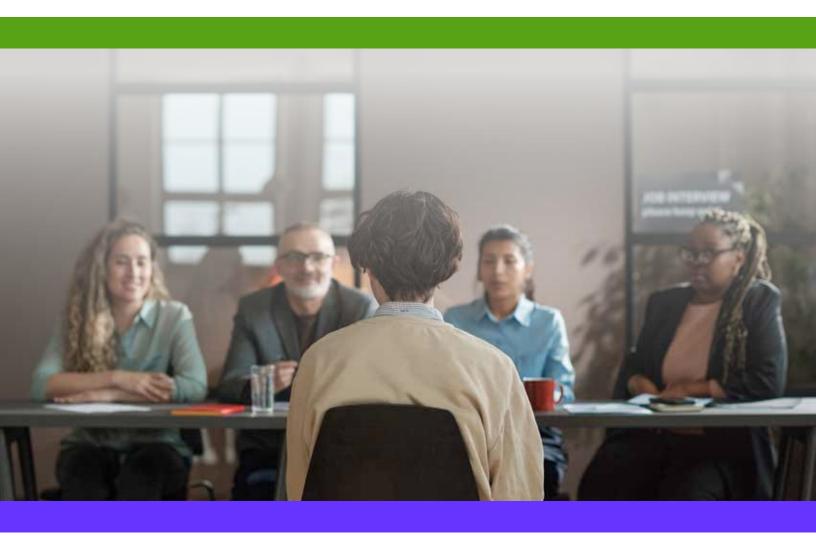# Data Driven Candidate Experience Maturity Model

White Paper

SURVALE

Data Driven Candidate Experience Maturity Model

Introduction

The practice of gathering experience feedback from candidates has been slowly growing in momentum for a number of years. From its crude beginnings of manually sent periodic candidate satisfaction surveys, to today where continual feedback drives stellar candidate experiences, the discipline has evolved.

Candidate experience feedback has become an indispensable tool for managing the entire recruiting process. Data and analytics enable organizations to actively track, manage and consistently deliver the kind of experiences they want candidates to enjoy. It is against this background that Survale has put together this maturity model for data driven candidate experience management.

Through interviews with hundreds of client organizations and those who serve them through the adoption and lifecycle experiences implementing data driven experiences, this four stage model was constructed to guide organizations in how to best incorporate feedback into their talent acquisition process in order to get the most value. The graphic below condenses the Data Driven Candidate Experience Maturity Model into its four levels of increasing capability and value.

Level 1
Feedback Aware

capabilities

Periodic Ad Hoc Surveys
Regular New Hire Surveys
Survey Links Recruiter Signatures
Survey Links in ATS Auto Emails
CandE Research Participation

outputs

cNPS Metrics
General Insights

Level 2
Automated

capabilities

Automation of Surveys
ATS Integration
Stage Based Feedback

- Application Feedback
- Phone Screen Feedback
- Interview Feedback
- Declined Offer Feedback
- Digital Experience Feedback

Employer Brand Impact Analysis
Benchmark cNPS

outputs

More Usable Career Site
Higher Application Rates
Increased Brand Affinity
Improved cNPS
Hiring manager accountability
Improved Candidate Communications
Higher Candidate Engagement
Remediation of Bad Experiences
Candidate Experience KPIs

Level 3
Operationalized

capabilities

Recruiter Performance Management
Candidate>Recruiter Feedback
Hiring Manager Feedback
Recruiter/Hiring Manager Satisfaction Dashboards
Leadership KPI Dashboards
Expanded Feedback

- Recruiting Technologies
- Assessment Vendor Metrics
- Staffing Agency Metrics

D&I Dashboards
Pre Board Engagement
Exit Surveys

outputs

Recruiter/Hiring Manager Alignment
Continuous Improvement Culture
Inclusive Hiring Processes
Greater Technology Alignment
Reduced "Ghosting"
Role Specific Metrics/ Dashboards
Insight Into Year One Attrition

