

Benchmark Your Organization's EVP and Candidate Experience Practices

Tool to Use



Brandon Hall Group Research Team



Candidate experience and how organizations convey their employee value proposition (EVP) are critically important to organizations today, impacting hiring success, employee engagement, employee retention and other key performance metrics.

Candidate experience includes all candidate reactions to and impressions of the organization as an employer, plus candidate communications, evaluations,

practices and technology user experiences through the job-offer (or job non-offer) and pre-boarding.

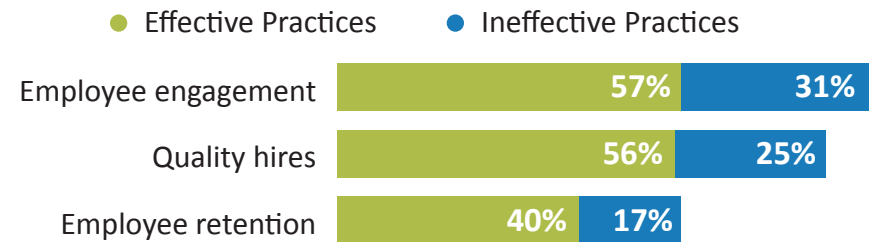
EVP, the alignment of organization and employee values, is used to develop internal (employee) and external messaging, and assessing and improving the employment experience.

If done correctly, brand messaging based on the organization's EVP — and a stellar candidate experience — results in a high percentage of quality candidates aligned with the organization's values and culture.

If done poorly, the wrong candidates will apply for the position, they may drop out of the recruiting and hiring process, turn down offers, waste recruiter time and speak negatively about the organization on social media. This is a lot to put at risk for an organization.

The good news about effective candidate-experience practices is that it can positively impact your talent metrics. Organizations with effective candidate-experience practices are about twice as likely to have seen an improvement in the level of employee engagement, quality hires and employee retention.

Effective Candidate Experience Practices Favorably Impact Talent Metrics



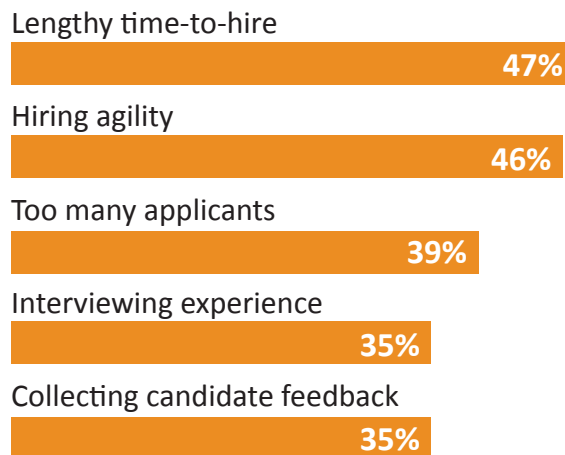
Source: Brandon Hall Group 2018 Candidate Experience Practices

Organizations face many significant candidate experience and EVP challenges. They differ significantly based on hiring volume. High-volume hiring organizations have difficulty managing the volume of candidates, while low-volume hiring organizations indicate that there is a low level of employer brand awareness. Both groups encounter challenges with respect to lengthy time-to-hire and hiring agility (speed with which organizations can hire talent over competition).



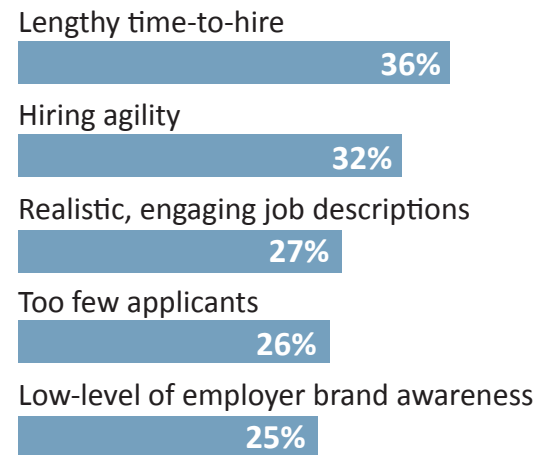
Top-Five Candidate Experience, EVP Challenges

High-Volume Hiring Organizations*



*High-volume hiring organizations hire 501+ employees in a year.

Low-Volume Hiring Organizations*



*Low-volume hiring organizations hire 500 or fewer employees in a year.

Source: Brandon Hall Group 2018 Candidate Experience Practices

There are additional symptoms of a poor candidate experience and ineffective use of EVP, including candidate drop-off rates, offer declines and how organizations communicate their employer brand (EVP) messaging. Answer these questions about your organization's practices and compare them to the results of like organizations.

