

Create world-class employee experiences

How to use enterprise feedback to attract, recruit, and retain talent.



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Grow & retain valued employees

Listen, learn, and take action

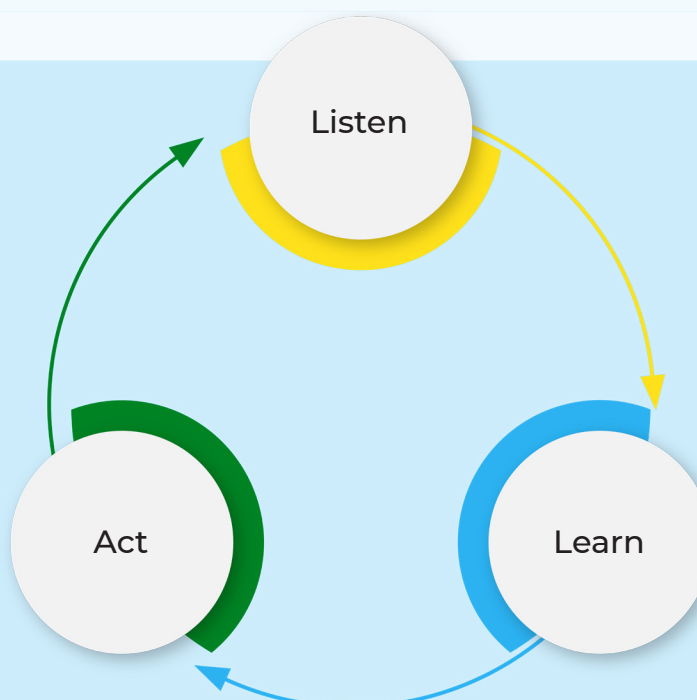
Just when businesses were starting to feel optimistic, with the world slowly reopening after a tumultuous year of navigating a global pandemic, we're hit with another bump in the road. In an unprecedented high-turnover event that's been coined "The Great Resignation," a quarter of all workers say they're likely to leave their current jobs in the next 6 months, according to a June 2021 Momentive survey of 6,678 employees¹. Now businesses are grappling with a question that's more urgent than ever: how do we retain our valued employees?

Ultimately, your goal is to attract, build, and retain a workforce that is highly motivated, high-performing, and loyal. The first step to getting there is listening. If you listen to feedback throughout the employee lifecycle—from the candidate experience all the way to the exit interview—you significantly boost your chances of getting things

right the first time. That said, listening only isn't enough: based on what you hear, you'll need to take stock and do something about it.

In fact, any employee feedback program should be driven not only by HR, but also by people managers and employees themselves. This allows everyone to play an active role in the betterment of the employee experience.

In this guide, we'll show you how to craft a world-class employee experience at each stage of the employee lifecycle—from recruiting and hiring, to onboarding, learning and development, retention, and finally offboarding. We'll demonstrate how you can use Momentive employee experience solutions to help you uncover key insights by asking the right questions, and then take swift action to keep your employee experience goals on track.

