



CRISIS 2020

Maintaining Your Candidate Experience and Employer Brand During Uncertain Times

Meet Your Presenters



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About Talent Board



Talent Board and the Candidate Experience Awards, founded in 2011, is the first non-profit research organization focused on the elevation and promotion of a quality candidate experience with industry benchmarks that highlight accountability, fairness and business impact.

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PageUp



Wade&Wendy

Programming Notes

- This session and deck will be recorded and made available via the Talent Board and exaqueo the next day
- Please ask questions via the Q&A button of the Zoom app; a Q&A session is set at the end of the webinar



















CURRENT STATE

- **74%** say their employer has shared information about precautions being taken to keep employees safe and reduce the risk of illness from the coronavirus^
- **43%** of workers strongly agree that their employer cares about their well-being^
- **33%** of CFOs say they plan to extend full monetary compensation to hourly workers*
- **42%** said they were “in a better place” post-crisis^^
- Business communications trusted more than the government and media**

Managing the Workforce

Data from ^Gallup,
*Gartner, PwC^^,
Edelman Trust
Barometer**

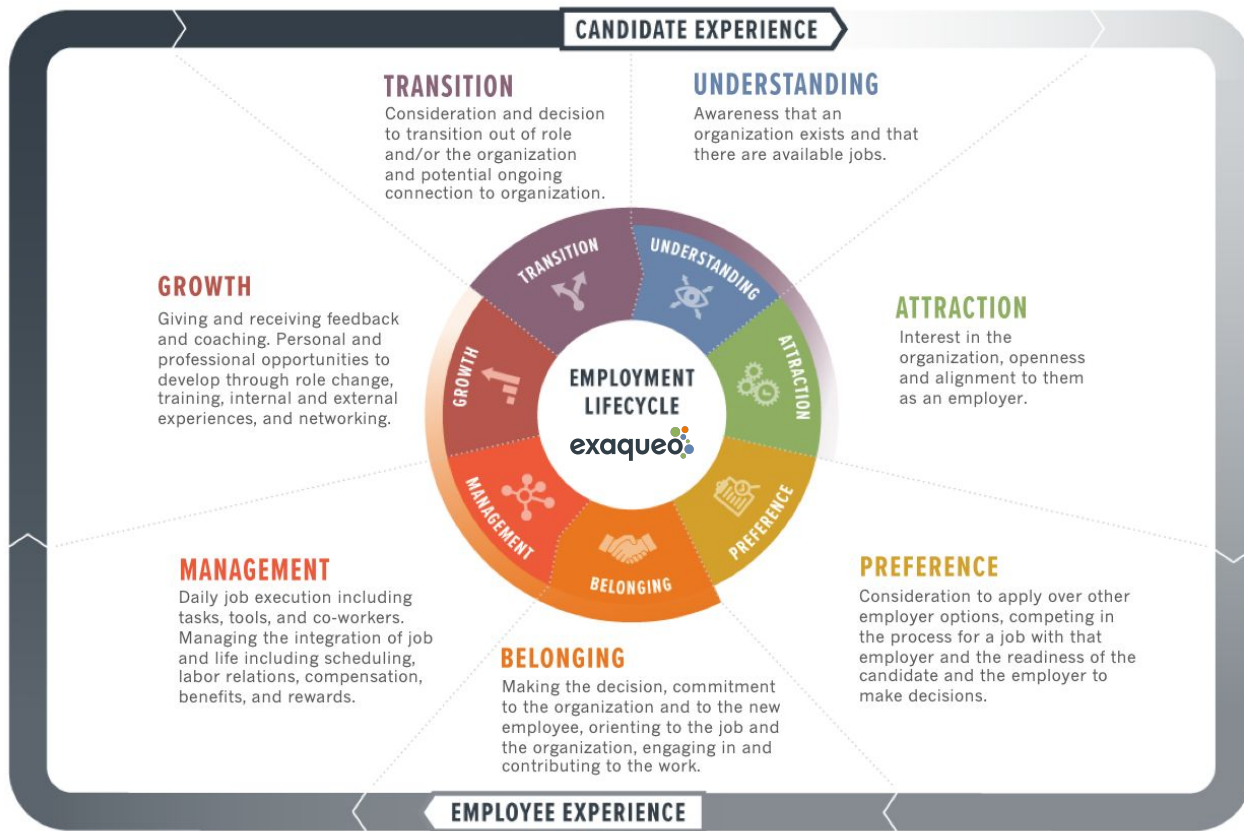
State of Hiring

RAMPING UP	RAMPING DOWN
          	    

Many organizations are waiting on the pending government stimulus package to make a decision.

