

CANDIDATE EXPERIENCE

FROM HIRING TO ONBOARDING



73%
APPLIED FOR A NEW JOB
IN THE PAST YEAR.

77%
EMEA

67%
APAC



ONLY HALF

were satisfied with their recent experience when applying for a job.



Job seekers in
ITALY



were the least satisfied (23%) in the job application process.



3-5 DAYS

Approximately half agree that three to five days is an acceptable timeframe for hearing back on the status of their application.



Employers in
CHINA



are the most likely (77%) to have a planned approach to guide their new employees and assimilate them into the organisation. Italy was the least likely (36%).



RESUMÉ TYPE

When submitting an application, electronic methods are now almost universal (94% EMEA, 91% APAC region). Social media and video resumes are still in their infancy as recruitment tools (used by less than 1 in 10).

THE FIRST 90 DAYS ON THE JOB

81%

OF NEW RECRUITS COME AWAY WITH
A GENERALLY POSITIVE IMPRESSION
AFTER JOINING THE ORGANISATION

EMEA

39% DEFINITELY POSITIVE 40% SOMEWHAT POSITIVE

APAC

43% DEFINITELY POSITIVE 39% SOMEWHAT POSITIVE

AVOID THE COMMUNICATIONS BLACKOUT



1

Make it easy as possible to submit applications.

2

Job requirements, qualifications, experience and salary should be easy to understand.

3

Timely responses from employers are vital in helping all candidates understand that they are being fairly evaluated and respected.

4

Once employed, build a strong foundation for retention by providing them with a planned approach to onboarding.

THE KELLY GLOBAL WORKFORCE INDEX 2014

The Kelly Global Workforce Index® (KGWI) is an annual global survey revealing opinions about work and the workplace. Almost 230,000 people across the Americas, EMEA and APAC regions responded to the 2014 survey.

The topics covered in the 2014 KGWI survey include:

- Engaging Active and Passive Job Seekers
- Career Development
- The Candidate Experience from Hiring to Onboarding
- Worker Preferences and Workplace Agility

This third installment, *The Candidate Experience from Hiring to Onboarding*, identifies some of the common pitfalls in the recruitment process that can have lasting impacts on candidate attitudes and employee engagement.

The report reveals how candidates are thinking after they have emerged from the recruitment experience and some of the key findings that can make or break a successful relationship.

It also looks at the critical first 90 days in the job and what employers can do better to make it a success.

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More than just a job

The job application and hiring process is typically a candidate's first experience with an organization, where initial impressions are formed.

It is also a company's first opportunity to put its best foot forward.

This entire process of engagement with prospects is important—not only for successful candidates, but for others who may not secure a position, but who will form lasting impressions.

In addition, an employee's first few months on the job are a time when they are being tested by employers. It is frequently a period during which new hires are still making decisions about whether to stay or go.

The entire process of identifying and integrating new talent sets the stage for success, and sends a powerful message to a wider audience about how the organization values its people.

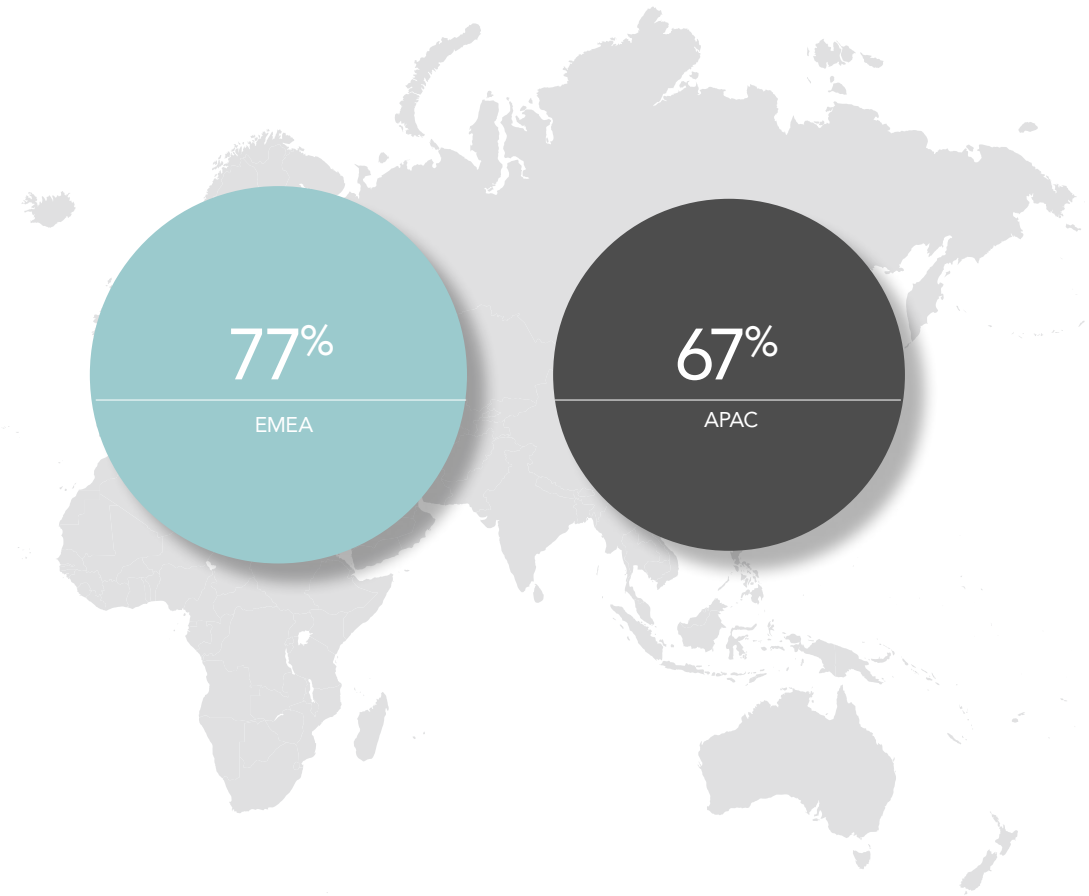
RECENT JOB
SEARCH ACTIVITY

It's worth considering just how many people have some contact with the recruitment process in a given year.