	Your Response	Organizational Category			
		High-Volume Hiring	Low-Volume Hiring	High-Performance	Others
About how many new hires has your organization made over the past year? (Averages shown for organizational segments.)		2,267	221	3,569	453
Over the past 12 months, what was the average percentage of talent that began an online application and failed to complete it?		17%	12%	14%	14%
Over the past 12 months, what was the average percentage of candidates that dropped out of the recruiting/hiring process, including interviews?		17%	13%	14%	15%
Over the past 12 months, what was the average percentage of job offers extended but declined?		13%	9%	12%	10%

Segment Definitions:

- High-volume hiring includes organizations that hired 501 + employees in past year.
- Low-volume hiring includes organizations that hires 500 or fewer employees in past year.
- High-performance organizations demonstrate a year-over-year increase in Key Performance Indicators such as employee engagement and retention, revenue, productivity, market share, customer satisfaction and customer retention.
- Other organizations have not seen improvement in most Key Performance Indicators in past year.

	Your Response	Organizational Category			
		High-Volume Hiring	Low-Volume Hiring	High-Performance	Others
Please indicate your organization's challenges with respect to managing candidate experience. Indicate all that apply. (Only top mentions shown.)					
Lengthy time-to-hire		47%	36%	29%	45%
Hiring agility (moving fast enough to beat the competition)		46%	32%	26%	40%
Too many applicants		39%	16%	33%	21%
Collecting candidate feedback on their experience		35%	23%	17%	31%
Interviewing experience/process		35%	21%	19%	29%
Providing feedback to candidates on their progress/status		34%	22%	15%	33%
Pre-boarding		31%	19%	17%	27%
Candidate communications/nurturing		31%	21%	12%	29%
Providing realistic, engaging job descriptions		30%	27%	28%	31%
Setting candidate expectations for hiring process		26%	24%	22%	27%
Online application process		26%	18%	19%	23%
Diversity and inclusion practices		23%	17%	21%	19%
Too few applicants		22%	26%	28%	24%
Low-level of employer brand awareness		18%	25%	22%	22%

Segment Definitions:

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- Other organizations have not seen improvement in most Key Performance Indicators in past year.

	Your Response	Organizational Category			
		High-Volume Hiring	Low-Volume Hiring	High-Performance	Others
Please check off each statement that you agree reflects your organization's use of EVP and candidate experience practices.					
Our employer brand messaging authentically reflects the organization's EVP.		75%	60%	83%	58%
Our employer brand messaging is conveyed both internally to employees and externally to potential candidates.		67%	62%	83%	55%
Our candidate communications are targeted to the interests of candidates.		63%	68%	81%	59%
Our candidate communications are nicely branded, well-designed with compelling content.		60%	56%	81%	47%
Our job postings accurately and clearly convey job requirements and expectations for the position.		82%	87%	93%	80%

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- Other organizations have not seen improvement in most Key Performance Indicators in past year.

	Your Response	Organizational Category			
		High-Volume Hiring	Low-Volume Hiring	High-Performance	Others
Which areas is your organization ready to take action on in the next 12 to 18 months to improve candidates experience? Select up to five practices. (Only top mentions shown.)					
Improve interviewing experience		34%	24%	22%	30%
Improve candidate communications (all types)		30%	24%	29%	25%
Improve career site content		30%	28%	33%	29%
Improve diversity and inclusion hiring practices		30%	14%	22%	19%
Improve pre-boarding experience		30%	27%	33%	28%
Enhance online application experience		28%	20%	17%	27%
Enhance talent pool/community experience		27%	18%	15%	21%
Get candidate feedback about their recruitment/hiring experience		27%	20%	26%	22%
Improve or adjust employer brand messaging based on EVP		26%	29%	33%	24%
Better assist candidates throughout the hiring process		24%	16%	14%	17%
Improve assessment experience		22%	26%	24%	27%
Enhance job-posting creation/development		22%	20%	15%	20%

Segment Definitions:

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- Low-volume hiring includes organizations that hires 500 or fewer employees in past year.
- High-performance organizations demonstrate a year-over-year increase in Key Performance Indicators such as employee engagement and retention, revenue, productivity, market share, customer satisfaction and customer retention.
- Other organizations have not seen improvement in most Key Performance Indicators in past year.

	Organizational Category					
	High-Consequence	High-Turner	Business, Financial Services	Small	Mid-Size	Large
About how many new external hires has your organization made over the past year? (Averages shown for organizational segments.)	1,847	2,012	1,824	50	321	3,695
Over the past 12 months, what was the average percentage of talent that began an online application and failed to complete it?	12%	13%	12%	12%	12%	17%
Over the past 12 months, what was the average percentage of candidates that dropped out of the recruiting/hiring process, which includes interviewing?	12%	11%	13%	12%	13%	17%
Over the past 12 months, what was the average percentage of job offers extended but declined?	8%	10%	9%	9%	9%	12%

Segment Definitions:

- High-Consequence industries include: aerospace, banking, chemicals, energy, finance, healthcare, insurance, manufacturing, pharmaceuticals, and utilities.
- High-turnover industries include: food and beverage, healthcare, hospitality, retail, manufacturing and technology/software.
- Business and financial services industries include: advertising, banking, business services, communications, consulting, finance, insurance, media/publishing and real estate.
- Small organizations have 1 to 499 employees; mid-size organizations have 500 to 4,999 employees and large organizations have 5,000 or more employees.

