How an Exceptional
Candidate
Experience
Boosts Hiring Results

2022

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Introduction

Candidate experience can make the difference between hiring success and failure. To benefit from it, the organization must understand the concept.

Candidate Experience:

> Sum of all candidate reactions to, and impressions of, the organization as an employer.

> It includes all forms of candidate-employer communications, practices, evaluations and technology user experiences, and extends from the job offer/non-offer through pre-boarding.

A successful candidate experience begins with:

> Compelling employer brand messaging that reflects your organization's authentic EVP

> Relevant, impactful, continuous and consistent candidate communications

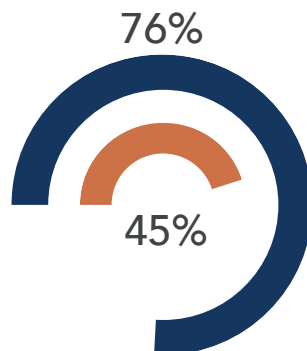> Intuitive, candidate-friendly, mobile talent-acquisition technology

An Industry Perspective

Regardless of industry and hiring volume, organizations consider candidate experience to be essential, but they are not effective at implementing their practices.
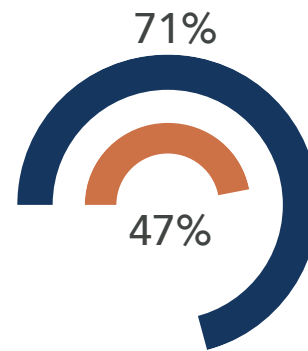
Importance vs. Effectiveness of Candidate Experience Practices
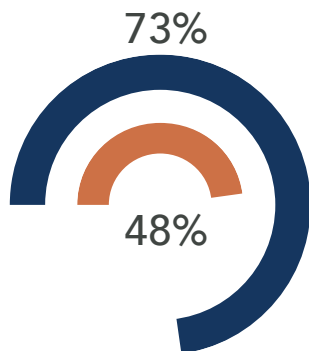
73%
48%
All Organizations

76%
45%
High-Volume Hiring
(501+ new hires per year)

71%
47%
Low-Volume Hiring
(500 or less new hires per year)

● Essential or Critical   ● Effective or Very Effective

76%
46%
High-Consequence

71%
45%
High-Turnover
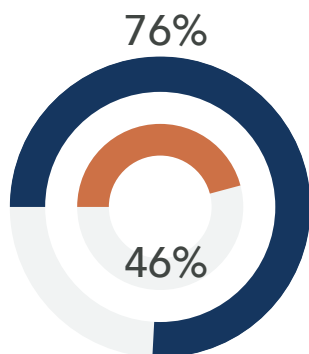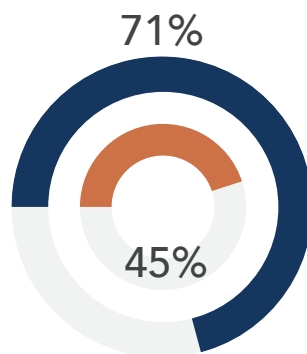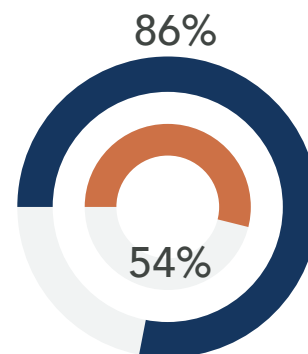
86%
54%
Business & Finance

Source: Brandon Hall Group 2018 Candidate Experience Survey

High Consequence: Aerospace, Banking, Chemicals, Energy, Finance, Healthcare, Insurance, Manufacturing, Pharmaceuticals, Utilities. High-Turnover: Food & Beverage, Healthcare, Hospitality, Manufacturing, Retail, Technology & Software. Business & Financial: Advertising, Banking, Business Services, Communications, Consulting, Finance, Insurance, Media and Publishing, Real Estate.

Average Percentage of Candidates Lost in Past Year

One symptom of a poor candidate experience is candidate drop-off throughout the recruitment and hiring process. These drop-offs limit the ability of the organization to hire the best talent and it also wastes recruiting resources when offers are turned down.

