How to Deliver an Exceptional Candidate Experience to Improve Hiring Results
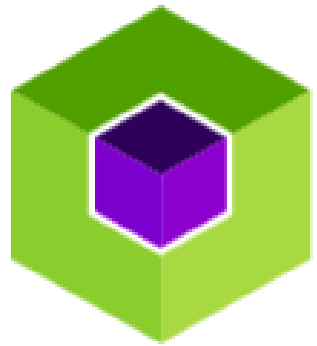
Daria Friedman
Principal Analyst,
Talent Acquisition
Brandon Hall Group

Stephen Schwander
Director, Client Solutions
Talemetry

Thank You To Our Sponsor!

HCM Research and Advisory Firm

FOUNDED IN 1993

- Community of 300,000+
- 10,000 Global Clients
- Leading Independent HCM Research & Analyst Firm
- Publishing 2+ Pieces of Research Each Day

Sample of Our Clients

How We Help You

- Learning & Development
- Talent Management
- Leadership Development
- Talent Acquisition
- Workforce Management

MEMBERSHIP

STRATEGIC CONSULTING

EXCELLENCE AWARDS

PROFESSIONAL DEVELOPMENT

Open Surveys

- **2018 Impact of Strategic Onboarding Survey**
- **2018 Talent Technology Survey**
- **2018 Workforce Management Survey**
- **2018 Talent Risks**

Visit www.brandonhall.com click **Open Surveys**

If you would like to join a panel of survey takers, please contact us at success@brandonhall.com

How to Ask Questions

- Submit your **_questions_** or **_comments_** about the discussion to our presenters using the **Questions** tab on your control panel.

- Presentation **_slides_** and **_giveaways_** can be found in the **Handouts** tab on your control panel.

Recording & Slides will also be sent out after the webinar.

Agenda

What is Candidate Experience?

Highlights from 2018 Candidate Experience Survey

Best Practices for Optimizing Candidate Experience from Source through Hire

Cutting Edge Technologies

Q&A

POLL 1: What is your organization's main challenge when it comes to managing candidate experience? (Select one)

1. Providing realistic, engaging job descriptions

2. Interviewing experience

3. Hiring agility

4. Setting candidate expectations about hiring process

5. Lengthy time-to-hire

Our Results

Top Challenges for Managing Candidate Experience

Challenge	Percentage
Lengthy time-to-hire	40%
Hiring agility	36%
Realistic, engaging job descriptions	29%
Collecting/providing candidate feedback	27%
Setting candidate expectations	25%
Interviewing experience	25%

Sources: Brandon Hall Group 2018 Candidate Experience Survey

What is Candidate Experience?

Candidate Experience Definition

Sum of all candidate reactions to, and impressions of, the organization as an employer. It includes all forms of candidate-employer communications, practices, evaluations, technology user experiences, and extends through the job offer/non-offer and pre-boarding.

A successful candidate experience begins with:

- Compelling employer brand messaging that reflects your organizations authentic EVP
- Relevant, impactful, continuous, and consistent candidate communications
- Intuitive, candidate-friendly, mobile talent acquisition technology

Highlights from our 2018 Candidate Experience Survey

# Importance of Candidate Experience to Organizations

Importance vs. Effectiveness of Candidate Experience Practices

All Organizations: Essential or Critical 73%, Effective or Very Effective 48%

High-Volume Hiring (501+ new hires in past year): Essential or Critical 76%, Effective or Very Effective 45%

Low-Volume Hiring (500 or less new hires in past year): Essential or Critical 71%, Effective or Very Effective 47%

■ Essential or Critical   ■ Effective or Very Effective

Sources: Brandon Hall Group 2018 Candidate Experience Survey

An Industry Group Perspective

Importance vs. Effectiveness of Candidate Experience Practices
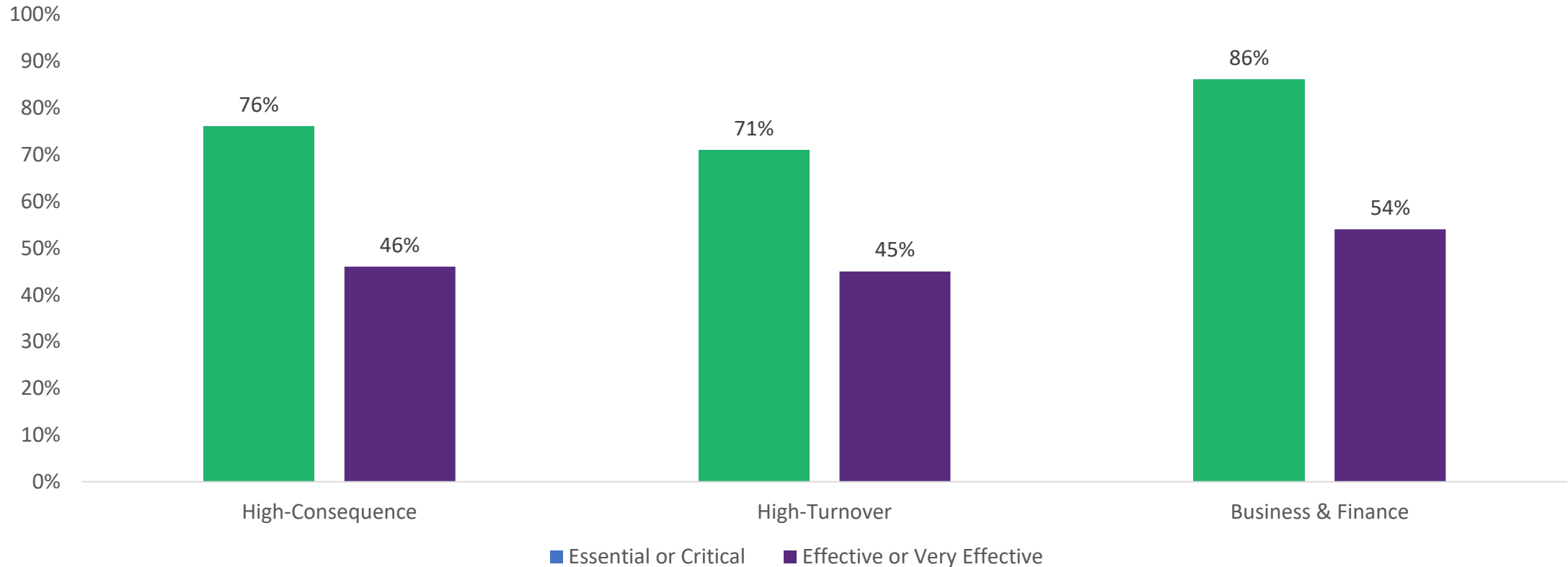
Sources: Brandon Hall Group 2018 Candidate Experience Survey
High Consequence: Aerospace, Banking, Chemicals, Energy, Finance, Healthcare, Insurance, Manufacturing, Pharmaceuticals, Utilities.
High-Turnover: Food & Beverage, Healthcare, Hospitality, Manufacturing, Retail, Technology & Software. Business & Financial:
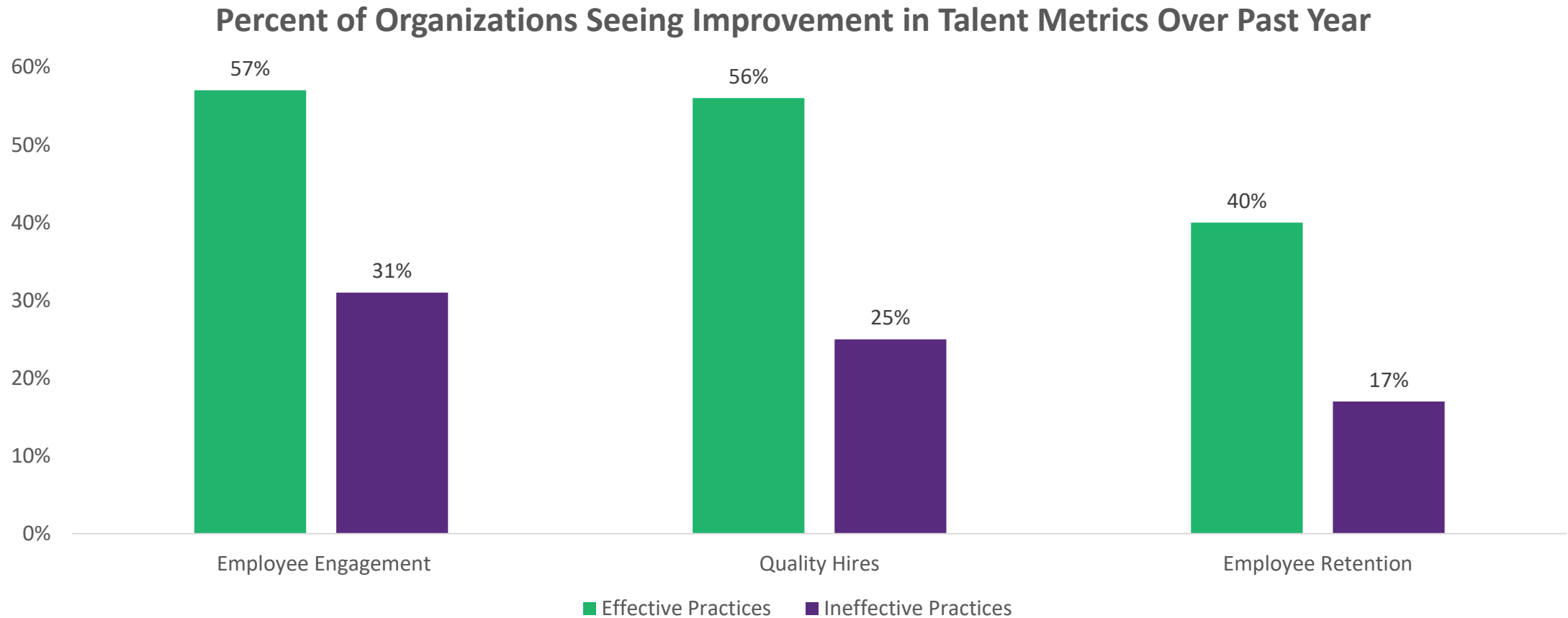Advertising, Banking, Business Services, Communications, Consulting, Finance, Insurance, Media and Publishing, Real Estate.