Globally, 73% of respondents reported having applied for a new job in the past year.

In EMEA, more than three-quarters (77 per cent) had applied for a job, significantly higher than in APAC where approximately two-thirds (67 per cent) had sought a new position in the past year.

Have you applied for a new job within the last year?
(% "yes," by region)



73%
GLOBAL

SATISFACTION
WITH JOB
APPLICATION
PROCESS

For candidates, the job application and hiring process is a first glimpse inside the organization where they may work—a sneak preview of how it functions and how it treats its people.

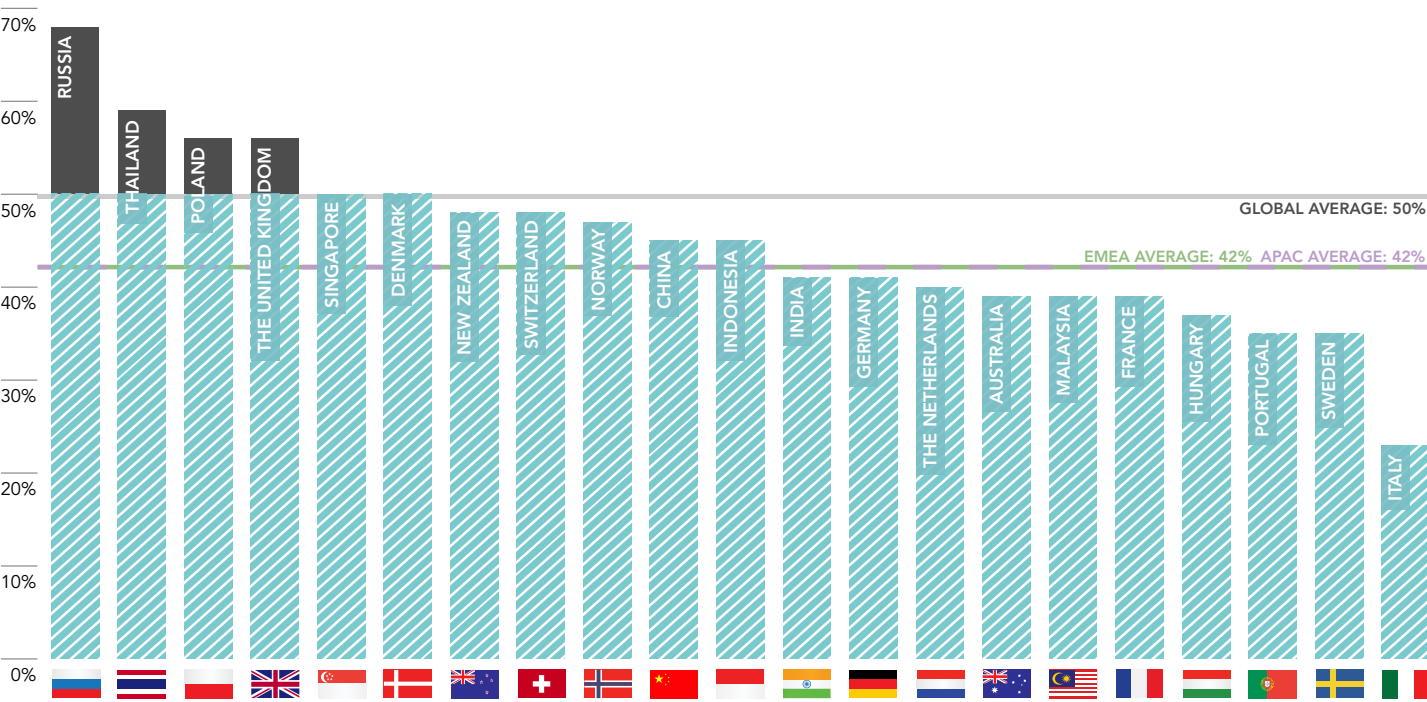
But this process is frequently sending a lot of mixed messages.

Only half of global respondents were satisfied with their recent experience of the job application process.

In both EMEA and APAC, just 42% were satisfied with the process. (The global figure was boosted by 55% in the Americas who were satisfied).

Across the globe, the stand-out countries were Russia (68% satisfied), Thailand (59%) and Poland and the UK (both 56%).

Thinking of the most recent job for which you applied, what is your overall level of satisfaction with the application process?
(% “very satisfied” and “satisfied,” by country)