Level 4
Internalized

capabilities

Onboarding Feedback
Quality of Hire Tracking
Glassdoor Rating Enhancement
Referral Collection
Feedback Incentives

outputs

Optimized Onboarding Processes
Real Time Quality of Hire Metrics
Higher Glassdoor Ratings
Increased Referrals
Increased New Hire Engagement
Greater Year One Retention
Onboarding Metrics for Active Management

Executive Summary

Great candidate experiences translate into better hiring outcomes. Organizations that strongly focus on candidate experience achieve 70% higher quality of hire. Their offers are 50% more likely to be accepted. Their new employees are 38% more engaged and they enjoy a 30% higher retention rate. These organizations receive twice as many referrals and 68% of their new hires share these positive experiences with their networks.

This maturity model provides a roadmap for organizations interested in reaping these game changing benefits by actively managing their candidate experiences. The model's four capability levels provide increasing value towards fully automated, data driven candidate experience management that touches every aspect of hiring success.

- At **Level One**, organizations can expect to get a handle on what high level issues are getting in the way of increased candidate satisfaction.

- At **Level Two**, organizations can monitor key candidate experience metrics and pinpoint problems down to the job, location, recruiter, etc., enabling them to take control of experience factors previously unseen.

- At **Level Three**, they achieve fully operationalized candidate experience management capabilities and are able to align and manage all the people, processes and technologies associated with a world class candidate experience.

- At **Level Four**, organizations can expand that data-driven focus on talent experience into the onboarding process and leverage positive talent sentiment into a stronger employer brand, higher Glassdoor ratings and additional referrals.

Even if an organization only achieves Level Two, Survale's data shows they can achieve an average 25% increase in candidate satisfaction.

> " Organizations that strongly focus on candidate experience achieve 70% higher quality of hire. "

Level One Capabilities

A typical Level One organization knows they should be tracking candidate satisfaction levels and feels confident that higher satisfaction levels translate into better hiring outcomes. Capabilities within Level One organizations include the manual sending or periodic broad surveys to past candidates. Typical survey technologies used include SurveyMonkey, Typeform, or Google Forms. Some even use general enterprise research platforms like Qualtrics if their organization has a license. The cadence for these ad hoc surveys varies widely between quarterly and annually.

Most organizations admit that consistency can be a problem with this manual approach.

Some Level One organizations will use a similar broad candidate experience survey and embed a link to that survey in recruiter and/or ATS auto emails in order to overcome the consistency problems associated with periodic surveys.

Another feedback tactic of Level One organizations is to regularly survey newly hired employees to get their feedback on the hiring process.

Finally, many Level One organizations participate in the Talent Board's annual Candidate Experience Research and Award Program (The CandE's). This program takes data from surveys sent to candidates of participating companies and benchmarks them.

Level 1 Feedback Aware

capabilities

Periodic Ad Hoc Surveys

Regular New Hire Surveys

Survey Links Recruiter Signatures

Survey Links in ATS Auto Emails

CandE Research Participation

outputs

cNPS Metrics

General Insights

Level One Outputs

A Level One recruiting feedback organization typically has some approximation of a Candidate Net Promoter Score (cNPS), whether that is current or outdated.

They will also use some of the data returned from surveys for hiring process improvements and even employer brand tuning.

Those that participate in the CandE Awards can learn how their satisfaction numbers line up against their peers for various aspects of their hiring process.

Level One Benefits

- Improving candidate experience has been shown to improve hiring outcomes like retention, quality of hire, brand affinity and more.
- Establishing a cNPS metric is the foundation of being able to manage and improve it.
- Regularly benchmarking against other companies (CandE Research) provides perspective on the effectiveness of an organization's candidate experience improvement efforts over time.

Level One Challenges

- Inconsistent surveys sent out when a candidate is no longer engaged in the hiring process result in low response rates.
- Relying on feedback after the fact results in lower quality feedback because it relies on candidate memory over long periods of time. Plus, candidates have been dispositioned and are no longer enthusiastically engaged in the process.
- General surveys require asking candidates about things you already know about them, like recruiter, job, hiring manager, etc. This can result in negative sentiment and low response rates.
- New hire feedback skews significantly more positive, usually hiding deficiencies in the hiring process.
- General surveys seeking feedback on an entire hiring process can be too long and result in lower response rates (less data).
- General surveys result in "general" insights that don't provide enough information to pinpoint the who, what, when, where and why required to act on the feedback.