Organizations are Losing Candidates Every Step of the Way

	Average Percent of Candidates Lost in Past Year		
	Overall	High-Volume Hiring	Low-Volume Hiring
Dropped out of online application process	14%	17%	12%
Dropped out of recruiting / interviewing process	14%	17%	13%
Offers declined	10%	13%	9%
Total percentage lost	38%	47%	34%

Sources: Brandon Hall Group 2018 Candidate Experience Survey

Effective Candidate Experience Practices Favorably Impact Talent Metrics

Percent of Organizations Seeing Improvement in Talent Metrics Over Past Year

Legend: ■ Effective Practices ■ Ineffective Practices

Employee Engagement: Effective Practices 57%, Ineffective Practices 31%
Quality Hires: Effective Practices 56%, Ineffective Practices 25%
Employee Retention: Effective Practices 40%, Ineffective Practices 17%

Sources: Brandon Hall Group 2018 Candidate Experience Survey

An Effective Candidate Experience Reduces "Drop-Off" Rate

	Average Percent of Candidates Lost	
	Ineffective Candidate Experience Practices	Effective Candidate Experience Practices
Dropped out of online application process	15%	13%
Dropped out of recruiting / interviewing process	16%	12%
Offers declined	11%	8%
Total percentage lost	**42%**	**33%**

Sources: Brandon Hall Group 2018 Candidate Experience Survey

The Three Most-Pervasive Challenges Across Recruitment Hiring Process

Communications*

64%

Lengthy Time-to-Hire

40%

Hiring Agility

36%
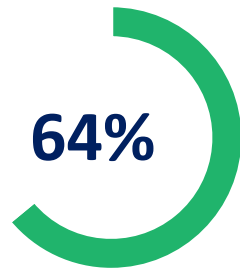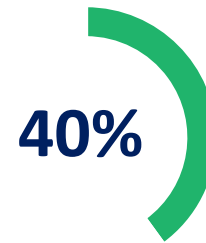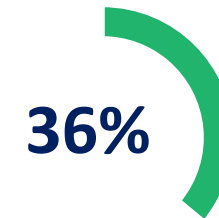
*Includes engaging, realistic job postings, talent pool communications, providing and giving back feedback, setting candidate expectations, and candidate communications
Source: Brandon Hall Group 2018 Candidate Experience Survey

The Three Stages of Candidate Experience: Exploratory, Evaluation, and Offer/Pre-Boarding

Sources: Brandon Hall Group 2018 Candidate Experience Survey

Challenges During the Evaluation and Offer Stages

Assessments: High-Volume Hiring 19%, Low-Volume Hiring 14%
Interviewing process: High-Volume Hiring 35%, Low-Volume Hiring 21%
Providing candidate feedback on progress/status: High-Volume Hiring 34%, Low-Volume Hiring 22%
Extending offer/non-offer: High-Volume Hiring 4%, Low-Volume Hiring 7%
Pre-boarding: High-Volume Hiring 29%, Low-Volume Hiring 19%

■ High-Volume Hiring ■ Low-Volume Hiring
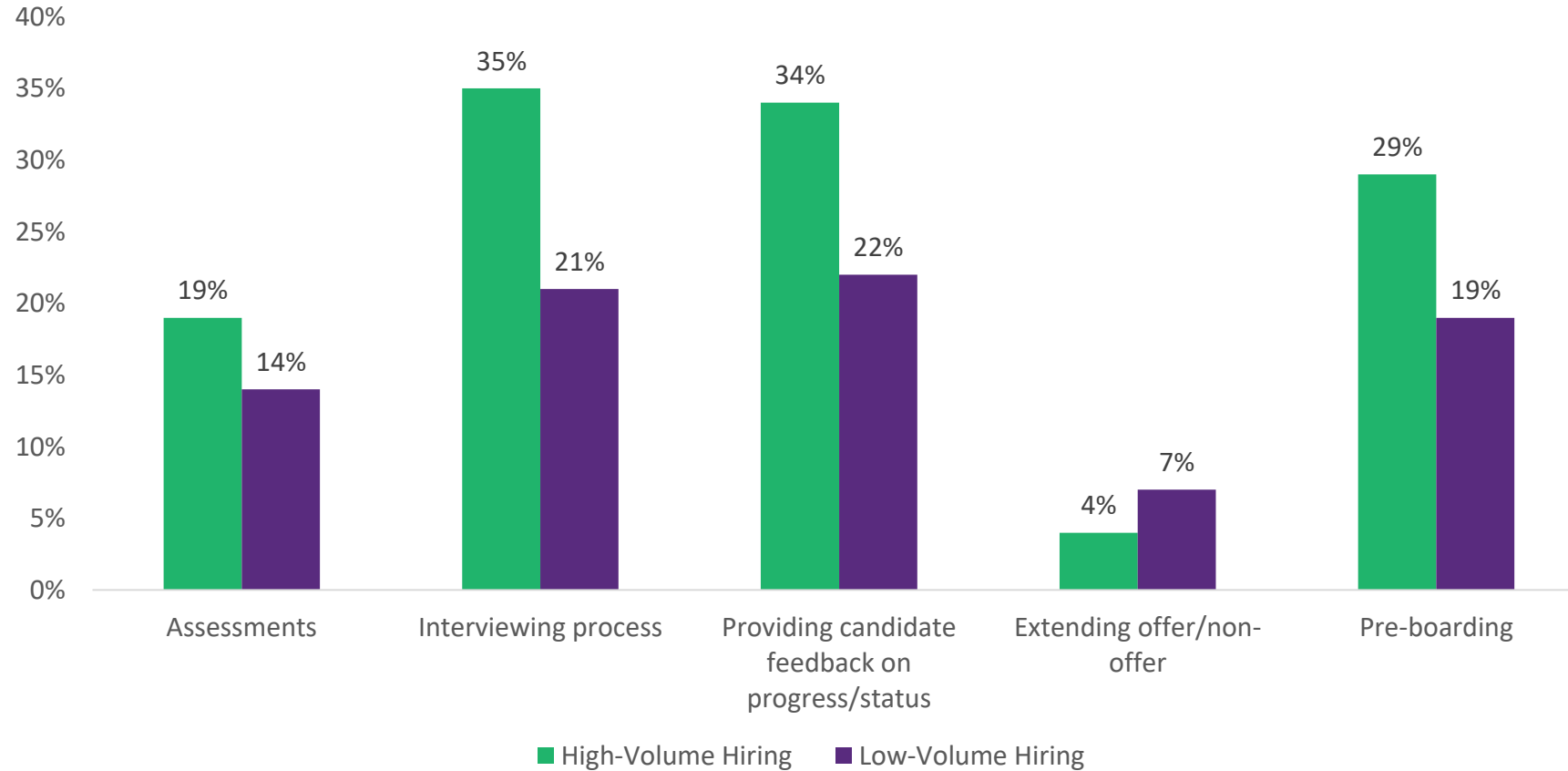
Sources: Brandon Hall Group 2018 Candidate Experience Survey

