SURVALE   workiva

Workiva Aligns Recruiting Around Candidate Satisfaction

Company: Workiva

About: A leading enterprise cloud platform for data collaboration, reporting, and compliance

Employees: 1,300

Recruiters: 10

Annual Hires: 250 (approx.)

Hiring Scope: Six Countries

Survale™ Programs: "Always On" Feedback, Phone Screen Feedback, Interview Feedback, Hiring
Manager Feedback, Declined Offer Feedback

Recognition: 2018 CandE Award Winners

From cloud-based financial reporting to SOX Compliance, Workiva puts data to work for their 3,000 + clients.
So when Director of Talent Acquisition, Matt McDonald joined the company last year with a two-pronged
strategy of improving candidate experience and hiring manager relationships, he knew they would need solid
data to measure and validate their efforts.

"I won't take the credit for our team being good at providing positive candidate experience, I have a great team"
said McDonald. "But I will say that by putting a strong focus on candidate experience here at Workiva, we have
been able take it to the next level."

Based in Iowa, Workiva competes for technical talent with larger brands like Google and Facebook. Providing
world class candidate experiences was one area where they could differentiate themselves from the
competition to help land the 250 or so employees they need each year to meet hiring demand.

"Being in the software industry competing for many hard to hire roles, doing any little thing wrong puts us at a disadvantage," said McDonald. "Especially when you are a small company based in Ames, IA, so part of meeting our talent needs is making sure candidates get the best experience possible"

Around the time MacDonald set his plans in motion, a colleague learned about Survale's Candidate Feedback and Analytics Platform through a Talent Board webinar.

After initial demos with Survale and some checking around for alternatives, McDonald and his team were confident it was just the tool they needed to measure and optimize their candidate experience as well as the recruiting processes in general.

CANDIDATE FEEDBACK DRIVES IMPROVEMENT

At the time they acquired Survale, the Workiva team had already implemented several projects to improve candidate experience. They had reworked their application process, audited and improved all candidate communications, reviewed and updated job descriptions, streamlined the Jobvite posting process, and created candidate roadmaps to let candidates know what expect during the hiring process. They also instituted hiring manager interview training to share best practices and make sure hiring managers were getting the information they need for hiring without wasting candidates' time.

Using Survale, Workiva was able to measure pre-applicant candidate satisfaction with their career site and application process via "Alway On" surveys embedded in their site. They also took advantage of Survale's pre-built Jobvite integration to automatically send feedback requests to applicants as they were statused to "Phone Screen" and "Interview" within Jobvite. While they found that their scores were relatively high with the career site and recruiter phone screens, they did identify ways to improve and have seen steady increases in candidate satisfaction since using Survale.

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- Matt McDonald

"Survale gives us real-time feedback regarding we're doing right and where we can improve, and that's the part I probably love the most about the system," said McDonald. "I can take action on a weekly basis as opposed to hearing a candidate had a horrible experience six months after the fact when we can do nothing about it."

McDonald was so serious about candidate experience he focused two recruiting (Candidate Experience Coordinator) roles specifically on coordinating candidate experience efforts. He has weekly meetings with one

of his Candidate Experience Coordinators to go through Survale data. If issues are discovered with the career site, they work with their internal partner in communications to make changes. Any issues found within recruiting interactions become discussion points for one-on-one meetings with recruiters. If hiring manager issues are uncovered, the recruiting team shares Survale data with hiring managers to educate them about the importance of their interview performance.

They quickly found that the area that a key area of opportunity was hiring manager interviews.

SURVALE DRIVES HIRING MANAGER PERFORMANCE AND SATISFACTION

The interview data Survale provided enabled Workiva to educate hiring managers about improving all facets of the candidate interview. This regular feedback united recruiters AND hiring managers around a vital shared benefit: Making it easier to acquire better talent.

McDonald says they've seen the biggest change in behavior and increased candidate satisfaction with their hiring managers. "Hiring managers now know we're surveying these candidates and they're accountable for what is occurring in these interviews, "said McDonald.

Candidate satisfaction is now a constant conversation within recruiting, as well as with hiring managers and beyond.

