creating
a memorable

candidate
experience.

human forward.

enhance your organization's employer brand

through an experiential difference.

Winning great talent is an imperative for every employer in today's tight labor market, so how can you gain an advantage in the war for talent? Offering competitive salaries and benefits is only the table stakes for attracting candidates. What you really need to focus on is building a memorable candidate experience that will be the foundation for a sustainable talent pipeline.

Your organization's candidate experience is a critical part of your overall employer brand, and to undervalue its importance to your overall talent attraction strategy can be a significant misstep in your quest to developing a leading workforce. A highly positive candidate experience can elevate your employer brand significantly, help convert job applicants into customers and brand ambassadors and even enhance new hire engagement. Investing in the journey undertaken by your job applicants will produce long-term returns for your company. But how do you get started?

Start by acknowledging the importance of the candidate journey to your organization. Employers that offer a poor hiring journey can actually damage their corporate reputation, resulting in not only lost hires but also lost revenues. According to the 2018 TalentBoard CandE Research Report, 50% of North American job seekers who underwent a poor journey (a rating of 1 out of 5 stars) said they would sever their relationship with the prospective employer – which means they would neither consider future career opportunities with nor buy from the offending company. The figures are lower in Asia and EMEA (45% and 36%, respectively) but still show a significant number who would act accordingly.

In a well-publicized case study, Virgin Media discovered that a poor candidate experience had been costing the company more than $5 million annually in lost subscribers, affirming the real toll of a poorly constructed application process.

Conversely, a majority of those who have a positive experience share it with their network, according to the Talent Board. Most job seekers who have a five-star experience say they would apply with the same company again, refer others to the organization and continue to be a customer when applicable, even if they didn't get the job.

Your company's candidate experience is an essential part of its employer and corporate brand. As such, making a commitment to continuously monitor and enhance the journey is imperative to attracting the talent you require to drive business growth. Once you have executive and stakeholder buy-in, you've overcome an important hurdle. To now successfully execute on your vision, read on to understand how to define your mission, identify the tasks and deploy the resources needed to accomplish them.

envisioning
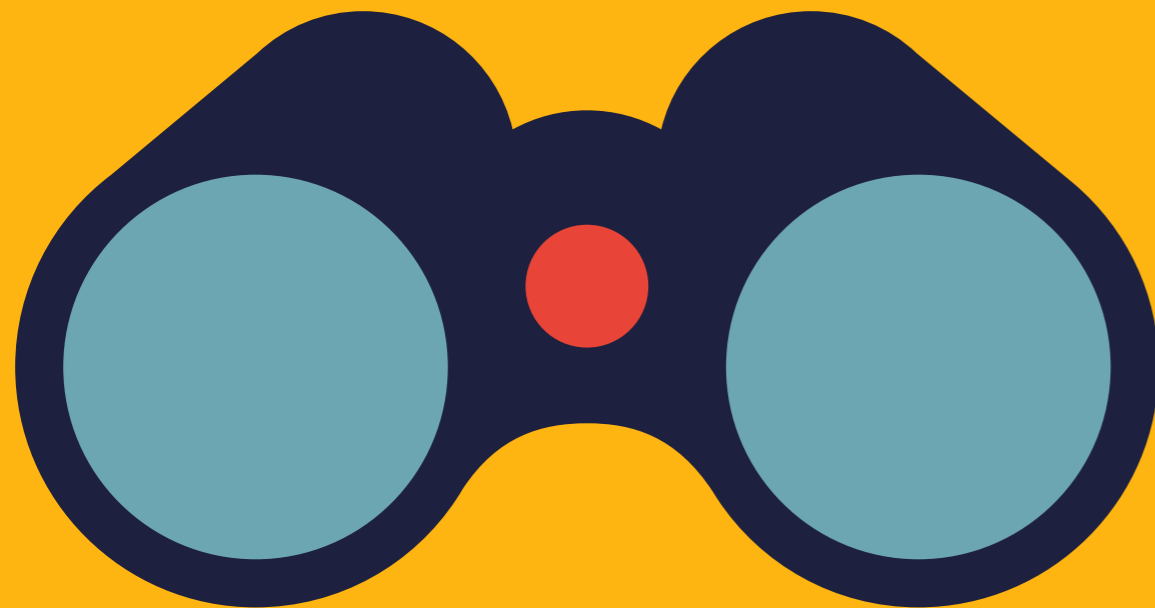
the journey.

