



# Are Your Hiring Practices Enhancing or Detracting from the Candidate Experience?

## Tool to Use





## Introduction

Many organizations struggle with the relatively new concept of candidate experience. The core ideas have been known for some time, but we have only recently combined things into a cohesive set of practices.

Currently, companies are split about 50/50 between those that believe they have above-average practices and those that believe they are below average.

Where does your organization stand? This tool helps you identify some commonalities in candidate experience and see the two shared practices among top-performing organizations versus lower-performing organizations. You will have a good idea of where you stand — and what your organization must do if you aren't already there.

	Answer	Top-performing	Lower-performing	Discussion
Which candidate category receives the highest level of candidate care?	<input type="checkbox"/> Executive <input type="checkbox"/> Manager/Director <input type="checkbox"/> Experienced <input type="checkbox"/> Entry-level <input type="checkbox"/> Hourly <input type="checkbox"/> All receive about the same level of candidate care	All levels the same and experienced	Manager/director and experienced	Although all agree experienced employees are important, better-performing companies see candidate experience as part of their brand and leave no stone unturned.
Which candidate function area receives the highest level of candidate care?	<input type="checkbox"/> Sales/Marketing <input type="checkbox"/> Operations/Production <input type="checkbox"/> Finance <input type="checkbox"/> Research & Development <input type="checkbox"/> IT/Tech <input type="checkbox"/> Customer Service <input type="checkbox"/> All functions receive about the same level of candidate care	All functions the same	All functions the same and sales/marketing	Did you guess on this one? As before, all functions should receive equal care, but it easy to fall in the trap of prioritizing immediate needs over long-term culture.
Please indicate your organization's challenges in managing candidate experience. (Select all that apply)	<input type="checkbox"/> Too many applicants <input type="checkbox"/> Too few applicants <input type="checkbox"/> Lengthy time-to-hire <input type="checkbox"/> Low level of employer brand awareness <input type="checkbox"/> Setting candidate expectations for hiring process <input type="checkbox"/> Online application process <input type="checkbox"/> Career site content <input type="checkbox"/> Providing realistic, engaging job descriptions <input type="checkbox"/> Assessment experience <i>(continued next page)</i>	Online application process and background-check experience	Low-level brand awareness and enticing job descriptions	Higher-performing companies are generally struggling with things handled by third-party vendors. Lower-performing companies are seeing problems that are largely self-inflicted. Look at your process and see whether improvement needs to be made internally or externally.

**Please indicate your organization's challenges in managing candidate experience. (Select all that apply)**

Answer	Top-performing	Lower-performing	Discussion
<ul style="list-style-type: none"> <li><input type="checkbox"/> Background-check experience</li> <li><input type="checkbox"/> Interviewing experience/process</li> <li><input type="checkbox"/> Hiring agility (moving fast enough to hire top talent before the competition)</li> <li><input type="checkbox"/> Candidate communications/nurturing</li> <li><input type="checkbox"/> Complicated hiring workflow/process</li> <li><input type="checkbox"/> Collecting feedback from candidates on their entire candidate experience</li> <li><input type="checkbox"/> Alignment between recruiters and hiring managers on job requirements</li> <li><input type="checkbox"/> Social site interaction with candidates</li> <li><input type="checkbox"/> Lack of support from leadership</li> <li><input type="checkbox"/> Managing talent pool experience/communicating with talent pools</li> <li><input type="checkbox"/> Staffing (number of recruiters/hiring managers/interviewers)</li> <li><input type="checkbox"/> Diversity and inclusion practices</li> <li><input type="checkbox"/> Extending offers/non-offers</li> <li><input type="checkbox"/> Pre-boarding</li> <li><input type="checkbox"/> Providing feedback to candidates on their progress/status</li> <li><input type="checkbox"/> No challenges</li> </ul>			

**Please indicate areas your organization is ready to take action on in the next 12-18 months to improve candidate experience. (Select up to five practices)**

Answer	Top-performing	Lower-performing	Discussion
<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve assessment experience</li> <li><input type="checkbox"/> Improve background-check experience</li> <li><input type="checkbox"/> Improve or adjust employer brand messaging based on Employee Value Proposition (EVP)</li> <li><input type="checkbox"/> Improve career site content</li> <li><input type="checkbox"/> Enhance job-posting creation/development</li> <li><input type="checkbox"/> Enhance online application experience</li> <li><input type="checkbox"/> Enhance talent pool/community experience</li> <li><input type="checkbox"/> Improve candidate communications/nurturing (all types, all purposes)</li> <li><input type="checkbox"/> Improve interviewing experience (length, type, scheduling, etc.)</li> <li><input type="checkbox"/> Get candidate feedback about their recruitment through hiring experience</li> <li><input type="checkbox"/> Provide candidates with feedback about their progress during hiring process</li> <li><input type="checkbox"/> Better assist candidates throughout hiring process</li> <li><input type="checkbox"/> Improve diversity and inclusion hiring practices</li> <li><input type="checkbox"/> Improve candidates' offer/non-offer experience</li> <li><input type="checkbox"/> Improve pre-boarding experience (from offer letter to before first day of work)</li> </ul>	<p>Improve career site content and improve candidate communications</p>	<p>Improve employer brand messaging and enhance job-posting creation</p>	<p>Once again, the mindset of top-performing organizations is to take a longer-term strategy that places eventual results over quick fixes. There is nothing wrong with any of the strategies, it should be noted, but it may be worth examining whether you are in a strategic or tactical mindset.</p>