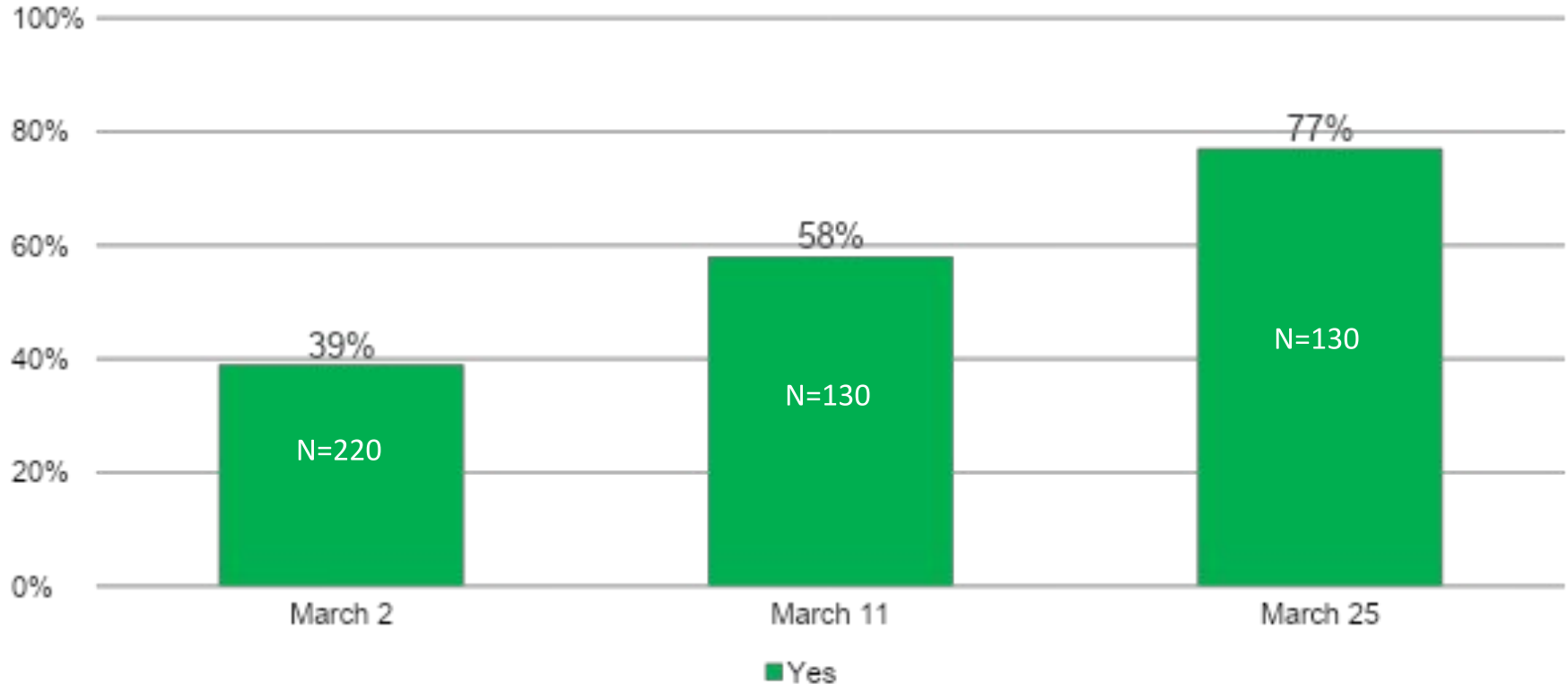
IMPACT ON RECRUITING

Start With the Journey



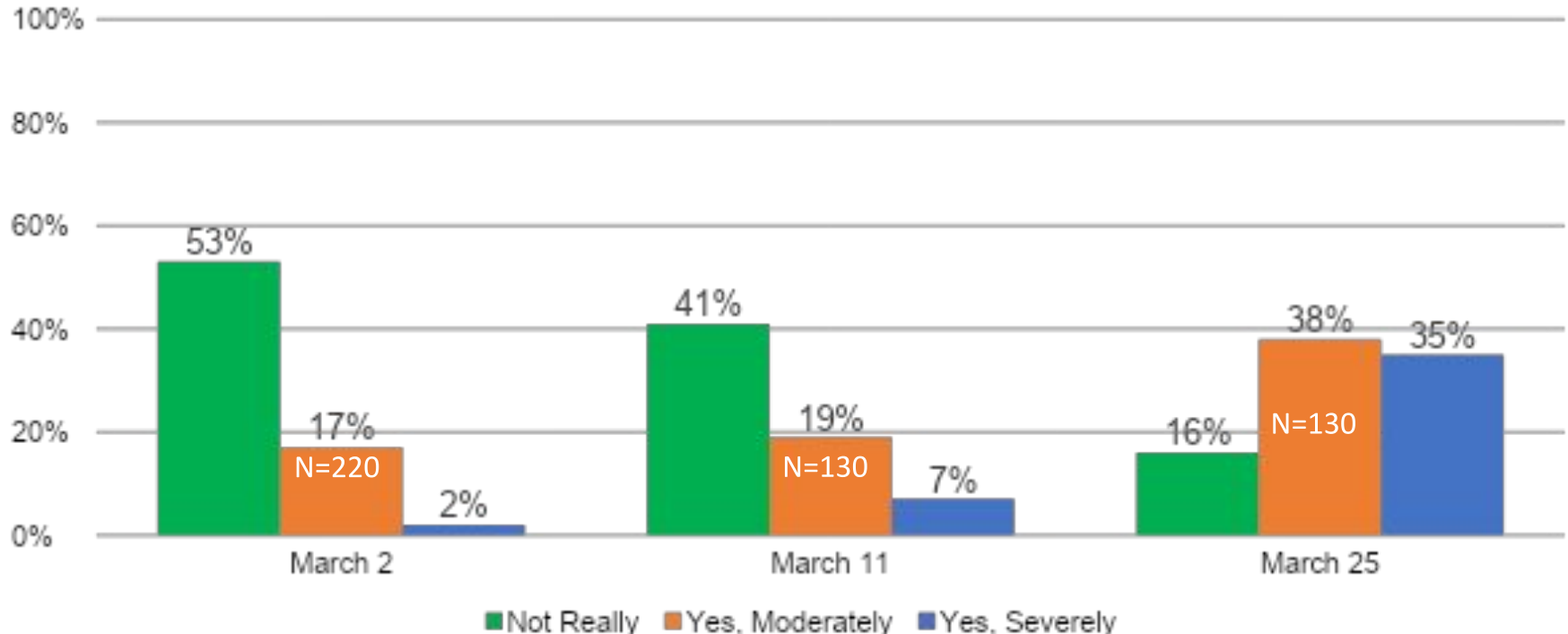
Coronavirus at Work Survey

Are you scheduling more virtual candidate interviews?



