspect when researching career opportunities for 58 percent of candidates (up 2 percent from 2016)
- » Event/interview scheduling is the number one recruiting technology investment for employers in 2017/2018
- » 55 percent of candidates cite job descriptions as the most important job-related content they look for when researching a job (down 14 percent from 2016)
- » Company values are still the most important marketing content for 49 percent of candidates (up 15 percent from 2016)
- » A third of candidates want even more information about why employees what to work at an employer and why they stay
- » 29 percent of candidates use review sites like Glassdoor in their job and career research (up 23 percent from 2016)

When looking at candidates who experience an overall "very positive" 5-star experience (based on a 1-5 Likert Scale rating), then about 29 percent of candidates are asked to provide feedback or engage before they apply.



One challenge organizations face is a misperception around what talent attraction includes and who is responsible for the process. In the past, attraction was simply posting job information. Today, it is a more complex undertaking that mirrors the modern marketing function. Activities in this phase include:

- » **Influence:** providing the right information through messaging, segmentation and communication
- » **Attract**: making sure organizations are going after the right audience by understanding candidate personas, job advertising and search engine optimization (SEO)
- » **Nurture**: engaging with individuals consistently through information and messaging specific to their interests and needs, using vehicles such as campaigns and newsletters
- » Convert: converting individuals into viable candidates at the right time
- » **Measure:** evaluating these efforts to determine the engagement of candidates, conversion rates and the effectiveness of the overall strategy

Employer branding is a critical component of talent attraction. The employer brand is a big part of the reason why someone wants to work for an organization. It encompasses the culture and the employee value proposition. A strong, descriptive and transparent brand will help companies attract talent and alleviate some of the challenges that sourcing can create. A weak brand, on the other hand, will deter talent or misrepresent the employee experience, which can lead to new hire turnover and low performance once onboard.

This shift in the way organizations attract talent requires talent acquisition functions to think more like a modern marketing function. Just as consumers have evolved, candidates have become savvier in their job search and are now more likely to have previous relationships with employers (49 percent) and conduct their own research (74 percent). Candidates are also diving deeper into career sites, social media and sites like Glassdoor to get a clear picture of an organization before making a connection (29 percent of candidates in 2017 use review sites like Glassdoor and Kununu).

Candidates today are doing their research; they want to be prepared and take ownership of their journey, and organizations need to be prepared as well.

The following section highlights what candidates are looking for in the Attract stage, how employers are responding and what companies can learn from the CandE Award winners.

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What Candidates Want

Candidates want three things during the Attract phase: a clear understanding of the company culture, insight into the employee experience and a sense of connection with the overall brand. Essentially, they want to know that the information and content they receive will reflect not only the work they will be doing but the company and the environment in which they will work. Candidates are looking for a balance of employer-led content and content from existing employees and peers. At the same time, when we asked the candidates, "Did researching play a factor in your decision to proceed as a candidate," 46 percent said they needed to do more research and learn additional information about the company before they apply.

This is why the employee voice is a strong one and should not be ignored during the Attract phase. In the candidate survey, candidates were asked to identify what research channels are most valuable, what marketing information is most valuable and what content is most valuable. A summary of the responses follows:

RESEARCH CHANNELS

Year after year, career sites prove to be the most valuable channel for candidates when researching an employer. Yet, there has been a steady decline in organizations finding value in their career sites over the past three years. In 2017, 58 percent of candidates cited career sites as most valuable, compared to 65 percent in 2014. The reason for this decline is two-fold. First, candidates are seeking employeedriven content and communication. They may not always trust the information that is controlled by an employer and are looking elsewhere including employer review sites.

Secondly, candidates are finding more value in candidate and employee referrals. Over a third of organizations (36 percent) cited employee referrals in 2017 as a valuable channel, compared to only 17 percent of candidates in 2014. Candidates no longer want to go directly to the source to discover information about the company and the job. They want to hear from existing employees and peers.

Despite the decline in career sites, candidates are still twice as likely to go to these channels as they are to visit LinkedIn or Glassdoor once they've decided on an employer they're interested in (see Figure 16).

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Figure 16. Candidate Research Channels

	:			
	2017	2016	2015	2014
COMPANY CAREER SITE	58%	57%	64%	65%
EMPLOYEE, CANDIDATE OR CUSTOMER REFERRAL	36%	33%	19%	17%
LINKEDIN CAREER PAGE(S)	34%	30%	30%	27%
JOB NOTIFICATIONS OR AGENTS	28%	28%	35%	34%
ONLINE GROUPS (LINKEDIN, YAHOO, GOOGLE+, OTHER)	24%	24%	26%	24%
EMPLOYER REVIEWS (GLASSDOOR, VAULT, GREAT RATED!)	29%	23%	24%	20%
MOBILE CAREER SITE OR APP	26%	14%	13%	11%
PROFESSIONAL ASSOCIATIONS	15%	12%	NA	NA
CAREER FAIR/JOB FAIR (MULTIPLE COMPANIES)	10%	9%	18%	10%
TALENT COMMUNITIES	7%	7%	7%	6%
FACEBOOK CAREER PAGE(S)	6%	5%	5%	4%
CAREER BLOG	5%	5%	5%	5%
CAREER FAIR/OPEN HOUSE (COMPANY SPECIFIC)	5%	5%	NA	6%
CAREER NEWSLETTERS	5%	5%	6%	6%
LOCAL/COMMUNITY NETWORKING MEETING(S)	5%	4%	6%	5%
COLLEGE INTERN/CO-OP PROGRAMS	5%	4%	NA	4%
COLLEGE CAMPUS INFORMATION SESSIONS	4%	4%	8%	4%
PRINT ADVERTISEMENTS (NEWSPAPERS & JOURNALS)	3%	3%	5%	5%
CONFERENCES AND TRADE SHOWS	2%	2%	2%	2%
TWITTER FEEDS/NOTIFICATIONS	2%	2%	2%	1%
WEBINARS/PODCAST(S)	1%	1%	2%	1%
	[]			

For this reason, it is important for employers to build trust and to be transparent on their career sites. If this is the first stop for candidates, the information should be relevant and accurate. It is also important to note that the value in review sites like Glassdoor have increased over the past four years from 20 to 29 percent.

MARKETING CONTENT

When asked to identify the most valuable marketing content, 49 percent of candidates cited company values, an increase of 15 percent from 2016. As noted above, employee-generated and employee-based



content is increasingly important to candidates, as employee testimonials are now more valuable than product/services information in 2017 compared to the previous four years (see Figure 17). What's clear in the below chart is that candidates want a high level of transparency into organizations in which they are interested. This insight also helps when candidates refer others to the same organizations.

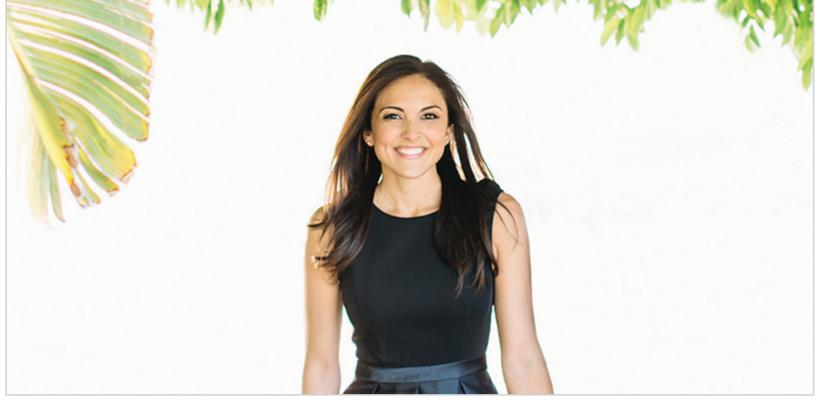
Figure 17. Preferred Marketing Content for Candidates

MARKETING CONTENT	2017	2016	2015	2014
VALUES	49%	42%	51%	51%
INFORMATION ON THE CULTURE OF THE COMPANY	42%	NA	NA	NA
EMPLOYEE TESTIMONIALS	41%	36%	35%	33%
PRODUCT/SERVICES INFORMATION	38%	35%	37%	39%
ANSWERS TO "WHY" PEOPLE WANT TO WORK HERE	36%	30%	31%	31%
ANSWERS TO "WHY" PEOPLE STAY HERE	29%	24%	24%	23%
FINANCIAL INFORMATION	26%	23%	22%	22%
DIVERSITY - CULTURE INFORMATION	23%	21%	20%	19%
FREQUENTLY ASKED QUESTIONS (FAQS)	23%	19%	20%	19%
EMPLOYEE/RECRUITER BLOGS	20%	17%	15%	14%
COMMUNITY AND SUSTAINABILITY INITIATIVES	18%	14%	16%	16%
AWARDS RECEIVED RELATING TO EMPLOYEE EXPERIENCE	15%	13%	13%	13%
DIVERSITY - STATISTICS BY JOB SPECIALTY	13%	11%	11%	11%
DIVERSITY - STATISTICS BY LEVEL (AFFIRMATIVE ACTION)	8%	7%	7%	7%
DIVERSITY - CONTACT INFORMATION FOR AFFINITY GROUP LEADERS	7%	6%	6%	5%
CONTESTS/GAMES RELATED TO HIRING	2%	2%	2%	2%

When asked what kinds of marketing content they'd like to have more access to, candidates want more answers to why people stay at companies, why they wanted to work there in the first place, and more employee testimonials articulating all of the above.

JOB-RELATED CONTENT

When conducting research, 55 percent of candidates find the job description to be valuable, representing a big decrease from 63 percent of candidates in 2016 and 74 percent of candidates in 2015.



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In fact, the value of job descriptions has been questioned by both candidates and employers as an effective recruitment tool. Employers often create job descriptions with little understanding of their current or future talent needs, and candidates can rarely decipher what an organization is looking for in these positions. The result is a less-than-stellar experience for both employer and candidate that creates a barrier to communication. Job descriptions often prevent candidates from focusing on more critical content, such as career paths and the overall recruitment process.

However, candidates viewing video job descriptions have increased in 2017 to 8 percent (up from 6 percent in 2016). This trend is expected to continue to grow, as it gives companies the opportunity to show candidates what they will be doing, and the people with and for whom they will work (see Figure 18).

Figure 18. Preferred Job Content for Candidates

	2017	2016	2015	2014
JOB DESCRIPTIONS (DUTIES, SKILLS, REQUIREMENTS)	55%	63%	74%	77%
SALARY RANGES/ COMPENSATION STRUCTURE	34%	35%	39%	40%
BENEFIT DETAILS	32%	31%	33%	35%
CAREER PATH EXAMPLES	22%	21%	23%	23%
SUCCESSFUL CANDIDATE PROFILE FOR THE JOB	22%	21%	25%	25%
EMPLOYEE DAY IN THE LIFE (JOB OVERVIEW)	17%	16%	16%	16%
OVERVIEW OF RECRUITING PROCESS	18%	16%	18%	17%
RECRUITER TIPS AND ADVICE ON HIRING PROCESS	14%	11%	12%	12%
RECRUITER CONTACT INFORMATION BY JOB	14%	10%	12%	12%
CAREER RELATED EVENTS (DATES, LOCATIONS, REGISTRATION)	10%	9%	10%	10%
VIDEO OVERVIEW OF JOBS	8%	6%	3%	3%
PRACTICE TESTS (RELATED TO JOB POSTING)	6%	5%	5%	5%
NUMBER OF HIRES IN A TYPICAL YEAR FOR SPECIFIC JOB	7%	5%	5%	5%
JOB PRESENTED IN MULTIPLE LANGUAGES (ENGLISH, SPANISH, FRENCH)	NA	5%	5%	5%
JOB PRESENTED IN LANGUAGE MOST VALUABLE TO YOU	20%	NA	NA	NA
NUMBER OF HIRES IN A TYPICAL YEAR BY SOURCE	6%	4%	4%	4%



When asked what kinds of job content they'd like to have more access to, candidates want more successful candidate job profiles and career path examples.

What Employers Are Doing

The gap between what employers are doing and what candidates want persists. Employers too often neglect what the candidates want in an employer and what they find valuable beyond the job description. Overall, employers must consider how the attitudes, expectations and behaviors of a more sophisticated candidate continue to shift.

When asked where employers are engaging with candidates in the Attract stages, career sites remain number one for the fourth consecutive year. Over 72 percent of companies consider them to be critical to recruiting success, while microsites are critical to 33 percent of companies, up from 26 percent in 2016. Employers recognize that this is the first stop for candidates researching their organization, so the content they provide must be compelling (see Figure 19).

Figure 19. Partial List of Critical Online/Interactive Ways Employers Engage with Candidates Who Have Not Yet Applied

	,			
	2017	2016	2015	2014
CAREER SITE (PRIMARY)	72%	75%	74%	71%
LINKEDIN PAGES (JOB/CAREER SPECIFIC)	62%	61%	56%	55%
JOB BOARD/OTHER SITE COMPANY PAGES (JOB/CAREER SPECIFIC)	47%	48%	45%	38%
CAREER SITE JOB AGENTS (NOTIFICATIONS)	32%	34%	36%	36%
TWITTER FEEDS/NOTIFICATIONS (JOB/ CAREER SPECIFIC)	33%	32%	32%	28%
MOBILE CAREER/JOB APPS	27%	28%	24%	19%
LINKEDIN GROUPS (JOB/CAREER SPECIFIC)	20%	27%	24%	43%
TALENT COMMUNITY (PRIMARY)	24%	27%	30%	28%
CAREER SITE (MICRO SITES)	33%	26%	31%	32%
FACEBOOK PAGES (JOB/CAREER SPECIFIC)	29%	25%	24%	24%

What has changed over the past year is that employers have again increased their engagement in social media technologies (up 9 percent in 2017 to a total of 80 percent) and increased engagement for mobile-enabled technologies (up 10 percent in 2017 to 87 percent) to attract talent.

Interestingly, as candidates turn more to employer review sites and employee testimonials, as indicated above, employers continue to increase their differentiating engagement in employee referrals, internship programs and career fairs in 2017 (see Figure 20).