	Answer	Top-performing	Lower-performing	Discussion
<p><b>How does your organization plan to measure the effectiveness of your candidate experience within the next 12-18 months?</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We will get anecdotal feedback.</li> <li><input type="checkbox"/> We will define some KPIs, but tracking meaningful data is a challenge.</li> <li><input type="checkbox"/> We will gather candidate engagement/feedback at various points during the hiring/recruiting process.</li> <li><input type="checkbox"/> We will regularly measure candidate experience and analyze its impact on talent-acquisition performance.</li> <li><input type="checkbox"/> We do not measure candidate experience and we do not plan to measure candidate experience.</li> </ul>	<p>Regularly measure and gather information at various points</p>	<p>Regularly measure and gather information at various points</p>	<p>The only difference between the two is that more top-performing organizations perform both of these activities. Clearly the rule is measure early and often.</p>
<p><b>What do you consider to be the most-important impact point for candidate experience?</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Before completion of the application</li> <li><input type="checkbox"/> During the application experience</li> <li><input type="checkbox"/> After candidate completes application</li> <li><input type="checkbox"/> After candidate completes the screen and/or assessments</li> <li><input type="checkbox"/> During the interview</li> <li><input type="checkbox"/> After the interview, but before decision is made</li> <li><input type="checkbox"/> When the offer/non-offer is extended</li> </ul>	<p>During the interview and after the candidate completes the application</p>	<p>During the interview and during the interview experience</p>	<p>The correct answer is “all of the above.” Great candidate experience is defined by having personalized, customized, and thoughtful interactions throughout the entire process.</p>
<p><b>In the next 12-18 months, which mechanisms will your organization’s recruiters regularly use to communicate with candidates, potential candidates?</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Email</li> <li><input type="checkbox"/> Text</li> <li><input type="checkbox"/> Phone call(s)</li> <li><input type="checkbox"/> Through candidate portals (automated)</li> <li><input type="checkbox"/> In-person</li> </ul>	<p>Email and phone calls (but a much higher percentage on all forms of communication)</p>	<p>Email and phone calls</p>	<p>Collectively, companies that want to improve their candidate communication must be quicker to embrace modern communication methods.</p>



	Answer	Top-performing	Lower-performing	Discussion
<p>Please indicate which of these statements as they pertain to different aspects of your organization's candidate experience that you strongly agree with.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Our job postings accurately and clearly convey job requirements and expectations for the position.</li> <li><input type="checkbox"/> Our online application can easily be completed from a mobile phone.</li> <li><input type="checkbox"/> Our candidate communications are nicely branded, well-designed with compelling content.</li> <li><input type="checkbox"/> Our candidate communications are targeted to the interests of candidates.</li> <li><input type="checkbox"/> Our employer brand messaging authentically reflects the organization's.</li> <li><input type="checkbox"/> Employee Value Proposition (EVP)</li> <li><input type="checkbox"/> Our employer brand messaging is conveyed both internally to employees and externally to potential candidates.</li> </ul>	<p>Our employer brand messaging authentically reflects the organization's EVP and our candidate communications are nicely branded.</p>	<p>Our online application can easily be completed from a mobile phone (no others had more than 9% strongly agree)</p>	<p>The possible answers here can be viewed as a checklist of things that should be done regardless of your organization's size or industry. However, it should be noted that better-performing companies are keenly aware of the effect a good candidate experience has on their brand.</p>
<p>Please indicate which of these statements about technology solutions aimed at improving candidate experience you strongly agree with.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Video interviewing provides candidates with an engaging interview experience.</li> <li><input type="checkbox"/> Text messaging provides a faster, easier and better candidate experience than email communications.</li> <li><input type="checkbox"/> Chatbots engage candidates by answering their questions and making it easier to complete the online application.</li> </ul>	<p>Chatbots engage candidates and text messaging provides a faster, easier, and better candidate experience</p>	<p>Text messaging provides a faster, easier and better candidate experience (no others had more than 9% strongly agree)</p>	<p>In general, higher-performing companies are more accepting of emerging technologies and willing to invest in them to improve the candidate experience.</p>

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