The Candidate Experience (CandE) Awards initiated from a conversation focused on the challenges applicants and candidates were facing in the recruiting process, coupled with the frustration recruiters were having with candidate selection. The question was posed, why don’t you do something about it, and a group of us took up the challenge. That was 2010. Back then it was difficult to name more than a couple of companies with a great reputation for positive candidate experience, and there was not a formal mechanism for validating that experience outside of the company’s self-proclamation.

Without a universal measure of candidate experience, we set out to create a benchmark process for companies to gain needed insight into their processes and more specifically, how the candidates feel about the process and how they were treated. This benchmark is the foundation for how companies are recognized for the awards, by their candidates. This award process is truly the first and largest “People’s Choice” award in the recruiting industry, and remains the largest single source of candidate experience and recruiting performance benchmark data in the world. Talent Board, the founding non-profit organization behind the CandE Awards, truly believes that a business that treats its candidates with respect will not only be able to measure the positive impact it creates for them in the current market, but downstream as well.

In this fourth year of the program solely focused on the practices that impact candidate attitudes and behaviors, Talent Board is indebted to some of the most forward-thinking employers in North America. We, and the industry, have learned a great deal from them, and continue to provide them detailed benchmark information that compares their practices to their peers’. In here, the 2014 Candidate Experience eBook, we are pleased to share continuing and new insights – collected from nearly 95,000 candidates who applied to approximately 140 companies that raised their hands and said they were willing to ask and listen to what their candidates had to say.

As the CandE Awards research and benchmarking program continues, every participating company wins with data. The firms whose candidates consistently expressed a positive experience are publicly recognized through the award, marketing and in the eBook for their best practices. Companies that have changes to make are armed with the data, results and recommendations to create business change and improve the experience going forward. Any organization that is willing to take a good long look in the mirror and recognize the candidate as a critical stakeholder in the recruiting process deserves our praise.
The CandE Awards research continues to disprove some recruiting assumptions, while providing the necessary validation for others. Candidates have a strong voice in the recruiting process and the data you will uncover in this eBook will only validate that their voice is getting stronger and louder, and increasingly global. The U.K. and Ireland regions just finished its third annual award and benchmarking program, and the 2015 calendar will officially launch a full EMEA and APAC regional benchmark and award programs.

In addition to the companies that have taken the leap to measure and improve their candidate experience, Talent Board is deeply grateful for the dozens of volunteers made up of the Who’s Who in the industry around the world, giving of their time and talent to this movement. Talent Board could not deliver this research report and market awareness without the commitment of our Program Sponsors. These organizations have demonstrated their passion, interest and intent to create a better candidate experience through their products and services. Talent Board is able to maintain this initiative as complimentary for all participants because of our great sponsors. They are all identified in the report and deserve all of our appreciation.

Talent Board Founders

Elaine Orler, Ed Newman, Gerry Crispin
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EXECUTIVE SUMMARY

Founded in 2010 by Talent Board, the Candidate Experience (CandE) Awards are the largest study of its kind. Free for participating companies, the CandE Awards facilitates surveys for employers and their job candidates to evaluate and recognize organizations that produce an outstanding candidate experience.

In 2014, 62 companies met criteria and were honored as CandE Award Winners. Twelve of those companies were named winners With Distinction for their exceptional and innovative recruiting practices. All North American CandE Award honorees were celebrated at a special ceremony and reception during the first annual Candidate Experience Symposium.

The 2014 North American Candidate Experience Awards data is based on 95,000 candidate responses from nearly 150 participating companies that participated in the second survey round. Employer data is based on responses from 180 participating companies of all sizes in the Services, Healthcare, Technology, Consumer Goods, Industrial Goods, Financial and Non-Profit industries.

- **Job Descriptions are important when communicating with candidates.** The majority (77.3 percent) reported that it was the most useful employment content.
- **Job Boards and Social Sites drive active candidates to apply.** While LinkedIn was popular for full time salaried job types, Indeed (64.3 percent), CareerBuilder (53.5 percent) and Monster (46.9 percent) were the channels of choice for hourly positions. Even so, we continue to see a larger population of candidates initiating their career search via Internet search tools such as Google, Yahoo or Bing (42.3 percent).
- **Candidates want to know the company before they apply.** Nearly half (44 percent) said that they need to research an organization before proceeding with an application and spent up to two hours doing so (67.8 percent). They’re searching for information on values (41.7 percent), products and services offered (39.2 percent) and for employee testimonials (33.0 percent).
- **Interviews matter.** More than two-thirds of candidates (69.9 percent) were provided preparation and communication details prior to the event(s). Others were offered background on interviewers (38.2 percent), a detailed agenda (26.6 percent) and were escorted between each interview event (25.2 percent).
Listed above are the 62 winners of the 2014 North American Candidate Experience Awards.

This year’s CandE Award Winners With Distinction include:

- Accenture
- Capital One
- Corning Incorporated
- Deloitte
- Hilton Worldwide
- Hyatt Hotels Corporation
- Intel Corporation
- MetLife
- NBCUniversal
- Risk Management Solutions
- The Bozzuto Group
- T-Mobile US, Inc.
When organizations address the candidate experience, many focus solely on the interview and onboarding process, but the fact is much of the experience happens well before the candidate reaches the application. Candidates are influenced by multiple sources and content during what would be considered the Candidate Attraction or Research phase of their experience.

This phase focuses on all of the channels, initiatives and content that employers use to attract active and passive candidates to apply for a job position. During this phase, candidates do their research and begin determining if a company would be a good fit for them as an employee and most importantly, whether or not they should apply.

The majority of employers (74.0 percent) participating in the CandEs viewed their candidate experience practices with regard to candidate attraction as Leading/Competing, with a minority (22.6 percent) reported as Improving and a small few (3.4 percent) said to be lagging. The Candidates’ perception of the Candidate Attraction or Research phase of the experience was also net positive with 53.0 percent rating the information provided by employers as a 4 or 5 star experience versus 20.4 percent who gave it 1 or 2 stars. This section will explore how effective employers are at Candidate Attraction and whether they are meeting the needs and wants of candidates as they research their next career move.

The Candidate/Employer Relationship

A common misconception in the candidate experience is that candidates have no bias toward an employer before their experience begins. The truth, however, is that a majority of candidates come into the experience with a pre-supposed bias. When surveyed, candidates were asked about their relationship with the employer prior to the recruiting experience. In this instance, 52.3 percent of candidates indicated that they had a previous relationship. These relationships include being a customer of their product/services, friend or family member to employee, consumer of the company’s content and/or being a company advocate. This group of candidates has a pre-disposition to the company’s marketing brand, and most likely will have a positive association with the employer that can be cultivated through effective content, messaging and employer brand.

The 47.7 percent of candidates that reported having “no relationship with the company” are a tougher battle. And this is reflected in the data. Candidates that have “no relationship with the company” make up a much larger percentage of 1-Star ratings (51.0 percent) than 5-Star ratings (39.0 percent). These candidates are a
blank slate, having neither a positive or negative association with the company and in turn, the employer. This is where an employer’s recruitment marketing, employer branding and content can have the greatest impact in influencing candidates to apply. It also proves that to build an effective employer brand, organizations need to start from the ground up. This means explaining the employment opportunity as well as the company story and value proposition in order to educate candidates who are unfamiliar with the overall brand.

It is also important to realize that more and more candidates are relying on online research activities to guide their career decisions. When asked, “How did you become aware of the career opportunity at the company?” an overwhelming majority (78.6 percent) relied on their “own job search” as the primary driver to their decision to apply, with Direct Contact from a Recruiter (7.8 percent) and Employee Referral (13.6 percent) trailing behind. As the Internet enables candidates to research employers more readily, it makes it integral for organizations to promote their employer brand through online content and channels effectively.

**Channels – Online and Offline Sources of Influence**

*What Recruiting Organizations are Using*

Following in the steps of marketing, recruiting organizations are increasingly utilizing multiple online and in-person channels to attract candidates to their organization. These initiatives include job boards, social networks, the career site, blogs and mobile content, with organizations executing and measuring multi-faceted campaigns designed to promote their employer brand and job opportunities.

In the 2014 Candidate Experience Awards survey, employers were asked to provide insight into the online and interactive methods used to engage with candidates pre-application. The following looks at the most popular methods employers leverage and the impact of each on candidate experience from a candidate’s perspective.