Level One Case Study Insights

"We had leveraged SurveyMonkey and other survey tools across the organization, but looked at other solutions. We were getting most of our candidate experience data from interview feedback on Glassdoor. Instead of going to Glassdoor to share their experience, we want candidates to share that feedback directly with us. We loved that Survale was a dedicated platform to measure experiences throughout the recruiting process, including both candidate and hiring manager satisfaction."

-Leading Multi-Brand Technology Solutions Provider

Data Driven Candidate Experience Management

Experience Management Platform

Below is a visualization of how a data driven candidate experience approach works. It is a helpful way to understand the capabilities available at higher maturity levels. The top shows the the people, processes and technologies involved in hiring at each stage. Feedback from candidates, recruiters, hiring managers is collected in real time. The Experience Management Platform provides the data and insights from the feedback to optimize these people, processes and technologies and the benefits can be seen in the lower section.

Career Site
Job boards / ads
ATS
Recruitment marketing

Application
Job boards / ads
ATS
Recruitment marketing

Recruiters
Staffing Agencies
ATS
Assessments
Scheduling systems
Interview performance

Hiring Managers
Scheduling systems
Interview strategies
Interview performance

Offers
Compensation
Benefits

Onboard
Onboarding systems
Learning systems

SURVALE
EXPERIENCE MANAGEMENT PLATFORM
Optimize   People   Processes   Technology

Career Site
Manage brand
Improve candidate NPS
Understand candidate motivators
Intervene on problems
Optimize technologies

Application
Increase conversions
Improve candidate NPS
Intervene on problems
Optimize technologies

Recruiters
Improve phone screens
Improve candidate NPS
Manage recruiter performance
Understand agency performance
Intervene on problems
Optimize technologies

Hiring Managers
Optimize interviews
Manage interview performance
Align recruiters/ hiring managers
Improve candidate NPS
Reduce ghosting
Improve company reviews

Offers
Optimize offers
Increase acceptance
Improve candidate NPS
Reduce ghosting
Improve company reviews
Gather referrals

Onboard
Optimize onboarding
Reduce attrition
Track quality of hire
Reduce ghosting
Improve new hire NPS
Gather referrals
Improve company reviews

Level Two Capabilities

A typical Level Two organization understands the link between candidate satisfaction and recruiting outcomes. It seeks to actively manage candidate experience and recruitment operations using feedback. The enabling strategy for Level Two organizations is automation. This strategy, and the technology that supports it, allows Level Two organizations to gather feedback in real time with no human intervention required.

Level 2 Automated

capabilities

Automation of Surveys

ATS Integration

Stage Based Feedback

- Application Feedback
- Phone Screen Feedback
- Interview Feedback
- Declined Offer Feedback
- Digital Experience Feedback

Employer Brand Impact Analysis

Benchmark cNPS

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outputs

More Usable Career Site

Higher Application Rates

Increased Brand Affinity

Improved cNPS

Hiring manager accountability

Improved Candidate Communications

Higher Candidate Engagement

Remediation of Bad Experiences

Candidate Experience KPIs

Level Two organizations typically integrate enabling technologies with their applicant tracking system (ATS), triggering feedback requests to job seekers and candidates. Ideally, this is triggered after each status or stage change in the core system, but some Level Two organizations are only able to trigger feedback requests at the close of the hiring process.

With platforms like Survale, organizations are able to integrate data from their ATS into their experiential feedback analytics. With this approach, organizations can then incorporate ATS data like recruiter, hiring manager, job, EEO status, location, and more into their analytics. At Level Two, organizations are beginning to establish important metrics and KPIs for each transaction (career site experience, application experience, phone screen experience, hiring manager interview experience, offer experience, etc.) and using those metrics, along with data from the ATS to surface issues and opportunities that could affect their candidate satisfaction and hiring effectiveness.