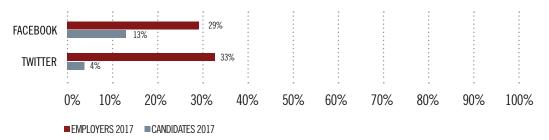


Figure 20. Partial List of Critical Program/Direct Contact Ways Companies Engage with Potential Candidates Who Have Not Yet Applied

	2017	2016	2015	2014
EMPLOYEE REFERRAL PROGRAMS	57%	56%	55%	51%
UNIVERSITY/COLLEGE INTERN/CO-OP PROGRAMS	53%	52%	55%	46%
UNIVERSITY/COLLEGE CAMPUS INFORMATION SESSIONS	39%	42%	42%	37%
DIRECT CALLS (COLD CALLING)	32%	32%	34%	33%
CAREER FAIRS (GENERAL)	35%	31%	36%	27%
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It is also interesting to note that companies are engaging as much as they do in social media to attract candidates in 2017, despite candidates leveraging social channels like Twitter and Facebook with much less frequency (see Figure 21). However, Facebook has increased in importance for candidates this year.

Figure 21. How Employers and Candidates Differ in Using Facebook and Twitter for Job Search



Even with some of the above disparities, employers still find valuable candidates, or have noticed an uptick in the quality of hires, from social media channels.

As organizations look to close this gap and become more aligned to the talent they want to attract, below are some recommendations and lessons learned from the 2017 CandE Award winners.



Key Recommendations: What CandE Award Winners Do Better

Companies that improve the candidate experience and provide more value to candidates in the Attract phase have a competitive advantage. Several action items have been identified that help to differentiate the 2017 CandE Award winners (see Figures 22 and 23) and provide guidance to organizations looking to improve the candidate experience during the Attract stage:

- » Take a Customer-Centric Approach: Corporate marketing and customer service aren't the only teams today using social media channels and websites to serve "customers." Savvy employers are making their recruiting teams available to answer questions during live chats on career sites and social media, as well as experimenting with chatbots to answer general employment questions. The latter frees up the recruiting teams to have more hands-on time with potential candidates already in play.
- » Don't Rely Solely on Written Job Descriptions: As more and more candidates question the accuracy of job descriptions, organizations need to engage in a more effective tool to provide relevant content to candidates during the Attract phase. Companies should consider using video job descriptions alongside their written versions.
- Your Career Site Matters: Simply having a career site that lists jobs is not enough companies must also invest in the career site with relevant content, such as information about the job, the employee experience and company culture. Incorporating video and other multi-media content can also be critical brand differentiators.
- » **Include Employee Testimonials:** CandE Award companies are also including employee testimonials and other related content. Candidates want to learn from other employees in the same way that a customer wants to hear reviews from other customers.
- » Think and Act Like a Marketer: Recruitment marketing isn't new to talent acquisition, but in 2017, 74 percent of CandE-winning employers have a candidate relationship management (CRM) system in place, and the remaining 26 percent of them are planning on investing in CRM technology in 2018. Communicating and educating potential candidates while nurturing future-fit candidates and silver medalists are key differentiators in today's competitive talent market.
- » Communication and Feedback: CandE Award winners also differentiate themselves during the Attract phase by communicating more and asking candidates for feedback. Twenty-nine percent of candidates who had a "very positive" 5-star experience were asked for some form of feedback even before they applied for a job, while 88 percent of candidates with a "very poor" 1-star experience were asked for no feedback at all, a missed opportunity in a highly competitive talent marketplace.

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Figure 22. How CandE Winners and All Other Employers Stack Up (Attraction)

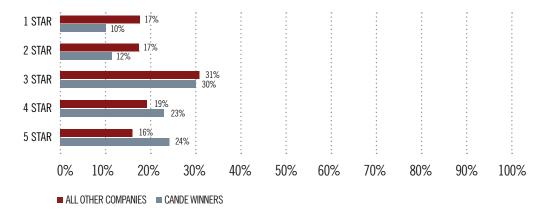
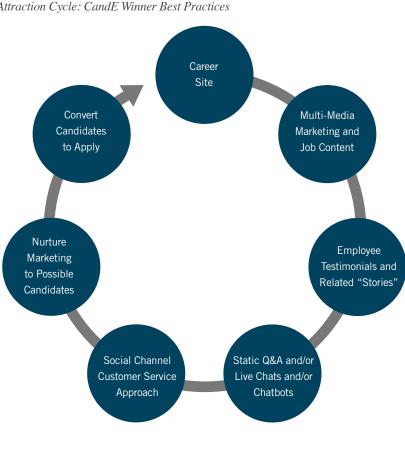


Figure 23. The CandE Attraction Cycle: CandE Winner Best Practices





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Recruit

The Recruit phase involves activities that help identify the right fit, converting interest into candidates from application to final interview. What sets successful companies apart from the competition is their ability to create a consistent and transparent candidate experience throughout the following processes:

- » Apply: The process candidates go through when filling out and submitting a job application.
- » Screen and Interview: The evaluation stages that help recruiters and hiring managers determine the best candidates to hire for the organization.

Apply

The process candidates go through when filling out and submitting a job application.

What It Is

The application process improved significantly with the advent of online recruitment nearly two decades ago, allowing candidates to submit applications via the Internet rather than rely on mail, fax or walk-in appointments. At the same time, it enabled recruiters to sort, track and manage applications more easily while having a system to stay compliant. Recruiters were also able to handle an increased volume of applications and better manage the administrative side of the application process. Although online recruitment proved to be a welcomed improvement, it did not come without its share of complaints.

KEY HIGHLIGHTS:

- » Over 84,000 candidates replied to these questions
- » 85 percent of candidates were not current employees at the organizations they applied to
- 91 percent of employers offer mobile apply (up 15 percent from 2016); only 14 percent of candidates applied via mobile (up 15 percent from 2016)
- » Candidates with a 5-star overall experience find the application process very easy 58 percent of the time versus only 15 percent of candidates with a 1-star overall experience
- » 52 percent of candidates are not hearing back from employers 2-3+ months after they've applied
- » 51 percent of candidates who had a 5-star overall experience are able to view a progress indicator showing their application percentage completed
- » 17 percent of candidates remember being asked for feedback on the application process (down 16 percent from 2016)
- » 69 percent of candidates received an automated "Thank You for Applying" (up 17 percent from 2016); only 34 percent received a reminder about next steps (down 8 percent from 2016)

For starters, the online application process was originally designed to help the recruiter handle an influx of applicants. Second, recruiters face hurdles with managing applicants, tracking the process and searching for applicants in an Applicant Tracking System (ATS), which presents a myriad of problems.



Candidates, on the other hand, find the online application process to still be time-consuming and cumbersome to this day. Not to mention, candidates continue to receive little to no communication about their status through the process. Only 17 percent of candidates remember being asked for feedback (a slight decrease from 16 percent in 2016).

However, more employers are collapsing the time it takes to initially apply, with it taking 20 percent of candidates less than 15 minutes to apply (similar in 2016), and taking nearly 9% of candidates less than 5 minutes to apply.

The volume of applications hasn't diminished at all, though. In 2017, 12 to 31 percent of companies indicate they get over 200 resumes per posting across job classifications (see Figure 24). And again, on the average, over a quarter of the employers surveyed stated that 50-75 percent of applicants aren't qualified for the jobs they applied for across job classifications. Most companies need a better model from handling applications and engaging with candidates through the process.

Figure 24. Total Number of Applications Companies Receive for Each of the Following Job Classifications

JOB TYPE	< 25	26 - 50	51 - 75	76 - 100	101 - 150	151 - 200	200+
HOW MANY HOURLY (NON-EXEMPT) APPLICATIONS PER POSITION DO YOU RECEIVE?	10%	13%	10%	18%	10%	8%	31%
HOW MANY ENTRY LEVEL PROFESSIONAL APPLICATIONS PER POSITION DO YOU RECEIVE?	10%	15%	13%	14%	12%	7%	30%
HOW MANY EXPERIENCED PROFESSIONAL (NON-TECHNICAL) APPLICATIONS PER POSITION DO YOU RECEIVE?	9%	26%	21%	12%	9%	4%	19%
HOW MANY EXPERIENCED PROFESSIONAL (TECHNICAL) APPLICATIONS PER POSITION DO YOU RECEIVE?	21%	26%	21%	10%	5%	2%	16%
HOW MANY MID-MANAGEMENT APPLICATIONS PER POSITION DO YOU RECEIVE?	15%	31%	21%	11%	5%	2%	15%
HOW MANY SENIOR MANAGEMENT APPLICATIONS PER POSITION DO YOU RECEIVE?	29%	29%	16%	6%	5%	2%	12%

What Candidates Want

The majority of candidates in this year's survey (85 percent) were external and not applying for a position in their current organizations. Some 30 percent of all candidates were applying for hourly positions, much higher than in EMEA and APAC. And because of this, many are most likely having to take time away from their current jobs to pursue this opportunity. In return, candidates do expect a simple and straightforward process.



Thirty-two percent of candidates with a 1-star experience found the application process difficult or very difficult while, not surprisingly, 58 percent of candidates with a 5-star experience found the process very easy. Fifty-seven percent of respondents rate the overall application process one, two or three stars out of five, up 19 percent from 2016, indicating a poorer experience overall this year. The application phase is still one of the more challenging areas of talent acquisition and the candidate's journey. Below are three themes that emerge from candidate responses:

- » More Communication: Although most companies send an immediate automated "thank you for applying," only 35 percent of candidates received a reminder of next steps. Additionally, 52 percent of candidates never received any communication two to three-plus months after applying.
- » An Understanding of Their Status: Currently, only 43 percent of candidates are able to view a progress status of their application, a drop to 2015 levels from 61 percent in 2016. This really should be a basic component and unfortunately is still not standard throughout the application process.
- » Less Complication: Candidates want simplicity when they are applying for a job. They want to understand the questions they are being asked and have an opportunity to share their skills and experience. More importantly, they want to be able to do this quickly and easily. The good news is that nearly one-third of candidates say the application process took them 15 minutes or less, up from one-quarter in 2016. Surprisingly though, only 14 percent of candidates said they applied through a mobile device, slightly up from 2016, even though 91 percent of participating employers offer mobile apply, up 14 percent from 2016.

What Employers Are Doing

Employers are measured on three areas of the apply process: communication before the apply process, during the apply process and after. Employers need to think about an apply strategy that keeps candidates informed through a simple process that leverages the right technology. This communication needs to be consistent and frequent. In fact, over-communicating is where many CandE winners are investing more of their time, throughout the recruiting process. Like the Attract phase, however, a gap exists between how companies view the apply process and how candidates experience it.

Still, more companies – including CandE Award winners – are differentiating themselves through stronger communication about next steps and insights throughout the process. For example, more employers are providing application guides with FAQs and contact information, as well as visual indicators of next steps and application status. However, only 43 percent of candidates were able to view a progress indicator showing their application percentage completed (down 35 percent from 2016).

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Another differentiator for employers is how they are enabling the ability for candidates to present skills, knowledge, and experience during the application process. The more opportunities the candidates have to present their skills – i.e., general screening questions, work history and preferences, job-specific questions, etc. – the greater their overall application satisfaction on a 1-5 Likert scale (see Figure 25).

Figure 25. Candidate Satisfaction Ratings on the Ability To Present Skills, Knowledge, and Experience During Application Process by Application Experience

	YES, EXPERIENCED IT	NO, DID NOT EXPERIENCE IT
GENERAL SCREENING QUESTIONS	3.4	2.8
WORK HISTORY AND PREFERENCES	3.5	2.9
JOB-SPECIFIC QUESTIONS	3.5	3.0
BEHAVIORAL ASSESSMENT	3.7	3.0
JOB SIMULATION	3.8	3.1
CASE STUDY	3.9	3.2

Companies need to be willing to take a customer-service approach to the application process, just as they do with their products and services they sell. The true test of a positive candidate experience in the Apply stage is whether or not a candidate would re-apply. Only 29 percent of candidates stated that is was extremely likely that they would apply again because their application process was rewarding and positive – a slight decrease from 31 percent in 2016. This often requires organizations to go through the apply process themselves from the candidates' perspective. CandE Award winning organizations had 19 percent more candidates that were extremely likely to apply again over all other companies.

Another test of a strong application process involves the technology an organization has in place. It is no surprise that once again nearly all employers participating in the CandE Awards have an applicant tracking system (ATS) in place (99 percent), job distribution systems (94 percent), mobile-enabled systems (87 percent), assessments and testing systems (89 percent), onboarding systems (78 percent) and sourcing/mining systems (83 percent). About 40 percent of employers are considering an event scheduling system next year, while 34 percent want more predictive analytics and 30 percent are considering candidate relationship management (CRM) systems and talent network/community systems, all of which impact the sophistication and complexity of improving the application process (see Figure 26).



Figure 26. Areas Where Companies Have Contracted with External (3rd-party) Technology Solution Providers To Improve Recruiting

	YES	CONSIDERING FOR 2017/2018
APPLICANT TRACKING SYSTEM	99%	1%
JOB DISTRIBUTION SYSTEM	94%	6%
ASSESSMENT/TESTING SYSTEM	89%	11%
MOBILE-ENABLED SYSTEM	87%	13%
SOCIAL MEDIA DISTRIBUTION SYSTEM	80%	20%
SOURCING/MINING SYSTEM	83%	17%
ONBOARDING SYSTEM	78%	22%
EMPLOYER BRANDING SERVICES	77%	23%
REFERENCE CHECKING SYSTEM	77%	23%
CANDIDATE RELATIONSHIP MANAGEMENT (CRM) SYSTEM	71%	29%
TALENT NETWORK/COMMUNITY SYSTEM	70%	30%
VIDEO INTERVIEWING SYSTEM	70%	30%
PREDICTIVE ANALYTICS (METRICS/REPORTING) SYSTEM	66%	34%
EVENT SCHEDULING SYSTEM	60%	40%

Key Recommendations: What CandE Award Winners Do Better

Organizations that want to open communication with candidates, provide greater transparency, and offer a simple and customer-centric application process will need to start by adjusting their application process. The following are several action items that differentiate the 2017 CandE Award winners (see Figures 27 and 28) and can help organizations looking to improve the candidate experience during the Apply stage:

1. **Greater Expectations:** Candidates want to understand their progress and know how much of an application is left. When customers shop online, they have insight into how many steps are left before they complete their purchase. Candidates deserve a similar experience and are getting it more often with CandE Award winners. This includes an option to save applications as drafts and complete later, a progress indicator showing percentage completed or being advised how long it should take to finish the application before even starting.



