

The background of the cover is a complex illustration. At the top, a ribbon with red, yellow, and blue stripes is tied into a knot. Below this, a large, stylized globe in shades of brown and tan is the central focus. The globe is surrounded by puzzle pieces, some of which are highlighted in a light blue color. Several hands are shown reaching out and holding onto the globe and the puzzle pieces, symbolizing collaboration and support. The overall design is vibrant and professional.

2018

**TALENT BOARD
NORTH AMERICAN
CANDIDATE EXPERIENCE
RESEARCH REPORT**

Foreward

FOR NINE YEARS, THE TALENT BOARD, THE NON-PROFIT ORGANIZATION BEHIND THE CANDIDATE EXPERIENCE – (CANDE AWARDS), HAS BEEN RESEARCHING, MEASURING, AND SHARING THE BUSINESS VALUE OF CANDIDATES' EXPERIENCES.

***Our mission:** Collect and assess the evidence surrounding candidate experience and report on the long-held beliefs that treating every person well who expresses an interest in working for an employer is not only the right thing to do but a compelling business necessity.*

Each year, uncovering and publishing the insights that employers need to raise the candidate experience threshold is a continuing labor of love that has expanded to 3 regions, North America, EMEA and APAC; and soon, hopefully, Latin and South America. In the aggregate, more than 1,000 employers and 1,000,000 or more of their candidates have participated since 2011.

The Talent Board oversees the largest global collaboration of employers that we are aware of and this openly shared report comes at a minimal cost – ensuring that every employer regardless of resources can benchmark their hiring practices.

None of this would be possible without a dedicated, efficient staff, active and supportive Employer and Advisory councils and an extraordinary group of Sponsors who share our vision and mission.

Recruiting may be a profession to Find, Engage, Screen, Select, Offer, and 'Pre-Board' new hires but the lives and livelihood of every stakeholder, and especially every prospect who has ever converted to become a candidate (and who is then most likely rejected anyway) are changed in myriad ways.

In a world where the ability to communicate from one to many...and many to one is evolving rapidly, employers' attention to candidate attitudes, and behaviors as well as those they influence can make a profound difference in their company's success.

What Talent Board strives to promote with evidence and insight is that every candidate who expresses an interest in a work place, regardless whether they move forward to be selected, are still considered as customers or potential customers. Understanding and exceeding a minimum threshold to make more of them 'attractors' than 'detractors' is a business necessity and core to 21st century recruiting practices.

As you can readily see from scanning this, our latest whitepaper, we continue to refine the benchmarks necessary to develop a solid foundation defining the Candidate Experience.

If you didn't join us this past year, please consider joining us in 2019 starting in March.

2018 Board of Directors, Talent Board: Ed Newman (Chair), Gerry Crispin, Debbie McGrath, Kevin Grossman



Click here to learn more and participate in the Talent Board Candidate Experience Awards and Benchmark Research Program.

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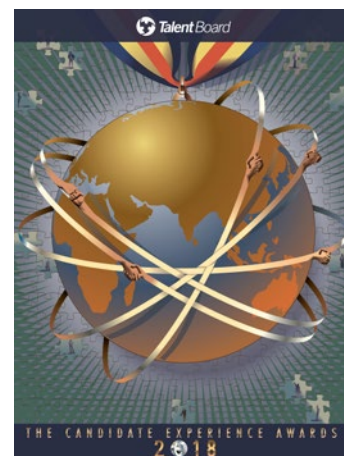


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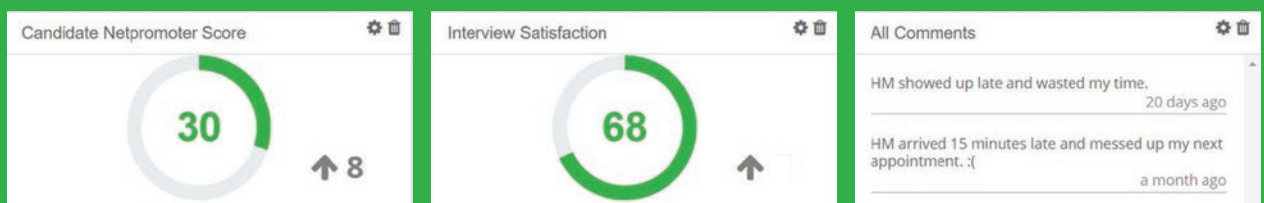
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Matt McDonald, Workiva

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Executive Brief

THE 2018 NORTH AMERICAN TALENT BOARD CANDIDATE EXPERIENCE (CANDE) BENCHMARK RESEARCH REPORT

What an amazing year at the CandEs (as we're known throughout the talent acquisition community – short for Candidate Experience)! The bar was definitely raised on improving candidate experience in 2018.

This year the North American Talent Board Candidate Experience Awards Benchmark Research Program included 200 participating companies willing to take a closer look at their recruiting practices and ask their job candidates to give them feedback about their recruiting experience and to rate those experiences. The candidates provided that feedback and 130,000 job seekers shared their thoughts and experiences via the Talent Board benchmark survey.

Each year Talent Board celebrates companies that are improving their recruiting processes and the overall candidate experience, touting them publicly and giving them special awards known as the Candidate Experience Awards (again, the CandEs for short).

In 2018, there were an unprecedented 65 companies that had the highest positive candidate ratings in our North American benchmark research. These CandE award-winning companies – some of which are featured in this report – were identified through a blind data analysis focused on these four key data points:



The candidates' overall rating of their recruiting experience (one of many 5-point Likert Scales throughout the survey)



How likely the candidates are to apply again based on their experience rating (4-point Sentiment Scale)



How likely the candidates are to refer others based on their experience rating (4-point Sentiment Scale)



How will the candidates change their business relationship status with the employer going forward based on their experience – i.e., applying again, referring others and making and/or influencing purchases if and when applicable (4-point Sentiment Scale)

These four key data points were then run through a calculation creating a value ranking – what we call our CandE Score – which then identifies the strongest companies with the highest positive candidate ratings and, ultimately, this year's winners. To qualify, each company had to commit to a statistically significant candidate response, and the proportion of respondents not hired also had to exceed a set standard. No other candidate experience research effort meets these strict standards.

This year in North America, the CandE-winning aggregate average scoring was 19 percent higher than 2017 (in EMEA, it was 38 percent higher, and in APAC, 17 percent higher).

It's also important to note that the majority of candidates who participated in the North American CandE research this year – 92 percent overall – were those who were rejected, hadn't heard back on next steps wherever they were in the recruiting process, or did not know of any offer at the time they completed our survey. Talent Board has found that these candidates can have a greater aggregate impact on the business and the brand over time than those who are hired.

More than an awards competition, the Talent Board serves primarily as a benchmarking program to raise awareness of the benefits of a positive candidate experience and highlight the tools, technology and techniques that can facilitate the process, as demonstrated by CandE-winning companies.

This year's North American CandE benchmark research report is again divided into three core areas of talent acquisition (Attract, Recruit and Hire). It explores why each area is critical to the candidate experience and helps answer three basic questions:

1. **What do candidates want and expect from an employer?**
2. **What are employers doing to help meet candidates needs?**
3. **What can employers do better overall (based on what CandE Award winners are doing)?**

Over the past nine years, Talent Board has identified some clear competitive differences between CandE Award winners (the top-ranked benchmark companies big and small across industries) and all other participating companies. CandE Award winners are shown to:

- » Consistently acknowledge initial job seeker interest and provide definitive closure when no longer pursuing candidates
- » Deliver consistent candidate communication from pre-application to onboarding
- » Ask for candidate feedback and provide feedback more often from rejected candidates as well as new hires
- » Set better expectations about the recruiting process for candidates from application to offer
- » Hold themselves more accountable for the overall recruiting process and resulting candidate experience while measuring it regularly and consistently
- » Be perceived by candidates as having a “fairer” process overall – candidates believe they have been able to share why their knowledge, skills and experience deserves consideration for the jobs to which they have applied

PARTICIPATING EMPLOYERS BY INDUSTRY AND REVENUE

Nearly 70 percent of this year's employer research participants were from the technology, services, financial and healthcare industries, with financial employers increasing 34 percent from 2017. Just over 50 percent of employers generate over \$1 billion in revenue annually, but there were smaller companies that participated in the 2018 North America benchmark research (see Figures 1, 2, and 3).

Figure 1. Participating Employers by Industry

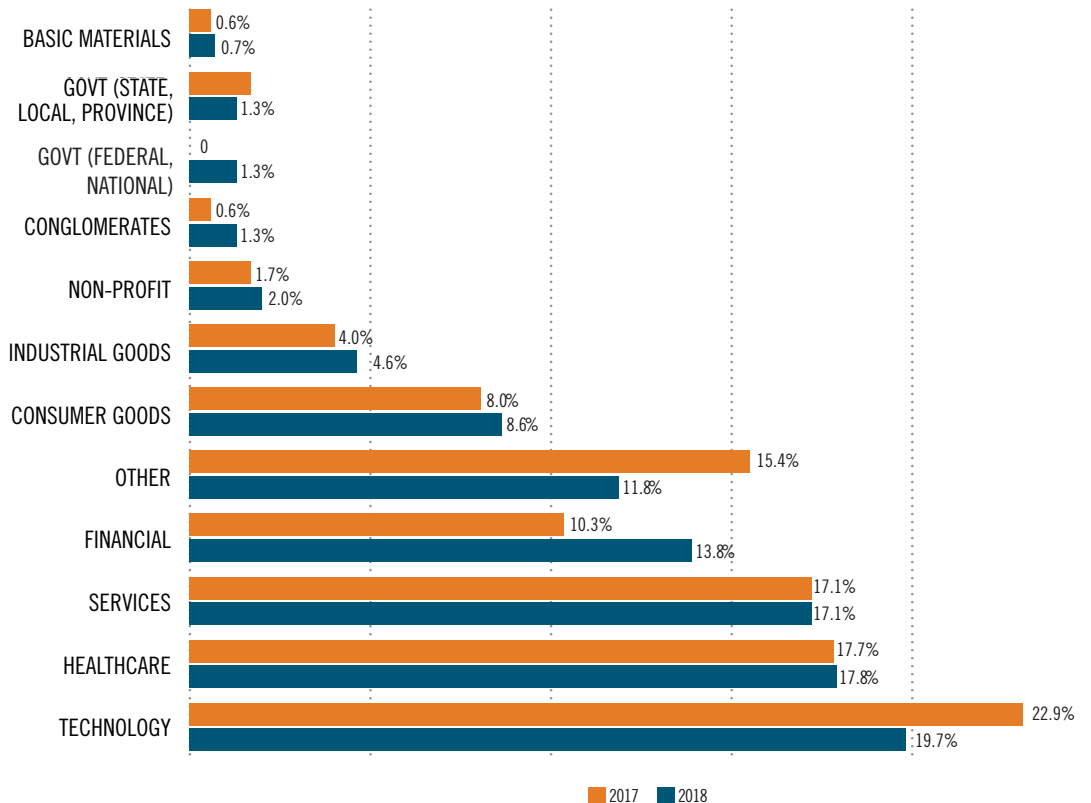


Figure 2. Participating Employers by Revenue

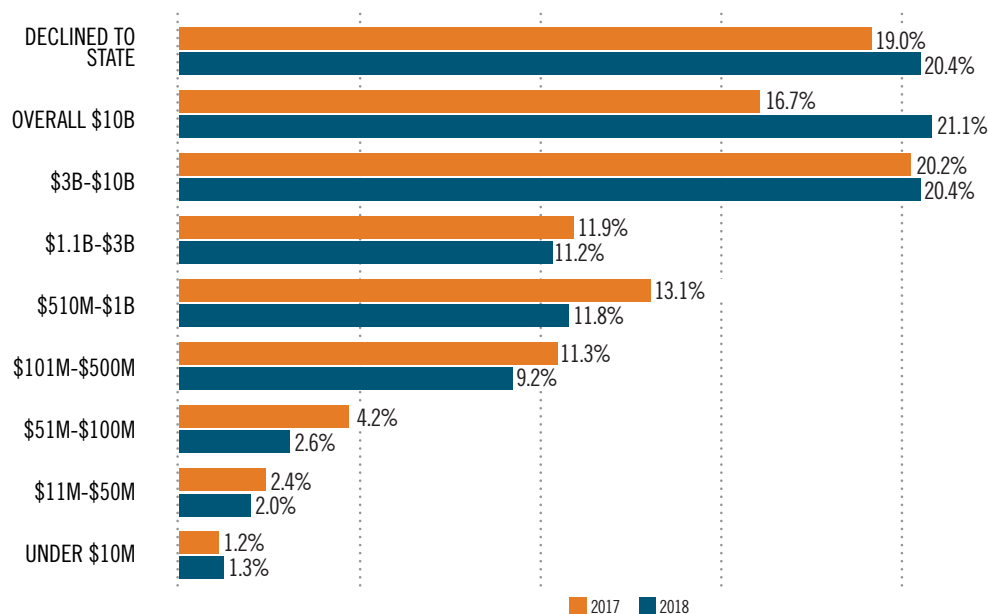
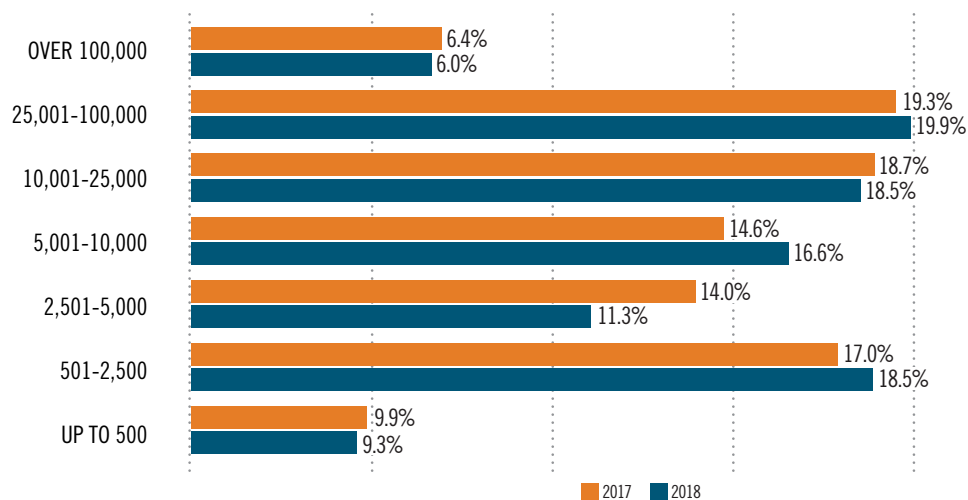


Figure 3. Participating Employers by Employee Size



PARTICIPATING EMPLOYERS' OPERATIONAL MODELS

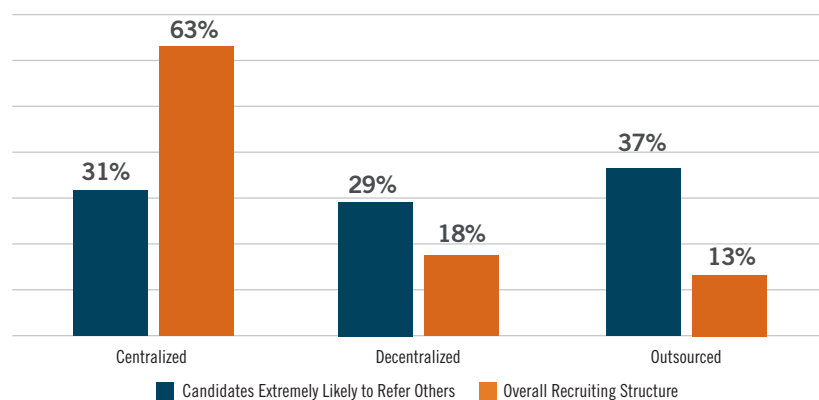
Employers can and do vary how their talent acquisition operational models are set up. For example, usually the majority of the models fall into these types: centralized, decentralized and outsourcing large portions of their talent acquisition to third party vendors like recruitment process outsourcing firms. Some companies depending on industry do tend to move from one model to another every few years; the centralized model decreased in 2018 by 13.2 percent from 2017, and the decentralized model increased in 2018 by 39.1 percent from 2017. What's even more interesting is the fact that outsourced recruiting increased in 2018 by 59 percent from 2017 (see Figure 4).

Figure 4. Talent Acquisition Operational Model

	2018	2017	2016
Centralized (dedicated recruiters, recruiting org structure and budget)	62.5%	72.2%	65.8%
Decentralized (division/line of business dedicated recruiters, org structure and budget)	17.8%	12.8%	12.3%
Outsourced (RPO, HRO, third-party vendor)	13.2%	8.3%	5.9%

Lastly, when it comes to operational models, the outsourced candidate experience was much better compared to the centralized and decentralized models when you look at those candidates who were extremely likely to refer others based on their experience – up to 22 percent better (see Figure 5). Because many RPO firms today have improving candidate experience in their service level agreements with companies, it behooves them to excel in this to ensure long-term relationships remain intact.

Figure 5. Operational Model and Candidate Experience in 2018



A company's overall candidate experience has a definitive potential impact on the business, and that impact is definitely improving incrementally from talent attraction through to onboarding. The majority of North American employers in 2018 (64 percent) describe their overall candidate experience as leading or competing, nearly 25 percent as improving and a small few (less than 2 percent) as lagging (see Figure 6). When you compare data over the past six years, the distribution of CandE Awards winners versus all other participating companies who rate themselves as leading had widened dramatically, but dropped back to a 36 percent difference from 2016 to 2017, and now in 2018 was only a 33 percent difference.

Figure 6. How Employers Describe Their Overall Candidate Experience

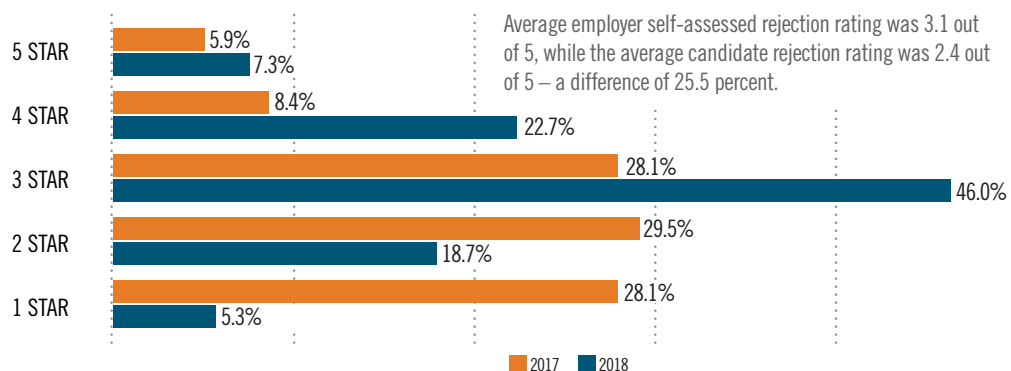
	2018	2017	2016	2015	2014
Lagging	1.4%	1.6%	3.9%	3.4%	4.5%
Lagging - Winners	1.9%	0.0%	2.0%	2.2%	4.0%
Improving	24.8%	32.8%	30.1%	30.3%	19.9%
Improving - Winners	11.5%	22.0%	12.0%	19.6%	18.0%
Competing	60.0%	40.4%	42.7%	43.3%	48.7%
Competing - Winners	67.3%	42.0%	44.0%	34.8%	48.0%
Leading	13.8%	25.1%	22.6%	23.0%	26.9%
Leading - Winners	19.2%	36.0%	42.0%	43.5%	30.0%

What's more interesting is that, although the mix of companies that participate changes each year, and the variables impacting recruiting and candidate experience fluctuate, those that felt they were leading in candidate experience decreased by 45 percent compared to 2017. That's quite a dramatic decrease.

In contrast, global job candidates gave employers a great candidate experience rating that was 17.4 percent higher than in 2017. The rating, one of many we capture each year, is based on asking the candidates how they will change their business relationship status with the employer they had applied for a job at.

However, the weight of disparity ultimately falls on the perception of the rejection experience, and when you compare how employers self-assess the rejection experience they provide and how the candidates actually perceive the experience in North America in 2018, there's a 25.5 percent difference in ratings, with the candidate ratings being lower (see Figure 7).

Figure 7. Rejection Ratings of Employers and Candidates in 2018



ASKING FOR CANDIDATE FEEDBACK

Year after year, Talent Board CandE research shows that communication and feedback loops are ongoing differentiators of a more positive candidate experience. However, most participating employers are only asking for feedback after the candidates are hired (35.7 percent in 2018, which is a 34.2 percent increase from 2017). And while only 19.5 percent are asked for feedback after they are interviewed but before they are hired, that's still a significant increase of 43.4 percent from 2017. Plus, the percentage of companies that don't survey candidates decreased 49.6 percent from 2017, another significant change (see Figure 8).

Figure 8. When Employers Ask for Candidate Experience Feedback

	2018	2017	2016
We survey candidates about this experience BEFORE they apply	1.3%	1.6%	1.5%
We survey candidates about this experience AFTER they apply but before they interview	8.4%	7.1%	9.1%
We survey candidates about this experience AFTER they have interviewed but before they are hired	19.5%	13.6%	15.2%
We survey candidates about this experience AFTER they are hired	35.7%	26.6%	23.4%
All of the above	14.3%	9.8%	7.1%
We don't survey candidates about this experience	20.8%	41.3%	43.7%

RECRUITER AND HIRING MANAGER ACCOUNTABILITY

Nearly 51 percent of the 2018 top-ranked 65 CandE Benchmark Companies (CandE Award winners) measure candidate experience regularly and incorporate it into their recruiter dashboards (with or without performance incentives), which is a 21.4 percent increase from 2017. Compared to previous years, it does certainly seem the bar has been raised again for all participating employers this year (see Figure 9).

Figure 9. How Candidate Experience Is Aligned to Recruiter Performance

	2018 ALL EMPLOYERS	2018 CANDE WINNERS	2017 ALL EMPLOYERS	2017 CANDE WINNERS
It isn't discussed unless there is a problem that is brought to our attention.	16.1%	7.3%	17.5%	12.0%
It is regularly discussed in informal performance reviews with every recruiter.	15.5%	16.4%	17.5%	14.0%
It is regularly discussed in formal reviews but the measure is subjective and not formalized. There are no [performance] incentives.	29.7%	25.5%	26.2%	32.0%
It is regularly discussed in formal reviews. Candidate Experience is measured & incorporated into the recruiter dashboard. There are no [performance] incentives.	22.6%	27.3%	19.7%	22.0%
It is regularly discussed in formal reviews. Candidate Experience is measured & incorporated into the recruiter dashboard. There are non-monetary [performance] incentives (gifts cards, trips, etc.).	5.8%	10.9%	5.5%	6.0%
It is regularly discussed in formal reviews. Candidate Experience is measured & incorporated into the recruiter dashboard. There are monetary [performance] incentives (salary increase, bonus).	10.3%	12.7%	13.7%	14.0%

While we don't ask employers about hiring manager performance and candidate experience per se, we do ask if they give feedback to the candidates who have interviewed as finalists and who have not been selected, and if hiring managers are required to do so. Fewer than a third of the 200 participating North American employers responded that their hiring manager give feedback to candidates, and by a huge margin internal candidates get the bulk of the feedback (see Figure 10).