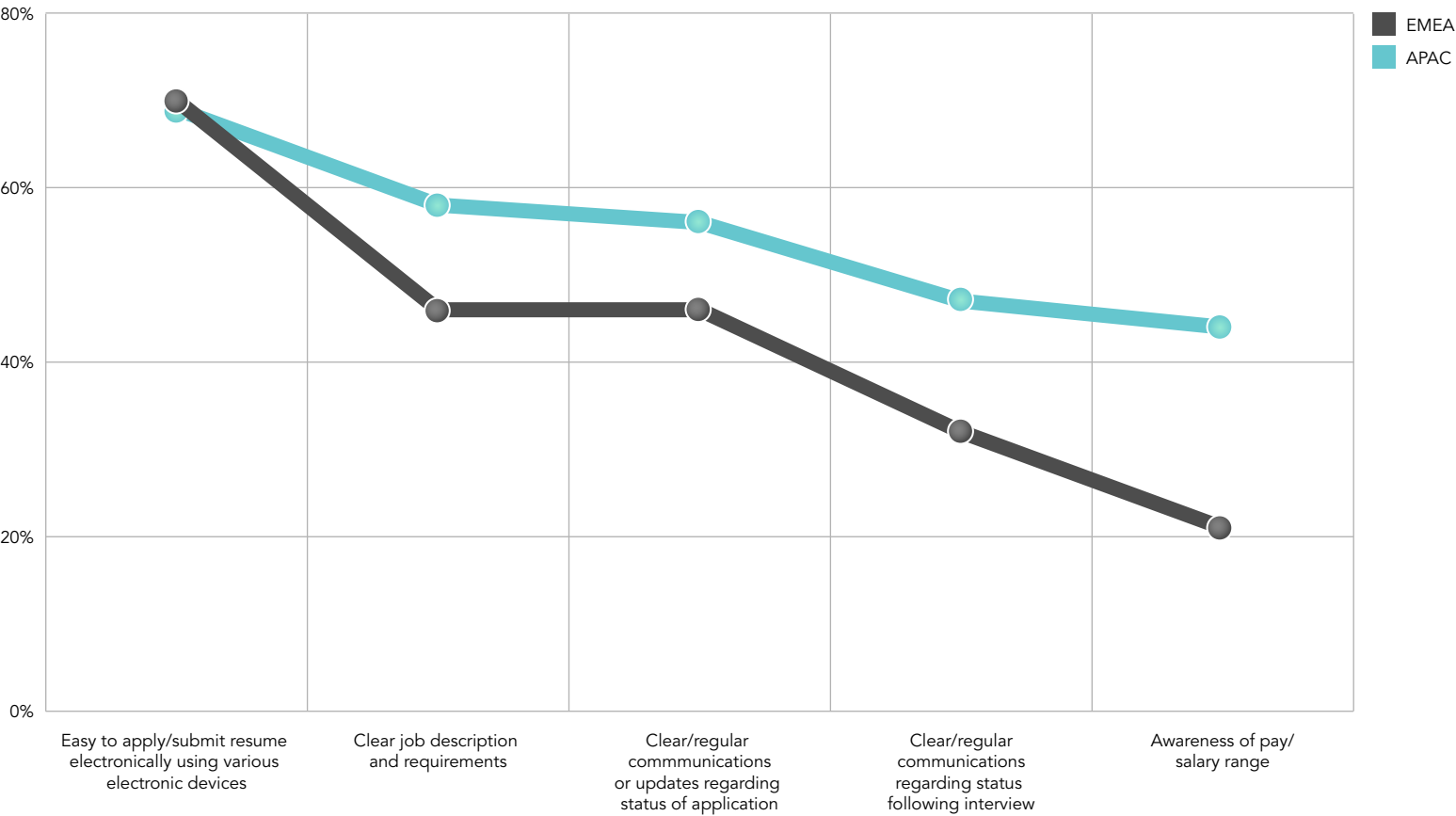


POSITIVE FACTORS
IMPACTING THE
JOB APPLICATION
PROCESS

A candidates’ direct experience with the recruitment process throws up some important findings about what works well. Among those who were “very satisfied” or “satisfied” with the job application process, the key positive features they identified were:

- The “easy to apply/submit resume electronically using various electronic devices” such as laptops, tablets and smartphones, identified by 70% in EMEA and 69% in APAC.
- Clear job description and requirements (46% in EMEA and 58% in APAC).
- Clear/regular communications or updates on the status of the application (46% in EMEA and 56% in APAC).
- Clear/regular communications following an interview (32% in EMEA and 47% in APAC).
- Awareness of the pay/salary range (21% in EMEA and 44% in APAC).

If satisfied/very satisfied with the application process, what factors contributed to your satisfaction?
(%, multiple responses allowed)