- 2. **Walk in the Candidate's Shoes:** Employers must be willing and open to admit that their existing apply process may not be working. In order to think about the application process from the candidates' perspective, more and more organizations are thankfully applying for their own jobs, especially the CandE Award winners, and are reaping the benefits of incrementally improving their application process.
- 3. **Acknowledge Skills and Experience:** Candidates want an opportunity to showcase skills and experience. They want their information to reflect a specific job rather than simply completing a basic form or general background screen. The more candidates are able to showcase, the higher their overall application satisfaction is, as the CandE Award winners demonstrate.
- 4. **Communication and Feedback:** CandE Award winners also distinguish their experience during the Apply phase through communication and feedback. Thirty-five percent of candidates who had an overall "positive" 5-star experience were asked for some form of feedback during the application process (up 15 percent from 2016), while 79 percent of candidates with a "poor" 1-star experience were asked for no feedback at all (down 11 percent from 2016), a missed opportunity in a highly competitive talent marketplace. Candidates want to provide feedback on the process as well as receive personable, quality input, however much they can get.

Figure 27. How CandE Winners and All Other Employers Stack Up (Application)

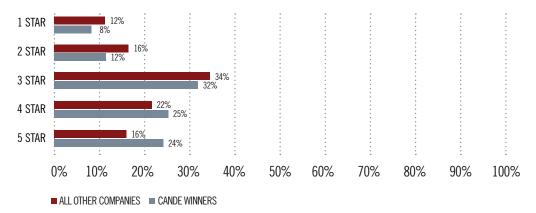
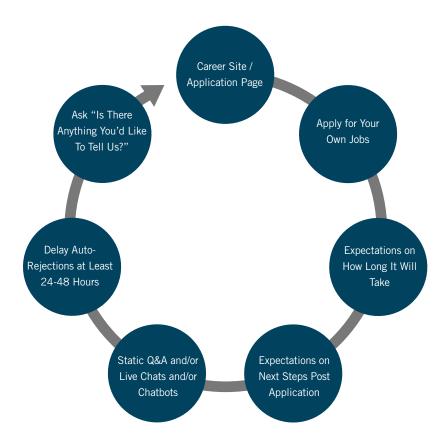




Figure 28. The CandE Applying Cycle: CandE Winner Best Practices







FACT:

67% of candidates visit your company website before they apply for a job.*

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* Source: LinkedIn Talent Trends Report.

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Screen and Interview

THE EVALUATION STAGES THAT HELP RECRUITERS AND HIRING MANAGERS DETERMINE THE BEST CANDIDATES TO HIRE FOR THE ORGANIZATION AND DISPOSITION THE REST.

What It Is

A strong correlation exists between screening and the candidate experience. With an influx of applicants, post-application screening can have a dramatic impact on a company's overall recruitment strategy. Organizations that make a strategic investment in applicable tools, assessments and tactics are able to expand their local and global reach, improve the candidate experience and strengthen their overall quality of hires. Currently, over 71 percent of organizations are using pre-employment assessment and selection tests in their talent acquisition efforts.

Although screening is a broad category, for the purposes of this section, applicant screening is defined as the initial evaluation process, which determines whether an applicant warrants further evaluation as a qualified candidate or immediate disposition as an unqualified applicant.

Interviewing is also a staple of the talent acquisition process and often a deciding factor in hiring a candidate. After screening all the applications and early assessments, conducting early phone screenings and/or video interviews, this is where the final list of candidates is evaluated by the recruiters, hiring managers, potential colleagues and other leaders and individuals in the organization. When recruiters and managers have the right tools and best practices, interviewing can be a powerful process that determines the best fit for the organization.

However, few organizations have a standard approach for how interviewing is conducted. A broken, disconnected

KEY HIGHLIGHTS:

- » Over 52,000 candidates replied to these questions
- » Forty-seven percent of candidates were still waiting to hear back from employers more than two months after they applied
- » As in 2016, only 20 percent of candidates received an email from a recruiter or hiring manager notifying them they were not being considered; only 8 percent received a phone call from a recruiter or hiring manager notifying them they were not being considered
- » 45 percent of recruiters are required to respond to every person who applies when dispositioning the candidate or closing out a requisition with standard approved scripts (down 15 percent from 2016)
- » 46 percent of candidates who have an overall 5-star experience are receiving an email or a phone call when the recruiting process comes to an end (up 7 percent from 2016)
- » Phone interviews/screenings still dominate at 62 percent; overall video interviewing is at 13 percent (down 5 percent from 2016)
- » Video interviewing is still a top five recruiting technology investment for employers in 2017/2018



interview process has a negative impact on both the quality of hires and the candidate experience, especially when recruiters and hiring managers don't prepare ahead of time.

Over the past few years, Talent Board CandE research shows that the candidate experience improves when companies help candidates prepare, ask relevant questions and communicate with candidates throughout the interview process.

What Candidates Want

After seven years of Talent Board candidate experience research, candidates still have one basic expectation of employers when it comes to screening: feedback. Screening and dispositioning are some of the most intimidating aspects of the recruitment process, as the majority of candidates do not get the job and are usually screened out before they make it to the final interview stage.

That said, candidates want to understand what is involved and whether or not they will be moving forward – and why. In reality, very few organizations offer this kind of expectation setting and feedback. As a result, screening is typically where the breakdown happens in the relationship between employer and potential employee. According to survey results, feedback during the screening process falls short in the following ways:

- » 64 percent of candidates receive no feedback after they are dispositioned
- » 74 percent of candidates are never asked for feedback after they are dispositioned
- » Less than 4 percent of candidates are given feedback summarizing their screening test or assessment results

When it comes to the interview process, candidates want three things: to be prepared ahead of time, have the opportunity to answer relevant questions and receive feedback after the interview. These requests are not outlandish and are hardly a new phenomenon. Yet, most candidates are not getting their needs met.

Candidates want to feel confident about the interview process and without the proper communication and preparation are left feeling confused and unsure. Currently, 33 percent of candidates received no preparation before the interview (no change from 2016). At the same time, 68 percent of candidates averaged one to two interviews (no change from 2016). Additionally, 56 percent of candidates were never even asked to provide feedback (no change from 2016).

Candidates want a simpler approach that includes more preparation and fewer interviews. Still, the majority of candidates who had an overall "poor" 1-star experience (59 percent) aren't getting any preparation at all based on the list below. The more organizations can do to empower candidates before and during the interview, the more positive the experience will be (see Figure 29).

candidate experience 2017 <u>support@thetalentboard.org</u> 1-888-552-5708 © talent board 2018 pg 43



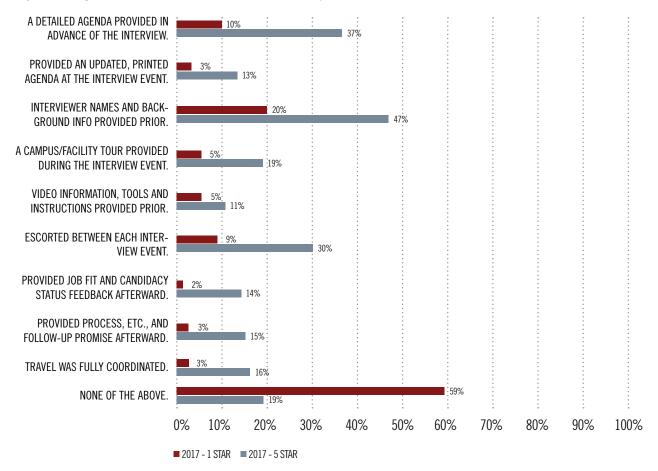
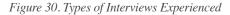
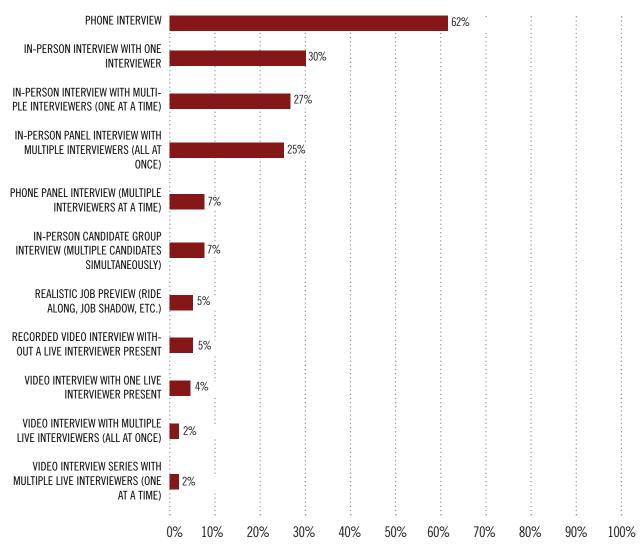


Figure 29. Preparation and Communication over the Course of all Interview Events

Phone interviews/screenings still dominated in 2017 at 62 percent, while candidates who said they experienced video interviewing dropped to 13 percent (down 21 percent from 2016). In-person interviewing continues to be the preferred approach for the primary final screen for over 90 percent of candidates (see Figure 30).







The relevancy of questions asked during the interview improved in 2017 with 52 percent of the candidates who responded saying they "strongly agree" that most of the questions related to the job they applied to, a slight increase over 2016. And 49 percent of the candidates strongly agreed that the interviewer(s) were effective in determining their skills and abilities to perform the job they applied to (see Figure 31). This may indicate a continued significant opportunity to improve the perceived job relevance of interview content, and thereby increase the candidate's sense of being objectively evaluated for job fit.



Figure 31. Candidate Opinion Regarding the Screening and/or Interview(s)

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
ALL INTERVIEW QUESTIONS WERE PROFESSIONAL AND FOCUSED ON MY QUALIFICATIONS AND EXPERIENCE.	4%	5%	34%	52%
MOST QUESTIONS WERE RELEVANT FOR THE JOB I APPLIED TO.	3%	5%	37%	51%
I SOLVED A PUZZLE, PROBLEM OR A CASE STUDY FOR THE JOB I APPLIED TO.	8%	8%	15%	15%
THE RECRUITER/HUMAN RESOURCES PROFESSIONAL WAS KNOWLEDGEABLE AND RESPONSIVE TO THE QUESTIONS I ASKED DURING THE INTERVIEW.	5%	5%	30%	46%
THE HIRING MANAGER WAS KNOWLEDGEABLE AND RESPONSIVE TO THE QUESTIONS I ASKED DURING THE INTERVIEW.	4%	3%	25%	52%
OVERALL: THE INTERVIEWER(S) WERE EFFECTIVE IN DETERMINING MY SKILLS AND ABILITIES TO PERFORM THE JOB I APPLIED TO.	7%	8%	28%	49%

After the interview, 37 percent of candidate respondents indicated that the HR/recruiting professionals explained what would happen next (up 8 percent from 2016), and the hiring manager explained what would happen next and followed up 25 percent of the time, down 28 percent from 2016.

Only 12 percent of candidates did not receive any additional information, follow-up or next steps after the interview, down from 18 percent in 2016. And 56 percent of candidates were never asked to provide feedback on the screening or interview process, about the same as in 2016.

What Employers Are Doing

Screening offers organizations an opportunity to better qualify the right candidate fit for them while building a stronger relationship of trust with candidates and setting the groundwork for positive communication. Yet, so often it is viewed as "them" vs. "us" – there are simply too many candidates. Employers are in the business of "no" and most candidates do not get the job. However, communication with candidates is inconsistent when early screening is conducted between internal, external and referral candidates (see Figure 32). Internal candidates are required to receive a phone call from recruiters, however.



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Figure 32. How Candidates Who Submitted Unqualified Applications Are Communicated with After They Apply but Before the Position Is Filled

	INTERNAL	EXTERNAL	REFERRALS
NO CONTACT. APPLICATION STATED RESPONSES ARE SENT ONLY TO CANDIDATES "WE ARE INTERESTED IN".	19%	92%	31%
NO CONTACT. CANDIDATE IS INSTRUCTED ON HOW TO CHECK THEIR "STATUS" ONLINE.	67%	95%	67%
NO CONTACT UNTIL AFTER THE POSITION IS FILLED.	59%	91%	53%
RECRUITER SENDS STANDARD SCRIPTED EMAIL SUGGESTING "FUTURE POTENTIAL" WITH NO SPECIFIC FEEDBACK.	58%	92%	72%
RECRUITER SENDS STANDARD SCRIPTED EMAIL REJECTING THEM WITH NO SPECIFIC FEEDBACK.	58%	91%	69%
RECRUITER REQUIRED TO MAKE A PHONE CALL AND PROVIDE LIMITED FEEDBACK.	84%	16%	53%
RECRUITER ONLY RESPONDS IF THEY GET A QUESTION/ CALL FROM CANDIDATE (I.E., RESPOND – SPEAK ONLY WHEN SPOKEN TO).	72%	88%	70%

Over the past few years, many companies continue to be inconsistent in their approach to screening and dispositioning candidates, offering less personalization, communication and accountability at this stage than in the final Interview and Offer stages. Candidates who may want additional information, an explanation or an opportunity to pursue additional jobs in their search just aren't getting it (see Figure 33).

12%

RESPOND BUT MAY DO SO BASED

AN AUTOMATED MESSAGE IS SENT WHEN THE CANDIDATE IS DISPOSI-

TIONED OR WHEN THE REQUISITION

RECRUITERS ARE REQUIRED TO RE-SPOND TO EVERY PERSON WHO AP-PLIES USING STANDARD APPROVED SCRIPTS WHEN DISPOSITIONING.

RECRUITERS ARE REQUIRED TO RESPOND TO ALL UNQUALIFIED CAN-DIDATES WITH SOME FEEDBACK.

ON FUTURE PROSPECTS OF THIS

CANDIDATE.

IS FILLED/CLOSED.

0%

10%

20%



NO CONTACT. APPLICATION STATED
RESPONSES ONLY TO CANDIDATES
"WE ARE INTERESTED IN."

NO CONTACT. CANDIDATE IS INSTRUCTED ON HOW TO CHECK THEIR
"STATUS."

RECRUITERS ARE NOT REQUIRED TO

36%

Figure 33. How Companies Characterize the Communication that Takes Place Between Your Company/Recruiter and Candidates Who Submitted Qualified Applications - But Who Are Not Included Among the Finalists

Later stages of talent acquisition have become more personal and engaging, so why is it that screening remains stagnant? Here are a few reasons:

50%

70%

80%

90%

100%

30%

- » Lack of Feedback: Often, companies don't think they need to communicate with candidates during screening. As a result, some 74 percent of companies don't survey their unqualified candidates and only 5 percent are asking for any feedback at all at the point of being rejected. Still, screening and dispositioning offers a unique opportunity for organizations to build trust with candidates and provide honest communication.
- » Lack of Accountability: Hiring managers don't provide much feedback (if any), recruiters are not required to follow-up with candidates and there is a no policy in place to contact candidates post apply. In fact, in some countries, including the U.S., employers are legally restricted in terms of what kinds of feedback they can give.
- » Heavy Reliance on the Technology: Companies are heavily invested in their ATS (99 percent), assessment/testing systems (89 percent) and reference checking systems (77 percent) to play a key role in screening. Companies are seeking technology that can do much of the work. However, it is important to note the need for adding personalization and the human touch to optimize the benefit of technology.