Figure 10. Hiring Managers and Candidate Feedback

	INTERNAL	EXTERNAL	REFERRAL
Yes, Hiring Manager required to make phone call and provide limited feedback (only 20 percent of 2018 employers responded)	60.0%	20.0%	20.0%
Yes, Hiring Manager provides approved detailed feedback (only 27 percent of 2018 employers responded)	90.7%	3.7%	5.6%

Lastly, the following are the top 10 key takeaways from Talent Board's 2018 North American Candidate Experience Research Report:

1. **Improve Candidate Engagement Pre-Application:** We saw a 69 percent increase in employers utilizing chat bots on career sites in 2018. More employers realize that a competitive differentiator is communicating earlier with candidates, even before they apply. Chatbots are being used to answer general employment questions and this frees up the recruiting teams to have more hands-on time with potential candidates already in play.
2. **Referrals Are Critical:** It goes without saying that employers depend on referrals for quality candidates. And while 30 percent of candidates in 2018 still cited employee referrals as a valuable channel, down 17 percent from 2017, 42.7 percent of referred candidates were much more likely to increase their relationship with a potential employer (apply again, refer others, make purchases if and when applicable), more so than if they conducted their own search or if they received unsolicited outreach from a recruiter.
3. **A Fair and Simple Application Process:** Perceived fairness continues to be a differentiator in candidate experience, and there's a no better crossroads of this than at the application process. This is as far as the majority of applicants make it today in the recruiting process, and there was a 128 percent difference between those who felt they were being treated the most fairly, 4.4 out of 5 star rating, and those who rated application fairness the lowest, just about 1 out of 5 stars. And 42.5 percent of the candidates who rated the application process 5 stars said the application took less than 15 minutes, a trend we continue to see with many companies.
4. **Job Simulations and Culture Fit:** Assessments help employers make better hiring decisions, and according to our data, many types of assessments were going strong in 2018. Two types that stand out and saw a significant increase in utilization were 1) job simulations that help to assess how candidates may perform on the job increased by 16 percent, and 2) culture fit assessments that identify how well potential new hires will assimilate into the organization increased by 17 percent.
5. **Immediate Feedback Pays Off:** Candidates who were interviewed and then given job-related feedback by end of that same day said they were 52 percent more likely to increase their relationship with the employer (apply again, refer others, make purchases if and when applicable). Whereas, if feedback was not given, they're more than twice as likely to sever the relationship (8 percent vs. 2.6 percent). This was greater than even those who were given just recruiting process feedback at the end of the day (next steps), which still included 41 percent of candidates more likely to increase their relationship.
6. **Let the Candidates Shine:** The only way to truly know if candidates are qualified is by giving them a fair opportunity to present their skills, knowledge and experience during the screening and interview process. Of candidates who gave a 5-star rating for the screening and interview process, 73.8 percent

were extremely satisfied with their ability to do just that, while 53 percent of the candidates who rated the experience 1-star told us they were extremely dissatisfied with the screening and interview process.

7. **Pick Up the Phone:** The types of rejection communication candidates receive when they were no longer being considered after the screening and interview process can make a big difference in whether or not they apply again or refer others. According to our data, these included automated email replies (63 percent), personal emails from recruiters and hiring managers (21 percent), and personal phone calls from recruiters and hiring managers (only 7 percent). The positive candidate ratings jump upwards of 28 percent when they receive a phone versus the automated email rejection, a big difference that can go a long way.
8. **The Onboarding Win:** Although one of the least frequent new hire offerings according to our research, when employers do offer their new hires multiple options to communicate goals, meet key team members, answer questions, all prior to their start date, new hires are 72 percent more likely to increase their relationship with the employer (apply again, refer others, make purchases if and when applicable). This is also critical to ensuring retention and building the bridge from candidate to employer experience.
9. **Recruiting Structure Can Make a Difference:** An employer's organizational recruiting structure usually encompasses one of the following: centralized (dedicated recruiters, recruiting org structure and budget, decentralized (division/line of business dedicated recruiters, org structure and budget), and outsourced (RPO, HRO and third party vendors). We found that those who outsource recruiting had candidates say they were 22 percent more "extremely likely" to refer others based on their experience than decentralized recruiting organizations, and 16 percent more "extremely likely" to refer others based on their experience than centralized recruiting organizations. Of course job type and high-volume hiring are considerations here.
10. **The Business Impact of Candidate Experience:** The past few years Talent Board has been focused on the business impact of candidate experience from pre-application to onboarding. And for good reason. Candidates who believe they have had a "negative" overall experience tell us every year they will take their alliance, product purchases, and business relationship somewhere else. This means a potential loss of revenue for consumer-based businesses, referral networks for all companies, and whether or not future-fit and silver-medalist candidates apply again. The good news is that the willingness of candidates to increase their relationship with an employer trends upwards globally over the past three years. In fact, global job candidates gave employers a great candidate experience rating that was 17.4 percent higher than in 2017. Plus, the willingness of candidates to sever their relationship with an employer only trends upwards in North America, with it flattening in EMEA and declining slightly in APAC over the past three years.

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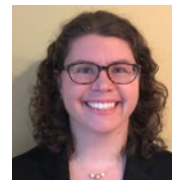
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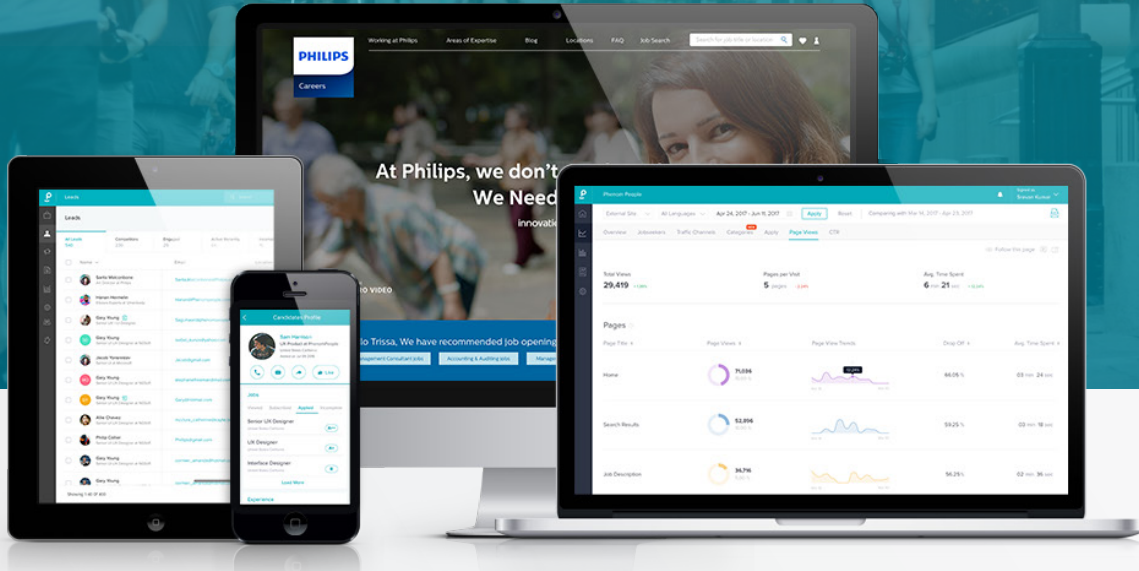
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The 2018 North American Business Impact of Candidate Experience

The past few years Talent Board has been focused on the business impact of candidate experience from pre-application to onboarding. And for good reason. Candidates who believe they have had a “negative” overall experience tell us every year they will take their alliance, product purchases, and business relationship somewhere else. This means a potential loss of revenue for consumer-based businesses, referral networks for all companies, and whether or not future-fit and silver-medalist candidates apply again.

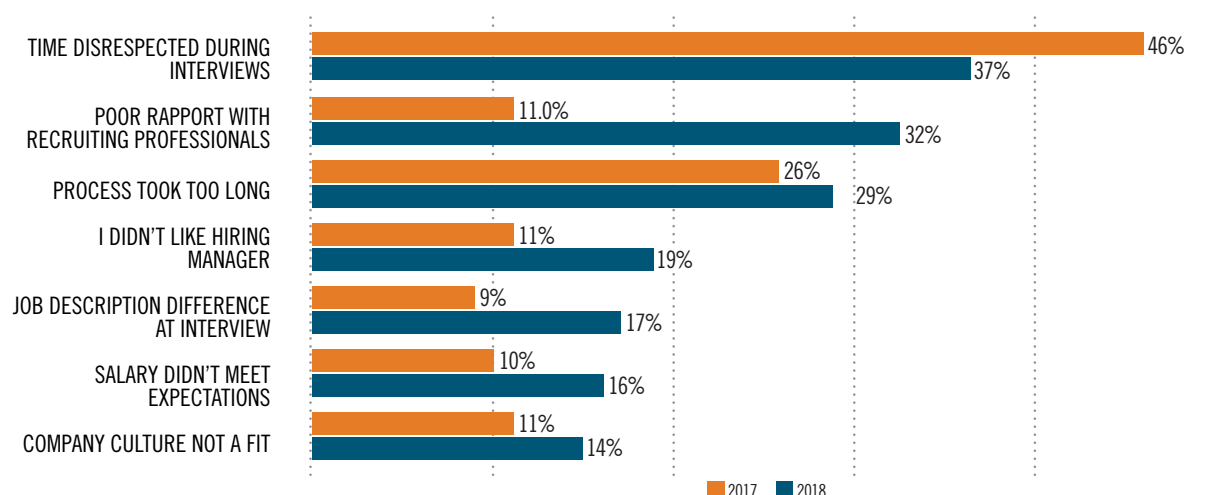
However, the good news is that those who had a “great” overall experience say they’ll definitely increase their employer relationships – they’ll apply again, refer others, and make purchases and/or influence purchases when applicable. These aren’t just the job finalists either, or those hired, but the majority are individuals who research and apply for jobs and who aren’t hired.

What’s important to keep in mind is that the sheer number of candidates employers reject during the recruiting process can quickly impact the business and the brand, both good and bad. Not to say that those hired aren’t important to the business. Of course they are – they’re the individuals who help grow and sustain the business. And while all candidates, hired or not, can impact how the business is perceived by other potential candidates, internal or external and all referrals, it’s those not hired that need more attention paid to their perceived overall experience.

CANDIDATES WHO WITHDRAW FROM THE RECRUITING PROCESS

When it comes to candidates withdrawing themselves from the recruiting process, there are many reasons as to why. But when we look at the Talent Board North American data, for those candidates who have an overall poor 1-star experience on a 1-5 Likert Scale, the three most negative reasons candidates withdrew in 2018 were: 1) their time was disrespected during interviews and appointments, 2) poor rapport with recruiting professionals, and 3) the recruiting process just took too long (see Figure 1).

Figure 1. Most Negative Reasons Why Candidates Withdraw



Although not the same pool of candidates from year to year, what's interesting is the spike of negative rapport with recruiting professionals, up 191 percent in 2018 from 2017. That's quite an increase. Because of a tight job market where the qualified candidates were in the driver seat than in previous years, their patience with recruiting professionals may have decreased more than ever.

CANDIDATES SHARE WITH THEIR INNER CIRCLES AND PUBLICLY ONLINE

Fact is, people talk to one another about their good and bad candidates experiences, especially when we consider their inner circles (i.e., significant others, close friends, colleagues, peers, etc.). When we look at how many candidates share their positive and negative experiences with their inner circle, the trend year after year is clear. Up to 80+ percent of candidates will share their positive experiences and over 60 percent will share their negative experiences (see Figure 2). This has remained amazingly consistent year after year with different populations of companies and their candidates.

Figure 2. Candidates Sharing Positive and Negative Experiences with Their Inner Circles

	2018	2017	2016	2015	2014
Positive Experience	78%	77%	81%	80%	81%
Negative Experience	65%	61%	67%	66%	66%

The percentages drop when we look at how many candidates share their positive and negative experiences publicly online (i.e., social media posts, Glassdoor reviews, Kununu reviews, Indeed reviews, etc.), but they're still significant populations willing to share their experiences publicly (see Figure 3). Again, the consistency is clear.

Figure 3. Candidates Sharing Positive and Negative Experiences Publicly Online

	2018	2017	2016	2015	2014
Positive Experience	50%	51%	50%	49%	51%
Negative Experience	35%	35%	34%	33%	34%

Forty-three percent of North American candidates in 2018 also answered that "this information is private and I don't share publicly." That's because most candidates don't want to shout from the rooftops when they didn't get the job, only when they get it.

HOW LIKELY CANDIDATES ARE TO REFER OTHERS

When we look at how likely candidates are to refer others based on their experience, the good news is that 67 percent of North American candidates said they were likely to extremely likely to refer others based on their experience. For CandE winners it's over 10 percent higher at 74 percent, but down from 2017 and 2016 (see Figure 4).

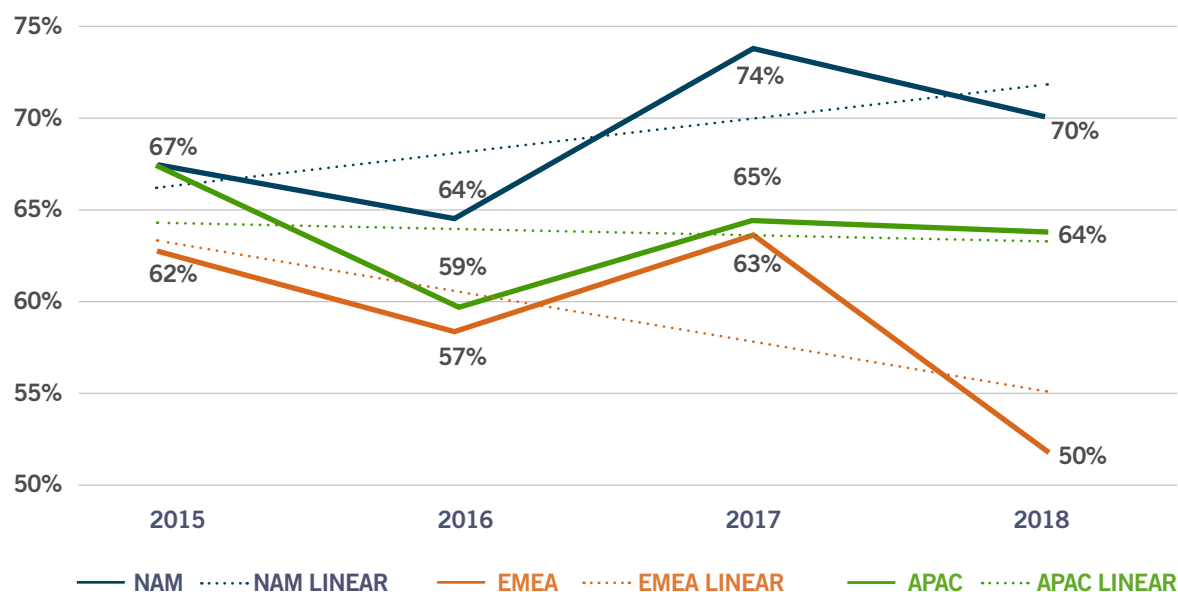
Figure 4. How Likely Candidates Are to Refer Others

	2018	2017	2016
All Employers - Candidates Likely to Refer	67%	67%	70%
CandE Winners - Candidates Likely to Refer	74%	77%	78%

THE SOBERING BAD NEWS ABOUT CANDIDATE EXPERIENCE

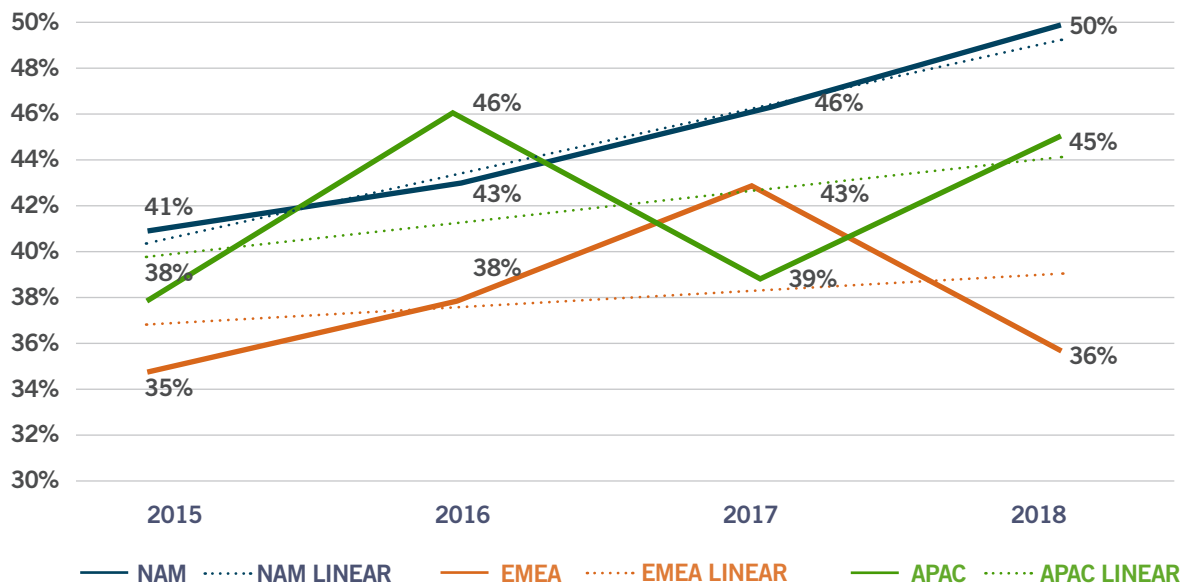
Now for some sobering bad news: the trend globally over the past four years is that a great and positive candidate experience is slipping, except for in North America where it continues to trend upward. This data view is when we look at those candidates who rate their overall candidate experience 5 stars on a 1-5 Likert Scale and who also rate their experience great with a willingness to increase their relationship with the employer. The latter is one of a few 4-point sentiment scales Talent Board developed nine years ago for this benchmark research (see Figure 5).

Figure 5. Great Candidate Experience and 5-Star Rating – Increase Relationship



Now, the converse paints an even grimmer picture, with extreme candidate resentment trending upward globally. This data view is when we look at those candidates who rate their overall candidate experience 1 star on a 1-5 Likert Scale and who also rate their experience negative with a willingness to sever their relationship with the employer (see Figure 6).

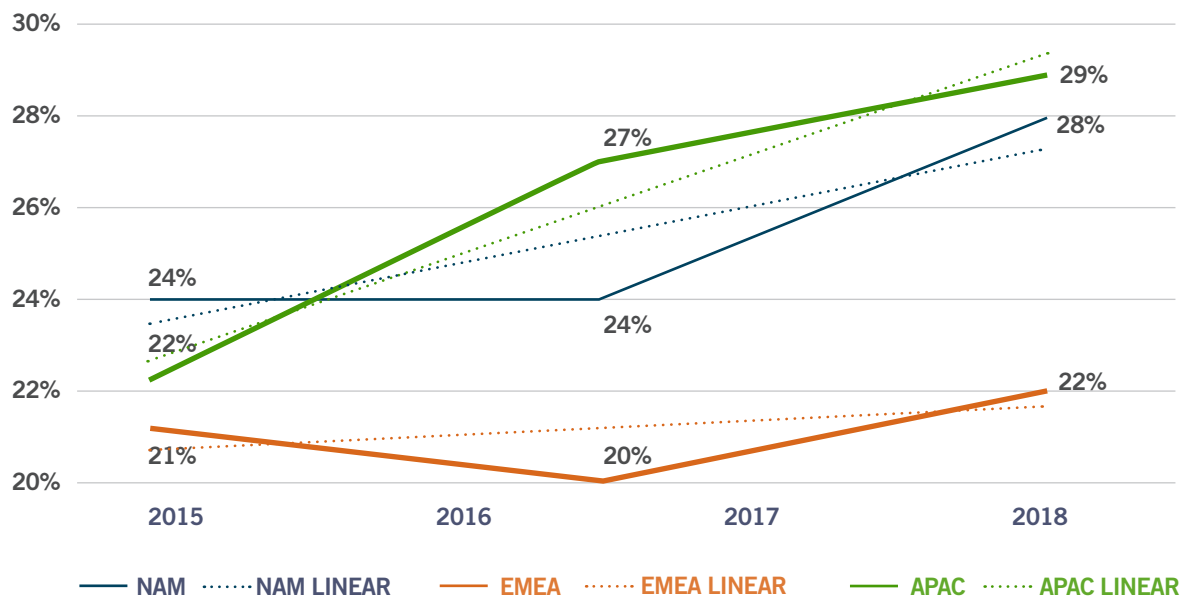
Figure 6. Poor Candidate Experience and 1-Star Rating – Sever Relationship



These are extreme, definitive answers, though. The absolute yes's and no's. It's still thousands of candidates overall, but when we look at just the change in relationship question globally, the outlook mellows and improves, at least for the great candidate experience ratings.

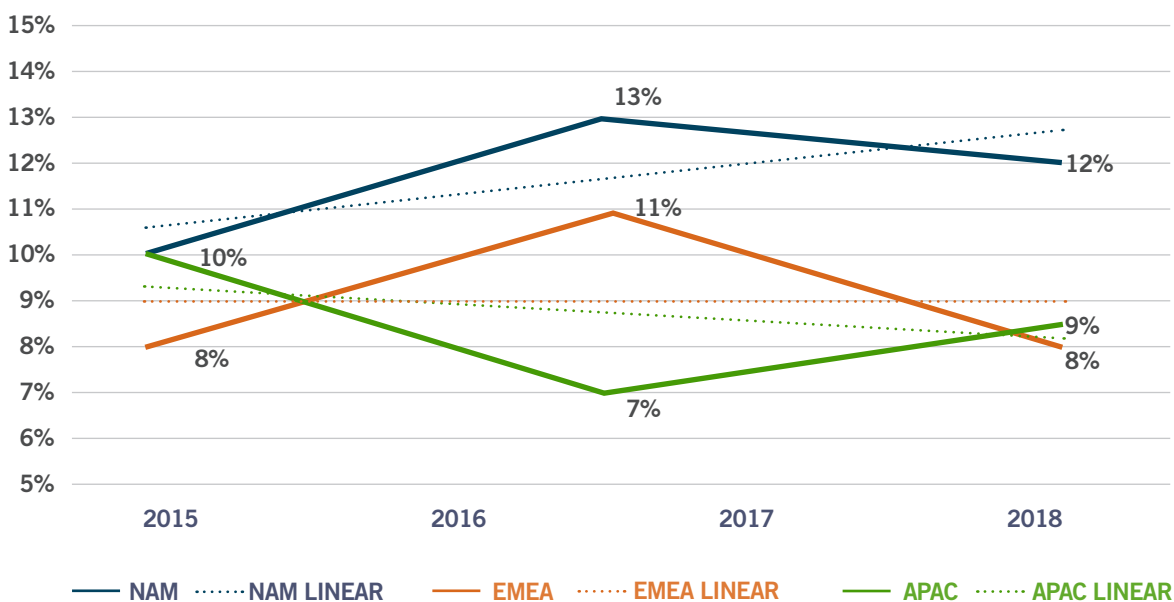
The willingness to increase their relationship with an employer trends upwards globally over the past three years (see Figure 7). In fact, global job candidates gave employers a great candidate experience rating that was 17.4 percent higher than in 2017.

Figure 7. Great Candidate Experience – Increase Relationship



And yet the willingness to sever their relationship with an employer only trends upwards in North America, with it flattening in EMEA and declining slightly in APAC over the past three years (see Figure 8).

Figure 8. Poor Candidate Experience – Sever Relationship



The potential impact on businesses is quite real. No matter what industry you're in, candidate experience potentially impacts whether or not candidates will apply again and/or refer others, and how the employer brands are perceived based on what commentary proliferates within inner circles and on publicly online.

CALCULATE THE COSTS

For consumer-based businesses, where candidates are customers and vice-versa, the potential revenue impact looms. A [case study conducted by Virgin Media and Ph.Creative](#) a few years ago showed that Virgin Media was losing more than \$6 million annually in sales revenues due to poor candidate experiences — then they turned it into a \$7 million revenue stream.