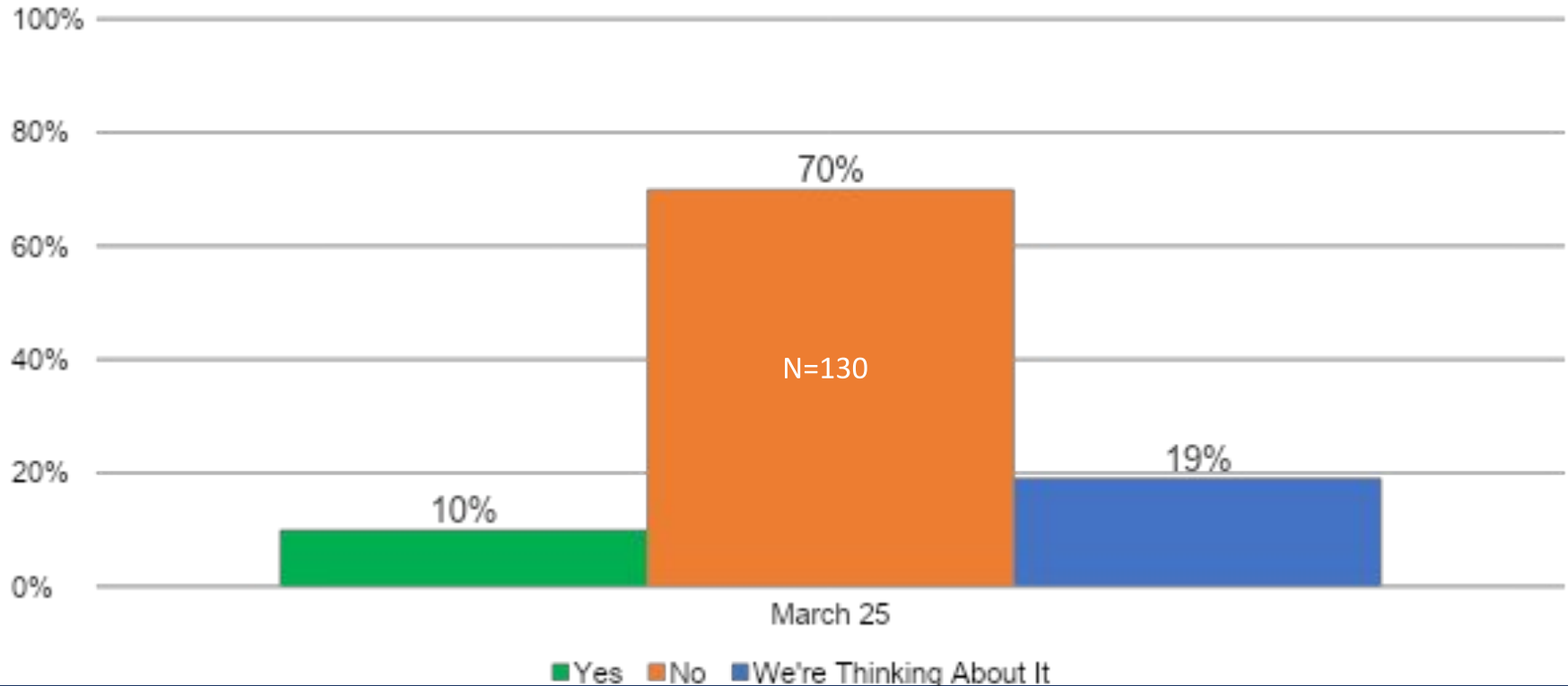
Coronavirus at Work Survey

Is the current health crisis impacting your company's current hiring plans?