At this point, it's important to mention the use of pre-employment assessments/testing differs significantly among CandE winners and all other participating companies. Winners have a higher use of all types of assessments and they also are more likely to take the critical step of conducting in-house validation analysis. Assessments offer a degree of objectivity and fairness to candidate screening. In fact, 68 percent of winning companies using assessments have taken the important step of conducting in-house validation analyses which documents job relevance and may provide evidence for a custom scoring algorithm (see Figure 34).

Figure 34. Are you using Assessments/Selection Tests?

	ALL OTHER COMPANIES	CANDE WINNERS
NO.	29%	24%
YES, BUT WE HAVEN'T CONDUCTED AN IN-HOUSE VALIDATION ANALYSIS.	25%	14%
YES, AND WE HAVE CONDUCTED AN IN-HOUSE VALIDATION ANALYSIS.	46%	62%

It's important to note that although there was a dramatic increase in 2016 for culture fit assessments and job simulations, the 2017 assessment utilization dropped across the board (see Figure 35). We're not sure what to make of this due to the fact that the mix of employers does change each year with some overlap of previously participating companies.

Figure 35. Percent of Employers Using These Types of Assessments

	2017	2016	2015	2014
PERSONALITY	36%	47%	54%	40%
ABILITY/COGNITIVE	45%	62%	60%	69%
JOB-SPECIFIC SKILLS	60%	82%	78%	81%
COMPETENCY	47%	59%	59%	64%
CULTURE FIT	29%	51%	42%	43%
CASE STUDIES	20%	30%	31%	28%
SIMULATIONS (WORK SAMPLES)	38%	54%	36%	31%
	[]			

When we look at which of the two assessments that are being utilized more in the four biggest industries in our 2017 research – technology, services, financial and health care – technology, services and financial are utilizing more job simulation tests while health care is employing more culture fit assessments (see Figure 36).



Figure 36. Percent of Employers by Industry Using Culture Fit Assessments and Job Simulations in 2017

	TECHNOLOGY	SERVICES	HEALTH CARE	FINANCIAL
CULTURE FIT	28%	24%	42%	28%
SIMULATIONS (WORK SAMPLES)	46%	41%	29%	57%

A continuing trend in assessments is that they are given to hourly and entry level candidates prior to the interview at a much higher rate than more experienced professionals and management candidates (see Figure 37).

Figure 37. Percent of Companies Using Assessments Prior/Post Interview

	PRIOR	POST
HOURLY/NON-EXEMPT	74%	37%
ENTRY LEVEL PROFESSIONAL	57%	38%
EXPERIENCED PROFESSIONAL (TECHNICAL)	59%	56%
EXPERIENCED PROFESSIONAL (NON-TECHNICAL)	52%	48%
MID-MANAGEMENT	45%	59%
SENIOR MANAGEMENT	39%	59%

More organizations are taking steps toward a more candidate-friendly interview process. While a myriad of factors impact the number of interviews, the quick and efficient interview process increased again in 2017 with 68 percent of candidates experiencing one to two interviews on the average. The selection process – complicated by the volume of candidates, types of positions, skills and experience, recruiting and hiring manager turnover and the business itself – is never an easy one, however. Even companies that have developed interview strategies that were more effective can again struggle in getting the most value from their recruiting process and their hiring managers.

Additionally, candidates continue to want more information before, during and after the interview. They want to be prepared, know where they stand and receive a follow-up. Most employers say they are providing more than just interview agendas and interviewer names and backgrounds, though as noted in the one-star experience example in Figure 29, only those candidates who receive an overall "great" 5-star experience are receiving what the majority of employers say they're delivering.

Technology continues to play a significant role in helping companies streamline the interview and selection process. While companies use a variety of tools to interview, the phone was still overwhelmingly the top answer with 62 percent of companies using it to communicate with candidates. At the same time, 70 percent of participating employers say they have contracted with a video interviewing platform in 2017, and video interviewing remains a top five recruiting technology investment for employers in 2017/2018. However, the overall percentage of candidates experiencing



video interviews remains low at approximately 13 percent (down 21 percent from 2016). So, while widely deployed, video interviewing remains used on a selective basis, and is down across job types (see Figure 38). However, it still gives employers the edge in positive candidate ratings (see Figure 39).

Figure 38. Video Interviewing by Job Type

	2017	2016
A PAID OR UNPAID INTERNSHIP (FULL TIME OR PART TIME AS PART OF YOUR EDUCATION)	13%	17%
AN HOURLY WAGE POSITION (FULL TIME, PART TIME OR SEASONAL/ON-CALL)	14%	20%
A SALARY ENTRY LEVEL POSITION (0-2 YRS. EXPERIENCE, NEW GRADUATE)	12%	18%
A SALARY NON-TECHNICAL EXPERIENCED PROFESSIONAL POSITION (2+ YRS. EXPERIENCE)	11%	13%
A SALARY TECHNICAL EXPERIENCED PROFESSIONAL POSITION (2+ YRS. EXPERIENCE)	12%	11%
A MANAGEMENT POSITION (SUPERVISING OTHERS)	13%	12%
A SENIOR LEADERSHIP/EXECUTIVE POSITION	14%	19%
	1	

Figure 39. 5-Star and 1-Star Video Interviewing Ratings



Key Recommendations: What CandE Award Winners Do Better

Recent CandE Award winners (see Figures 40 and 41) have been able to differentiate their companies by making screening more personal and engaging, by providing communication consistently before and after the screening process and asking relevant questions. Below are some continual lessons learned from the 2017 winners:

» Be Clear and Concise: Although employers have constraints as to how much feedback they can offer dispositioned candidates, clarifying why candidates are being asked specific questions, especially those about gender, race and ethnicity, will protect employers legally and help ensure perceived fairness. The same goes for clarity around questions relevant to specific jobs and skills.

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- » Prepare Your Candidates: CandE Award winners recognize that no candidate should go into an interview without some information about whom they will meet with and what they can expect. It's one thing to not be able to communicate personally with every single candidate during the application and early screening phases, but at the finalist stage it's critical for companies to add the human touch.
- » Next Steps and Follow-up: After the screening and/or interview, 63 percent of CandE Award winner candidates were told about next steps and were followed up on when necessary, just above all other participating companies. For candidates dispositioned, more than 27 percent of those from CandE Award winners received an email or phone call from a recruiter or hiring manager, and 63 percent of those from CandE Award winners were encouraged to apply for another job (15 percent higher than all companies together). Although most employers invest more in communicating with candidates at this stage, all of these CandE Award winner data points are slightly higher than for all other participating employers. Even a small percentage of going above and beyond can improve overall candidate sentiment and, ultimately, impact on the bottom line.
- » Screen with Assessments: Employers continue to use assessments to screen candidates and improve quality of hire. Eighty-five percent of CandE Award winners are using pre-employment assessment/selection tests, which is 17 percent higher than all other participating companies. And 76 percent of CandE Award winners are using assessments to screen candidates, in contrast to only 69 percent all other participating employers.
- » Ask Relevant Questions: Candidates do not want to be asked the same questions that are answered by their resumes or applications. CandE Award winners have an edge when it comes to the relevancy of questions asked; those candidates who responded said they "strongly agree" that the questions they were asked were related for the job. And more candidates felt the interviewer(s) were effective in determining their skills and abilities to perform the job they applied to.
- » Communication and Feedback: CandE Award winners discern themselves during the Screen and Disposition phase by focusing on communication and feedback. Twenty-seven percent of candidates who had an overall "positive" 5-star experience are receiving general and limited feedback (down 26 percent from 2016), and 26 percent are receiving specific and thorough feedback (up 36 percent from 2016). When it comes to being asked for feedback, 33 percent of candidates who had an overall "positive" 5-star experience were asked for overall feedback and their impressions about the interview process, while 85 percent of candidates with a "poor" 1-star experience were asked for no feedback at all by employers, a missed opportunity in a highly competitive talent marketplace.

pg 54



Figure 40. How CandE Winners and All Other Employers Stack Up (Screening/Interviewing)

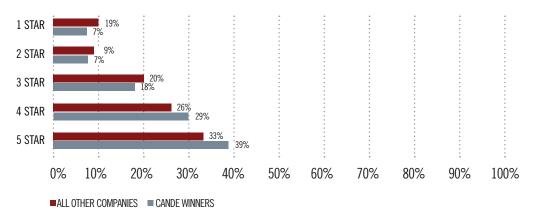
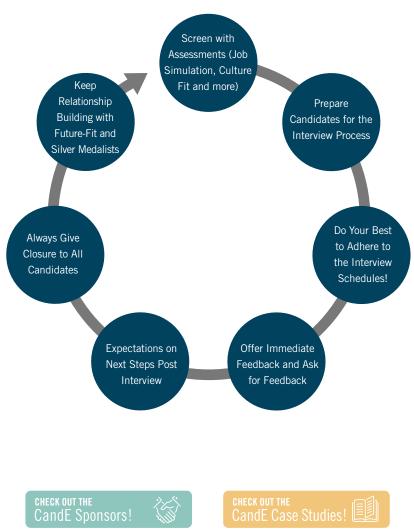


Figure 41. The CandE Interviewing Cycle: CandE Winner Best Practices



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Hire

OFFER, ONBOARDING AND NEW HIRE

What It Is

Once an organization decides to hire a given candidate, they first send an offer letter and proceed to negotiate. However, this intricate and emotionally-charged final step in the process can bring frustration since the organization may not succeed in closing the deal – especially when the process just takes too long overall. Even after the entire candidate journey thus far, organizations must continue to provide a positive candidate experience and communicate with candidates throughout this process and beyond.

Onboarding is the final stage in talent acquisition. When new hires have a positive onboarding experience, they are more productive in their first few weeks and may be more likely to stay with their new employer.

Unfortunately, for many companies, they invest heavily in earlier stages of talent acquisition and then ignore candidates once they've been hired. When onboarding goes well, the benefits directly impact organizational success. When onboarding goes badly, employee morale and engagement is at risk. Strategic onboarding includes the following:

- » Forms Management: Ensuring new hires have filled out the correct forms to stay compliant and begin business-driven projects quickly.
- » Tasks Management: Making certain that new hires have everything they need and have met with the right people.
- » **Socialization:** Keeping new hires informed of the company culture and looped in with their manager and team.

This section will explore what candidates expect during the offer and onboarding phases, what employers are doing to meet their needs and what organizations should be doing to improve the overall candidate experience.

KEY HIGHLIGHTS:

- » Over 25,000 candidates replied
- » 52 percent of candidates said that less than one week elapsed before their last interview and the extended offer (up 6 percent from 2016)
- » Completing online forms during onboarding decreased to 55 percent this year (down 7 percent from 2016)
- » Only 39 percent of candidates received calls from their hiring manager before they started work (same as 2016)
- » 24% of organizations that are providing a 5-star candidate experience are asking for candidate feedback before they start, versus 19% of all companies regardless of rating
- » Only 19 percent of candidates said they were asked for feedback before they started (up 16 percent from 2016)
- » Onboarding dropped from being a top five recruiting technology investment for employers in 2017/2018, but only falls to #6



:----:

What Candidates Want

It is no surprise that candidates want responsiveness during the hiring process, specifically if and when they will receive an offer based on their interview. Fifty-two percent of candidate respondents said that less than one week was elapsed between the last interview and their receipt of an offer letter, an increase from 49 percent of companies in 2016 (see Figure 42).

Figure 42. Time Elapsed Between Last Interview and Receipt of Offer Letter

	2017	2016
LESS THAN 1 WEEK	52%	49%
2 WEEKS	26%	28%
3 WEEKS	9%	10%
4 WEEKS	5%	5%
MORE THAN 4 WEEKS	8%	8%

For the 23 percent of candidates with an overall "poor" 1-star experience, the time between their last interview and their offer letter extends to four or more weeks (down 23 percent from 2016). Only 10 percent of candidates who have an overall "great" 5-star experience have to wait that long.

Year over year, there were also some interesting changes in what happened once the offer was extended, including an increase in background screenings, extending verbal and written offers, and an increase in the hiring manager's role with the candidates (see Figure 43).

Figure 43. What Candidates Experienced When Offer Was Extended

	[
	2017	2016	2015
BACKGROUND VERIFICATION WAS CONDUCTED PRIOR TO OR AFTER THE OFFER WAS EXTENDED.	52%	49%	44%
THE RECRUITER EXTENDED A VERBAL OFFER PRIOR TO SENDING A WRITTEN OFFER.	49%	44%	48%
ADDITIONAL DRUG TESTING, CREDIT REPORTS, AND/OR SECURITY VERIFICATION WERE CONDUCTED.	40%	40%	35%
THE RECRUITER PROVIDED A WRITTEN OFFER AND FOLLOWED UP TO ENSURE IT WAS RECEIVED.	41%	38%	29%
THE HIRING MANAGER EXTENDED A VERBAL OFFER PRIOR TO A WRITTEN OFFER.	32%	33%	34%
THE RECRUITER CALLED TO DISCUSS ELEMENTS OF A POTENTIAL OFFER WITH YOU (I.E., "IF WE WERE TO MAKE AN OFFER").	25%	21%	11%
THE HIRING MANAGER PROVIDED A WRITTEN OFFER AND FOLLOWED UP TO ENSURE IT WAS RECEIVED.	20%	4%	15%
	1		



Ultimately 94 percent of participating candidates did accept the offers presented to them. Yet, as in 2016, nearly 40 percent of candidates in 2017 were not invited to provide any feedback on their candidate journey and the hiring process before their start date, and only 6 percent after their start date, a missed opportunity to glean insight that may help improve retention in the long run (see Figure 44). However, the percentage of those asked for feedback prior to their start date was up from recent years.

Figure 44. Candidates Asked for Feedback Before Starting Work

	2017	2016	2015
YES: A RECRUITING EXPERIENCE SURVEY WAS COMPLETED PRIOR TO START DATE.	19%	16%	16%
NO: I WAS NOT INVITED TO PROVIDE FEEDBACK.	37%	41%	44%
NO: THE RECRUITING EXPERIENCE FOCUS GROUP/DEBRIEF TOOK PLACE WITHIN FIRST FEW DAYS OF MY START DATE.	3%	4%	4%
NO: THE RECRUITER FOLLOW-UP TOOK PLACE SEVERAL WEEKS AFTER MY START DATE.	3%	3%	3%
NOT SURE: I DON'T REMEMBER.	36%	36%	34%
	i i		

What Employers Are Doing

Onboarding communication remained the same as in 2016, with 42 percent from human resources and 39 percent from hiring managers prior to start date.