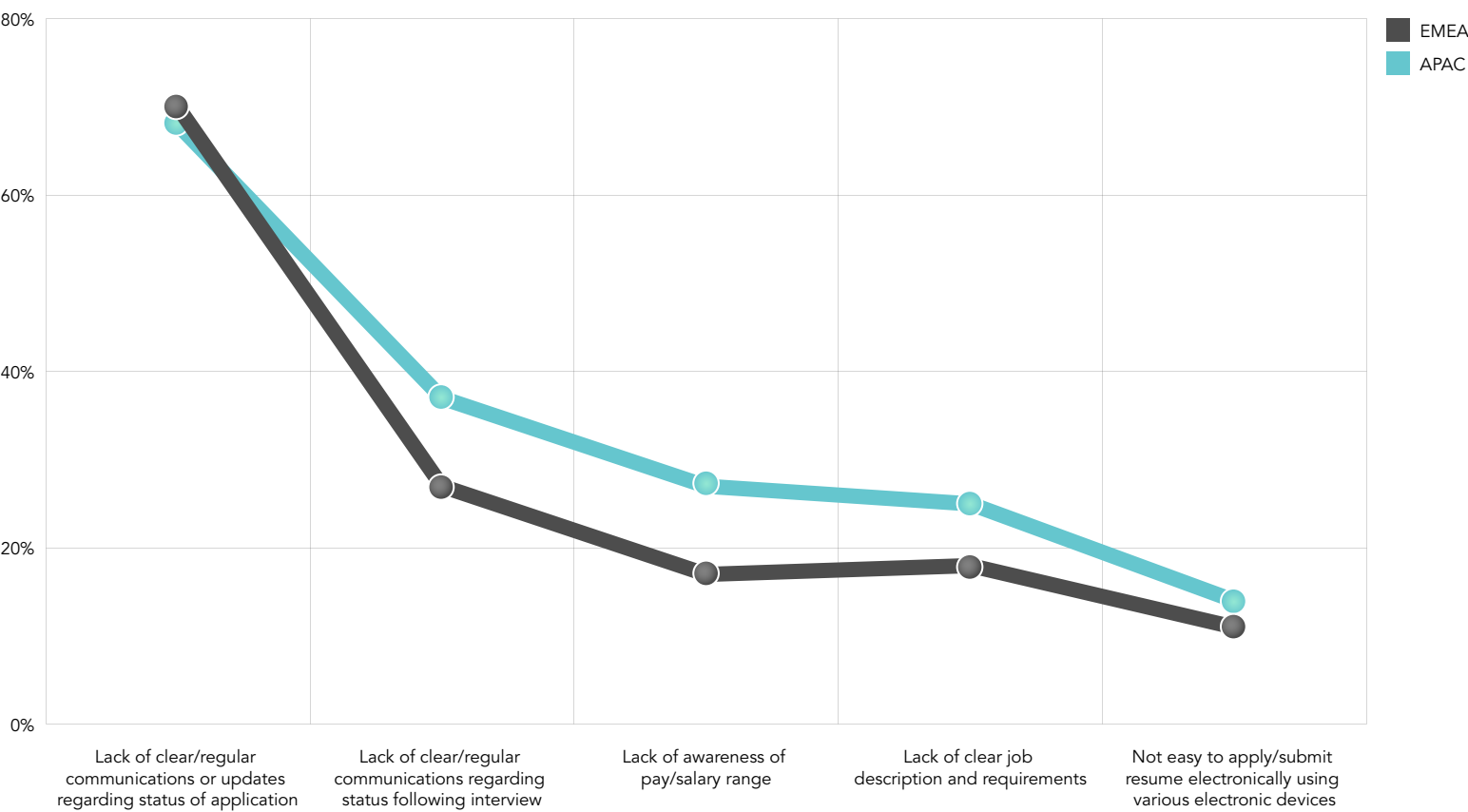
NEGATIVE FACTORS
IMPACTING THE
JOB APPLICATION
PROCESS

Candidates were also able to clearly identify the negative factors that contributed to their unsatisfactory recruitment experience.

Among those who were “very dissatisfied” or “dissatisfied” with the job application process, the overwhelming source of discontent was the lack of clear/regular communications or updates regarding the status of their application, cited by 70% in EMEA and 68% in APAC.

Other downsides were lack of communication or updates following the interview; lack of awareness of pay or salary; lack of clear job description; and difficulty applying by electronic means.

If dissatisfied/very dissatisfied with the application process, what factors contributed to your dissatisfaction?
(%, multiple responses allowed)



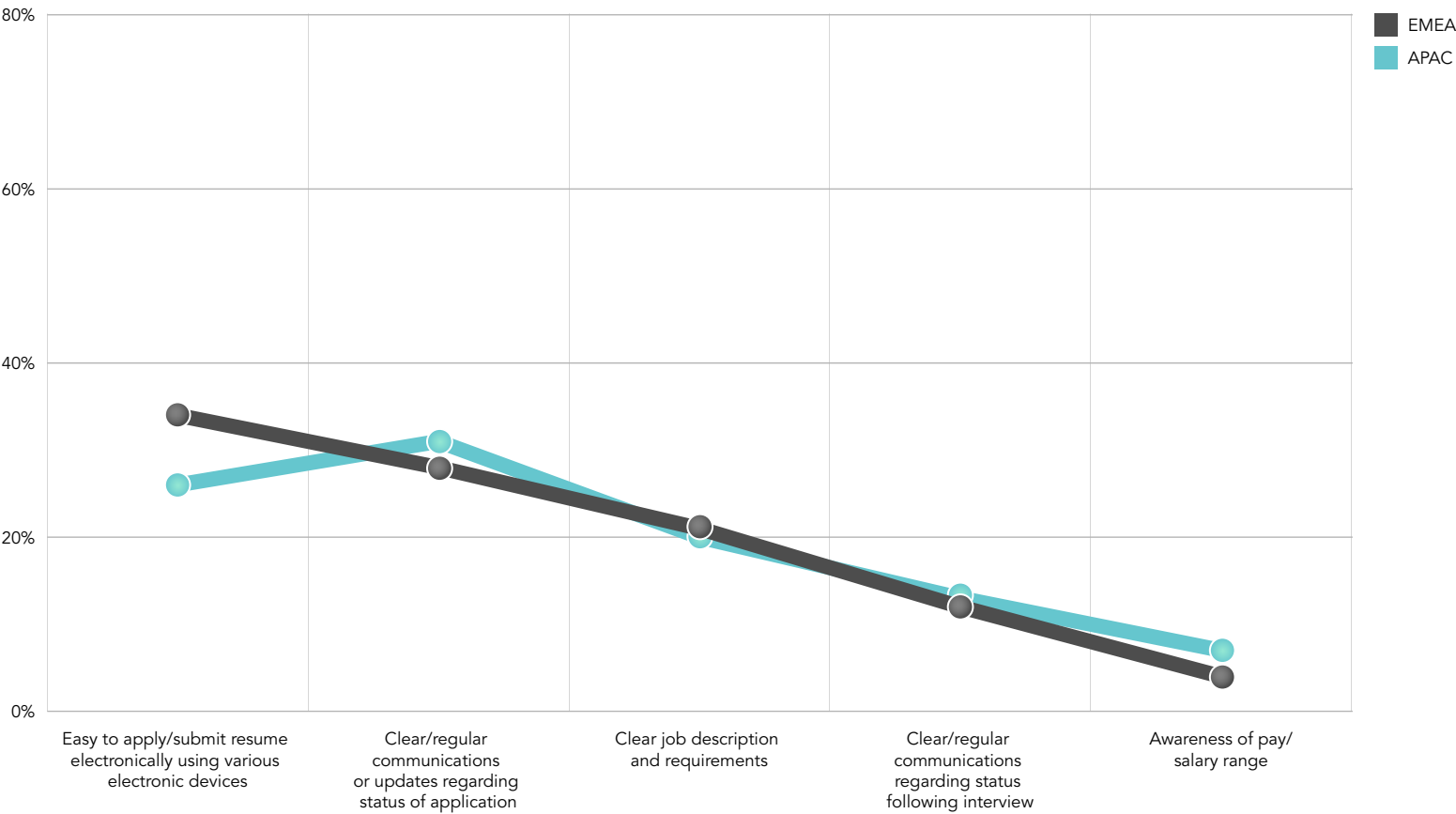
KEY FACTOR
INFLUENCING THE
JOB APPLICATION
PROCESS

When employees reflect on their overall job search experience and identify the most influential factors in making it positive, there are two issues that dominate.