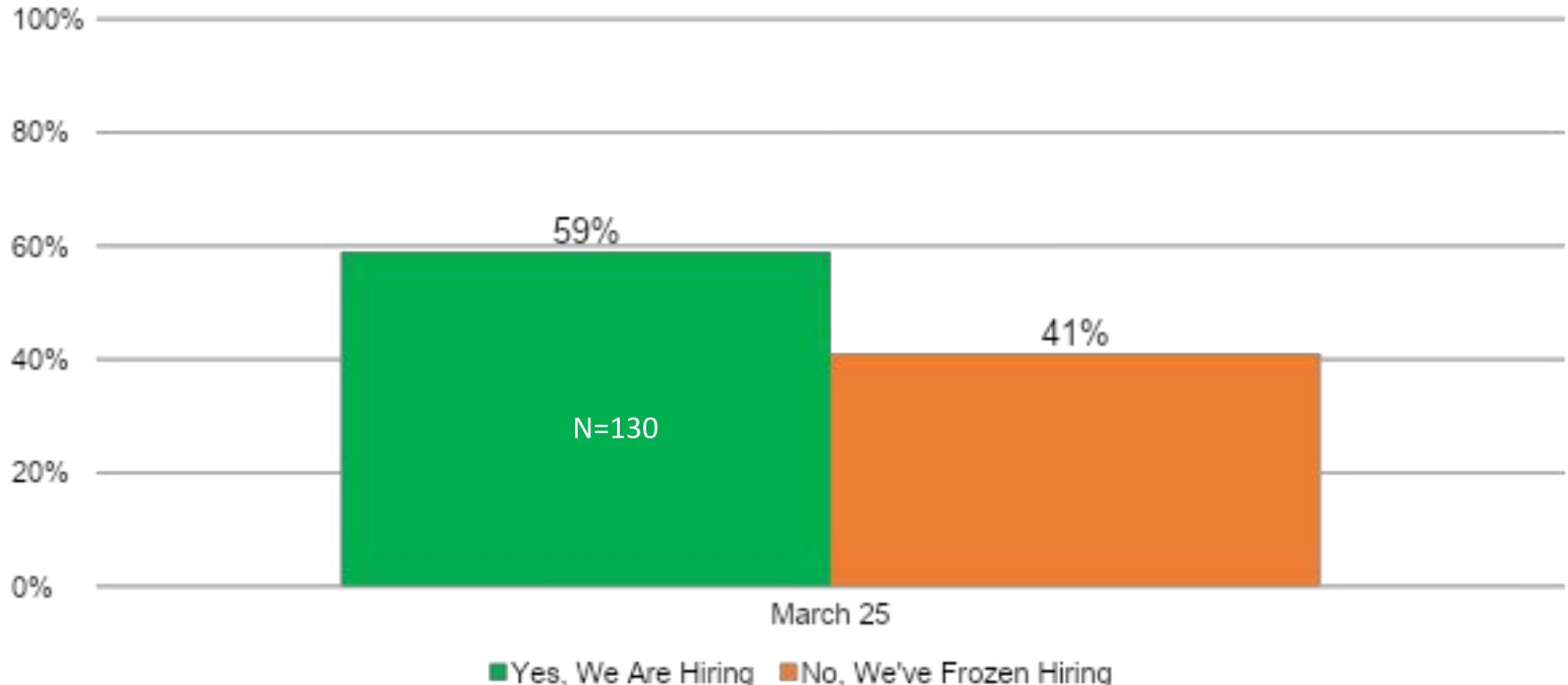
Coronavirus at Work Survey

Are you laying off and/or furloughing employees?



Coronavirus at Work Survey

Are you still hiring?



A close-up portrait of a woman with dark, wavy hair and green eyes. She has a frustrated or angry expression, with furrowed brows and a slightly open mouth showing her teeth. She is wearing a maroon blazer over a light pink top. The background is a dark, textured grey.

ugh

↑ 40%

The Net Net



ASSESSING THE IMPACT

Candidate Influence

- Candidates are influenced to varying degrees across the entire journey
- Key considerations:
 - Candidate experience: where is the influence?
 - Employer brand: what message do they take away?



Candidate Experience	<ul style="list-style-type: none"> • Overall News/Ads • Brand Silence 	<ul style="list-style-type: none"> • Job volume • Brand perception 	<ul style="list-style-type: none"> • Mid-pipeline • Employee referrals 	<ul style="list-style-type: none"> • Offers • Summer interns
Employer Brand	Overall organizational response	Perception of the organization and its health	Communication, perceived fairness and understanding	Confidence in opportunity coming to fruition and original level of desire to join the organization

CANDIDATE EXPERIENCE

Over the past 9 years of the Talent Board CandE Benchmark Research program, these are clear competitive differentiators:

- Consistent communication from pre-application to onboarding
- Setting better expectations about the recruiting process
- Asking for feedback and provide feedback more often
- Holding your organization more accountable
- Having a higher level of perceived candidate fairness

Competitive Differentiators CandE Benchmark Research Program

PASSIVE JOURNEY TOUCH POINTS

- **UNDERSTANDING**
 - News
 - Official public statements
 - Organizational response (e.g. B2C emails, WOM)
- **ATTRACTION**
 - Programmatic job postings
 - Digital media advertisements
 - Social media and/or Google AdWord campaigns
 - Branded social media accounts
 - Careers site + ATS postings
 - Careers-related content (e.g. blogs, videos, photos)
 - **ASK:** Do we turn off touch points or shift the message?
 - **ASK:** What do we need to tell people? How do we tell it? Where do we share it?
 - **ASK:** Do we know what candidates are thinking, feeling about our brand right now?

ACTIVE JOURNEY TOUCH POINTS

- **PREFERENCE**

- ATS communications
- Phone screens
- Hiring manager interviews
- **ASK:** What is the message? Who is best to communicate it and how?
- **ASK:** How do we best prepare our HMs, candidates?

- **BELONGING**

- Offer-related communications
- Pre-employment requirements
- Start day communications
- New hire orientation
- Summer internships
- **ASK:** Do we know what our virtual options are? Which option is the best for us?

WHAT COMPANIES ARE DOING

[Hilton Team Members](#) or [Marriott Associates](#)

Coronavirus is here, and we need your help.

In response to the urgent and increased health care needs of American's impacted by the COVID-19 pandemic, CVS Health is accelerating a plan to fill more than 50,000 full-time and part-time positions across the country, while creating job opportunities for Americans. We have a significant demand for professionals across the company, including: full- and part-time Retail Store Associates, Warehouse Distribution Workers, Customer Service Representatives, Pharmacy Technicians, Registered Nurses, Nurse Practitioners, Licensed Vocational Nurses, Licensed Professional Nurses, Customer Service Representatives, Pharmacists, and corporate professionals.

Please read more about our company and how we are caring for our colleagues below. You can start the application process and join our talent community by clicking on the blue **"Connect Now"** link below, or you can learn more about and apply for our open positions by clicking on the **"Apply Now"** buttons also below.

To be considered for a job you must complete an online application using one of the **APPLY NOW** buttons below. Learn more about our [application process](#) and our [virtual job assessment](#).