	Organizational Category					
	High-Consequence	High-Turner	Business, Financial Services	Small	Mid-Size	Large
What are your organization's challenges with respect to managing candidate experience? (Select all that apply.) Only top mentions shown.						
Lengthy time-to-hire	41%	37%	42%	30%	43%	44%
Hiring agility (fast enough to beat the competition)	38%	37%	30%	28%	38%	41%
Too many applicants	22%	21%	29%	11%	25%	27%
Collecting candidate feedback on their experience	27%	26%	25%	20%	26%	31%
Interviewing experience/process	26%	26%	22%	19%	26%	29%
Providing feedback to candidates on their progress/status	36%	32%	30%	20%	29%	30%
Pre-boarding	19%	22%	20%	14%	34%	23%
Candidate communications/nurturing	23%	22%	22%	21%	26%	22%
Providing realistic, engaging job descriptions	30%	31%	22%	24%	25%	36%
Setting candidate expectations for hiring process	25%	20%	29%	20%	29%	27%
Online application process	24%	18%	25%	14%	25%	24%
Diversity and inclusion practices	13%	22%	15%	18%	15%	21%
Too few applicants	26%	27%	19%	28%	13%	20%
Low-level of employer brand awareness	16%	19%	22%	32%	17%	17%

Segment Definitions:

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	Organizational Category					
	High-Consequence	High-Turnover	Business, Financial Services	Small	Mid-Size	Large
Please check each statement that you agree reflects your organization's use of EVP and candidate experience practices.						
Our employer brand messaging authentically reflects the organization's EVP.	72%	67%	74%	52%	70%	72%
Our employer brand messaging is conveyed both internally to employees and externally to potential candidates.	65%	65%	67%	59%	58%	70%
Our candidate communications are targeted to the interests of candidates.	63%	65%	69%	68%	64%	64%
Our candidate communications are nicely branded, well-designed with compelling content.	57%	56%	63%	49%	52%	65%
Our job postings accurately and clearly convey job requirements and expectations for the position.	90%	84%	86%	86%	82%	84%
Which areas is your organization ready to take action on in the next 12 to 18 months to improve candidates experience? Select up to five practices. (Only top mentions shown.)						
Improve interviewing experience	30%	31%	22%	23%	29%	28%
Improve candidate communications (all types)	27%	21%	22%	25%	15%	31%
Improve career site content	26%	29%	19%	28%	24%	28%
Improve diversity and inclusion hiring practices	20%	21%	22%	9%	20%	29%
Improve pre-boarding experience	32%	36%	24%	20%	35%	31%
Enhance online application experience	30%	17%	20%	15%	23%	28%
Enhance talent pool/community experience	19%	16%	34%	19%	21%	21%
Get candidate feedback about their recruitment/hiring experience	22%	24%	20%	19%	18%	23%
Improve or adjust employer brand messaging based on EVP	18%	28%	25%	35%	24%	20%
Better assist candidates throughout the hiring process	16%	17%	17%	14%	18%	22%
Improve assessment experience	22%	25%	24%	30%	20%	23%
Enhance job posting creation/development	23%	24%	15%	20%	23%	15%

See explanation on the next page.

Segment Definitions:

- High-Consequence industries include: aerospace, banking, chemicals, energy, finance, healthcare, insurance, manufacturing, pharmaceuticals, and utilities.
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EVP Best Practices

- EVP is the alignment of employer and employee values. It should authentically express the value of working for the organization.
- Conduct unbiased research among all levels of employees to understand perceptions about the employment experience: growth and opportunities (provides meaningful work), collaboration and innovation (allows employees to work creatively as a valued member of community for the greater good of the organization), and alignment and results (clear understanding of goals/objectives).
- Synthesize perceptions to determine the three or four pillars that best express your organization's EVP.
- Use those pillars as a basis for the development of employer brand messaging.
- Communicate those employer brand messages externally to attract quality talent and internally to engage employees and promote the culture.
- Examine results from EVP research to determine how to improve the employee experience.

Candidate Experience Best Practices

- All technology touched by the candidate should be intuitive, candidate-friendly, nicely branded, relevant to the candidate interests and accessible by mobile devices. There are many solutions/functionalities included here, but the main ones are online application, the career site, candidate portals/microsites, recruitment marketing functionality (CRM), email communications, pre-boarding portals, interview scheduling, interviewing platforms, assessment etc.
- Base all candidate communications and messaging on a thorough and authentic assessment of the organization's EVP.
- Job postings/descriptions should be engaging and give realistic, clear expectations for the position.
- Regularly and consistently measure the effectiveness of candidate practices through candidate feedback surveys/interviews/focus groups. All candidate types should receive a survey, including candidates accepting a position, candidates that turned down an offer, and candidates that did not receive an offer or even may not have been interviewed.
- Benchmark feedback against quality of hire, time-to-hire, applicant-to-hire conversion rates and other metrics. This will give you a better understanding of the effectiveness of your organization's candidate experience practices.
- Set expectations for hiring process. Be transparent about hiring process.
- Uphold diversity and inclusion values.
- Keep candidate updated on a regular basis.
- Handle candidates with care.
- Respect candidates' time. Don't keep them waiting for the interview.

About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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