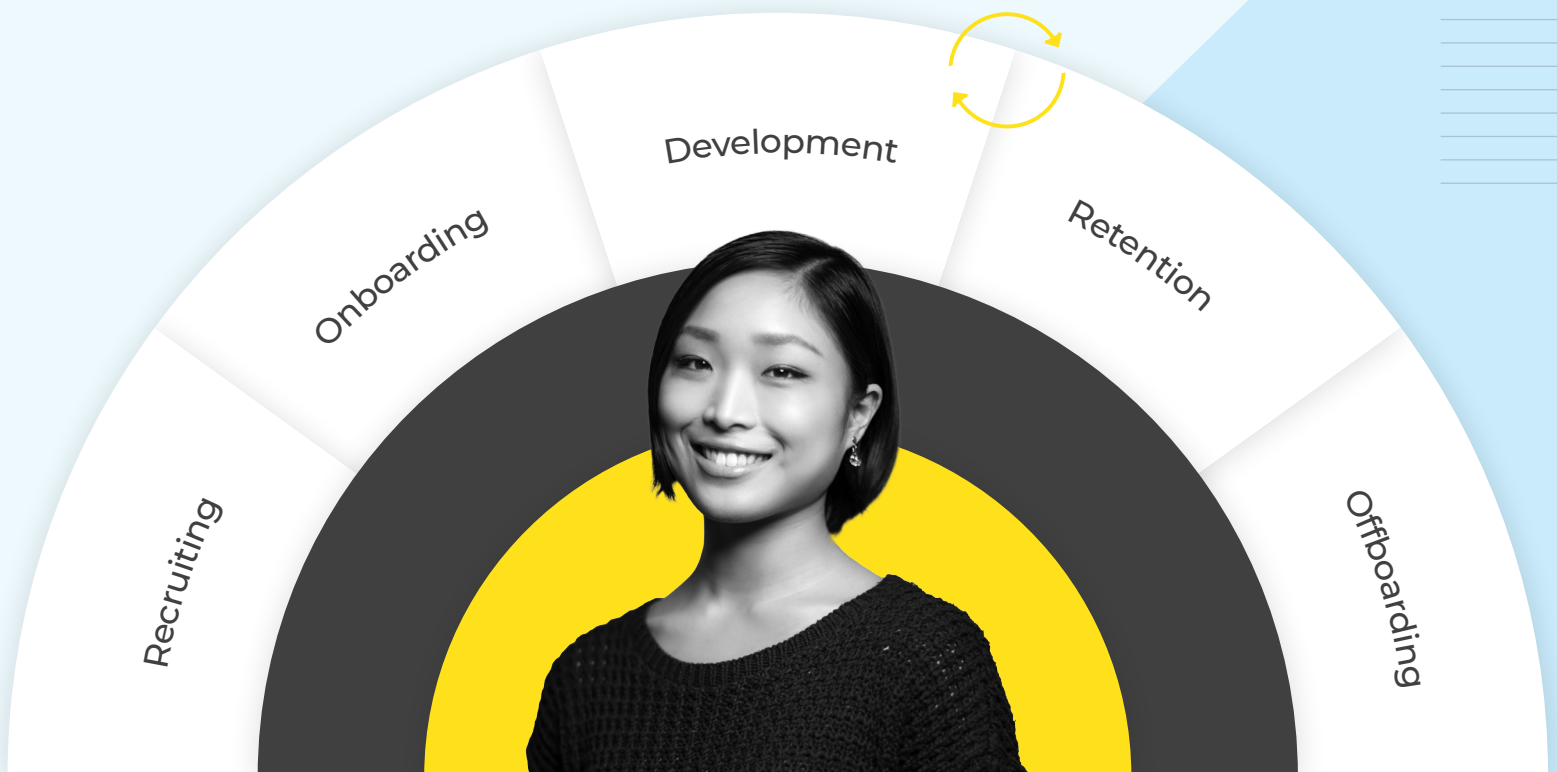


The 5 stages of an employee lifecycle

How to use Momentive solutions to improve the employee lifecycle

At Momentive, our vision is to raise the bar for human experiences by amplifying human voices. Our solutions help enterprises build world-class employee experiences. Based on our enterprise feedback management platform, HR leaders and people managers use our solutions to improve all areas of the employee lifecycle, from measuring and optimizing candidate experience at every touchpoint, to building a diverse, equitable, and inclusive workplace with our Workplace Equity IQ solution.

In this guide, we'll highlight the Momentive enterprise solution to use for each employee lifecycle phase, as well as link to appropriate free templates from our SurveyMonkey platform to help you kickstart your programs.



Stage 1: Recruiting

Attracting and recruiting the right talent takes a little more effort these days. That's because today's workers want more from their employer than a steady paycheck—they want to work for values-driven companies that have a strong company culture, one that really values employees and their families.

By collecting and acting on candidate feedback, you can signal to potential employees that you value their input—as well get key insights to help you improve the hiring process.

Did you know Attracting & recruiting the right talent is the #1 top challenge reported by HR professionals in 2021 (53%)².