*Career Site*

In the 4 years since the inception of the CandE Awards, Career Site has been listed as the most critical interactive channel, with 71.2 percent of participating employers identifying it as “Differentiating (Critical/Core)” to their 2014 strategy. Respondents also started to implement more robust strategies around the Career Site including Job Agents (36.1 percent) and Micro Sites (31.7 percent), which indicate an important shift, as organizations look to better target specific audiences with messaging and branding. Tantamount to this shift are employers leveraging Talent Communities, both primary (28.5 percent) and secondary (20.9 percent) in order to create opportunities for candidates to engage with employees and other candidates. These initiatives are most likely promoted through the Career Site.
LinkedIn leads the Social channels with LinkedIn Pages (54.6 percent) and LinkedIn Groups (42.7 percent) being seen as a “Differentiating” channel for employers. Twitter (27.9 percent) and Facebook Career Pages (23.9 percent) are next with Google+ Pages proving to be the least used (56.6 percent of employers do not use). This remains in line with 2013 as organizations employ social engagement to different degrees in their strategies.
Mobile

After seeing a large jump in the 2013 report, Mobile Career Site and Apps usage has been increasing with 43.1 percent of employers citing General Use (23.9 percent) or Differentiating (19.2 percent) as a channel. Mobile Text Messaging is still in its infancy with 73.5 percent of employers not using the method at all to engage with potential candidates.

Job Boards

The Job Board remains alive and well with the highest percentage of employers using Job Boards in some form during their process (92.3 percent, second behind the Career Site). While the majority of respondents identified Job Boards as a “General Use” (47.7 percent), there is a large number citing it as a “Differentiating” source in their strategy (36.7 percent). This is important to note as many organizations still feel that job boards, and more importantly, the mix of job boards they use as being strategic.

Career Fairs, Internships and Events

Employers are strategically using in-person events to attract candidates including Employer Referral Programs (26.6 percent), Internships (45.7 percent), Career Fairs (26.6 percent) and Direct Sourcing (32.6 percent) to develop relationships directly with candidates. What is noticeable about these events is that they are often targeted to specific candidate audiences including Military, University Student, Diversity and Industry candidates.

Technology

In order to execute and measure the initiatives detailed above, organizations are turning increasingly to technology. While nearly every employer enlists an Applicant Tracking System to manage applicants, now employers are also looking to recruitment marketing tools to attract the right candidates. Systems used by employers for candidate attraction include Job Distribution (88.3 percent), Sourcing/Mining (85.6 percent), Talent Network/Community (83.7 percent), Social Media Distribution (77.2 percent), Mobile (68.8 percent), CRM (68.6 percent), Predictive Analytics (67.0 percent) and Employee Referral System (60.8 percent). Research also indicates that many employers are considering these tools for 2015 purchase so the usage numbers for each tool is expected to rise.
When it comes to whether or not employers are leveraging the right sources and channels to attract candidates, the 2014 Research suggests that employers are for the most part using the correct channels. When asked about the “Most Valuable” channels for researching employer job opportunities, employers and candidates were in synch in terms of importance of the employer’s actions. The Company Career Site (64.5 percent) led the way, with Job Notifications (33.7 percent), LinkedIn Career Pages (24.7 percent), Online Groups (24.0 percent), Employer Reviews (19.9 percent) and Employee Referral Programs (17.0 percent) rounding out the most popular.

There is however, a disconnect that exists with social channels. While most employers include social channels such as Twitter and Facebook in their strategies, candidates rated these channels as very low in terms of overall value added to their research, 1.5 and 3.8 percent respectively. This could be due to candidate interests but may also reflect ineffective social strategies on the part of employers.

What Candidates Are Using

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Two areas that are beginning to gain traction with candidates are Mobile Career Site or Apps (10.8 percent) and content channels such as Newsletters (6.0 percent), which are fully expected to increase as candidates continue to look beyond basic job descriptions for more meaningful opportunities that can help guide their careers. Lastly, events were lower on the priority scale for candidates, with Career Fairs (10.0 percent) ranking just inside the top 10 results in terms of value for a candidate’s research.

**Content that Influences Candidate Decisions**

For employers, selecting the right channels is the first step in attracting candidates and deciding on messaging and content to share is the second. If an employer uses the correct recruiting channels but fails to provide a compelling message and brand, these channels will be less effective. There are two types of recruiting content found on employer channels: job-related content that is focused on a current opportunity, and branding content that is focused on the employment value proposition of the company as a whole.

As candidates were presented with job content over various channels, they found the most value in Job Descriptions (77.3 percent), Salary Ranges (40.0 percent), Benefit Details (35.1 percent), Successful Candidate Profile (25.4 percent) and Career Path Examples (22.8 percent). This makes sense, as candidates want to understand the base level value of the job itself starting with responsibilities, salary and benefits before moving to more career specific information. This also points to the incredible importance of the Job Description, which remains the first potential drop-off point for any qualified candidate in the candidate attraction process, and an area that organizations should seek to improve.

Candidates also care about the employer as a destination. Employer Values (41.7 percent), Product/Service (39.2 percent), Employee Testimonials (33.0 percent), Answers to “Why” People Want to Work Here (31.3 percent) and Answers to “Why” People Stay Here (23.2 percent) provide candidates with the most valuable insight. All of these content types reflect the desire for a candidate to better understand the value that a company provides not only as an employer, but in their mission as well. Employers looking to improve this content need to focus on answer the questions “Who We Are?” and “Why Us?” in their messaging and employer brand.

**How Employers Are Doing**

Employers as a whole are meeting the needs of candidates in the pre-applicant stage of the candidate experience, providing transparency into Values (86.5 percent), Product (81.3 percent), Answers to ‘Why’ People Want to Work Here (87.1 percent) and Answers to ‘Why’ People Stay Here (70.3 percent). They also
focused on providing information on key culture initiatives around Diversity (83.2 percent).

EMPLOYER SURVEY: QUESTION 15
Below we’ve listed examples of JOB CONTENT companies make available (or that people might want to ask about) BEFORE they apply. Please check all that apply to your company.

Where employers lag are in the details about the job itself. Information such as Salary Ranges (22.1 percent), Employee Day in the Life (57.1 percent) and Career Path Examples (49.4 percent) is not fully included in all job-related content while candidates place real value on having these details. This may be due to compliance concerns but in the end leaving out this information may lead to qualified candidates opting not to apply and unqualified candidates failing to select out.

As organizations work to improve the candidate experience overall, Candidate Attraction will be an important phase to address in order to better attract and educate candidates through the hiring process. Year over year, employers are consistently looking for new content, messaging and channels that will better engage candidates during their research. Employers that are dedicated to the candidate experience will continue to increase understanding of the engagement methods and information that candidates’ value in order to influence the decision to apply to their organization.

Chris Brablc
GREAT HIRES COME FROM GREAT CANDIDATE EXPERIENCES
And it all begins with exceptional recruiters.

CONGRATULATIONS TO THE 2014 CandE AWARD WINNERS!
You’ve set the bar high for candidate engagement.

At Monster, we share your passion for more meaningful recruiting connections.

Thanks for making it possible for people to Find Better.

Learn more at hiring.monster.com
For the past few years, companies on the average receive an excessive number of resumes per every open full-time permanent position. This according to the CandE data from the past two years alone that shows open requisitions for all levels of positions are tracking over 200 resumes each. At the same time, more than half of job applicants are applying for up to four jobs per week, while nearly a third applying to up to nine jobs per week. Though applicant tracking systems and automation has helped companies funnel these resumes into their respective job “buckets” to be reviewed by overtaxed recruiters and hiring managers, the application process has not changed much for job seekers and employers. It has improved somewhat overall, which we will see with the CandE winners, but has not, really evolved. It is improved because of the technologies developed that enable the application process.

It was just over two decades ago when job seekers would read the classifieds in the physical newspaper, circle the ads they were interested in, print out resumes and cover letters and then put them into envelopes and send them to their employers of choice. Many of these job seekers also had to physically go to the employers and complete a lengthy paper application, usually requiring repetitive work by filling in some of the same job history sections and related sections that were also highlighted in their resumes. This problem stemmed (and still does) from the fact that resumes had no standardized format and companies were required to have applicants fill out separate applications and keep the paperwork on file for one to two years according to the Age Discrimination in Employment Act of 1967, depending on the age of the applicant.

Obviously, this has become a whole lot easier with automation. The earliest e-recruitment systems from the late 1990s, combined with the still fairly new internet at the time, enabled companies to create career sites that captured online applications from eager job seekers. What came next in the U.S. in the early 2000s was the introduction of new online regulations on what constituted an “online applicant.” But what made the application process easier with automation did not necessarily improve the candidate experience.
The sheer volume of candidates in the years since the Great Recession has put an undue reliance on technology screening and sorting, and it is only of late that more and more employers are moving beyond just the online application and/or submitted profile (resume and/or LinkedIn profile) to further prescreen candidates using general or job specific pre-screening questions (also known as knock-out questions), sophisticated tests and assessments, scenario-based assessments leveraging video to show what candidates can do with what they know, and more – all throughout the application process.

