

CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



CANDIDATE EXPERIENCE			
Company A	Company B	Company C	Company D
Do you conduct a Candidate Experience survey for applicants and/or candidates?			
For Candidates – we real time pulse at a couple of key points in the process <ul style="list-style-type: none"> • Post Recruiter Screen • Post Business Interview 	Yes	Yes	Yes
Who do you consider a “candidate” for your survey purposes (i.e. All who apply? Those who make it to a phone/recruiter screen? Those who meet with a hiring manager? etc.)			
See above (note some candidates will fall out between recruiter screen & business interview)	All who apply	We survey candidates at the phone screen and onsite interview stages	We survey all candidates who are brought in for an on-site interview to meet with the hiring manager and designated panel
Do you invite all candidate types to complete the survey? (i.e. Campus, Production, Executive, etc.) If there are groups of candidates you do not include, please state who those groups are?			
All candidates (internal & external & all bands) in all req types who pass through 1) recruiter interview 2) biz interview	Yes	Exceptions include executive recruiting and our high volume (fulfillment center) roles.	We exclude campus, production and executive
What tool do you use for the survey? (i.e. Survey Monkey, HRIS system, etc.)			
Custom build Forms Survey tool	Verint	External survey platform tool; results aggregated and housed in an internal dashboard by our Recruiting Analytics team.	Survey Monkey but email the survey is sent through Workday
What questions/types of questions do you see successwith?			
In Q4 2018 we transitioned from one 15-question survey, issued once we had offered to the candidate, to two survey pulses (with a total of 5 questions) ‘real time’ to get in the moment sentiment analysis. We thought the benefits would be to: <ul style="list-style-type: none"> • Contemporize the approach: real-time sentiment vs a look back 4-6 weeks later 	Multiple choice	We have a set of questions on a Likert scale and then 2 free form (what did you like/what could we do better) questions. We get meaningful feedback on the written comments in addition to the other questions.	All of our questions are required for the taker to answer

<ul style="list-style-type: none"> • Impact: actionable timely insights allow Recruiter or Business to course-correct • Brand: helps communicate to candidates that we care and are listening • Time savings: auto-distributed surveys eliminate ~300 hours of work annually • Data: Shorter, more-timely surveys = better response rate? 			
What questions/types of questions don't yield the feedback you are looking for?			
<p>Types of questions; Application, Interview, Overall Process, would they refer a friend, open comments</p> <ul style="list-style-type: none"> • <3% are negatively responding, which helps us understand that this isn't over burdensome, it's a manageable amount of real time sentiment we could better follow up on and interact with to turn the experience around. • Obviously, the change is still fairly recent so it's difficult to tell you what's not yielding a good response. 		I don't really think we have any that aren't useful.	N/A
What is your average response rate for the survey?			
<p>On the old survey we had been running at 30% which was now in decline (lowest point of 11%)</p> <ul style="list-style-type: none"> • On the new survey we have a 12% RR at both the pulse points. Clearly, we need to find a way to improve on this. 	12%	Ranges from 45-50%	Unfortunately, because we send the communication through Workday and the results are housed through Survey Monkey, we haven't figured out how to capture the response rate.
What frequency do you send out the survey? (i.e. monthly, quarterly, etc).			

Ongoing based on our ATS statuses, as they get updated the surveys are triggered	At each change in candidate status	We send it out to individual candidates post event but have some rules so as to avoid candidates getting surveyed more than once within certain timeframe.	The survey is sent out real time, after the candidates reach their final disposition.
What is your process for assessing and sharing the results? (i.e. Who assesses and reviews the results? Who do you share the results with?)			
Data is made available monthly in the TA metrics portal (TA, HR, HM visibility) but we are working on building the real time sentiment analysis so we can feed real time insights to the recruiter so they can course correct in the moment. This is still a WIP.	Results reviewed and shared from a central recruiting governance organization	Our central recruiting analytics team produces a dashboard that is visible to all talent acquisition team members and the all up results are benchmarked across teams/businesses on monthly cadence in regular business reviews.	Our TA Manager owns the Survey Monkey account so she reviews weekly and monthly. She reviews weekly as we have a question that asks if the candidate would like someone from the TA team to reach out to them.
Have been able to make improvements to the recruiting process as a result of the candidate experience survey? What types of improvements have you been able to implement?			
<p>We developed a Candidate experience training month where we leveraged the feedback to remind our recruiters of all of the best practices during the W2W process.</p> <ul style="list-style-type: none"> • Communication is a clear 'consider'. We drive focus on ensuring IV candidates get feedback • We have automated disposition emails rather than just asking the candidate to check status in the portal – this should follow the verbal feedback conversation. The language is more 'current' & less robotic in style. • We created videos which are available of the careers site 	Yes, Application simplification	Yes. One notable result was candidate comments indicating frustration in length of time to hear back from the recruiting team. This led to introduction of SLA's for response time for both phone screen and onsite interview and reporting to audit the compliance with SLA. We have been able to hit/exceed SLA and see reduction in candidate comments on this issue as a result.	Too early to tell

<p>to help set expectations on the process.</p> <ul style="list-style-type: none"> • Where we have more senior recruiters, we ask that they take negative sentiment that our candidates share to coach HM behavior. • We developed a HM Ambassador training which we run monthly, focusing on the IV & candidate experience. 			
<p>Are you a Global Company? If yes, do you use the same survey/method for the other regions?</p>			
<p>Yes & Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes, the same survey is used for all regions.</p>
<p>We are looking to also create a Hiring Manager survey later this year, do you also conduct surveys to assess Hiring Leader satisfaction with the recruitment process? If so, would you be willing to participate in a similar interview in 6-12 months?</p>			
<ul style="list-style-type: none"> • Yes, we do but we are about to switch this off, only because of the move to Workday & all the change management efforts needed. • We'll work on enhancing the HM survey during this period with a goal to being able to deliver on actionable outcomes. 	<p>Yes & Yes</p>	<p>HM Satisfaction is done ad-hoc. No consistent surveying at this time.</p>	<p>We also launched a Hiring Process satisfaction survey through Survey Monkey at the same time as our Candidate Experience Survey.</p>