Most companies, particularly publicly traded companies, aren't willing to share this kind of quantitative data publicly, and for good reason. But many today are internally quantifying the cost of a poor candidate experience, which can be in the millions of dollars per year, and incremental improvements to recruiting processes and candidate experience can go a long way to increasing revenue and referral networks.

We created an [online candidate resentment calculator](#) for HR and talent acquisition professionals that generates potential lost annual revenue by plugging in some simple numbers. According to the 2018 Talent Board benchmark research, the overall candidate resentment rate — those candidates willing to sever the relationship with a prospective employer based on their experience — is running at about 11 percent globally (North America, EMEA and APAC).

While the resentment calculator only produces a rough estimate based on the hiring numbers plugged in, it's good information to have when making the business case to make recruiting process improvements. Even business-to-business (B2B) companies can use it as a conversation starter, because ultimately if they don't have the candidates they need to grow and sustain their businesses, it will potentially impact their revenue. Figure 9 highlights the calculation.

Figure 9. Candidate Resentment Calculator

Assumption: 100% of the people that apply are potential customers and/or influencers affecting revenue and referrals.

Example:

A. Annual hires = 1,000

B. Applicants per hire = 100

C. Rejected applicants per hire = (B-1) = 99

D. Annual rejected applicants = (A x C) = 99,000

Negative resonance factor = candidate tells 1 person (at a minimum)

E. Total rejected candidate audience = (D x 2) = 198,000

F. Average value of a customer = \$100

@12% candidate resentment rate (based on North American candidates willing to sever the business relationship)

G. Potential lost customers = (12% x E) = 23,760

H. Potential lost revenue @12% = (G x F) = \$2,376,000

Let's take a look at what the North American resentment rate looks like across industries in 2018 (see Figure 10).

Figure 10. Candidate Resentment Rates by Industry

INDUSTRY	RESENTMENT RATE
Education & Training Services	22.4%
Travel, Recreation & Leisure	20.7%
Financial	15.4%
Hospitality	15.2%
Technology	14.9%
Biotech	14.5%
Conglomerates	14.1%
Consumer Goods	13.6%
Healthcare	11.4%
Services	11.3%
Utilities	10.5%
Industrial Goods	10.2%
Non-Profit	9.5%
Basic Materials	9.3%
Government (State/Local)	9.0%
Government (Federal)	7.4%
Auto Manufacturing	6.0%
Manufacturing	4.4%

Over two-thirds of those industries with double-digit candidate resent rates are either fully business-to-consumer (B2C) or overlap into consumer-based products and services. The potential cost of a poor candidate experience to the bottom line is again quite real.

CALCULATE THE POSITIVE GROWTH

Let's end this section with some better news. The fact is that HR and recruiting leaders talk a lot about improving candidate and employee experience. When we surveyed past Talent Board benchmark research employers at the end of 2018, the number one recruiting initiative for 2019 was improving candidate experience. This also includes creating better work cultures, investing in diversity and inclusion, ensuring social responsibility by giving back to communities in the form of donations and volunteerism.

All of which are important to improving overall recruiting, hiring and retention. And yet, recruiting is simply a business transaction like any other business transaction. Except that 99 out of 100 people applying for a specific job don't get the job.

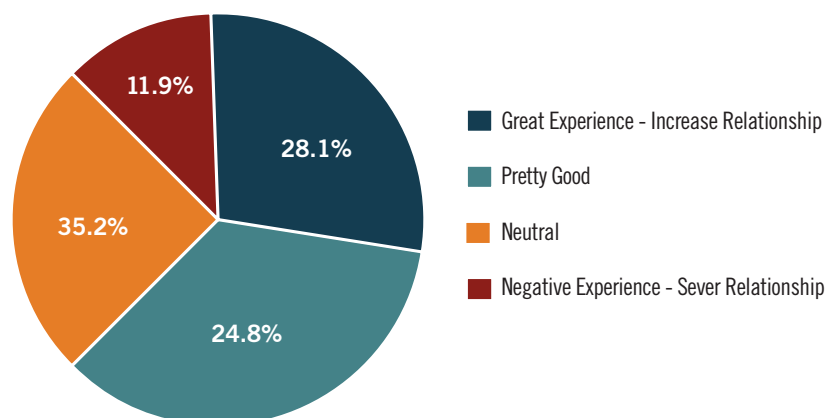
A messy human one no doubt, but still a business transaction.

Here at Talent Board we've talked a lot the past few years about our benchmark research and the potential impact on businesses based on how they're treating their job candidates, hence all the above.

And yet, we haven't talked much about how much revenue could be generated when we look at a greater degree of candidate perceived fairness and those candidates who give a great big "great" candidate experience thumbs up in our research. Those who are willing to increase their business relationship by applying again, referring others more often and making and/or influencing purchases if and when applicable. The latter part is key for what follows.

According to our 2018 candidate experience research, 28 percent of North American candidates who responded to our survey gave their overall experience a "great, I'll increase my relationship" with the company they applied to (see Figure 11). Again, what's important to note is that 92 percent of all the candidates surveyed this year in North America did not get hired.

Figure 11. North American Candidate Experience Change in Business Relationship



Now, this is where it gets interesting – potentially interesting. Fourteen percent of the North American candidates told us they were customers of the company. If we assume that very positive job candidates who were customers might increase their spend by 15 percent (per consumer research), then that's a good thing.

Let's say we're dealing with a large consumer-based employer. This employer hires 1,000 employees per year and averages 100 applicants per hire. That translates into 99,000 rejected candidates annually. They have also determined that the annual value of one customer is \$100.

As mentioned above, 28 percent of the rejected candidates say they'll increase their relationship with this employer, that leaves 27,720 candidates of the 99,000 who were very positive. And 14 percent of those were customers of this employer they had applied to.

That leaves 3,326 very positive candidates. Yes, there are many assumptions here, but if these same candidates increase their annual spend by 15 percent, then that would be \$115 per candidate per year spent on this employer's products – \$382,536 of additional potential revenue for the year.

And if we assume that each of the 27,720 very positive candidates tells one person, and if those people become customers, then that's another potential \$2,772,000 in revenue.

Combined, that totals \$3,154,536 of potential annual revenue.

Of course, there are many variables that will affect the actual potential impact, but this should still give employers across industries pause to consider the possibility. And many of the Talent Board CandE Award winners, especially consumer-based business, know this first hand.

Next, let's take a look at what the North American increase-relationship rate looks like across industries in 2018 (see Figure 12).

Figure 12. Candidate Increase-Relationship Rates by Industry

INDUSTRY	INCREASE-RELATIONSHIP RATE
Manufacturing	43.5%
Travel, Recreation & Leisure	34.9%
Auto Manufacturing	34.3%
Services	28.8%
Healthcare	28.1%
Industrial Goods	27.0%
Basic Materials	26.3%
Technology	25.5%
Government (State/Local)	25.5%
Hospitality	25.2%
Consumer Goods	24.7%
Financial	24.2%
Government (Federal)	24.1%
Conglomerates	21.8%
Biotech	20.7%
Utilities	20.3%
Non-Profit	20.3%
Education & Training Services	11.7%

What's great to see is that most industries we tracked have increase-relationship rates of over 20 percent, which again can potentially help consumer-based companies sustain and increase some of their revenue.

Lastly, let's take a look at what the North American resentment and increase-relationship rates look like across company size in 2018 (see Figure 13).

Figure 13. Candidate Resentment and Increase-Relationship Rates by North American Employee Population

EMPLOYEE POPULATION	RESENTMENT RATE	INCREASE-RELATIONSHIP RATE	INVITED TO PROVIDE FEEDBACK
Up to 500	10.9%	32.4%	22.3%
501-2,500	16.4%	23.9%	11.5%
2,501-5,000	14.0%	26.3%	10.2%
5,001-10,000	12.2%	23.7%	14.0%
10,001-25,000	14.3%	24.3%	10.5%
25,001-100,000	10.6%	30.4%	15.7%
Over 100,000	14.3%	23.9%	9.9%

What's important to note here is that smaller companies, those with up to 500 employees, seem to have the lowest resentment rates along with the highest increase-relationship rates. This could be because of the lower hiring volume, which in turn potentially gives recruiters and hiring managers more time to invest in candidate communication. And in fact, they're asked for feedback once the recruiting process came to an end more often than any other size of employee population – 35 percent more often than the second highest employee population size asked for feedback (25,001-100,000). In 2018, there were over 600 North American candidate responses for the up to 500 company size, compared to over 45,000 candidate responses for the companies with 25,001-100,000 employees.

IT'S STILL ABOUT THE FUTURE FIT

Even with all the potential business impact highlighted above, universally it still comes back to whether or not candidates will apply again and/or refer others based on their overall candidate experience. And while most companies would argue they don't want all the candidates applying again, they do want those deemed future fit to apply again. Plus, they most certainly want their final interview silver medalists to apply again and refer others who may also be the right candidates for future roles.

Making improvement investments in recruiting and candidate experience today can ensure a greater return on employment brand and quality of candidate tomorrow.

CANDE RESEARCH REPORT ANALYSTS/WRITERS:



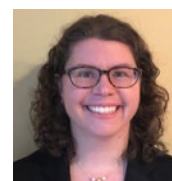
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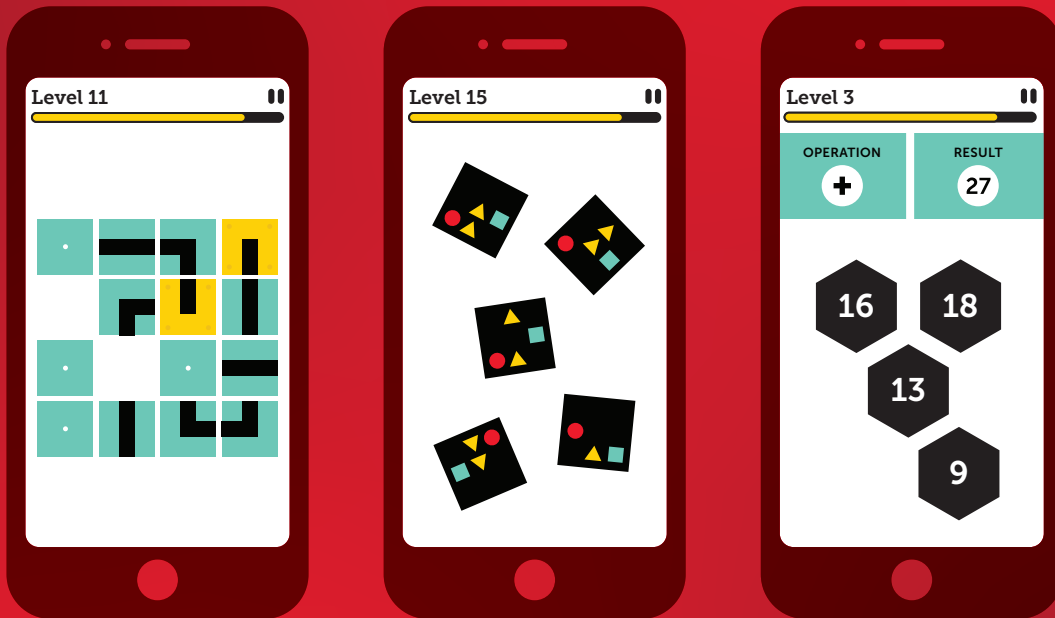
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North American
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(CandE) Benchmark
Research Report

Attract

EMPLOYER BRANDING, RECRUITMENT MARKETING
AND SOURCING

What It Is

The pre-application stage of identifying and engaging with candidates before they apply for a position.

The candidate experience begins during talent attraction and sourcing, even before a potential candidate applies for a job. In fact, Talent Board believes that the candidate experience is a 24/7 interactive experience, whether a passive candidate or actively looking for a job.

Attracting candidates is one area of talent acquisition that has been given more and more attention and investment due to such a strong job market throughout 2018, with many more employers big and small across industries understanding just how competitive attracting and sourcing quality candidates truly is. In fact, it is now arguably the most important aspect of recruiting since it prepares organizations for current talent needs as well as future talent needs. It also gives candidates that first impression of an employer.

With a strong and consistent strategy for attracting, engaging and connecting with talent, recruiters can build relationships and better understand the specific audience on which they want to target their recruitment marketing efforts. Organizations can also bring awareness to their brand in a more authentic way. When individuals feel connected and engaged with an organization, they are more receptive to messages about the brand and curious about its employment opportunities.

Overall candidate experience and employer branding are by far the top recruiting initiatives/activities employers plan on focusing on in 2019.

KEY HIGHLIGHTS:

- » Nearly 120,000 candidates replied to this section
- » In 2018, nearly three quarters of candidates conducted their own research (70.5 percent), a trend that's held steady for the past few years
- » 43 percent of candidates said they had some kind of past relationship with an employer (down 6 percent from 2017 and down 24 percent from 2016)
- » Company career sites are still the most important aspect when researching career opportunities for 60 percent of candidates in 2018
- » Company values are still the most important marketing content for 44 percent of candidates (although down 10.2 percent from 2017)
- » A third of candidates said they wanted even more information about why employees want to work at an employer and why they stay
- » 22 percent of candidates said they use review sites like Glassdoor and Indeed in their job and career research (down 24 percent from 2017)
- » Video Job Descriptions are the number one recruiting technology investment for employers in 2018/2019
- » For those who had a poor, 1-star experience in the attraction stage, 87 percent said they were not asked for feedback about the research process; 70.7 percent of all candidates regardless of rating said they were not asked for feedback; and only 50 percent of 5-star candidates were asked for feedback – a missed opportunity for companies across the board

Employer branding is a critical component of talent attraction. The employer brand is a big part of the reason why someone wants to work for an organization. It encompasses the culture and the employee value proposition. A strong, descriptive and transparent brand will help companies attract talent and alleviate some of the challenges that sourcing can create. A weak brand, on the other hand, will deter talent or misrepresent the employee experience, which can lead to new hire turnover and low performance once onboard.

Organizations have to think like traditional marketers more than ever. Just as consumers have evolved, candidates have become savvier in their job search and are now more likely to have previous relationships with employers (43 percent) and conduct their own research (70.5 percent). Candidates are also diving deeper into career sites, social media and sites like Glassdoor to get a clear picture of an organization before making a connection (22 percent of candidates in 2018 use review sites like Glassdoor, Indeed and Kununu).

Candidates today are doing their research; they want to be prepared and take ownership of their journey, and organizations need to be prepared as well.

What Candidates Want

CANDIDATE QUOTE:

“I felt I was provided with very good information about the job I applied for.”

Candidates want three things during the pre-application stage: a clear understanding of the company culture, insight into the employee experience and a sense of connection with the overall brand. Essentially, they want to know that the information and content they receive will reflect not only the work they will be doing but the company and the environment in which they will work. Candidates are looking for more content from existing employees and peers; a third of candidates said they wanted even more information about why employees want to work at an employer and why they stay.

This is why the employee voice is a strong one and should not be ignored during the attraction stage. In the candidate survey, candidates were asked to identify what research channels are most valuable, what marketing information is most valuable and what content is most valuable. A summary of the responses follows:

RESEARCH CHANNELS

Year after year, career sites prove to be the most valuable channel for candidates when researching an employer. While there had been a steady decline in organizations finding value in their career sites over the past few years, it's back up again slightly in 2018 with 60 percent of candidates cited career sites as most valuable.

Secondly, 32 percent of the candidates cranked up the job notifications this year, up slightly from 2017. LinkedIn career pages had 31 percent of candidates using them. And 30 percent of candidates, down 17 percent from 2017, still cited employee referrals as a valuable channel, compared to only 17 percent of candidates in 2014. Plus, 42.7 percent of referred candidates were much more likely to increase their relationship with a potential employer (apply again, refer others, make purchases if and when applicable), more so than if they conducted their own search or if they received unsolicited outreach from a recruiter.

Candidates no longer want to go directly to the source to discover information about the company and the job. They want to hear from existing employees and peers (see Figure 1).

Figure 1. Candidate Research Channels (Partial List)

	2018	2017	2016	2015	2014
Company Career Site	60%	58%	57%	64%	65%
Third Party Job Notifications Or Agents	32%	28%	28%	35%	34%
LinkedIn Career Pages	31%	34%	30%	30%	27%
Employee, Candidate Or Customer Referral	30%	36%	33%	19%	17%
Job Boards	26%	30%	NA	NA	NA
Employer Reviews (Glassdoor, Indeed, Great Rated!, Other)	22%	29%	23%	24%	20%
Online Groups (LinkedIn, Yahoo, Other)	18%	24%	24%	26%	24%
Career Fair / Job Fair (Multiple Companies)	13%	10%	9%	18%	10%
Professional Associations	13%	15%	12%	NA	NA
Talent Communities	6%	7%	7%	7%	6%

MARKETING CONTENT

When asked to identify the most valuable marketing content, 44 percent of candidates cited company values, down 10 percent from 2017, but still the most valuable. As noted above, employee-generated and employee-based content is increasingly important to candidates, as employee testimonials and answers to “why people want to work here” are again more valuable than product/services information in 2018 (see Figure 2).

What’s clear in the Figure 2 is that candidates want a high level of transparency into organizations in which they are interested. This insight also helps when candidates refer others to the same organizations.

Figure 2. Preferred Marketing Content for Candidates (Partial List)

	2018	2017	2016	2015	2014
Values	44%	49%	42%	51%	51%
Information on the Culture of the Company	37%	42%	NA	NA	NA
Employee Testimonials	37%	41%	36%	35%	33%
Answers to “Why” People Want to Work Here	33%	36%	30%	31%	31%
Product/Services Information	30%	38%	35%	37%	39%
Answers to “Why” People Stay Here	22%	29%	24%	24%	23%
Financial Information	21%	26%	23%	22%	22%
Diversity - Culture Information	20%	23%	21%	20%	19%
Frequently Asked Questions (FAQs)	16%	23%	19%	20%	19%
Employee/ Recruiter Blogs	13%	20%	17%	15%	14%

JOB-RELATED CONTENT

When conducting research, 50 percent of candidates find the job description to be valuable, representing another 10 percent decrease from 55 percent of candidates in 2017. In fact, the value of job descriptions has been questioned by both candidates and employers as an effective recruitment tool for years. Job descriptions are often lifeless text-heavy recruiting tools that prevent candidates from focusing on more critical content, such as career paths and the overall recruitment process. Video job descriptions were down as a job resource for candidates, from 8 percent in 2017 to 6 percent in 2018, but employers said they’d make video job descriptions the top technology investment in 2019, so we’ll see if they increases the value of the resource.

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What's interesting in 2018 is that candidates wanted to see more career path examples increased 27 percent from 2017 (see Figure 3). This is in line with candidates wanting to better understand their greater opportunities at companies today.

Figure 3. Preferred Job Content for Candidates (Partial List)

	2018	2017	2016	2015	2014
Job Descriptions (Duties, Skills, Requirements)	50%	55%	63%	74%	77%
Benefit Details	34%	32%	31%	33%	35%
Salary Ranges / Compensation Structure	29%	34%	35%	39%	40%
Career Path Examples	28%	22%	21%	23%	23%
Overview of Recruiting Process	22%	18%	16%	18%	17%
Successful Candidate Profile for the Job	22%	22%	21%	25%	25%
Job Presented in Language Most Valuable to You	21%	20%	NA	NA	NA
Employee Day in the Life (Job Overview)	14%	17%	16%	16%	16%
Recruiter Tips and Advice on Hiring Process	12%	14%	11%	12%	12%
Career Related Events (Dates, Locations, Registration)	10%	10%	9%	10%	10%

WHAT EMPLOYERS ARE DOING

The gap between what employers are doing and what candidates want persists, but the gap has been closing slowly. Overall, employers must consider how the attitudes, expectations and behaviors of a more sophisticated candidate continue to shift, particularly in such a tight job market like in 2018.

When asked where employers are engaging with candidates in the attraction stages, career sites remain number one for the fifth consecutive year increasing about 7 percent from 2017. Seventy-seven percent of companies consider them to be critical to recruiting success, while microsites are again critical to 33 percent of companies. Employers recognize that this is the first stop for candidates researching their organization, so the content they provide must be compelling (see Figure 4). Job board/other site company pages also increased 11 percent as critical in 2018, and employers using Twitter to promote jobs decreased by 21 percent.

Figure 4. Critical Online/Interactive Ways Employers Engage with Candidates Who Have Not Yet Applied (Partial List)

	2018	2017	2016	2015	2014
Career Site (Primary)	77%	72%	75%	74%	71%
LinkedIn Pages (Job/Career Specific)	62%	62%	61%	56%	55%
Job Board/ Other Site Company Pages (Job/Career Specific)	52%	47%	48%	45%	38%
Career Site Job Agents (Notifications)	34%	32%	34%	36%	36%
Career Site (Micro Sites)	33%	33%	26%	31%	32%
Mobile Career/Job Apps	30%	27%	28%	24%	19%
Facebook Pages (Job/Career Specific)	29%	29%	25%	24%	24%
Twitter Feeds/ Notifications (Job/Career Specific)	26%	33%	32%	32%	28%
Talent Community (Primary)	26%	24%	27%	30%	28%
LinkedIn Groups (Job/Career Specific)	21%	20%	27%	24%	43%

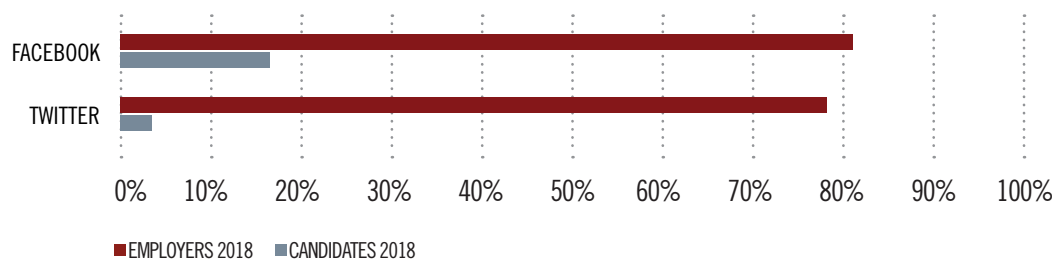
Candidates turn more to employer review sites and employee testimonials, as indicated above, and employers continue to increase their differentiating engagement with internship programs and career fairs in 2018 (see Figure 5). Interestingly, employee referral programs decreased in importance by 9 percent, as did cold calling by 16 percent.

Figure 5. Critical Program/Direct Contact Ways Companies Engage with Potential Candidates Who Have Not Yet Applied (Partial List)

	2018	2017	2016	2015	2014
University/College Intern/ Co-op Programs	56%	53%	52%	55%	46%
Employee Referral Programs	52%	57%	56%	55%	51%
University/College Campus Information Sessions	40%	39%	42%	42%	37%
Career Fairs (General)	36%	35%	31%	36%	27%
Direct Calls (Cold Calling)	27%	32%	32%	34%	33%

As seen in previous years, companies are all in with social media to attract candidates, despite candidates leveraging social channels like Twitter and Facebook with much less frequency (see Figure 6). This includes them considering these channels as critical, general use and experimenting. However, Facebook has increased in importance for candidates this year, increasing 31 percent from 2017. But, the disparity between employers and candidates using Twitter for their job search is huge.