● Overall   ● High-Volume Hiring   ● Low-Volume Hiring

14% 17% 12%	14% 17% 13%	10% 13% 9%
Dropped Out of Online Application Process	Dropped Out of Recruiting/ Interviewing Process	Declined Offers

Besides Candidate Drop-Offs, Why Care about Candidate Experience?

Effective candidate experience practices favorably impact talent metrics and reduce candidate drop-offs compared to ineffective candidate experience practices.

● Effective candidate experience practices   ● Ineffective candidate experience practices

Improvement in talent metrics over past year:*

57% / 31%	56% / 25%	40% / 17%	33% / 42%
Employee Engagement	Quality Hires	Employee Retention	**Reduction in drop-off rates over past year***

Source: Brandon Hall Group 2018 Candidate Experience Practices.

Organizations' main candidate experience challenges can be boiled down to three areas:

64%

40%

36%
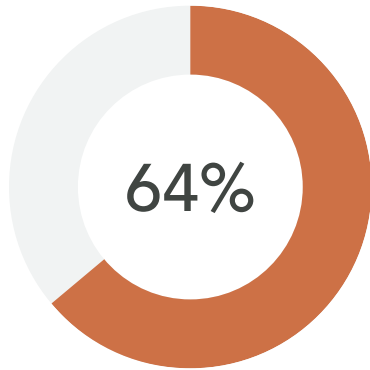
Candidate Communications:

Whether it is setting hiring expectations, communicating with talent communities or setting interviews, communications is a major challenge.
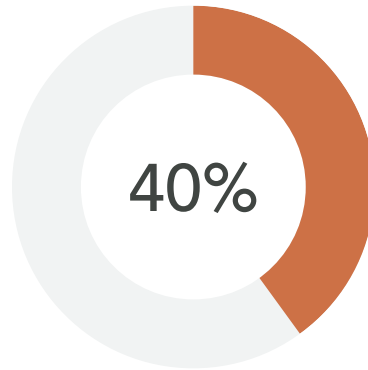
Lengthy Time-to-Hire:

Organizations' complicated and lengthy workflows may result in the candidate losing interest and accepting another position.
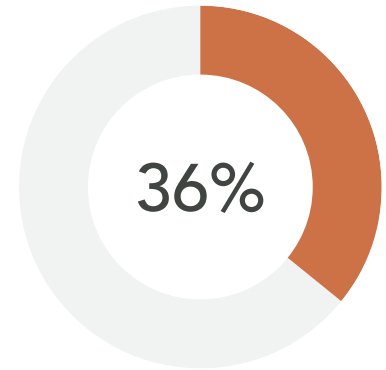
Hiring Agility:

In this strong economy, organizations must move quickly to hire top talent and may be hampered by the inability to source quality talent, difficulty in making the offer decision, complicated hiring processes and more.

*Includes engaging, realistic job postings, talent pool communications, providing and giving back feedback, setting candidate expectations and candidate communications

Source: Brandon Hall Group 2018 Candidate Experience Survey

Challenges During the Exploratory Stage

Within each stage of the recruitment funnel, there are unique challenges faced by high-volume and low-volume hiring organizations. During the exploratory stage through application completion, brand awareness and online application completions are major challenges.