Tips for managing the candidate experience

Inform your hiring process with candidate feedback:

If your candidates repeatedly have negative experiences with your company—for instance, if interviewers are late to interviews or the recruiter takes ages to follow up—they may turn down your offers, or even tarnish your brand equity by leaving negative reviews. A compelling candidate experience not only increases offer acceptance rates and reduces time to fill, it also drives successful onboarding, accelerates employee readiness, and improves employer brand equity. To deliver the best experience possible, build candidate feedback into the hiring process to better understand how applicants think and feel about your employer brand and ensure your hiring programs and practices are aligned.

Learn about the [Momentive Candidate Experience solution](#) to help you deliver exceptional candidate experiences informed by candidate feedback.

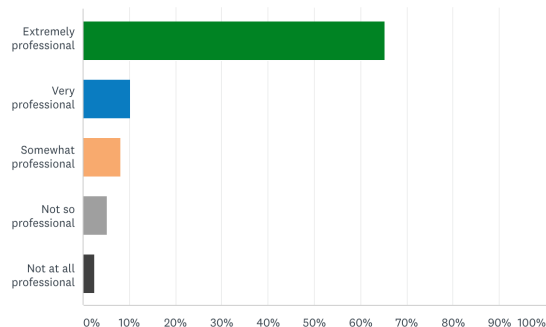
Or check out the [free SurveyMonkey recruitment satisfaction survey template](#) for questions to ask to kickstart your candidate feedback program.

Here are some examples of how to use feedback during the recruitment and hiring phase:

- Survey new hires on their first day. What made them accept their offer? What specific words come to mind when they think of your culture? What aspects of the team culture attracted them?
- Whether or not they're hired, send every candidate who makes it to a certain point in the interview process a candidate experience or recruitment satisfaction survey. How responsive was the recruiting team during the process? Did they feel respected? How likely are they to recommend working at your company to a friend or peer?
- Use surveys at recruiting events to learn about candidates. What do they value most when working at a company? What are they looking for in their next role? What are their biggest questions about working for your company?



How professional was your recruiter at our company?



Tips for managing the candidate experience (cont.)

Become an inclusive employer: Nearly 80% of workers³ said they want to work for a company that values diversity, equity, and inclusion (DEI). And companies want to build a diverse, equitable, and inclusive workforce, too—we've long known that inclusive companies have access to a wealth of different perspectives that fuel creativity and higher rates of innovation⁴. If you want to be viewed as an inclusive employer, there are a few steps to consider:

- Make sure to bring diversity into your internal and external messaging. You can use statistics or quotes from your diversity or inclusion surveys to make DEI part of your employer brand.
- Ensure your job description is inclusive, removing bias, elitism, and gendered language. This could be including multiple answers to your screening questions. For example, allow candidates to select multiple races when asking about their ethnicity.

- It's also important to create an interview process that makes diverse candidates feel welcome. If your goal is to show potential candidates that your company is a place where everyone can thrive, make sure your interview panels reflect your diverse employee population.
- Let candidates talk to people from different teams or functions so that you signal to them that you encourage employees to grow their careers through lateral moves as well.
- Lastly, recruit from schools and conferences outside of your normal standbys. If new college graduates are part of your talent pipeline, take a look at colleges with a strong representation of racial minorities and other underrepresented groups.

Learn about the [Momentive Workplace Equity IQ solution](#) and start building DEI programs that show your employees their voice matters.



Tips for managing the candidate experience (cont.)

Ensure you return to work with the right perks & benefits:

The pandemic shifted our perspective about what the workplace can look like. As a result, businesses will need to reassess their perks and benefits plans going forward to compete for top talent. For instance, while 75% of employees¹ say that mental health benefits are important, only 42% of employees¹ have access to mental health benefits. For many workers who have happily traded in their commute for improved work-life balance over the past year, a flexible work schedule and the ability to work from home all or part of the time may be more enticing

than traditional benefits like transportation or parking stipends. To deliver truly competitive perks and benefits that will attract your ideal candidates, you should start by checking in with your employees to understand their preferences and make sure your offerings are aligned.

Learn about the [Momentive Workplace Benefits solution](#) and discover what employees value most.