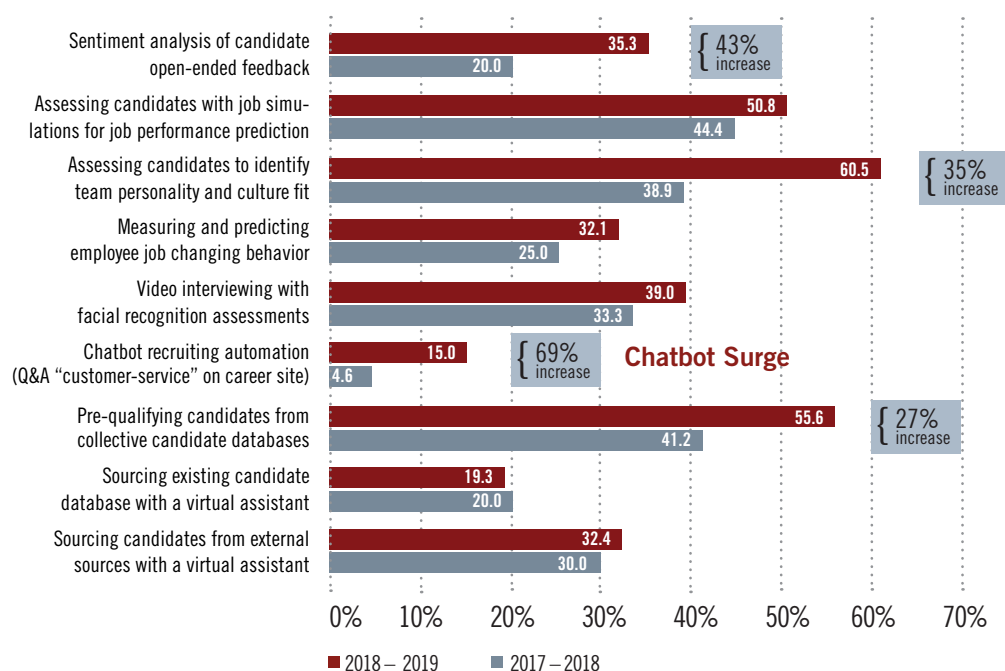
Figure 6. How Employers and Candidates Differ in Using Facebook and Twitter for Job Search



Technology can be a powerful ally when it comes to communicating with candidates pre-application, and texting is one form of communication definitely on the rise. In 2017, only 28 percent of employers were using mobile text-messaging campaigns, but in 2018, it jumped to 48 percent — a 71 percent increase.

It's also important to note here how artificial intelligent and other smart technologies are helping employers improve recruiting. We saw a 69 percent increase in utilizing chatbots on career sites in 2018. More employers realize that a competitive differentiator is communicating earlier with candidates, even before they apply. Chatbots are being used to answer general employment questions and this frees up the recruiting teams to have more hands-on time with potential candidates already in play. Pre-qualifying candidates with AI from a variety of databases also increased by 27 percent in 2018 (see Figure 7).

Figure 7. Enhancing Recruiting Efforts with AI Technologies Today in NA



As organizations look to close this gap and become more aligned to the talent they want to attract, below are some recommendations and lessons learned from the 2018 CandE Award winners.

Key Recommendations: What CandE Award Winners Do Better

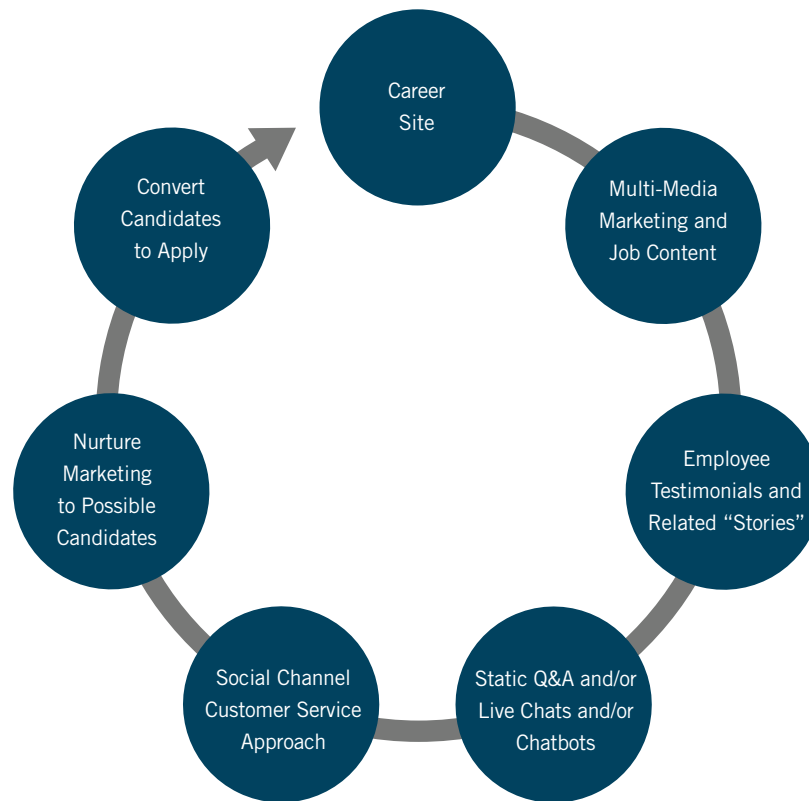
Companies that improve the candidate experience and provide more value to candidates in the attract stage have a competitive advantage. Several examples below help differentiate the 2018 CandE Award winners and provide guidance to organizations looking to improve the candidate experience during the attract stage (see Figure 8):

- » **Candidate Research:** 48 percent of candidates from all companies rated the information they found on employers while doing research 4 and 5 stars. It jumps to 55 percent for CandE winners — a 14 percent difference. CandE winners also emphasize employee testimonials 8 percent more often than all participating companies, and even more dramatic, CandE winners emphasize career path examples 26 percent more often than all all participating companies. And CandE winning employers said they make diversity culture marketing content available 83.6 percent of the time versus 69.3 percent of all employers combined, a 18.7 percent difference.
- » **Candidate Referrals:** While 30 percent of candidates in 2018 still cited employee referrals as a valuable channel, down 17 percent from 2017, 42.7 percent of referred candidates were much more likely to increase their relationship with a potential employer (apply again, refer others, make purchases if and when applicable), more so than if they conducted their own search or if they received unsolicited outreach from a recruiter. And CandE winners find employee referral programs critical 12 percent more than all participating companies in 2018.
- » **Communication and Feedback:** All participating companies asked 16 percent of their candidates for feedback before they applied in 2018, while 18 percent of CandE winners asked for feedback — a 12 percent difference. While there's not much of a difference between all participating companies and CandE winners utilizing artificially intelligent chat bots on their career sites, CandE winners use chat rooms to communicate with potential candidates 39.2 percent versus 26.7 percent of all participating companies that use them — a 37.9 percent difference.

RESEARCH RATINGS

Candidates give CandE Winners a 3.6 average Likert Scale rating versus a 3.1 rating or all other participating companies — a 15 percent difference overall.

Figure 8. CandE Attraction Cycle: CandE Winner Best Practices



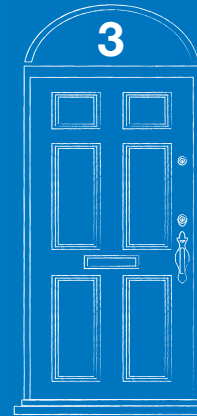
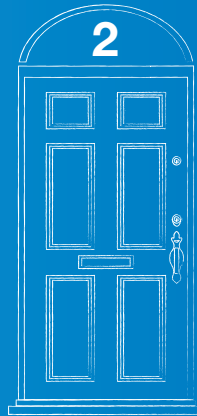
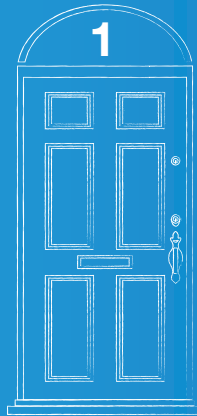
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Recruit

APPLICATION, SCREENING AND INTERVIEWING

The recruit stage involves activities that help identify the right fit, converting interest into candidates from application to final interview. What sets successful companies apart from the competition is their ability to create a consistent and transparent candidate experience throughout the following processes:

- » **Apply:** The process candidates go through when filling out and submitting a job application.
- » **Screen and Interview:** The evaluation stages that help recruiters and hiring managers determine the best candidates to hire for the organization.

Apply

What It Is

The process candidates go through when filling out and submitting a job application.

The application process, while still at the mercy of whatever applicant tracking system is being utilized, has improved significantly. Recruiters are able to handle an increased volume of applications and better manage the administrative side of the application process. Plus, automated communications can be triggered at various disposition stages, screening and assessment tools can be integrated throughout the application process, and applicants can be notified of their status and connected with nurturing recruitment marketing systems.

It's still not without its limitations and shortcomings, however. In 2018, 46 percent of North American candidates told us that they had not heard back from employers two months after they applied. That's nearly half of tens of thousands candidates responding to our Talent Board survey, a big missed opportunity for employers.

NORTH AMERICAN KEY HIGHLIGHTS:

- » Over 90,000 candidates replied to this section
- » 84 percent of candidates were not current employees at the organizations they applied to
- » 48 percent of candidates who gave a 5-star rating for the application process said the application was very easy versus only 9 percent who gave a 1-star rating who said the application was very easy — a 137 percent difference
- » 93.6 percent of employers offered mobile apply in 2018, a small increase of 3 percent from 2017; although only 18.4 percent of candidates said they applied via mobile, it was still big increase of 31.4 percent from 2017
- » A third of the candidates said that it still took longer than 30 minutes to complete their job application; 36.6 percent of all candidates said took less than 15 minutes; and 42.7 percent of candidates who rated the application experience 5 stars said the application took less than 15 minutes to complete
- » 44 percent of candidates who had a 5-star overall experience said they were able to view a progress indicator showing their application percentage completed, which is down 13.7 percent from 2017
- » 65.8 percent of candidates received an automated "Thank You for Applying" (4.6 percent decrease from 2017); only 29.3 percent received a reminder about next steps (a decrease of 13.8 percent from 2017)
- » 39.7 percent of candidates who gave a 5-star rating for the application process said they were asked to provide feedback; 21.8 percent of all candidates remember being asked for feedback on the application process, a 28.2 percent increase from 2017

Only 21.8 percent of candidates remember being asked for feedback on the application process, but it's actually a 28.2% increase from 2017, so that's an improvement there. Even with the sheer number of unqualified candidates who apply for jobs every year, if some level of communication isn't provided, it can impact a candidate's perception of that employer. And no matter the level of automation, if it includes definitive closure by letting candidates know they won't be pursued any further, it can help to keep the perception of fairness at least neutral if not more positive.

Of course employers don't want everyone applying again, especially any company with candidate volume, and especially not the unqualified serial appliers. But, they do want those that could be deemed as future fit for other job requisitions.

Thankfully more employers have collapsed the time it takes to initially apply, with 36.6 percent of all candidates saying it took less than 15 minutes, and 42.7 percent of candidates who rated the application experience 5 stars saying the application took less than 15 minutes to complete.

The volume of applications hasn't diminished at all, though. In 2018, depending on job level, employers are receiving over 200 resumes per posting 19 percent of the time for senior management positions, and up to 40 percent for hourly positions (see Figure 9).

On the average, a third to half of the candidates who apply for all position types are not qualified. It's no surprise that high-volume hiring companies can become cynical to the vast number of unqualified candidates, but that still doesn't excuse not acknowledging applicant interest and ensuring definitive closure. Plus, many companies have "banned for life" codes, or something similar, to block those unqualified serial appliers.

Figure 9. Total Number of Applications Companies Receive Per Job Type

JOB TYPE	<25	26-50	51-75	76-100	101-150	151-200	200+
Hourly (Non-Exempt) Applications	9.0%	14.6%	9.0%	10.4%	13.9%	3.5%	39.6%
Entry Level Professional Applications	3.4%	18.5%	14.4%	8.9%	9.6%	6.8%	38.4%
Experienced Professional (Non-Technical) Applications	9.7%	21.5%	11.1%	16.7%	4.2%	8.3%	28.5%
Experienced Professional (Technical) Applications	16.6%	24.8%	11.7%	13.6%	4.8%	3.4%	24.8%
Mid-Management Applications	14.7%	25.2%	16.1%	11.2%	6.3%	3.5%	23.1%
Senior Management Applications	27.0%	25.5%	13.5%	6.4%	3.5%	5.0%	19.1%
Contract/Contingent	28.0%	14.0%	12.1%	3.7%	6.5%	4.7%	30.8%

What Candidates Want

CANDIDATE QUOTE

“After two months, I should have received some communication regarding the status of the application.”

The majority of candidates in this year’s survey (84 percent) were external and not applying for a position in their current organizations. Thirty-three percent of all candidates were applying for hourly positions, much higher than in EMEA and APAC. And because of this, many are most likely having to take time away from their current jobs to pursue this opportunity. In return, candidates do expect a simple and straightforward process with some level of acknowledgement.

Forty-eight percent of North American candidates who gave a 5-star rating for the application process said the application was very easy versus only 9 percent who gave a 1-star rating who said the application was very easy — a 137 percent difference.

Nearly 66 percent of candidates received an automated “Thank You for Applying” (4.6 percent decrease from 2017), while only 29.3 percent received a reminder about next steps (a decrease of 13.8 percent from 2017). Forty-six percent of North American candidates told us that they had not heard back from employers two months after they applied. A clear and definitive yet somewhat personable automated rejection email is all that’s needed here.

Only percent of candidates who had a 5-star overall experience said they were able to view a progress indicator showing their application percentage completed, which is down 13.7 percent from 2017. This really should be much higher than it is; it adds a positive edge to perceived fairness, some we call want as candidates.

Candidates want simplicity when they are applying for a job. They want to understand the questions they are being asked and have an opportunity to share their skills and experience. More importantly, they want to be able to do this quickly and easily. As mentioned above, the time it takes to complete an application has been collapsed. And while 93.6 percent of employers offered mobile apply in 2018, a small increase of 3 percent from 2017, only 18.4 percent of candidates said they applied via mobile, which was still big increase of 31.4 percent from 2017.

Perceived fairness also continues to be a differentiator in candidate experience, and there’s a no better crossroads of this than at the application process. This is as far as the majority of applicants make it today in the recruiting process, and there was a 128 percent difference between those who felt they were being treated the most fairly, 4.4 out of 5 star rating, and those who rated application fairness the lowest, just about 1 out of 5 stars. And 42.5 percent of the candidates who rated the application process 5 stars said the application took less than 15 minutes, a trend we continue to see with many companies.

What Employers Are Doing

Employers have multiple opportunities to communicate with candidates during the application process including communication before the apply process, during the apply process and after. Employers need to think about an apply strategy that keeps candidates informed through a simple process that leverages the right technology. This communication needs to be consistent and frequent. In fact, over-communicating is where many CandE winners are investing more of their time, throughout the recruiting process. Like the attract stage, however, a gap exists between how companies view the apply process and how candidates experience it.

Still, more companies – including CandE Award winners – are differentiating themselves through stronger communication about next steps and insights throughout the process. For example, employers do provide application guides with FAQs and contact information, as well as visual indicators of next steps and application status. However, only 44 percent of candidates who had a very high 5-star overall experience said they were able to view a progress indicator showing their application percentage completed, which is down 13.7 percent from 2017. And it was only 36 percent of all candidates that were able to view a progress indicator.

Another differentiator for employers is how they are enabling the ability for candidates to present skills, knowledge, and experience during the application process. The more opportunities the candidates have to present their skills – i.e., general screening questions, work history and preferences, job-specific questions, etc. – the greater their overall application satisfaction on a 1-5 Likert scale (see Figure 10). For example, candidates who experience job simulations had a 25 percent higher application satisfaction than those who did not.

Figure 10. Candidate Satisfaction Application Satisfaction Ratings on the Ability To Present Skills, Knowledge, and Experience During Application Process

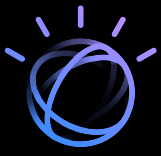
	YES, EXPERIENCED IT	NO, DID NOT EXPERIENCE IT
General Screening Questions	3.43	2.64
Work History and Preferences	3.60	2.78
Job-Specific Questions	3.59	2.87
Behavioral Assessment	3.84	2.99
Job Simulations	3.96	3.09
Case Study	4.06	3.13

Time is always a major factor in the recruiting process, and the application process is no exception. The longer the time between applying and hearing back from the company, the less likely candidates are to apply again or make referrals in the future. The same for how long the application process takes.

That's why companies need to be willing to take a customer-service approach to the application process, just as they do with their products and services they sell. The true test of a positive candidate experience in the apply stage is whether or not a candidate would re-apply. In 2018, 33.7% percent of candidates stated that it was extremely likely that they would apply again because their application process – an increase of 16 percent in 2017. This often requires organizations to go through the apply process themselves from the candidates' perspective. CandE Award winning organizations had 15 percent more candidates who were extremely likely to apply again over all other companies.

Another test of a strong application process involves the technology an organization has in place. It is no surprise that once again nearly all employers participating in the CandE Awards have an applicant tracking system (ATS) in place (99.3 percent). The other top tech for 2018 was job distribution systems (91.0 percent), assessments and testing systems (90.9 percent), mobile-enabled systems (89.6 percent), social media distribution systems (81.1 percent), sourcing/mining systems (79.8 percent) and onboarding systems (81 percent).

Although not in the figure below, 60 percent of North American employers are considering video job descriptions for 2019. Also, 38.6 percent of employers are considering an event scheduling system this year, while 33 percent want more predictive analytics and 30 percent are considering video interviewing systems, all of which impact the sophistication and complexity of improving the post-application process (see Figure 11).



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Figure 11. Areas Where Companies Have Contracted with External (3rd-party) Technology Solution Providers To Improve Recruiting

	YES	CONSIDERING FOR 2018/2019
Applicant Tracking System	99.3%	<1%
Job Distribution System	91.0%	9.0%
Assessment/Testing System	90.9%	9.1%
Mobile-Enabled System	89.6%	10.4%
Social Media Distribution System	81.1%	18.9%
Sourcing/Mining System	79.8%	20.2%
Onboarding System	81.0%	19.0%
Employer Branding Services	82.9%	17.1%
Reference Checking System	76.9%	23.1%
Candidate Relationship Management (CRM) System	72.9%	27.1%
Talent Network / Community System	84.9%	15.1%
Video Interviewing System	69.6%	30.4%
Predictive Analytics (Metrics/Reporting) System	67.0%	33.0%
Event Scheduling System	61.4%	38.6%

Key Recommendations: What CandE Award Winners Do Better

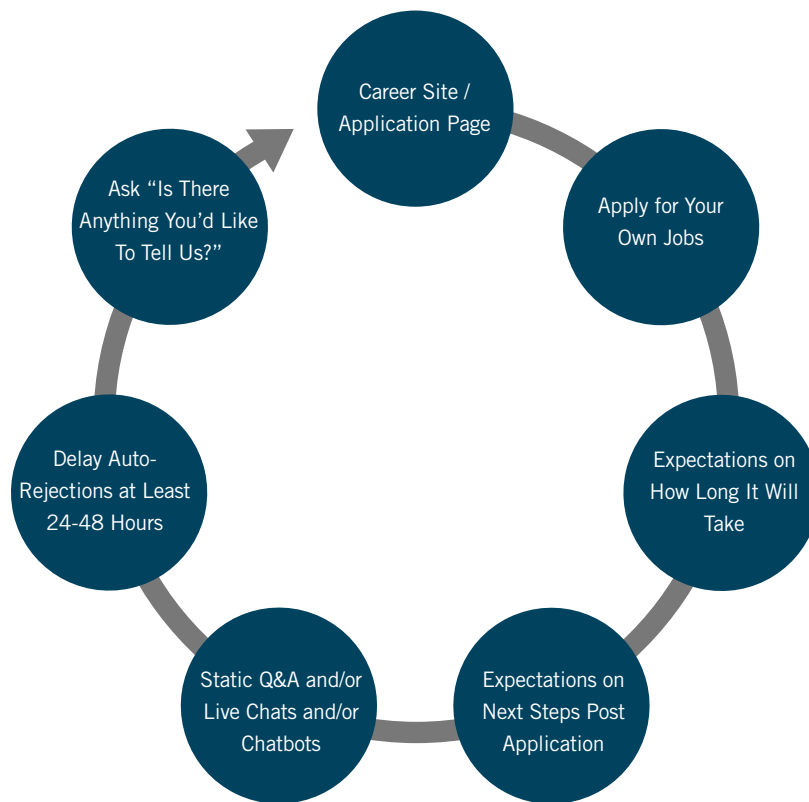
Organizations that want to open communication with candidates, provide greater transparency, and offer a simple and customer-centric application process will need to start by adjusting their application process. The following are several action items that differentiate the 2018 CandE Award winners and can help organizations looking to improve the candidate experience during the apply stage (see Figure 12):

- » **Greater Expectations:** Candidates want to understand their progress and know how much of an application is left, and they are getting it more often with CandE Award winners alone, although the good news is that more and more companies are catching up. This includes an option to save applications as drafts and complete later (54 percent of all candidates versus 55 percent of CandE winner candidates), a progress indicator showing percentage completed (38 percent versus 40 percent), being advised about next steps (29 percent versus 31 percent), and being told how long it would take to complete the application (25 percent versus 28 percent). CandE winning employers said they list the average/expected time to complete application 26.9 percent of the time versus 21.1 percent for all employers combined, a 24.2 percent difference. CandE winning employers also said they provide explanations of any and all future testing that will be required in application process prior to candidate starting the application 43.4 percent of the time versus 37.7 percent of all employers, a 14.1 percent difference.
- » **Mobile Apply:** As mentioned above, 93.6 percent of employers offered mobile apply in 2018, a small increase of 3 percent from 2017. And although only 18.4 percent of candidates said they applied via mobile, it was still big increase of 31.4 percent from 2017, and the candidates of CandE winners said they applied via mobile 15 percent more than candidates from all companies.
- » **Communication and Feedback:** All participating companies asked 21.8 percent of their candidates for feedback about the application experience in 2018, a 28.2 percent increase from 2017, while only 25 percent of CandE winners asked for feedback – a 13 percent difference. Nearly 40 percent of candidates who had an overall “positive” 5-star experience were asked for some form of feedback during the application process, while only 7.3 percent of candidates with a “poor” 1-star experience were asked for feedback at all (a 138 percent difference), a missed opportunity in a highly competitive talent marketplace.

APPLICATION RATINGS:

Candidates give CandE Winners a 3.6 average Likert Scale rating versus a 3.1 rating for all other participating companies — a 15 percent difference overall.

Figure 12. The CandE Applying Cycle: CandE Winner Best Practices




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Screen and Interview

What It Is

The evaluation stages that help recruiters and hiring managers determine the best candidates to hire for the organization and disposition the rest.

A strong correlation exists between screening, interviewing and the candidate experience. By the time potential candidates make it through general screening, maybe an assessment or two, and get to the interview stage, positive ratings tend to increase, even if it's not the best experience. This is because when there is more communication and engagement events, when candidates are "in the running," they tend to rate higher.

That's not to say they won't rate employers lower in experience if it is bad, because they will. It's just that this is where companies can win or lose with candidates they definitely might want to apply again and refer others. Strategic recruiting organizations make sound investments in applicable tools, assessments and tactics are able to expand their local and global reach, improve the candidate experience and strengthen their overall quality of hires. In 2018, over 71 percent of organizations are using pre-employment assessment and selection tests in their talent acquisition efforts, same as in 2017.

Although screening is a broad category, for the purposes of this section, candidate screening is defined as the initial evaluation process, which determines whether an applicant warrants further evaluation as a qualified candidate or immediate disposition as an unqualified applicant.