Challenges Throughout the Process

Lengthy time-to-hire
- High-Volume Hiring: 47%
- Low-Volume Hiring: 36%

Hiring agility
- High-Volume Hiring: 46%
- Low-Volume Hiring: 32%

Candidate communications
- High-Volume Hiring: 31%
- Low-Volume Hiring: 21%

Legend: ■ High-Volume Hiring ■ Low-Volume Hiring
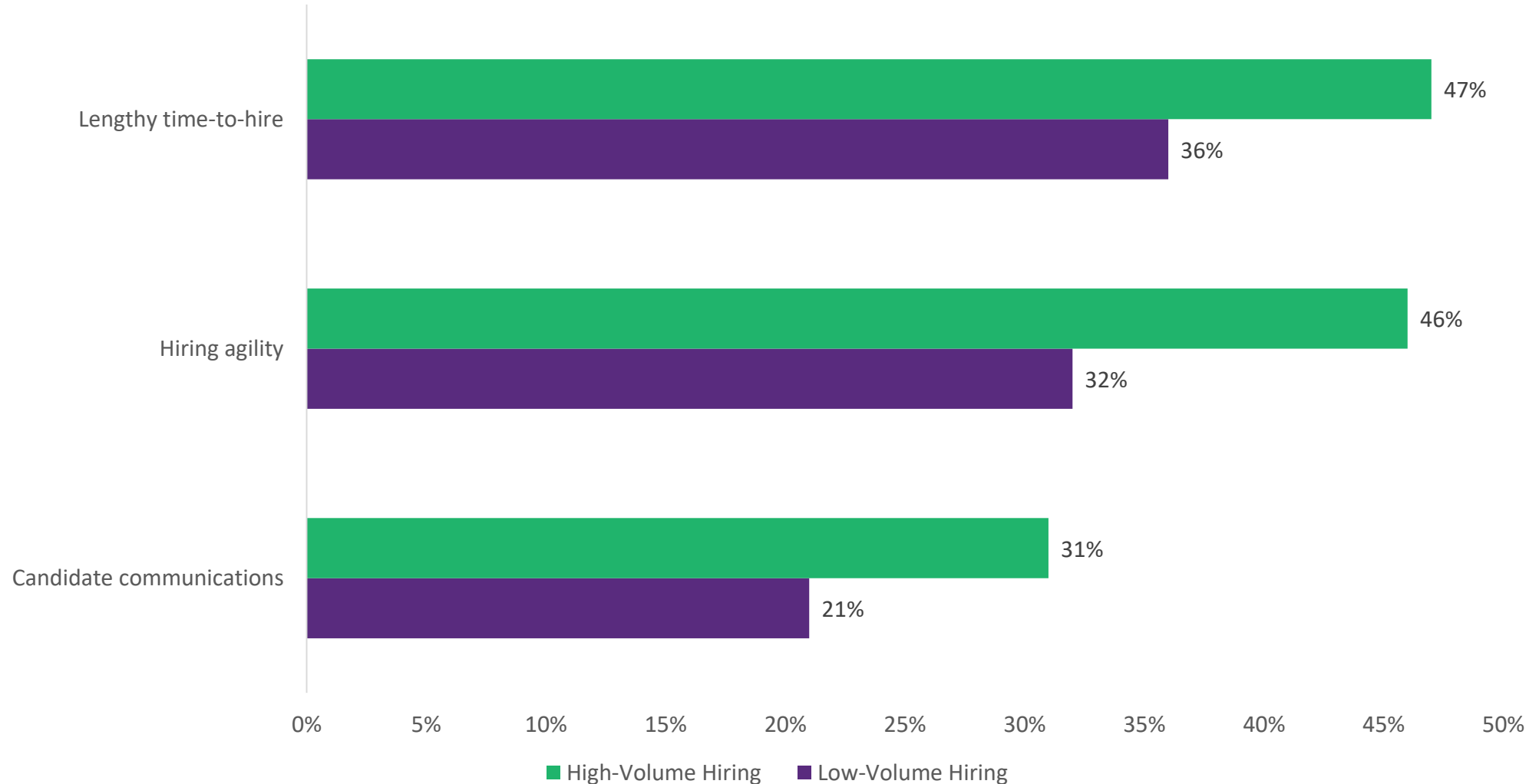
Sources: Brandon Hall Group 2018 Candidate Experience Survey
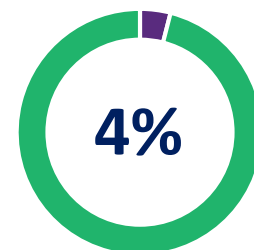
The Most-Important Impact Point for Candidate Experience
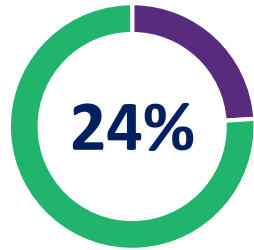
24% Exploratory stage: Before and during application completion
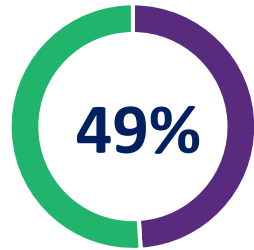
49% **Evaluation Stage: Assessments, Interviews**
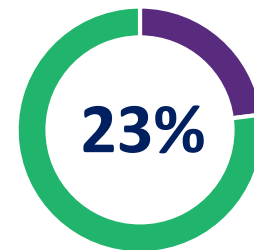
23% Hiring Stage: After interview

4% No one stage is most important

How Organizations Plan to Measure Effectiveness of Candidate Experience

20% Regularly measure candidate experience and its impact on talent acquisition

29% Gather candidate feedback at various points during hiring process

19% Defined some key performance indicators, but tracking meaningful data is challenging
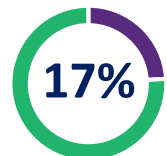
17% Anecdotal feedback

14% Do not measure candidate experience

Sources: Brandon Hall Group 2018 Candidate Experience Survey

Best Practices for Managing Candidate Experience From Source through Hire

Candidate Experience Paradigm

- Set expectations

- Be transparent

- Be fair

- Handle with care

- Uphold diversity and inclusion values

- Keep candidate updated and provide feedback

- Respect candidates' time

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

Area	Percentage
Pre-boarding experience	29%
Interviewing experience	27%
Career site content	27%
Employer brand messaging to reflect EVP	26%
Candidate Communication	25%
Assessments	24%