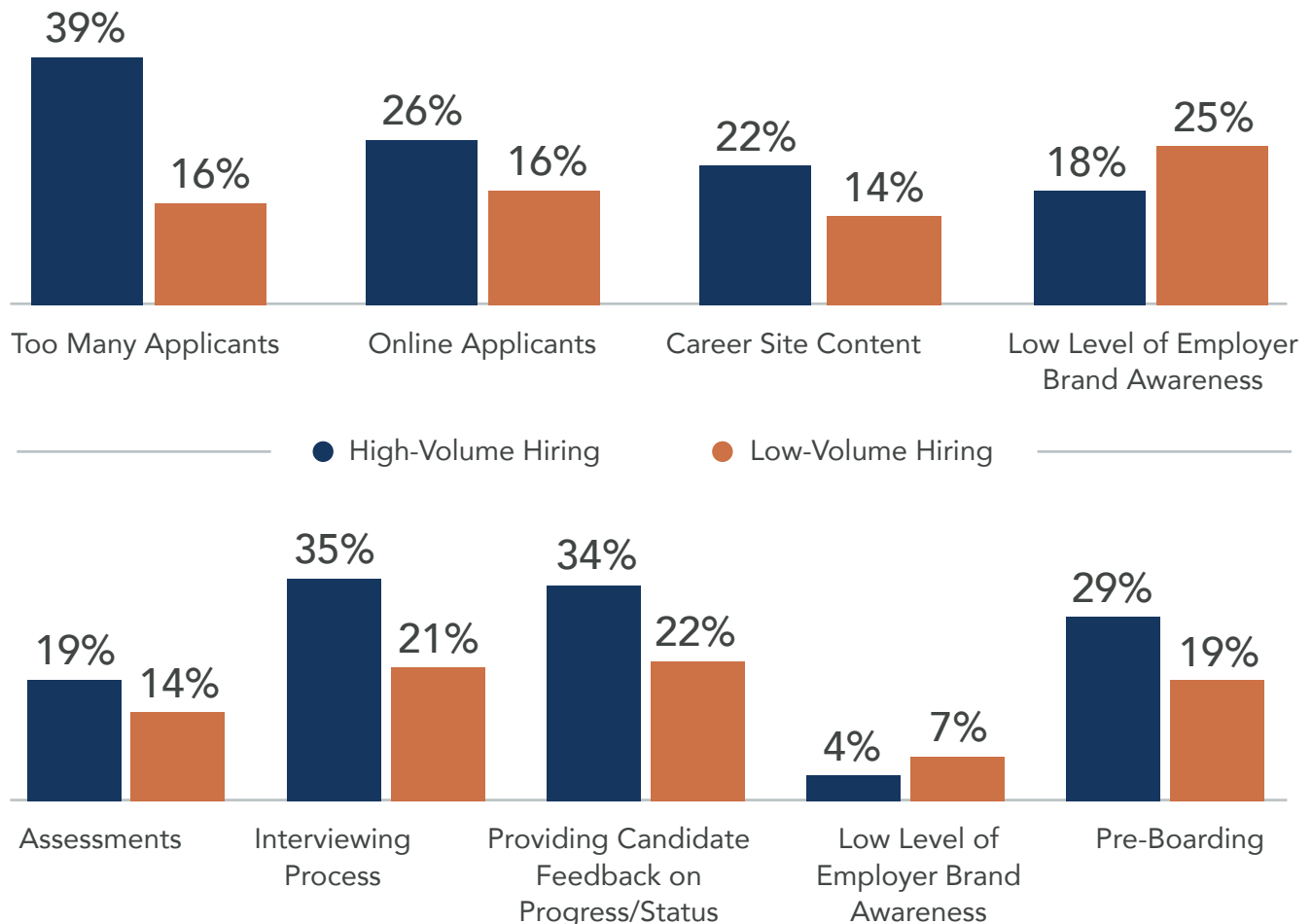|	High-Volume Hiring	Low-Volume Hiring
Too Many Applicants	39%	16%
Online Applicants	26%	16%
Career Site Content	22%	14%
Low Level of Employer Brand Awareness	18%	25%
Assessments	19%	14%
Interviewing Process	35%	21%
Providing Candidate Feedback on Progress/Status	34%	22%
Low Level of Employer Brand Awareness	4%	7%
Pre-Boarding	29%	19%

