A|M|S

Talent is our world

Talent Lifecycle Listening

Part 2

A measurement approach for continuous improvement.

SURVALE
Talent Feedback Platform

The most successful companies and constantly working to improve their candidate and employee experience. They know it's critical to attracting and retaining the right people, especially in a tight labor market. But one thing has been holding them back. Very few have an effective method to measure the experiences of talent at each stage of the lifecycle. And you can't improve what you can't measure.

Enter the modern Talent Feedback Platform (TFP).

Unlike survey systems or employee engagement programs, the Talent Feedback Platform is designed from the ground up to embed into talent facing programs and processes. Rather than being an ad hoc survey exercise, the Talent Feedback Platform monitors talent facing technologies like the ATS (Application Tracking System) or HRMS and automatically collects feedback data from talent after key transactions or, "moments of truth," within those systems. They can also gather feedback for time-based moments of truth like start dates, anniversary dates, regular sentiment pulses, or passive "listening."

> "A modern TFP already knows everything the company knows about the survey subject and only needs to ask about the specific step in the process or transaction."

How it works

As talent goes through a process, a modern TFP emails or texts a pulse survey after a transaction or defined step in that process. As the TFP requests feedback, it extracts the candidate/employee name and contact information, along with everything the organization's core system knows about that candidate or employee. Because of the tight integration and the TFP's ability to trigger feedback based on key transactions or steps in a process, the survey only needs to ask a few questions. A modern TFP already knows everything the company knows about the survey subject and only needs to ask about the specific step in the process or transaction.

These shorter pulse surveys increase response rates (engagement) and reduce any "survey fatigue" associated with traditional survey platforms. And because talent receives these pulses in real time, directly after key transactions in which they are invested, their feedback data is fresh, current, and more likely to be relevant.

A roadmap for change

This automated, real-time approach represents an "Always On" feedback program that runs in the background 24/7/365, providing leadership with unprecedented views of their talent experiences across the enterprise. And though these systems make it easy to understand important metrics like sentiment and/or engagement, they go further to uncover problems as well as successes with all talent facing people, processes, and technologies. Identified problems and successes can be corrected and/or leveraged to optimize entire processes and programs.

A modern TFP with exceptional analytics can segment data into dashboards and views that monitor key experiential performance indicators for multiple talent facing programs and alert leadership to potential problems. For example, a properly architected and configured platform can be set up with dashboards for Talent Acquisition, Onboarding, Benefits, Compensation, Learning, Engagement, Overall sentiment and Offboarding. Results can roll up into C-Level dashboards monitoring the talent experience health of the enterprise.

Each of these dashboards provide cascading metrics that can be drilled into for additional insights or cross referenced to discover previously un-approachable correlations (think quality of hire by compensation satisfaction, or engagement by learning satisfaction, etc.).

The key to the analytics in a modern TFP is the ability to interact with data from core systems like ATS, HRMS, Payroll, LMS, etc. Whereas some systems just track sentiment or engagement, a modern TFP uses sentiment analysis to point the way to specific issues faced by talent. Then it allows users to drill into sentiment metrics and see exactly what is driving that sentiment. If candidate experience sentiment drops at the offer stage of the hiring process, for example, the user can drill into the sentiment data for that stage and discover whether that sentiment is driven out of a particular location, department, job family, hiring manager, etc. From there, organizations can further drill into the data and get even more granular information about what factors are affecting acceptance or rejection of offers for the selected location, job family, department, etc. This can include free-text comments from talent describing their experiences and the rationale for their survey responses.

This combination of advanced filtering for pinpointing exactly where and when positive or negative experiences are happening, along with structured experiential data and access to comments from talent describing their experiences serve as a roadmap for leadership to confront and eliminate friction in their talent facing programs, processes, people, and technologies.

The talent acquisition use case

One area where modern talent feedback platforms have shown particularly early success is in talent acquisition (TA). Hiring is a notoriously distributed process, including inputs from multiple stakeholders, both internal and external to the enterprise. Compensation, benefits, and incentives set pay and benefit offerings for positions. HR and business units define job requirements. Recruitment marketing defines the employer brand and attraction campaigns. Ads, sourcers and external staffing provide a flow of candidates. Career sites and applicant tracking systems (ATS) provide digital experiences to candidates. Recruiters shepherd the process.

Beyond ATS, candidates and recruiters experience technologies like scheduling systems, video interviewing platforms, and assessment tools. And hiring managers are the face of the organization as they conduct interviews and make hiring decisions. The list goes on.

Each of these distributed people, processes and technologies affect the "candidate experience," yet few organizations have full visibility into exactly how they affect candidate experience and to what extent.

Using a modern TFP, TA organizations can gather feedback from candidates, recruiters and hiring managers after important steps in the hiring process. Typically, employers gather feedback on the career site as candidates research their organizations and search for jobs. Then, feedback is collected after the application is submitted, after the recruiter phone screen, after hiring manager interviews, after rejection and after the offer is accepted or declined.

With this structure in place, leadership can view the entire hiring process with previously unavailable clarity. Baseline metrics of satisfaction are presented as KPIs for each step of the process. Dashboards provide insight into candidate motivators, brand perception, technology satisfaction, recruiter and hiring manager performance, offer effectiveness and more.

The TFP measures the health of all the aspects of hiring. Structured experiential data points the way to successes and problems, and associated comments provide a roadmap for fixing problems and leveraging success.

The result is a self-monitoring hiring process that enables constant improvement and constant evolution as talent market dynamics and talent pool expectations change.

"The TFP measures the health of all the aspects of hiring."

Case study: Helping UiPath use feedback to deliver a stellar candidate experience

In the past three years, UiPath has experienced explosive growth. With over 4,000 employees in more than 40 countries and a globally dispersed team of recruiters tasked to support that growth, UiPath understands the impact a great candidate experience can have on attracting and hiring candidates. Especially in the current, highly competitive talent market.

Prior to implementing a modern Talent Feedback Platform, delivering a world-class candidate experience was already a strong focus for the UiPath talent acquisition team. Candidate satisfaction was an important KPI, and they had invested in training for recruiters and managers in multiple ways to support this focus. But like many organizations, UiPath did not have great visibility into the impact of these efforts. They had no reliable way of knowing how their efforts were performing, and they did not know what else might be needed to increase candidate satisfaction for their globally distributed hiring efforts. Nor did they have any way to understand

how consistently their candidate experience improvement efforts were being implemented throughout the organization.

UiPath chose to gather feedback from candidates, for hiring managers and recruiters from their first interview through to accepted or declined offer. The TFP dashboards measured NPS trends quarter over quarter, both at a global level and regionally. They also used recruiter satisfaction scores gathered from candidates and hiring managers as a metric for their performance, development, and rewards evaluations for their recruiters.

When asked what the top benefits have been for UiPath, they quickly point to consistency. "(the) feedback helps us ensure that our managers, recruiters, and interviewers are adhering to consistent, predictable, and repeatable hiring processes that deliver a stellar candidate experience."

The full case study can be found here

A complete solution from AMS and Survale

AMS and Survale have joined forces to combine the leading technology in this space with deep advisory capability. Through this partnership we are helping progressive clients understand if their talent processes are delivering the experience they intended.

To find out more please **contact us.**

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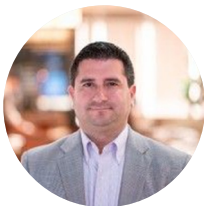
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