[Connect Now](#)



Why CVS Health

We share a single, clear purpose: helping people on their path to better health. Through our health services, insurance plans and community pharmacists, we're pioneering a bold new approach to total health. As a CVS Health colleague, you'll be at the center of it all. We offer a diverse work experience that empowers colleagues for career success. In addition to skill and experience, we also seek to attract and retain colleagues whose beliefs and behaviors are in alignment with our core values of collaboration, innovation, caring, integrity and accountability.



CVS Health COVID-19 Resource Center

CVS Health is committed to the health of our employees. We work every day to help people on their path to better health. Never has it been more important for us to deliver on our purpose. To help reduce the risk of exposure, we have eliminated non-essential business travel and large group meetings, transitioned many office-based employees to remote work, and taken steps to help protect the health of employees who continue to carry out important work on site at our facilities. We are committed to supporting our employees.

CVS Health's Accelerated Hiring Landing Page

- Connecting with specific, furloughed audiences
- Targeted, on-brand messaging
- Appealing to the WHY
- Linking to other resources
- Living their value of "Collaboration & Caring"

WHAT COMPANIES ARE DOING

COVID-19: Amazon remains open as an essential service to serve our communities delivering critical supplies to the doorsteps of people who need them. [Learn more.](#)

 [amazon delivers.jobs](#)

Search Jobs (i.e. keywords, location, etc)



Covid-19 Updates

Get all the latest updates on COVID-19 as it relates to
Amazon hourly jobs and our hiring process

Is Amazon hiring during COVID-19 crisis?

What is Amazon doing to provide a safe environment for employees at this time?

Can I work for Amazon even if there is a Curfew/Shelter-in-place order in effect in my city?

What is Amazon doing to help employees during the COVID-19 crisis?

I'm laying off my employees because of COVID-19, are there temporary jobs until I can hire them back?

Is Amazon hiring during COVID-19 crisis?

Yes, we have ramped up hiring to support the people relying on Amazon's service in this stressful time. Please read more about our initiatives [here](#).

What is Amazon doing to provide a safe environment for employees at this time?

Health and safety are a top priority with all of our roles and sites. We continue to consult with medical and health experts, and take all recommended precautions in our buildings and stores to keep people healthy. We've taken measures to promote social distancing in the workplace and taken on enhanced and frequent cleaning, to name just a few. [Read more](#) about all the ways we're supporting our teams with paid and unpaid time off options should they need it.

Can I work for Amazon even if there is a Curfew/Shelter-in-place order in effect in my city?

Yes, you can work for Amazon. Amazon remains open as an essential service to serve our communities delivering critical supplies directly to the doorsteps of people who need them.

Amazon's Candidate FAQ Page

- Direct link from "Delivers" job site
- Anticipates candidate questions
- Addresses top of mind concerns
- Links to additional information on their "dayone" careers blog

WHAT COMPANIES ARE DOING

Announcement

Princeton is actively engaged in efforts to prepare for and mitigate the impacts of coronavirus. For the most up-to-date information, visit the University's [Coronavirus Information website](#). HR has also developed a [webpage with relevant information for candidates](#).

Find Your Career

Every day is a new opportunity to find purpose in your beautiful grounds and remarkable buildings to our res cultural facilities. Whether you're already part of our c just getting to know us for the first time, we invite you meaningful difference you can make while working at

SEARCH & APPLY

Coronavirus Updates: Information for Candidates

COVID-19

Princeton, like other universities across the world, is actively engaged in efforts to prepare for and mitigate the impacts from COVID-19, commonly known as coronavirus. Our top priority is to support the health and well-being of our community as we continue to advance our teaching and research mission. For the most up-to-date information, refer to the University's [Coronavirus Information website](#).



Information for Candidates

At this time, University departments are encouraged to conduct phone or video interviews.

- visiting Princeton
- In advance of your visit**, review and adhere to the guidelines detailed on the the University's [Coronavirus Information website](#), including [Visitor FAQs](#). Any visitor planning to come to the Princeton University campus from an affected area is expected to share their plans by emailing response@princeton.edu.
 - Monitor travel advice**. Given the fluidity of the travel and health situation, we encourage all travelers to actively monitor the [CDC's travel health notices website](#) and [U.S. State Department website](#) for updates, as travel restrictions continue to evolve daily and are prone to sudden change.
 - Exercise travel hygiene**. During your travel, the most important steps you can take to prevent the spread of illness are common sense measures for maintaining your health and that of others. See this information about prevention from the [CDC website](#).
 - Members of our campus community** have also been issued guidelines with appropriate steps to take regarding COVID-19.

Princeton University's HR and Candidate Communications

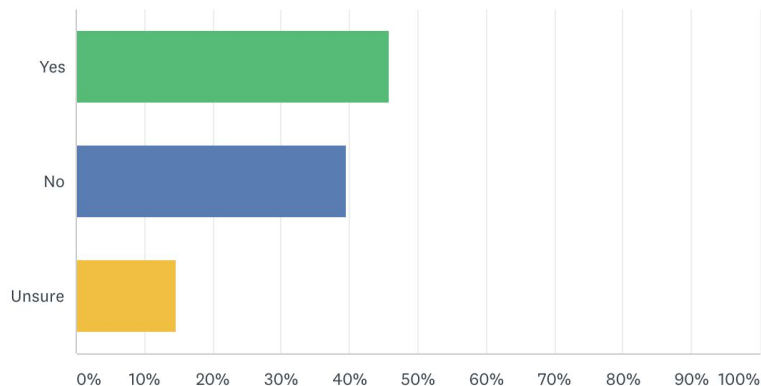
- Proactive, well-thought out communications
- Anticipates candidate questions
- Addresses top of mind concerns
- Communications are updated keeping candidates informed