Granted, the process remains cumbersome and time consuming for some candidates, and many get frustrated when they are not provided information about the process they are completing, and/or do not perceive value in the time they spend in completing the application. Conversely, many recruiters are still overwhelmed with candidate volume, regardless of automation, and over 65.0 percent of participating companies this year have 2,500 employees to over 100,000, while 62.3 percent generate over 100 million in annual revenue.

This section will show that the overall application experience has improved with the general responses running closer to winners, the online application process for both participating companies and the winners are aligning further. Meaning, the better experience has a smaller margin between the CandE winners and everybody else. This is indicative of a highly commoditized component of the overall recruiting process.

The Application Process portion of the 2014 CandE Awards surveys focused on the process itself, what employers communicate throughout the process, and what, if any, feedback is sought immediately after the candidate has completed the application. The results again suggest that candidates have very specific expectations that define their satisfaction or lack thereof. Over the past few years, most of the conversation around the application process has centered on speed, simplicity and overall user experience. This year the survey results also demonstrate that courtesy and value of time spent are huge factors when it comes to candidate satisfaction.

**Measuring the Application Process**

As in previous years, the 2014 CandE employer and candidate surveys focused on the application process as a transactional continuum – from the point of submission to completion, including screening questions and assessments, but again, only in the context of application submission activities. The application process includes:

- What information the employer provided before and during the application process.
- Whether employers provide additional screening questions, assessments,
and tests.

- Whether candidates feel that they were able to present their knowledge, abilities, skills (KSAs), and experience in an effective manner.
- How long the application process took.
- Whether employers proactively sought out feedback from some or all of their candidates about the application process.

What was again clear in the candidate survey results was that length and complexity of the application process were not correlated to satisfaction with the application process itself. Instead, candidate satisfaction was highly correlated with what information, if any, was provided to candidates before and during the application process, the ability to demonstrate their qualifications in a relevant way, and if they were presented the opportunity to provide feedback.

**Technologies that Enable the Application Process**

It is also important to note how sophisticated and complex the application process has become today along with the technologies that enable it. Although this list includes technologies not associated directly with the application process, many of them are part of the transactional continuum:

- Applicant Tracking System (ATS)
- Assessment/Testing System
- Candidate Relationship Management (CRM)
- Employee Referral System
- Event Scheduling System
- Job Distribution System
- Mobile Enabled System
- Onboarding System
- Predictive Analytics (Metrics/Reporting) System
- Reference Checking System
- Social Media Distribution System
- Sourcing/Mining System
- Talent Network/Community System
- Video Interviewing System

It is no surprise that the majority of companies participating in the CandEs have an applicant tracking system in place, followed by assessments and testing systems, and then CRMs in third. Approximately one-fifth of employers are considering in 2015 to implement a CRM, employee referral system, a mobile-enabled system and a predictive analytics system, all of which impact the sophistication and complexity of improving the application process. CandE winners are even more eager to further expand their application enablement, with one-fourth of them considering implementing an employee referral system, mobile-enabled system and a predictive analytics system in 2015.
This Year’s Results

Winners of the 2014 CandE Awards were more likely to: set application expectations upfront while describing key components of the application for their candidates, have more job-relevant components in the application and seek feedback from their candidates. In particular, these organizations were apt to: set expectations for the amount of time it would take to complete the application process; provide details on privacy commitments for providing time frame for when data would be deleted from the system, and for providing contact information for privacy concerns; show progress completed after each step of the application process; survey their candidates about the application process; give candidates the ability to present skills and talent during the application process; survey candidates about their experience after they apply and but before they interview.

Winners also led the way when it comes to offering a description of their application process to all candidates. For example, over 60 percent of companies participating overall provided the following top five explanations to candidates:

- The ability to upload a prepared resume or standard pre-populated profile to be parsed for application fields is an option.
- The reason for requesting race, gender, veteran status, etc. is explained in layman terms as a part of the application.
- An explanation of privacy commitments - specifically with regard to the staffing process - is explained in layman terms.
- The ability to apply via a social media profile (e.g. LinkedIn, Facebook, Monster, etc.).
- Accommodation information for people with disabilities is prominently displayed at the beginning of the application.

Seventy-five percent of the winners, however, provided a similar set of top five explanations, with one exception:

- The ability to upload a prepared resume or standard pre-populated profile to be parsed for application fields is an option.
- The reason for requesting race, gender, veteran status, etc. is explained in layman terms as a part of the application.
- An explanation of privacy commitments - specifically with regard to the staffing process - is explained in layman terms.
- Accommodation information for people with disabilities is prominently displayed at the beginning of the application.
- As the candidate finishes each section there is an indication of the percent completed or some other means to determine how far along the candidate is within the process.
Note that the last point referenced here is a big differentiator in elevating the automated candidate experience. While it may seem incidental to many employers today, giving candidates the immediate knowledge of where they are in the online application experience means a lot when investing that time.

The Overall Application Experience – Automation Domination

While automation has certainly helped advance the candidate, recruiting and hiring manager experiences, as well as the employer brand, what is more obvious today than ever before is the fact that core talent acquisition technology – i.e., applicant tracking systems – has been completely commoditized. The marketplace is completely saturated today with ATS vendors and solutions, even with acquisitions that have taken place in the past five years. In fact, only 1.4 percent of participating employers are considering purchasing an ATS in 2015; the other 98.6 percent already have one. Which is why when you take a look at the 2014 application data versus previous years, it is obvious that the rest of the recruiting world is catching up with the CandE winners, at least from an automation standpoint.

Consider the following activities in the online application process; those that help qualify candidate potential. The majority (over 73 percent) of all employers participating and the CandE winners:

- Include general screening questions such as “eligibility to work in the country to which you are applying” as part of the application.
- Allow the candidate to complete the application and reject them later along with general screening questions.
- Allow the candidate to complete the application before rejecting them along with specific screening questions.
- Include specific screening questions customized for the job or job family.

The online application process – from job posting to career site to ATS – has become platform formulaic. It has become highly transactional with little to no emotional connection for the candidate, other than the hopes for a better job and a better future. This is why the data shows the online application process for all participating companies and the winners are aligning further; the experience is equalizing.

Right now, there appears to be a gap in moving the candidate to an exit with an explanation that they would not be qualified to work for the company at this time during general screening questions, or moving the candidate to an exit with an explanation that they would not be competitive for the job at this time. This presents a joint opportunity. Most core ATS solutions today, especially those that
are cloud-based, allowing for a high level of configurability to make a myriad of adjustments to the application process, regardless of specific job or level a candidate is interested in.

That is the good news; the even better news is the growing adoption of greater talent acquisition technologies, those listed above, many of which are newer and known as “edge applications.” These technologies can plug-and-play fairly seamlessly, at least with a little integration work, with most ATS and Talent Management Systems (and now CRM systems as well) on the market today. These recruiting technology ecosystems continue to give employers and candidates alike a better application experience, a few light years away from the black holes of the old recruiting universe.

A Better Experience for All

Of course, the “black hole” application experience has completely gone away and nearly 50 percent of the CandE winners still only received 3 out of 5 stars or less on their application process. The conundrum is that because of the great recruiting technology equalization happening in the world it just will not be enough to be an employer of choice long-term. No, the better experience for all would be all of the recruiting experiences elevated well beyond the status quo. This includes the attraction phase, the screening phase, the interview phase, the final selection and dispositioning phases, onboarding and the new employee phases.

Yes, the new employee phase. Every person is a perpetual candidate no matter how happily employed or engaged they become over time. In fact, at any given time they may find another role more appealing inside organization, or elsewhere. All of these candidate and employee phases combined with enabling technologies and continuous “customer” service from those who employ and woo candidates are what will give organizations the unfair advantage in the 21st century. They will be the benchmarks for many CandEs to come.

Kevin Grossman
Welcome to today.
It’s no longer enough to have the recruiting competitive advantage.

Today you need an unfair advantage.

Improve the speed and quality of your hiring and onboarding processes with the power of integrated video and collaborative communication tools, while providing a more positive experience for all that helps your company attract, engage, hire and onboard the right talent.

PeopleFluent Recruiting Mirror™
What Story Does Each Data Set Tell Us

**Screening**

For the purposes of this section, applicant screening is defined as the initial evaluation process which determines whether or not an applicant warrants further evaluation as a qualified candidate or immediate disposition as an unqualified applicant.

