SURVALE

Company
32 Billion Euro
Global Energy
Automation Provider

Employees
135,000

Hiring Scope
100+ Countries

Survale Modules
Always On
Post Apply
Candidate Expereince
SurvalePromote
Post Hire

Global Organization Optimizes Recruiting Technology Experience With Survale

In 2018, this global energy and automation provider began a transformation within their talent acquisition function, largely focused on their digital technologies and the candidate experiences they delivered. With about 3M visits to their career sites annually, they had determined their average time to apply was around 30 minutes per candidate. This long application time was suppressing application rates.

The company also determined, both anecdotally and through periodic surveys, that candidates experienced many interviews they felt were unnecessary, and the entire hiring process was taking too long. They knew that they were hiring about 1% of all the people who had expressed interest and applied to work there. That meant they were sending 99% away disappointed that they weren't hired, and frustrated with the process.

Based on all these factors, the company decided to move to an ATS that would be more user friendly for applicants and recruiters. They wanted to treat their external candidates more like their internal candidates. That meant giving them the ability to log in and see their status, provide a talent community to be considered for other roles, get the right data at the right time, and better integrate interviews with their core technologies.

Developing a Survale Partnership

Shortly after moving to their new ATS, the company acquired Survale's Candidate Experience Management Platform to better understand their entire candidate experience and provide a data driven approach to managing and delivering great experiences at scale. Their mission was to "hire great talent through a great candidate experience."

"As we moved through the project of moving to the new ATS, redesigning our process and thinking through everything we were doing, we made the candidate the center of all of it," said the head of their talent acquisition center of excellence. "Sometimes that may mean internally we need to absorb the pain of bad feedback but it's really for the benefit of the talent we are trying to attract."

The company's previous approach to candidate feedback consisted of a single long survey sent to candidates at the end of the hiring process. But response rates were very low, they had to manually process and report the data, and they had no ability to benchmark results. Because of this, there were few actionable insights.

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> ## " For us, survey fatigue is a non-issue. "

They chose Survale because of its ability to automate feedback collection and deliver fully branded pulse surveys at each stage of the hiring process. The company wanted to follow and understand the candidate journey in real time and Survale did that. And because Survale integrated with their new ATS and took advantage of all known data about each candidate, That meant Survale's pulse surveys only required a few questions, resulting in high response rates. And just as importantly, its analytics were able to tie feedback data to specific jobs, recruiters, locations and more.

In other words, Survale's highly actionable insights allowed them to optimize the specific people, processes or technologies that were negatively or positively impacting candidate experience. Plus, Survale allowed them to benchmark their results against the Survale client base as well as CandE Award Research Project Benchmarks.

"You can't manage what you can't measure," said the TA leader. "And no other vendor could meet our functional needs and provide the flexibility and scale to support our large global organization."

The company configured Survale to gather feedback in alignment with their existing candidate journey map. This meant getting feedback after applying, after a recruiter phone screen, after manager interview, and after an offer is accepted or declined. They also sent surveys to recruiters and hiring managers after requisitions closed to refine their processes and help ensure alignment between the two groups. Using Survale's integration with their ATS, the company was able to trigger these surveys in real time so the feedback they collected was still fresh in everyone's mind.

Upon launch the company worked with the Survale Client Services team to set up proper dashboards to animate the data Survale was collecting to surface actionable insights and provide relevant key performance indicators to support long term management and optimization of their people, processes and technologies.

They developed training and dashboards for regional TA leaders and TA managers overseeing recruiters. They had elected to use Survale primarily as a management tool, as opposed to providing access for individual recruiters and hiring managers. This training and ongoing communication was important for building trust among users during the first few weeks after launch.

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Implementing Survale

The company assembled a diverse project team representing all of their regions. Because of their organizational complexity, they opted to gradually implement Survale over a period of 4-5 months, doing a lot of testing and rigorous internal communication for buy in across all stakeholders

Year One Actionable Insights

When asked about their initial takeaways from Survale, the talent leader says that there was some initial concern that candidates might not respond to multiple surveys during the process. "But the reality is that most candidates don't make it to the end of the journey and don't receive a lot of surveys, and those that do are the more committed ones and they are happy to respond." She shares that the maximum number of surveys a candidate will receive is four and there is no resistance to this level of engagement. "For us, survey fatigue is a non-issue."

The company also learned that process consistency matters to candidates. This was clear in candidate feedback, and this feedback allowed the company to identify areas where recruiters were not consistently following the process. Survale feedback enabled the company to take steps to correct inconsistencies in statusing candidates that were driving inconsistent communication.

The company learned, not surprisingly, that communication is important to candidates. Survale revealed that even automated follow up emails are valued by candidates. "Candidates want to be updated and know they didn't go out of their way to express interest and no one even looked at them," said the talent leader. She further pointed out that the company learned the specific kind of communication that was valued by THEIR specific candidates as opposed to some generic standard.

The company learned that their internal candidates had higher expectations from the recruiting process than external candidates. Survale showed that internal candidate satisfaction was lower than external and the team was able to drill into comments to find out exactly what issues were causing lower internal satisfaction rates. Specifically they found that a technology platform they had recently implemented was hurting initial internal candidate experience as opposed to helping it. Armed with data, they were immediately in a position to begin to deal with the issue. "Survale has really taught us a bit about our technology choices and the impact they have on experiences," said the talent leader. "And we are using this feedback as we look forward to bringing new technology into the organization."

> **They found that a technology platform they had recently implemented was hurting initial internal candidate experience.**

Finally the company learned that data drives change. As they saw adopters of Survale begin to use the tool and see the analytics, these adopters start to dig in and develop action plans to drive improvements within their distributed recruiting domains. From small items like seeing the effect that the accuracy of a job ad can have on the experience of a candidate, to larger concerns such as why candidates decline job offers and how to better construct these offers to drive higher acceptance rates.

As for the future, the talent leader points out that implementing Survale has given the company most of the capabilities of a Level 2 organization as defined within the Survale Data Driven Candidate Experience Management Maturity Model. The talent leader and her teams look forward to extending their intelligence gathering capabilities to their career site as well as beginning to leverage their growing number of satisfied candidates to boost their brand on social media and employer review sites.

"We learned a lot in the first year of using Survale," said the company's talent leader. "And we are looking forward to digging deeper and continuing to learn and improve our experiences and our hiring effectiveness in general."

About Survale

Survale's award winning Talent Feedback Platform provides employers with an "Always On" solution for automatically gathering, analyzing and acting upon experiential data from candidates, recruiters, hiring managers and employees at each stage of the hiring process and throughout the talent lifecycle. Survale ties feedback to key recruiting interactions and operational data at each step of the hiring process, prescriptively pinpointing potential problem areas, and tracking trends in recruiting KPIs. This provides recruiting leadership with unprecedented insights into their recruitment operations and quality of hire, allowing them to optimize and align their people, processes and technologies to deliver world class talent experiences. For more information, visit: survale.com.