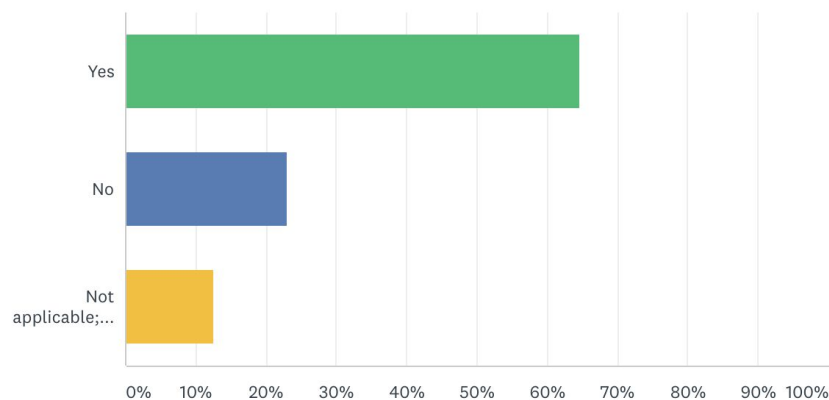
EMPLOYER BRAND

The State of the (Employer Brand) Union

My organization has considered Employer Brand as a key part of the marketing and communications response to the coronavirus (COVID-19).



We have updated candidate communications to address any changes to our current hiring.