**EMPLOYER SURVEY: QUESTION 24**
Please select the best option that describes your company’s use of QUALIFYING a potential candidate:

<table>
<thead>
<tr>
<th>Option</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>We include general screening questions such as “eligibility to work in the country to which you are applying” as part of the application.</td>
<td>92.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td>With general screening questions, we allow the candidate to complete the application and reject them later.</td>
<td>81.3%</td>
<td>18.7%</td>
</tr>
<tr>
<td>With general screening questions, once they fail, we skip the candidate to an exit with an explanation that they would not be qualified to work for the company at this time.</td>
<td>23.5%</td>
<td>76.5%</td>
</tr>
<tr>
<td>We include specific screening questions customized for the job or job family.</td>
<td>67.3%</td>
<td>32.7%</td>
</tr>
<tr>
<td>With JOB specific screening questions, we allow the candidate to complete the application before rejecting them.</td>
<td>70.3%</td>
<td>29.7%</td>
</tr>
<tr>
<td>With JOB specific screening questions, once they fail, we skip the candidate to an exit with an explanation that they would not be competitive for the job at this time.</td>
<td>23.5%</td>
<td>76.5%</td>
</tr>
<tr>
<td>Explanations of any and all future testing that will be required is provided as a link, or as a preview, prior to the candidate beginning the application process.</td>
<td>41.3%</td>
<td>58.7%</td>
</tr>
<tr>
<td>N = 152</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
As with earlier years, 2014 saw employers dealing with a relentless increase in the volume of unqualified applicants for vacant roles. It comes as no surprise that across the board employers leveraged an increasing array of screening tactics to remove as many as possible unqualified applicants from consideration as early in the process as possible.

As this year’s employer survey demonstrates, nearly all employers now screen for general eligibility, and an increasing number are screening with job family specific questions. The most significant change observed with initial screening practices, is a move to advance the applicant to an application exit point immediately upon failure of a screening question. The percentage of employer respondents that indicate they are advancing applicants to exit upon screening question failure grew by nearly 64.0 percent for both general and job specific screening practices. As more employers leveraged job family-specific screening practices and built responsive processes that ended the application process as soon as possible upon failure, their reliance on technology also increased. Some 86.3 percent of all employer respondents indicated they are currently using external 3rd party technology solutions to test and assess applicants, an almost 32 percent increase compared to 2013.

### CANDIDATE SURVEY: QUESTION 21

Please indicate the types of SCREENING AND EVALUATION experiences you encountered in the application process with the organization you applied to.

Don't Remember

No

Presented with job specific questions

Yes

N = 58,223
At the same time, while employers reported increasing their utilization of screening practices during the application process, applicants did not seem to notice. A significant decrease in the number of applicants responding that they encountered screening questions was observed for all types of screening questions. Determining if this decline in perception is due to increasing use of early exit practices or improvements in online application user experience requires further evaluation.

The increasing use of screening questions also seemed to have no effect on whether employers advanced all qualified applicants or a reduced slate of qualified candidates for further evaluation, or on the percentage of applicants that indicate they advanced further.

**EMPLOYER SURVEY: QUESTION 25**

Which of the following communications take place AFTER the candidate completes the application for submission? Please check all that apply.

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>An acknowledgement that the company has received the application.</td>
<td>99.3%</td>
</tr>
<tr>
<td>A note thanking the candidate for considering the firm.</td>
<td>89.5%</td>
</tr>
<tr>
<td>A statement that ONLY candidates with further interest will be contacted.</td>
<td>46.4%</td>
</tr>
<tr>
<td>A statement that tells or reminds the candidate about how to learn about their status.</td>
<td>36.6%</td>
</tr>
<tr>
<td>A statement that promises or confirms that they will informed when the position has been filled.</td>
<td>17.6%</td>
</tr>
</tbody>
</table>

**Disposition**

Here applicant/candidate dispositioning is the act of assigning and informing an applicant of their status relative to the recruiting process.
No activity in the recruiting process is more responsible for the notorious application “black hole” than applicant/candidate disposition. Many consider disposition the relatively simple task of informing an applicant/candidate that they are no longer being considered, however, it actually plays a much greater role. From a systems perspective, disposition is not a final communication, but rather an ongoing activity that updates an applicant’s status of advancement through the recruiting process and notifies them of their status. Done well, candidate disposition manages expectations and clearly communicates what is next.

The 2014 CandE data clearly indicates that employers are good at tackling the easy communication, i.e. acknowledging the receipt of an application and thanking the applicant for considering the organization. Unfortunately, that is where the good news regarding disposition practices ends. Less than half of the organizations responding inform the applicant what to expect next, how to check their status, or let them know they will inform them when the position has been filled. The percentage of candidates indicating they received a reminder about next steps post application declined by close to half. A glimmer of hope, the practice of informing applicants how to check their status grew to 27.5 percent.

The most alarming data this year, for unqualified external applicants, 91.4 percent of the employers responding made no contact beyond the automated acknowledgement of application receipt. However, for qualified applicants the news gets a little better. Employers or more specifically, recruiters are slightly better about communicating the end of the process to candidates that have advanced into later stages of consideration though not necessarily with communications candidates deem qualitative. Nearly one in four or 22.6 percent of candidates received some form of communication post screening that they were no longer being considered. The most common form of communication was an email from a do-not-reply email address.

The perception among qualified applicants clearly demonstrates a decline in personalized communications from recruiters and hiring managers closing out the recruiting process. The message for the past four years has been clear, candidates overwhelming rate the quantity and quality of disposition communications received poorly. In 2014, the percentage of candidates rating the communication they received with three or fewer stars (five being best) rose to 80.6 percent.

**What behaviors tactics or strategy are the winners doing that stand out?**

**Screening**

CandE Award winners and winners with distinction demonstrate they have looked at the recruiting process through the very critical external participants’ eyes and have introduced systemic practices that address candidate pain points. It should come as no surprise that award winners are far more likely to end the pain
of applying early if responses to preliminary screening questions indicate the applicant is unqualified. There is also greater utilization of job specific screening questions and simulations among award winners.

MetLife, for example, has built a validated simulation that not only helps assess a candidate’s qualifications, but that candidates also find informative and educational about job requirements.

Disposition

The low perception of final communications from employers for candidates no longer being considered has long been a talking point of the overall candidate experience, and it is one many winners address. Over the past two years, many CandE winners have opted to focus on developing qualitative feedback channels for candidates not advancing. Not all efforts focus on one-to-one communication though, in fact, many focus on interactive channels that inform, educate and provide feedback on a one-to-few basis.

RMS, a three-time CandE winner with distinction conducts weekly and sometimes daily online chats that focus on providing “honest answers” to “honest questions.” Winners like Genentech, United Health and the Wall Street Journal have also leveraged online communities/channels to support one or more applicant segments.

These efforts focus on delivering value to the applicant, some of which may have been struggling with unemployment for some time. Nearly all of the winners with distinction have developed specific programs to support veterans, many of which may be face disposition early on in the process as they learn how best to present themselves for civilian employment.

Another key way winners are differentiating their organizations is by investing in more frequent communication to establish and adjust applicant expectations. Corning, addressing the points raised by the survey in 2013, invested in creating a robust process overview that defines each stage of the recruiting process from a candidates perspectives and sets “realistic expectations.” T-Mobile has also implemented communications that set expectations, answering key questions many applicants have, that rarely gets answered due to the lack of a channel to ask them.

Unfortunately, no matter where the expectations are set, at some point employers will have to disposition candidates that cannot move forward, and those
organizations offering an excellent candidate experience are far more apt to do so with personalized communications.

**What expectations do candidates have and how are employers meeting those expectations?**

The data for the past few years around screening and disposition has been clear. Applicants expect screening practices and for the most part are either satisfied or extremely satisfied with their experience. And while employers are hitting or exceeding the mark on screening, they are failing miserably on disposition. With only one in five candidates indicating they received a quality final communication there is significant room for improvement.

Overwhelmingly, candidates seek more feedback, especially from the earlier stages of the process where some variable resulted in their elimination from consideration. For those advancing further into the process candidates seek valuable feedback that explain why as well as how they might improve their chances in the future (and not necessarily with the same employer).
MANPOWERGROUP SOLUTIONS

Congratulates the 2014 CandE Award winners for recognizing the power of ONE.
When people think of candidate experience, the interview and selection process often come to mind. This is an important and impactful step in the process, not only for the employer, but for the candidate as well.