0% 5% 10% 15% 20% 25% 30% 35%
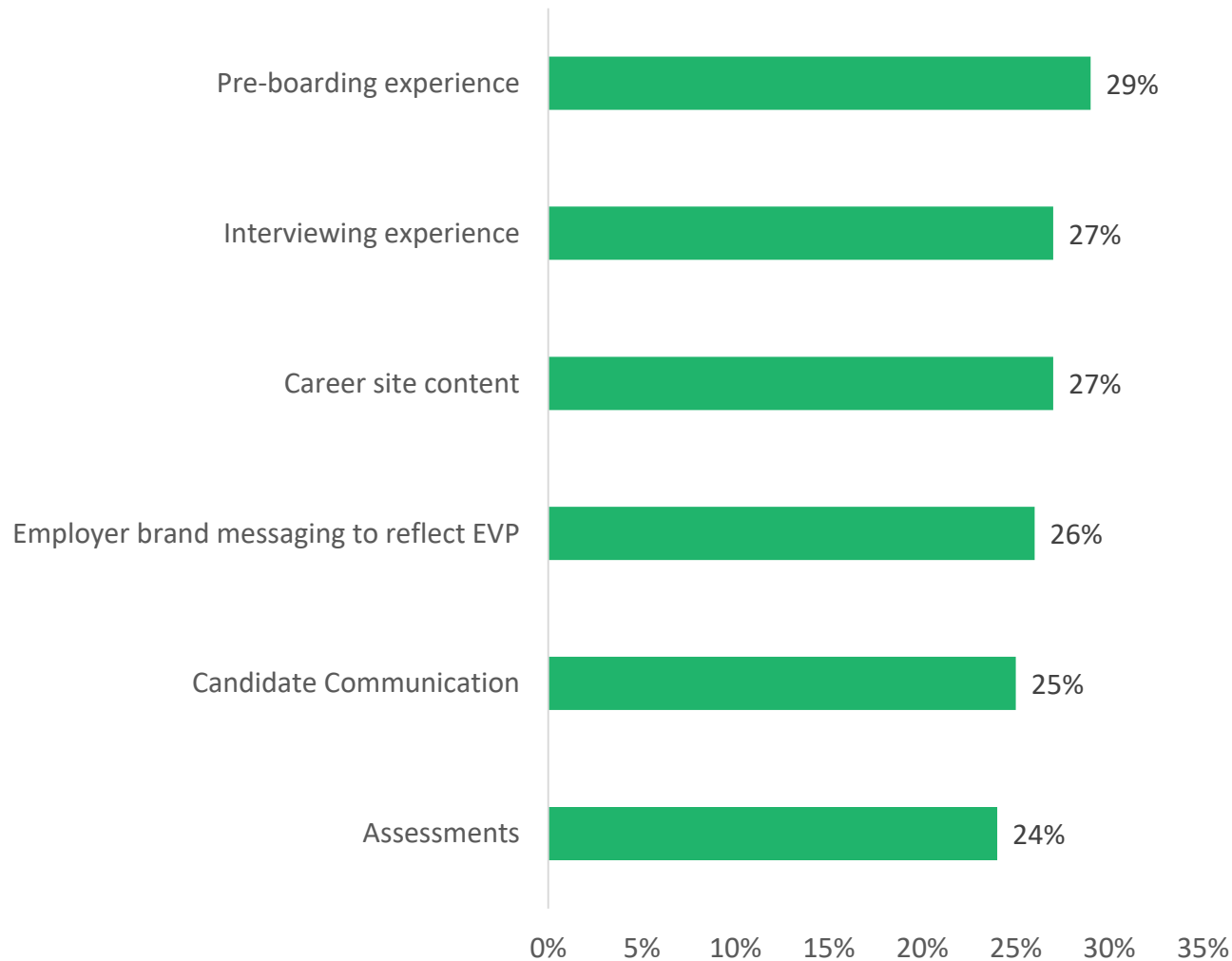
Sources: Brandon Hall Group 2018 Candidate Experience Survey

The Role of EVP in Candidate Experience

EVP(Employee Value Proposition) - Alignment of employer and employee values.

- Employer brand messaging should be conveyed externally to attract candidates and internally to promote values and employer brand and drive referrals.

EVP Benefits

- 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.

EVP Drives Candidate Experience from Sourcing to Hire

- 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

	Effective Candidate Experience Practices	Ineffective Candidate Experience Practices
Our employer brand messaging is conveyed internally to employees and externally to candidates.	79%	49%
Our employer brand messaging authentically reflects the organization's EVP.	79%	54%

Candidate Communications Best Practices

- 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

	Effective Candidate Experience Practices	Ineffective Candidate Experience Practices
Our candidate communications are targeted to the interests of candidates.	85%	47%
Our candidate communications are nicely branded, well designed with compelling content.	78%	37%

Sources: Brandon Hall Group 2018 Candidate Experience Survey

Metrics for Measuring Candidate Experience

- Number of quality hires, time-to-hire

- Candidate feedback throughout the process

  - Career site engagement

  - Communication response rates

  - Candidate drop-off rates

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

  - Conversion rates, applicants-to-hires
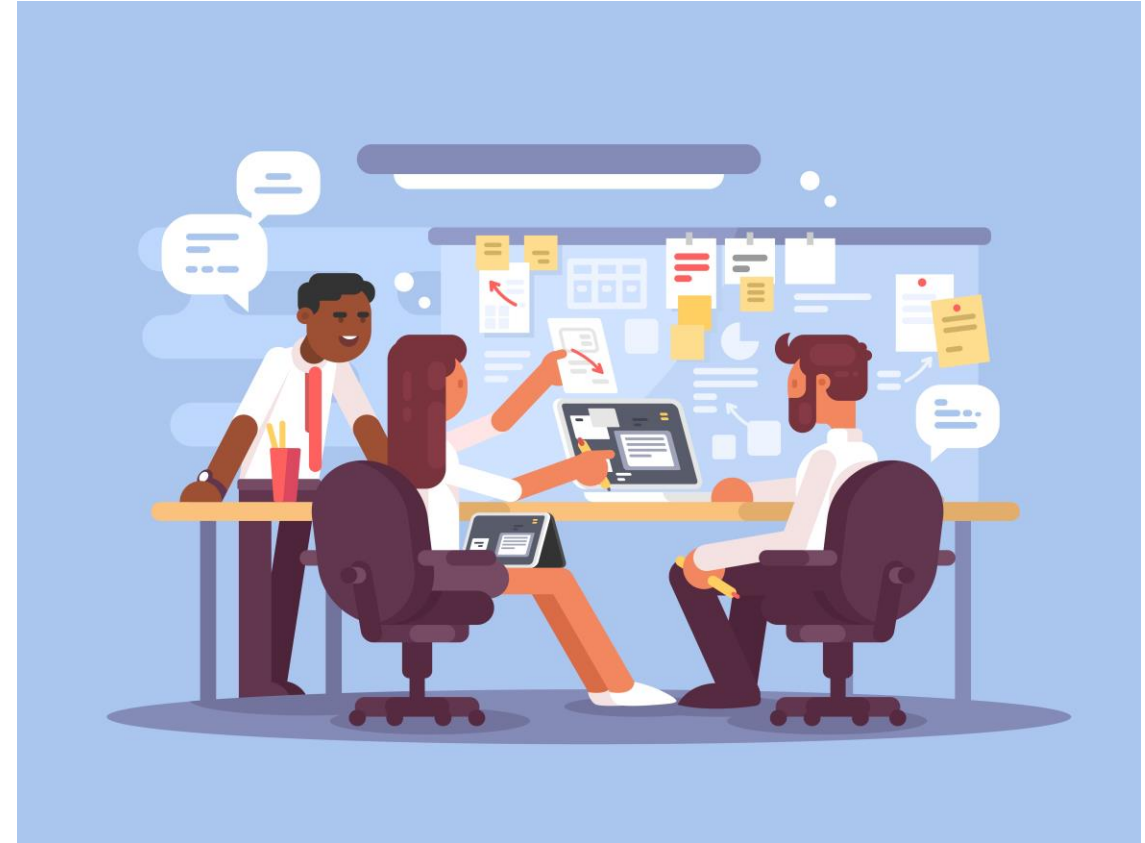
Leading Edge Technologies