Working
remotely



Childcare
stipend



Vacation
time



Mental health
benefits



Healthcare
plan



Customer Spotlight

How Wellstar creates a rewarding candidate experience

Wellstar, an integrated healthcare system in the US, strives to find compassionate, skilled candidates for open positions—and advocate for them throughout the interview and hiring process. When the process runs smoothly, it can be a rewarding experience for all involved, resulting in a good fit for both the candidate and Wellstar.

But tracking down all stakeholders to compile feedback in a timely manner is difficult to do manually, and one missing response can grind the entire process to a halt. If there's too long of a delay between interviews or feedback rounds, Wellstar could miss out on an exceptional employee if the candidate gets frustrated and moves on.

To keep the process flowing and all parties feeling good about the experience, Wellstar needed a platform to collect information and analyze it quickly. The team turned to the Momentive Candidate Experience solution to keep track of the conversations and sentiment about the interview process for a candidate, giving them more capacity to consider the whole person, no matter the role. Using candidate feedback has helped with prioritizing the fulfillment and wellbeing of all employees and candidates, as well as reducing time to fill.

[Read the full story on SurveyMonkey.com](#)

Momentive Candidate Experience solution

Build a compelling candidate experience that accelerates hiring, increases acceptance rates, and improves onboarding.

Learn more



Stage 2: Onboarding

An employee's onboarding experience doesn't only influence how quickly they can get up to speed with your company and their tasks, the most effective experience also helps new hires feel an immediate connection with their new employer, the culture, and also with their colleagues across the organization. In fact, onboarding needs to also extend to the new hire's team, cross-functional partners, and to their manager to ensure the employee receives all the support they need. How you design this experience shapes how the new hire will feel about their new company and their intentions to stay long term.

Gathering employee feedback early and often can help you create better onboarding experiences, create ideal work arrangements for your new hires, and inform future recruiting and employee engagement efforts.

Did you know Only 47% of HR leaders said their onboarding program successfully retains new hires⁵.



Tips for managing the onboarding experience

Design a well-rounded onboarding program: All employees want to make a positive impact at their company. And new employees want to make a great impression with their first project or initiative. Empower them to succeed by designing an onboarding program that not only ensures that new hires receive their IT equipment before their start date and that all forms are filled out, but also ensures the employee fully understands the company's values, mission, competitive differentiators, and how success is measured across the organization.

Successful onboarding programs don't end after the first week; they can last many months and involve not just HR but also teammates and managers as well. Some functions, such as sales, aren't effective until after 6 months of onboarding, so design onboarding programs that vary by role. Gather feedback from new hires as well as their manager and teammates to help you design effective onboarding programs for all roles.

Check out the entry interview survey template designed by Adam Grant, organizational psychologist at Wharton and bestselling author.

It is [available for managers and HR teams](#) to use free at SurveyMonkey.com.

Foster loyalty by using feedback to create personalized employee experiences: You and your interview panel were attracted to your new hire's experiences, skills, and personality. What if you could allow your new employee to harness and build upon that in their new role instead of making them fit into a cookie cutter mold for the role? This is where an entry interview is very helpful. By asking questions about what they want out of the role, where they want to take their career, and the new professional skills they want to learn, people managers and HR teams can work together to create an experience that is personalized to the employee—a sure way to build loyalty among valued staff. In fact, our study⁶ found that most American workers have had some form of entry interview (56%), and their experiences have been overwhelmingly positive—85% enjoyed the experience, and two-thirds (65%) found it helpful.



Tips for managing the onboarding experience (cont.)

Continue to measure hiring effectiveness beyond the initial onboarding stage: In 2017, an SHRM article estimated the cost of recruiting, hiring, and onboarding a new employee could be as much as \$240,000⁷. Most businesses can ill-afford to make mistakes when hiring, especially given that less than half (47%) of HR leaders said their onboarding program successfully retains new hires⁵. Too often, businesses consider the onboarding process as between the first week and first month of an employee's tenure. With 6-months⁸ being the crucial honeymoon period for an employee to assess whether they want to stay at their new company or not, it's important to continuously measure a new hire's onboarding experience for at least that period to get insights so that you and your managers can address issues to avoid new hires becoming frustrated and disillusioned.