The combination of experiential feedback and ATS operational data allow these Level Two organizations to pinpoint these issues and opportunities down to the recruiter, job, hiring manager, location, EEO status, etc., and use this data to optimize their approach.

They also begin to gather feedback about employer brand affinity at each stage of the hiring process, including embedded surveys on their career site to measure digital experience for "top of the funnel" job seekers. They use this data to understand how candidates react to their brand and to manage how their talent acquisition teams, technologies and processes affect that brand affinity.

Level Two Outputs

At Level Two, organizations are leveraging real time feedback data to optimize career site content and navigation. Feedback insights from each stage of their process are applied to people, processes and technologies supporting candidates and recruiters. They also now have metrics to begin to track improvement for all aspects of candidate experience and recruitment operations.

Level Two Benefits

- Improved career site useability
- Higher applicant conversion rates
- Ability to manage brand perception
- Improved cNPS
- Hiring manager accountability
- Improved candidate communications
- Higher candidate engagement
- Real time remediation of bad experiences, avoiding public criticism
- Ongoing candidate experience performance metrics for active management

Level Two Challenges

- Requires technology
- Can result in negative or positive bias if not structured properly

Level Two Case Study Insights

"Just going through the process of being asked about their experience has an immediate, positive effect on candidate experience. Most people assume that the only happy candidate is the one that gets the job and the other 99% feel slighted but I can tell you that 91% of our applicants score a nine or a ten on our candidate satisfaction NetPromoter score. We used to think we competed against other brewing companies for talent but Survale data tells us we're competing against Adidas, Nike, and Intel. "We don't have the money to spend on brand that our larger competitors have, but we have become one of the top four employers that people want to work for in this town. Survale allows us to avoid acting on assumptions that may or may not be true. "

-National Multi-Brand Beverage Company

"Because we can go back and have communication with all involved parties in real time, we are affecting hiring outcomes daily. Without real-time automated surveys, we only hear really good or really bad feedback but with Survale you get a steady stream of candidate-driven insights you otherwise wouldn't have known."

-Global Enterprise Cloud Platform Provider

"The intelligence I gather from Survale could spark a blog post to address gray areas, a video to reinforce a message or other tactics to strengthen our brand and our candidate experience. Survale shows us how widespread the issues are that come to light and that helps us identify themes and prioritize how we react to the feedback we receive."

-Leading multi-brand technology solutions provider

"Real-time feedback allows us to act immediately. It doesn't take us months to discover insights. We can take action on a weekly basis as opposed to hearing a candidate had a horrible experience six months after the fact when we can do nothing about it."

-Leading Cloud Reporting Platform

Level Three Capabilities

A typical Level Three organization has a good grasp of how their people, processes and technologies affect candidate experience. They have seen progressively increasing improvements in candidate satisfaction, time to hire, and offer acceptance rate. They can trace these improvements to the actions they have taken in applying experiential feedback to evolve their core processes and the expectations of the stakeholders. At this level, they are expanding the visibility of their experiential analytics throughout the department and beyond, and they are weaving feedback into more aspects of the talent acquisition process.

Level 3 Operationalized

capabilities

Recruiter Performance Management

Candidate>Recruiter Feedback

Hiring Manager Feedback

Recruiter/Hiring Manager Satisfaction Dashboards

Leadership KPI Dashboards

Expanded Feedback

- Recruiting Technologies
- Assessment Vendor Metrics
- Staffing Agency Metrics

D&I Dashboards

Pre Board Engagement

Exit Surveys

outputs

Recruiter/Hiring Manager Alignment

Continuous Improvement Culture

Inclusive Hiring Processes

Greater Technology Alignment

Reduced "Ghosting"

Role Specific Metrics/ Dashboards

Insights Into Year One Attrition

One of the hallmarks of a Level Three organization is recruiter performance management. A Level Three organization typically expands the scope of their feedback collection to include feedback about their recruiters from both candidates and hiring managers. This feedback becomes an important part of performance management and incentives for recruiters. In addition, these organizations often provide hiring manager feedback collected from candidates about interviews to the operational units they support to be used in the performance management of hiring managers.