Source: Brandon Hall Group 2018 Candidate Experience Survey

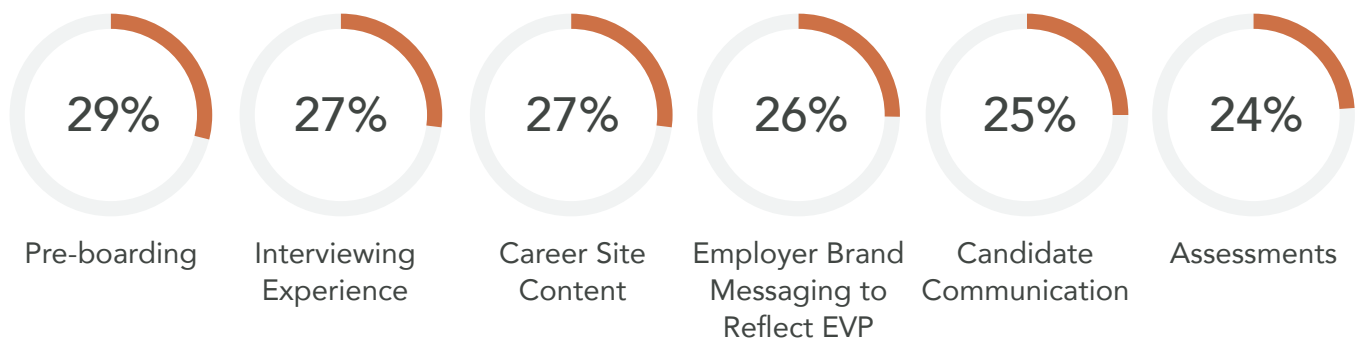## Challenges During the Evaluation and Offer Stages

The main challenges during these stages include interviewing process, assessments and preboarding. This is particularly significant because half (49%) of the organizations consider the evaluation stage as the most important candidate impact point. This is where the hiring decision is made and when the candidate can question interviewers about the organization.

Top Candidate Experience Areas Ready to Improve in 12 to 18 Months

To resolve these challenges, about one quarter to one-third of organizations are ready to address their candidate communications to retain and engage new hires; interviewing, which is the biggest candidate impact point; communications, including career site content and brand messaging; and assessments.

29%	27%	27%	26%	25%	24%
Pre-boarding	Interviewing Experience	Career Site Content	Employer Brand Messaging to Reflect EVP	Candidate Communication	Assessments

Source: Brandon Hall Group 2018 Candidate Experience Survey

Best Practices for an Exceptional Candidate Experience

Be Authentic About Your Organization's Employee Value Proposition

EVP messaging informs the candidate about the organizational values, why they should want to work for the organization and what it will be like to work there. Compelling and authentic EVP messaging attracts the right candidates and helps those who would not be a good fit to opt out of the hiring process.

The most important leading practices for employer brand messaging are basing the messaging on the authentic EVP and conveying messaging internally to employees. This enables employees to promote the values, and empowers the organization to gain employee referrals, and convey those authentic messages externally to attract quality candidates.

EVP (Employee Value Proposition)	EVP Benefits	EVP Drives Candidate Experience from Sourcing to Hire
> Employer brand messaging should be conveyed externally to attract candidates and internally to promote values and employer brand, and drive referrals.	> Foundation for employer brand messaging. > Attracts the right talent to your organization; helps talent make the right employment choice. > Provides insight into employee organizational fit criteria. > Helps organizations understand how they need to change the employment experience.	> Content for career site/ landing page. > Content for job postings. > Content for all promotional material. > Recruitment marketing content. > Messaging conveyed to candidate during interview and pre-boarding experiences.

Profound Differences in EVP Communications

How an organization communicates with its candidates can really influence candidates' perceptions of the organization as an employer. Especially in the age of GDPR, Europe's new citizen data regulation, all communication should be permission-based and conveyed in the preferred channel, whether it is by text, email or phone.

To gain the candidates' attention, the content must be relevant, easy to understand, compelling, and authentic. Follow these leading practices when communicating with candidates.

Organizations with effective candidate experience practices are more likely than those with ineffective practices to have communications that are well designed, nicely branded and targeted to candidate interests.

79%

Our employer brand messaging is conveyed internally to employees and externally to candidates

49%

79%

Our employer brand messaging authentically reflects the organization's EVP

54%

● Effective Candidate Experience Practices ● Ineffective Candidate Experience Practices

Source: Brandon Hall Group 2018 Candidate Experience Survey

Enforce Best Practices in Candidate Communications

Permission-based	Relevant	Provide clarity
Compelling	Authentic	Likely to be read and acted upon
Should be two-way	Can be tracked to hiring process, effectiveness	Timely