\$240,000

The potential cost of recruiting, hiring, and onboarding a new employee⁷.

47%

Less than half of HR leaders said their onboarding program successfully retains new hires⁵.

6 months

The crucial honeymoon period for an employee to assess whether they want to stay at their new company or not⁸.



Customer Spotlight

For its HR needs, LG turned to a state-of-the-art solution

“

For about a year and a half, we gathered feedback from employees and started implementing insights and changes into our new onboarding program. It's amazing how appreciative people are when you listen to what they have to say.

Jonathan Estes

Talent Management Operations
LG Electronics USA



With thousands of LG employees across North America, sharing HR data was nearly impossible. Groups were using different platforms to share insights, successes, and challenges.

Momentive helped LG develop a single HR enterprise platform to uncover employee sentiment, grow job satisfaction, and increase productivity. Today, LG has robust, evolving talent development, onboarding, and leadership training programs. Retention of new hires is at an all-time high.

Uplevel your onboarding experiences

Learn how the Momentive Candidate Experience solution helps you diagnose strengths and weaknesses of your onboarding process and put insights into action.

[Learn more](#)



Stage 3: Development

With turnover on the rise, organizations are increasingly looking for opportunities to boost employee engagement. One way to do this is through continuous learning and development programs. Use these programs to help promote better job performance and build a more engaged workforce, which ultimately helps your business deliver better products and services.

The most impactful training and development programs are built and then updated based on employee feedback, creating a cycle of continuous feedback and refinement that ensures that these initiatives are working as intended.

Did you know the number of skills required for a single job is increasing by 10% year over year⁹.

“The employee feedback we gather with Momentive has been critical in creating a fulfilling employee experience.”



Kathy Hoyt

HR Partner, RedHat



Tips for managing development

Evaluate training initiatives: Boost training effectiveness by gathering feedback from employees. By asking your employees what additional training they would like, your organization can identify and take action on gaps in your growth and development initiatives. To understand employees' wants and learning styles, include questions about preferred format—such as video, lectures and presentations, or short articles—and whether they prefer accessing courses at their own pace via an online catalogue or joining scheduled in-person training events.

Don't neglect tenured employees: Performing in-person training to onboard new employees is common among organizations. But as employees mature in the company, and the potential value they offer grows, opportunities for guidance and education become few and far between. One reason employers might cut back on training after employees have settled in is due to a “culture of genius”—the idea that employees either have the natural talent to

succeed or don't. More than 1 in 5 employees¹⁰ say their employer believes that performance is based on talent alone, without room to grow, which ultimately stifles improvement.

Performance reviews: Another critical way to help employees develop is to organize regular performance reviews where managers and their employees can check in about career goals, performance and results, and growth areas to focus on. These reviews can be annual, biannual, or even quarterly. One popular way to gather ongoing feedback is using a 360-degree review, also known as a “multi-source assessment,” which solicits feedback on an employee's performance from their supervisors, co-workers, peers, and subordinates. Employees should also have the opportunity to provide feedback on their manager. Use a management performance survey to gather feedback on management's approachability, communication, trustworthiness, performance, and more.

Use [our free template on SurveyMonkey.com](#) to understand the type of culture that your employees perceive at your company. Use the insights to help you identify areas to address, or to help you validate culture elements that already exist.

Learn about the [Momentive Employee Performance Management solution](#) to help you drive ongoing development and growth of your people.

Use our free SurveyMonkey survey templates, including the [360-degree review template](#), and the [management performance template](#) to kickstart learning and development feedback cycles.

Momentive Learning & Development solution

Understand where and how employee development efforts should be focused to advance your people and drive productivity.