Interviewing is also a staple of the talent acquisition process and often a deciding factor in hiring a candidate. After screening all the applications and early assessments, conducting early phone screenings

NORTH AMERICAN KEY HIGHLIGHTS

- » Over 30,000+ candidates replied to this section
- » Of those candidates who gave a 5-star rating for the screening and interview stage, many were taken care of before and during the interview process – 31.6 percent were provided a detailed agenda, 22.5 percent were escorted between each interview event, and 12.9 percent were provided job fit and candidacy status feedback at the end of the day – but 55.1 percent of candidates who rated their experience 1 star said they were getting none of this attention
- » 78.2 percent of candidates who rated their interview experience as 5-star strongly agreed that the interview questions were professional and focused on qualifications and experience, while 9.9 percent of 1-star rating candidates said they strongly disagreed – a 155 percent difference
- » 72.5 percent of candidates with a 5-star screening and interview rating strongly agree their recruiter was knowledgeable, while only 8.2 percent of candidates with 1-star rating strongly agree – a 159 percent difference
- » 48.4 percent of recruiters were required to respond to every candidate when rejecting and/or closing out a requisition with standard approved scripts (7.6% increase from 2017)
- » 62.8 percent of candidates received an email from Do Not Reply notifying them that they were no longer considered after the interview stage (a 2.5 average interview rating); only 21 percent received a personal email the recruiter or hiring manager (a 3.0 average interview rating; and only 7.4 percent received a phone call (3.3 average interview rating)
- » Phone interviews/screenings still dominate candidate screening at 67.7 percent in 2018 (9.2 percent increase from 2017); candidates said that video interviewing only happened 13 percent of the time (same as 2017)
- » Video interviewing is again a top five recruiting technology investment for employers in 2018/2019

and/or video interviews, this is where the final list of candidates is evaluated by the recruiters, hiring managers, potential colleagues and other leaders and individuals in the organization. When recruiters and managers have the right tools and best practices, interviewing can be a powerful process that determines the best fit for the organization.

However, few organizations have a standard approach for how interviewing is conducted. A broken, disconnected interview process has a negative impact on both the quality of hires and the candidate experience, especially when recruiters and hiring managers don't prepare ahead of time.

Over the past few years, Talent Board CandE research shows that the candidate experience improves when companies help candidates prepare, ask relevant questions and communicate with candidates throughout the interview process.

What Candidates Want

CANDIDATE QUOTE

"Lack of communication after the screening process is what made this so irritating."

After eight years of Talent Board candidate experience research, candidates still have one basic expectation of employers when it comes to screening and interviewing: feedback. They don't get enough of it, and they aren't asked for much of it. Candidates want to understand what is involved and whether or not they will be moving forward – and why. In reality, very few organizations offer this kind of expectation. According to our survey results, feedback during the screening process falls short when:

- » 53.5 percent of candidates receive no feedback after the screening and interviewing stage
- » 69.7 percent of candidates receive no feedback after being rejected during the screening and interviewing stage

And while subjective, of those candidates who said they received feedback after being rejected, 77.3 percent said it was the feedback wasn't useful. But, 53.7 percent said they were encouraged to apply again for another job.

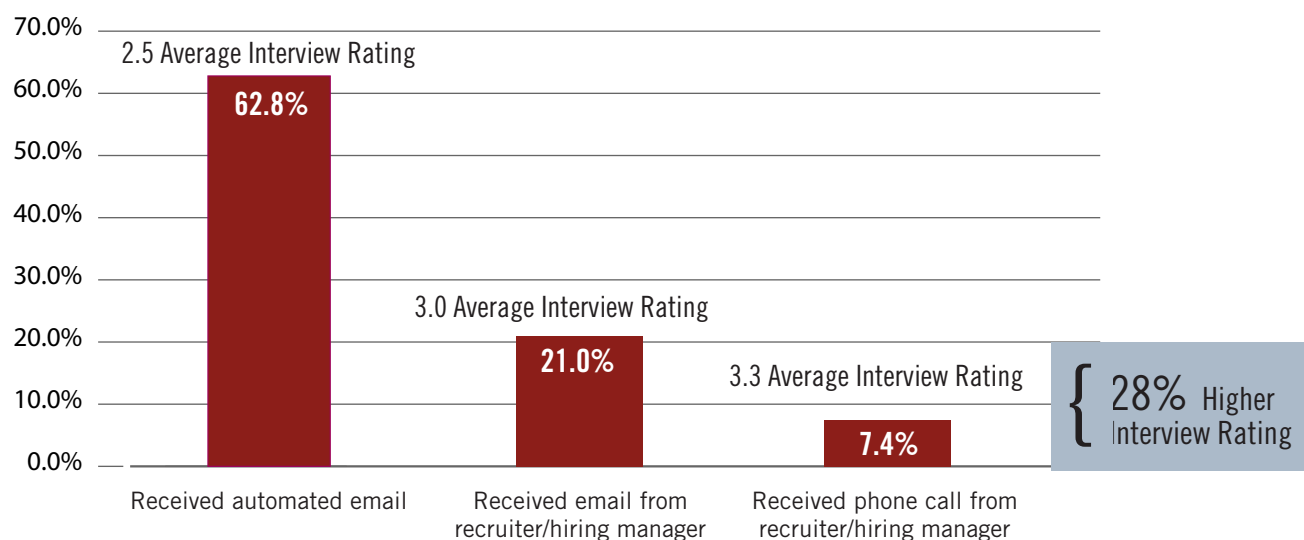
Here's why giving feedback can pay off: when we look at those who were interviewed and were given feedback at the end of the day, 52 percent are more likely to increase their relationship with an employer (apply again, refer others, make and/or influence purchases when applicable), whereas if feedback is not given there more than twice as likely to have a negative relationship (8 percent versus 2.6 percent).

When we look at whether or not candidates were invited to provide feedback after the interview, we see the same patterns, where those invited to provide feedback are more likely to increase their relationship 31 percent more often than those who aren't asked.

How candidates are notified they're being rejected after the interview stage is also critical. In 2018, 62.8 percent of candidates received an email from Do Not Reply notifying them that they were no longer considered after the interview stage; only 21 percent received a personal email the recruiter or hiring manager; and only 7.4 percent received a phone call.

But, what's more striking are the interview experience ratings for each type of communication above. Candidates who received an email from Do Not Reply notifying them that they were no longer considered after the interview stage gave their experience a 2.5 average interview rating. Candidates who received a personal email the recruiter or hiring manager gave their experience a 3.0 average interview rating. And candidates who received a phone call gave their experience a 3.3 average interview rating — a 28 percent difference in positive candidate rating (see Figure 13.)

Figure 13. Type of Communication Received When Rejected after Screening/Interview Stage



Besides feedback, consistent communication and interview prep from employers is just as important. Candidates want to feel confident about the interview process and without the proper communication and preparation are left feeling confused and unsure. Currently, 31 percent of candidates received no preparation before the interview (slight decrease from 2017). It's even greater for those who have a 1-star interview experience — 55.1 percent. The more organizations can do to empower candidates before and during the interview, the more positive the experience will be (see Figure 14).

It's important to note that candidates much more likely to sever the relationship with an employer when they don't have the prep and communication listed below, or having to pay for their own travel expenses.

Figure 14. Preparation and Communication over the Course of all Interview Events

	2018 - 1 STAR	2018 - 5 STAR
None of the above	55.1%	21.6%
Interviewer Names and Background Info Provided Prior	18.5%	48.3%
Had To Pay For Own Travel Expenses	15.4%	11.1%
Escorted Between Each Interview Event	8.2%	22.5%
A Detailed Agenda Provided in Advance of the Interview	7.8%	31.6%
Video Information, Tools and Instructions Provided Prior	4.7%	12.8%
A Campus/Facility Tour Provided During the Interview Event	4.5%	14.0%
Travel Was Fully Coordinated	2.9%	12.2%
Provided an Updated, Printed Agenda at the Interview Event	2.8%	7.8%
Provided Job Fit and Candidacy Status Feedback Afterward	2.5%	13.0%
I Was Reimbursed for My Travel Expenses	2.0%	7.2%
Provided Process, Etc. And Follow-Up Promise Afterward	1.3%	6.6%

Phone interview/screenings still dominate candidate screening at 67.7 percent in 2018 (9.2 percent increase from 2017). Candidates also said that video interviewing only happened 13 percent of the time (same as 2017). In-person interviewing continues to be the preferred approach for the primary final screen in nearly 90 percent of candidate responses (see Figure 15).

Figure 15. Types of Interviews Experienced

	2018
Phone Interview	67.7%
In-Person Interview with One Interviewer	29.8%
In-Person Interview with Multiple Interviewers (One at a Time)	27.5%
In-Person Panel Interview with Multiple Interviewers (All at Once)	22.3%
In-Person Candidate Group Interview (Multiple Candidates Simultaneously)	6.5%
Recorded Video Interview without a Live Interviewer Present	6.1%
Phone Panel Interview (Multiple Interviewers at a time)	5.9%
Video Interview with One Live Interviewer Present	4.3%
Realistic Job Preview (Ride Along, Job Shadow, Etc.)	3.7%
Video Interview with Multiple Live Interviewers (All At Once)	3.1%
Video Interview Series with Multiple Live Interviews (One at a Time)	1.2%

The relevancy of questions asked during the interview improved in 2018 with 53.7 percent of the candidates who responded saying they “strongly agree” that most of the questions related to the job they applied to, a slight increase from 2017. And 50.8 percent of the candidates strongly agreed that the interviewer(s) were effective in determining their skills and abilities to perform the job they applied to (see Figure 16). This may indicate a continued significant opportunity to improve the perceived fairness of job relevance of interview content, and thereby increase the candidate’s sense of being objectively evaluated for job fit.

Figure 16. Candidate Opinion Regarding the Screening and/or Interview(s)

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
All interview questions were professional and focused on my qualifications and experience.	6.5%	4.5%	32.8%	53.7%
Most questions were relevant for the job I applied to.	6.1%	4.3%	34.7%	52.3%
I solved a puzzle, problem or a case study for the job I applied to.*	13.1%	11.2%	14.4%	14.0%
The recruiter/human resources professional was knowledgeable and responsive to the questions I asked during the interview.	7.4%	5.6%	28.2%	47.7%
The hiring manager was knowledgeable and responsive to the questions I asked during the interview.	6.7%	3.8%	24.8%	53.2%
Overall: The interviewer(s) were effective in determining my skills and abilities to perform the job I applied to.	9.8%	8.2%	26.8%	50.8%

**It's important to note that over 47 percent of candidates said they didn't solve a puzzle, problem or case study during the screening/interviewing stage.*

After the interview, 47.2 percent of 2018 North American candidates indicated that the HR/recruiting professionals explained what would happen next, a big increase of 28 percent from 2017, and the hiring manager explained what would happen next and followed up 20.6 percent of the time, down 18 percent from 2017, the second consecutive year in a row it's decreased. Hiring managers have a much greater impact on candidate experience than most realize, which can jeopardize final stage candidates and their willingness to stay in the recruiting process.

Only 9 percent of candidates did not receive any additional information, follow-up or next steps after the interview, down 25 percent from 2017. And 53.5 percent of candidates were never asked to provide feedback on the screening or interview process, down slightly from 2017.

Candidates who were interviewed and then given job-related feedback by end of that same day said they were 52 percent more likely to increase their relationship with the employer (apply again, refer others, make purchases if and when applicable). Whereas, if feedback was not given, they're more than twice as likely to sever the relationship (8 percent vs. 2.6 percent). This was greater than even those who were given just recruiting process feedback at the end of the day (next steps), which still included 41 percent of candidates more likely to increase their relationship.

What Employers Are Doing

Screening offers organizations an opportunity to better qualify the right candidate fit for them while building a stronger relationship of trust with candidates and setting the groundwork for positive communication. Yet, so often it is viewed as “them” vs. “us” – there are simply too many candidates. Employers are in the business of “no” and most candidates do not get the job. That said, 48.8 percent of recruiters were required to respond to every candidate when rejecting and/or closing out a requisition with standard approved scripts (7.6 percent increase from 2017).

Just over 50 percent of recruiters and hiring managers said that they always establish a follow-up date with candidates who are finalists. They also said those dates are kept and additional follow-ups were established as necessary until the position is filled (see Figure 17). This consistent behavior helps to increase the overall positive perceived fairness of candidates.

Figure 17. How Recruiters/Hiring Managers Approach Candidates in Final Selection Stage

	2018
Recruiters and hiring managers always establish a follow-up date with candidates who are finalists and dates are kept and additional follow-ups established as necessary until the position is filled	50.6%
No standard follow-up but recruiter and hiring manager agree on a plan and complete	38.8%
Company/staffing oversees details agreed to by client; set follow-up timeframes and type of communication are specified for all jobs and levels; audit of these standards is included as part of the recruiter scorecard	5.0%
Other	3.8%
None of the Above	1.9%

Unfortunately, over half the responding employers continue to be inconsistent in their approach to screening and rejecting candidates, offering less personalization, communication and accountability at this stage than in the final interview and offer stages. Candidates who may want additional information, an explanation or an opportunity to pursue additional jobs in their search just aren't getting it (see Figure 18).

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Figure 18. How Companies Characterize Communication for Qualified Candidates Not Included Among Finalists

	2018
Recruiters are required to respond to every person who applies using standard approved scripts when dispositioning	48.8%
An automated message is sent when the candidate is dispositioned or when the requisition is filled/closed	30.0%
Recruiters are not required to respond but may do so based on future prospects of this candidate	10.6%
Recruiters are required to respond to all unqualified candidates with some feedback	3.1%
No contact	1.3%
No contact, but the application stated responses would only go to candidates 'we are interested in'	<1%
No contact, but candidate is instructed on how to check their 'status' online	<1%

Assessments help employers make better hiring decisions, and according to our data, many types of assessments were going strong in 2018. Two types that stand out and saw a significant increase in utilization were 1) job simulations that help to assess how candidates may perform on the job increased, and 2) culture fit assessments that identify how well potential new hires will assimilate into the organization.

While the use of pre-employment assessments/testing has differed among CandE winners and all other participating employers in the past, in 2018 usage is more aligned than ever. Pre-employment assessments offer a degree of objectivity and fairness to candidate screening (see Figure 19).

Figure 19. Are you using Pre-employment Assessments/Selection Tests?

	ALL OTHER COMPANIES	CANDE WINNERS
No.	29.3%	27.3%
Yes, but We Haven't Conducted An In-House Validation Analysis	23.3%	21.8%
Yes, and We Have Conducted An In-House Validation Analysis	47.5%	50.9%
Escorted Between Each Interview Event	8.2%	22.5%

It's also important to note that although there have been fluctuations in the type of assessments used by employers over the years per our research, measuring job-specific skills is still number one. Job simulations are up 16 percent again from 2017 and culture fit assessments are up 17 percent from 2017 (see Figure 20).

Figure 20. Percent of Employers Using These Types of Assessments

	2018	2017	2016	2015	2014
Job-Specific Skills	59%	60%	82%	78%	81%
Competency	47%	47%	59%	59%	64%
Simulations (Work Samples)	44%	38%	54%	36%	31%
Ability/Cognitive	42%	45%	62%	60%	69%
Personality	36%	36%	47%	54%	40%
Culture Fit	34%	29%	51%	42%	43%
Case Studies	21%	20%	30%	31%	28%

When we look at which of the two assessments that are being utilized more in the four biggest industries in our 2018 research – technology, services, financial and health care – technology, services and financial are again utilizing more job simulation tests while health care is again employing more culture fit assessments (see Figure 21).

Figure 21. Percent of Employers by Industry Using Culture Fit Assessments and Job Simulations in 2018

	TECHNOLOGY	SERVICES	HEALTH CARE	FINANCIAL
Culture Fit	28.6%	34.6%	48.0%	23.8%
Simulations (Work Samples)	64.3%	34.6%	40.0%	47.6%

More organizations are taking steps toward a more candidate-friendly and fair interview process. And for good reason – these are the finalists that could qualify for future roles if not hired the first time. While a myriad of factors impact the number of interviews, ensuring the fewest number of disruptions the better, as indicated in the business impact section of this report. The selection process – complicated by the volume of candidates, types of positions, skills and experience, recruiting and hiring manager turnover and the business itself – is never an easy one, however. Even companies that have developed interview strategies that were more effective can again struggle in getting the most value from their recruiting process and their hiring managers.

Technology continues to play a significant role in helping companies streamline the interview and selection process. While companies use a variety of tools to interview, the phone was still overwhelmingly the top answer with 67.7 percent of companies using it to screen candidates. At the same time, 70 percent of participating employers say they have contracted with a video interviewing platform in 2018, and video interviewing remains a top five recruiting technology investment for employers in 2018/2019.

However, the overall percentage of candidates experiencing video interviews remains low at approximately 13 percent, the same as in 2017. So, while widely deployed by employers, video interviewing remains used on a selective basis, and is up in 2018 for internships, salaried entry-level positions, salaried non-technical experienced positions and salaried technical experience positions (see Figure 22). And it still gives employers the edge in positive candidate ratings (see Figure 23).

Figure 22. Video Interviewing by Job Type

	2018	2017	2016
A paid or unpaid internship (full time or part time as part of your education)	26%	13%	17%
A contract wage position (for a specific length of time or project)	18%	NA	NA
A salary entry-level position (0-2 years experience, new graduate)	17%	12%	18%
A salary technical experienced professional position (2+ yrs experience)	16%	12%	11%
A salary non-technical experienced professional position (2+ yrs experience)	14%	11%	13%
A senior leadership/ executive position	14%	14%	19%
An hourly wage position (full time, part time, or seasonal/on-call)	13%	14%	20%
A management position (supervising others)	11%	13%	12%

Figure 23. 5-Star and 1-Star Video Interviewing Ratings

	2018 1 STAR	2018 5 STAR	2017 1 STAR	2017 5 STAR
All Video Interviewing	11%	16%	11%	15%

Key Recommendations: What CandE Award Winners Do Better

CandE Award winners have been able to differentiate their companies by making screening more personal and engaging, by providing communication consistently before and after the screening process and asking relevant questions (see Figure 24). Below are some continual lessons learned from the 2018 winners:

- » **The Edge of Perceived Fairness:** At this point in the recruiting process, most employers are engaging candidate semi-finalists and finalists more consistently and fairly. But on average, CandE Winners have the competitive edge when it comes to candidates perception of whether or not the candidates felt satisfied about being able to present their skills and experience (5 percent difference), candidates feeling the job interview process was fair (6 percent difference), and feeling they were treated fairly by the job interviewers (5 percent difference).


- » **Interview Preparation:** There are many things employers can do to better help and prep candidates for their interviews. Candidates of CandE winning companies said their travel was fully coordinated 12.8 percent of the time versus 9.7 percent of all employers, a 27.5 percent difference. Candidates of CandE winning companies also said they were provided process, expenses, etc., and a promise of a follow-up at the end of the day after the interview 5.5 percent of the time versus 4.7 percent of all employers, a 15.7 percent difference (although it would be great if many more companies did this).
- » **Next Steps and Follow-up:** After the screening and/or interview, 69 percent of CandE Award winner candidates were told about next steps and were followed up on when necessary by the recruiters and/or hiring managers, slightly above all other participating companies. For candidates rejected after the interview process, 58.6 percent of those from CandE Award winners were encouraged to apply for another job (9 percent higher than all companies together). Although most employers invest more in communicating with candidates at this stage, all of these CandE Award winner data points are slightly higher than for all other participating employers. Even a small percentage of going above and beyond can improve overall candidate sentiment and, ultimately, impact on the bottom line. If and when employers respond to qualified candidates who weren't selected as finalists, 45.8 percent of CandE winning employers said their recruiters responsible for those requisitions are required to respond in a specific timeframe (within hours or days), versus only 36 percent of all employers, a 24 percent difference.
- » **Communication and Feedback:** While 25 percent of candidates from all participating employers received general and specific feedback and about the interview process when rejected, 28 percent of CandE winner candidates received feedback, an 11 percent difference. CandE winner candidates also felt like the feedback they received to be 8 percent more valuable than all employers. Lastly, 16 percent of CandE winner candidates were asked for feedback at the point of interview rejection, versus only 13 percent of all other employers – a 21 percent difference. Communication and feedback continue to be a key differentiator in delivering a positive and fair candidate experience.

SCREENING / INTERVIEW RATINGS

Candidates give CandE Winners a 4.0 average Likert Scale rating versus a 3.7 rating for all other participating companies — an 8 percent difference overall and still a competitive edge.

Figure 24. The CandE Interviewing Cycle: CandE Winner Best Practices



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OFFER, ONBOARDING AND NEW HIRE

What It Is

The final hiring stages where recruiters and hiring managers make offers to the best candidates and onboard those who accept the offers.

Once an organization decides to hire a given candidate, they first send an offer letter and proceed to negotiate, either in print or electronically. However, this intricate and emotionally-charged final step in the process can bring frustration since the organization may not succeed in closing the deal – especially when the process just takes too long overall. Time continues to be a big frustration factor with final-stage candidates.

This is why organizations must continue to provide a positive candidate experience and communicate with candidates throughout this process and beyond. Beyond being the the new hire experience via onboarding. Onboarding is the final stage in talent acquisition, and when new hires have a positive onboarding experience, they are more productive in their first few weeks and may be more likely to stay with their new employer.

For some companies, after they make a heavy investment in earlier stages of talent acquisition, human resources and hiring managers ignore candidates (now employees – but candidate experience is perpetual) once they've been hired. When onboarding goes well, the benefits directly impact organizational success. When onboarding goes badly, employee morale and engagement is at risk. Strategic onboarding includes the following:

- » **Forms Management:** Ensuring new hires have filled out the correct forms to stay compliant and begin business-driven projects quickly.

NORTH AMERICAN KEY HIGHLIGHTS:

- » Over 10,000 candidates replied to this section
- » For those who gave a 1-star rating on their offer experience, 59.8 percent said 3 or more weeks elapsed between their last interview and receipt of offer, versus only 15.8 percent of those who rated the offer experience 5 stars when 3 or more weeks elapsed, a testament to better communication during the delay (116.4 percent difference)
- » 53 percent of candidates said that less than one week elapsed before their last interview and the extended offer (same as in 2017)
- » 59 percent of candidates told us they completed online forms during the onboarding stage in 2018 (increase of 7 percent from 2017)
- » For those who gave a 1-star rating for the new hire experience, only 3.4 percent were asked to provide feedback on their overall recruiting experience with the company prior to their start date, versus 24.8 percent of candidates who rated the new hire experience 5 stars were asked to provide feedback (151.7 percent difference); only 19 percent of all candidates were asked ask for feedback before their start date regardless of rating (same as in 2017)
- » 49 percent of candidates who rated their new hire experience 5 stars said they received a call from recruiter or hiring manager prior to their start date, versus only 30 percent of candidates who rated their new hire experience 1 star (48.1 percent difference)
- » 46 percent of candidates said they received calls from their hiring manager before they started work, a 17.9 percent increase from 2017
- » Onboarding systems are still a top 10 technology investment in 2018/19, with 81 percent of employers saying they have onboarding in place, a 4% increase from 2017

- » **Tasks Management:** Making certain that new hires have everything they need and have met with the right people.
- » **Socialization:** Keeping new hires informed of the company culture and looped in with their manager and team.

This section will explore what candidates expect during the offer and onboarding phases, what employers are doing to meet their needs and what organizations should be doing to improve the overall candidate experience.

What Candidates Want

CANDIDATE QUOTES

“It took almost 3 months to get to the offer stage!” AND “A schedule of the first couple days or even the first day would have been helpful.”

It is no surprise that candidates want responsiveness during the hiring process, specifically if and when they will receive an offer based on their interview. Fifty-three percent of candidate respondents said that less than one week was elapsed between the last interview and their receipt of an offer letter, a small increase from 2017 (see Figure 25).