You may know that a positive candidate journey is important to your talent attraction strategy, but defining what that is may be less clear. It's a common question that confuses many employers who aren't sure how it fits into their employer brand. While both are very important functions of talent attraction, they are also distinctly different and should be addressed accordingly.

Your employer brand is how internal and external constituents perceive your organization as an employer, and part of that perception is created by the journey undertaken by successful and passed-over candidates. A poor perception can stay with job seekers, so it's critical to commit effort and resources now.

The first step to ensuring a strong candidate experience for your prospective hires is to comprehensively define their journey, from first contact with your corporate and employer brand through to onboarding in the office. By understanding the various influences that affect the journey, you can develop a strategy and the tactics to support it. Also by defining it, you can prioritize the critical efforts needed to create a positive experience.

Consider the different ways in which job seekers may touch your brands — employer, corporate and product. There are many touch points so be comprehensive when accounting for these. The employer brands of consumer product companies tend to boast more of these points of contact so if your business falls into this category, make sure to identify as many as you can.

Your candidate journey may begin by seeking feedback from job applicants. Make sure to ask how they first learned about your company, the sources they used to conduct additional research and what factors prompted them to seek a position within your business. This will narrow your focus on pre-funnel activities that may have a significant impact on candidates. Influencing forces at this stage include review sites such as kununu, among others. Your presence on other channels such as LinkedIn can also have an impact on those initially seeking information about your business.

As applicants enter the recruitment funnel, examine how they have come to your organization. Do they typically come through your careers portals, from referrals or some other way? Understanding how you've collected their CVs further defines the journey and alludes to the touch points you need to address. As their applications move through the various stages of review (screening, interviewing, disposition, etc.), take further notice of the interactions they have with your organization at each step.

You may also want to define the candidate experience for both permanent and contingent hires because attraction strategies should extend to your flexible workforce. Temps, independent contractors and freelancers are becoming more critical to the global workforce, so making sure you have a positive engagement process for them is important. This will help you to keep them from hopping to different assignments or sway them to consider a permanent position.

A common mistake companies make is to focus on only one portion of the entire hiring journey. Typically it's the recruitment funnel after a candidate has applied, but this is far from being comprehensive. There are numerous touchpoints before, during and after the application process that all affect the journey and sway perceptions. If you pay attention to only part of the journey, you could potentially miss out on important opportunities for improvements.

Even when an employer does account for the entire journey that an applicant undertakes, it may fail to account for all the touchpoints for any particular point. For instance, many companies when scheduling an interview fail to provide specific instructions to job seekers for when they arrive, who they will meet with and how they should prepare. While this may seem like trivial issues, they can add help to reinforce or erode the overall experience.

An encouraging trend is that companies are starting to make greater investments in the candidate experience. According to Randstad Sourceright's 2019 Talent Trends research, a survey of 800 C-suite and human capital leaders, 66% of organizations are increasing spending on their candidate experience, up from 55% the year before. Furthermore, 93% of companies said they planned to enhance the experience for both job applicants and employees in the year ahead.

So when it comes to enhancing your candidate experience, start by defining the journey and all the touchpoints along the way. By identifying the influencers, you can better prioritize investments in time and budgeting to address the gaps and strengthen the overall experience.

key steps in defining your company's candidate experience.

- Consider all of the pre-engagement touchpoints job seekers may encounter before they enter the recruitment funnel. Because 71% of candidate do their own research, according to the TalentBoard, most have already formed an opinion even before they get to the applicant stage.

- Recognize the internal and external influencers who may play an important part in the way applicants perceive your employer brand. This will help you better develop a strategic relationship that can help your brand.

- Examine your application process and determine all the steps job seekers encounter when applying. This will help you identify extraneous activities you can eliminate and optimize the journey.

- Survey applicants (all or a sample) to gauge their thoughts. Through these interviews, you can better identify gaps in process or handling of candidates, enabling you to rectify any lingering issues.

- Develop a strategy for engaging passed-over applicants who may be suited for future openings. Their candidate journey may be perpetual because of their potential for other opportunities in your business.

defining

the touchpoints.

To define your candidate experience begins with accounting for all the touchpoints that applicants have with your business. It's easy to overlook small details, but companies also sometimes ignore the big ones, which have an oversized influence on how candidates perceive your company. As a result, you will likely miss opportunities to build on the engagement you have with applicants.