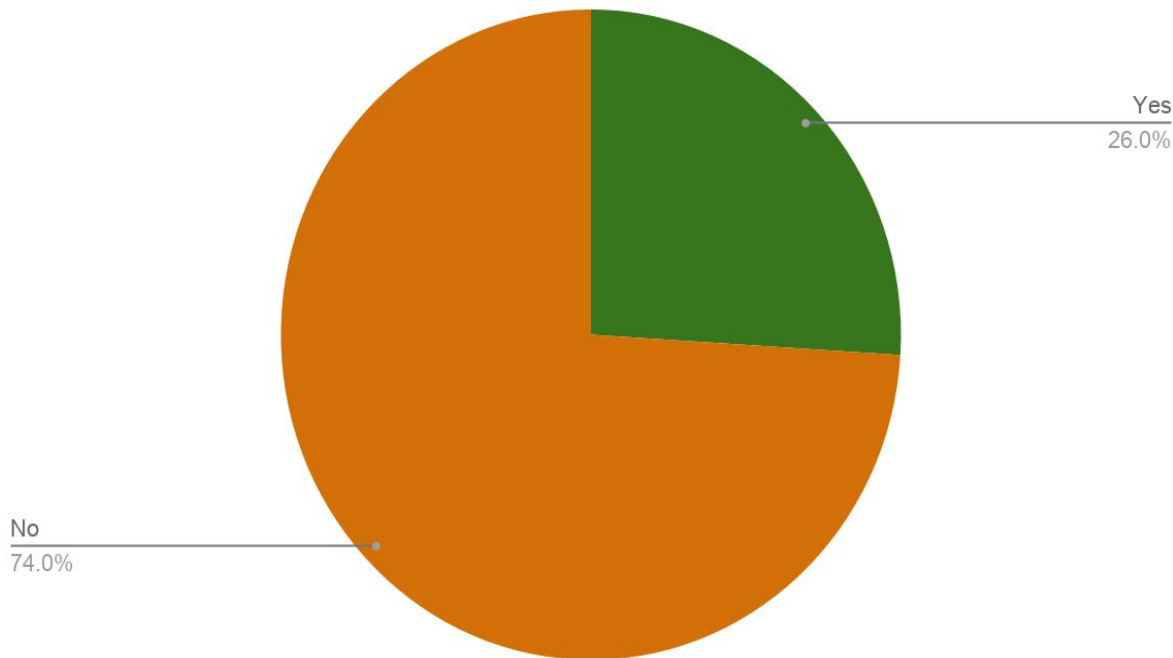


The Careers Site Is a Primary Brand Channel

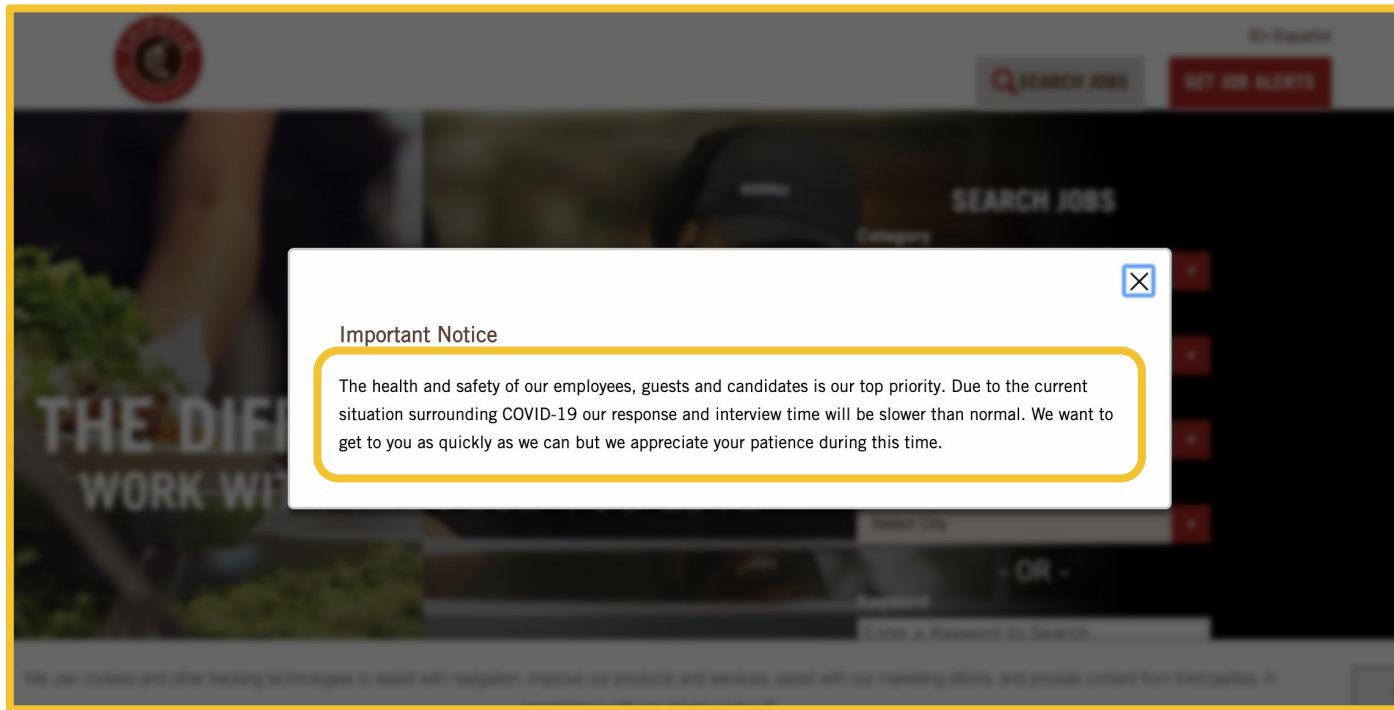
We looked at the **careers sites of 50 large employers across industries from well-known brands** to see who is **communicating** to candidates about the **impact of COVID-19 on hiring**.

This is a low/**no-cost, high impact** opportunity for employers.

Career Sites With COVID-19 Candidate-centric Messaging



WHAT COMPANIES ARE DOING



Chipotle's Careers Site Pop-up

- Proactive, clear, and easy to see
- Sets expectations and gives the WHY

WHAT COMPANIES ARE DOING



Walmart World

March 22 at 9:23 PM · 🌐

Chris from Walmart Hot Springs - Albert Pike Rd wants to remind his fellow associates to keep their heads held high – we got this! 🙌 Call the Walmart Radio DJs at 1-855-925-7346 (1-855-WAL-RDIO) if you want to give a shoutout 🗣️



Chris, Store 52
Hot Springs, Arkansas

**“This is Chris with Store #52,
and I just want to give a
shoutout - keep doing a
good job and keep their
heads up - keep the work up!”**



Walmart World's Facebook Page

- Using existing channels in innovative ways
- Connecting associates with each other and the public
- Amplifying the voice of their associates as brand advocates
- Showing appreciation for the hard work during this time
- Engaging content that feels very personal and humanized
- Indicates how employees are being treated

WHAT COMPANIES ARE DOING



Kroger's Facebook Page

- Content mix is appropriate and balances consumer, employee, and candidate content in the context of the state of the world
- Showing appreciation for hard work and publicly rewarding for the team's commitment
- Video content sets the right tone
- Comment response strategy appears to be in place
- **Indicates how employees are being treated**

SMART PLACES TO START

- **IMMEDIATE**
 - Reassess passive candidate/broad awareness campaigns; keep running or hit pause?
 - Write and publish communications to address questions; talking points, FAQ page, careers site, etc.
- **SHORT-TERM**
 - Call/reach out to in-process/offer candidates
 - Discuss virtual options for interviews, onboarding, internships, etc.
 - Find and share the stories of your organization and people
 - Measure brand perceptions to inform future actions
- **FUTURE-FOCUSED**
 - Assess candidate experience to identify improvements
 - Audit and rewrite job postings
 - Meet with your team to discuss de-escalation/rehiring strategy

ACTION PLANNING



How to Manage Your Talent Acquisition Role and Function In a Time of Crisis

A crisis is often a defining moment. We can either falter or make it our finest hour. As a recruiter, talent acquisition leader, or employer brand professional, how you handle your role and guide your organization during this time can set the stage for your career, impact the lives of candidates and employees, and influence perceptions of your organization. This framework will help you serve key audiences during critical moments. Included are 10 top stakeholders and a starting point to develop your strategic plan.

KEY AUDIENCE: Who do we need to communicate to?	IMPORTANCE: Why do we need to communicate to them?	KEY MESSAGES: What do we want the audience to know, feel, and do?	OWNER: Who is responsible for task?	SENDER: Who delivers it?	CHANNEL: How do we deliver it?	TIMING: When to send it?
1-Recruiters						
2-Hiring Managers						
3-Partners (Agencies, RPO)						
4-Passive Candidates						
5-Keep Warm Candidates						
6-Pipeline Candidates						

COMMS MESSAGING

1. Think of all steps of the candidate journey
2. Align to your values and brand
3. Set the right tone
4. Be proactive
5. Stay human



Candidate Communications Templates

When Faced With Uncertainty, Keep Candidates Engaged and Informed

A crisis is often a defining moment. How you handle your role and guide your organization during this time can impact the lives of candidates and employees, and influence perceptions of your organization. These templates are designed to help you serve key audiences during critical moments and save you time.