Figure 25. Time Elapsed Between Last Interview and Receipt of Offer Letter

	2018	2017	2016
Less than 1 week	53%	52%	49%
2 weeks	26%	26%	28%
3 weeks	9%	9%	10%
4 weeks	4%	5%	5%
More than 4 weeks	8%	8%	8%

For the 15 percent of candidates with an overall “poor” 1-star experience, the time between their last interview and their offer letter extends to four or more weeks (a decrease of 35 percent from 2017). Only 6 percent of candidates who have an overall “great” 5-star experience have to wait that long. Again, because time is such a factor in closing sought-after candidates in particular, it’s good to see there’s been continuous improvement over 2017.

Year over year, there continues to be fluctuations in what happens once the offer was extended, including background screenings, verbal and written offers, and the hiring manager’s role with the candidates (see Figure 26).

Figure 26. What Candidates Experienced When Offer Was Extended

	2018	2017	2016	2015
Background verification was conducted prior to or after the offer was extended.	59%	52%	49%	44%
The recruiter extended a verbal offer prior to sending a written offer.	56%	49%	44%	48%
Additional drug testing, credit reports, and/or security verification were conducted.	45%	40%	40%	35%
The recruiter provided a written offer and followed up to ensure it was received.	35%	41%	38%	29%
The hiring manager extended a verbal offer prior to a written offer.	26%	32%	33%	34%
The recruiter or human resources called to discuss elements of a potential offer with you (i.e. "If we were to make an offer....").	21%	25%	21%	11%
The hiring manager provided a written offer and followed up to ensure it was received.	14%	20%	4%	15%

Ultimately 93.4 percent of participating candidates did accept the offers presented to them. Yet, as in 2017, nearly 40 percent of candidates in 2018 were not invited to provide any feedback on their candidate journey and the hiring process before their start date, and only 19 percent before their start date, a missed opportunity to glean insight that may help improve retention in the long run (see Figure 27).

Figure 27. Candidates Asked for Feedback Before Starting Work

	2018	2017	2016	2015
Yes: A recruiting experience survey was completed prior to start date.	19%	19%	16%	16%
No: I was not invited to provide feedback.	37%	37%	41%	44%
No: The recruiting experience focus group/debrief took place within first few days of my start date.	3%	3%	4%	4%
No: The recruiter follow-up took place several weeks after my start date.	3%	3%	3%	3%
Not sure: I don't remember	38%	36%	36%	34%

Although one of the least frequent new hire offerings according to our research, when employers offer their new hires multiple options to communicate goals, meet key team members, answer questions, all prior to their start date, new hires are 72 percent more likely to increase their relationship with the employer (apply again, refer others, make purchases if and when applicable). This is also critical to ensuring retention and building the bridge from candidate to employer experience.

What Employers Are Doing

Onboarding communication increased in 2019, with 44 percent of hired candidates telling us they received a call from human resources and 46 percent from hiring managers prior to start date.

That's good news – phone calls go a lot farther in engagement and positive interaction than email, which was the one area where employers decreased in frequency. While there was no increase in candidates being asked to provide feedback prior to their start date (19 percent in 2018 and 2017), about 21.2 percent of employers responded that they ask for feedback remotely (via survey, email) on or around start date, down 12 percent from 2017.

In addition, companies are automating the forms management component of onboarding and providing greater engagement before day one with their new hires. Onboarding systems are still a top-of-mind recruiting technology investment for employers in the next year.

Key Recommendations: What CandE Award Winners Do Better

Although all participating employers continue to close the gap at this stage of the talent acquisition process, CandE Award winners still have an edge in terms of more proactive communication and engagement with candidates who received an offer and those hired (see Figure 28). Below are some continual lessons learned from the 2018 winners:

- » **Onboarding Activities:** At this point in the hiring process, most companies whether they've won a CandE Award or not, are investing more in communication and engagement with new hires before their start date. There are a few differences, though. Candidates from all employers told us that they were scheduled for and received online training 15.6 percent of the time versus 17.6 percent of CandE winner candidates, a 12 percent difference. And candidates from all employers told us they received a welcome basket of products 7.8 percent of the time versus 9.2 percent of CandE winner candidates, a 16.5 percent difference. And when all employers offer their new hires multiple options to communicate goals meet key team members, answer questions, all prior to their start date – which happens less frequently than we'd like – new hires are 72 percent more likely to increase their relationship with the employer (apply again, refer others, make purchases if and when applicable).
- » **Communication and Feedback:** While candidates from all employers and CandE winners say there getting asked for feedback around 20 percent of the time, employers told us they don't request feedback from finalists 57.2 percent of the time, versus 45.6 percent of CandE winners that do, a 22.6 percent difference. Employers also stated that they have new hires complete a feedback survey prior to start date 34.5 percent of the time versus 40.7 percent of CandE winners that do, a 16.5 percent difference.

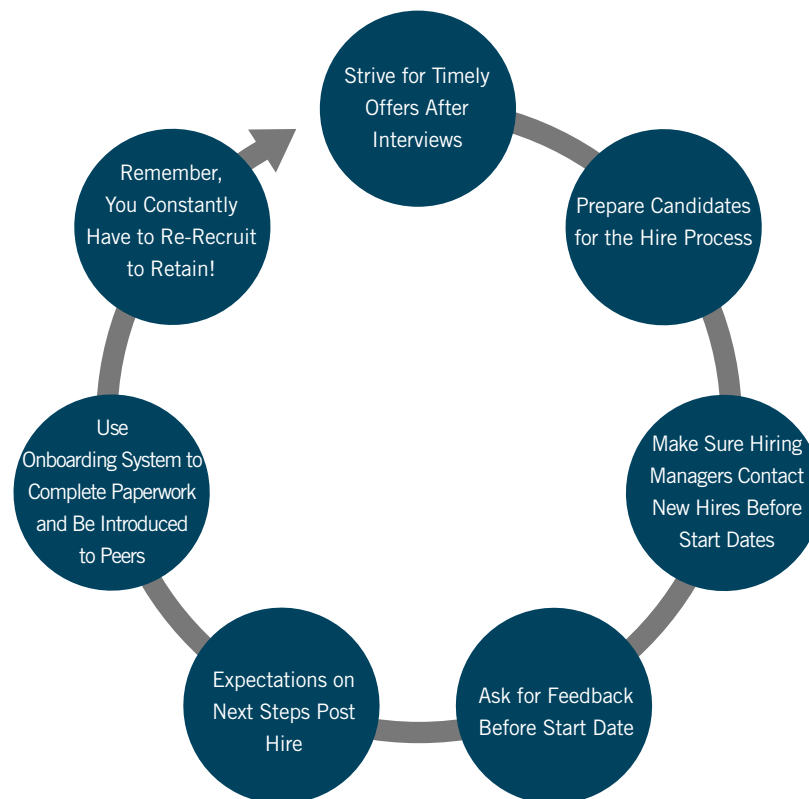
OFFER RATINGS:

Candidates give CandE Winners a 4.3 average Likert Scale rating versus a 4.29 rating for all other participating companies — a negligible difference overall.

NEW HIRE RATINGS:

Candidates give CandE Winners a 4.25 average Likert Scale rating versus a 4.23 rating for all other participating companies — a negligible difference overall.

Figure 28. The CandE Offer/Onboarding Cycle: CandE Winner Best Practices





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Appendix

Recruiting Focus 2019

The number one recruiting focus for 2019 will be candidate experience. In fact, 74 percent of companies we surveyed at the end of 2018 said so. This from companies big and small across industries – nearly 150 of the 280 participating employers in the 2018 Global Talent Board Candidate Experience Benchmark Research responded to our brief “recruiting focus 2019” survey.

That may be somewhat self-serving, but every year we work with hundreds of organizations who are working hard on improving their recruiting processes, and ultimately, their candidate experience.

And for good reason: the past few years Talent Board has been focused on the business impact of candidate experience from pre-application to onboarding. Candidates who believe they have had a “negative” overall experience tell us every year they will take their alliance, product purchases, and business relationship somewhere else. This means a potential loss of revenue for consumer-based businesses, referral networks for all companies, and whether or not future-fit and silver-medalist candidates apply again.

However, the good news is that those who had a “great” overall experience say they’ll definitely increase their employer relationships – they’ll apply again, refer others, and make purchases and/or influence purchases when applicable. These aren’t just the job finalists either, or those hired, but the majority are individuals who research and apply for jobs and who aren’t hired.

What’s important to keep in mind is that the sheer number of candidates employers reject during the recruiting process can quickly impact the business and the brand, both good and bad. Not to say that those hired aren’t important to the business. Of course they are — they’re the individuals who help grow and sustain the business. And while all candidates, hired or not, can impact how the business is perceived by other potential candidates, internal or external and all referrals, it’s those not hired that need more attention paid to their perceived overall experience.

That’s why we wanted to know the primary recruiting initiatives employers would be focused on in 2019, so we asked the 280 employers three questions. These being in addition to the annual employer survey we ask for our benchmark research, one they answer every year starting in March, and which include over 80 questions in all.

But this time we wanted to get more granular about specific initiatives talent acquisition leaders and their teams will be focused on in 2019. The questions included:

- 1. Where does your organization primarily hire?
(North America, EMEA, APAC and/or Latin America)**
- 2. What primary recruiting initiatives/activities will your talent acquisition team focus on in 2019? (multiple choices)**
- 3. How will you accomplish these recruiting initiatives/activities in 2019? (multiple choices)**

Most of the companies that responded said they hire in North America (see Figure 1), followed by EMEA (Europe, Middle East and Africa), APAC (Asia-Pacific) and Latin America.

Figure 1. Where CandE Employers Hire

North America	86.0%
EMEA	19.6%
APAC	19.6%
Latin America	7.7%

The primary recruiting initiatives/activities their talent acquisition teams will focus on in 2019 ranged from candidate experience, to employer branding, to diversity and inclusion, to new technology implementation to many more (see Figure 2).

Figure 2. Primary Recruiting Initiatives/Activities Focused on in 2019

Candidate Experience	74.1%
Employer Branding	65.0%
Recruitment Marketing	58.0%
Career Site Development	47.6%
Diversity and Inclusion	41.3%
Analytics and Data Management	39.9%
Employee Referrals	39.2%
Social Recruiting	37.1%
Onboarding	35.7%
Targeted Sourcing	35.7%
New Technology Implementation	33.6%
Application Process	32.9%
Talent Networks/Communities	31.5%
Screening and Interviewing	30.1%
Assessments and Tests	28.0%
Internal Mobility	26.6%
Structured Interview Training	24.5%
New Technology Purchase	23.8%
Offer Process	16.8%
Regulatory Compliance	9.1%
Contingent Workforce	8.4%
Other	2.1%

It's important to note that the "other" entries included:

- » Workforce segmentation
- » Veteran recruiting
- » Technology adoption (using ATS / CRM for ROI)

How will the employers accomplish these recruiting initiatives/activities in 2019? In a variety of ways, including overwhelmingly improved processes and efficiencies, followed by new technologies, current staffing and more (see Figure 3).

Figure 3. How Employers Plan on Accomplishing These 2019 Recruiting Initiatives/Activities

Improved processes and efficiencies	82.5%
New technologies	55.2%
Current staffing	53.2%
Current technologies	30.1%
More staffing	21.0%
New leadership	15.4%
Other	7.7%
Outsourcing (recruitment process outsourcing)	4.2%
Outsourcing (individual consultants)	3.5%
Outsourcing (other service agencies)	3.5%
Outsourcing (staffing agencies)	2.8%

It's important to note that the "other" entries included:

- » Restructure of talent acquisition team
- » Training hiring managers on interviewing techniques
- » Cross-collaboration with other departments
- » HR Transformation with outside partner

As shown above, technology is always important to empowering good recruiting processes and practices, and why new and current technologies are in the top four of how employers are going to get their 2019 initiatives done.

For 2019, 60 percent of North American employers are considering video job descriptions for 2019. Also, 38.6 percent of employers are considering an event scheduling system this year, while 33 percent want more predictive analytics and 30 percent are considering video interviewing systems, all of which impact the sophistication and complexity of improving the pre and post-application process (see Figure 4).

Figure 4. Areas Where Companies Plan to Contract with External (3rd-party) Technology Solution Providers To Improve Recruiting in 2019

Video Job Descriptions	59.8%
Event Scheduling System	38.6%
Predictive Analytics (Metrics/Reporting) System	33.0%
Video Interviewing System	30.4%
Candidate Relationship Management (CRM) System	27.1%
Reference Checking System	23.1%

Technology can also be a powerful ally when it comes to communicating with candidates, and texting is one form of communication definitely on the rise. In 2017, only 28 percent of employers were using mobile text-messaging campaigns, but in 2018, it jumped to 48 percent – a 71 percent increase.

It's also important to note here how artificial intelligence and other smart technologies are helping employers improve recruiting. We saw a 69 percent increase in utilizing chat bots on career sites in 2018. More employers realize that a competitive differentiator is communicating earlier with candidates, even before they apply. Chatbots are being used to answer general employment questions and this frees up the recruiting teams to have more hands-on time with potential candidates already in play. Pre-qualifying candidates with AI from a variety of databases also increased by 27 percent in 2018.

However, according to Gerry Crispin, principal and co-founder of talent acquisition community CareerXroads and Talent Board co-founder and board member, it's important to note that, "Technology can augment a good practice, but it can also enhance a bad practice, so how you use technology in and of itself does not provide engagement. It's the practice of how you treat employees and candidates that has value."

And a potential business impact. Again, the past few years Talent Board has been focused on the business impact of candidate experience from pre-application to onboarding. The good news is that the willingness of candidates to increase their relationship with an employer trends upwards globally over the past three years. In fact, global job candidates gave employers a great candidate experience rating that was 17.4 percent higher than in 2017. Plus, the willingness of candidates to sever their relationship with an employer only trends upwards in North America, with it flattening in EMEA and declining slightly in APAC over the past three years.

Here's to continued success in 2019!



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What Candidates Leverage for Their Job Search

It's unanimous: LinkedIn and Indeed are globally the most leveraged social media and career services sites by candidates during their job search.

This according to the latest Talent Board Candidate Experience Benchmark Research. While there are other regional sites candidates leverage in North America, EMEA and APAC, straight internet searches on Google and other search engines complete the top three, with the exception of North America. That's where Glassdoor edges out the internet (see Figure 1). Nearly 70,000 North American candidates, 10,000 EMEA candidates and 8,000 APAC candidates responded to this specific question.

Figure 1. Which Social Media and Career Services Sites Candidates Leverage in North America for Their Job Search

Indeed	68.1%
LinkedIn	62.3%
Glassdoor	40.7%
Internet Search (Google, etc.)	39.6%
CareerBuilder	26.1%
Monster	22.3%
Facebook	16.8%
Simply Hired	7.5%
Niche Board (Industry Specific, Military, etc)	6.2%
Dice	5.0%
YouTube	3.8%
Twitter	3.3%
Instagram	2.9%
Stack Overflow	1.0%
Snapchat	0.9%
GitHub	0.8%
Pinterest	0.8%

This question is actually asked towards the end of the survey and is intended for the candidates to reflect on their overall job search and the various sites they use. In contrast, early in the survey we ask the candidates what resources they used when researching their specific career opportunity with

a specific employer, which will include choices like career site, referrals and others (see the Attract section of the full report).

For example, while Glassdoor is leveraged in job search by over 40 percent of candidates in North America, as a researching in researching specific career opportunities, then percentage drops to 22 percent (and the answer includes more than one review site – Glassdoor, Vault, Great Rated!). In EMEA, it goes from 22 percent to 12 percent, and in APAC, from 27 percent to 19 percent.

Back to what candidates leverage in their job search, internet searches round out the top 3 in EMEA and APAC, and it's in the top 4 for North America.

Facebook fares better in EMEA and APAC than Monster or CareerBuilder in the job search (see Figures 2 and 3).

Figure 2. Which Social Media and Career Services Sites Candidates Leverage in EMEA for Their Job Search

LinkedIn	75.1%
Internet Search (Google, etc.)	43.3%
Indeed	30.7%
Glassdoor	22.0%
Facebook	19.4%
Monster	15.5%
CareerBuilder	13.0%
Niche Board (Industry Specific, Military, etc)	6.5%
Twitter	6.4%
YouTube	6.1%
Instagram	5.2%
Simply Hired	2.5%
Stack Overflow	2.0%
GitHub	1.6%
Pinterest	1.4%
Dice	1.2%
Snapchat	1.1%

Figure 3. Which Social Media and Career Services Sites Candidates Leverage in APAC for Their Job Search

LinkedIn	70.0%
Internet Search (Google, etc.)	42.8%
Indeed	30.2%
Glassdoor	26.7%
Facebook	23.6%
Monster	16.7%
CareerBuilder	13.7%
YouTube	6.4%
Other (Seek, etc.)	6.3%
Instagram	6.1%
Twitter	5.3%
Niche Board (Industry Specific, Military, etc)	4.9%
Simply Hired	3.5%
Stack Overflow	3.0%
GitHub	2.2%
Pinterest	1.8%
Dice	1.5%
Snapchat	0.6%

Beyond these, there are a myriad of other niche social sites that candidates leverage for the job searching. Surprisingly, Twitter is used twice as much in EMEA than North America, and nearly twice as much in APAC than North America, and Instagram is utilized similarly around the world (around 3 percent).

Also surprising is the fact that YouTube was touted as a social site leveraged in job search by over 6 percent of candidates in EMEA and APAC, while closer to 4 percent in North America. Besides finding and viewing job-related videos directly on career sites, microsites or as video job descriptions elsewhere online, candidates are finding them in YouTube and viewing them. This most likely will increase dramatically in years to come as video continues to be the preferred medium to consume content.



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Talent Board and the Candidate Experience Awards

Talent Board is the first non-profit organization focused on the elevation and promotion of a quality candidate experience. The organization, Candidate Experience Awards program and its sponsors are dedicated to recognizing the candidate experience offered by companies throughout the entire recruitment cycle and to forever changing the manner in which job candidates are treated. Each year, participating companies send surveys to hundreds of thousands of employment candidates (both successful and not) to assess their experience during the recruiting process. This rigorous, scientifically supported data capture enables companies to see how they're doing, internally and relative to the rest of the industry. Talent Board believes that there's no better source of real recruiting insight than crowd-sourced candidate impressions. In fact, these impressions help us all raise the bar – enabling us to measure and set standards for the candidate experience for the entire industry.

Program and Scoring Methodology

The Talent Board Candidate Experience (CandE) Awards Benchmark Research Program accepts employers from around the world (North America, EMEA and APAC). The CandE Awards and Research are comprised of two (2) rounds of evaluations: Round 1, the employer survey; and Round 2, the candidate surveys. Round 1 is comprised of a multi-dimensional survey designed to capture and evaluate the nominated company's recruitment processes and practices impacting the candidate experience. All companies that complete the first round submission process receive Employer Benchmark data. All companies were then invited to participate in Round 2 of the competition, which involved surveying a random sampling of the company's 2018 candidates.

To qualify for a CandE Award in Round 2, each firm had to commit to a specific, statistically significant candidate response (a minimum number of responses per hiring volume), as well as a set standard for the proportion of randomly selected respondents not hired. These candidate responses included multiple touch points from the pre-application process to onboarding (if hired).

The four (4) key ranking and scoring questions that determined the winners included:

1. The overall candidate experience ranking per those candidates surveyed (on a Likert scale of 1-5 with 5 being the greatest and 1 being the lowest)
2. Whether or not the “Not Selected” candidates would again apply to the organization (NPS-like sentiment score based on four choices)
3. Whether or not the “Not Selected” candidates would refer other job seekers to the organization (NPS-like sentiment score based on four choices)
4. How the candidates would change their business relationship status with the organization going forward based on their experience (NPS-like sentiment score based on four choices)

These were scored and then normalized to a standard ratio of those “Not Selected” versus those “Hired” (80/20) to eliminate any “halo” effects. This means companies could only include up to 20 percent of hired candidates in the survey process. We then run the above data through a statistical analysis and an algorithm that produces a final “CandE Score” for each company. After that, we stack rank the scores and then select the winners that have CandE Scores above the lowest winning CandE score from the year before. This is in addition to the statistical analysis and algorithm applied above and the selection of the top CandE winners.

We continue to see an increased focus on Candidate Experience and the value it brings to an organization.

Data Collection Overview

- » North American Employer and Candidate Surveys were open to participants from March 1 August 24, 2018
- » Nearly 200 organizations registered for the North American CandE Awards and Benchmark Program
- » 180 organizations completed Rounds 1 and 2
- » 150 organizations qualified for the CandE Awards based on the above criteria
- » 138,000 candidates completed some portion of the Round 2 Candidate Survey



RON MACHAMER
GLOBAL PROGRAM MANAGER
TALENT BOARD



Click here to learn more and participate in the Talent Board Candidate Experience Awards and Benchmark Research Program.

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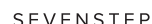


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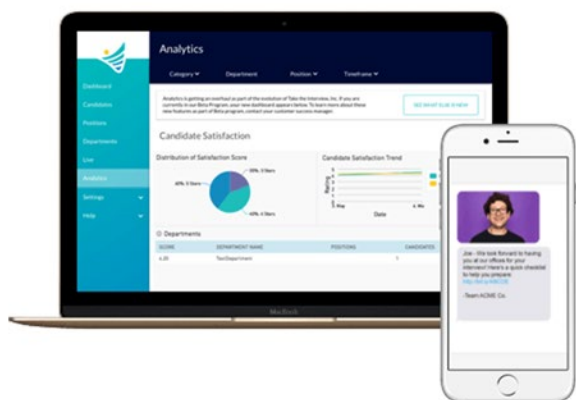
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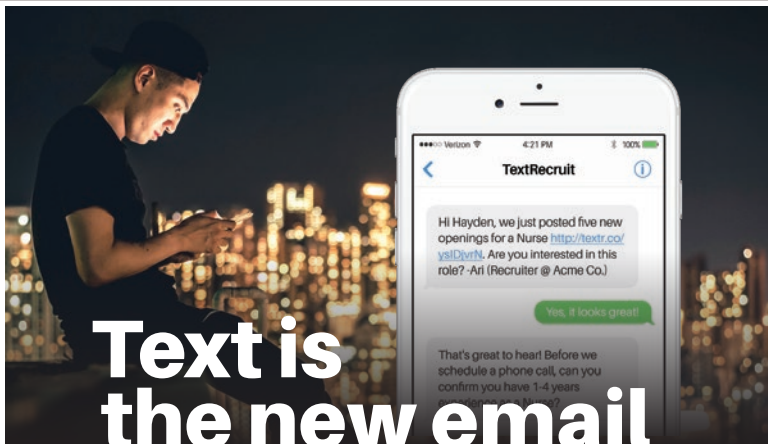


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Talent Board is a non-profit organization focused on the elevation and promotion of a quality candidate experience. The organization, Candidate Experience (CandE) Awards program and its sponsors are dedicated to recognizing the candidate experience offered by companies throughout the entire recruitment cycle and to forever changing the manner in which job candidates are treated. The CandE Awards also serve as a benchmarking program to raise awareness of the benefits of a positive candidate experience and highlight the processes, methodologies and technology that can enhance the recruiting experience as demonstrated by the winning organizations. More information can be accessed at <http://www.thetalentboard.org>

2018 Board of Directors, Talent Board



Gerry Crispin – “The CandE Awards research has proven that positive candidate experiences lead to positive hiring outcomes, which often have positive business implications,” said Gerry Crispin, Talent Board co-founder and principal and chief navigator at CareerXroads. “This year’s CandE Awards winners have again demonstrated their commitment to upholding this practice and we are delighted to recognize their work advancing the recruiting process.”



Debbie McGrath – Board member, and founder and CEO of HR.com, shared, “The CandE Awards programs have helped demonstrate the business value of positive hiring practices by advocating for the importance of the candidate experience and the impact on recruiting. Congratulations to this year’s Candidate Experience Benchmark Class for their proven commitment to promoting candidate experience excellence.”