In fact, communication was the one area where employers believe they made improvements. While there was a slight increase in candidates being asked to provide feedback prior to their start date (19 percent in 2017 versus 16 percent in 2016), about 24 percent of employers responded that they ask for feedback remotely (via survey, email) on or around start date, up from 4 percent in 2016. According to candidates, employers are also providing multiple options to communicate goals, meet team members and answer questions only about 19 percent of the time in 2017, another missed opportunity with the new hires.

In addition, companies are automating the forms management component of onboarding and providing greater engagement before day one with their new hires. Onboarding systems are a still top-of-mind recruiting technology investment for employers in the next year.

Key Recommendations: What CandE Award Winners Do Better

Although all participating employers continue to close the gap at this stage of the talent acquisition process, CandE Award winners (see Figures 45, 46 and 47) have the edge in terms of more proactive communication with candidates who received an offer and those hired.





Figure 45. How CandE Winners and All Other Employers Stack Up (Offer)

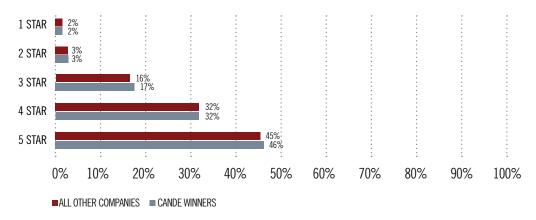


Figure 46. How CandE Winners and All Other Employers Stack Up (Onboard)

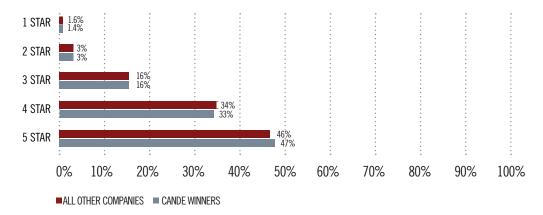
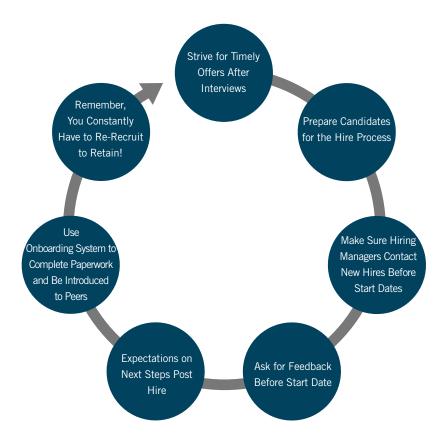




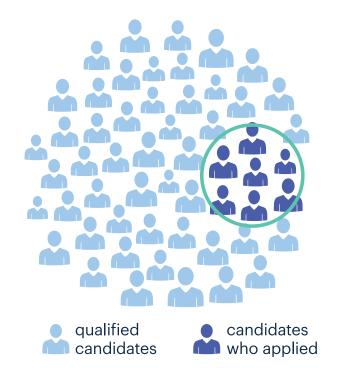
Figure 47. The CandE Offer/Onboarding Cycle: CandE Winner Best Practices

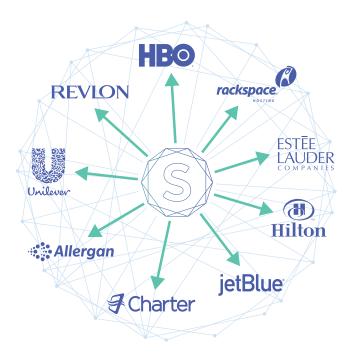






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Stella is funded with \$10 million of capital by leading investors in Silicon Valley, and founded by a seasoned team of artificial intelligence experts. There are ~100 companies participating in Stella, including 50 of the Fortune 500. Stella officially launched in late 2017 to select companies.





Appendix

Talent Board and the Candidate Experience Awards

Talent Board is the first non-profit organization focused on the elevation and promotion of a quality candidate experience. The organization, Candidate Experience Awards program and its sponsors are dedicated to recognizing the candidate experience offered by companies throughout the entire recruitment cycle and to forever changing the manner in which job candidates are treated.

Each year, participating companies send surveys to hundreds of thousands of employment candidates (both successful and not) to assess their experience during the recruiting process. This rigorous, scientifically supported data capture enables companies to see how they're doing, internally and relative to the rest of the industry.

Talent Board believes that there's no better source of real recruiting insight than crowd-sourced candidate impressions. In fact, these impressions help us all raise the bar – enabling us to measure and set standards for the candidate experience for the entire industry.

Program and Scoring Methodology

The Candidate Experience (CandE) Awards are open to all North American-, EMEA- and APAC-based companies. The CandE Awards program consists of two survey rounds designed to evaluate and recognize organizations that produce outstanding candidate experiences.

Round 1 is comprised of a multi-dimensional survey designed to capture and evaluate the nominated company's recruitment processes and practices impacting the candidate experience. All companies that complete the 1st-round submission process receive Employer Benchmark data. Those that met the awards' baseline for candidate experience were invited to participate in Round 2 of the competition, which involved surveying a random sampling of the company's 2017 candidates.

To qualify for Round 1, each firm had to commit to a statistically significant candidate response, as well as a set standard for the proportion of randomly selected respondents not hired. This means each company had to first meet a minimum qualification for responses based on the size of the candidate population plus a minimum percentage of not hired. These candidate responses included multiple touch points from the pre-application process to onboarding (if hired).

ROUND 1 - EMPLOYER SURVEY

The Employer Survey asks participating companies to provide information about how it treats candidates in each segment of the hiring process: Candidate Attraction, Application Management, Candidate Selection and Disposition, Finalist Management and New Hire Onboarding. This multi-dimensional survey aims to document the company's specific recruitment practices impacting the

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candidate experience, as well as self-evaluation relative to perceived level of market leadership with each practice area and the comparative effectiveness of that practice.

The 71-question employer survey is structured into six sections:

- 1. Demographic Data
- 2. Candidate Attraction
- 3. Applicant Management
- 4. Candidate Selection and Disposition
- 5. Finalist Management
- 6. New Hire Onboarding

ROUND 2 - CANDIDATE SURVEY

The Candidate Survey involves a qualified, targeted population of the company's recent candidates, asking each to evaluate eight components of their experience throughout the process. For this round, the participating company creates and submits a data sampling designed to capture a statistically significant candidate response, representative of their overall candidate volume. This requires a minimum qualification for total responses, based on the size of the candidate population and must contain a high percentage of those not hired (at least 80 percent not hired versus 20 percent hired).

The 82-question candidate survey is structured into nine sections:

- 1. Demographics
- 2. Research and Marketing
- 3. Application Process
- 4. The Screening and Interview Process
- 5. Offer Process
- 6. New Hire Process
- 7. Not Selected
- 8. Withdrew
- 9. Conclusions



Scoring the Winners

While all data is considered during final analysis, four key questions from Round 2 with a significant impact on determining the winners include:

- 1. The overall candidate experience ranking per candidates surveyed (on a scale of 1-5 with 1 being the lowest and 5 being the greatest)
- 2. The likelihood that candidates would refer other job seekers to the company (with four choices ranging from "Definitely Not" to "Extremely Likely")
- 3. The likelihood that candidates would reapply to the organization (with four choices ranging from "Definitely Not" to "Extremely Likely")
- 4. The likelihood that candidates would either increase or sever their business relationship with the employer i.e., applying again or not, referring others or not, and making purchases when applicable or not

The responses to these questions are scored, averaged and normalized to a standard ratio of those "Not Selected" versus those "Hired" (80/20) to eliminate "halo" effects of favorable responses from those candidates who were hired.

Data Collection Overview

- » North American Employer and Candidate Surveys were open to participants from March 1 -August 18, 2017
- » 200 organizations registered for the North American CandE Awards and Benchmark Program
- » 160 organizations completed Rounds 1 and 2
- » 130 organizations qualified for the CandE Awards based on the above criteria
- » 180,000 candidates completed some portion of the Round 2 Candidate Survey



JOSEPH P. MURPHY, TALENT BOARD MEMBER





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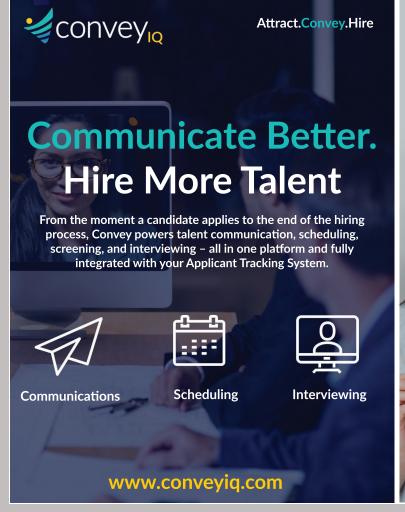
We have reimagined the human work experience. Through decades of industry experience, and with services across 60+ countries we understand what it takes to consult, design and build successful workforce management solutions regardless of the workforce category. We live to match exceptional organizations with outstanding people.

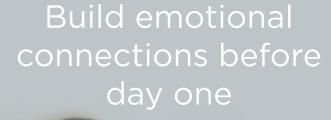
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Ed Zetusky — Senior Recruiter, RevZilla



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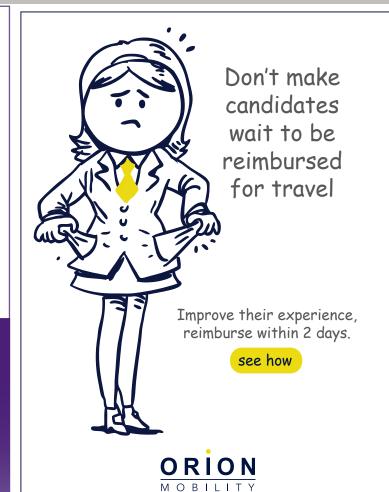




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QUESTIONS TO ASK

- Tell me who you are and where we are today! What do we do here?
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- What's challenging about your job?
- What is the best part about working here?
- What's your favorite memory from working here?
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CLIPS TO CAPTURE

- Interviewee interacting with their team, and/or each other.
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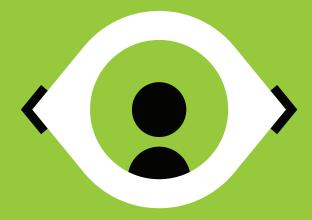
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ABOUT TALENT BOARD

Talent Board is the first non-profit organization focused on the elevation and promotion of a quality candidate experience. The organization, Candidate Experience Awards program and its sponsors are dedicated to recognizing the candidate experience offered by companies throughout the entire recruitment cycle and to forever changing the manner in which job candidates are treated.

2017 Board of Directors, Talent Board



Gerry Crispin — Talent Board co-founder and principal and chief navigator at CareerXroads, commented, "The goal of the Candidate Experience Awards is to recognize exceptional recruiting practices by honoring those companies that demonstrate outstanding results in terms of candidate satisfaction. Each of this year's Candidate Experience Award winners embody this, having demonstrated a deep commitment to candidate experience excellence and advancing the recruiting process as a whole. Congratulations to the Candidate Experience Benchmark Class of 2017."



Elaine Orler — "Year after year, more companies recognize the importance of the candidate experience, and the role it plays in attracting top candidates and promoting employer brand. The Candidate Experience Benchmark Class of 2017 represents those companies that take this understanding one step further, to elevate the standard and improve the relationship between job seekers and employers. We are thrilled to honor the exemplary efforts of this year's winners," said Elaine Orler, Talent Board co-founder and former chairman, chief executive officer and founder of Talent Function and co-chair of the Recruiting Trends & Talent Tech Conference.



Ed Newman — "Having collected seven years of research data, the Candidate Experience Awards program demonstrates that a positive and rewarding candidate experience can be a critical differentiator for employers," commented Ed Newman, Talent Board co-founder and chairman, and chief evangelist for Phenom People. "The companies named to the Candidate Experience Benchmark Class of 2017 recognize the value of candidate experiences and are actively innovating the recruiting process. Kudos for all their hard work."



Joseph P. Murphy — Retired Talent Board member and executive vice president at Shaker, shared, "Through the ongoing research of the Candidate Experience Awards program, we know that in today's highly competitive hiring landscape, offering job seekers a positive candidate experience has positive outcomes for the hiring organization. We are both delighted to recognize this year's Candidate Benchmark Class and grateful for their work in improving the experiences of their candidates."



2017 Candidate Experience Awards Council

Early on, Talent Board recognized that the best way to further the Candidate Experience mission is to collaborate with more smart and like-minded people. We are excited to present this year's select group of individuals who form our CandE Council. This council plays a strategic role in defining the Candidate Experience Awards and Research.



Anna BrekkaDirector Recruitment Advertising & Services, MorrisPublishing



Christina Knock
Brand & Digital Marketing
Manager, JXT



Annamarie Andrews Senior Marketing Manager, Cielo



Christopher Kurtz
Founder and CEO,
Peer Thru



Bruce RichardsEnterprise Sales Engineer,
SmartRecruiters



Craig Fisher
Head Of Marketing,
Employer Branding SME,
Allegis Global Solutions



Carmen HudsonPrincipal Consultant,
Recruiting Toolbox



Crystal Miller LayDigital Strategist, Branded
Strategies



Chris Brablc
Director of Product Marketing
and Content, MP Objects



Cyndy TrivellaMarketing Strategist,
SmartSearch / TalentCulture



Chris YoungVP Sales & Marketing,
InfoMine



Deb AndrychukPresident and CEO, The Arland
Group



2017 Candidate Experience Awards Council (continued)



Diana Kucer CMO, HireVue



Kim BenedictCo-Founder & CEO,
TalentMinded Inc.



George LaRoqueFounder, LaRoque and #HRWINS



Kyle LagunasPrincipal Analyst,
IDC



Howard WeintraubDirector, Client Success &
Innovation, DAY
Communications



Lance HaunEditor,
The Starr Conspiracy



Jason Moreau CEO, Survale



Linda PimpareMarketing Communications,
Illico Hodes



Johanne Kucey Global VP HR, EXAL Corporation



Linda Okoniewski Portfolio Marketing Mgr., IBM



Jim Fox Human Resource Researcher and Advisor, ThePeopleFox



Madeline LauranoCo-Founder, Aptitude Research
Partners



Kathleen Teixeira TA Manager, OLG



Marc Wenzel VP of Business Development and Strategy, SHAKER VJT



2017 Candidate Experience Awards Council (continued)



Matt Singer VP of Marketing, Jobvite



Shannon SmedstadPrincipal Employer Brand Strategist, exaqueo



Maury Hanigan President, Sparc



Stacy ZaparFounder and CEO, Tenfold and The Talent Agency



Meghan M. Biro Founder and CEO, TalentCulture



Stephen ReesDirector, Client Delivery, ManpowerGroup Solutions



Melissa Schafer President, Allemby Management Group Inc.