Candidate Communication Effectiveness

While most organizations have not yet figured out how to measure the effectiveness of their candidate experience, it is important that they consistently get candidate feedback throughout the recruitment process, assess candidate engagement with career site, monitor candidate dropoffs and benchmark those practices against the number/level of quality hires and time-to-hire.
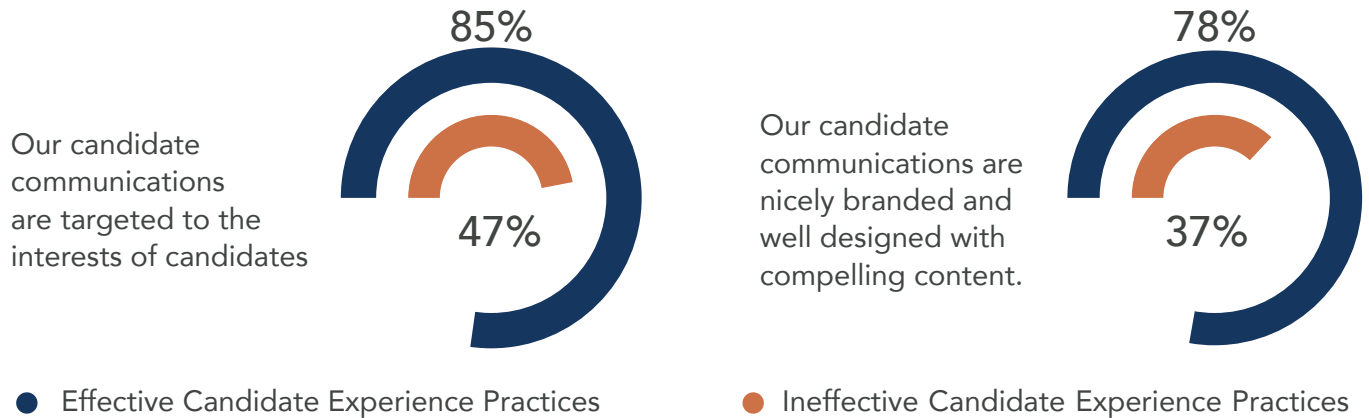
Our candidate communications are targeted to the interests of candidates

85%

47%

Our candidate communications are nicely branded and well designed with compelling content.

78%

37%

● Effective Candidate Experience Practices   ● Ineffective Candidate Experience Practices

Source: Brandon Hall Group 2018 Candidate Experience Survey

Enforce Best Practices in Candidate Communications

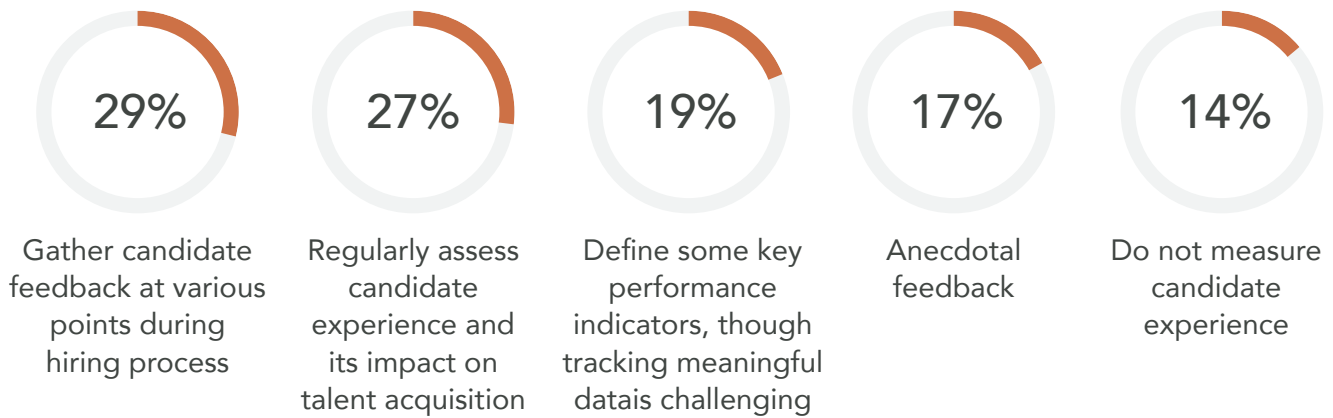| Number of quality hires/time-to-hire	Candidate feedback throughout the process	Career site engagement
Communication response rates	Candidate drop-off rates	Applicant-to-hire conversion rates

New hire survey: To what extent does the new hire experience meet or exceed expectations set during recruitment?