In both EMEA and APAC, respondents identify the importance of easy-to-submit applications using electronic devices, and the need for clear and regular updates on the application.

There is also a smaller, third group that identifies the need for clear job description and requirements.

Considering your job search efforts in general, what one factor is most influential in making the job application process a positive experience for you? (% by region)



JOB APPLICATION
RESPONSE TIME

A recurring theme across the recruitment experience is the need for a timely response by employers.

But what exactly is “timely”?

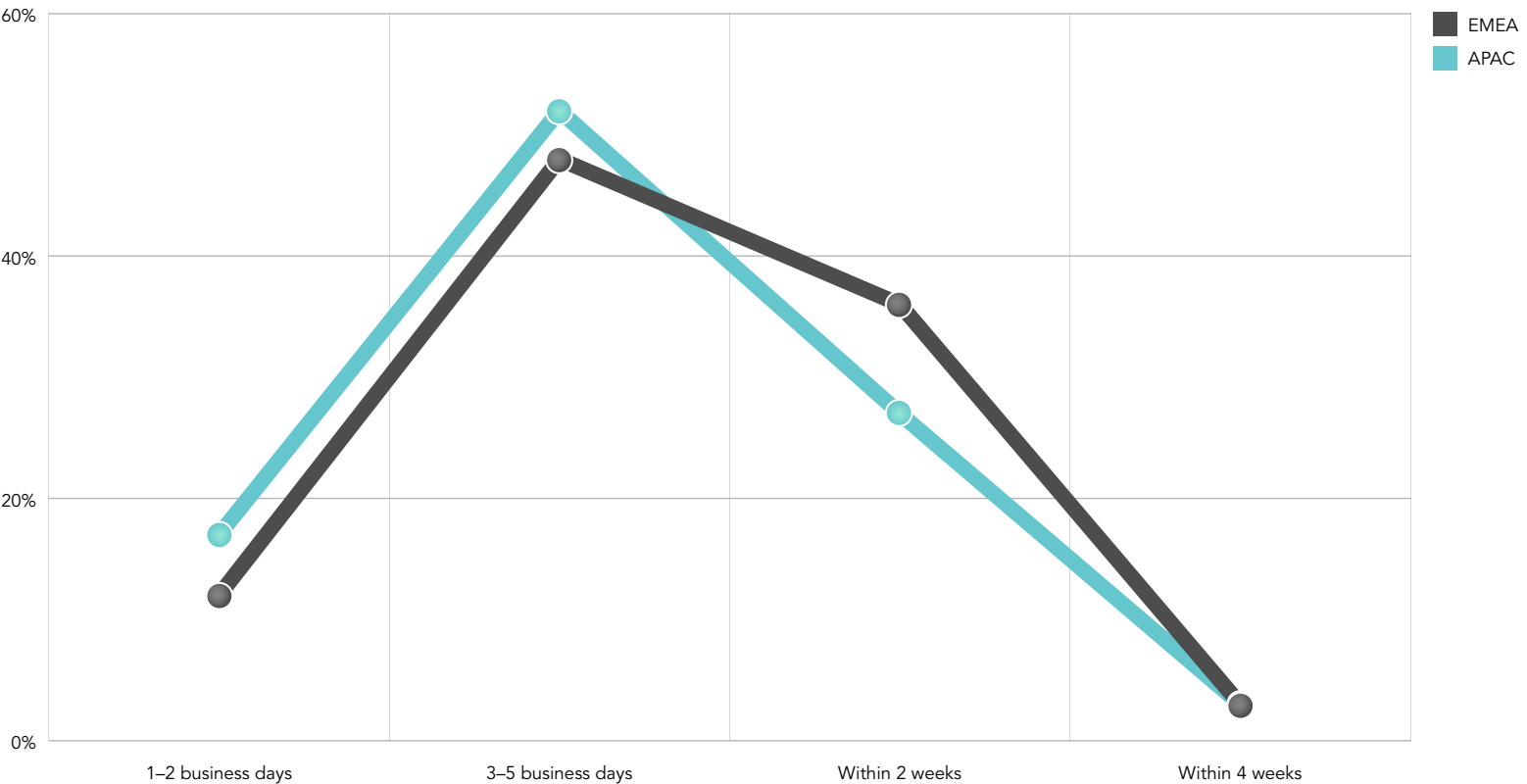
When asked about an acceptable timeframe for hearing back on the status of their application, candidates have firm expectations.

Approximately half (48% in EMEA and 52% in APAC) say that 3–5 business days is an acceptable timeframe.

There is a smaller group (36% in EMEA and 27% in APAC) who say that up to two weeks is acceptable.

A minority (12% in EMEA and 17% in APAC) would ideally like a response within 1–2 business days, but only 3% say that they would be happy with the response dragging out to four weeks.

(If previous question = clear/regular communications updates regarding status of application), Once you have received confirmation that your resume/application has been received, what is an acceptable timeframe for receiving communication regarding the status? (% , by region)



The “onboarding” experience

Once a firm has successfully attracted and hired a quality candidate, the hard work begins on assimilating the employee into the organization and building a strong foundation for retention—a process often known as “onboarding”.

Onboarding is the process of equipping new employees with the tools they need to succeed in the organization, including expectations related to performance and behaviour.

The way this process is conducted—if at all—can have long term implications for both employees and their employers.