Candidate Experience Top Technology Priority for 2018 & 2019
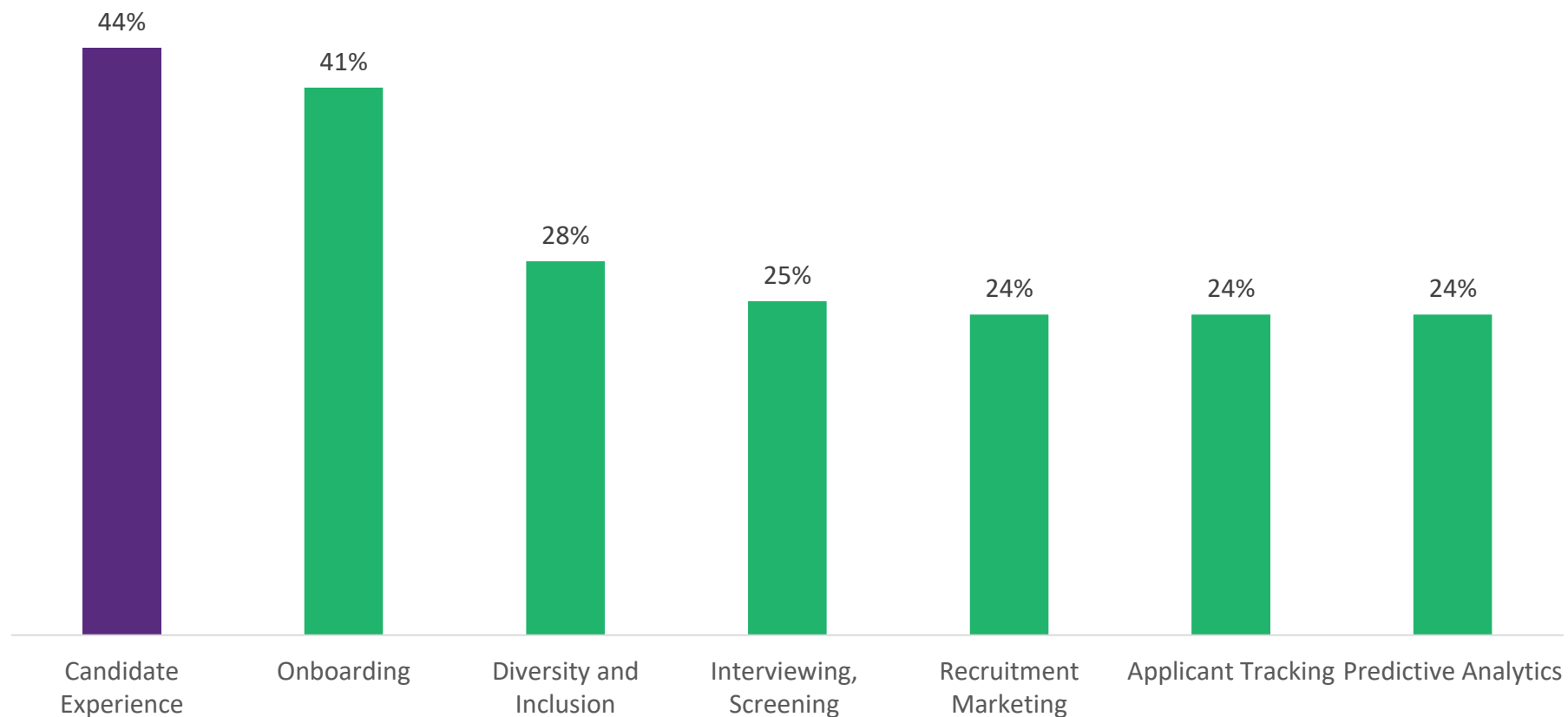
Sources: Brandon Hall Group 2018 Talent Acquisition Technology Survey

Favorable Impressions About Impact of Technology on Candidate Experience

	Agree/Strongly Agree	
	High-Volume Hiring	Low-Volume Hiring
Video interviewing provides candidates with an engaging interview experience	80%	59%
Chat bots engage candidates by answering their questions and making it easier to complete the online application	76%	54%
Text messaging provides a faster, easier, and better candidate experience than email communication	62%	51%

Sources: Brandon Hall Group 2018 Candidate Experience Survey

Market Demand for Technology that Improves Candidate Experience

Use and Need for Technology

■ Currently Have   ■ Don't Have, But Need

	Currently Have	Don't Have, But Need
Interview scheduling	71%	21%
Candidate experience portals	66%	23%
CRM	53%	33%
Video interviews	51%	24%
Texting for recruitment	27%	40%
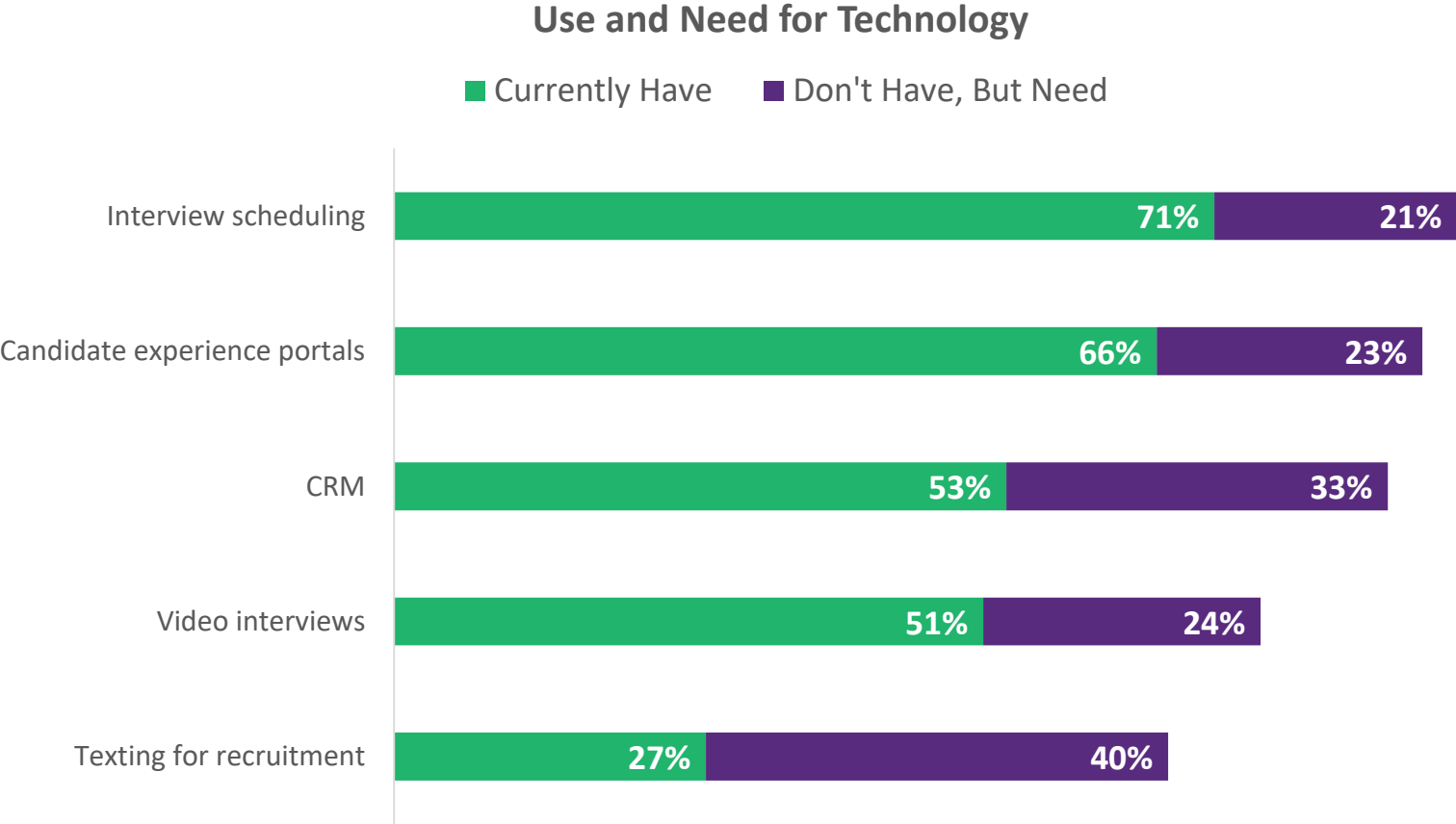
Intent to Purchase Emerging Solutions