Consider the pre-engagement portion of the applicant journey. Long before job seekers arrive at your careers portal or answer a job board ad, they may have encountered your corporate brand as a customer or researched your workplace culture on their own. According to the talent Board's 2018 North American Candidate Experience Research Report, the TalentBoard, which organizes the Candidate Experience (CandE) Awards, found that 43% of job seekers have a previous relationship with companies to which they apply, and 71% say they conduct their own research on prospective employers.

That's why it's important for companies to leverage the corporate brand when building the employer brand. These serve as the initial touchpoints that may spur interest in pursuing a career. With many high-profile businesses having a powerful sway on consumers and workers — who doesn't admire brands such as Apple, Amazon or Google — they are increasingly using their name recognition to better attract talent.

Take PepsiCo, for instance. Rebecca Gloyne, Head of Employer Branding for PepsiCo Europe and Sub-Saharan Africa, wrote in Marketing Week that her company is leveraging its

marketing function to build upon its talent attraction strategy, demonstrating how the employer brand is treated as part of its brand portfolio. At Johnson & Johnson, Sjoerd Gehring, the Global VP of Talent Acquisition and Employee Experience, is helping the company bring a more "consumerism approach to the way we think about employee experience and the way we think about recruiting" through its J&J Shine program.

Another example is the campaign launched by GE in mainstream media to promote itself as an employer of choice for software engineers and developers. The company used these ads to change the perception that it is an old-economy manufacturers, instead underscores opportunities for developers and other in-demand digital workers.

Beyond the corporate brand, there are many other influencers prior to the applicant funnel. Review sites (covered in Chapter 3) are often where candidates begin their research, but don't forget platforms such as talent communities and networks, where workers often exchange information and rate employers. These portals can be especially troublesome for you to monitor and influence because there are many and little opportunity to change opinions

and ratings. For instance, the Workplace is a developer community within Stack Exchange that allows its members to ask questions, share experiences and sometimes vent. Topics include best workplaces, career advancement opportunities and other issues that could influence the decision of developers to work for a specific company or industry.

As applicants enter the funnel, the most important touchpoint remains the career portal. According to the TalentBoard, 58% of candidates use employers' career site to research opportunities, up 2% from 2017 and the most often visited research channel, followed by referrals and LinkedIn pages. Considering you have full control over your careers site, you should make the most of the interaction with applicants.

Many companies fail to do this. One of their most common errors is failing to make their sites mobile friendly, so an optimized portal should be your priority. What does this mean?

• Streamline the application process. Minimize the number of fields applicants have to fill out. You shouldn't ask too many questions on the form; some of these can be asked later once the candidate is in the funnel. The Society for Human Resource Management (SHRM) reports that 60% of candidates abandon online applications so the more expedient the process, the higher the completion rate.

• Optimize the career content into small chunks that can be quickly consumed. Mobile applicants are unlikely to spend extended periods of time reviewing it so be concise and to the point.

• Make sure job postings are well written and compelling to generate interest and solicit action. Link them to other content on your corporate site to provide more information about your culture, people and products.

• Make your portal is social friendly and shareable. In today's highly connected world, you miss opportunities to engage with applicants' networks if your career site doesn't support sharing through the major channels (read more about social media in Chapter 3).

• Don't forget to solicit feedback. At the end of the application, you can survey candidates about their experience with the process and gain valuable insights into additional improvements you can make.

As candidates continue through the hiring process, there are many other steps that will influence their perception of your organization, so your task is to assess whether you've got all the bases covered. For instance, once their CV has been screened, does your process quickly move along desirable applicants and disposition the others? Do you communicate their progress to ensure they don't lose interest and pursue opportunities elsewhere? When setting up in-person or video interviews, do you provide the broadest options to accommodate their schedule? For on-site interviews, do you provide specific instructions for getting to your offices and an agenda for that day's activities?

Finally, don't overlook the activities that occur after a successful hire. Employees that experience a strong onboarding process are likely to be productive more quickly, are more engaged and more likely to stay in their jobs in the first year. Furthermore, they will more likely share their positive experience with their network, which strengthens your overall employer brand.

five tips for enhancing candidate touchpoints.

1. Assess each critical touchpoint to determine how you can facilitate or improve the applicant's journey. Does it require significant investments or can you quickly address gaps that exists? This will help you understand the resources needed to fix what's broken.