And the feedback goes both ways. McDonald's team uses Survale to gather feedback from hiring managers

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about recruiter performance and process. The same accountability Workiva has placed on hiring managers is reciprocated as hiring managers provide feedback to recruiting to better serve their needs.

McDonald now has a recruiting organization that is driven by feedback data that aligns recruiters, hiring managers and candidates. It continually improves processes, surfaces issues in real time, justifies investment to executive leadership and forms the basis for evaluating recruiter performance for promotion and raises.

In many ways, this kind of feedback-driven alignment represents the future of recruiting in a sub 4% unemployment hiring market.

LESSONS LEARNED

Nearly a year into their use of Survale, McDonald has learned a few things.

"Survale has exceeded my expectations verses what I thought we would get out of it," said McDonald. "The data and the feedback are much more meaningful than I expected they would be."

Workiva opted for a multi-year contract and McDonald views that as a smart decision after almost a year into the agreement. "If we had opted for a single year, we would just be beginning to realize the benefits of the system and we would be having to re-justify another purchase to extend our usage. I would advise everyone to give it two years minimum."

McDonald also advises other organizations to keep their surveys short. Workiva took great care to boil each survey down to no more than 5-6 questions. This has been key to their success in generating high response rates.

SURVALE BENEFITS

When asked about the top three benefits of Survale, McDonald points to the coaching it has allowed him to do with his recruiting team. This has made it much easier to create a culture that supports his initial strategy of focusing on candidate experience to increase Workiva's ability to hire the best talent.

Second is the education and accountability Survale has facilitated with hiring managers, enabling them to represent Workiva in the best way possible.   This, along with Workiva's practice of gathering hiring manager feedback on recruiter performance, has led to significant improvement in candidate satisfaction and has also supported his second strategy of strengthening hiring manager relationships.

Finally, Survale shows candidates that Workiva cares. McDonald sees the feedback everyday from candidates expressing gratitude that Workiva cares enough to ask about the experience. Even if things don't go perfectly, candidates feel confident that they are working with a recruiting team that is dedicated to their satisfaction. And when the process is great for a candidate, it's made even better by taking the time to ask the candidate about their experience.

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SURVALE IMPLEMENTATION AND SERVICE

Survale offered Workiva the ability to be as involved or as hands off as they wanted to be in the implementation process. "Survale was ready to take the ball and run with a full set up, or hand it to us and act as a consultant on best practices as we designed our own surveys and configured the system," said McDonald. "Unlike some other tech vendors, Survale adjusted to us rather than telling us we had to adhere to their process and I liked that."

Even with this approach, the system was ready to go in less than two months. Workiva wisely took a measured approach to roll out, beginning with "Always On" career site feedback and then progressing to recruiter interview feedback, hiring manager feedback and most recently, declined offer feedback.

Looking ahead, Workiva is already planning to utilize Survale for measuring quality of hire and is working towards using Survale's "Shared Insights" capability to provide hiring managers with their own portals to analyze their candidate feedback day-to-day.

WORKIVA CANDIDATE EXPERIENCE AWARD

After going live with Survale, Workiva participated in the Talent Board's annual Candidate Experience Research project and CandE Award program. Workiva sent CandE surveys out a list of Workiva candidates for the Talent Board to evaluate. Of course, McDonald and his team already knew what candidates were saying about Workiva candidate experience so he was not surprised when they won a CandE award for superior candidate experience in the first year they entered.

Whether it's used for winning awards or for keeping bad experiences in house and off of review sites like Glassdoor, Survale provides the perfect platform for understanding and perfecting candidate experience.

ABOUT SURVALE

Survale is a Workforce Analytics Platform providing employers with an "Always On" solution for automatically gathering, analyzing and acting upon satisfaction and engagement data from candidates and employees as they traverse the hiring process. From job openings to interviews to onboarding to ongoing employee feedback and quality of hire data , Survale has the tools to measure and optimize your workforce throughout the talent lifecycle. For more information, visit survale.com.

ABOUT WORKIVA

Workiva delivers Wdesk, a leading enterprise cloud platform for data collaboration, reporting and compliance that is used by thousands of organizations worldwide, including over 75 percent of the Fortune 500® Companies of all sizes, state and local governments and educational institutions use Wdesk to help mitigate risk, improve productivity and gain confidence in their data-driven decisions.