Tom Becker
Founder and CEO,
Talennium



Meryl Rosenthal Founder and CEO, HirePower



Tracy ClementiMarketing Manager,
Montage



Peter Clayton
Senior Strategist
& Producer/Director,
TotalPictureRadio



Tracy Kapteyn
VP, Global Sales Operations
and Marketing,
TMP Worldwide



Shannon Pritchett Editor at SourceCon, ERE Media



2017 CandE Bar Members (Multi-year Candidate Experience Awards winners)

The CandE Bar is a think tank of multi-year Talent Board Candidate Experience Award-Winning organizations. These organizations continuously champion positive candidate experiences and collaborate with industry influencers and leaders to provide the resources required to impact businesses and brands globally.



Allyn Bailey
Recruitment Capability Adoption
and Transformation Manager, Intel



Colleen Truitt
Head of Talent Acquisition
Hershey's



Ashley Ellis
Project Manager, Recruitment
Operations, Hilton



Corrie Beaverson
Director - Talent Acquisition,
Blue Cross Blue Shield Michigan



Becca SilOperations Director, Global Talent
Acquisition, CA Technologies



Courtney ByhamTalent Acquisition Program
Manager, Hyland



Bennet Sammann
Talent Evolving Workforce,
Manager Development Program
(MDP), Deloitte



Daniel J. Winkler (EHQ)
Associate Project Manager
HR Communications and Strategy,
Express Scripts



Candice Austin Global Talent Acquisition Leader, NCR



David FalzonEmployer Brand Specialist,
E.ON UK



Chris HesterDirector - Talent Acquisition
Operations, Captial One



Frank GulloDirector of Digital and Mobile
Strategy, The Superior Group



Cindy Ruan
Program Manager, Talent
Innovation and Marketing,
Genentech



Glen JohnsonDirector - Talent Acquisition,
Delta Air Lines



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Sapient



Katy JonesSenior Manager, Global Talent
Attraction & Engagement, Pepsico



Hema Bakhshi Head of Future of Work, Santander



Kelly CullerVP, Global Talent Acquisition,
Sutherland Global



Ian Rosi Sr. Program Manager, Lockheed Martin



Kelsie JohnsonCandidate Experience Program
Manager, Wells Fargo



Jagjyot Kaur
Global Talent Acquisition Candidate Experience,
Accenture



Kevin StakelumTalent Acquisition Director,
Humana



Jennifer Terry Associate Vice President, AT&T



Kristen Reese Vice President, Talent, Culture & Inclusion, Bozutto



John Cotton
Recruitment Technology and User
Experience Strategist, CH2M



Ling PyngTalent Acquisition Leader,
GE



Jonathan Liepe
Senior Human Resources
Specialist, Talent Acquisition &
Selection, Colorado Springs Utilities



Lisa BianchiniSr. Manager Talent Acquisition,
Comcast



Katie Newland Employer Brand Consultant, InVentiv Health



Lynn R. AlbertTalent Services Specialist,
Questrade



2017 CandE Bar Members (Multi-year Candidate Experience Awards winners)



Mark Hornung
Sr. Manager, Talent Acquisition
Marketing & Employer Brand,
Teradata



Nikki Brennan Physician Recruiter, Spectrum Health



Trisha FreshwaterSenior Communications Manager,
Sodexo



Phaedra Grove Senior Manager, Global Talent Acquisition, Toshiba Global Commerce Solutions



Rona Shoaienia Talent Acquisition Business Partner, Achievers



Scott WeaverDirector, Talent Acquisition,
Teradata



Shuree SockelTalent Acquisition Systems
Manager, Enterprise Holdings



Stefanie ThorntonHead of Talent Acquisition, FCA



Tony LioiManager, Talent Acquisition & Temp
Labor Operations, BASF



Tyler JonesProgram Manager, T-Mobile



Victoria Ebert
Senior Analyst, Talent Acquisition
Systems, JetBlue Airways



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Media Contact for Talent Board

Kevin W. Grossman
President, Global Programs
(831) 419-6810
kevin.grossman@thetalentboard.org

How to Get Involved in 2018

Participating as an Employer

Registration for the 2018 Candidate Experience Awards and Benchmark Research Program is set to open in March 2018 for all regions – North America, EMEA and APAC!

Employers who participate in the CandE Awards and Research enjoy the following benefits:

- » Confidential benchmarking data that compares their practices against the aggregate of all participating companies
- » A confidential candidate survey developed by Talent Board and administered by the participating employers directly
- » Access to industry peers and experts on the candidate experience
- » If applicable, industry recognition as a leader in candidate experience
- » A risk-free tool for improvement the identity of companies that do not win the award are not disclosed
- » Learn more by visiting: http://www.thetalentboard.org or contact us at support@thetalentboard.org



Participating as a Sponsor

Founded in 2011, Talent Board is the first nonprofit research organization focused on the elevation and promotion of a quality candidate experience.

Talent Board is supported solely by the generous donations of industry solution and service providers, individual donations and corporate donations. This allows us to keep our research accessible to all and to provide the talent acquisition discipline with benchmarks and best practices that empower continuous recruiting innovation and a better overall candidate experience – all of which has the potential to impact the business bottom line.

Sponsoring the Talent Board CandE Awards is one of the best ways to connect and engage with human resource and talent acquisition leaders around the world who care about recruiting and candidate experience. These buyers and influencers are key additions to any prospect network. CandE sponsors also enjoy year-round visibility and lead generation through Talent Board symposiums, awards galas, research reports, workshops, webinars, and more.







Case Studies

Aerohive Networks

Aerohive Networks is a multinational cloud networking company that enables clients to connect to the information, applications, and insights they need to thrive.

Briefly describe recent Candidate Experience improvements that you are most proud of.

"At Aerohive, we believe in prompt, consistent and transparent communication with each job applicant who makes it to an initial screening and beyond. It's that simple. We understand what it's like to be a job applicant and so we 'put ourselves in the applicant's shoes' and deliver the same respect and care to them we would want for ourselves.

"Also, we are not afraid to provide transparent feedback to job applicants who are not offered a position with Aerohive unlike many other companies who are 'risk averse.' We realize job applicants seek and desire feedback so they can improve the next time they are called for an interview. We feel they deserve to know this information after investing their own personal time and effort in undergoing a series of interviews with us."

How did you build support and commitment within your team and the broader organization?

"The solicitation of support from our leadership team was relatively easy because Aerohive is a much smaller and lesser known cloud networking tech company in Silicon Valley. We compete for talent against formidable giants like Aruba/HP, Ruckus, Cisco/Meraki, Broadcom, Juniper Networks, etc. This makes attracting talent much more difficult and so we knew we had to differentiate ourselves in a unique and compelling way. The Candidate Experience and the journey that job applicants take each step of the way with us (whether brief or lengthy) mattered a great deal not only to the Aerohive Talent Acquisition team but to the entire organization."

Describe the Candidate Experience measures you currently capture and report.

"Our measurement for success is focused on the overall experience. We initiate a survey once or twice each quarter to gauge how well our efforts are going in delivering the best candidate experience we can. It is also a very effective way to validate and get tangible feedback on different elements we add/incorporate into our candidate experience."

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CH2M (now Jacobs)

CH2M leads the professional services industry delivering sustainable solutions benefiting societal, environmental and economic outcomes with the development of infrastructure and industry.

Briefly describe recent Candidate Experience improvements that you are most proud of and any evidence you have that they are making a favorable difference.

"At CH2M, we're most proud of our efforts to improve the initial candidate touch points – right up to the application. We've built out our candidate research content, adding a whole section for candidate support, and created specific content to assist potential candidates in getting a job with us or even with another company. We've seen increased 4- and 5-star ratings in the CandE reports for research content from our candidates. A subtle drop between 2016 and 2017 ratings shows that we need to refocus efforts around creating and promoting additional content to assist candidates, which will help maintain our high ratings and continue to improve our overall experience.

"At the same time, we've simplified our application process, eliminating two full pages of application data that previous candidates had to fill out. Also, we've added content right before candidates begin their application. For example, immediately after candidates click 'Apply,' we've added a page that tells candidates how long the application process should take, what pieces of information they'll need, and how they'll best complete the application. While we can see through Google Analytics that there is some drop off at these pages, we assume that some people may not want to go through the hassle of the full application process. Others may not be on the right device at the time (e.g., tablets or mobile devices), and others may need to gather the required information. This serves as a bit of a self-selection point, in which some candidates may opt-out entirely based on knowing more about our full process, while others may return later to complete their application.

"We also are addressing those who are not ready to apply yet as well as those who are just too busy. On certain jobs, we've added the capability to bypass the application entirely and simply answer a few questions to engage our recruiters. While this isn't a full application, it does allow more passive talent to connect directly with recruiters without the immediate need to go through the full application process. We call this concept 'Introduce Yourself,' and it is currently in beta trials with our most indemand jobs.

"All of these efforts combine to create what we hope is an industry-leading set of initial interactions – one that shows our commitment to creating a great experience from day one. And one that helps us attract and retain the best talent in our industry."

How did you build support and commitment within your team and the broader organization?

"We've been nurturing our candidate experience efforts for a long, long time – even before the CandEs existed! We were heavily influenced by an industry research report showing that the candidate

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experience not only impacts quality-of-hire metrics but also employee satisfaction and retention numbers. This removed any barriers in getting our candidate experience efforts off the ground, and it kept these efforts front-and-center in our minds. Since then, the candidate experience has been ingrained into our recruiting operations and passed along to the rest of the recruiting organization.

"In addition, our business model helps us to some extent understand the candidate experience. Since we sell consulting services, our people are our product. Therefore, everything we do to increase the quality of our people, their attitude and how they are treated has a direct impact on our ability to deliver and succeed.

"Recently, there has been increased visibility on recruiting from our C-level executives, who are all now aware of how our candidate experience can positively or negatively impact our bottom line. The increased competition for engineers, especially program and project managers, puts additional emphasis on our ability to attract and retain this top talent in order to deliver the projects we sell. This means our C-suite understands that we can't afford a single misstep in our recruiting efforts and process. Therefore, our candidate experience is just as important to them as it is to our talent acquisition staff.

"Our constant challenge is ensuring this message gets all the way down the chain to our hiring managers and those in the field, who, likewise, need to recognize that providing a great experience and responding to talent acquisition requests promptly impact our ability to deliver for our clients. For those hiring managers and folks in the field, it's about balancing immediate needs with projects the recruiting team is working on to address the future."

Describe the Candidate Experience measures you currently capture and report about your recruiting process. How has this data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"As far as the data we measure and review, there are three main areas:

- 1. Application drop off.
- 2. Candidate Surveys, Net Promoter Scores and Post Hire Surveys.
- 3. Scorecards related to communications and time spent in each recruiting stage.

"First, we look at drop-off rates in our application process to help define and refine issues. We measure every page of the candidate experience across our multiple websites via cross-domain tracking in Google Analytics. This enables us to see drop-off rates on each page from job search all the way through application completion. While the data is not 100% perfect due to the various journey options through the process, it does give us general trends that we can use to determine whether changes are positively or negatively impacting our overall experience and application rates.



"Second, we look to survey data to inform our decisions and our progress related to the candidate experience. We utilize the CandE survey data in each region to create a report and we also do detailed analysis and year-over-year comparisons between our data. We also do a Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis based on our data. We use the SWOT to inform our decisions on process improvements and projects for the coming year with an emphasis on improving candidate experiences while also improving recruiting efficiencies.

"Since 2016, we have developed our own Net Promoter Score survey when a candidate receives a rejection notice from CH2M. We use this as a quick test to see whether our candidate experience is improving or declining. During the CandE survey time period, we present the CandE survey instead of the Net Promoter Score to ensure that we aren't over-surveying our candidates.

"We realize that the candidate experience continues to flow into an employee experience, and that expectations set forth in the candidate experience have to be met after individuals are hired. We leverage our 90-day surveys to find out how that experience translated and whether we delivered on what the new employee heard during the application process.

"Finally, we measure each step of the recruiting process – i.e., how long a candidate spent in each stage versus pre-set timelines and SLAs. Our hope is that paying attention to these metrics will drive recruiter and hiring manager behavior.

"We have scorecards that measure the time candidates spend in each recruiting step as well as the time between application submission and communication from our recruiters. There are pre-defined objectives set for how long the recruiting process should take at each stage. We communicate those timelines in our candidate emails. While we can't always meet our objectives, the goal is that we're transparent in our timelines and that we are constantly communicating with candidates – especially if there are reasons why we can't meet our goals. This clearly sets expectations for candidates as well as for recruiters and hiring managers.

"While our current scorecard metrics show we're not where we would like to be from a time-in-step/ stage and communications perspective, our goal is to utilize these scorecards to drive the recruiter timelines and actions in the proper direction and continuously strive to bring them closer to our KPIs and SLAs."

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Compassion

Founded in 1952, Compassion International is a Christian child development organization that works to release children from poverty in Jesus' name.

Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

"There have been so many things we have been focused on because our Talent Acquisition team became a reality in just the last five years. Before that, all of our recruiting was done by an HR Generalist, contract recruiters, and others whose jobs weren't solely focused on talent. So we've gone through a five-year process of devoting ourselves more rigorously to talent acquisition. Unfortunately, our old candidate experience was a negative one, so everything we did to fix it felt like real progress.

"Most recently, we launched our new career site within the past year, which gave us a big opportunity to engage with our candidates so much more effectively. We know that our new site is working well because our HR service desk used to field so many calls from potential candidates who had basic questions about things that our old website failed to address – things that should be on any company's Careers website. So we launched a completely new Careers site with good information around everything from our benefits to our total rewards package to our culture here at Compassion. We have personal testimonies from our staff and other assets that tell candidates what day-to-day life is like here and who would be a good fit. We're really honest on our Careers page in terms of what we're looking for in our potential candidates.

"In fact, our new site is now totally transparent about our talent acquisition and hiring process. In the early years, we didn't always respond to candidates in a timely manner. And our candidates didn't always know where they stood in the process. We've really worked on improving our candidate communications so people know where they stand in every part of their journey with us. We're more up-front with them and we've also changed the tone of a lot of our messaging that goes out through our ATS. As a result of all of these improvements, we've seen a very positive change in our candidates' impressions of Compassion, especially from people who haven't applied to our jobs in years.