Level Three organizations expand the use of their feedback technology to provide personal dashboards for individual recruiters and hiring managers to manage their own performance. Dashboards are also customized for talent acquisition managers, HR leaders and general executive leadership of the organization. Feedback has truly been operationalized and now is woven into all facets of talent acquisition.

A Level Three organization will usually solicit candidate feedback about additional aspects of talent acquisition, like the performance of contract sourcers and/or staffing agencies. They are soliciting experiential feedback about supporting technologies used to hire like CRM systems, scheduling, video interviewing, assessments, etc.

At Level Three, organizations routinely analyze candidate feedback against EEO status to understand the diversity of their talent pools and use the same approach to identify bias and tailor hiring experiences to effectively serve these populations. Key DEI metrics and KPIs are typically established and monitored.

Level Three organizations tend to expand the use of their feedback to target the "Preboard" phase between offer accepted and first day of employment, gathering feedback to understand and optimize the process of supporting new hires and avoiding "ghosting." They also begin getting insights into reasons for year one attrition through the use of Exit Surveys.

Level Three Outputs

At Level Three, organizations use candidate, hiring manager and recruiter feedback in performance management and that data has improved interview performance and alignment between business units and recruiting. By Level Three, purpose-driven feedback dashboards for executive management, recruiting leadership, recruiters and hiring managers are used in the routine management of the recruiting function. Feedback from diverse candidates has been used to adapt technology, content and communications to increase engagement and satisfaction with a wide range of candidates. As a result of improved technology configuration and greater candidate engagement during the process, ghosting is reduced.

Level Three Benefits

- Greater recruiter/hiring manager alignment
- Culture of continuous improvement
- Accountability for more inclusive hiring processes
- Greater alignment of complimentary hiring support
- Reduced "ghosting"

Level Three Challenges

- Requires cooperation from multiple stakeholders
- Additional internal resources required to manage broader operational focus

Level Three Case Study Insights

"We leaned on Survale to automatically gather recruiter feedback about their hiring managers and Hiring manager feedback on their recruiters. This gives us invaluable insight into how well these stakeholders are meeting expectations and how well aligned we are as partners in bringing on the right talent.The simple fact that recruiters and hiring managers are getting feedback on their performance has made an immediate impact on the quality of interviews as well as better alignment between the stakeholders and we've seen that in Survale's metrics."

-Global Business Software Provider

"We have all this varied data feed into dashboards with index widgets combining scores from multiple surveys to give us a complete picture of what's working well and what can be improved with our process. Before Survale, we would only hear about interview problems if they were VERY bad. Now hiring managers know we are getting regular feedback and they know it's important to the success of the company that they be prepared and engaged in interviews. We were also able to tie candidate experience to revenue and brand health, which helps when you are trying to build a case for investing in your employer brand,"

-National Multi-Brand Beverage Company

Level Four - Internalized and Expanded

Level Four organizations expand the reach of their feedback efforts into the first year of employment with an eye towards onboarding and quality of hire optimization. As new hires move into the onboarding process, feedback is collected from new hires and their managers at key intervals during the first year of employment. This data is used to both understand issues and opportunities with the onboarding process and to measure the organizational fit and the year one performance of the new hire. New hires provide insights into the onboarding experience, while managers provide insights on cultural fit, time to productivity, retention, etc. This becomes the basis of a real time quality of hire metric.