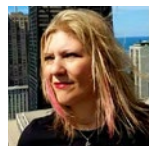
Ed Newman – “Since founding the Candidate Experience Awards, we have amassed an unprecedented amount of data on the hiring process and in effect, worked to foster a community interested in transforming talent acquisition practices,” shared Ed Newman, Talent Board co-founder and chair, and chief evangelist for Phenom People. “The 2018 Candidate Experience Benchmark Class understand the value of their candidate experiences and are helping move the needle forward. Congratulations to this year’s CandE Award Winners.”



Kevin Grossman – Talent Board president and board member Kevin W. Grossman commented, “This year’s Candidates Experience Award winners have raised the bar yet again with ensuring consistent communication and feedback loops at every stage of the recruitment process. And each one knows that even the smallest of improvements with communication and feedback can equate to a big impact on business outcomes and the employment brand.”

2018 Candidate Experience Awards Council

Early on, Talent Board recognized that the best way to further the Candidate Experience mission is to collaborate with more smart and like-minded people. We are excited to present this year's select group of individuals who form our CandE Council. This council plays a strategic role in defining the Candidate Experience Awards and Research.



Angie Verros —
Founder,
Vaia Talent



Christopher Kurtz —
Founder & CEO,
Peer Thru



Anna Brekka — Director
Recruitment Advertising &
Services, Morris Publishing



Craig Fisher — Head of Marketing,
Employer Branding SME, Allegis
Global Solutions



Birch Faber —
VP of Marketing,
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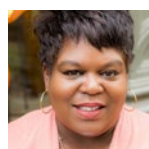
Crystal Miller Lay — Digital
Strategist, Branded Strategies



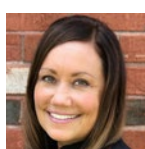
Bruce Richards — Global
Solutions Consulting Lead
(PreSales), SmartRecruiters



Cyndy Trivella — Vice President,
Strategic Relations, WorkScene



Carmen Hudson — Principal
Consultant, Recruiting Toolbox



Deb Andrychuk — VP of Client
Services, Shaker Recruiting
Marketing



Chris Brablc — Senior Director of
Marketing, Emerging Technology
Brands



George LaRoque — Founder,
LaRoque and #HRWINS



Chris Young — VP Sales &
Marketing, InfoMine



Howard Weintraub — Director,
Client Success & Innovation, DAY
Communications

2018 Candidate Experience Awards Council *(continued)*



Jason Moreau —
CEO, Survale



Kim Pope —
EVP of Global Client Services,
WilsonHCG



Jim Fox — Human Resource
Researcher and Advisor,
ThePeopleFox



Kyle Lagunas —
Principal Analyst, IDC



Johanne Kucey —
Global VP HR,
EXAL Corporation



Lance Haun — Editor,
The Starr Conspiracy



Jonathan Reyes — Head of
Recruitment Latin America, Uber



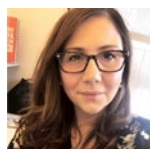
Linda Pampare — Marketing
Communications, Illico Hodes



Juliana Groscoft — Product
Marketing Manager, HireVue



Lisa (Chartier) Colella —
CEO/Strategy Director, Truist



Kathleen Teixeira —
TA Manager, OLG



Madeline Laurano —
Co-founder, Aptitude
Research Partners



Kim Benedict — Co-Founder
& CEO, TalentMinded Inc



Marc Wenzel — VP of Business
Development and Strategy,
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2018 Candidate Experience Awards Council *(continued)*



Matt Singer
VP of Marketing, Jobvite



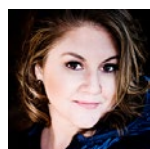
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Senior Strategist & Producer/
Director, TotalPictureRadio



Maury Hanigan
President, Sparc



Scott Weaver
Talent Acquisition Leader,
Teradata



Meghan M. Biro
Founder
and CEO, TalentCulture



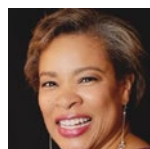
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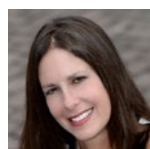
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Principal Employer Brand Strategist,
exaqueo



Melissa Thompson
CEO and Principal Consultant,
Thompson Talent Innovations



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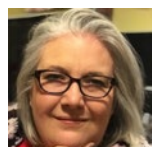
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Founder and CEO,
Talennium



Patrick Rooney
CMO,
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2018 CandE Bar Members (Multi-year Candidate Experience Awards winners)

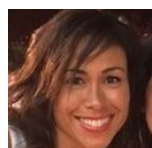
The CandE Bar is a think tank of multi-year Talent Board Candidate Experience Award-Winning organizations. These organizations continuously champion positive candidate experiences and collaborate with industry influencers and leaders to provide the resources required to impact businesses and brands globally.



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Recruitment Capability Adoption
and Transformation Manager,
Intel



Corrie Beaverson
Director - Talent Acquisition,
Blue Cross Blue Shield Michigan



Arelis Correa-Arnold
Director Global Talent Acquisition
& OnBoarding
Brown-Forman Beverages



Courtney Byham
Talent Acquisition Program
Manager, Hyland



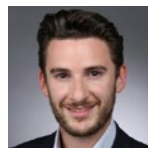
Bennet Sammann
Talent Evolving Workforce,
Manager Development Program
(MDP), Deloitte



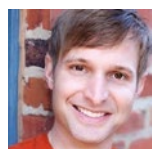
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David Falzon
Employer Brand Specialist,
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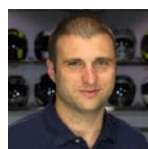
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Director - Talent Acquisition
Operations, Capital One



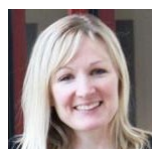
E. Subramanian Subbu
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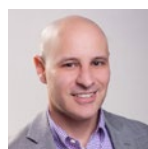
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Ed Zetusky
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Colleen Truitt
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Director - Talent Acquisition,
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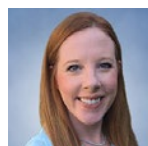
Jonathan Liepe

Senior Human Resources
Specialist, Talent Acquisition
& Selection, Colorado Springs
Utilities



Greg Muccio

Director Talent Acquisition
Southwest Airlines



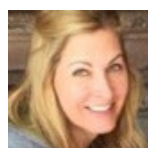
Katie Newland

Employer Brand Consultant,
Syneos Health (formerly
inVentiv Health)



Ian Rosi

Sr. Program Manager,
Lockheed Martin



Katy Jones

Senior Manager, Global Talent
Attraction & Engagement,
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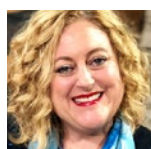
Jagjyot Kaur

Global Talent Acquisition
-Candidate Experience,
Accenture



Kelsie Johnson

Candidate Experience
Program Manager,
Wells Fargo



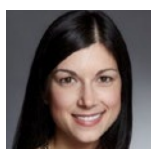
Jennifer Terry-Tharp

Associate Vice President,
AT&T



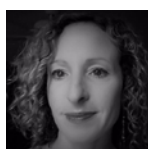
Kevin Stakelum

Talent Acquisition Director,
Humana



Jessie (Wiese) Forrest

Senior Manager - Employment
Branding, Human Resources
Communications
Express Scripts



Kristen Reese

Vice President, Talent, Culture
& Inclusion, Bozutto



John Cotton

Recruitment Technology
and User
Jacobs



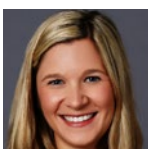
Laura Polan

Manager, Employer Brand &
Experience
Synchrony



John Gotham

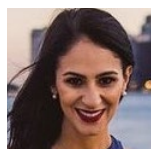
Director, Global Talent
Acquisition
Kimberly-Clark Corporation



Lauren Pezze

Sr. Recruitment Analysis
Hilton

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Manager, Talent Acquisition
West Monroe Partners



Scott Weaver
Director, Talent Acquisition,
Teradata



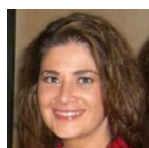
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Sr. Manager Talent Acquisition,
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Sharyn Carlson
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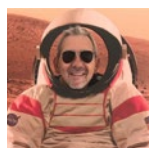
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Shuree Sockel
Talent Acquisition Systems Manager
Enterprise Holdings



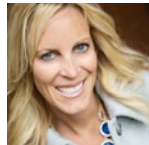
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Formerly Sr. Director, Global Talent
Acquisition
Aerohive Networks



Steve Borowski
Senior Technical Recruiter
NASA JPL



Nikki Brennan
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Spectrum Health



Stefanie Thornton
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BASF



Phaedra Grove
Senior Director, Talent Acquisition,
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Tyler Jones
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T-Mobile



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American Airlines

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How to Get Involved in 2019

Participating as an Employer

Registration for the 2019 Candidate Experience Awards and Benchmark Research Program is set to open in March 2019 for all regions – North America, EMEA, APAC and now Latin America!

Employers who participate in the CandE Awards and Research enjoy the following benefits:

- » Confidential benchmarking data that compares their practices against the aggregate of all participating companies
- » A confidential candidate survey developed by Talent Board and administered by the participating employers directly
- » Access to industry peers and experts on the candidate experience
- » If applicable, industry recognition as a leader in candidate experience
- » 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> or contact us at support@thetalentboard.org

Participating as a Sponsor

Founded in 2011, Talent Board is the first nonprofit research organization focused on the elevation and promotion of a quality candidate experience.

Talent Board is supported solely by the generous donations of industry solution and service providers, individual donations and corporate donations. This allows us to keep our research accessible to all and to provide the talent acquisition discipline with benchmarks and best practices that empower continuous recruiting innovation and a better overall candidate experience – all of which has the potential to impact the business bottom line.

Sponsoring the Talent Board CandE Awards is one of the best ways to connect and engage with human resource and talent acquisition leaders around the world who care about recruiting and candidate experience. These buyers and influencers are key additions to any prospect network. CandE sponsors also enjoy year-round visibility and lead generation through Talent Board symposiums, awards galas, research reports, workshops, webinars, and more.



Click here to learn more and participate in the Talent Board Candidate Experience Awards and Benchmark Research Program.

CHECK OUT THE
CandE Sponsors!



CHECK OUT THE
CandE Case Studies!



Case Studies

AdventHealth



AdventHealth is a health care system that operates 46 hospital campuses and hundreds of care sites within nine states across the United States; our Christian mission, shared vision, common values and focus on whole-person health is our commitment to making communities healthier with a unified system.

**1. Tell us what data or evidence prompted you to change how candidates were being treated?
How will you measure progress or results on this initiative?**

We conduct two candidate experience surveys per year. We survey new hires who have been hired in the past six months. Then we also survey our non-hired candidates. We use Lean Human Capital's survey and then benchmark against all other members that conduct the same survey. We excelled in the top quartile for newly hired candidates but scored just at benchmark for non-hired. Our goal is to be at the top quartile in both categories. We also have a Contact Center for our candidates to call in. We receive about 200 calls a day from candidates asking about their status. This seemed excessive, which prompted a comprehensive process review, especially for our non-hired candidates. Between the surveys and Contact Center information, we knew there was an opportunity for improvement.

2. What are key elements of your change management plan to ensure you obtain support and commitment within your team and the broader organization?

The best element to excel in change management is the metrics, of course. Executives and leaders live by the data, not anecdotal feelings or hunches. Our executives expect metrics of us and we expect it of them. As a result, we have developed service level agreements for every step of the process, not only for our recruiters but our managers as well. We use the metrics to start with an understanding of why things need to change. Our candidate survey tells us whether individuals were so unhappy with the process that they are not willing to use our services as a healthcare organization. This is impactful to them and this helps drive change management. We also develop committees with different stakeholders to get everyone involved in the solution. If they design it, they will implement it. Then we constantly measure our progress each month to show success.

3. Describe the Candidate Experience measures (overall, specific practice, financial, or business-oriented outcomes) you currently capture and report about your recruiting process? How has that data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

We conduct biannual candidate experience surveys along with the CandE survey.

The Lean Human Capital survey measures candidate satisfaction. We receive approximately 175,000 applications per year, and we ask these candidates three critical questions that help to demonstrate financial impact:

- 1) Have they spoken with others about their experience?
- 2) Would they re-apply to our organization in the future?
- 3) Are they likely to refer someone else to apply at our organization?

Regarding our non-hired candidates, 47% who had a positive experience said they would stay or continue using AdventHealth; 37% said their negative experiences would likely change their utilization habits in the future in a negative way.

Of course, if they act on those negative feelings, then we are losing customers as future patients or, even worse, they may deter referrals from coming to us. Although these figures still net out in a positive way, we strive to eliminate the negative experiences and have even more people want to use our services.

As for our recruiters, they're driven by their own survey metrics and performance scores but there is no incentive tied to these findings. Hiring managers have a service level agreement to reduce their time to decision down to five days from the time that we share a resume to the time that we make an offer. This shortens the length of candidate processing time and thus produces a better experience for them.

4. How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

One new area of focus for the rest of the year will be the internal candidate. This is where we see some low scores related to the applicant process. We have hired an internally focused Ambassador as well as created two different committees to focus on the internal process. Internal candidates will receive a red-carpet, VIP experience with personal phone calls and emails to access the Ambassador easily. The process will have its own set of service level agreements and processes to ensure candidates are treated with respect and fairness. We expect to make a huge impact in the candidate experience surveys next time around.

Boehringer Ingelheim Pharmaceuticals, Inc.



Boehringer Ingelheim is one of the world's 20 leading pharmaceutical companies; improving the health and quality of life of patients is the goal of the research-driven pharmaceutical company.

1. Tell us what data or evidence prompted you to change how candidates were being treated? How will you measure progress or results on this initiative?

We engaged in two journey map exercises where our talent acquisition team mapped out a candidate journey through various stages of our process. This forced us to step outside our typical perspective to consider the candidate experience and emotions felt through each step of our process. Once we completed this exercise, we went through a validation by inviting a group of new hires to participate in the same exercise and we documented their actual experiences and emotions. As a third step, we reviewed our process maps for high-touch elements of our process (candidate expenses/offer/onboarding and our email communications—both system-generated and manual) to look for improvements based on feedback we received from our new hires and our own journey map findings.

Regarding the improvement of our candidate journey, our progress can be measured by engaging in journey map exercises more regularly. We also will continue to leverage new hire survey data and may consider adding in new questions to cover any new areas of interest.

With regards to candidate experiences, we are exploring some outsourced solutions which will provide an optimized user experience, mobile application and faster turnaround times.

We're also reviewing the quality of the various types of communications we send out and the quantity of communications shared with each applicant during our interview process. Direct measurement in this case isn't perfect but we will improve the quality of our communications from our ATS and reduce some of the communications during the offer/onboarding stage to be more efficient.

Each of these initiatives is a direct result of our desire to improve our candidate experience.

2. How did you build support and commitment within your team and the broader organization?

In order to ensure that, as a talent acquisition organization, we are all equally committed to and aligned with the importance of the candidate experience, we included the whole TA team in our journey mapping exercise from the beginning stages. In addition, we've had open discussions about our candidate experience being a top priority for our organization. The journey map exercises and consistent discussion of our candidate experience have helped create a basis for conversations with our hiring managers and business leaders. During these important conversations, we highlight the importance of the candidate experience and shift our hiring managers' perspective to view our

processes through a candidate lens. This is especially relevant in discussing interview teams (especially their size and complexity) with our hiring managers.

We also built the candidate experience into our interview training sessions, creating an exercise to help hiring managers and interviewers recognize the gap between focusing only on what we want and need as a company versus what our candidates want and need.

3. Describe the Candidate Experience measures (overall, specific practice, financial, or business-oriented outcomes) you currently capture and report about your recruiting process? How has that data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

We've measured the qualitative success of our candidate experience mainly through feedback and surveys—specifically, new hire surveys and active candidate feedback, as we don't currently survey active applicants (with the exception of our CandE surveys).

Quantitatively, we do measure the average speed (number of days) candidates move through the stages of our recruiting process. We call it our Velocity Report. From this data, we extrapolate possible factors that contribute to positive or negative candidate experiences such as the number of days required to schedule an interview from when a request is received and the number of days between when an interview is scheduled and when it's actually held. The more time these activities take, the greater the level of candidate frustration and the more we risk losing them to competing offers and other factors. Speed and engagement are very connected.

We share this report with our business areas to talk openly about where we can improve our timelines as well as call out the self-inflicted issues that lead to lengthy timelines (e.g., a complex interview structure). We've seen positive impacts on behavior when sharing this information but it is difficult to point to a positive or negative financial impact.

Children's Mercy Kansas City



Children's Mercy Hospital is a comprehensive pediatric medical center in Kansas City, Missouri that integrates clinical care, research and medical education to provide care for patients ages birth to 21.

1. Briefly describe recent candidate experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

We are most proud of our “Introduce Yourself” program, which allows candidates to record a short video interview in which they answer two questions: “Tell us about your background and experience.” and “What would you like to do for Children's Mercy?” The recruiters then view these videos and recommend the best options for the candidates.

We started this program to accomplish the following: 1) To successfully engage candidates who visit our website even if the job they want isn't available. 2) To help candidates get through the jargon and medical terms that sometimes pepper our postings and find jobs that fit them best. 3) To allow candidates to talk to someone and tell their story.

The program showcases our Mission—the care of the children and families we serve—by having the children of Children's Mercy ask candidates the questions in their video interview. Our candidates have responded very positively to all of these efforts, as their feedback shows: “BTW...I thought the “Introduce Yourself” by video was a unique and proactive opportunity for both parties. I loved it.” “I figured there was nothing available at the moment but I wanted to reach out anyway. The digital interview process was very nice and I liked the fact that I could submit something even though there was not an open position. Nice work!”

The program has given us many powerful examples of candidates we would have missed—candidates who had applied with us for long periods but for the wrong type of jobs—and more diversity in our hiring. Our results to date are over 100 hires, with a diversity rate well above our “traditional” hiring process.

More recently we launched “Internal First,” which is the internal sibling to “Introduce Yourself” and allows recruiters to match internal candidates to job openings. It also enables recruiters to call internal candidates and solicit applications for their next role. “Internal First” helps employees who are ready to grow learn about new opportunities without looking at the job board every day. And it helps those who want to step down, but not out, find new positions.

The endcap to our candidate experience is a “Welcome Video” that again highlights our Mission and utilizes our philanthropic partner, actor Rob Riggle, to ensure our new hires know how excited we are that they chose to further their career at Children's Mercy.

[Click here for a sample video.](#)

2. How did you build support and commitment within your team and the broader organization?

We are fortunate to have the support of our leader, the Vice President of Human Resources, along with the rest of our executive team. They have allowed us to do some experimentation with the goal always being to find the best talent for the organization and the best experience for our internal and external candidates.

We had education pieces for the launch of both “Introduce Yourself” and “Internal First” that captured the changes from the hiring manager’s perspective. We encourage our hiring managers to consider candidates and interview people whether we have job openings or not. We have identified “always on” positions—i.e., roles for which we interview and hire, even without openings, if we find the right candidates.

Our intake meetings with hiring managers are critical to our success in moving candidates through the process and keeping our commitments regarding candidate communication. This is also where we address changes in the labor market, issues with availability of needed talent, and other challenges with our leaders. We also attend quarterly meetings and other leadership meetings to share what we’re seeing in our search for top talent.

Describe the Candidate Experience measures you currently capture and report about your recruiting process? How has this data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

3. Describe the candidate experience measures (overall, specific practice, financial or business-oriented outcomes) your currently capture and report about your recruiting process? How has that data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

We regularly report on our open positions and the challenges to find talent. We also moved tuition assistance to report to Talent Acquisition to have increased visibility to individuals who are ready for new challenges and for our future talent needs. We target the tuition spend directly for the majors and degree programs that we predict will help us in the future.

One specific program is our graduate nurse recruiting. Our strategy has always been to be “first done” in our market to allow us to find and secure the top graduates from our local area nursing programs. We accomplish this by utilizing video interviews. Graduate nurses complete one video that is then shared with multiple clinical areas and used for the selection of in-person interviews. The candidates force rank their choices of clinical areas. This makes our on-site interviews much more powerful and the final stop for selection. Our offers are completed first and the top talent secured. With the addition of tuition in spring 2018, we had 85 internal candidates graduating with nursing degrees, with an initial prediction of 63 hires needed. The goal then became retaining our graduates since there are not many hospitals experiencing a “glut” of nurses!

Kaiser Associates



Kaiser Associates is a strategy consulting firm that helps executives make more informed strategic and operational decisions by incorporating fact-based insight and analysis.

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

Our recruiting program has evolved over the past three years from a completely manual process with no focus on candidate engagement to a semi-automated one that places high emphasis on the candidate experience. Our most recent improvements include automated high-touches like application response emails, a focus on quick turnaround for application responses, and sharing ways that candidates can stay in touch if they're not selected. We train our interviewers to ensure we're presenting an attractive, consistent, and accurate brand image to every candidate who advances through our interview process, and we offer highly personalized notifications for finalist candidates who are not selected (including the offer of verbal feedback on their interview).

We recruit in a highly competitive industry and seek specific skills, so we often find candidates who may not be a "right now" fit but could be a great candidate in two to three years. Ensuring that they have a positive experience from their first touchpoint with us is essential to retaining that interest. While we're still working on metrics to track longer-term engagement, we've received highly positive direct feedback from candidates after implementing the changes listed above.

2. How did you build support and commitment within your team and the broader organization?

To engage the rest of the organization in understanding the importance of the candidate experience, we use real-life examples—both positive and negative—to show how our interviewers' actions can directly impact our brand image, both for the candidate and their extended networks. A really striking example of a negative impact came from one of our tenured employees who reached out to a social connection to see if they might be interested in one of our roles and found out that person hadn't applied because their roommate had interviewed with us several years ago and had a terrible experience. The interviewers were all late to their interviews with no apologies, there was no opportunity to ask questions, and scheduling the interview was a logistical nightmare for the candidate. Using such an obvious, real-world example was crucial to showing the wide reach of a negative experience. Coupled with examples of common situations and best practices for responses, we made it as easy as possible for our interviewers to keep candidate experience top-of-mind and to offer a positive experience.

For our leadership team, it was about sharing industry best practices that we weren't following—including utilizing an applicant tracking system (and Talent Board reports from past years were instrumental in building that business case!). They know how competitive our industry is and were tired of losing candidates to competitors for easily surmountable reasons. As a result, they were willing to make an investment in tools that could help us win that war for talent.

3. Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-level? How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

We're still in the process of defining these metrics but plan to track candidate engagement year over year (e.g., reappplies), actively track qualitative feedback from sites like Glassdoor, and utilize a candidate experience survey through our applicant tracking system (and, of course, the CandE feedback survey) to share findings with our leadership team.

One of the easiest ways to show the impact of candidate experience is with our intern and entry-level population from campus recruiting. We attract a huge amount of interest but are only able to interact with about 5% to 10% of our applicant population, so it's imperative our events and automated response functions support a strong candidate experience. We often struggle to find the right candidates for our secondary roles (two to three years of experience), which is a recurring pain point for our leadership team as it impacts their ability to book new work. With the implementation of a better applicant tracking system, we're able to show the percentage of candidates who reapply year over year, which has been rising, and target "high-potentials" to keep engaged for roles two to three years down the road.

When we need to ramp up on a new position, we're now able to identify and re-engage those high potentials identified through campus recruiting and conduct outreach to build our pipeline quickly, as opposed to waiting for candidates to apply. Even though it's a long-term effort, we've been able to demonstrate that this saves both the recruiting function and the organization financially. From a recruiting perspective, it means less time spent on combing through unqualified applicants from postings; organizationally, it means we're able to engage clients without as much worry about staffing future projects.