Employers should give careful attention to onboarding as part of any recruiting effort.

The time and resources devoted to attracting the best talent can quickly be undone by a poor assimilation process.

Employers should implement a best practice onboarding program with appropriate personnel and resources, so that new hires have the benefit of a structured assimilation, with appraisal and feedback over the first 90 days

NEW EMPLOYEE
ASSIMILATION

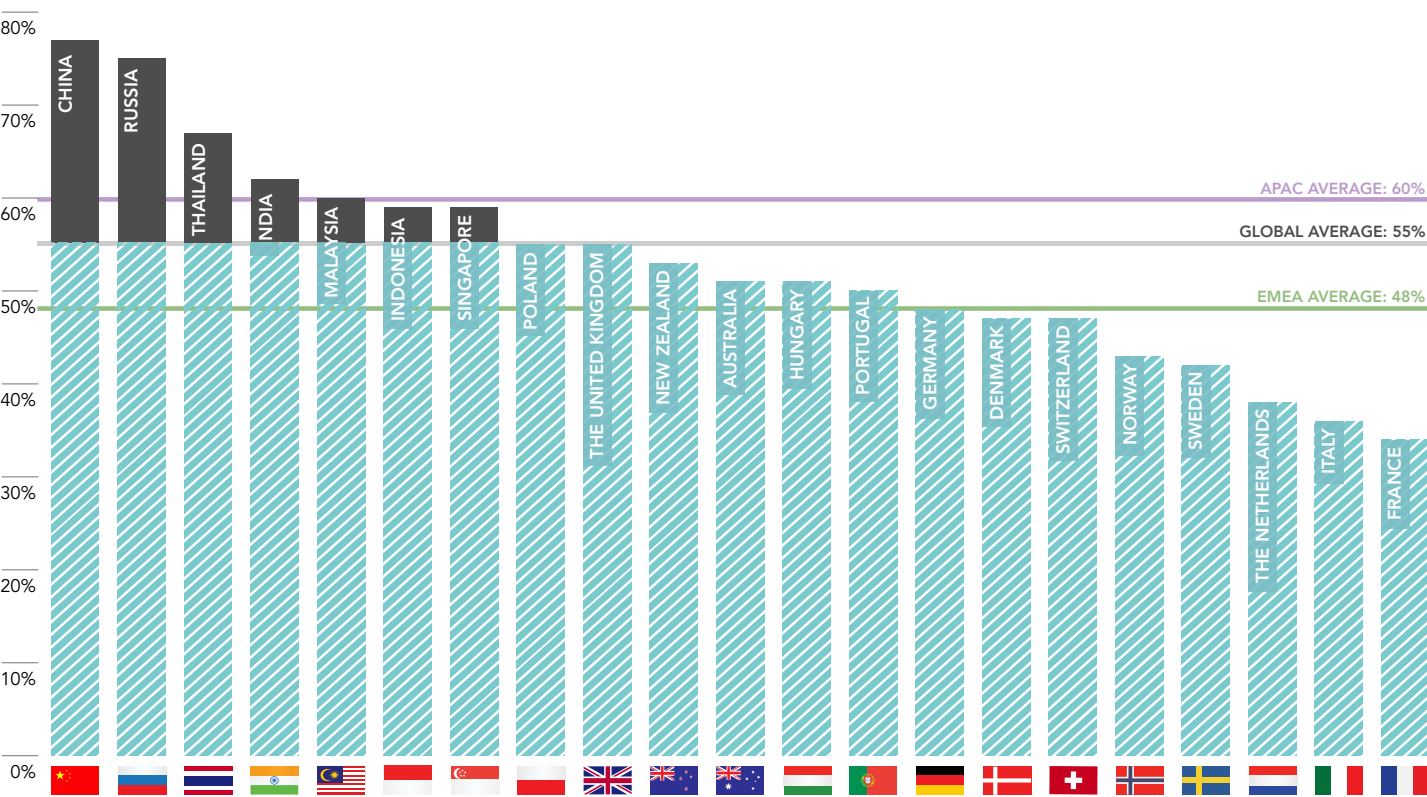
When new employees arrive at their organization to start work, they may encounter a structured process to guide them in their early period, or they may be left to muddle through.

Only a bare majority of respondents globally (55%) report that their current employers had a planned approach to effectively assimilate them into the new organization.

This planned approach to onboarding was more common in APAC (60%) than in EMEA (48%).

A number of countries in the APAC region stand out for the relatively high incidence of planned approaches to onboarding, in particular, China, Russia, Thailand, India and Malaysia.

Did your current employer have a planned approach to assimilate you into the organization once hired and/or placed? (% "yes," by country)



The first three months of employment is a critical phase for employers and employees alike.

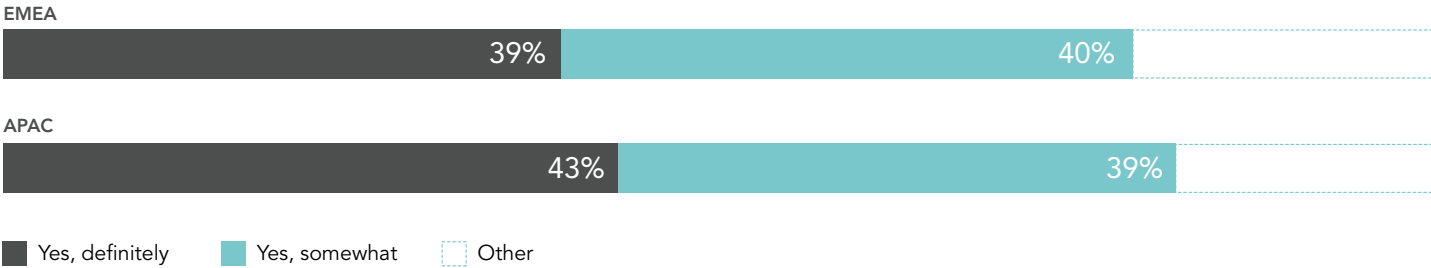
Typically, it is the period where new hires are tested by their employers and early judgments formed about performance, capability and potential.