In many cases, it is also the most expensive step of the selection process for employers since candidates require time and therefore, more resources spent on them. However, it is important to note that lasting impressions are created during this direct and personal experience, and it sets the tone for the entire candidate-employer relationship.

The State of the Interview

As such, many organizations seem to be realizing the importance of a short and simple interview process, with 63.0 percent of candidates surveyed reporting that they only experienced one to two interviews total for the position to which they applied. Only 11.9 percent (5-7 and 8 or more) of respondents noted they experienced five or more interviews during their process.

At present, the phone interview is still the most common interview method according to those surveyed, 67.3 percent reported the phone interview being their only preparation and communication method. In-person interviews, both one-on-one and panel format came in second, with in-person panel interviews with multiple interviewers being the more utilized of the two at 40.6 percent.

Similar to last year’s findings, a large portion of candidates did not interact with video interviewing at any point in the process. Only 6.1 percent of candidates surveyed reported that video interviewing (single or panel) was part of their interview process; however, 66.0 percent of companies indicated they do utilize the technology.

Selection Insights

At the same time, only 5.1 percent of candidates participated in a realistic job preview (RJP) via a ride-along, job shadow or actual workplace experience. Traditionally, the RJP serves two purposes: educate the candidate on a variety of workplace conditions and demands of the performance environment and inviting candidates to self-select out. Past research on RJP showed that candidates who
Lastly, the survey asked how many candidates participated in a candidate group interview (multiple candidates simultaneously), and this remains a rarely used interview practice with only 4.8 percent indicating they had. This percentage dropped a bit from the preceding year, when 8.6 percent of candidates reported they had taken part in group interviews.

The survey asked candidates how employers prepared them for the interview process. While 38.2 percent indicated the interviewer provided names and background information prior to the interview event, alarmingly, 31.9 percent reported that they received no information to help them prepare. A small portion of candidates (6.7 percent) received video information, tools and instructions prior to the interview; and 26.6 percent of candidates received a detailed agenda in advance of the interview.
Providing candidates insight into what to expect during the interview process can help reduce candidate anxiety and allow them to prepare as best as possible.

**Interview Takeaways**

Most (86.4 percent) participating candidates agree or strongly agree that interview questions were conducted professionally and focused on qualifications and experience related to the job. Simultaneously, the majority (82.6 percent) of the candidates reported being satisfied or extremely satisfied with the ability to present their skills, knowledge and experience during the screening and/or interview process.

However, not all candidates had a positive interview experience. Candidates (16.4 percent) also reported that overall they did not agree the interviewer was effective in determining their skills and abilities to perform the job to which they applied. The candidates were then asked about the action that followed the conclusion of their interview, and 70.4 percent of candidates reported that the recruiter or hiring manager explained what would happen next and followed up as discussed. Unfortunately, 15.4 percent of respondents indicated they had not received any additional information, follow up or next steps. While this may seem like a small percentage compared to those who did receive follow-up, it is still a large number of candidates who are walking away from an interview with a less than positive experience.

A shocking 60.8 percent of candidates were never asked to provide feedback on their screening or interview experience. This is certainly a missed opportunity by employers. Interestingly enough, 74.8 percent of companies reported they do not survey candidates (qualified/not chosen or unqualified) about their post-application disposition.

In the end, the 2014 CandE data shows that while the interview process is changing, some of the same problems persist, meaning there is still room to improve the interview as a whole.

Jessica Pett and Kim Pope
The Digital Advantage:
How to Create an Exceptional Candidate Experience

Think about your company, your brand. What does it represent? Where and how is your brand experienced by your customers? Online? In stores? At events?

Now think about how well your recruiting process reflects your company’s brand. If your CEO went through your recruiting process what would he or she say?

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The offer is the process that organizations use to extend employment to a selected candidate after evaluation. It can be done informally, via telephone or email, or through more official means with a letter and/or signatures required.

In this year’s survey, candidates were asked about the following:

### CANDIDATE SURVEY: QUESTION 39
Which of the following were part of your experience with the organization you applied to when the OFFER was extended? Check ALL that apply.

- **Verbal Offer Prior to Sending Written Offer**: 45.2%
- **Background Verification Prior to or After Offer**: 46.8%
- **Additional Verification & Reports Conducted**: 35.5%

_N = 10,807  Top 3 Responses to Offer Experience_

**Key points:**

- Many companies extend verbal offers before sending written offers, either through the recruiter or the hiring manager.
- A large percentage of companies perform background verifications before offer extension.
- There were no significant differences between the full population and winners, as well as the proportion of activities from years past.
Key points:
- Overall, satisfaction remains very high for the offer process, with just under 80 percent of candidates giving the process four or five stars.
- Less than three percent give the offer process the worst possible rating.
- There are insignificant differences between winning companies and the full population when it comes to offer satisfaction.

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Key points:
- Nearly 94 percent accept the job at the offer stage, with 3.4 percent withdrawing.
- Employers are doing a good job of qualifying and prepping their candidates for the offer.
- Differences between winning companies and the full population are minimal. Compared to last year, there is a slight decrease in the number of candidates who accept a job (94.3 percent in 2013 versus 93.7 percent in 2014).

Examining the Offer

Based on the data, there are two possible conclusions to draw about candidate experience as it relates to the job offer. One is that the job offer experience is predictable and generally well-thought out and smooth. Recruiters and hiring managers do their jobs and ensure candidates are prepared and vetted for the offer. It is a great experience for candidates because employers have an adequate amount of experience extending job offers. Just about 19 out of 20 people extended a job offer end up accepting them. The other conclusion is that even a botched or poorly handled job offer still comes with the promise of the job. That means the offer process is not a failure point for a vast majority of candidates, and similarly is not a critical factor in the overall candidate experience. The insignificant differences between the overall population and winners as well as compared to last year’s data.
seem to point to that. There is reason to suspect that it is both. While there may be precipitous fall-off before an offer is extended and there can be shortcomings afterward during the onboarding process, the offer is not an issue that affects the candidate experience.

Compared to the 2013 data, the changes are minimal. There is a hint that the employment market may be getting more competitive with the slight decrease in accepted job offers year over year however, the change is so slight, that future surveys will be used to determine if this trend continues. In addition, there is little that makes the winners necessarily stand out. The offer process is fairly straightforward, but if companies have a particularly arduous or lengthy offer process, there seems to be feedback that suggests that a recruiter or hiring manager setting that expectation takes care of that issue.

This year’s data suggests that candidates are generally satisfied with the offer process. Candidates expect a smooth offer experience, and are generally satisfied with how the offer is handled. If the existing offer process works for an organization, the data suggests that it should maintain its course and focus efforts on areas that can affect the candidate experience more greatly. While there may be room for improvement, the offer process may not be the first place to start.

**Trends to Consider for 2015**

Digital offer process - A few vendors have started to provide a wholly digital offer process complete with e-signature. As with most areas of talent acquisition, this may be enhanced by technology but it is doubtful that hiring managers and recruiters will give up verbally job offers any time soon.

Increasingly competitive employment market - If unemployment continues to decrease and the employment market becomes more competitive, logic would suggest that offer acceptance rate will drop from the mid-ninety percent range. This will be something to monitor throughout 2015.

Personal touch - While digital employment offers may come into more widespread use, it is unlikely that it will replace the phone call. This is one of those personal touch points employers can use to cement the overall experience and help sort out any possible problem spots.

**Onboarding**

Recruiting does not stop at the point the candidate accepts an offer. In today’s increasingly competitive hiring environment, organizations spend a great deal of time and expenses trying to find the right candidate and persuade top talent that their company offers the best fit and opportunity. In fact, many employers
have invested significant dollars into technologies to support candidate attraction and applicant management initiatives. Still, after a smooth recruiting process and learning great things about the company, the new hire experience, which is defined as including all the events that take place post offer acceptance, does not live up to the same standards most of the time.

Onboarding, or the new hire experience, refers to how new employees acquire the knowledge, skills and behaviors needed to become effective members of an organization after accepting the job offer. Onboarding practices are typically segmented into three major pillars: forms management, task management and socialization. Research demonstrates that effective new hire onboarding can lead to increased employee performance on day one while reducing a new hire’s intention to leave the organization within year one of employment. Interestingly, the 2014 CandE Employer Survey shows low investment priority (45.1 percent or 79 out of 175 participants) in onboarding technology, in comparison to other recruiting technologies like applicant tracking systems (83.4 percent or 146 out of 175 participants). However, per the survey, onboarding as a service is the number 2 priority being considered for 2014-2015.