"We have seen a huge change in how candidates talk about us and their journey through our process. They really appreciate getting more information up front and how transparent we're being in our communications."

How did you build support and commitment within your team and the broader organization?

"Building this underlying support within the organization has been really key for us, and we've focused our efforts on two different groups. The first is our hiring managers and the people they're hiring for. They're our primary customers. The other group is our internal employees. We have a lot of employees who apply for jobs or look for promotions internally. So we need to continually build camaraderie and prove that we're here for them.

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"In the last year, we've started two initiatives that have been very successful. The first is a required training program called 'Hire Up' that all of our people managers go through. It's a three-and-a-half-hour course that walks them through the whole hiring process, showing them what it looks like from start to finish. It also shows them how we want to partner with them and makes it clear that we value how our team works. The very first thing the program addresses is the candidate experience. It explains the role they play as hiring managers and how important they are to Compassion's employment brand and our process. We've gotten great feedback from the hiring managers who have gone through the program.

"For the other group, our internal candidates, we've started a class that we now offer four times a year. It covers interviewing tips, resumes, cover letters – all the things our internal candidates sometimes wanted more support with. We're trying to be more proactive and to show our internal candidates they have our full support.

"In addition, we're doing more corporate communications to build internal support. For instance, in our weekly internal newsletter we've launched a series called 'MyStory.' We've highlighted the stories of new hires – their backgrounds, their journeys and how they got here. That series became so successful that our communications team then launched a 'MyTeam' series, where they pull back the veil to showcase various teams around the organization and humanize what they do. Our talent acquisition team was the second team featured in that series, which was really fun because it gave us a chance to do a video that went out to the whole company globally.

"Those are a few of the practical things we've done this year to build support throughout the organization for what we do – and to bring the right talent to Compassion."

Describe the Candidate Experience measures you currently capture and report about your recruiting process? How has this data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"We have never been a hardcore time-to-fill organization. We track those numbers just like we track a lot of things, as data is important to the decisions we make. Like many organizations, our biggest concern is our quality-of-hire.

"As for measuring our recruiting process, we started tracking candidates this year in two different ways. First, we track the time from when a requisition was posted until the day we submitted the final candidate; and we track the period of time between when a hiring manager saw a candidate and when an offer was actually made. By tracking these data sets, it enables us to see whether there's an issue on our end – e.g., the sourcing is taking too long, or we're not reaching out to candidates in a timely way, or we're taking too long to get the candidate in front of our hiring managers, etc. It also enables us to see whether there's too much of gap between the time we sourced candidates and the time an offer is actually made. We built this into our ATS and we've been able to track these items for the entire

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year. These have probably been the most powerful pieces of data we've been able to take back to senior leadership here and show them some of what we're learning.

"We knew that this was really positive for our team, that our time to source was pretty quick, and we were getting that final candidate in a fraction of that time they first saw them all the way to say 'ok, let's work through this story. If the eventual candidate is coming in 28 days, why is it taking us 64 more days to make the hire?"

"Some of our best conversations were around our interviewing process, the number of interviews we put people through, the questions we ask, formulating better behaviorally based questions, and understanding exactly what we are listening for. But more than anything we've done this last year, being able to track our source-to-hire versus our time-to-fill has helped us tell our story to the leadership team. We've been able to use that data to get the conversation started about improving our candidate experience, how we appear as an employer to candidates who visit our site and, ultimately, the decisions we make on whom to hire."

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Deluxe

Known as one of the United States' largest check printers for over 100 years, Deluxe is also now becoming a leader in providing marketing solutions to small businesses and financial institutions.

Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

"One way that we try to enhance our candidate experience is with our Hiring Manager videos. We'll record a brief video of one of our hiring managers talking about the position to be filled, the team the candidate would be working on, the skills and qualifications the manager is looking for and how to apply. These videos are shared on our social sites, embedded into the requisitions on our Careers site and we provide links to them in our InMails to passive candidates.

"The results we've seen from implementing these videos have been fantastic. We see a much higher response rate on InMail messages – sometimes as high as 100% – and a much higher reach and click rate when posted to our LinkedIn and Facebook pages."

How did you build support and commitment within your team and the broader organization?

"We have a very close Talent Acquisition team and that goes a long way in regard to commitment. We have regular off-site activities like scheduling a workday at a local Work It location, participating in volunteering events and attending social events. These activities are great for building team camaraderie and encourages everyone to work toward a common goal."

Describe the Candidate Experience measures you currently capture and report about your recruiting process? How has this data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"We have a survey that goes out to our candidates immediately following their in-person interview. The survey asks candidates to provide feedback about various stages of the hiring process – from how they became aware of our opportunities to the application process and the interview experience. This data, along with the data that's collected from the CandE survey, goes a long way toward identifying our strengths and areas of opportunities in our candidate experience.

"More specifically, we heard one recurring theme from applicants that had been a pain point for us in the past: frustration over a lack of follow-up for candidates who didn't get the job. As a result, we began tracking follow-up communication rates for our recruiters and holding them accountable. The next year we won our first CandE award since 2014. Not that this was the only reason for winning the award but it certainly helped."

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Humana

Humana Inc. is committed to helping millions of consumers achieve optimal health outcomes by making it easy for them to achieve their best health.

Tell us what data or evidence prompted you to change how candidates were being treated? How will you measure progress or results on this initiative?

"We have a number of ways to gather feedback from our associates and candidates. Internally we have a corporate intranet site and a job channel where candidates can subscribe. Externally we have a mailbox we monitor and we use sites like Indeed and Glassdoor to obtain real-time feedback. We also administer a number of internal and external surveys to make sure that we are hearing the voice of our candidates, including the candidate experience survey, which is very important to us and the foundation of our survey process. The results drive the development of our strategic talent initiatives.

"One thing candidates have been very clear about is the recruitment 'black hole' — when they're not hearing from us or being assessed in a timely manner. Often they may wonder if they're even being considered. Quite honestly, given our volume of applicants, this is a real challenge. One thing we're doing is increasing the use of prescreen questions. We are refining and scaling them across more of our jobs so that people can see what is important to us. Applicants can answer when it is convenient for them. For example, a single parent working full time may find that late in the evening works best to respond to our questions. We're also learning how to best leverage chatbots at scale, by texting candidates questions in a very informal, personalized way. After a candidate passes the initial screen, we might chat them via text to ask additional questions, send them more information about the job, or provide information about our company and values. We might send a message that says, 'Congratulations, you've passed the first interview! Here's a link to schedule time on my calendar." Or 'Congratulations! Here is information about your interview day. We will see you there!'

"We have also added a virtual job experience for some of our positions, where the assessment process includes a realistic view of the job and working environment so candidates can 'self-select' out if desired. This process also reduces bias. At times we do not even look at their resume until we interview the candidate in person. That way, we make sure we're bringing in people who are the best fit for the position."

How did you build support and commitment within your team and the broader organization?

"In terms of aligning everyone with the changes we made, it was easier than we anticipated. We used analytics to identify recruiting issues, and showed recruiters that only one in six applicants were being interviewed, half of those candidates were dropping off and we were not contacting them again. We quickly concluded that we should be assessing people more effectively. Anyone who applies should be assessed fairly and equally, but we needed to balance that objective with efficiencies required in narrowing the pool of candidates to those who are most qualified. By narrowing the pool of candidates



properly, we create capacity to have a different conversation that often includes helping candidates seek different opportunities at Humana that are a better fit with their skills and experience. Our assessments help identify additional candidates in our pools who applied for different positions but are a great fit for other positions. We still have much work to do in this area while, at the same time, implementing Workday in 2018.

"We also have very rich feedback from different channels; everyone understands the importance of feedback – or lack of feedback – especially for internal candidates. When someone calls us and says, "I was qualified for the job but didn't get it," we need to determine why that person was not selected. It can take a long time to research if we're not assessing people adequately, and that can lead to frustration for our internal candidates. Now that we're assessing people more thoroughly, we can reply quickly with more detailed information in just a few minutes – and that can change the entire tone and outcome of the conversation.

"Thanks to the changes we've made, we provide much better value to our internal candidates and hiring managers. The conversations with our hiring managers have become much more useful talent-related discussions."

Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-level? How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"In terms of measures, sometimes we think that we may have too many of them. We spend a lot of time analyzing and cross-referencing data. Our data analytics team, in partnership with Cornell University, has helped to automate our process. They help us make certain that we have the properly vetted surveys and that we're asking key questions of candidates at each point in our process – How do you feel at this stage? What is your satisfaction level? How is the process going for you? The analytics help us identify trends over time and what parts of our process are most effective.

"Our candidate experience survey, which gives us scores specifically around our overall rating, likelihood to 'refer a friend,' likelihood to 'apply again,' and a Net Promoter score, which is extremely important to us. In addition to candidate experience metrics, cost-per-hire is a very important metric for us, as are efficiency-of-hire, hires-per-recruiter, hires-per-resource, and some other data that points to whether our choices are driving costs up or down. We tie them back to our candidate experience, to ensure that we are assessing the whole processes closely and not unduly influenced by metrics that represent a narrow part of our results and impact.

"A final area to note is the percentage of candidates who apply and actually have a conversation with us. As previously mentioned, the use of chatbots in this process is really important because we can have much more personalized, friendly exchanges with candidates – not just 'Fill out this questionnaire.' We can say, 'Congratulations! You just passed two interviews! We are going to send you to the third.' Candidates don't always equate an automated interview with an actual interview, so

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we're educating them on that and continuing to improve our process. We will continue to adapt as quickly as possibly by using the right technology to improve the candidate experience, while increasing efficiencies where possible. We are careful to not jump into the latest technologies at the expense of how candidates experience a job search with Humana."



Procore

Procore Technologies, Inc., connects people, applications, and devices through a unified platform to help construction firms manage risk and build quality projects, safely, on time, and within budget.

Tell us what data or evidence prompted you to change how candidates were being treated? How will you measure progress or results on this initiative?

"It was actually a lot of Glassdoor feedback that we were getting from candidates, along with emails from candidates and something we intuitively felt with our candidate communication cadence. A lot of the survey results helped us understand the fact that our overall candidate experience needed to be tweaked. We have actually been wanting to sign up for the CandE survey for some time, and went to a workshop in Santa Barbara at Sonos that sparked our interest in the candidate experience. So we were finally able to participate, and that made us want to start benchmarking.

"We have several projects going on to improve our candidate experience. Now, we're using the CandE survey as a benchmarking tool. It's showing us where we stand now, and we'll take the survey again a year from now, hoping to see improvement. We're using the survey as a kind of compass, and it's already helped confirm the importance and progress of some of the projects we're working on. It's also helping to indicate which projects should be given priority.

"So a good portion of our measurement is being done through Talent Board resources, which are amazing, as well as through some Glassdoor feedback. We're working diligently to improve the whole experience for our candidates."

What are key elements of your change management plan to ensure you obtain support and commitment within your team and the broader organization?

"Internally, within our team, we have our objectives and key results set. We also have project initiatives set, one of which is our candidate experience. In fact, improving the candidate experience is going to be a theme that carries throughout our talent philosophy.

"We've had some talent summit meetings with our internal team, hashing things out, figuring out what our priorities are, getting input from the whole team to help guide the process of improvement. These meetings have been so crucial that we are going to hold them each quarter going forward.

"We also have what we call 'Noodle Jam Sessions' now. On Fridays, our candidate experience team gets together and we hold a meeting with an agenda and some projects in mind. Our recruiters are welcome to join us to give us their input. We chose Fridays on purpose: it's the end of the week and everyone is kind of tired and has a little bit of a 'nooodly brain.' We believe some of the best ideas happen when you're just a little bit loopy. So these sessions will help us construct a better candidate

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experience and improve our recruiting process. And they'll give us contribution and buy-in from the whole team, which is important.

"We're also launching quarterly hiring manager training sessions, in which we'll roll out our hiring philosophy, some of the projects we've been working on, some of the improvements and changes we've made to our process, etc. We are growing really quickly, so it's a good time to start these sessions. Our values – openness, optimism, and ownership – help guide these sessions and the overall progress we're making. We really believe that every interaction at Procore should be positive."

Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-level? How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"Honestly, at first, we weren't sure what we were trying to measure. That's why we wanted to start benchmarking – to see how we stack up against other companies in the exploration phase, the application phase, the offer phase, and onboarding. We wanted to get a really clear baseline. Again, we had a feeling that we needed to improve our candidate feedback and our communication cadence. However, we didn't really know exactly what was going to come out of this survey. It was really enlightening to see the results.

"The value we're trying to extract from this isn't necessarily financially driven. We're equally interested in making certain that our candidate experience is in line with our company values (openness, ownership and optimism). Luckily, we have an executive team that believes every interaction at Procore should be exceptional – whether it be with clients, candidates, employees, or even our dogs that are cruising around campus all day. It's an amazing company to be a part of. We have a great employee experience, which is anchored by our values. We want our candidate experience to be on par with this. If we succeed, we believe the financial rewards will come too. But we really just want to treat people like people, and make sure that they feel valued and respected throughout our process. After all, the employee experience begins with the candidate experience.

"In terms of our hiring mangers and recruiters, we expect them to lead by our values. Our data shows that they are – which is a great indication that we need to move forward with what we believe in."



Sharp Healthcare

Sharp HealthCare is San Diego's leading health care provider, dedicated to delivering the highest quality patient-centered care, the latest medical technology and superior service.

Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

"The candidate experience has always been very important for our department, and for Sharp HealthCare. The Sharp Experience is what sets us apart; it is not one thing that we do but everything that we do. As an organization that hires more than 3,000 people a year, we knew that we wanted to make a difference with our candidates – for those that are not hired and those who are.

"In the past two years, we formed our Candidate Experience Committee. We involved our talent acquisition specialists and our onboarding specialists. We met to discuss our challenges, research best practices, and then came up with some process improvements.

"One of our largest projects was centralizing our onboarding within recruitment. We have six human resource departments, so a candidate can get lost in the system. Now each new hire is assigned an onboarding specialist, who acts as the point of contact every single step of the way. We keep in touch with candidates through phone calls and in-person meetings from the beginning to the end of the onboarding process. This has resulted in candidates telling us how smooth the process is, and the hiring managers have appreciated that there is only one point of contact. Even though this change of process was painful, we knew that improving the candidate experience was our top priority. And even now, we continue to get better. This has ultimately resulted in a 10 percent decrease in the time to onboard a new hire."