We recommend partnering with your Talent Acquisition leader, Employer Brand partner, and/or Internal Communications and Legal teams to ensure all hiring and recruitment-related communications align with your organization's broader crisis communications strategy.

You Don't Have to Navigate This Alone

Review the tips and templates below, visit exaqueo.com/COVID19, and contact us for more information or a custom approach to address your organization's specific needs.

HOW TO ELEVATE YOUR COMMUNICATIONS	
<ul style="list-style-type: none"> • Include links to publicly shared messages from your organization • Be empathetic, transparent, responsive • Provide a realistic timeline to receive updates and a contact to reach out to with questions • Remain proactive in your communications; as updates are made, communicate them out to your audience(s), where appropriate • Create a unique email address (e.g. CompanyHiringCovid19@company.com) to triage communications; ensure it's appropriately staffed and responses are thoughtful and timely 	
COMMUNICATIONS TEMPLATES Customize with your values and brand	
ATS Application Acknowledgement <i>Update auto-reply message during time of crisis</i>	<p>Thank you for your interest in working at organization name. We know our colleagues, customers, communities, and the world need us now more than ever. During this time, we've taken a number of steps to ensure the health and safety of our colleagues and you. Here's what we are doing:</p> <ul style="list-style-type: none"> • Asking employees to stay home if they are sick • Supporting our recruiters with flexible hours • Using remote dial-in to support working from home • Offering video interviewing capabilities • Hosting virtual career fair and hiring events • Implementing online new hire training and onboarding • Donating time/money/resources to organization related to crisis <p>Please note, our current application response times are now 7 - 10 business days. We appreciate your interest and patience as we are all navigating through unprecedented times.</p> <p>We're all in this together.</p>



Candidate Communications Templates, Continued

HOW TO ELEVATE YOUR COMMUNICATIONS	
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COMMUNICATIONS TEMPLATES Customize with your values and brand	
Sample Careers Site Message <i>Placed as a banner, in the footer, or on a pop-up</i>	<p>Hiring Freeze: In light of world events, we are pausing our hiring for the foreseeable future. During this time, we invite you to stay connected to our Talent Acquisition team by call to talentacquisition on Facebook. Thank you for your patience and understanding during these unprecedented times as we focus on taking care of our team and their families.</p> <p>Continuing to Hire: In light of recent events, our communities need us more than ever. We are hiring, though your experience may look and feel a little different. Our current application response times are now 7 - 10 business days, and all interviews will be conducted via video conference.</p>

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COMMUNICATIONS TEMPLATES Customize with your values and brand	
Sample Message to In-process Candidates	<p>If a candidate asks about their application status via one of your social media accounts:</p> <p>Thank you for reaching out. During this time, our team is currently working from home and our response times may be a little longer than usual. Please note, you can always track the status of your application by logging in here link. If there is anything else we can do to support your inquiry, email us at Recruitment@company.com. From all of us at organization, please stay safe and healthy!</p>
Candidates With Accepted Offers (Not Started) <i>Send as an email or use as a phone script</i>	<p>Continuing to Hire: In light of recent events, our communities need us more than ever. We are still onboarding new employees, though your experience may look and feel a little different. Our team is conducting onboarding/working through how to onboard our new hires during this time. Your recruiter/hiring manager will be in touch with you in the next 5 - 7 business days with a specific update on your onboarding process and start date. We appreciate your commitment and patience as we navigate through these unprecedented times together.</p> <p>Pause on Hiring: As you may have seen in our press release/CEO letter, we have been faced with the difficult decision to slowdown operations for the foreseeable future. This also means we are initiating a hiring freeze and are no longer able to onboard new employees or candidates who have been given an offer. During this time, we invite you to stay connected to our Talent Acquisition team by call to talentacquisition on Facebook. Thank you for your patience and understanding during these unprecedented times. As new information becomes available or circumstances change, your recruiter/hiring manager will be in touch with you.</p>
<p>We're your candidate experience response team.</p> <p>Now is the time to strategically engage and connect with candidates. We have the niche expertise and experience to help you take impactful action. Contact our CEO, Susan LaMotte, via susan@exaqueo.com or (202) 276-1066 to get started.</p>	



> exaqueo.com/COVID19

Help Yourself

- **Consider Your Colleagues**
 - Ask how they are doing
 - Ask how you can help
 - Be honest when you need help
 - Look for the ways you can work together, not the ways you can fall apart
- **Consider Your Career**
 - Stand out by doing, don't hide
 - Look for ways to make bottom line impact
 - Prove the value of being proactive versus doing nothing
- **Consider Yourself**
 - Seek information that's helpful
 - Take breaks
 - Ask for help
 - Practice self-care, if you can



Content is King, but context is Queen

Jess Von Bank
LeapGen

- Use **#CoronavirusHR** to share and request help and resources
- **Access the exaqueo Crisis Resource Center:**
exaqueo.com/covid19
- **Access the CandE Community Resources:**
bit.ly/CandECoronavirusResources
- Access the **HR Community's Open Source Coronavirus Resource Guide:**
<https://bit.ly/CoronavirusHRComms>
(thanks to Lars Schmidt / @Lars)
- **Guide Guide to the Families First Coronavirus Response Act:**
<https://www.hrexaminer.com/quick-guide-to-the-families-first-coronavirus-response-act/>

Tap the Community

How can we further help you?

- DM @SusanLaMotte or email susan@exaqueo.com
- Email Kevin at kevin.grossman@thetalentboard.com

You don't have to
navigate this alone.
Reach out for help.

kevin.grossman@thetalentboard.org
ron.machamer@thetalentboard.org
shannon@exaqueo.com
susan@exaqueo.com