Fortunately, the majority of new recruits come away with a generally positive impression after joining the organization.

After 90 days of employment, 39% of EMEA respondents were “definitely” positive about the organization, while 40% were “somewhat” positive.

In APAC it was a better outcome, with 43% “definitely” positive and 39% “somewhat” positive.

Did your experience during the first 90 days of employment with your current employer positively impact your impression of the company (image, culture, management, core values, etc)? (% “yes,” by region)



Technology as the enabler

As technology is now an indispensable part of everyday life, it has also become integral to the recruitment process.

Ensuring that job applicants can readily access critical information and apply for positions using electronic devices is essential to effective recruiting efforts.

The way that candidates are scouring jobs markets and applying for positions reflects shifts in the use of technology and social media and particular traits unique to different regional markets.

METHOD OF
SECURING MOST
RECENT JOB

The most frequent way of landing new jobs in 2014, was through online job boards, with approximately a quarter of respondents in EMEA (26%) and APAC (27%) using this method.

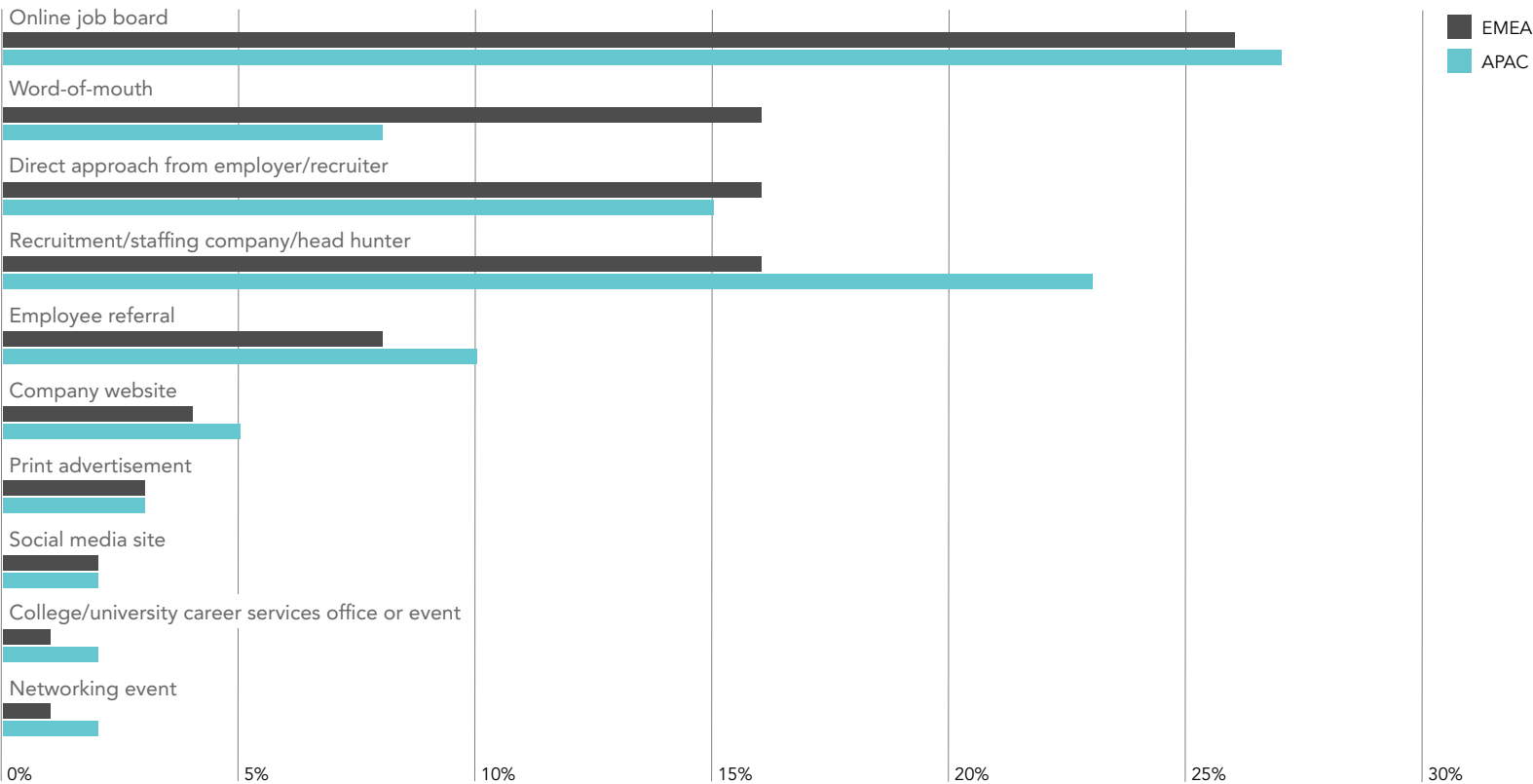
Word-of-mouth remains an important conduit for jobs, particularly in EMEA where 16% used it successfully, compared with 8% in APAC.

Direct approaches from employers/recruiters comprised 16% in EMEA and 15% in APAC.

Significantly more APAC respondents (23%) secured their most recent job through recruitment/staffing company/headhunters than in EMEA (16%)

Print advertising was responsible for only 3% of work secured, and social media sites for just 2%.