Predictive analytics: 23% (Plan to Purchase in 12-24 Months), 10% (Already Have)
Candidate Prioritization: 20% (Plan to Purchase in 12-24 Months), 13% (Already Have)
Job-matching: 18% (Plan to Purchase in 12-24 Months), 12% (Already Have)
Automated Sourcing: 17% (Plan to Purchase in 12-24 Months), 9% (Already Have)

■ Plan to Purchase in 12-24 Months ■ Already Have
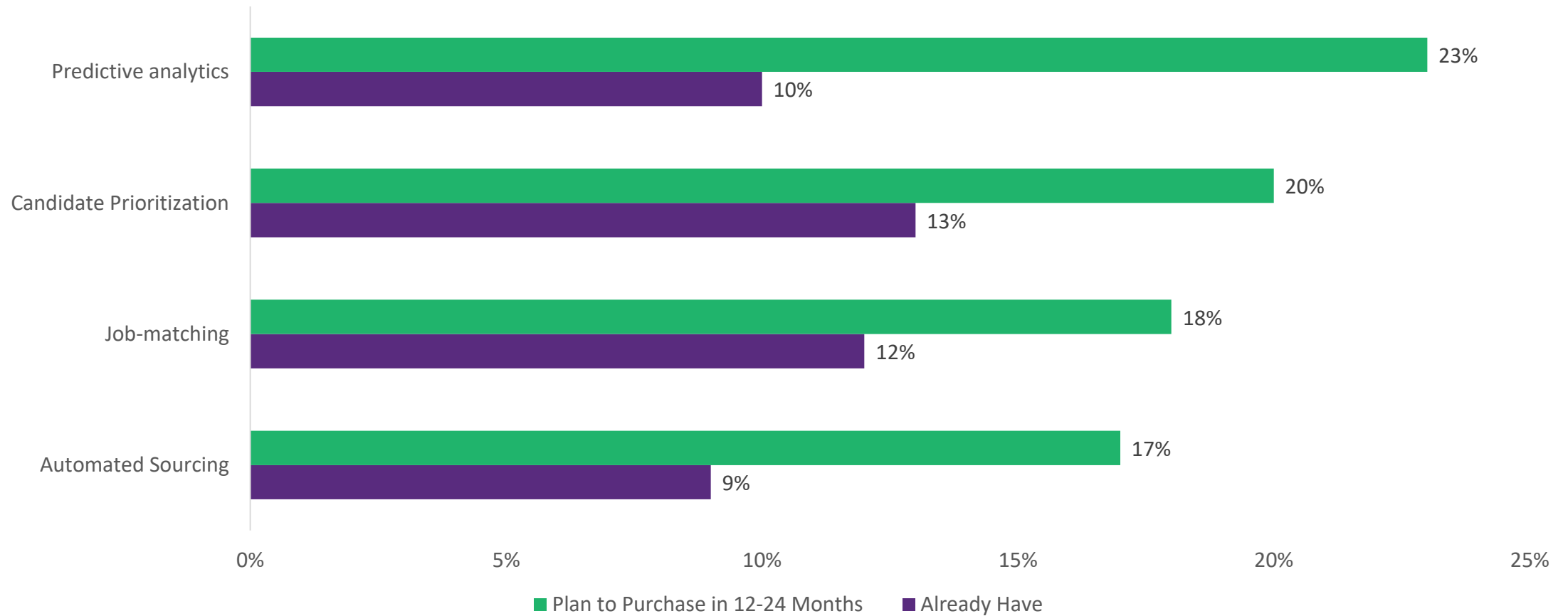
Sources: Brandon Hall Group 2018 Talent Acquisition Technology Survey

The Biggest Barriers to Satisfaction with Current TA Technology Solutions

Cost

64%

Integration With Systems

38%

Change Management Needed

36%

Poor Admin Experience

34%

Implementation Time

33%

Poor Candidate Experience

24%
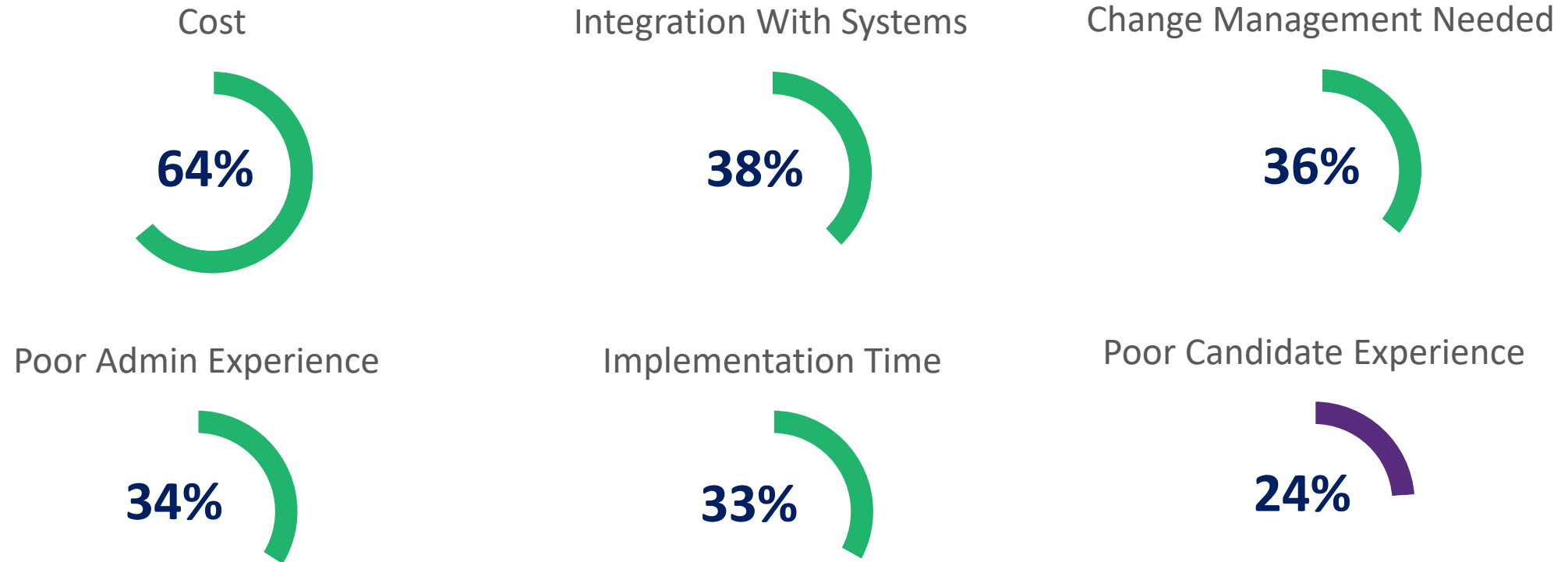
Sources: Brandon Hall Group 2018 Talent Acquisition Technology Survey (Preliminary Data)