What are key elements of your change management plan to ensure you obtain support and commitment within your team and the broader organization?

"We realize how competitive recruiting is in healthcare. We also recognize that how we treat our candidates and new graduate RNs is key to developing our talent pipeline. So this has lead to a change management initiative where we place the candidate experience as our top priority. We employ over 6,000 RNs and the nursing shortage is definitely being felt in southern California.

"So one strategy to help us deal with this shortage is developing our own nurses through our new graduate nurse residency program. It can cost approximately \$100,000 to train a new grad, so retention is key.

"We ensure that hiring managers, executives, talent acquisition specialists, and our onboarding specialists are all included in the process of finding great talent for a new grad team. Our whole team is committed to the process. Our leaders are on the front line and are essential to providing a positive candidate experience. We even provide leadership training for our management called Hiring Best

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Practices, with the candidate experience as a central theme.

"As part of the initiative, we have implemented new grad nurse forums. We invite the community of employees who are interested in applying for our new grad residency program. In these forums, we provide information on navigating the new grad application process and career planning. We do all that we can to set them up for success. We review their resumes, discuss interview types, and provide information on the workforce landscape in healthcare. We have received a lot of feedback after each forum – and it has been overwhelmingly positive. Attendees feel more confident and better prepared after our forums.

"Another change we have implemented in the new grad nurse residency program is having either the hiring manager or the talent acquisition specialist close the loop by calling each new grad applicant who was interviewed but not offered a position. Our talent acquisition specialists also try to keep in touch with candidates who are not an exact match for a current position but who may be a great fit for a future position. We have received thank you notes and emails from candidates who were not selected simply to say they appreciate the feedback or appreciated the way they were treated throughout our recruitment process."

Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-level? How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"We want to continue our journey of improving our candidate experience. As with the Sharp Experience, the candidate experience is not a sprint but a marathon. This is a quote from our CEO, Mike Murphy.

"We would like to implement Survale, a tool for surveying our candidates. This tool will provide us with more data that is actionable and dashboards for high-level review and decision making. We plan to review this information on a quarterly basis and continue to make process improvements based on the data. This information is valuable to us because our executives are transforming our organization into a high-reliability organization – or HRO. This means we do the right thing every time. Two of the components of HRO are mutual respect and zero harm. Mutual respect is what we want to provide all of our candidates. It doesn't matter if they get hired or not. Our goal is to have each candidate feel respected and valued. When we close the loop on each candidate, we are giving them that mutual respect. When we urge our hiring managers to provide feedback, we are also encouraging them to give mutual respect.

"The Sharp Experience, and becoming an HRO, are guiding principles for our candidate experience. We will also measure financial impacts. Our full-cycle recruitment change management has led to a 10 percent decrease in time-to-hire. This has financial impact because, by filling these positions faster, the departments can be more productive, decrease registry and traveler dollars, and provide increased patient satisfaction.



"We would also like to measure the level of candidate experience satisfaction. High satisfaction levels equate to candidates coming back to apply for future positions or refer their friends to Sharp Healthcare. We know that referrals result in quicker onboarding and longer retention, which will also positively impact our organization financially.

"Improving the candidate experience is just the right thing to do. We started this journey not to be recognized but because this is part of our core values. We hope to continue improving our experience to serve our organization, and most importantly, our candidates."



Sundt Construction

Sundt Construction, Inc. is one of the country's largest and most respected general contractors specializing in transportation, industrial and building work.

Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

"This is the second year Sundt has been a recipient of a CandE Award, and it's something that we are really excited about. We continue to conduct our hiring and onboarding all online, which makes everything very easily accessible to our candidates. We also have customer surveys for existing applicants who have gone through our process but not been accepted to a position as well as those have been accepted to a position and are starting with Sundt.

"We have a couple of different surveys that go out to these individuals so we understand their experience and how their process went. We also added a referral program that's all online, so we can have existing employees send in referrals. It's a really quick and easy process for them.

"This year we've added two new members to our talent acquisition team. We call them 'sourcers' and they essentially help our recruiters locate top talent. They also help candidates through the interview process and onboarding. We've added these new members to the team to help support our growth and all the new positions and opportunities that we have."

How did you build support and commitment within your team and the broader organization?

"Our talent acquisition team is small but completely dedicated to our process. Team members are assigned to different areas and groups in the company. For example, a couple of different recruiters are assigned to either an industrial division or a commercial division within our industry. Again, our new sourcers help assist these recruiters, so we're able to assign recruiters to individual candidates to make sure they go through the process effectively. And the candidates benefit from that direct contact and communication throughout the whole process.

"We also have administrative support for onboarding, hiring and making sure all of the candidates' questions are answered. So we have a really great team with accountability, strong communication and dedication to ensuring that each candidate has a great experience. In addition, our surveys enable us to identify any issues or struggles that candidate might have during the process.

"Our talent acquisition team meets weekly, so we're able to go through our findings and really understand the survey, the responses and how we can improve the candidate experience overall. We're dedicated to support and commitment, so we work with our candidates very closely. Whether they're applying, interviewing or getting hired, we make sure they receive that human touch from a recruiter who is assigned to them. They have someone whom they can reach out to for information and answers.

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"Even applicants who don't get chosen for an interview get a response from us. We'll send an email explaining that we went with another candidate or that the spot was closed out. There's follow up with every candidate."

Describe the Candidate Experience measures you currently capture and report about your recruiting process? How has this data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"We track the overall quality of our candidate experience, and we do have the customer surveys to measure the experiences of applicants and employees who are being onboarded. We track the candidates who are in play, interviews that are going on, and positions we've filled. We also track the retention of our current employees. Our recruiting team also set up a program to track our current open positions and our critical hires that need to be filled as soon as possible.

"During the last year, our director of talent acquisition created a new dashboard that goes out to our executive level and all of our top hiring managers. The dashboard enables them to see new hire numbers for each division, training for those positions, and then where we are at as a whole in those organizations with new employees and those we're onboarding. It also lets them track retention ratios, training scores, and how many employees we bring in on a monthly and yearly basis. It is a really great tool for keeping all this data in one place, for providing quick snapshots, and allowing us to pull any numbers we need for financial and talent-related decisions.

"We have a lot of great tools to measure our success. We added in a few new ones this year to help us continually tweak what we're doing and make sure that we're able to pull the right data. Overall, we've been able to improve how we document the candidate experience, track our surveys, and keep in touch with employees who are starting with Sundt."



T-Mobile

T-Mobile US, Inc. is redefining the way consumers and businesses buy wireless services through leading product and service innovation.

Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

"There are a couple candidate experience improvements that we're pretty proud of this year. One of the bigger initiatives has been our focus on the internal candidate experience, specifically. In July, we launched a company-wide Career Fest for all internal employees. It was our first weeklong, virtual career event and it included things like daily 'headline acts' featuring leaders from different areas of the business who shared their personal career success stories – kind of playing on a rock concert theme. We also had department 'Side Stages,' which gave team members the opportunity to explore different areas of the business, find out what they do and what types of careers are available there. And they could chat live with employees from that department or functional group. There were even videos of employees talking about their jobs and roles – not highly produced marketing videos but down-to-earth, personal videos shot by the employees themselves. We had over 9,000 internal employees go through this virtual event, and the feedback we received was so awesome that we're looking now at hosting it on an annual basis. We also have our 'Career Stage,' which provided access to development resources and discussions that arm our employees with the necessary tools to help them set their career goals and work toward achieving them.

"Another improvement we made earlier this year was the launch of our updated, responsive candidate application experience, which provides candidates with a new look and feel and offers a fully mobile friendly application experience. We also enhanced the career search functionality on our Careers site, enabling candidates to find careers faster. The careers search offers more detailed filtering, provides a customized search experience for our T-Mobile and MetroPCS candidates and is fully optimized for all traffic including mobile and tablet users. So far, the initial feedback for our responsive candidate application is that candidates like the new look, feel and ease of the experience.

"One other key improvement: we've really tried to increase our social footprint. We've strengthened some of our employer brand and social initiatives in 2017. One of those initiatives was our #WorkForUsWednesday social events, where every month on a Wednesday we do what we call a 'social takeover' at a call center, retail store or even a regional business office, and we interact directly with employees about career opportunities at T-Mobile. The events are posted live on our Twitter and Facebook Careers pages and give candidates an authentic look at our culture and what it's really like at T-Mobile."

How did you build support and commitment within your team and the broader organization?

"We have a lot of support from within the business for our candidate experience. It stems from hiring



groups, our recruiters and HR crews all the way up to our senior leaders. Our senior executives are available and engaged – not only with our customers but our candidates as well. They are in stores, monitoring customer service calls and are very interested in hearing unfiltered information and feedback from customers and candidates. They are accessible on social sites, such as Twitter, and we have a support structure to address and resolve issues when candidates reach out directly to our senior team.

"In reference to how we build additional support and commitment, we have to start talking about how improving the candidate experience isn't just one person's responsibility. It's everyone's responsibility, and everybody who's involved in hiring can directly impact the candidate experience. Last year when we won the CandE for the fourth straight time, we actually decided to celebrate broadly. We sent tee shirts to everyone in HR highlighting our CandE win. And we also sent digital appreciation certificates to all hiring managers thanking them for making the candidate experience great. We wanted to make sure they were aware of the impact they had.

"Currently, we're in the process of planning to celebrate our fifth win, and we hope to make an even bigger splash with our hiring team this year."

Describe the Candidate Experience measures you currently capture and report about your recruiting process? How has this data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"Listening to our customers is one of the foundational tenets at T-Mobile. Being the 'Un-Carrier' means we seek out feedback from our customers at every opportunity. Within our hiring teams, that means gathering information from our candidates as well. One of the ways we do this is by surveying all candidates after they complete an application, which is close to one million candidates per year. We've been doing that for the past three years and have collected a tremendous amount of data about how our applicants feel about the application process specifically.

"This year we started surveying all applicants who have an interview as well. Out of our survey process, we recognize outstanding experiences that our recruiters deliver – and we coach to opportunities for improvements when we hear about negative experiences. The survey has been really valuable for us to modify the behaviors of our recruiters and hiring managers. We also saw other opportunities emerge. We're currently working on data and information that we can share with the broader business to help everyone understand the impact of the candidate experience. One of the big trends we saw in our own data, and the CandE annual research report confirmed it as well, is that candidates want more feedback throughout the process. Seventy-eight percent indicated that they received feedback but felt it was not useful. So the question for us is how do we get more specific feedback to our candidates that they feel will help them while they're applying to the next position. Another 21 percent received no additional information, follow up or next steps after their screenings and interviews. So what this tells us is that feedback is vital, especially when you're spending time bringing candidates in – you're



not only taking your time but their time as well getting to know them in the interview process. It's very important to be able to show candidates that you value them, whether you have a job opportunity for them at your organization now or in the future.

"Since we launched a new survey at the beginning of the year, we really feel that now is the time to dig into the data and figure out what we can focus on as we head into the fourth quarter. We need to start thinking about initiatives for 2018 but we will definitely be focused on candidate feedback going forward."



Virtusa

Virtusa is a leading worldwide provider of information technology (IT) consulting and outsourcing services.

Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

"Our journey to a better candidate experience started four years ago, when we wanted to understand what that concept really was – providing candidates with an 'experience.' We began seeing news magazines and newsletters and company reports containing data about it. But our real breakthrough came after we started to engage with Talent Board. Through the sessions it conducted, we came to know what the 'candidate experience' is really all about and how we can provide a truly great experience during the pre-application process, the interview process, and the post-engagement process.

"We've made significant improvements in the last couple of years. For example, our offer-to-join ratio has increased by 15 percent. The percentage of candidates who backed out early in our process to accept other offers is down now. Candidates are really engaging with us now. We're having more indepth conversations with them, and we're working more closely with our hiring managers to improve our process. As a result, we're also doing a better job of understanding what candidates are looking for, what's working for them today, what's not working for them, and then translating all of that into a possible opportunity for them within our organization. With this improved understanding, we're able to give them a career path at Virtusa.

"Additionally, we've streamlined our hiring process and we now have multiple ways of hiring candidates. Interviews are taking place face-to-face and, more recently, on video chat. We have really made our candidate experience a top priority."

What are key elements of your change management plan to ensure you obtain support and commitment within your team and the broader organization?

"There were small to significant changes that came during brown-bag sessions and discussions with hiring managers – and by working with Talent Board officials – that helped us improve our candidate experience in all of our recruiting strategies. The change began when we set the vision for the company in terms of how to conduct recruitment and talent acquisition. Virtusa's overall vision is not just to recruit people and sell jobs; it's to take a more meaningful approach and provide a truly great experience.

"We took a hard look at our candidate experience and the tactics we were using to find talent, and they honestly weren't that great. Candidates would get backed up and high-priority positions were not being filled efficiently. So we redefined our go-to-market strategy, the way we advertise our jobs, and the way



our recruiters communicated with applicants. Our entire marketing strategy underwent a change. We instituted some innovative, new recruiting practices, and brought all of this to our hiring managers, who became obsessed with our new practices when they saw the offer-to-join ratio shoot up. Some of their applicants who declined offers started opting to come back, and some of the candidates who were not offered jobs were still referring their friends. It was exciting to see all of these efforts gaining momentum.

"As part of our new candidate experience we now have 'Hiring Days' on which we accommodate travel for all of our candidates to Virtusa. They all come on the same day and we conduct all of their face-to-face interviews. It's a great time for them to meet the entire team, especially the people they'll potentially be working with, and get to know the ins and outs of the role and what will be expected of them. We address all of this in one day, which decreases travel time and expenses."

Describe the Candidate Experience measures you currently capture and report about your recruiting process? How has this data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

"We have been able to measure some of this data in various ways. For example, because candidates are accepting more offers and candidates who were declined for jobs have been more willing to stay in our pipeline, we've measured a significant positive financial impact from our new talent initiatives. We've also seen an uptick in the positive reactions of our hiring managers. They're giving us more pats on the back. And they're talking about the great feedback they're now receiving from candidates – even the candidates we've rejected.

"We've fine tuned our candidate experience, especially how we connect with candidates. And our recruiters help candidates more proactively, so candidates don't have to spend as much time searching our Careers site on their own for information and answers. Our Careers site is also easier to use. Candidates can now easily submit their resumes and can ask for a Virtusa representative to give them a call. The site's 'chat with a recruiter' feature has really helped us improve our candidate experience in the pre-application process.

"Because we've gotten better at communicating with candidates, we're also doing a better job of setting expectations. We continue to talk even with candidates who don't get the jobs they've applied to. And staying in touch with them helps us too, since they continue to give us feedback on our process."