[Learn more](#)



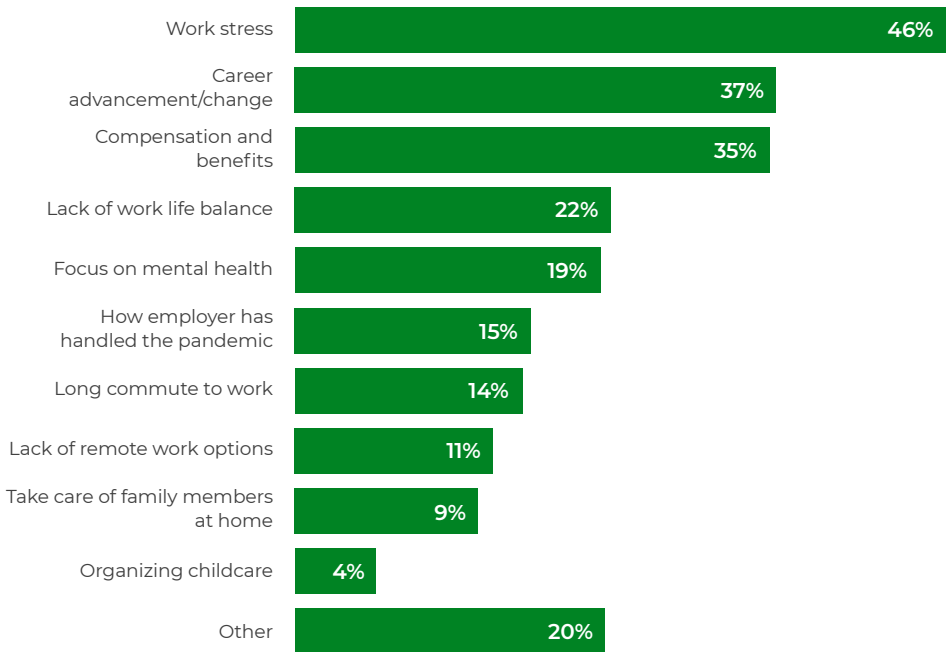
Stage 4: Retention

Losing your valuable employees is costly in the best of times, but if your workers start resigning en masse, the gaps in your workforce can make it challenging to drive your business imperatives forward and meet your goals.

Did you know In April and May 2021, employers faced the highest “quit rates” ever recorded¹¹.

Retaining top talent is more important than ever—and getting aligned with your employees’ needs and preferences is the best way to retain them. Organizations that pay close attention to employee feedback—and take action on it—are more likely to deliver desirable employee experiences that reduce attrition and boost retention.

A quarter of all workers are likely to leave their current jobs in the next 6 months. Here's why:



This Momenive study was conducted between June 2-8, 2021 among a national sample of 6,678 adults.



Tips for managing retention

Prioritize belonging and inclusion: A full quarter (26%)¹² of employees don't feel like they belong at their current company. That's a problem, because building a workplace culture that prioritizes belonging and inclusion is the best way to attract and retain diverse and talented people, create a sustainable, high-performing workforce, and make employees feel supported. Our research³ shows that workers who are satisfied with their company's efforts on DEI issues are happier with their jobs. They are more likely than others to say that they have good opportunities to advance their careers, and they are more likely to feel like they are paid well for the work they do. By prioritizing DEI, companies build cultures that are healthy, enduring, and productive.

Explore the [Momentive Workplace Equity IQ solution](#) for the technology and advice you need to quickly develop and manage meaningful workplace DEI programs.

Kickstart your employee DEI journey with this [free inclusion and belonging survey template](#) on SurveyMonkey.com.

Boost employee engagement: Why measure employee engagement? The answer is simple: when employees are engaged with their work, they're more fulfilled and more motivated. When employees are engaged and feel aligned with your organization's goals, they not only perform better, but are more likely to refer top talent to the organization, and stay longer.

Explore the [Momentive Employee Engagement solution](#) and learn how you can keep employees happy at work by listening to them and assessing the key drivers of engagement.

Start your journey to gathering feedback with our free [employee engagement survey template](#) on SurveyMonkey.com.

Improve meeting and event experiences: For many workers, a lot of time is spent in meetings—so it follows that their meeting experience can have a big impact on the overall employee experience. To ensure your meeting and event experiences are aligned with employees' preferences, you should gather input from attendees and take action to improve effectiveness. In fact, 70% of workers¹³ say gathering input from meeting attendees would make meetings better. You can also increase engagement in meetings by encouraging participation through surveys and polls.

Improve virtual meeting productivity and engagement with [our Zoom integration](#), or explore the [Momentive Internal Meeting and Event Feedback solution](#).