Delivering Leading Edge Technologies to Improve the Candidate Experience

Recognition, Recommendation, Relevance

SMS Texting = Instant Communication
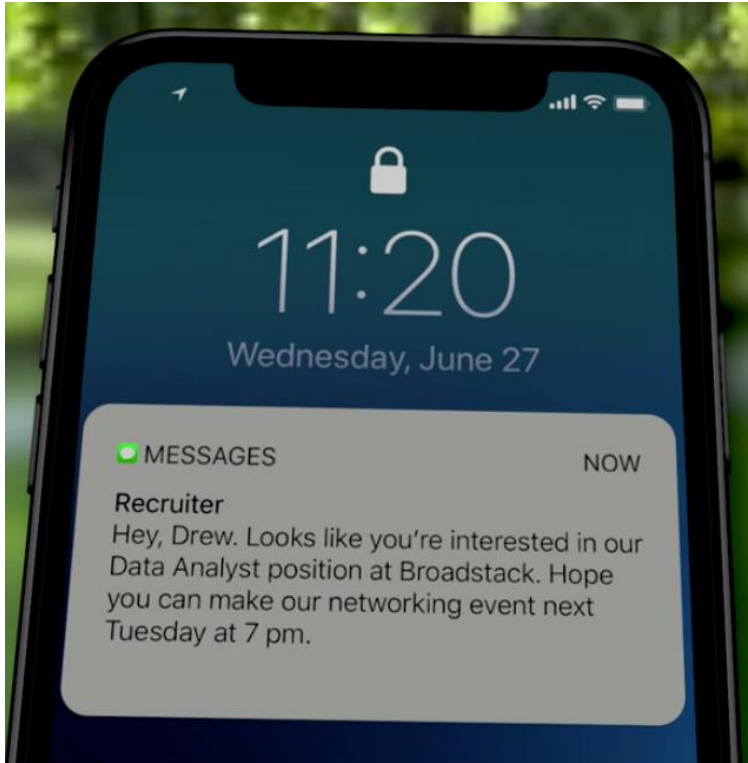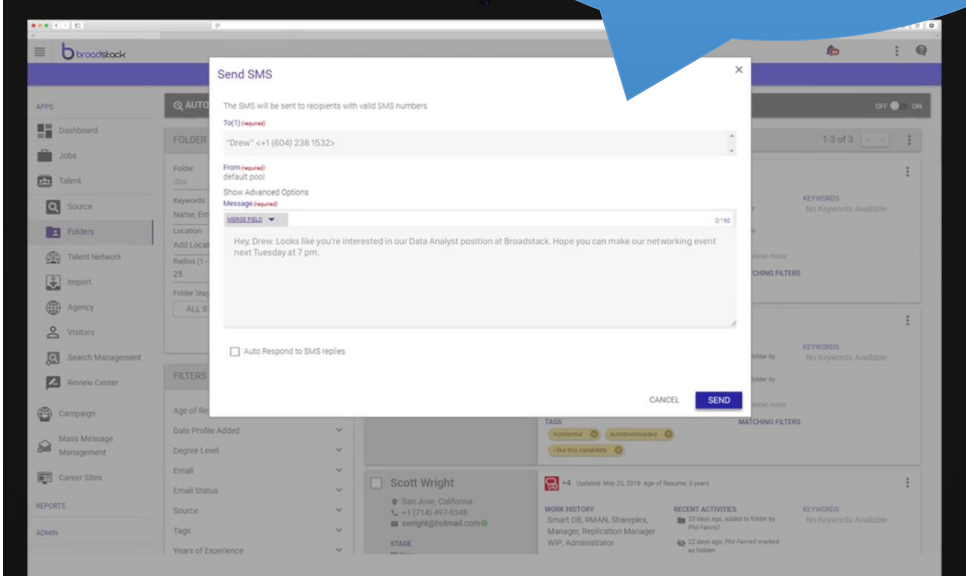
Google Machine Learning + Talemetry = Relevant, Personalized Content

Google + Talemetry – Helping Veterans Find Jobs

Talemetry Now Supports Google Cloud Talent Solution Feature, Offering New Functionality to Help Veterans Find Jobs

Cloud Talent Solution's job search feature, integrated with Talemetry Career Sites, empowers enterprise organizations to help transitioning military service members and veterans find relevant civilian job opportunities

VANCOUVER, B.C. (PRWEB) AUGUST 28, 2018

Talemetry, a leader in results-driven recruitment marketing, today announced the availability of the Google Cloud Talent Solution feature in its Talemetry Career Sites solution that allows US military service members and veterans to enter their military occupational specialty code (MOS, AFSC, NEC) for Talemetry customer career sites, and find relevant civilian jobs that require similar skills to those used in their military roles.

An estimated 250,000 military members enter civilian life each year. By creating a feature for transitioning service personnel to use their MOS codes to find civilian jobs, Talemetry and Google are helping to ensure that the skills they acquired in the military transfer to their new profession.

Key Features of MOS Code Functionality include:

- Veterans can now enter their MOS, AFSC, or NEC code directly into the search bar of any career site or job board powered by Cloud Talent Solution and see the relevant civilian jobs available.

- Military rank codes are supported in the system. For example both "11A" for Infantry Officer and "11B" Infantryman are supported.

"We are pleased to stand alongside Google Cloud and make this great feature available to interested customers, offering transitioning service members a simple way to find the right civilian job at the right time," said Peter Clare, SVP and General Manager, Talemetry. "And we are very proud to support those customers that recognize the importance of investing in veterans as a strategic audience."

"We owe a debt of gratitude to America's service members and we're committed to helping them thrive in civilian life," said Tarquin Clark, Director of Partnerships & GTM, Google Cloud. "By working with industry leaders like Talemetry, we can help service members transition from the military to relevant, impactful civilian jobs."

This experience can be made available to any Talemetry Career Sites customers interested in the new job search feature as part of Cloud Talent Solution.

> "By working with industry leaders like Talemetry, we can help service members transition from the military to relevant, impactful civilian jobs."

Google Machine Learning + Talemetry = Relevant, Personalized Content

How Does Talemetry Work With Google Cloud Job Discovery?

Leverage Google machine learning through Cloud Job Discovery on Talemetry Career Sites to maximize your career site traffic and engagement, and increase overall candidate conversion.

Job Seekers

Job Search

Results
Job site

Job Discovery
- Leverage Job Data Models
- Access Proven Search and Machine Learning Capabilities
- Improve Query Intent and Concept Recognition
- Enable Job Synonym Recognition
- Enhance Location Descriptions
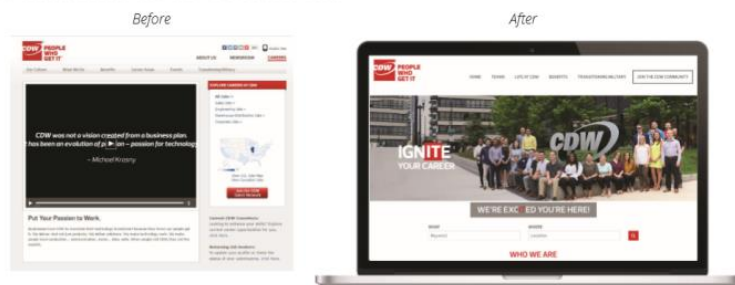- Empower Cloud Job Analysis