How did you secure your most recent job?
(% "yes," by region)



METHOD USED TO
APPLY FOR MOST
RECENT JOB

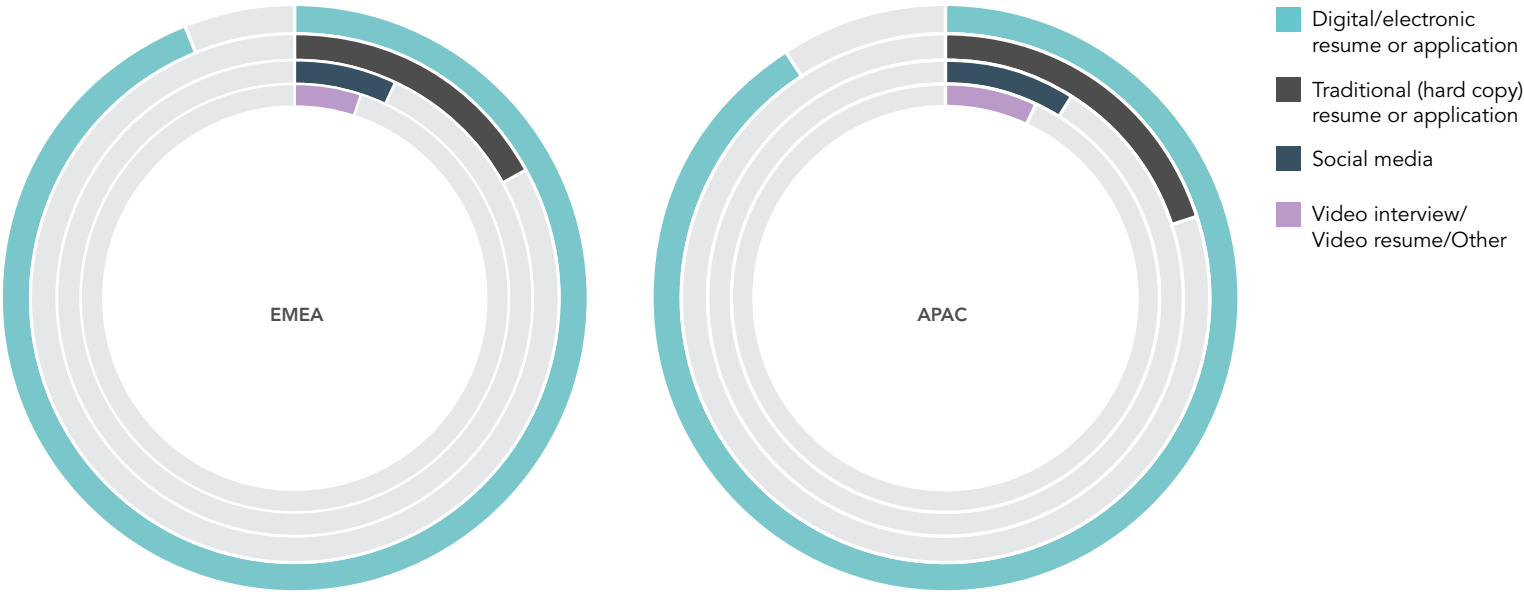
In regard to the actual method used to apply/submit an application, the survey shows that electronic methods are now almost universal and have long replaced hard copy resumes.

More than 90% in both EMEA and APAC applied for their most recent job using a digital/electronic resume or application.

Only approximately one-in-five used traditional hard copy resumes or applications.

Other methods such as social media and video interview/resumes remain in their infancy as recruitment tools.

Which of the following were used during your most recent job application?
(%, multiple responses allowed)



Maximizing investment in human capital

It's a simple fact that not all firms are getting off to a good start with the recruitment process.

The goodwill and optimism that characterizes the initial phase of recruitment can quickly evaporate if the process is not properly structured, planned and resourced.

The challenge for employers is how to treat all candidates with respect, and in a way that leaves those who missed out with a clear understanding of why they were unsuccessful.

The reality is that some unsuccessful candidates may be re-considered in the future, while their experience will shape the opinions others hold about the organization.

Too many firms treat the recruiting exercise with an element of indifference.

All too often, candidates are left in a vacuum—uncertain and perplexed.

Also causing frustration is the onboarding process. Given the size of the investment involved in new hiring, it is surprising that firms do not impose greater accountability around this exercise.

The satisfaction rates recorded in the latest KGWI suggest considerable room for improvement, but more importantly, show the extent to which the investment in new talent is often squandered through poor assimilation into the firm.

As a matter of course, employers can do a number of things to bring greater efficiency into the process.

These include establishing performance indicators around the full recruitment

process to ensure it is meeting the needs of candidates, new employees and the business, and initiating “exit” interviews with a random sample of unsuccessful candidates to identify positive and negative features and areas for improvement.

WHAT EMPLOYERS CAN DO

There is a frequent complaint from many candidates about a lack of information regarding where they stand in the application process. It's often described as a “communications blackout” that leaves candidates confused and bewildered.

One of the keys to improving the job application process lies in communicating with candidates to let them know where they stand, both after submitting their resume/application and following an interview.

It is also important that employers make it as easy as possible to submit applications. Job requirements, qualifications, experience and salary should be easy to understand. And, timely responses from employers are vital in helping all candidates understand that they are being fairly evaluated and respected.

How Kelly can help

Kelly Services brings a wealth of experience in understanding and assisting with the hiring and onboarding process.

Kelly recognises that for most organizations, the main focus is on doing what they do best—concentrating on their core business. In turn, it can make sense to outsource all or part of the recruitment and onboarding task to experts who deal with it regularly as part of *their* core business.

Even for firms with extensive HR divisions, there are times when specialist support can assist in dealing with particular HR functions and challenges.

One of the key learnings from the KGW survey is that the significant investment in human capital can be jeopardised if the *entire* exercise is not approached in a structured and effective manner.

Kelly aims not only to bring insights to these tasks, but expert advice and planning that leverages off the firm's global knowledge and experience.

Getting the recruitment process right involves applying the lessons that have been learned from hundreds of clients across the globe, and that is where Kelly can assist in getting the best return on human capital investment.

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