2. Monitor what is said about your organization. Because a candidate on average uses seven sources of information to research your company, you should know what is being shared about your organization.

3. Consider what you can and can't change. There is little you can do when it comes to negative reviews that appear on the internet, but you can bolster the positive ones and encourage your employee ambassadors to help amplify your messaging. This will help offset the poor ratings.

4. Audit your application process. If you aren't able to apply quickly (or at all on mobile) then you will lose a lot of prospective hires. Take the journey through the funnel and ask who you would feel as an applicant.

5. Create a remediation plan. Once you've identified all the touchpoints, have a plan and prioritize the most urgent gaps. Also include long-term goals so that you are working toward them even as you address current deficiencies.

optimize

social media outreach.

Building a strong social media presence is a pivotal part of your candidate experience so make sure you make adequate investments in this area. You have many opportunities to shape the touchpoints of your candidate experience through Facebook, Glassdoor, YouTube, LinkedIn, Twitter, Instagram and others, so your resource may be stretched. While it requires significant time and effort, a well-executed social media strategy can provide exponential returns.

According to Aberdeen, best-in-class companies are 45% more likely than others to share content and job postings across social media to recruit candidates. In fact, social recruiting is one of the most considered ways for companies to reach prospective hires.

There are many examples of employers with excellent social media practices supporting their attraction strategies. Leveraging their employees, these businesses create memorable touchpoints in the applicant journey, strongly conveying the culture, values and mission of the organization. Social channels help many companies become transparent to the talent they hope to attract, which is especially appealing to Millennials who value such openness. Furthermore, your employer brand social media may actually help raise your corporate profile.

So how can you create the best impression online? Let's look at how each major social channel can help you fulfill your social media strategy and make these touchpoints some of the most memorable moments of the candidate experience.

LinkedIn

No channel is more powerful than the world's largest professional network, which boasts more than 610 million users in 200 countries and territories around the world. Of course LinkedIn is an essential tool for recruiters, but it's also an important channel for you to consider in your candidate experience strategy. Your company's page, the followers it attracts, the content you post and the shares they get all help to evangelize your organization.

To optimize your LinkedIn presence, make sure you have a concise yet compelling description of your organization, its mission, values and culture. If you have a LinkedIn careers page, make sure to maximize exposure for your roles through it as well as promote your employer brand. An important consideration is to continuously post fresh and relevant content, which demonstrates both your company's leadership in your markets and also a commitment to engage visitors. One caveat to remember: publishing regular content is essential but avoid oversaturating your pages because it's ineffective and a waste of resources. Too much content may distract rather than attract applicants.

Vigilant monitoring of comments to your LinkedIn page should be an essential part of your social media strategy because your brand is at risk without it. Negative comments could damage your brand and the interaction with job seekers so build this task into all of your social channels but especially on LinkedIn, which the TalentBoard reports as the third most used research resource for talent.

Don't forget to leverage employee testimony. Candidates are highly sophisticated and are keen to detect less-than-authentic attempts to market a brand. They value peer testimony the most after friends and family. The views of a fellow java developer or mechanical engineer carry significantly more weight than a polished corporate video.

employee review sites

Review sites have become more important in recent years because job seekers are seeking authentic, neutral voices who can share their experience with a particular employer. These provide an internal view of an employer's culture, the work being undertaken and how former workers feel. While you may not have control over what is shared, you can better manage responses to complaints and other negative comments about your business.

Sites such as kununu.com provide an opportunity for both workers and applicants to share their experience. It offers commentary on a variety of workplace practices, including flexible working arrangement, telecommuting, healthcare benefits, childcare offerings, tuition reimbursement and others. Not only are companies scored, but reviewer comments are publicly posted to address specific concerns or employee value propositions.

Receiving a few negative reviews might not harm your business, but if your review scores are chronically at rock bottom, it's important to pay attention to the comments left and address them publicly or behind the scenes. Review sites are an effective way to gain input from applicants and workers, but what you do with the information will determine whether your scores will improve in the future.

Facebook, Twitter and Instagram

These three channels are important to your overall social media strategy, but you shouldn't expect too much. They are great tools to showcase workplace life, as companies such as Cisco has done with Instagram. The Talent Board found only a small number of candidates uses these social media sites for researching and finding jobs. Only 6% of applicants visit Facebook career pages and just 2% use Twitter job notifications.