This year’s candidate data shows that more than 10,000 respondents accepted an offer and thus qualified to answer to enter the onboarding phase of the survey. The primary candidate question asked of these respondents was:

**CANDIDATE SURVEY: QUESTION 42**
Please indicate the activities that occurred PRIOR to your start date but after you accepted the OFFER from the organization you applied to. Check all that apply.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received Onboarding Services</td>
<td>59.4%</td>
</tr>
<tr>
<td>Completed Forms Online</td>
<td>60.4%</td>
</tr>
<tr>
<td>Received Benefits Information</td>
<td>56.2%</td>
</tr>
<tr>
<td>Received Call(s) from HR</td>
<td>46.9%</td>
</tr>
<tr>
<td>Received Call(s) from Hiring Manager</td>
<td>38.1%</td>
</tr>
</tbody>
</table>

N = 9,764
Year over year, the CandE research showed no maturity in strengthening the new hire experience. Supplying information and completing required paperwork remains the focal point new hires express primarily happen after accepting the offer. What is truly disappointing is that less than half of new hires received a phone call from their hiring manager during the onboarding process, and less than a fifth engaged in any social connection with their future team members. Deeper comparative analysis across job types (hourly, salaried and executive) may uncover onboarding practice differentials.

Two onboarding practices that appear to distinguish CandE Winners include concierge relocation services and recruiter follow-up with new employees within six weeks of start date to confirm expectation. Undoubtedly, first impressions do count, and onboarding will continue to be a pillar of the candidate experience and the success of new employees. The implications of high employee turnover and low performance within the first year can cost companies significant revenue. And by comparison, candidates generally ranked their new hire experience universally positive. Onboarding is finally moving out of the early adopter stage, and companies must continue to push forward to connect and socialize new hires with their team and the organization - as early as possible - to maximize performance on day one and beyond.

Lance Haun and Bennett Sung

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Methodology

The overarching principle of the Candidate Experience Award survey design was to provide a structure to document participating employers’ talent acquisition practices and capture applicant reactions to the job application experience. From this data, conclusions may be drawn regarding how various talent acquisition practices impact the candidate experience, and potentially, business outcomes.

The Candidate Experience Award comprises two similar, but not identical surveys. One survey is for participating organizations to identify and evaluate elements of their talent acquisition methods, and the second for applicants to describe and evaluate their experience as a candidate for a specific organization.

Over the past three years the survey has been continuously updated and reviewed by experienced survey design professionals active on Talent Board’s volunteer council to reduce any bias in how questions and answers are worded and, where possible, improved for clarity and accuracy. Care was taken to retain consistency to allow for longitudinal analysis of practices and perceptions.

Data Collection

- The Employer Survey was open to participants from March 1, 2014 through May 31, 2014
- 175 organizations started the Employer Survey
- 150 organizations completed the Employer Survey
- The Candidate Survey was open from May 15, 2014 to July 25, 2014
- 95,684 candidates completed the Candidate Survey

Survey Process

Interested employer organizations were invited to consider participation at two levels. The first level is completing the Employer Survey for self-evaluation. Completing only the Employer Survey provides data for comparison to other participating employers. The second level is to solicit candidate feedback from a statistically meaningful sample of applicants, representing all phases of the talent acquisition process. Inviting applicants to complete the Candidate Survey provides participating employers rich data on how applicants view their experience.
Round 1 – The Employer Survey

Employers completed a 57 question survey structured into six sections:

1. Demographic Data
2. Candidate Attraction
3. Applicant Management
4. Post-application Disposition
5. Finalist Management
6. Selected Candidate

Each section presented multiple-choice items on specific practices as well as self-evaluation relative to perceived level of market leadership with each practice area and the comparative effectiveness of that practice.

Upon completion of the Employer Survey, participants had the option to enter the second phase, candidate data collection. Each employer participating in phase 2 was asked to complete a form that defined their methodology for candidate data collection. The plan had to include soliciting feedback from candidates across at least four segments of the population including favorable and unfavorable outcomes, such as internal, external, interviewed, hired, not hired, rejected and withdrawn. Members of the Talent Board reviewed the data collection plans to evaluate and discuss the likelihood of achieving a sample reflective of the overall candidate volume and representative of all phases of the application process.

Employers used various survey distribution methods to achieve their sampling objective. These methods included approaches such as: push email via the applicant tracking system, direct email from individuals in talent acquisition and posting the survey link.

Round 2 - Candidate Survey

The 60 question candidate survey was structured into nine sections:

1. Demographics
2. Job Research and Employer Marketing Information
3. Application Process
4. Interview Process
5. Offer Process
6. New Hire Process
7. Not Selected
8. Withdrew
9. Experience Conclusions
Data Review and Analysis

The Talent Board conducted a preliminary review and analysis of the survey response data. A single Index was created from the mean scores candidates gave in response to questions rating each of the sections of the recruiting process. In addition, a Net Promoter Score like calculation was included as part of the Index from three questions asking about the intention of candidates to re-apply, refer others and maintain their relationship with the firm to which they applied.

Some employers were disqualified if they failed to have sufficient responses or if the percentage of respondents that were hired was greater than those that were not (typically close to 80 percent of respondents were not hired). The qualifying employers were then differentiated as “Net Positive” or “Net Negative” and a list of finalists was identified using these criteria. After the completion of the first two rounds, 62 employers were designated as winners.

Round 3 - With Distinction

All participating employers were asked to respond to a set of questions describing specific or perceived unique elements of their candidate experience. The purpose of this effort was not to determine a winning employer but to determine who among the 62 winning employers had the most resonate stories illustrating their commitment to delivering an exceptional candidate experience. Talent Board intends to engage talent acquisition professionals from these employers at conferences, webinars and other events. The Talent Board feels strongly that those organizations have a story that can benefit the entire talent community.

The responses were recorded via an online video interview service, HireVue.

Here employers were asked to select one of the two questions in each set below:

Question #1

Briefly describe the recruiting practice you are most proud of when Candidate Experience comes to mind.

OR

Tell us about a specific candidate experience you can recall (good or bad) that sticks with you and helps keep you dedicated to creating a great candidate experience at your company.
Question #2

What is the biggest challenge you plan to solve in order to improve the Candidate Experience?

OR

What change management challenges have you addressed to create a more favorable candidate experience?

Question #3

What are the DASHBOARD Metrics (process, financial, or business oriented outcomes) that your team is watching as a direct result of an improved candidate experience?

OR

What have you done to elevate visibility or gain support from senior executives regarding the candidate experience as a critical deliverable of your recruiting process?

A panel of judges reviewed each employer video. The judges worked to identify the 3-5 employers whose descriptions and articulation of their practices was targeted, representative and instructional. Of the 62 CandE Award winners, 12 firms were identified by the judges and named Winners “With Distinction.” (See page 5 for a complete listing.)

Joseph P. Murphy
Aspen Advisors provides talent and people analytics, reporting, and insights to the world’s largest workforce solutions providers, employers, and recruiting associations.

It’s experience survey analytics and HR operating standards platforms (called AspenXP and AspenHROS respectively) are presented in an elegant BI platform called Pando, which enables Aspen and its Advisors to monitor and improve the work performed by large scale talent teams by connecting all the systems, training, and methods their teams use each day.

Aspen Advisors has been a proud sponsor of the candidate experience awards for since 2013, and has powered the distribution of survey results for the CandEs to over 200 companies using its Pando platform at no cost to the participating companies using its AspenXP survey analytics products.
Despite continued job sector growth, competition for open positions is fierce. According to a recent Talent Board survey of 95,000 job candidates in 2014, nearly half of all available jobs in 2014 each had 200+ applicants—40% more than in 2011. In this competitive job market, attracting the right kind of applicants to your company is more important than ever. Here’s some information that might help:

Don’t overload job seekers with too much information; focus on exactly what they want to see.

Survey respondents’ most useful employment content:

- Job Descriptions: 77.3%
- Salary Ranges: 40%
- Benefit Details: 35.1%
- Successful Candidate Profiles: 25.4%
- Career Path Examples: 22.8%

<20% of respondents found usefulness in:

- Diversity Information
- FAQs
- Community or Sustainability Initiatives

Finding the right candidates can be a daunting task, but knowing where and how to look is the first step toward assembling your dream team.

Source: The Talent Board - 2014 Candidate Experience Awards

Finding the right candidates can be a daunting task, but knowing where and how to look is the first step toward assembling your dream team.

Learn more at http://bit.ly/JobviteTour
ABOUT

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

More information can be accessed at www.thecandidateexperienceawards.org.