Level 4 Internalized

capabilities

Onboarding Feedback

Quality of Hire Tracking

Glassdoor Rating Enhancement

Referral Collection

Feedback Incentives

outputs

Optimized Onboarding Processes

Real Time Quality of Hire Metrics

Higher Glassdoor Ratings

Increased Referrals

Increased New Hire Engagement

Greater Year One Retention

Onboarding Metrics for Active Management

Another hallmark of Level Four organizations is the leveraging of great experiences into additional value for the organization and for the employer brand. A Level Four organization seeks to identify the Net Promoters within their talent pools (those that indicate a Net Promoter Score of 9 or 10) and encourage them to promote the organization externally. For example, a Level Four organization may use their feedback collection platform to encourage their Net Promoters to leave positive ratings on Glassdoor or social media sites. Or, ask Net Promoters to submit referrals to the organization's referral program. This can be also encouraged with incentives like company swag or gift cards.

The ability to identify Net Promoters and activate that sentiment can result in higher review site ratings, a stronger employer brand and reduced candidate sourcing costs.

Level Four Outputs

A level 4 organization has applied data driven experience management to the onboarding process and has metrics and optimization blueprints for all phases of the onboarding process. They have an up to date KPI for quality of hire and are able to use that metric to understand how their hiring process is supporting or deterring high performance hires. Level 4 organizations are leveraging satisfied candidates and new hires for additional referrals and positive reviews at employer review sites and social media. This typically leads to greater year one retention numbers.

Level Four Benefits

- Optimized onboarding processes
- Real time understanding of quality of hire and its effects on business and recruiting outcomes
- Higher Glassdoor ratings
- Increased referrals
- Increased new hire engagement
- Greater year one retention
- Ongoing onboarding performance metrics for active management

Level Four Challenges

- Requires buy in from other departments

Level Four Case Study Insights

"Every candidate that applies knows at least five colleagues who would also apply. Bad candidate experience can absolutely destroy our ability to recruit in any given region."Survale helped us understand a lot about our new ATS and beyond. Where bottlenecks were occurring with our configuration, where candidates were having a not so great experience, where managers were having a not so great experience, where people fell off. I can run a bottleneck report in my ATS, but having a candidate tell me specifically why was much more helpful. We continue to learn daily about process changes, systems changes, how to make better hires, and how to engage people more effectively. And that all ties back to candidate experience which is, year in and year out, one of my most important tasks."

-Nationwide Auto Repair and Restoration Provider

"We wanted to get hiring manager feedback about the quality of the overall talent pool after the hire, as well as candidate and hiring manager feedback at 45 days to see how new hires and managers navigate and perform through any sort of 'honeymoon' period' and beyond. We wanted to understand the new hire journey as well as we understand the hiring journey and Survale enables us to do that."

-National Multi-Brand Beverage Company

Where Do You Fall Within the Data Driven Recruiting Experience Framework

Level One

My organization periodically sends surveys to candidates and knows our cNPS.
Agree -Disagree - Don't Know

My organization tracks cNPS by hiring stage
Agree -Disagree - Don't Know

My organization uses anecdotes and "gut feel" to improve recruiting experience
Agree -Disagree - Don't Know

Level Two

My organization integrates surveys with our ATS to automate data collection
Agree -Disagree - Don't Know

My organization uses candidate survey data to hold hiring managers accountable for interview performance
Agree -Disagree - Don't Know

My organization uses candidate survey data to make specific changes to hiring processes, procedures and/or technologies
Agree -Disagree - Don't Know

My organization uses candidate survey data to optimize employer brand execution
Agree -Disagree - Don't Know

Level Three

My organization uses candidate survey data in managing recruiter performance and/or incentives
Agree -Disagree - Don't Know

My organization uses hiring manager survey data in managing recruiter performance and/or incentives
Agree -Disagree - Don't Know

My organization communicates hiring manager satisfaction data to hiring managers and their leaders
Agree -Disagree - Don't Know

Level Four

My organization uses candidate and/or new hire survey data to improve the onboarding experience
Agree -Disagree - Don't Know

My organization uses candidate survey data to measure quality of hire
Agree -Disagree - Don't Know

My organization uses survey data to identify and leverage candidate and/or new promoters to promote our brand
Agree -Disagree - Don't Know

To see for yourself how Survale can enable your organization to deliver a data driven recruiting experience, visit https://survale.com/data-driven-recruiting-experience/