Job

Job Database

Improved Candidate Experience + Visibility = More Highly Qualified Candidates
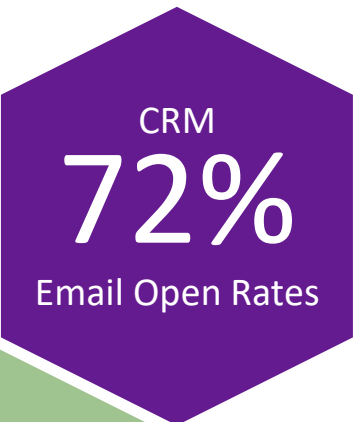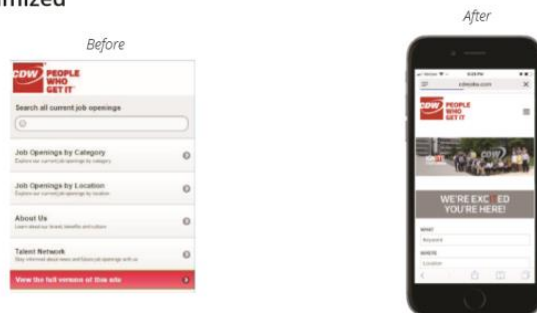
Prior to 2017, CDW was using a different Recruitment Marketing provider to serve as their candidate engagement platform. Recognizing that their technology footprint needed to match the sophistication of their Recruitment Marketing practices. CDW needed a Recruitment Marketing platform that was simple, results driven and would integrate with their Oracle Taleo ATS.

Talemetry

CRM
72%
Email Open Rates

APPLY
83.1%
Completion Rate

DELIVERY
12-Week
Enterprise Implementation

Updated & Modern Career Site Refresh

Before

After

Mobile Optimized

Before

After

Talemetry Case Study: CDW

Questions?

Thank you
for joining us today!

If you have any additional questions, please email us at success@brandonhall.com.

Learn More About Us

Products and services that we offer

How We Help You

- Learning & Development
- Talent Management
- Leadership Development
- Talent Acquisition
- Workforce Management

MEMBERSHIP

STRATEGIC CONSULTING

EXCELLENCE AWARDS

PROFESSIONAL DEVELOPMENT
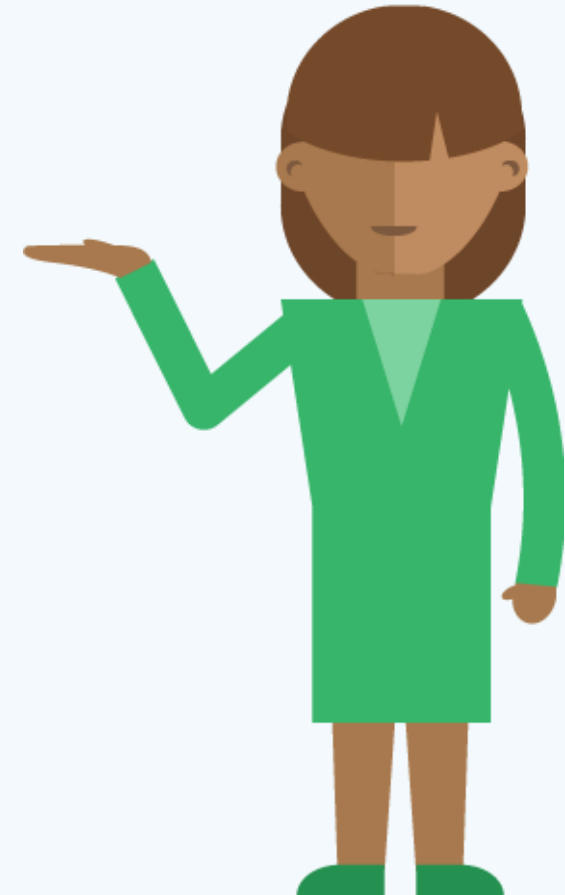
We Do This Through...

Research and Analysis that Define New HCM Standards

Success Stories from Global Organizations that Show those Standards in Action

Professional Development that Assesses Current State and Enables Innovation

Flexible Services to Design and Implement Transformative Solutions

Recognition that Validates the Transformation

Membership Offers Tailored Support

RESEARCH ACCESS & EVENTS
- Reports
- Case Studies, Frameworks & Tools
- Data*Now*® & Total*Tech*®
- Webinars and Research Spotlights
- Annual HCM Conference

ADVISORY SUPPORT
- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking

CLIENT SUCCESS PLAN
- Your Priorities
- Executive Sponsor
- Client Associate
- Monthly Meetings

RESEARCH ACCESS

SUCCESS PLAN

ADVISORY SUPPORT

To learn more about becoming a member or to sign up for a free trial, please email us at <u>success@brandonhall.com</u>

Strategic Consulting Offers Expert Solution Development

BENCHMARKING

- Competitive/Comparative
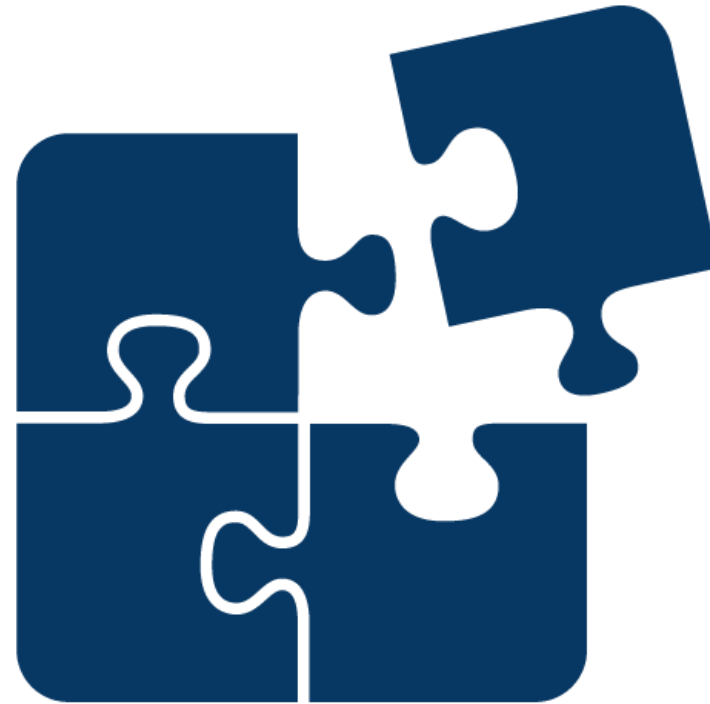- Maturity Model
- Custom Research

STRATEGY

- Business Case
- Planning
- Organization & Governance

TECHNOLOGY SELECTION

- Vendor Selection
- Architecture Design
- Systems Evaluation

DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

To learn more about consulting, please email us at success@brandonhall.com

Why Brandon Hall Group

1 **We offer flexible, high-value memberships** that offer everything you need at a cost you can afford.

2 **Our research is better** – more targeted, easily digestible, focused on business results, predictive, prescriptive.

3 **Our solutions gets better results** – research-driven, focused on the business, simple, targeted, flexible approach.

4 **Our case studies are unique** for their diversity and focus on business results.

5 **Our professional development is practical, tailored** to your needs, and equips you to take action.

What Our Clients Have to Say

Brandon Hall Group's Excellence Awards allows you to take a deeper dive and evaluate the programs that you've created at a level that you might not have the opportunity to do… They have always been a cornerstone for me.

- Katrina Williams, Director, Sales Capability

CDW

https://youtu.be/OgdA_tpM55U

What Our Clients Have to Say

I describe the attention and that customer service that I've experienced as being excellent. They are very attentive and wherever I need to be connected to whomever, they are there to help me.

- Joanne Veech, Global Talent Leader

PwC

https://youtu.be/YkY-v8gfW5k

HCMx Radio

THE ONLY PODCAST IN THE HCM ARENA THAT WEAVES CURRENT MARKET RESEARCH, HR TECHNOLOGY AND INDUSTRY LEADERS INTO EACH EPISODE

To catch up on the latest episodes, visit www.brandonhall.com/hcmxradio or subscribe on iTunes