The data indicate that while social media continues to be an important touch point for talent, it may not be critical to your overall strategy. It depends on the talent you seek, where they get their information and how they share that content. In some cases, a good old email newsletter may be as effective as an all-out social campaign if you are dealing with a tightly-knit group of specialists.

The critical consideration is whether you have the audience and the content to engage with your prospective hires. If you can capture their interest, these touchpoints in the candidate journey will ultimately drive them into the funnel.

5 tips for using social media to amplify your brand.

1. Turn to data for help. Do you know what kind of visitors are coming to your pages and channels? All of the social media giants can provide the analytical insights you need to better understand who's consuming your information. This will help you better curate and create content.

2. Let loose your advocates. Current and former employees, followers and even vendors may help spread your messaging on social media. Considering their collective reach will be much greater than yours, this is a great way to enhance your brand.

3. Provide training to your promoters. Showing how they can help share and advocate your employer brand will make them much more effective ambassadors. You can also provide employee advocacy technologies such as PostBeyond and other sharing tools to empower them.

4. Know the right channels. Is LinkedIn the most impactful way to attract the talent you need or do Facebook or Twitter provide a better reach? Identify which channels are relevant to the roles and skills you want to recruit for and focus on the key ones.

5. Try both organic and paid. Organic reach is usually the preferred way to attract talent, but have you considered paid campaigns to promote your brand and the candidate touch points? A small budget promoting jobs, posts and content can go a long way to achieving your goals.

the applicants'
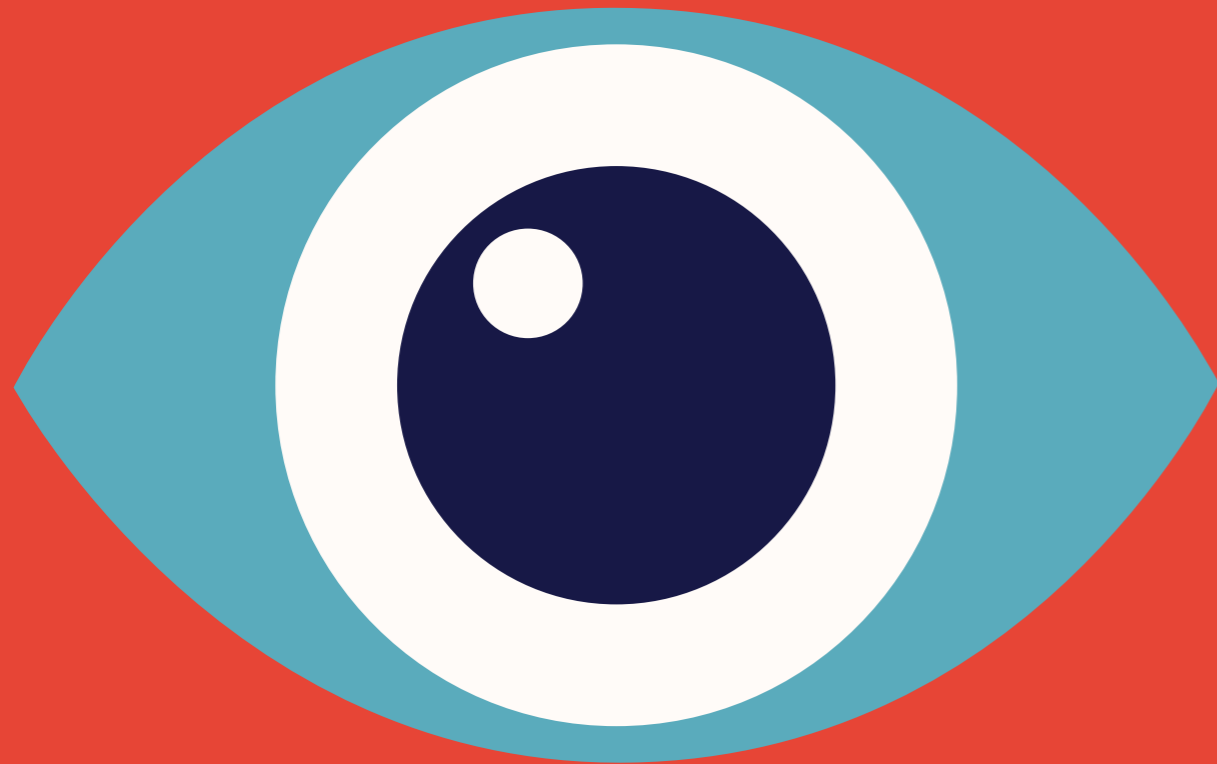
perspective.