Founders

**Gerry Crispin**
*Talent Board co-founder and principal and chief navigator at CareerXroads*

“As more employers recognize the need for a positive and consistent candidate experience, many organizations have made great strides in improving the process and meeting the expectations of today’s candidates. We applaud the 2014 CandE Award winners for implementing the strategies that bring the candidate experience to new heights.”

**Elaine Orler**
*Talent Board co-founder and chairman, and CEO of Talent Function*

“A positive candidate experience is essential to fostering quality relationships with job candidates and consumers, while building a strong employer brand that attracts top talent. The winners of the 2014 CandE Awards understand the impact of their technologies, processes and people have on candidates, and we are pleased to honor them for their exceptional practices.”

**Ed Newman**
*Talent Board co-founder and vice president of Strategy for iMomentous*

“The 2014 CandE Award winners show their commitment to improving the candidate experience through the adoption of innovative practices that provide a more rewarding hiring process. We are honored to recognize these companies for demonstrating what a stellar candidate experience should look like.”
2014 North American Candidate Experience Awards Council

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2014 North American Candidate Experience Awards Judges

**Jeanne Achille** is CEO of the award-winning public relations agency, The Devon Group. To date, her PR savvy and industry insight has helped the launch and marketing of hundreds of new HR tech products and companies and resulted in thousands of high profile media placements including Wall Street Journal, The New York Times, Bloomberg BusinessWeek, Forbes and more. She is also co-founder of the Master Class in Human Capital Management.

**Anna Brekka** is director of Recruitment Services for Morris Publishing Group. In this role, she is responsible for developing and branding MPG’s local job boards by creating and supporting user friendly job portals, offering relevant as well as effective recruiting solutions and insight for both job seekers and hiring managers. Prior to her current role, Anna worked for RecruitingBlogs.com and notably built the Recruiting Trends community from a few thousand members to more than 23,000 over a few short years.

**Lance Haun** is an editor at The Starr Conspiracy, a marketing agency focused on the enterprise HCM market. Prior to joining the agency, he spent three years as an editor at ERE Media and seven years in the recruiting and HR trenches. He is a regular contributor to ERE.net, TLNT.com and SourceCon.com and has been featured in the Harvard Business Review blog, Wall Street Journal, MSNBC.com, HR Magazine, Workforce Magazine and FastCompany.

**Jennifer McClure** is president of Unbridled Talent LLC, a consulting and advisory firm providing services to clients in the areas of leadership, executive communication skills and talent strategy. She is also a popular speaker who has spoken at over 175 industry-related conferences and events and provided workshops and training for leadership, human resources and talent acquisition teams at a variety of organizations – including Fortune 100 clients.

**John Vlastelica** is founder and managing director of Recruiting Toolbox, Inc. He has over 20 years of recruiting experience, including 10 years as a corporate recruiting leader with companies like Amazon.com and Expedia, and almost 10 years as a recruitment management consultant and trainer. He is also a top-rated keynote speaker, founder of Talent42 and instructor for Recruiting Leadership Labs.
Appcast.io is a new way to advertise your open jobs on a ‘pay-per-applicant’ basis across a network of 6,000 career and consumer sites. It works with all applicant tracking systems, requires no minimum spend or long-term contracts, and is simple to use. Pay for applicants, not clicks.

- Advertise as many jobs as you want
- Only sponsor jobs that need applicants
- Free integration from your career site
- Reach passive and active candidates
- Get applicants beyond the job board

“Appcast.io’s pay-per-applicant model is extremely effective in allowing customers to see their ROI when using the product. It gives great visibility into job performance with easy to understand dashboards and the staff is always available to help whenever needed.” - Dave Govert, Manager of Talent Acquisition, CDW

Get your FREE 30-Day Trial of Appcast.io Today. Visit http://www.appcast.io/freetrial to sign-up, or contact us at (800) 570-5430 | contact@appcast.io.

CareerXroads® helps Corporate Talent Acquisition Leaders better understand and adopt cutting-edge recruiting solutions and staffing technology through intense peer-to-peer conversations.

Founders Mark Mehler and Gerry Crispin lead eight gatherings each year of the CareerXroads Colloquium. Recruiting professionals from some of the world’s largest companies come together to share best practices and critically analyze corporate recruiting issues from each other’s perspective and the needs of every stakeholder.

The name Findly originated from the merging of the words “find” and “friendly”—a nod to our products and our company being effective in helping employers find the right talent while also providing delightful experiences for employers and job seekers alike. This philosophy of bridging different but complementary attributes guides the design our talent acquisition products and helps us provide truly exceptional experiences to all parts of the recruiting process.

The Findly Talent Acquisition Suite is an innovative and flexible talent acquisition solution that blends a next generation recruitment marketing and CRM system with automated job seeker engagement tools and easy implementation with pre-defined success milestones. Our CRM approach ensures that your inbound and outbound recruiting efforts are successful and that you have a growing pipeline of qualified, interested candidates. Job seeker engagement tools help you remain engaged with interested job seekers, securing up-to-date candidates profiles without the need for dedicated recruiting resources. And
our success plan means that you see the value of your investment in as little as 10 days. Altogether, our talent acquisition system helps you hire better people in less time for less cost, and helps job seekers get hired faster. Visit www.findly.com to learn more.

**iCIMS** helps thousands of companies of all industries and sizes gain a competitive edge in recruiting talent into their organizations. iCIMS’ Talent Acquisition Software Suite enables organizations to leverage mobile, social, and video technologies to manage their entire talent acquisition lifecycle from building talent pools, to recruitment marketing automation, to applicant screening, to onboarding all within a single web-based application.

The software is easy to use, scalable, and backed by award-winning iCARE™ Support. iCIMS, founded in 1999 and dedicated to the talent acquisition space, understands the recent upheaval in technology and candidate behavior and we offer the tools to succeed in this new environment. http://www.icims.com/

**iMomentous** has been a proud sponsor of the Candidate Experience Awards from its inception in 2011. At iMomentous, we believe candidates are consumers. That’s why we’re bringing an e-commerce approach to the job search and helping companies convert more candidates into applicants by delivering the most personalized experience available.

The Intelligent Career Site™ platform learns about a candidate’s interests from the very first visit and curates content based on their individual progress along the candidate journey. As they make return visits to explore career opportunities, their experience on the career site will be personalized to their interests, encouraging them to apply to the right job. For those on the hiring end, a real-time recruiting analytics dashboard helps organizations gain a better understanding of all candidates interested in their company. This allows recruiters and hiring managers to adjust their strategies, target individual visitors and accelerate the recruiting process.

We would like to congratulate all of the winners and participants for raising the bar on Candidate Experience!

Candidate Experience is the sum total of the entire life cycle of a candidate’s job search. It begins not at the moment that candidate first sees your job posting, but when they first engage with your company’s brand.

**Jibe** is in the business of providing talent acquisition professionals of all stripes with the tools necessary to ensure an optimal candidate experience through advanced recruitment marketing solutions that engage and entice potential hires through the entire hiring funnel.

Jibe’s unified set of recruitment solutions are all geared toward enhancing and improving the candidate experience. Through the use of advanced analytics across all solutions,
recruiting pros are armed with the information needed to effectively reach and engage candidates. Jibe’s mobile recruiting and apply solutions ensure a consistent and seamless experience across all channels and devices – mobile, tablet or desktop – to maintain and strengthen employer brand, and provide candidates with the experience best suited to them. Jibe’s candidate engagement solutions provide a means to capture and communicate with both passive and active candidates in a timely and targeted fashion. Jibe solutions enable hiring organizations to offer the best possible candidate experience, ultimately leading to more productive talent acquisition teams and more satisfied job seekers.

**Logi-Serve** has embraced the latest concepts in behavioral screening, business execution and development software using a Triangulation science testing methodology that is cutting edge. Logi-Serve includes a gamified storyboarding system that makes the screening process fun and engaging for the candidate and efficient for the hiring company in that the screening process can be done in a third of the time compared to other best in class assessments. The Logi-Serve methodology also produces a clear speed to precision and measurement density that helps organizations improve the quality of hire, job fit, reduce turnover and increase efficiency. For example, organizations have used Logi-Serve to improve the candidate screening and selection process in a way that identifies candidates more efficiently and with a propensity to succeed in a sales and service environment, all at a level higher than the industry standards. For more information read the latest Logi-Serve Case Study Press Release and view the product video or visit the website logi-serve.com.

When it comes to next-generation technology, experience matters. **Montage** offers the most mature video interviewing solution available, purpose-built to transform the hiring experience one smile at a time. Why does Montage support the Candidate Experience Awards?