How Organizations Plan to Measure Effectiveness of Candidate Experience

29%

Gather candidate feedback at various points during hiring process

27%

Regularly assess candidate experience and its impact on talent acquisition

19%

Define some key performance indicators, though tracking meaningful datais challenging

17%

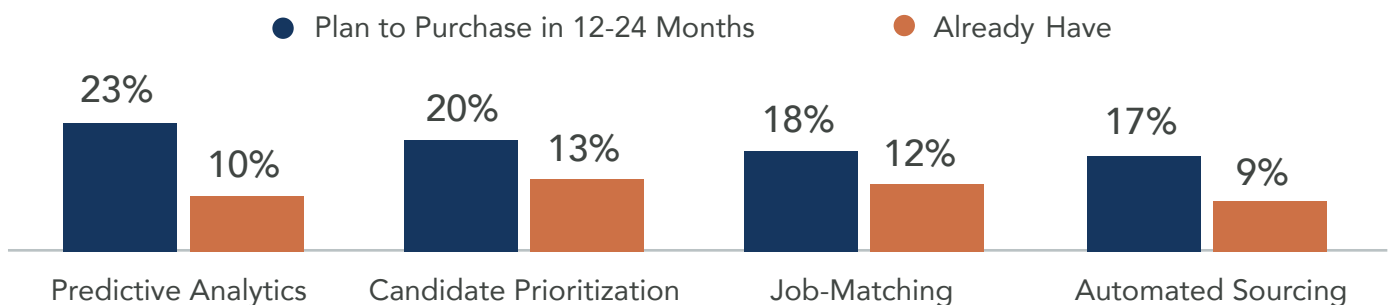Anecdotal feedback

14%

Do not measure candidate experience

Source: Brandon Hall Group 2018 Candidate Experience Survey

Choose Leading-Edge Technologies to Improve Candidate Experience

Intent to Purchase Emerging Solutions

Choose technology solutions to enhance the candidate experience and streamline administrative functionalities such as candidate experience portals, automated sourcing, predictive analytics, candidate prioritization, job-matching and texting. High-volume hiring organizations are particularly enamored with video interviewing, chatbots and text messaging.
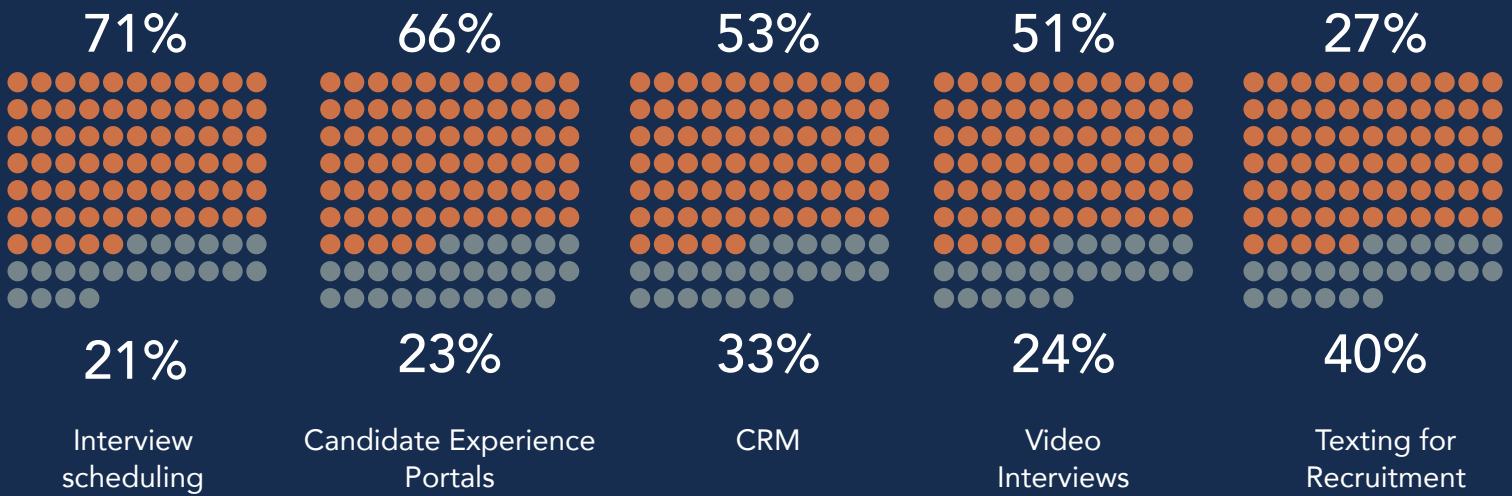
● Plan to Purchase in 12-24 Months   ● Already Have