Because so much of the candidate experience hinges on applicants' journeys when they've arrived at you career site, you should be especially diligent about creating a highly positive experience in the funnel. This means attention to personalization and communication.

From the job posting to the application through to screening and interviewing to offer and onboarding, the entire process should be transparent and expedient. In today's talent-scarce environment, employers who fail to process applications in a timely and communicative fashion risk losing great talent. More importantly, passed-over candidates may be less likely to consider a different position if they feel your process is cumbersome, time consuming and opaque. So it's important that at this point in the candidate experience you provide the greatest effort to keeping job seekers engaged with your business. Here are some key ways to enhance each step in the funnel.

• the job posting
Job descriptions can be one of the most tedious yet important elements of the recruitment funnel so make sure to commit time and effort to accurately and concisely create these. With clients across the board we see that descriptions that do not match the job at the interview step is one of the top reasons for candidates to withdraw their application. Make sure to work with hiring managers to accurately capture the nature of the work and align their expectations to the description.

• the application process
What do candidates expect when they are asked to apply? Clear instructions, a minimal number of steps, the ability to use their LinkedIn profiles and acknowledgement of a successful completion are the minimum. Make sure the process isn't drawn out and can be completed easily on mobile devices. Having to spend too much time is the second-most often cited reason for application withdraws, according to TalentBoard research.

• resume screening
Thanks to AI and bots, sifting through resumes is now much more expedient. As automation takes over more of this function, you should consider how your talent acquisition team can shift more time to interacting with candidates and building relationships than on screening resumes. As the choices are narrowed, keep candidates apprised of the progress of their application and provide feedback on why they may have been passed over. You will find this kind of honest feedback can create trust with applicants.

- interviewing

The most personal interaction that candidates have with your organization, interviews provide them an opportunity to ask questions and get to know the people of the organization. It may also be the most unnerving part of the applicant's journey. To help them better prepare for this critical step, provide an agenda for the interview (in-person, phone or video), list the individuals they'll speak with and specify the amount of time required. The hiring manager should be prepared as well by becoming familiar with the candidate, ask relevant questions and have answers to commonly discussed topics.

Just as importantly, be prepared to provide the candidate with the next steps in the process, including specific timelines so their expectations align with your process. A perpetual complaint of job seekers not chosen to move onto the next phase, is that they are left in the dark after the interview with no clear explanation as to why they weren't chosen. This can create significant ill will and damage your entire candidate experience.

- job offers

You should take care to draft offers that reflect the expectations of the candidate based on the job description and their salary and benefits requirements. If compensation hasn't been discussed during the interview, crafting an acceptable offer may be more difficult. Negotiations should be cooperative and not adversarial. Even if your budget falls short, it should be close to the candidate's expectations. Otherwise, applicants may feel you have wasted their time, creating resentment toward your organization.

- acceptance and onboarding

When a candidate has accepted an offer, move quickly to perform all administrative tasks to complete the hire. Explain to the successful candidate the process and the time required, ask for all supporting material and documentation and provide further contact information to the hire. Onboarding is an important part of the journey and affects retention and engagement. You should provide all the resources needed to accelerate induction and enable them to become productive quickly.

At the same time, you should personally inform others considered for the position the disposition of the role. By doing this immediately, you demonstrate respect for their time and enable them to seek opportunities elsewhere. Provide feedback on why they were passed over the winning candidate chosen. How a company communicates will make a significant difference in creating a positive journey for the candidates. By giving applicants regular updates, you ensure you are not creating an army of disgruntled applicants.

5 tips for creating satisfied applicants.

1. Develop a robust process. Include specific communication plans and timelines for every application. This will help hiring managers to make new hires more efficiently and to better manage candidate expectations.

2. Personalize communication. Whether you do this manually or use applicant tracking technology, by making your communications personal, candidates will appreciate the extra step of recognizing them as individual and not just another name.

3. Seek feedback. Applicants want to know their opinion counts even if they are passed over. Provide an opportunity for feedback about each step in the apply-to-hire continuum so they can express their frustrations and appreciation about your process.

4. Provide input. Candidates want to know why they were passed over so be prepared to provide constructive input so they can feel positive about their overall experience with your organization.

