Company
KeyBank

About
One of the nation's largest, bank-based financial services companies

Employees
17,000

Recruiting Staff
41 internal
+ RPO Support

Annual Hires
5,000

ATS Solution
Workday

Survale Modules
Always On
Post Apply
Candidate Expereince
SurvalePromote
Post Hire

Survale Insights Empowers Talent Acquisition Operations at KeyBank

SUMMARY

KeyBank was under pressure to increase candidate pipelines in the face of labor shortages and intense competition for talent. They used Survale feedback and analytics data to understand where they had opportunities to improve candidate experiences as well as gain operational efficiencies with their people, processes, and technologies. Survale enabled them to make data driven improvements to candidate satisfaction, TA operations, and recruiter behavior. They continue to expand their use of the platform.

KeyBank is one of the nation's largest bank-based financial services companies, managing over $187 billion in assets and operating more than 1,000 branches across 15 states. This translates into approximately 5,000 hires needed annually, making talent acquisition a critical function.

In 2022, ultra-low unemployment and scarce talent reduced KeyBank's candidate flow, putting pressure on the bank to increase talent pipelines and enhance efficiency. KeyBank wanted a long-term solution rather than just investing more in advertising. A primary area of focus was improving the candidate experience. Recruiting Operations Manager Amanda Cruz recognized their strength in candidate experience but lacked data to confirm that strength or identify areas for improvement.

From Benchmarking to Candidate Experience Management

KeyBank knew their relative strength in candidate satisfaction from the CandE Candidate Experience Benchmark Research Program. However, this data did not provide actionable insights to understand where specific issues were occurring in their operations. The CandE program uses Survale to conduct research and provide results to participants, giving Cruz experience with a limited version of the platform. She believed Survale's full Enterprise version could enable KeyBank to manage their candidate experience in a data-driven way.

Ease of Implementation

Cruz felt strongly that Survale data could answer questions about recruiting efficiency, provide better data for recruiter scorecarding, and offer enough value to justify its approachable cost. Despite internal interest in using KeyBank's general survey tool, Cruz emphasized the need for a fully integrated, purpose-built tool. "Survale integrates really well with Workday which makes everything very easy," said Cruz. "And the Survale team were really strong consultants in how to design these surveys." This made implementation smooth and quick.

Cruz was concerned about survey fatigue creating an unpleasant experience for candidates. "But I am pleased we followed Survale's best practices of surveying at each hiring stage," said Cruz. "Because now we have so much real-time data, collected immediately after each major process milestone that we use to educate recruiters and hiring managers and provide to leadership." Survale helped design custom feedback experiences, including rules to prevent high-volume candidates from being surveyed every time they applied.

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"Once we got up and running," said Cruz. "The information we get from the CandE program was deeply enhanced by what we get from Survale provides us with real-time authenticated responses to custom questions at each stage of our candidate journey. We can slice data by recruiter, business line, market, etc. and review verbatims that explain why we are receiving lower scores in certain areas. With Survale, we are two years into our data collection, and we are still working through operationalizing all the insights we continue to uncover."

Early Wins in Technology and People

KeyBank has already affected positive changes in technology and team behavior. Survale feedback identified issues surrounding their Workday configuration, leading to quick corrections. Candidates also disliked the WOTC-related questions on applications, and Survale data helped persuade the tax team to move these questions later in the process.

On the behavioral side, Survale analytics validated assumptions about interview improvement opportunities within their high-volume recruiting process, pinpointing exact problems. Survale data and candidate comments were instrumental in addressing these issues. "Just because someone gets a lower satisfaction score, doesn't mean they aren't a really good recruiter or hiring manager," said Cruz. "It just means they need better coaching in a specific area and Survale gives us the data to drive that coaching." She continued, "Survale gives us really specific insights that we can take action on - that's what I love."

SURVALE

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Survale Data Drives Efficiency

One of the pressures that drove KeyBank to implement Survale was the need to move faster in the hiring process. Tight pipelines mean competitive hiring environments, and speed matters. "We get Survale feedback from candidates saying things could move a bit faster in the interview and offer stages," said Cruz. "When you can see candidates saying, 'things took too long and I got another offer,' recruiters and managers take it seriously." KeyBank plans to use this data to evaluate investments in resources to speed things up.

"It's not just operations saying, 'we have to move faster,'" said Cruz. "We now have candidates showing us that we need to get more efficient where we can." For Cruz, Survale data goes beyond optimizing processes into resource investment and technology strategy. "We've proven that KeyBank has a best-in-class candidate NPS, especially down the funnel," she said. "Now the question is how do we leverage this data to illustrate the criticality of our top-of-funnel technology investments? "

Supporting Recruiter Performance

Recruiting KPIs have been a significant focus for KeyBank, and Survale data plays a part in that effort. Survale data is used in mid-year and end-of-year performance reviews. "We're not just hitting them over the head with this feedback twice a year. When we see trends that need attention recruiters are included in that conversation." Survale's automatic feedback collection ensures issues can be tracked and addressed in real-time. Managers review comments related to low scores and have context before discussing with recruiters, making conversations more productive. "And part of

that conversation is often 'you're candidate NPS is consistently world class - excellent work,'" said Cruz. "Understanding positive feedback and leveraging best practices across the team is a big part of this."

KeyBank is also making dashboards available to managers, increasing their comfort with candidate experience data, and encouraging strategic use. "Managers are really participating with the data and owning it," said Cruz.

Candidate NPS (cNPS) scores get reported up to the top of the organization. Talent Acquisition Leadership looks at cNPS and Candidate Satisfaction along with Hiring Manager NPS and Hiring Manager Satisfaction (with Talent Acquisition). As Cruz explains, "These satisfaction scores are flags signaling where to look deeper. If they see low scores, managers dig into the survey data and the comments to really understand what's going on."

KeyBank's hard data about recruiting experiences is changing the perception of the recruiting function from admin/support to advisory. "With Survale we have an important tool to lead hiring conversations with the business units we serve," said Cruz. "And that's because we now have quantitative and qualitative experience data."

Survale's Focus on High Volume Recruiting

Survale data has raised the profile of the recruiting function within KeyBank, particularly in high-volume recruiting. The routine exposure to feedback reinforces empathy by showing that each opportunity important to candidates. Survale feedback data is a constant reminder of this. Survale also tracks the experiences provided by KeyBank's RPO partner, ensuring accountability. "Survale is another level of measurement we can use to keep our RPO accountable," said Cruz.

Survale data has also allowed KeyBank's high volume recruiting function to have pointed conversations with line of business managers to correct issues surrounding interviews. Cruz notes that these conversations become much easier because they are backed by data.

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What's Next for KeyBank

After two years of using Survale, KeyBank plans a complete design review. "We are realizing that there are some areas that we can dig deeper and some we can pull back on because we've now validated that we are in a good situation in certain areas while we have more questions than answers in others," said Cruz. This will be easy with Survale and involve evolving their question sets and becoming more specialized in survey segmentation.

Now KeyBank can better anticipate and tune the questions within Survale to provide deeper insights. Because of this capability, they plan to utilize Survale more in strategy and planning. "Future initiatives get so much more attention from leadership when we have data," said Cruz. "Now we can answer not only what is happening but why it's happening and, therefore, leverage Survale insights for positive change."

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.