- **Clear Vision** — Our video interviewing technology is the manifestation of our vision to forever change the hiring experience for candidates, recruiters, and hiring managers.
- **Enterprise-strength Technology** — Our solution was not built in a garage by college kids. We architected our cloud-based software product from the ground up to serve the most complex needs of the world’s best companies, catering to multiple hiring scenarios.
- **Superior Service and Support** — We understand that our clients rely on us to navigate the transformation from traditional interviewing to video interviewing. We help our clients and their candidates at every stage of the transformation, including a support representative on every interview.
- **Smiles** — Video interviewing is about connecting with people in a more authentic way. We believe it’s important to meet with candidates face to face to understand their fit for the job. It’s important to look each candidate in the eye. And it’s important to see those smiles!
Social Talent Acquisition activates employees and recruiters to amplify your talent brand and influence potential hires within their own social networks. Help your ambassadors share the most powerful stories easily, and connect their efforts directly back to real business results with QUEsocial. Find out how we can help you connect the dots between Social Talent Acquisition, Employee Advocates and Quality Hires. Visit quesocial.com.

**Seven Step RPO** is a leading global provider of outsourced recruitment solutions. Founded in 2007, the company helps the world’s largest corporations overcome their talent acquisition challenges by providing true recruitment innovation, valuable analytics, and actionable insight. Seven Step is ranked as a Top Enterprise Provider on HRO Today’s RPO Baker’s Dozen list as an industry leader in customer satisfaction. For more information, visit www.sevensteprpo.com, or follow Seven Step on Twitter @SevenStepRPO.

Engage, Educate, and Evaluate your candidates with work-sample based assessments. **SHAKER’s Virtual job Tryout® (VJT)** predicts job performance and gauges culture-fit by combining gamification, simulation, and selection science as never before. The VJT will change the way you make hiring decisions.

Candidates test-drive the job with a series of day-in-the-life simulated work scenarios and by responding to a variety of job related interactive exercises. Recruiters get a work sample that predicts performance potential. Hiring managers receive dynamically generated interview guides, candidate specific on-boarding insights, and developmental feedback reports. The organization receives ongoing talent analytics, increasing predictive accuracy and empowering recruiters with data that improves quality of hire.

Over a decade of evidence confirms The Virtual Job Tryout delivers a ROI by increasing:

1. **Efficiency**: less time with poor fit candidates, reduced interview to hire ratios
2. **Retention**: increase new hire 90 day retention rate, lowered staffing waste and rework
3. **Performance**: faster time to proficiency & improved new hire performance metrics

Deliver a candidate experience that creates fans, increases quality of hire, and documents return on investment. See for yourself what the most discerning, brand-conscious market leaders have chosen for their candidate experience and recruiter effectiveness.

www.shakercg.com | 216.292.0202 | info@shakercg.com
As a pioneer in recruitment advertising, **Shaker Recruitment Advertising and Communications** understands that connecting with right-fit talent is about more than saying what candidates want to hear. It’s about delivering relevant messages and meaningful experiences—where and when and how those candidates want to interact.

For more than 60 years, Shaker has continued to innovate in guiding organizations along dynamic economic and communication terrain. Technologies have transformed how people and organizations work. They have transformed how people find work. The candidate experience is fundamental to an organization’s strategic direction.

Understand the audience. Engage the best candidates. Align what you say with what you do and who you are. That’s where Shaker comes in. With our strong and varied technology partners, we use our strategic and creative expertise to assemble a dream team to find effective, spot-on solutions tailored to our clients’ needs.

The CandE findings in this paper represent the best ideas on candidate experience, in practice. We are proud to be a sponsor. We are eager to advance this knowledge. And we invite you to learn more about us.

Please feel free to contact me, Joe Shaker, Jr.: joe.shaker@shaker.com

**Simply Hired** is the leading independent job search engine that collects job listings from all over the web, including company career pages, job boards and niche job websites, and then matches and displays relevant jobs to job seekers. At Simply Hired, we use the most advanced technology and tools to connect the right candidates with the right employers.

We know that the biggest recent challenges in recruiting involve more than just the technology available to recruiters. The tools available to candidates have also evolved, creating a new recruiting environment that includes social media and mobile devices. With these new technologies the industry has seen a rise in the importance of employer branding.

We have created an ebook to help you address these challenges and identify which steps in the recruiting process you can improve, with clear steps to help you use technology to hire the best talent in 2015.

Download the free ebook today at employers.simplyhired.com/recruiting-ebook.

To learn more, visit us at www.simplyhired.com.
Congratulations to 2014 Award Winners McGraw-Hill Financial and CH2M HILL! Since its inception, SmashFly has been a huge advocate of The Candidate Experience Awards. It’s been a privilege to underwrite this incredibly important program, and it makes us proud to support customers like McGraw-Hill Financial and CH2M HILL and see them recognized for the exceptional way they treat their candidates.

The CandE’s and SmashFly both share a passion for promoting best practices in the candidate experience and in helping to better understand the impact a positive experience has not only on recruiting performance but business performance as a whole. As you look to consistently improve your candidate experience, I encourage you to take a look at our new infographic, “The NEW Candidate Experience Journey” (free download.) It shows the transformation we see taking place in today’s candidate experience.

Congratulations again to all the winners!
Michael Hennessy
Founder & CEO of SmashFly

P.S. - It’s time to improve the pre-applicant candidate experience! Learn more at www.smashfly.com and via our Recruitment Marketing Blog.

Take the Interview builds technology and provides services that helps enterprises hire better talent faster. We accomplish this by solving challenges associated with the interview process. We are technology agnostic and we build based on our belief that collaboration, transparency, process standardization and data-driven decision making drive an optimal experience.

Aside from helping hiring teams, the creation of a positive candidate experience is deeply embedded into the backbone of our digital interviewing solution. We know that candidates are evaluating companies just as much as companies are evaluating them.

While our Live and On-Demand video interviews allow candidates to present a more holistic version of themselves, our solution specifically addresses candidates’ need to receive quick and coordinated feedback from recruitment teams. With less time spent waiting for feedback, their drop-off rate in the process is greatly reduced. Candidates move through the interview process knowing that all decisions are consensus-based and fair.

Moreover, Take the Interview offers a highly professional and branded experience. Candidates are given the opportunity to learn more about an organization before committing to the time and cost of traveling to an in-person interview. They can take the interview from anywhere, at any time, with their device of choice.
**Talent Function** reinvents Talent Acquisition for leading global organizations. We help our clients succeed with comprehensive and forward-looking strategies, leading technologies, best business processes, and smooth deployments to deliver ROI and business performance.

We’re strategic, specific and practical. We have the humility to listen carefully, the creativity and experience to innovate, the expertise to do things right the first time, and the passion to make clients successful. And we love doing it.

Long-time sponsors of the CandEs, Talent Function is deeply committed to helping organizations understand the impacts of their talent acquisition processes and technologies on candidate experience, and the impacts of those experiences on the company’s bottom line. To learn more, visit www.talentfunction.com.

**WilsonHCG** is a top global recruitment process outsourcing (RPO) and human capital consulting provider that operates on the principle of providing true partnership to our clients. Creating scalable and customizable human capital solutions, we are revolutionizing the recruitment process and bringing innovation to the industry.

Among WilsonHCG’s top priorities in delivering comprehensive talent acquisition services to our clients are candidate experience and employer branding. As a 2013 Candidate Experience Award Winner and as our CEO John Wilson says, “The focus on the candidate is paramount to everything we do.” People are at the core of our business – and those of our clients.

The importance of candidate experience to a comprehensive talent acquisition strategy is apparent in every step of the recruitment process, from candidate attraction through onboarding new hires. And the candidate experience starts even before a candidate speaks to a recruitment professional dictated by the employer brand the company sets forth. Therefore we recognize it’s the relationships we develop that lead to the results our clients realize.

To learn more about WilsonHCG, visit www.wilsonhcg.com, and connect with us via LinkedIn and Twitter. If you are interested in receiving a complimentary candidate experience evaluation or employment branding audit, please email us at info@wilsonhcg.com.
Connect with The CandEs

Website:  http://www.thetalentboard.org
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How to Get Involved in 2015

The 2015 Candidate Experience Awards program is set to open March 15, 2015!

Employers who participate in the Candidate Experience Awards enjoy the following benefits:

- Confidential benchmarking data that compares their practices against the aggregate of all participating companies.
- A confidential candidate survey administered by Talent Board.
- Access to industry peers and experts on the candidate experience.
- If applicable, industry recognition as a leader in candidate experience.
- Participation in the Candidate Awards process is FREE.
- 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.