5. Dedicate resources. Aside from the hiring manager, contacts within the organization should be provided to new hires to help answer questions about payroll, health insurance or any other issue.

enhancing
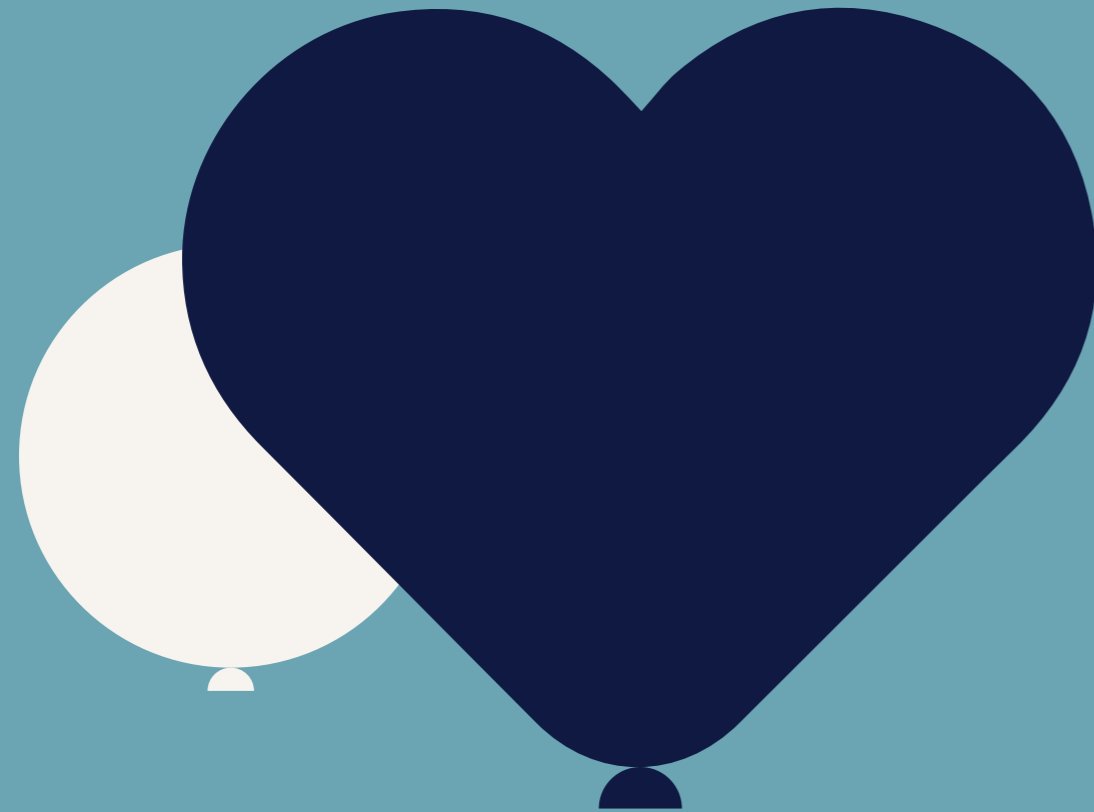
your applicant journey.

As you create a memorable candidate experience, don't forget that it's not a one-time endeavor. Like your employer brand, the applicant journey requires constant attention, such as engaging in social media, creating content and surveying candidates for feedback. It may seem like a considerable investment, but you can still create a resonant experience with minimal budget and part-time resources. The key is to develop a comprehensive approach that accounts for all touchpoints and prioritizing critical activities to monitor and enhance.

"When candidates and employees feel as if they're not being kept in the loop, it negatively impacts their engagement. For example, many candidates either receive automated email responses or worse, no response at all after applying for a job," explained Jennifer Klimas, Director, Employer Brand at Randstad Sourceright.

One other important consideration: don't solely focus on external talent. You should create a positive experience for internal candidates, which supports retention and engagement and help complete the journey for all of your talent. Don't forget to solicit the feedback of existing employees as they move up in your business because they can provide unique perspectives in the context of knowing the organization.

One of the most important tasks is to collect feedback from all candidates as they move through the recruitment funnel. Do you ask how they learned about your organization? What sources of information did they consult with? How long did it take to complete an application? Was there follow-up by the recruiter either through email or a call? Were their expectations met or did a gap exist? These types of questions will help you address the shortcomings within your process.