We engage hiring managers and interviewers through informational interviews and outreach for our highest potential candidates. We have very small teams so, for them, it's clear that these behaviors contribute to building the highest-quality teams and bringing in the best colleagues, which supports their employee experience. We also engage our newest employees to share their experiences during interviewing with other firms, and encourage them to keep those experiences

Kimberly-Clark Corporation



Kimberly-Clark

Kimberly-Clark Corporation is a global consumer goods corporation with some of the most recognized brands in world-Huggies, Kleenex, Scott, Cottonelle and Kotex.

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

The most important thing we did was to recognize that the candidate is our #1 customer and to understand what was important to them. From there we prioritized projects to improve their experience. Here are a few of the changes we've made:

More authentic communication to candidates:

- » Clarifying process step timelines and expectations.
- » Providing coaching tools like interviewing and social media tips.
- » Sending each candidate an email after the recruiter screen that contains coupons for our products.

Improved travel experience:

- » Providing candidates with VIP American Express for booking travel.
- » Car service for candidates (versus renting cars) and asked drivers to be ambassadors to the area.
- » Preferred hotels in fun areas and a welcome bag upon check in with our products, maps, restaurant recommendations and area attraction information.

The other customer we've focused on is the Hiring Manager, making it easier for them to provide a good experience to our candidates. Some of the ways we've accomplished this include:

- » Creating a Candidate Experience Guide with clear roles and responsibilities for everyone involved in the process.
- » Providing hiring managers with talking points to use during interviews.
- » Putting "Thank You email reminders on hiring managers' calendars with a template on what to say to candidates. This makes it easy to copy, paste, tweak and send.
- » Creating an easy way for hiring managers to send welcome gift packages to new hires.

2. What are key elements of your change management plan to ensure you obtain support and commitment within your team and the broader organization?

Kimberly-Clark is a consumer product company with big brands like Huggies, Kleenex, Cottonelle, Kotex and Scott. Nearly one in four people globally use our products every day. So it's essential that we have a candidate-centric experience, as our candidates are consumers of our products.

We built support and commitment from the top down with business leaders. Two of our sponsors were presidents of our largest business unit who are accountable for about \$6B in revenue.

We tied the candidate experience back to business results. We said we interact with over 200,000 candidates a year and all of them are potential customers. We made it simple and explained:

- » If we provide a good experience we can increase revenue.
- » If we provide a bad experience we could lose revenue.
- » We also pointed out the other implications of provide a poor experience—including the percentage of people that will tell a friend, talk negatively about us on social media and stop buying our products.

Another key element of our change plan was to gain support from the team executing and driving our processes, our recruiters, our hiring managers and their administrators who helped with scheduling interviews. We made lot of friends within our administrative community because we made our processes better, which made their lives better.

3. Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-level?

How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

As we noted in the previous question, we tied everything back to business results, the rewards of providing a good candidate experience, and the damage we can do to our brand and our revenues by providing a poor experience.

We worked with our finance team to understand the buying power of a customer. During the lifetime of a consumer, they can spend \$30,000 on all of our products. Below are the stats/data that we shared with our stakeholders:

Why is Candidate Experience Important to Kimberly-Clark?



IMPACT ON YOUR BOTTOM LINE



When an applicant has a negative candidate experience (CX) *

- 33% will tell their friends
- 12% will denigrate your company on social media
- 18% will stop buying your company's products

*Source: Conference Board



So what is at stake?

We use a lifetime value of \$30K for a consumer
Assume that you can affect 5%:
10,000 consumers x \$30K = \$300 Million

Kronos Inc



Kronos offers powerful workforce solutions to help you manage and engage your entire workforce from pre-hire to retire.

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

At Kronos, we work by the guiding principle that we take the same approach with candidates as we do with our employees. It is our mission to ensure that candidates feel well-cared for. We do this by following the 100% in touch rule, being transparent and going the extra mile. The recruiters will speak with every referral, regardless of whether they are suitable for the role or not, and we adopt a high-touch model for these candidates.

There's a lot at stake during the interview process to ensure that managers, candidates, and teams are all making the right decisions. We work hard to stay in close contact and share as much information as we have with candidates so that they understand next steps in the process, what to expect, and any feedback from the interview team.

As with current Kronites, we always try to acknowledge a candidate's life outside of work. If we are aware of a specific situation—like a new baby, sick loved one, major life event, etc.—or if the interview process has taken a bit of time, we'll reach out with an even more personalized touch in the form of flowers, a gift, an edible arrangement, or something similar. Members of our Talent Acquisition (TA) team are empowered to go above and beyond to ensure that the candidate feels cared for. And even if we determine that the person is not a fit for Kronos, we offer career coaching and counseling to help candidates progress in their career journey. We don't do it because we feel obligated but rather because we feel so passionate about candidates finding their “right fit.”

Recently, there was a candidate who missed a flight home from her Kronos interview due to an error by the travel vendor. She was booked on a second flight but it was delayed significantly, and she had to make it back sooner to attend to her young child. Subsequently, she rented a car and drove from Boston to Maryland. Knowing this was a terrible inconvenience to the candidate, the TA team remained in touch with her all throughout her travels, ensuring she got home safely. She was sent a Thank You note and appreciation package the next day for her troubles. The candidate was impressed with the attention she was given and ultimately accepted a role with Kronos.

2. How did you build support and commitment within your team and the broader organization?

We build support and commitment here at Kronos by providing training for our managers and recruiters. Members of the Kronos Talent Acquisition team (TA) care deeply for hiring managers and are invested in their long-term success. Therefore, every new candidate job search kicks off with an intimate one-on-one meeting between the hiring manager and the recruiter working to help fill the role. While reviewing the candidate pool, we encourage hiring managers to be flexible; it's not just a matter of matching skills to jobs. Rather, if we find a talented candidate that is a perfect cultural fit but may not have the exact skills/experience required for the level opened by the hiring manager, we may adjust the level so as not to lose a great hire. If that is not an option, we always try to find another place for them in the organization.

To supplement the recruiter's, hiring manager's, and interview team's personal assessments of the candidate's skills and Kronos fit, we implemented competency interviewing, which is used globally at Kronos and has helped us fine-tune the recruiting process. Applying this technique prompts managers to take a more comprehensive look at what they truly need in terms of talent to round out and augment their teams. In addition, the recruiting team can provide more ideal candidates up front.

3. Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-level?

How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

We do a full suite of surveys to cover every stage within the process for new hires, managers, and even candidates not hired. We also conduct focus groups to receive feedback from interview teams. Results from the surveys and focus groups are shared with leadership and are assessed to continuously improve the hiring experience for candidates and managers as well as impacting the way we set goals for recruiting.

Linde North America, Inc.



Linde is one of the largest industrial gas suppliers in the world and provides innovative products, technology & world class services.

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

There were two main changes implemented that had significant impact on our candidate experience. The first was specific to the overall RPO model delivery that provided increased engagement with the candidates. The bridge team addressed candidate transition, communication, and engagement at all points throughout the interview process. Survey data collected from candidates substantiated that this “bridge” greatly improved interaction, engagement, and communication.

The second change was to our technology associated with the onboarding process. Our focus was on decreasing processing times for candidates to complete new hire paperwork, reducing new hire error rates, and promoting early candidate engagement up to and post 90 days. This was accomplished by providing candidates with a visual roadmap that contained all the critical tasks on their journey at Linde.

2. What are key elements of your change management plan to ensure you obtain support and commitment within your team and the broader organization?

As with any process improvement innovation or project venture, identifying and gaining the support of stakeholders were paramount. Extensive data was collected, a business case presented with a very strong ROI and positive benefit to cost. In the current candidate-driven market, where unemployment is below 4%, we knew that we had to focus on using all supporting people data to improve the overall candidate experience.

Leadership support, business partner engagement, and the goal of putting the candidate first drove the team's mission (focus on the candidate experience), which permeated throughout the organization. Hiring managers, business partners, business heads, HR centers of excellence were all consistently in communication and aligned with the direction of Talent Acquisition.

3. Describe the Candidate Experience measures (overall, specific practice, financial, or business-oriented outcomes) you currently capture and report about your recruiting process? How has that data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

Candidate measures are evaluated both qualitatively and quantitatively specific to their experience at application, screen, interview, post-interview, and onboarding. The team takes an active part to ensure that every candidate has at least one “touch-point” at the minimum and multiple “touch-points” as they progress through the different stages in the recruiting workflow. Stage gates are established to contend with bottlenecks and/or escalations. Candidates can provide real-time data/comments/feedback to hiring managers by following a link in the signature of the recruiter they are working with.

Financial measures capture candidate travel, cost per hire, operational, advertising/marketing, and the technology spend. All are weighted against the increase in candidate traffic, candidate engagement, and candidate experience. As a result, hiring manager behavior has shifted to support treating our investment in resources, time, cost, and innovation as critical to increasing candidate satisfaction.

New Balance Athletics, Inc



New Balance® is a global leader in athletic footwear and apparel.

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

One of the things our team takes pride in is how hands-on we are with candidates throughout the interview process. We call all candidates that have made it through the initial stages of the application/interview process to keep them informed at each stage. Candidates who are ultimately rejected receive calls from our team to let them know we're not moving forward but also to encourage them to remain in contact so they can learn about other opportunities with us. We've had a few hires that came from keeping in touch with these "silver medalists," which is something we are very proud of.

2. How did you build support and commitment within your team and the broader organization?

As a global organization, we have important sales figures to hit to remain successful and fuel the growth of our business. When you put the candidate interview experience into business terms, customers can be either lost or gained from the candidate experience. Not only do you lose that potential customer from a bad candidate experience, but they also spread that message to their friends and family. So, putting these experiences into business terms allows us to demonstrate to our key business partners how important the candidate experience is.

3. Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-level?

How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

We plan on using this year's CandE results as a benchmark to determine how we can continue to improve the overall candidate experience. We will take a deeper dive into the survey results to determine areas we can continue to invest in in 2019.

Reynolds American Inc.



Reynolds American Inc. is the U.S. parent company of R.J. Reynolds Tobacco Company; American Snuff Company, LLC; Santa Fe Natural Tobacco Company, Inc.; and R.J. Reynolds Vapor Company.

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

RAI launched and completed an optimization project to reimagine how our Talent Acquisition (TA) function communicates, attracts and engages with talent.

As part of this broad effort intended to create a high-touch and engaging experience, RAI TA re-evaluated all candidate touch points, including standard interview questions, recruiter phone scripts, templated emails, job descriptions, and system-event triggered emails (e.g., “Thank you for applying.”). Additionally, we enhanced our recruiting process, which now includes two realistic job previews—both in an online format and in an in-person format—for our highest-volume function. These realistic job previews demonstrate the exact nature, responsibilities and requirements of the positions to ensure all candidates fully understand the roles, as well as to build candidate excitement and engagement in additional touch points. RAI also created and implemented new training and interviewing tools for our interview assessors to ensure a more consistent and engaging experience for all candidates we meet with face-to-face.

Using these new processes and materials has enabled us to achieve three-year highs in the number of our new hires and has increased our validation rates (the percentage of candidates we interview who are eligible to receive job offers) post-implementation.

2. What are key elements of your change management plan to ensure you obtain support and commitment within your team and the broader organization?

We engaged an Advisory Team of hiring leaders and Human Resource partners to review, guide and champion processes and expectations to ensure that TA is meeting the business needs during the optimization project and quarterly thereafter. This group was asked to demonstrate support for the change, provide insight as to changed process adoption, satisfaction, challenges, etc. The Advisory Team provided input and supported implementation of the communication, training, and resistance management plans. They were key in proactively identifying and managing resistance to change.

We conducted voice-of-the-customer focus group sessions drawn from a select group of cross-functional hiring and TA leaders and a separate session for the Talent Acquisition team to discuss perceptions of their roles, needs and feedback from the business.

Hiring manager outreach was important to complete a baseline survey, provide additional insight and information, meet with their recruiters to launch changes meetings, and to build relationships with

Talent Acquisition leadership.

3. Provide details on what you plan to measure and report on that will document the value of improving the candidate experience to your firm's leadership – Directors and C-Level? How will you use those measures to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

We are measuring the conversion rate of candidates selected to interview to those recommended for hire, monitoring declined interview and declined offer percentages and tracking specific reasons, and examining average time to fill against established baselines. Additionally, we are measuring the average time between process milestones including:

- » Requisition approval
- » Intake call
- » Presentation of qualified and interested candidates
- » Receive feedback
- » Assessment
- » Interview
- » Offer

These data points will identify any process gaps or bottlenecks to be solved for to ensure an excellent, consistent, and efficient high-touch candidate experience. They will also demonstrate the added value of our new processes, tools and procedures in reducing hiring and vacancy costs.

Syneos Health (formerly inVentiv Health)



Syneos Health™ is the only fully integrated biopharmaceutical solutions organization.

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

Syneos Health recently launched a campaign to promote our recruiters on social media. Rather than it being a mystery as to how to get in touch with recruiters, we're proactively broadcasting their contact information to candidates. We create one post per week that features one of our recruiters. We provide details surrounding the cities they recruit for, the types of roles they're trying to fill, and one outstanding professional accomplishment that the recruiter has achieved. The call to action is a link to the recruiter's social media account and encouragement for candidates to reach out and connect. We've already seen phenomenal success! Recruiters have expanded their networks and are much better able to source. Another added benefit is the recognition and positive feedback these posts garner in terms of likes and comments from hiring managers and candidates alike. Recruiters feel great about their work and we get a positive boost for our recruiter brand.

2. How did you build support and commitment within your team and the broader organization?

This was an easy sell internally. Because our goal was to support our recruiters' sourcing efforts while simultaneously increasing recruiter visibility for our candidates, our entire team bought in. The value proposition was clear: this campaign would make recruiters' jobs easier.

3. Describe the Candidate Experience measures (overall, specific practice, financial, or business-oriented outcomes) you currently capture and report about your recruiting process? How has that data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

Our primary measurement tool is the Talent Board Candidate Experience Survey. We feel the data captured is invaluable. Every year, we analyze the results and review them as a team. We identify areas of opportunity and strategize to make improvements to our process. We also find value in the comments candidates leave in the survey. Often they are praise for a specific recruiter, which we publicly showcase in front of our whole team so that top recruiters get the recognition they deserve. Rewarding top recruiters with recognition fosters an emulation of that recruiter's behavior amongst the whole team.

T-Mobile



T-Mobile leverages new technology to develop interviewing strategies to identify and select talent for the organization. Question 1. Recent Initiative / Reason for Change

1. Briefly describe recent Candidate Experience improvements that you are most proud of and what evidence you have that it is making a favorable difference.

Career Fest was a new initiative for us last year focusing on the internal candidate experience. This year we turned it up a notch and hosted two Career Fest sessions—one in the summer and one in the fall. Our summer session had a similar look and feel to what we did in 2017 with an enhanced virtual experience for our employees. Along with daily headline acts featuring leaders from different areas of the business, we hosted a ton of career testimonial videos from many of our employees. These videos allowed employees to learn firsthand what their colleagues' career paths were like and the steps each person took to develop and grow their careers from role to role. We had more than 14,000 employees access Career Fest this year, up from 9,000 in 2017. Our fall session took place in November and focused more on our front line roles while also offering several employees a personalized opportunity to “test drive” their dream jobs at T-Mobile. These career ride-alongs give employees a sneak peek into what a day in the life of their dream job looks like and offer them key insights into some of the skills, qualifications and requirements that are necessary for success in the role.

Earlier this year we launched video interviewing for our Retail line of business. This wasn't completely new for our organization as we've been using HireVue for video interviewing within our Care group for several years. But we only recently made the shift in Retail. We really see this as a win not only for our Retail store managers but for our candidates as well, as it gives them the opportunity to interview for positions when it's most convenient for them. Our selection process in Retail is driven by our store managers and their ability to invite candidates to record their interviews via video. This not only removes some of the logistical constraints that are present in high-volume recruiting but also increases the number of candidates they're able to interview. On average we see interview completion times ranging right around three days from the time an invitation is sent, and we've completed over 14,000 video interviews this year. We've also experienced higher than average NPS scores with HireVue since launch, which tells us that our candidates enjoy the video interview process as much as we do.

Along with video interviewing, we introduced a role-play exercise as part of our face-to-face interview for our front-line retail positions. This exercise allows candidates to put themselves in the shoes of a front-line employee and respond to customer scenarios as if they were in the role. We love this addition to our process because it adds variety and gives candidates the opportunity to showcase skills in ways

beyond answering the behavioral questions that are typical of most interview settings. It's not only a win for our candidates, though. It allows us to envision and assess candidates in roles from a different angle.

2. How did you build support and commitment within your team and the broader organization?

Given that we've had a proven track record with each of the three initiatives mentioned above, support and commitment from the organization was already positive. Our HR leadership team came to us and asked that we host two separate Career Fest sessions this year due to the overwhelming response we saw from last year's event.

We'd been using video interviewing for our Care teams for several years with great success. We knew Retail would see some of the same benefits with HireVue but the Retail organization is so much larger that it meant introducing the platform to several thousand hiring managers. Scalability was the primary reason we chose to wait to roll this tool out to their group. We created a project team of recruiters and stakeholders and began mapping our process. We identified benefits along with potential downstream impacts and stayed in close contact with our broader recruiting team throughout the project. We leveraged statistics like average time of completion and average time of evaluation to showcase some of the wins that our Care group achieved by using HireVue, along with an extensive recruiter and hiring manager training offering to help them become familiar with and confident in using the platform. We timed this rollout in parallel with a few other significant front-line changes that were happening late last year to minimize disruption to the business. We were successful in building support for many reasons but ultimately it was the close collaboration with recruiting and Retail business leaders to help them understand the benefits of video interviewing, train them on how to use the platform and offer ongoing support after launch.

Structured role-play exercises are used in several of our other interviewing processes and we knew that unstructured exercises were also being used among our Retail group from our Glassdoor reviews. From a compliance and EEO perspective, gaining support for structured role plays was relatively easy. We knew the managers liked conducting them, we just needed to find a way to put some guardrails around their process and offer a consistent approach to how our candidates skills would be assessed in that type of setting. We combined adding structured role plays to our Retail interviewing process along with our HireVue rollout. We worked with a leading research and consultative company to conduct a formal job study for our front-line role. Through the study we identified key competencies that we felt would help predict success in the roles and used those competencies to build our role plays. With close cross-functional collaboration, risk reduction and a thorough job study, we were easily able to gain the support we needed to add role plays to our retail interviewing process.

3. Describe the Candidate Experience measures (overall, specific practice, financial, or business-oriented outcomes) you currently capture and report about your recruiting process? How has that data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

T-Mobile surveys all candidates after they complete an application, which is close to one million per year. We've been doing that for the past four years and have collected a tremendous amount of data. In 2017, we started surveying all applicants who interview with us as well. Based on our surveys, we recognize outstanding experiences that recruiters deliver and we coach to opportunities for improvements if we hear about negative situations. We're able to facilitate these recognition and coaching steps due to a hot alert email process that integrates with our candidate surveys. When a candidate rates us exceptionally well or is dissatisfied with their overall experience, our recruiting manager receives an email with specific information that allows them to follow up directly with the recruiter, depending on the candidate situation. With our surveys, we also have reporting capabilities that provide each recruiting manager with access to team and recruiter results that measure overall survey and individual question outcomes. These reports are published monthly and provide year-to-date and six month rolling average views. The surveys have been really valuable in modifying recruiter and hiring manager behaviors in real-time but we also leverage these surveys to help us form longer-term strategies as well. We are currently working on creating resources that we can share with our recruiting and hiring teams to better understand where gaps exist within our processes and the impact those gaps have on the candidate experience as a whole. Some of the recurring trends that we've noticed have been in areas of candidate engagement and communication and, more specifically, with setting expectations before and after the interview as well as general communication after the interview. We're currently working to improve these areas by creating resources that point out the statistics, illustrate the potential business impacts and costs of candidate resentment, and empower our teams with best practices to help us close the gaps.

Virtusa Corporation



Virtusa is a leading worldwide provider of information technology (IT) consulting and outsourcing services.

1. Tell us what data or evidence prompted you to change how candidates were being treated? How will you measure progress or results on this initiative?

A candidate goes through multiple stages between encountering a job and being hired. It is imperative that the candidate has a positive experience in all stages, as any negative experience along the way could mean we lose quality talent or our brand gets a bad reputation.

Due to the rise of online sharing, candidate experiences are now common knowledge through social media and online forums. News travels fast—especially negative news. A survey found that 60% of candidates experienced a negative candidate journey, 72% vocalized it publicly online or personally to their individual network. With rapidly growing digitization and increased competition, achieving differentiation is the best way to stand out to digitally immersed candidates and stay one step ahead in the recruitment game. A digital transformation will not only create a positive image but also an innovative one, which is vital when attracting quality millennials and younger talent. Staying on top of trends and new technology goes a long way toward providing the right candidate experience to the right candidates.

We began our candidate experience journey many years back by educating our recruiters and emphasizing the importance of a positive candidate experience. However, last year, we placed our focus on digitization and a more scalable model for better experience in various stages:

- 1) Move to Taleo—We moved to Taleo Enterprise Edition to create a best-in-class candidate experience from application to onboarding. Every module was customized by geography to ensure the process was in line with the geographical standards. Minimal information was obtained from the candidate at the application stage to ensure they don't get bogged down with a lengthy application process. Candidates were updated on their progress and status at each stage of the recruitment process. This ensures transparency to our candidates. Interviews, offers and onboarding are all completely system driven.
- 2) TextRecruit—60% of candidates quit in the middle of an application due to an overly complex process. It's important to keep the initial contact stage as simple as possible to ensure you don't lose potential, qualified talent. We partnered with TextRecruit, an AI-powered chatbot that helps reach out to candidates through texting, gets their interest and screens them with a few basic criteria. This helps to make initial contact extremely simple and efficient.

- 3) HackerRank—Given the majority of our hiring is for technical positions, we partnered with HackerRank, a technical platform for hiring developers. HackerRank helps to screen candidates through an online coding test. Candidates can take the test at a time that works best for them. Only shortlisted candidates are then called in for interviews.

These major improvements have tremendously helped increase the candidate experience. Apart from the appreciation emails we get from candidates on how our process is effective and friendly, we've also seen a significant increase in the referrals we receive from candidates.

2. How did you build support and commitment within your team and the broader Organization?

At Virtusa, there is commitment and emphasis from leadership to ensure we provide a good candidate experience. We're a growing organization and our leadership and the broader organization understand the impact our candidate experience has on growing our brand in the market and in attracting the best talent.

Our hiring managers and interviewers are educated and trained on the interview process. Only certified panels are used to interview. This ensures that we conduct interviews the right way while also creating a positive experience for each candidate.

Candidate experience and deliverables are part of our HR goal sheet. This is to ensure the vision of our leadership is cascaded down and every resource that touches a candidate (onboarding, recruiter, immigration, logistics) provides the best experience possible and makes each candidate's best interest our priority.

3. Describe the Candidate Experience measures (overall, specific practice, financial, or business-oriented outcomes) you currently capture and report about your recruiting process? How has that data been used to demonstrate financial impact as well as manage recruiter and hiring manager behaviors?

The best way to measure candidate experience is to take a survey from all the candidates who interviewed with us—especially the ones who didn't get selected. We have a survey that we administer to all candidates to measure their feedback on various stages of the recruiting process. We also find out how likely they are to refer Virtusa to their friends and how likely are they to apply with us again. Each of these measures give us key insights into our recruiting process and also instantaneously call out areas that need attention.

A better candidate experience and positive word of mouth significantly helps build our brand image. IT helps reduce our time to hire while increasing our fulfillment ratio, as more candidates are willing to apply to us. Improved brand image also helps reduce our cost per hire.

These are the key financial metrics impacted by the candidate experience.

2018 North American CandE Award Winners