Customer Spotlight

How Momentive sips its own champagne to create an engaged workforce

It's no surprise that at Momentive, we use our enterprise feedback management platform extensively in all areas of the business. One area where every employee benefits from the results is in HR.

Momentive Chief People Officer Becky Cantieri leads a team that uses surveys to keep a pulse on the workforce and build programs that keep Momentive employees informed, engaged, and empowered to collaborate. COVID-19-related programs—from a home office set-up stipend and parenting-while-working-from-home workshops, to mindfulness classes, financial planning workshops, and virtual talent shows—have been swiftly developed as a result of employee feedback that Becky's team gathers and analyzes about our needs.

[Read the full story on SurveyMonkey.com](#)

Momentive Employee Engagement & Retention solution

Understand how your employees really feel and quickly take action so you retain your most valued talent.

[Learn more](#)



Step 5. Offboarding

All things must come to an end. Whether through retirement, termination, or resignation, the end of an employee's tenure with your company will inevitably come.

With every milestone comes an opportunity: and in that regard, the end of an employee's time with your company can be just as important as the beginning. When an employee leaves your company, it's important to find out why. Done right, exit surveys help you build a more attractive and fruitful culture so remaining employees stay longer and exiting employees have a positive lifelong connection with the brand.

Tips for managing offboarding

Improve retention with learnings from exit surveys:

The feedback you get from exit interviews can provide you with some powerful insights into what you're doing right—and where you need to make some improvements. But often, the feedback collected through face-to-face interviews can be biased—particularly if it's run by the employee's manager. Instead, using an exit survey to gather input from departing employees can yield more truthful statements. Include a range of questions, from management effectiveness to overall workplace satisfaction, and be on the lookout for any emerging patterns that signal the need for a deeper dive, either on a functional or company level. As you gather feedback, make sure you package key insights so they can be shared with sensitivity among the appropriate audiences.

Kickstart the offboarding process with this [free offboarding survey template](#) available on SurveyMonkey.com.



How Momentive's solutions can help

From a candidate's first interview to their last day on the job, Momentive can help you deliver employee experiences for every stage of the employee lifecycle, so that you can better attract, engage, and retain diverse talent.

Employee recruiting

Candidate Experience: Measure and optimize your candidate experience at every touchpoint, from application to interview to onboarding.

[Learn more](#)

Diversity, Equity, and Inclusion: Create a diverse, equitable, and inclusive workplace where everyone, regardless of background, feels like they belong.

[Learn more](#)

Onboarding

Candidate Experience: Measure and optimize your candidate experience at every touchpoint, from application to interview to onboarding.

[Learn more](#)

Learning & Development: Drive your team productivity by understanding where and how to focus learning and development efforts.

[Learn more](#)

Development

Learning & Development: Drive your team productivity by understanding where and how to focus learning and development efforts.

[Learn more](#)



How Momentive's solutions can help

Retention

Employee Engagement and Retention: Understand how your employees feel about their experiences to increase retention, job satisfaction, and productivity.
[Learn more](#)

Diversity, Equity, and Inclusion: Create a diverse, equitable, and inclusive workplace where everyone, regardless of background, feels like they belong.
[Learn more](#)

Workplace Benefits: From healthcare plans to catered lunches, collect insights on employee feelings about your company's benefits.
[Learn more](#)

Return to Work: Understand changing employee needs and sentiment to design safe, supportive policies in a post-pandemic world.
[Learn more](#)

Learning & Development: Drive your team productivity by understanding where and how to focus learning and development efforts.
[Learn more](#)

Internal Meetings and Events: Collect insights before, during, and after every internal meeting and event to make them more effective.
[Learn more](#)

Performance Management: Develop a high-performing workforce with insights that drive ongoing development and growth of your people.
[Learn more](#)

Offboarding

Try our free exit-interview survey template on [SurveyMonkey.com](https://www.surveymonkey.com) to quickly understand how the exiting-employee feels so you can pinpoint areas for improvement to the overall employee experience.
[Learn more](#)





Ready to work with us?

Talk to a sales representative about our employee experience management solutions.

Talk to an expert

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