Don't stop with just applicants. You may gain valuable insights from new hires. Ask how the onboarding journey facilitated their acclimation to your organization. Did it help them to become productive more quickly? Did they receive adequate support around forms management or socialization? We resources readily available to support their jobs. While some of the questions are less about the candidate experience directly, they give insights into issues that affect retention, which impacts your workforce.

Candidate feedback is just part of the equation. Conduct periodic audits of your application process, your social media strategy and your onboarding process. Do they meet the metrics you set out to achieve, and can they be further improved? Remember to apply through both desktop and mobile devices to ensure a consistent experience. By detecting variances, you may be able to identify why drop-offs occur in one area but not other.

Your assessment should consider not only process but also technology. Is your careers portal mobile friendly and shareable? Does it allow candidates to easily stop their application and resume later at different location? Innovation is making it increasingly easy for you to enhance your candidate experience, but it can be costly and difficult to implement. Make sure to clearly understand what benefits new technology can offer and weight those against the total cost.

The assessment and feedback you conduct should be the foundation upon which your improvement efforts are built. The data and comments you collect will guide your strategy for elevating your company's candidate experience, resulting in greater sharing of success stories instead of negative ones about your company. By investing in continuous program improvements, you'll be able to keep your organization a step ahead of the competition for talent.

As businesses face more talent scarcity, workers have more choices and are less likely to engage with employers who don't address all the touchpoint candidate encounter. Companies can do better by developing a positive and memorable candidate experience that will have a significant impact on their employer brand. As potential customers, applicants could also affect business in the future. So for these reasons, the investment in delivering a positive and memorable journey for candidates is well worth the effort.

5 tips for continuously improving your candidate experience.

1. Create a task force comprised of recent hires and employer brand leaders in your organization. Their collective knowledge can help identify areas for improvement.

2. After prioritizing these areas, create a timeline for completing lower-priority projects that affect the touchpoints while pushing out the top mandates.

3. Evaluate opportunities to leverage technology to help with process improvements. New innovation may lessen administrative burdens from candidates and hiring managers.

4. Demonstrate payback. It may take some time, but measuring the impact of a strong candidate experience on talent attraction can affirm the value of making investments in this area.

5. Continue to educate internal hiring managers and other stakeholders on how to foster a more applicant-friendly journey.

attraction is more than chemistry.

creating a memorable employer brand and candidate experience helps a global manufacturer to find talent more quickly

A global chemical manufacturer hiring more than 2,600 annually in the U.S. was under pressure to enhance its recruitment strategy to both improve hiring times and attract diverse candidates. To do so, it needed to raise its employer brand and deliver a more seamless and positive candidate experience to job applicants. This was not an easy task as the company sought to fill a variety of positions in dozens of locations across the country.

The roles ranged from specialized technicians and operators, electricians and supervisors to shipping/receiving, warehouse and administration personnel at 54 sites. Although it was a leader in its field, the company was not a household name and needed to raise its brand awareness to attract qualified talent, especially those with diverse background.

The diversified chemical maker also realized it could enhance its candidates experience through a number of initiatives, including providing a more streamlined application and hiring process, strengthening its social media strategy to improving candidate sourcing, expand its outreach through local hiring events and appeal to diverse workers through military base visits and collaboration with minority- and gender-specific organizations.

It also works with organizations — including local government employment offices, colleges and technical schools, and associations that support women in manufacturing, for example — in rural and otherwise challenging areas to identify skilled candidates in these locations.

The company also benefits from expanded use of HR technology to create meaningful touch points throughout the interview and onboarding stages. As part of the new process, candidates are able to self-schedule interviews and self-administer assessments.

Working with an external recruitment process outsourcing provider, it achieved significant improvements at all stages of talent acquisition. Since implementing a tech-enabled, end-to-end RPO program, the company has seen significant improvements at all stages of talent acquisition. Throughout 2018, it hired more than 1,000 non-exempt positions with an average time to accept of 43 days, representing a decrease of 43% from before implementation. The company also saw an improvement in satisfaction among hiring managers, experienced an average satisfaction score of 4.0 or higher.

The effort shows how enhancing various touchpoints of its candidate journey can improve recruitment efficiency and help the company attain critical initiatives such as diverse hiring. Strategic use of social media and local hiring events were critical to activating the company's employer brand and helping candidate become more familiar with the company and its culture.

www.randstad.com/workforce-insights/