	Plan to Purchase	Already Have
Predictive Analytics	23%	10%
Candidate Prioritization	20%	13%
Job-Matching	18%	12%
Automated Sourcing	17%	9%

Sources: Brandon Hall Group 2018 Talent Acquisition Technology Survey

Use and Need for Technology

● Currently Have   ● Don't Have, But Need

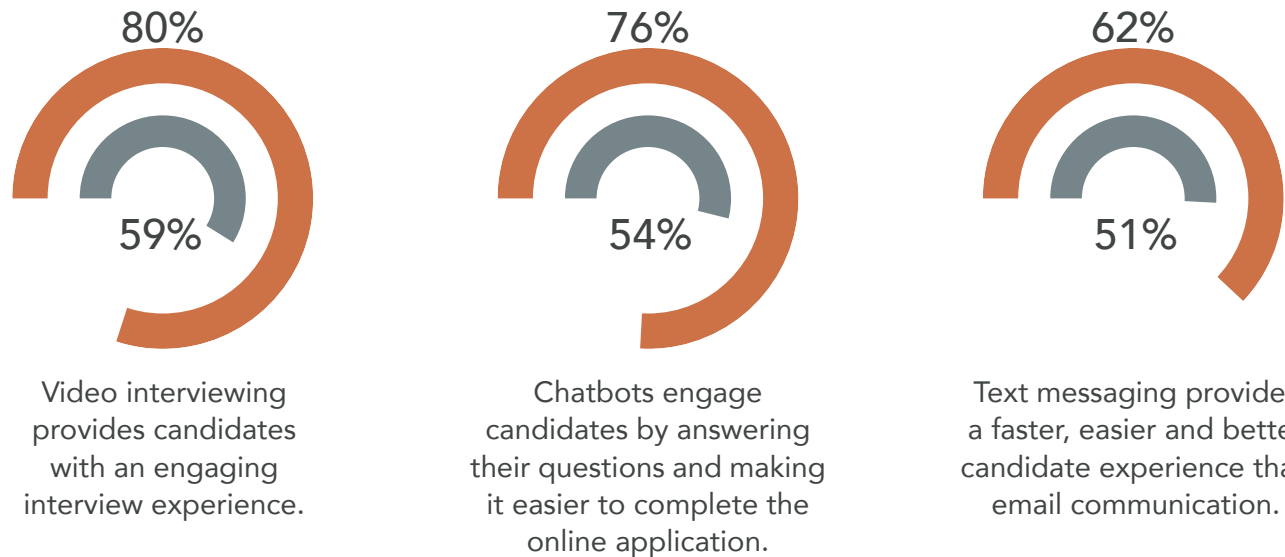| 71%	66%	53%	51%	27%
21%	23%	33%	24%	40%
Interview scheduling	Candidate Experience Portals	CRM	Video Interviews	Texting for Recruitment

Sources: Brandon Hall Group 2017 Recruitment Marketing Survey

Favorable Impressions About Impact of Technology on Candidate Experience

● High-Volume Hiring   ● Low-Volume Hiring

80% / **59%**
Video interviewing provides candidates with an engaging interview experience.

76% / **54%**
Chatbots engage candidates by answering their questions and making it easier to complete the online application.

62% / **51%**
Text messaging provides a faster, easier and better candidate experience than email communication.

Source: Brandon Hall Group 2018 Candidate Experience Survey

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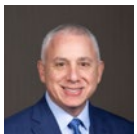
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